DOWNTOWN MASTER PLAN

FRISCO TEXAS | OCTOBER 2018

GATEWAY
PLANNING

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Executive Summary

This Master Plan provides the vision for the historic downtown of Frisco. It updates the 1998 plan, establishing a new community vision and companion business plan for implementation.

The Master Plan is comprised of three key elements:

- The Connectivity Plan;
- The Development Character Areas; and
- The Illustrative Building-Scale Plan

Those three plan elements are depicted at the end of this Executive Summary and are explained in more detail in the expanded plan document on the subsequent pages. Together, they provide a framework for Downtown's future as guided by the extensive community input secured throughout the process.

ADVANCING AN AUTHENTIC DOWNTOWN

Downtown Frisco is thriving. Its vitality is apparent when one is grabbing coffee, sharing dinner and a drink with friends or enjoying a meal from a local food truck. This Master Plan update builds that vitality and on what is already working in Downtown.

Once an agricultural center for North Texas, Frisco has transformed into a community of quality suburban neighborhoods, strong businesses and modern entertainment destinations. Historic downtown could complement that success. In that context, this update allows for the meshing of Frisco Square, Heritage Center and Downtown to operate as a regional destination of walkable, connected and distinct places.

When the original Master Plan was adopted in 1998 companion zoning was established to ensure the plan's implementation. As the local Frisco and regional markets have expanded, and a broad downtown constituency has been established, this updated Master Plan provides a vision of downtown's role, locally and regionally in a more robust way.

Figure 1A: 4th Street Plaza

The Gateway Planning Team was retained to create a comprehensive approach for downtown's future by combining community vision, walkable design, context-sensitive infrastructure, connected public spaces, new business potential and formal management options. The key driver of this approach is bringing together regional identity and local authenticity so that uniqueness is based on market-driven authenticity. The "DNA" for this dynamic will be the Character Areas.

These Character Areas set forth neighborhood development characteristics and the development potential of each unique to that place, and how those places relate to each other. As downtown life emanates across Main Street and then to the north and to the south, these Character Areas guide the combination of uses, building scale and transition to the surrounding neighborhoods. This strategic approach aligns the marketplace and public policy so that the emerging brand, the Rail District, can advance the strongest community vision for Downtown possible.

THE ROLE OF THE MASTER PLAN

The Master Plan, structured by the Character Areas, guides the implementation recommendations and policies to realize the market potential within a community vision. One-on-one and group discussions with the City Council, the Planning & Zoning Commission, the Downtown Master Plan Committee, the Staff Team and a range of community stakeholders established a focus for the Master Plan. Three key opportunities emerged for the Master Plan:

- A connected, pedestrian-friendly street network (see Figure 3) is necessary to provide access and mobility throughout Downtown. Thus, this Master Plan establishes a comprehensive connectivity framework including pedestrian-focused linkages to new public spaces and expanded locations for parking that supports downtown as a destination of connected places.
- Many of the buildings on Main Street and Elm Street house successful businesses; but several properties are candidates for redevelopment—thus, this Master Plan provides guidance on the scale of redevelopment and its relationship to improved public spaces through all of Downtown (see Figure 3A).
- Downtown has the potential to be a premier historic center offering regionally significant business, entertainment and boutique living options—thus, this Master Plan details a market analysis and resulting proposed redevelopment program that establishes distinct areas for the aggregation of diverse and interesting places. At the same time, it provides a Capital Improvements Program (CIP) for street/pedestrian/bike infrastructure, public spaces, parking, utility relocation and drainage improvements.

Stakeholder Interviews and the Design Workshop Open House and Presentation in February and April 2018 (Source: Gateway Planning)

These initial city and stakeholder discussions created informed momentum for the project as the process moved forward. This process resulted in several key implementation strategies:

- Building-scale catalytic plans within the Character Area framework were created (see Figures 4A and 5A), including a proposed Design District that can serve as the transition area between Downtown and Frisco Square;
- Improvement of streets and the creation of gateways within a design hierarchy to absorb growth, sustain neighborhood vitality, and to relate different modes of mobility;
- A strategy for combining the historic Downtown with the greater Frisco brand, including Frisco Square and Heritage Center; and
- A relationship between local business and community organizations and city government that advances decision-making.

A Plan for Investment

Business plans often advance vision, design and policy direction for regulation. This Master Plan provides additional guidance so that public investment can be combined with desired private investment. The following summarizes both the traditional elements and the business-focused elements to achieve that combination.

DEVELOPMENT OPPORTUNITIES

The market analysis undertaken for the Master Plan validates that demand for downtown development is strong. The analysis establishes substantial demand for a range of commercial, retail and entertainment uses. Simply put, tremendous spending power is “leaking” out of Frisco. A significant share of this spending power can be captured in Downtown. The Master Plan and its Character Area framework provides a design and programmatic context to capture that local and regional spending power.

A compelling opportunity to address this leaking spending power is establishing a mixed-use Design District between Heritage Center and the Silos, which would take advantage of spending potential on specialty furniture, art, household specialty items, and other related products. It could also build on the authentic history of the Frisco railroad junction while linking Downtown and Frisco Square through an eclectic series of shops, restaurants, fabrication studios and showrooms anchored by a pedestrian focused promenade.

CONNECTIVITY, OPEN SPACE AND PARKING

Unlike suburban development, successful downtown redevelopment requires the strategic interaction of multi-modal transportation options with parking that serves a district rather than a single building. Also necessary is a variety of public spaces linked by the street/pedestrian network so that they provide an inviting environment for people to walk around. This walkable context is critical to encourage a “park once” context in downtown. This would encourage people to park and walk to multiple destinations for several blocks. This updated Master

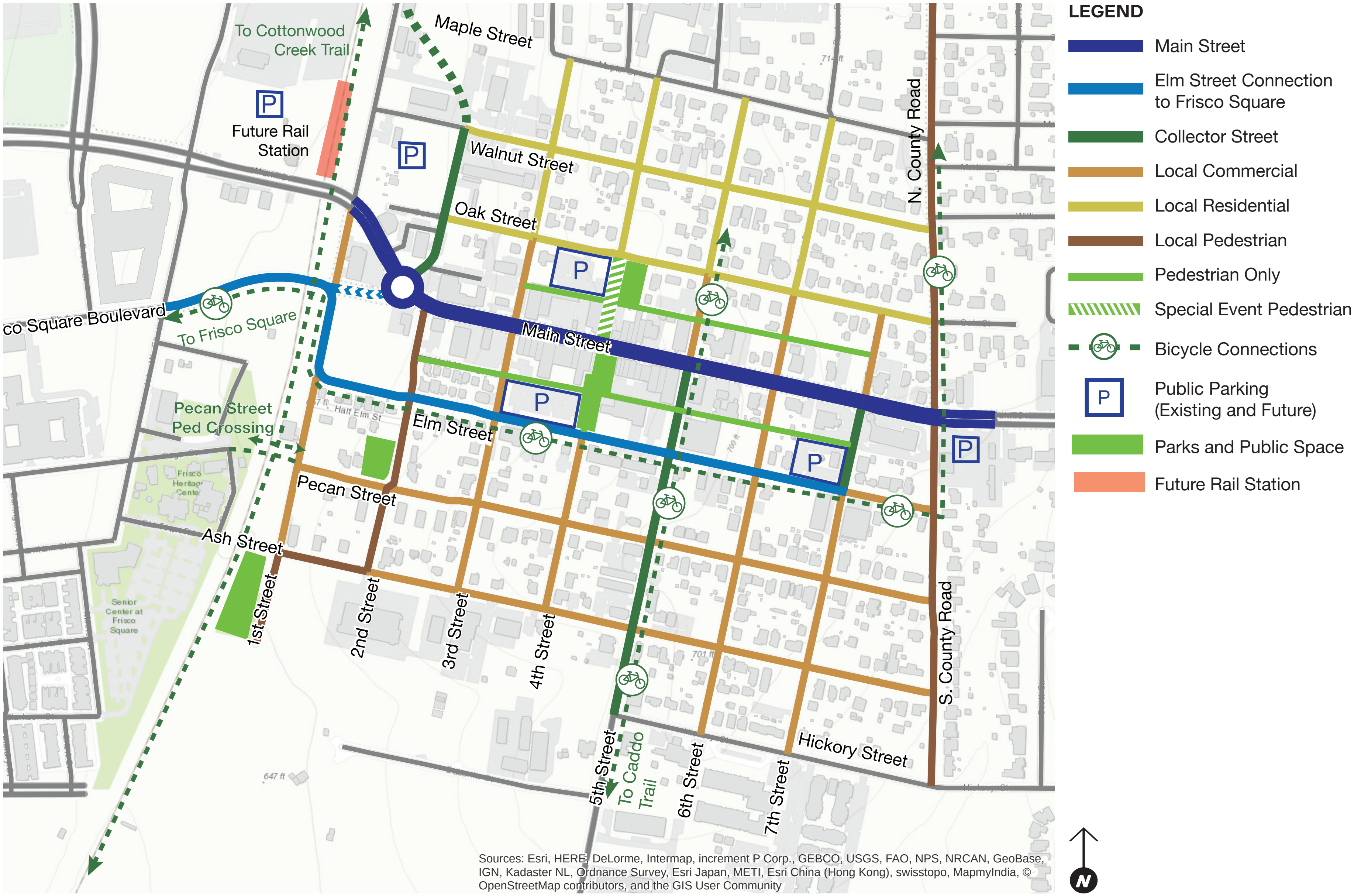
Figure 2A: 4th Street Plaza Catalytic Opportunity

Plan establishes a connected system of streets, public spaces (plazas, parks and open spaces) and parking with Main Street and Elm Street, as a reinvented complete street, acting as the east-west spines.

The area has several existing parks and open spaces nearby, including Frisco Commons Park and Youth Center Park to the northeast, Gallegos Park and First Street Park to the west/south, and Oakbrook Park to the south. These spaces are accessible via the existing network of local streets, sidewalks and trails. In addition, a new 4th Street Plaza (see Figure 2) would encourage people to traverse Main Street and serve as the anchoring public space in the Downtown’s overall connectivity framework. This plaza also is intended to encourage a new gravity of downtown restaurants, spaces for hanging out and appropriately scaled urban living.

Specific improvements are also proposed in this connectivity system to create continuity between traffic operations and pedestrian comfort

Figure 3A: Connectivity Map



including a roundabout at 2nd Street and modifications to Frisco Square Boulevard, Main Street and Elm Street to improve traffic circulation while expanding opportunities for cycling. Finally, this plan proposes some stronger cycling connections to the north and south to improve cycling access within the Downtown and adjacent neighborhoods.

This connected system links adjacent neighborhoods, destinations, public space and parking through pedestrian-friendly, multimodal streets, resulting in a distinct Downtown that can sustain a design district and public plaza. This unique area will allow for new restaurants and entertainment without threatening the businesses in Downtown today.

STREET INFRASTRUCTURE, DRAINAGE AND UTILITIES

The ability to reinvent portions of the existing street infrastructure, utilities and drainage systems will require an alignment of substantial redevelopment and the community's support for investment in that infrastructure. The Master Plan relates the infrastructure improvements with the redevelopment potential at the building, block and street scales. This approach is like that of a master developer. The difference is that the approach in the Downtown Master Plan enables multiple ownership interests adjacent to one another to invest and redevelop under a common phased infrastructure plan. The Master Plan provides urban design details of a reinvented infrastructure context, including potentially burying utilities at their current location or relocating them to alleys so that private development projects can be achieved while also enhancing public realm aesthetics. It should be underscored, however, one global solution for utility access for redevelopment of a particular site or building may not be workable. Therefore, some unique accommodations may need to be made for unique conditions.

The City Council, the Planning & Zoning Commission and the Downtown Master Plan Committee met two times to discuss several critical elements of the Master Plan. Main Street emerged as a major focus as anticipated. In that process the City Council expressed its preference after input from the Commission and Committee for **Option B** as the preferred option. In that option, the median is replaced with a center turn lane to facilitate additional pedestrian zone width that could accommodate shade trees. Option D has the same road cross section as Option B, but provides expanded sidewalks by eliminating the on-street parking. A combination of Option B and D could be utilized whereby temporary raised cafe space or parklets could be placed in some of the parking areas envisioned in Option B, especially as more off-street parking becomes available in the future. In addition, the travel lanes could be narrowed from 12 feet to 11 feet because emergency vehicles can now utilize the center turn lane for part of the required emergency clear zone.

Finally, Option E, which would eliminate left turn lanes and introduce angled parking, like 15th Street in downtown Plano, also received substantial positive attention because of the opportunity to provide significant parking density for the core blocks, emanating from 4th Street both ways along Main Street. However, its tradeoffs include retaining narrow sidewalks and reducing traffic capacity through Downtown.

Implementation

Several core policy, infrastructure and design elements must be considered for near term implementation for the vision of the Master Plan Update to be realized in a substantial way, including:

- A policy decision that maintaining a pedestrian-focused character in Downtown is more important than widening Main Street to accommodate more pass-through traffic and therefore the purpose of reconstructing Main Street and other side streets is to enhance walkability and improve pedestrian crossings while maintaining traffic efficiency;
- Developing a plaza along 4th Street north and south of Main Street with the south portion permanently closed to vehicular traffic and the addition of a parking structure with ground level retail facing the plaza on Elm Street;
- Mitigating anticipated additional traffic and parking that will infiltrate the surrounding neighborhood streets by implementing an overall parking management system with parking eventually treated so that it is priced according to

its specific function and value, including the addition of one more strategically-located parking structure to serve the future TOD identified in the Comprehensive Plan at the silos and the mixed-use Design District proposed in this Master Plan;

- Developing strategies to utilize some of the alleyways for pedestrian ways; and
- Constructing an alternative street configuration near the railroad at Main and 2nd Street to allow for a roundabout, which would manage traffic flow and be a gateway into Downtown;

The successful relationship of the regionally-focused market potential with the means to capture it in an authentic context is the touchstone of the Master Plan. In addition, the plan's anticipation of specific challenges and how to potentially resolve them will determine whether the success of Downtown can be sustained.

Figure 4A: Character Area Map

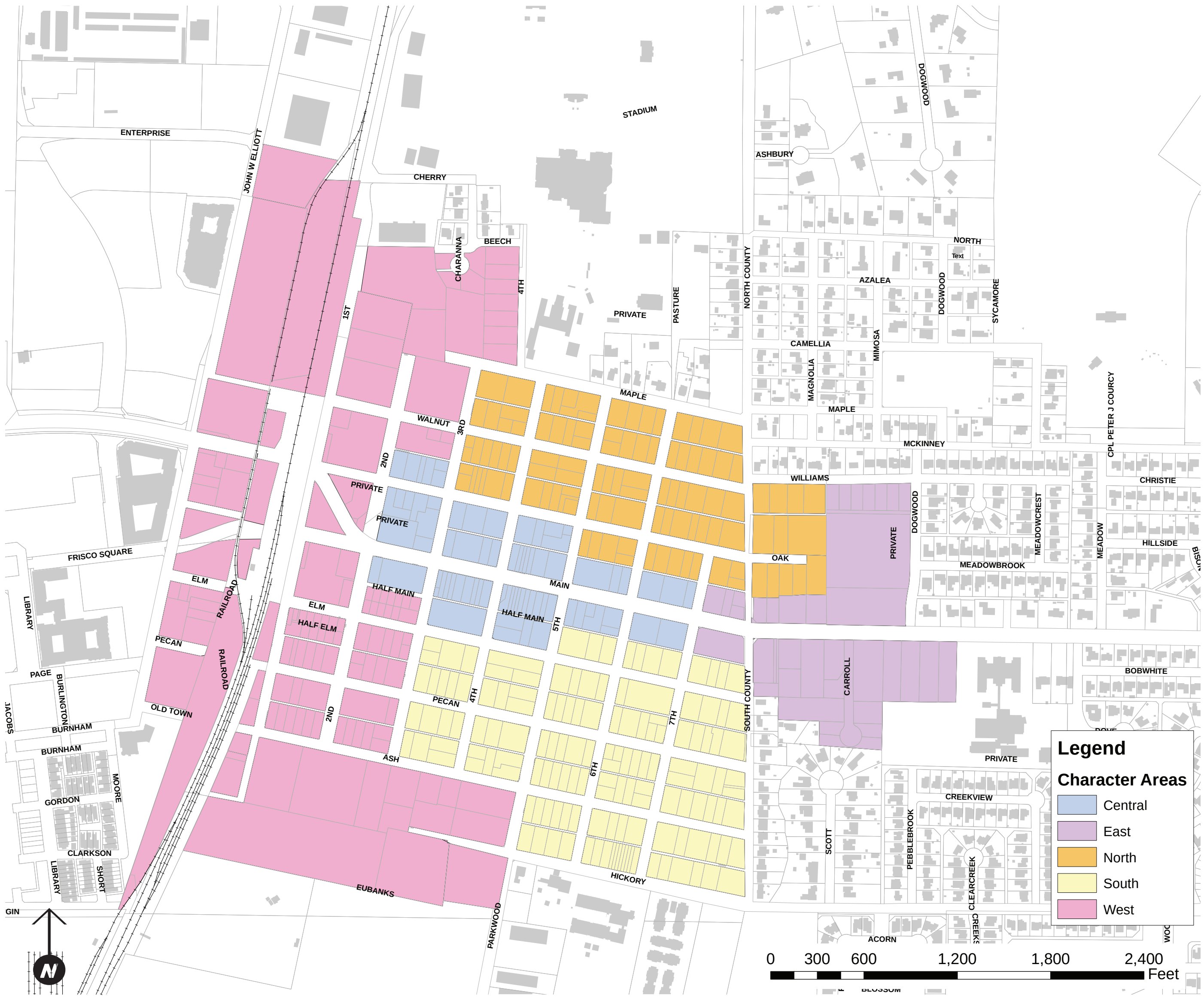
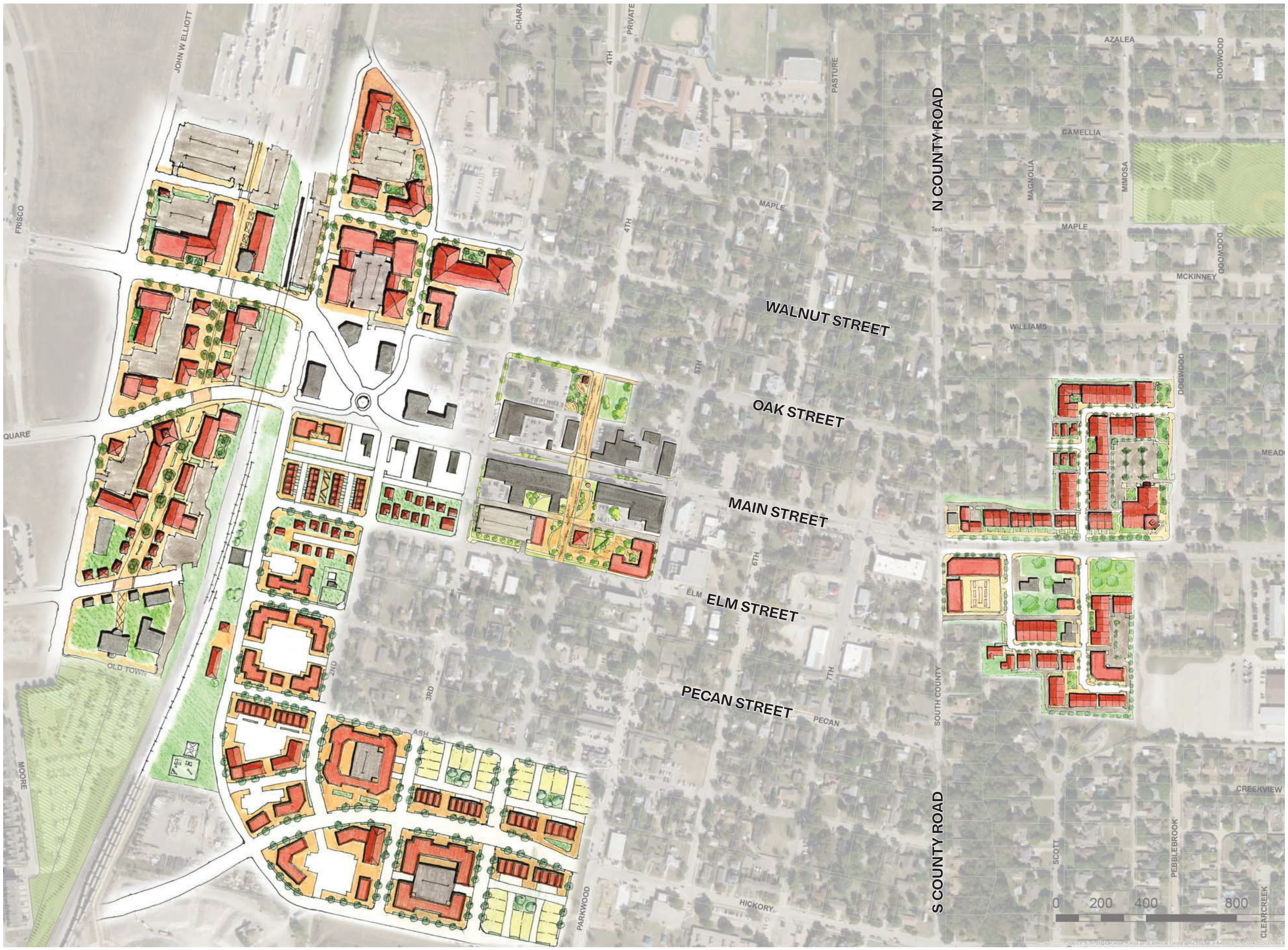


Figure 5A: Illustrative Plan



A Vision for Downtown

A COMPREHENSIVE APPROACH FOR IMPLEMENTATION

The Master Plan, establishing character areas, sets the stage for implementation of the community vision. The Master Plan was created after detailed discussions with the community via one-on-one meetings, open house presentations, the design workshop and online surveys (see a detailed discussion of that community engagement in the Appendices). The Master Plan reflects that discussion and an iterative process with the city to lead to implementation detail and guidance:

- Building-scale catalytic plans within the character area framework;
- A reinvention of streets and gateways for activation of downtown businesses and supporting neighborhood vitality;
- A strategy for continuing the journey to align the historic Downtown with the greater Frisco brand, including Frisco Square and Heritage Center; and
- A multi-faceted governance structure for sustaining the relationship between local businesses, community organizations and the government.

Globally, this plan serves as a business

Figure 1: Illustrative Master Plan

plan for Downtown's reinvestment and redevelopment.

A COMMUNITY DRIVEN VISION TO MAKE IMPLEMENTATION POSSIBLE

A detailed discussion of the stakeholder and public engagement is included in the Appendices of this plan. Through in-person and the online surveys, over 1,200 stakeholders were engaged in the process.

In summary, the community was engaged to understand the potential for brand unification and clarification from "Frisco Square" to "Center City" to "Frisco Junction" to the "Rail District." Recent branding initiatives have embraced the Rail District with banners installed along Main Street; but this plan reinforces The Rail District identity with the broader regional perception of what historic Downtown is (and where it is located).

The engagement process began after the project's kickoff in October 2017 with a Downtown Master Plan Committee work session. This kickoff introduced the downtown and greater community representatives to the planning process and started the conversation about a comprehensive and realistic vision for Downtown.

During the entire process, community members were invited to participate in online surveys. The online surveys were distributed to stakeholders via email and posted on the City's website to be distributed through Facebook and other social media channels in concert with the Chamber and FEDC. The first survey asked participants to comment on:

- What they like about Downtown
- What they dislike about Downtown
- What they would like to change about Downtown, and
- What they would like to keep the same

Several themes emerged in the first survey:

- A significant number of individuals indicated that they liked that Downtown looked different from anything else in

Stakeholder Interviews and the Design Workshop Open House and Presentation in February and April 2018.

- Frisco and that it was nice to "…have a place that reminds you life in Frisco did not begin in 1995."
- Some people stated it often felt like Frisco had two downtowns – the historic downtown and Frisco Square.
- The charm, history and character of Downtown should be preserved.
- Mobility throughout Downtown is difficult in terms of walking and traffic conflicts.
- Several people would like to see façade improvements on the buildings in addition to improved wayfinding and signage throughout Downtown that better advertises the small businesses, restaurants and open space.

The second online survey resulted in almost 600 respondents. The majority of responses indicated they would like to see adaptive reuse of buildings in downtown and an encouragement of high-quality architecture and development standards.

Interestingly, while several people indicated they would like to see more restaurants and outdoor dining spaces, the majority of respondents stated they only shop or dine downtown very little and felt somewhat uncomfortable walking or biking in Downtown. After a charrette in April a follow up survey asked if respondents would walk or bike in Downtown if pedestrian improvements were made - the majority of individuals stated they would if:

- Sidewalks were improved;
- Lighting and wayfinding signs were added; and
- More parks and plazas were provided

This input provided the consultant team and city staff a mandate to focus on core infrastructure for connectivity and public people spaces.

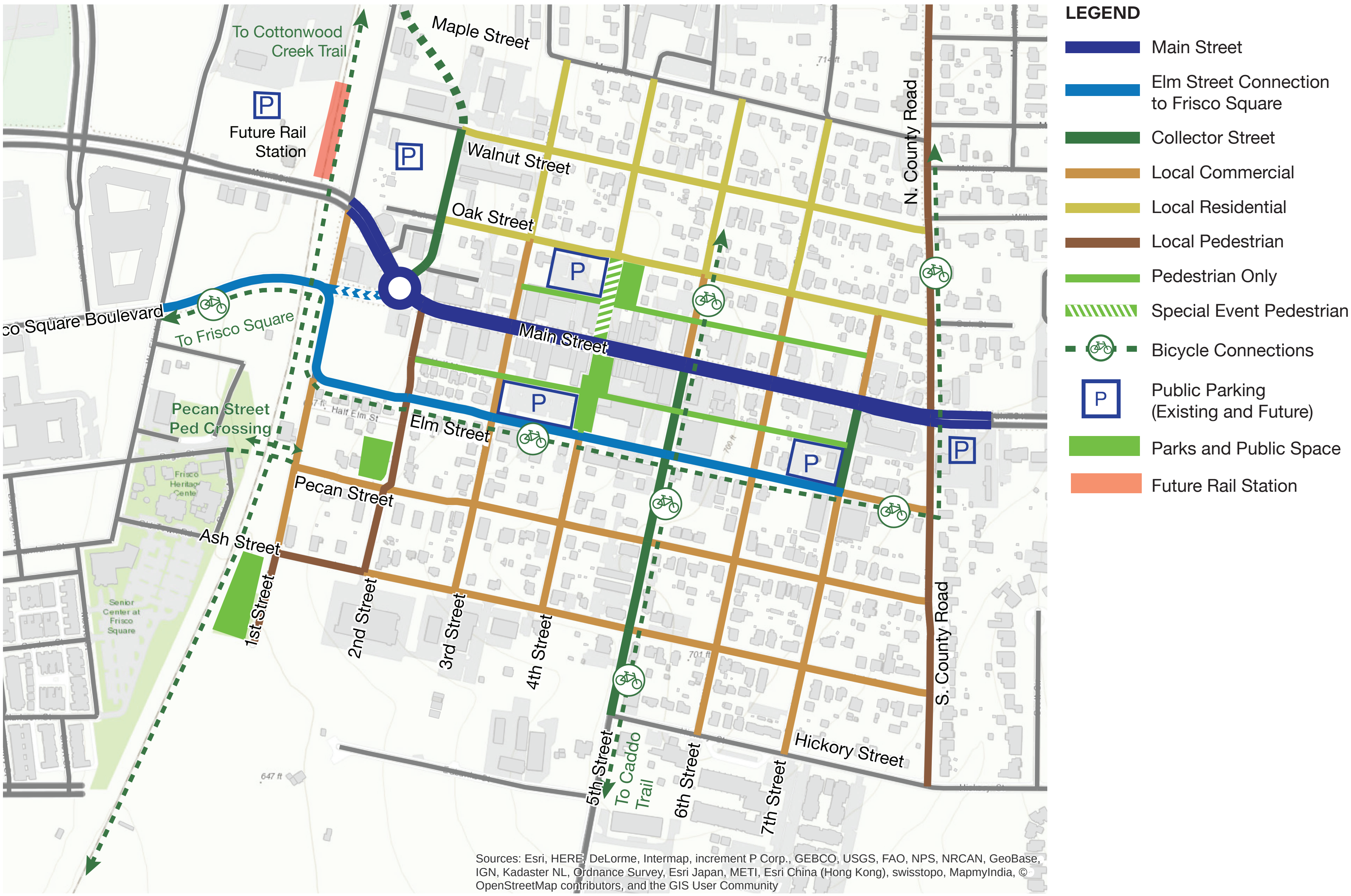
OPEN SPACE INTEGRATION & ALLEYWAY ACTIVATION

Public people space integration and activation forms the key to this Master Plan, building on the importance of public spaces to the greater Frisco Community. There are several parks and open spaces in the downtown vicinity, including Frisco Commons Park and Youth Center Park to the northeast, Gallegos Park and First Street Park to the west/south, and Oakbrook Park to the south. However, the current limited options in Downtown restrict the types of activities, festivals and programming possible in Downtown. In addition, the lack of connectivity and walkability discourages the use of the existing public spaces.

This Master Plan identifies opportunities to add and connect open spaces in Downtown, including a revitalized and expanded 4th Street Plaza that links adjacent lots and alleyways together to expand the public realm not only in front of buildings, but behind them. Additionally, the modified street sections and proposed bike paths will improve connectivity throughout Downtown, the adjacent neighborhoods and nearby public parks. And lastly, connectivity opportunities across the railroad tracks and into Heritage Center demonstrate how hardscaped open spaces and plazas can transform an industrial area into a reinvigorated Design District that supports expanded festivals, such as the StrEATS Gourmet Food Truck & Music Festival and provide numerous opportunities for more public art and branding.

The Connectivity Map on the following page identifies key opportunities throughout Downtown for new public spaces, walkable streets, convenient parking and development by linking together key destinations and current projects. This linkage strategy will provide contextual support for catalytic development opportunities, which could include intimate usable public spaces juxtaposed with additional neighborhood retail amenities and appropriately-scaled infill residential, especially through the redevelopment of downtown's obsolete industrial sties at the silos and to the south, can also potentially utilize the alleyways, and easements for connectivity and obsolete industrial parcels for redevelopment.

Figure 2: Connectivity Map



MARKET OPPORTUNITIES

Market Opportunities

Downtown Market Opportunities

A market study was undertaken to validate the comprehensive approach to Downtown's continuing redevelopment and to test specific catalytic development strategies. It focused on retail because the consulting team understood from market conditions that any amount of residential that could be absorbed within the limited opportunities for infill would be scaled for the historic fabric of downtown especially when considering the surrounding single-family fabric.

To explore how much, and what type of, new retail market demand will exist in the years ahead, the consultant team conducted an abbreviated retail analysis. The market analysis included several components:

- An analysis of major demographic characteristics that typically influence consumers' shopping decisions, such as household income, household size, age, and education;
- An analysis of psychographic characteristics of Frisco's residents, providing important insights into likely consumer preferences;
- An analysis of downtown Frisco's current business composition;
- Retail sales void analyses for Frisco and for the areas within 5-, 10-, and 15-minute drive times of downtown;
- Gathering and examining vehicular traffic counts through downtown Frisco, on Main Street;
- An in-store mapping exercise to identify where current downtown customers live;
- Estimates (in current-year dollars) of the retail buying power of future Frisco residents, based on the City's population growth projections; and
- Information from meetings with over 100 community representatives and from two online surveys.

The following findings informed the amount and type of retail development expected the next 10 to 15 years in Downtown Frisco:

- Frisco's phenomenal population growth translates into a substantial amount of new consumer demand for retail goods and services. In essence, every new household that moves to Frisco brings with it over $13,800 (in 2018 dollars) in new retail market demand annually (not including demand for motor vehicles and related services). This means that, over the next decade alone, Frisco's new residents will generate enough new retail market demand to support an estimated 1.4 million square feet of new retail space. This city-wide demand offers the community an unprecedented opportunity to reshape the downtown retail landscape, even assuming a modest capture of that demand in Downtown.
- Frisco's population is well-educated, with nearly 60 percent having a college degree, and more than 20 percent having a graduate or professional degree, almost twice the national average.
- The city's population is remarkably homogeneous in terms of its psychographic characteristics, the characteristics that shape a person's values, attitudes, lifestyle, and other factors that, in turn, influence her or his preferences for certain types of products or activities. Almost two-thirds of Frisco's households fall into one of 67 psychographic categories – a category characterized by young, well-educated, affluent suburban professionals with families. Members of this psychographic category typically have long commute times and therefore often seek opportunities to work from home, consider physical

fitness a priority, prefer late model imported cars (particularly SUVs), enjoy gardening (but contract for home services), and are well connected via the latest phones and devices. Style is important to this psychographic category, from personal appearance to their homes.

- Downtown Frisco's current business mix is more or less typical of that of most older downtowns in the U.S., although the percentage of its businesses that are retail businesses is slightly low - 9.8 percent in downtown Frisco, versus 15 to 17 percent for most high-performing older downtowns - as is the percentage of businesses in the "accommodation and food services" category, 2.5 percent in downtown Frisco, versus five to seven percent nationally.
- The City of Frisco is experiencing a retail sales leakage of $110 Million, meaning that Frisco residents are probably spending at least this much money outside the city (and probably even more, since some of the city's leakage is offset by visitor spending). Based on the patterns of retail leakages in the areas within 5-, 10-, and 15-minute drive times from downtown Frisco, it appears that there are opportunities to capture both local sales leakage - by adding new product and service lines to existing businesses and by developing new businesses - as well as regional sales, particularly from communities north of Frisco.

Based on these findings, the consulting team recommends the following:

- **CREATE A DESIGN DISTRICT DOWNTOWN.** The consultant team found that, over the next five years, there will likely be enough new market demand from new Frisco residents alone to support between 97,000-115,000 square feet of retail space programmed for design-focused home furnishings, apparel, toys/games, and musical instruments, plus 21,000-23,000 square feet of restaurant space to support the district. The team estimated that, within 15 years, new market demand for these products and services will likely grow by another 60,000-70,000 square feet for design-focused merchandise and 13,000-15,000 square feet of dining space (see the Appendix for more information on these estimates). This is not as large as the Dallas Design District, of course, but it would offer products and services uniquely tailored to Frisco's consumer preferences – and would be considerably more convenient to Frisco's residents than Dallas.
- **ADD MORE RESTAURANTS.** The City is already experiencing a restaurant sales leakage of more than $40 Million annually. And, the area within a 15-minute drive time from downtown Frisco is losing approximately $100 Million. Downtown Frisco, including the Design District, should therefore be able to comfortably support eight to 10 new restaurants (assuming the Downtown is able to capture 15 percent of the City's current sales leakage and that each restaurant averages a minimum of $500,000-$600,000 in gross sales annually). New downtown restaurants should offer a wider variety of cuisine choices than is currently available and should incorporate a range of entertainment experiences.
- **EMPHASIZE FAMILY-FRIENDLY EXPERIENCES.** Frisco's residents are, in general, family-focused, and incorporating family-friendly experiences into downtown businesses, public spaces, and public events will improve Downtown's appeal.
- **DEVELOP A MULTIMEDIA, MULTIPURPOSE THEATRE DOWNTOWN.** Frisco has grown so quickly in recent years that it now lags behind most cities of comparable size in development of arts and cultural institutions – and, by doing so, risks losing market share for arts, cultural, and entertainment activities to communities throughout the north-of-Dallas region. Arts institutions offer direct benefits to communities – but multiple national studies in recent years have demonstrated that the presence of cultural institutions – museums, performing arts centers, multimedia arts centers, etc. – provides a critical boost to communities' business and scientific creativity and to their ability to cultivate creative-economy and knowledge-

economy businesses and jobs. And, arts and culture are big business; according to a March 2018 report by the U.S. Bureau of Economic Analysis, for example, the arts and culture sector accounts for 4.2 percent of US GDP, putting it ahead of construction, transportation, educational services, agriculture, mining, and utilities. By 2033, when Frisco is projected to reach its full build-out population estimated at 333,700 people, Frisco residents could generate $16 Million in demand annually for ticketed theatre events, $7 Million in demand for recreational lessons, and almost $5 Million in other ticketed non-sports events. Market demand exists to support a multimedia, multipurpose theatre – and, with its accessibility and its proximity to restaurants, the library, and major sports facilities, Downtown Frisco is the ideal location for it.

It is worth mentioning that the presence of unmet retail market demand alone does not guarantee that a business, or a downtown district, will be successful. Many factors influence the performance of a downtown retail business, including how well capitalized the business is; the owner's and manager's skills in merchandising, marketing, and management; the overall business mix and the quality of the synergy between businesses; the attractiveness and walkability of the district; the quality of downtown marketing events; the effectiveness of downtown marketing events in reaching targeted audiences and creating a consistent positive image for the district; the availability of convenient parking; good traffic flow; the overall supply of retail space within the community and region; and many other factors.

Downtown Businesses and Storefronts along Main Street

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CATALYTIC DEVELOPMENT

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Catalytic Development

Character Areas

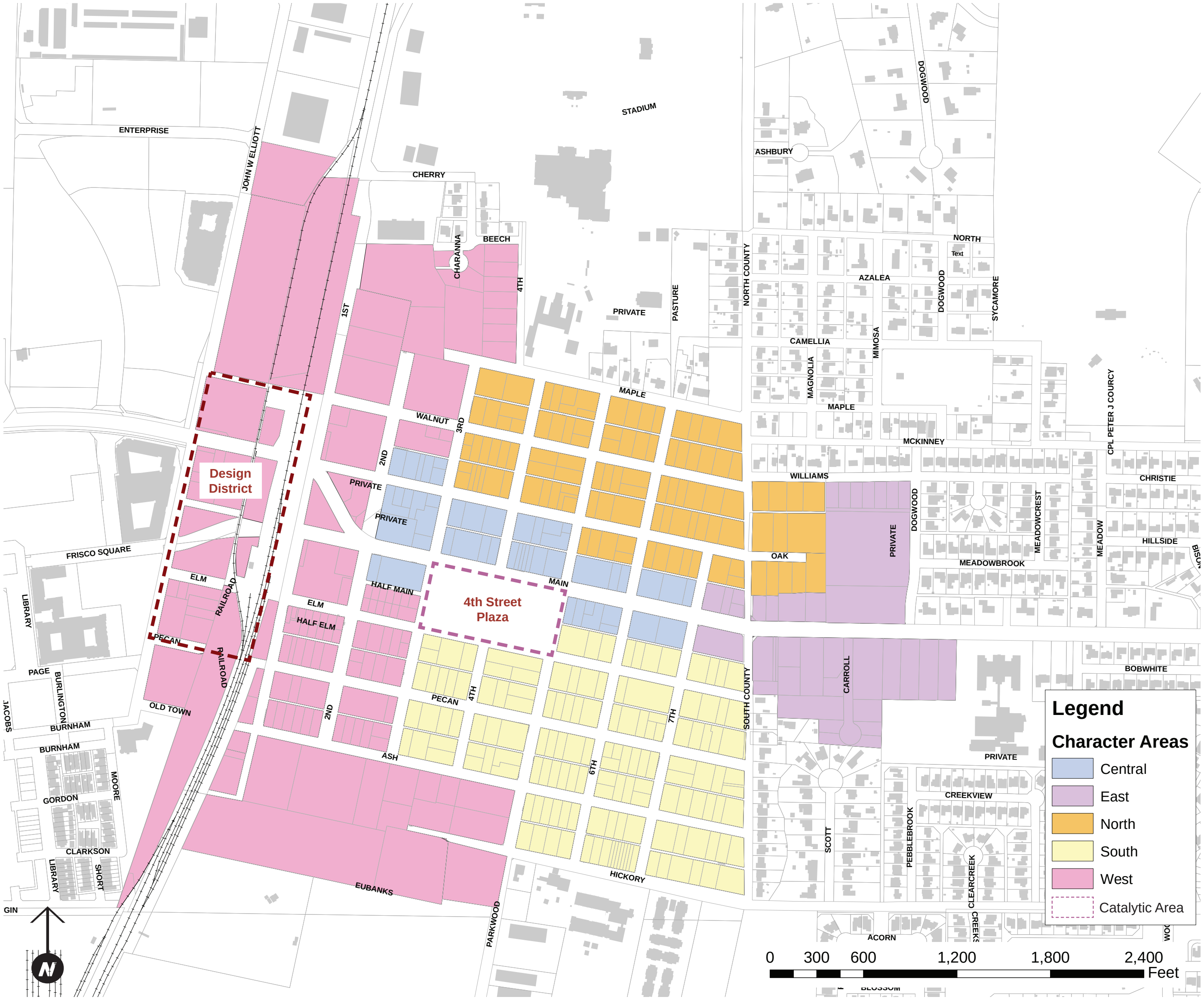
The Character Areas established for the Master Plan reflect development character, vision and potential for historic Downtown Frisco, as well as set the stage to align the Original Town Commercial (OTC) and Original Town Residential (OTR) zoning categories in a manner that encourages reinvestment and redevelopment. Five distinct Character Areas are established to contextualize and relate the recommended infrastructure and catalytic development projects proposed in this plan. Each area includes connectivity elements opportunities between key destinations, validates local character and uses, and preserves and enhances neighborhood quality of life.

These five areas are summarized as follows:

WEST

The West Character Area is one of two gateways into Downtown and serves as the transition from Frisco Square to the historic Downtown. Containing Heritage Center, the Silos site and property along the railroad tracks and 1st Street, this area also contains the largest opportunity for redevelopment. The creation of a "Design District" from Heritage Center to the Silos with one to two story buildings that

Figure 3: Character Areas



support innovation, restaurants, retail, open space, public art and programming this area can continue Frisco's culture and character while establishing a new industry opportunity in the community.

CENTRAL

The Central Character Area is the heart of Downtown Frisco and follows the Main Street corridor from 2nd Street to County Road. This area will encourage infill development and reinvestment, especially through sidewalk and right-of-way reinvention and the creation of a central open space at the 4th Street Plaza

NORTH

The North Character Area serves as a transition from the Central Area along Main Street to the north along Oak Street, including all the residential within the OTR District. This area focuses on neighborhood preservation, connectivity and walkability improvements, and right-of-way improvements that provide parking strategies for locals and visitors alike.

SOUTH

The South Character Area is similar to the North Character Area in that it helps serve as a transition from the Central Character Area to the neighborhood to the south of Main Street. However, unlike the North Character Area, the South Character Area also includes a vision for small-scale, mixed-use infill development with building types such as live/work units, duplexes or townhomes, and mixed-uses.

EAST

The East Character Area is the second gateway to Downtown along Main Street and includes the Cornerstone Community Church parcel along Dogwood Street (see Figure 4). The second largest redevelopment site within the Downtown, this character area seeks to demonstrate how residential and civic uses can be integrated in a sustainable and economically viable way to encourage higher quality architecture, green space integration and drainage control methods.

The following concepts detail these opportunities in each of the Character Areas and reinforce how the community's vision that emerged through the engagement process is reflected in this plan and each of the recommended potential outcomes.

Figure 4: East Gateway Development

Development Projects in the "Pipeline"

Development has been working its way east from Frisco Square over the past several years. Projects like the Fresh Market north of Main Street will add 388 residential units. A combination of staples like Manny's with new small businesses like Summer Moon and Eight Eleven has generated renewed activity in the historic downtown as well. Now, locally-owned Nack Development is looking to take Downtown to another level with mixed-use projects, including The Patios at the Rail (located on the former Double Dip site), The Towers at the Rail and The Calaboose.

Catalytic Development Locations

The following catalytic development locations are examples of where initial investment and infrastructure improvements could be aligned to reinforce the vision established by the community through this initiative and The Rail District branding, as well as leveraging the projects already in the "pipeline."

DESIGN DISTRICT

The Frisco Design District, which sits within the West Character Area as identified in Figure 3, could serve as a missing piece to the regional economy and market in terms of incubator, innovator and manufacturer spaces as well as a bookend to the DFW metroplex's other design district in Dallas. Identified as the blocks located between John W. Elliott Drive to the west, the railroad tracks to the east, the Silos property to the north and Heritage Center to the south, this new innovative center for Frisco could anchor redevelopment within the West Character Area.

This catalytic concept embraces Frisco's unique cultural heritage by extending the reach of Heritage Center towards the Silos property with new opportunities for design-based businesses and manufacturers with complementary retail, restaurants and open spaces for community events and programming.

Figure 5: West Character Area, including the New Design District

Figure 6: Design District

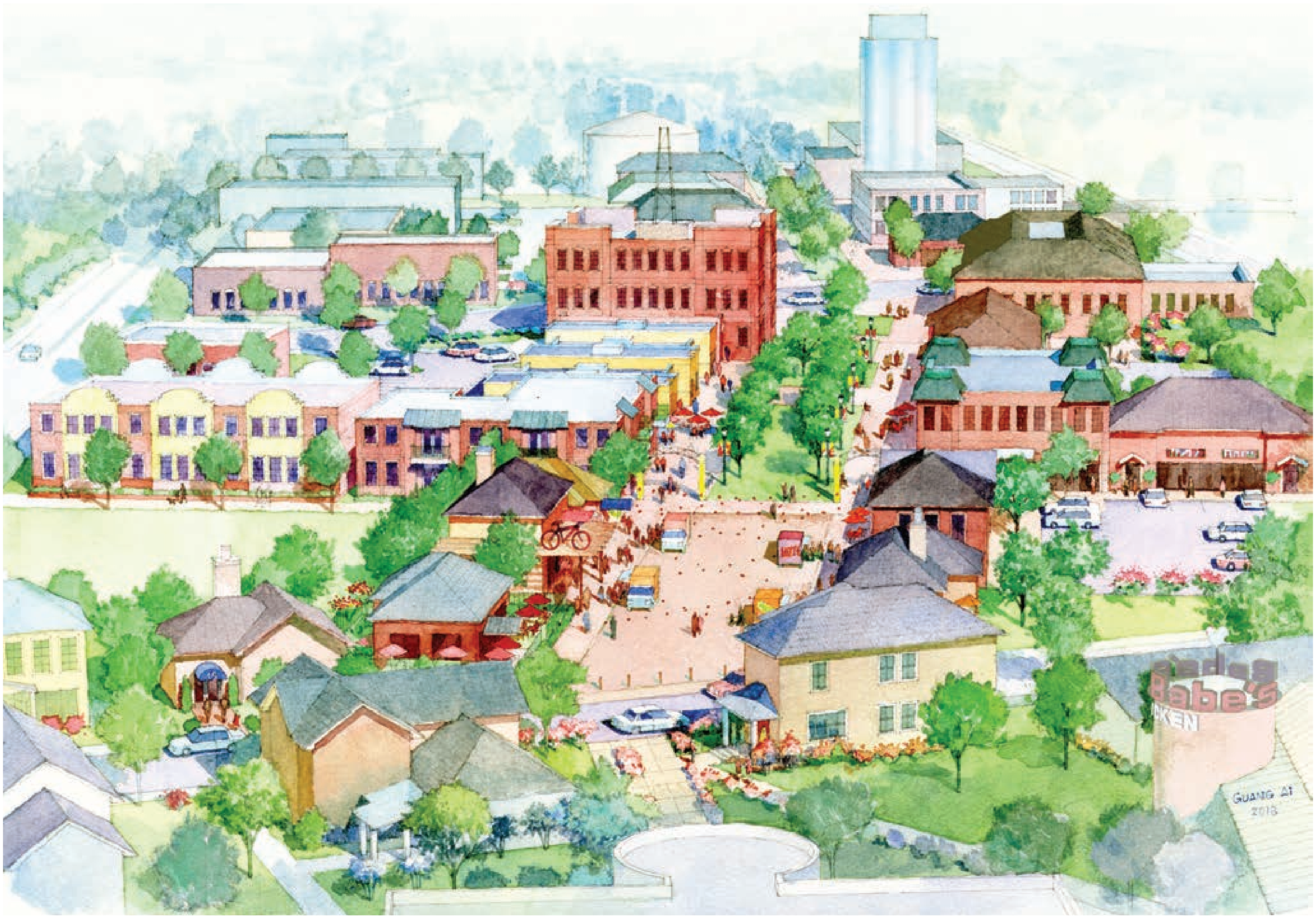


Figure 7: Design District Activation

Design District Case Studies

Cedros Design District

For years, tiny Solana Beach, California was home to a number of light industries clustered around the town's railroad line on Cedros Avenue. Many of the industries occupied utilitarian Quonset huts erected in the 1950s by Bill Jack, a Solana Beach-based defense contractor who used several of the Quonset huts to manufacture aerial reconnaissance equipment. In 1974, a local resident, Dave Hodges, opened a nightclub – Belly Up Tavern – on Cedros. The nightclub triggered a renaissance on Cedros Avenue, which now boasts almost 90 shops and restaurants in a concentrated three-block area.

For pragmatic reasons – rent was inexpensive, and spaces were large – many of the first retail businesses that opened on Cedros Avenue were furniture stores and custom furniture makers. This concentration stimulated development of other home furnishings-related businesses – which, in turn, attracted apparel shops offering unique products. The town installed sidewalks in the 1980s, then installed gateway arches – shaped like Quonset huts – on each end of the street in 1997. In the early 1990s, the district's business owners adopted the moniker "Cedros Design District", underscoring the district's unique, one-of-a-kind and custom-made products.

The Cedros Design District doesn't take itself as seriously as most design districts, an attitude reflected in its eclectic business mix that incorporates everything from antiques to fedoras and from brewpubs to organic plants. The district's businesses include Cut & Dried Hardwood (a woodworking shop that mills its hardwoods onsite), Jill Courtemanche Millinery (in addition to selling hats – Yoko Ono and Donatella Versace are among its customers – the shop offers hat-making classes), the Museum of Man (unusual antiques and collectibles), and Bixby and Ball Interiors, plus photographers, architects, landscape architects, interior designers, a custom shoe maker, a signmaker, a kitchen contractor, scores of unique furniture and apparel stores, a day spa, several hair salons, and nearly a dozen restaurants and coffee shops.

Solana Beach is a small town of 13,000 people in northern San Diego

County, and it lacks the broad ocean beaches and picturesque cliffs of its neighbors to the south and north, Del Mar and Carlsbad – but the Cedros Design District has put the town on the map. As is the case with almost all older downtowns and neighborhood commercial districts, Cedros Avenue did not appear on the radar screens of national retail chains until the district was already performing at a high level. Its first major national retailer, West Elm, opened an 11,000 square foot store in a former roller rink on Cedros Avenue in 2017, the company's second location in the San Diego metropolitan area.

Carmel Arts and Design District - Indiana

Unlike the Cedros Design District, which evolved organically and without a plan, the Carmel Arts and Design District was intentionally planned to revive a sluggish section of downtown Carmel, a city of 86,000 people on the edge of Indianapolis. A redevelopment project championed by Mayor Jim Brainerd in 2000 and managed by the Carmel Redevelopment Commission, the Carmel Arts and Design District now houses nearly 200 design-focused businesses, plus several hundred apartments and townhouses. Its chief anchor is the Indiana Design Center, with 15 furniture and home furnishings showrooms, 18 interior design firms, two art galleries, and artists' studios.

The project began with a $10 million City investment in infrastructure improvements – street improvements, new sidewalks, street lights, public art, upgraded water mains – and façade improvements. The Redevelopment Commission offered development rights to several vacant parcels to local developers to build multi-floor mixed-use buildings consistent with the district's design guidelines, which promote walkability and the community's Georgian style design tradition, favored by the city's 19th century Quaker founders. One of the first infill buildings developed, the Lurie Building, contains the Lurie Fine Arts Gallery on the first floor, offices on the second floor, and high-end condominiums on the third and fourth floors, accessed via a private ground-floor lobby. With over 900,000 square feet rehabilitated or developed, the district now has over 300 residential units and close to 200 businesses and has attracted over $700 million in public and private investment. Notably, Carmel requires developers to sell most of the new infill development to business owners, helping

Cedros Design District (Source: CLUE Group)

Carmel Arts and Design District (Source: CLUE Group and carmelartsanddesign.com)

protect them from escalating rents and helping ensure that they have an investment in the district.

In addition to reinvigorating Downtown Carmel, the Carmel Arts and Design District is a critical component of the City's larger plan to transform Range Line Road, its major road, from an auto-focused suburban thoroughfare to a walkable, amenity-rich urban corridor. One of six contiguous nodes along Range Line Road, the Arts and Design District is serving as an important catalyst to new development in the other five nodes (Clay Terrace, North Range Line, Mid-Town, City Center, and South Central), where property owners and developers are gradually replacing outdated strip shopping centers and freestanding commercial buildings with mixed-use buildings and handsome public spaces.

In 2007, the City broke ground for the $125 million Center for the Performing Arts, immediately adjacent to the Carmel Arts and Design District. The Center includes The Palladium, a 1600-seat world class concert hall, that serves as permanent home for the Carmel Symphony Orchestra, whose performances until then had taken place in the Carmel High School's auditorium. The new concert hall has made it possible for Carmel to attract world renowned performers. The Center for the Performing Arts is also home to the Feinstein Foundation for the Education and Preservation of the Great American Songbook, endowed by singer Michael Feinstein. The project was supported by a public bond and private contributions.

The Arts and Design District is managed by the Carmel Redevelopment Commission, with two full-time staff dedicated to business development, marketing, and public space management and maintenance.

4TH STREET PLAZA

The proposed 4th Street Plaza provides an answer to the multitude of questions regarding connectivity, parking availability, open space and activation for Downtown. Utilizing the small alleyways behind the buildings south of Main Street and adjacent to the gazebo, this catalytic concept is able to provide a community gathering space with food trucks, small retail shops and kiosks, shading and opportunities for public art, as well as a stage for performance art and concerts in one of the design options. The proposed parking structure shown on the City's property and behind the current Chamber of Commerce building would play a key role in parking management and demand, while also providing space for small businesses to front a new open space. It is also possible for the garage to be located on the east side of 4th Street, but images shown depict its location on the west side.

The two options shown for the 4th Street Plaza reflect various ways the blocks could be redeveloped. Although both options show the extension of the 4th Street Plaza across Main Street north to Oak Street, the current AT&T parking lot adjacent to the mixed-use buildings takes on a different form. Should the parking lot be redeveloped, the plaza can be fully activated and wrapped by a mix of uses, whereas should the lot remain a surface parking lot, a structure could still be integrated onto the property and provide additional space for development.

This proposed public parking garage would help provide a solution to the parking demand currently within Downtown, while framing the unique public plaza taking the place of 4th Street. This garage could be 250' x 120' with an option to extend an additional ten feet, if needed. At four stories tall this creates the potential for an approximate additional 369 parking spaces (see the analysis for parking demand and opportunity in Downtown in the Parking section of this document on page 40).

Figure 8: 4th Street Plaza

Figure 9: 4th Street Plaza Options 1 & 2

Figure 10: 4th Street Plaza Activation with Parking Garage on West Side of 4th Street

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CONNECTIVITY, OPEN SPACE & PARKING

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Connectivity, Open Space & Parking

Regional Mobility Implications

Frisco's downtown is located in the center of the city, about halfway between SH 121 to the south and US 380 to the north, and between the Dallas North Tollway on the west and Preston Road (SH 289) to the east. The Burlington Northern Santa Fe railroad runs north-south through the area. Frisco Square and Toyota Stadium are just west of Downtown across the tracks, and older neighborhoods surround the Main Street corridor on the other three sides.

After Frisco started booming 20 years ago, Main Street came to be viewed and used as a commuter corridor to move traffic from neighborhoods to the east of Downtown over to the Dallas North Tollway and back again. The current configuration of Main Street is maxed out with commuter traffic during peak hours, as well as high peak volumes associated with events held at Toyota Stadium. This has created pressure to modify Main Street to carry more traffic to accommodate the increased commuter demand, but more traffic and faster travel speeds would not be a welcoming environment for those wanting or needing to move around the area on foot or bike.

One of the primary questions asked at the onset of the planning process was, "What do we do with Main Street?" Traffic volumes in the area are projected to continue to increase, so moving vehicles to and through the area will continue to be important. At the same time, local stakeholders and residents indicated that moving traffic through Downtown is not a priority. As shown in the feedback presented in the Appendices of this plan, the community envisions Downtown as an area that is safe and inviting for people of all ages and abilities to gather, interact and move around. One stakeholder commented that Downtown is the only place left in Frisco that does not look or feel like everywhere else, and it is important to not let cars and auto-oriented development take it over. In short, an almost universal conclusion reached during the process was that Downtown should be a place to drive to not drive through.

Main Street existing conditions looking west toward Frisco Square

A balance of regional mobility strategies is recommended that enable regional traffic to flow conveniently around and to downtown and human-scale design strategies in the core that create a public realm that prioritizes walking, biking and interaction. Regional mobility would be improved by extending Cotton Gin Road across the railroad tracks and over to 5th Street/Parkwood; however, it would

not be possible to get approval from the railroad for a new at-grade crossing and construction costs are high for tunnel or an overpass.

THE INTEGRATED VISION

Improved multimodal (vehicle/bicycle/pedestrian/transit) connectivity between Downtown, Frisco Square and surrounding neighborhoods is a key priority. The integrated vision identifies ways to better connect the Downtown with surrounding areas through all modes of travel. The future rail station location has been incorporated into the plan and the proposed development opportunities take this into consideration. Most importantly, Downtown can be an ideal place for biking and walking, and can accommodate those who seek to live in a neighborhood where having a car is not required. Well-designed shared use paths will provide a comfortable option for residents from adjacent neighborhoods to ride their bikes or walk into Downtown instead of driving. Connections to existing and proposed pathways on the city's hike and bike trail master plan have been identified and considered a priority in implementation.

Various traffic enhancements can be made in the downtown street network, which can improve traffic capacity through Downtown and/or circulation within Downtown to varying degrees. Alternative traffic concepts such as widening Main Street or using Main Street and Elm Street in a one-way couplet configuration would increase traffic capacity in Downtown, **but** potentially at the expense of the businesses and culture of the area. Other concepts could improve traffic circulation within Downtown but would not increase the amount of traffic flowing through it.

Three network alternatives were tested in the Frisco Travel Demand Model to determine the impacts of changing the roadway characteristics in the Downtown. The first alternative was the base condition with Main Street as a two-lane roadway under Option B. The second alternative tested an expanded network with Main Street becoming two lanes in the westbound direction and Elm Street having two lanes in the eastbound direction. This alternative tested the alternative known as a one-way couplet which could potentially double the roadway capacity of the Main Street corridor. The third alternative tested the impact of connecting Cotton Gin Road across the railroad to 5th Street.

The results of the analysis showed that the one-way couplet would not significantly increase east-west traffic flow through Downtown unless the City were able to purchase private property on both ends of Downtown and construct smooth, direct connections to each end of the couplet. As it stands, the couplet would be constrained since all traffic would still have to pass through the intersection of Main Street and North County Road. Alternatively, the results showed that connecting Cotton Gin Road to 5th Street would increase east-west traffic flow through Downtown almost as much as the constrained one-way couplet, but would spread the traffic out along different parts of the street network so it was not as concentrated on Main Street (the details of this traffic analysis are located in the Appendix).

The preferred option is to maintain Main Street as a two-way street with the same number of lanes, incorporate improvements to Elm Street that will enable traffic to disperse and utilize the network more effectively, and to push for a future connection of Cotton Gin Road to 5th Street to improve regional mobility to and around Downtown. Enhancements on streets will provide for improved pedestrian access, parking opportunities for residents and businesses, and connections for those that are bicycling. Improved connections and wayfinding between parking areas and businesses is a key component as well.

Street Network

The existing network is built on a traditional grid with varying rights-of-way. Main Street, Elm Street and 5th Street are anticipated to be the primary vehicular corridors. Recommendations for streets to the north of Main Street focus on maintaining the residential context and scale of streets (local residential typology). Recommendations for streets south of Main Street consider the potential for infill development and place greater emphasis on parking (local urban typology). Bicycle connections avoid high vehicle traffic streets and focus on parallel streets such as Elm Street. Pedestrian crossings are prioritized at 2nd Street, 4th Street, 5th Street, 7th Street, and North/South County Road.

MAIN STREET DESIGN

The key corridor through Downtown, Main Street could be configured several different ways to meet the redevelopment and mobility needs of Downtown, while becoming more pedestrian-friendly. Various configurations were broken down into options that were presented to City Council for final selection of the preferred design alternative for Main Street. The options considered include:

Main Street Option A: Existing Conditions with Bulbouts
This option keeps the existing roadway configuration and sidewalk widths, but adds bulbouts at the intersections to shorten the pedestrian crossing distance.

Main Street Option B: Center Turn Lane, On-Street Parking
This option removes the median in the center of the roadway to provide a center turn lane. This option provides an opportunity to narrow the roadway and the travel lanes, allowing for wider sidewalks.

Main Street Option C: No Parking with Median, Wide Sidewalks
This option keeps the existing median and removes on street parking, allowing for wider sidewalks.

Main Street Option D: Center Turn Lane, Wider Sidewalks
This option is the same as Option B but removes the on-street parking.

Main Street Option E: Angle Parking
This option eliminates the median and the left turn lanes in order to provide angled parking on both sides.

Main Street Option F: Flex Parking Lane, Raised Median Optional
This option keeps the existing raised median and one travel lane in each direction, plus a flex lane on the outside (both directions) that can transition between on -street parking and vehicle traffic for events and during peak travel times.

Main Street Option G: East-West Bound Couplet
This option would create a one-way couplet that would utilize Main Street for the westbound traffic and Elm Street for the eastbound traffic. Objections by local business owners, impacts on the neighborhood next to Elm Street, which would become faster and busier, and the need for the City to acquire private property to implement the couplet makes this alternative difficult to consider as a viable option.

A detailed breakdown of these alternative cross-sections is included in the Appendix of this document.

When weighing the potential design of Main Street and its impact on the adjacent businesses and neighborhoods, several factors need to be taken into consideration. While not all inclusive, seven factors were used to create a high-level glimpse of the impact the various cross-section designs could have on Downtown and to allow City Council to prioritize the preferred option for Main Street's reinvention. These factors were determined through the planning process based on what elements were described to be important to local stakeholders. These factors are not a score for each option, but rather an indicator of whether the cross-section fulfilled the desired outcome.

It is also important to note that these indicators do not necessarily mean the better or best solution for Downtown. Each cross-section has its own advantages and disadvantages regarding development and mobility, as well as regarding aesthetics, which are inconsistent from one person to another. The following factor definitions broadly explain how each cross-section was presented and considered by the consultant team and City Council.

Sidewalk Width – The cross-section alternative expands/improves the sidewalk width.

Pedestrian Crossing Distance – The cross-section alternative reduces the pedestrian crossing distance at intersections.

Pedestrian Tree Shade – The cross-section alternative improves the ability to provide pedestrian tree shade.

Traffic Flow – The cross-section alternative does not reduce traffic flow.

Event Traffic Management – The cross-section alternative allows for the flexibility to manage traffic during events and festivals.

On-Street Parking – The cross-section provides on-street parking.

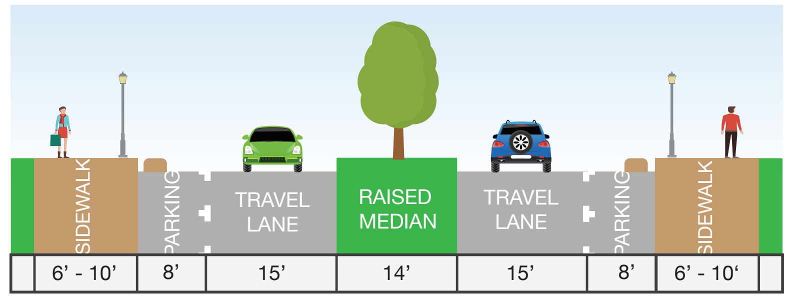
<u>Facilitating Short-Term Parking</u> – The cross-section alternative provides opportunities for short-term parking.

Based on these factors, as well as stakeholder and City Council, Planning & Zoning Commission, and Downtown Master Plan Committee input, Option B was selected as the preferred design for Main Street, which also provides the opportunity to easily transition to Option D on a block-by-block basis where on-street parking is not needed or desired. Option B would remove the median and replace it with a center turn lane, which allows the roadway to be narrowed and the sidewalks to be widened with more shade trees. In the future, some of the parking could be eliminated in favor of extra wide sidewalks (for outdoor cafes, etc.), so that some blocks would transition to Option D. Option E, utilizing angled parking like 15th Street in Downtown Plano, also received substantial consideration because of the opportunity to provide significant parking density for the core blocks, emanating from 4th Street both ways along Main Street. However, its tradeoffs include retaining today's narrow sidewalks and reducing the traffic capacity through Downtown.

These different types of configurations have been successfully integrated into downtowns throughout the DFW Metroplex and the United States. Below are sample images of similar Main Street thoroughfares where the cross-section is similar to what is proposed within Downtown Frisco.

MAIN STREET
Existing Conditions with Bulbouts

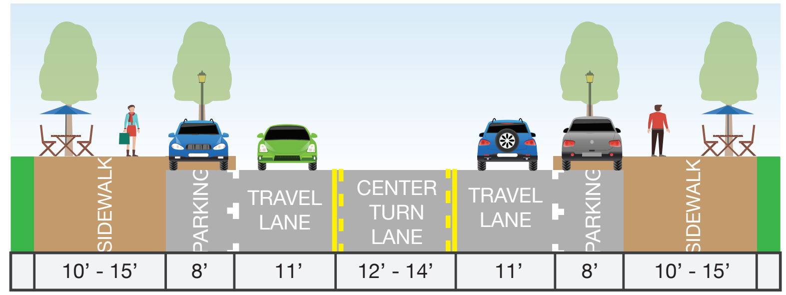
This cross-section details the existing conditions of Main Street today with bulbouts.



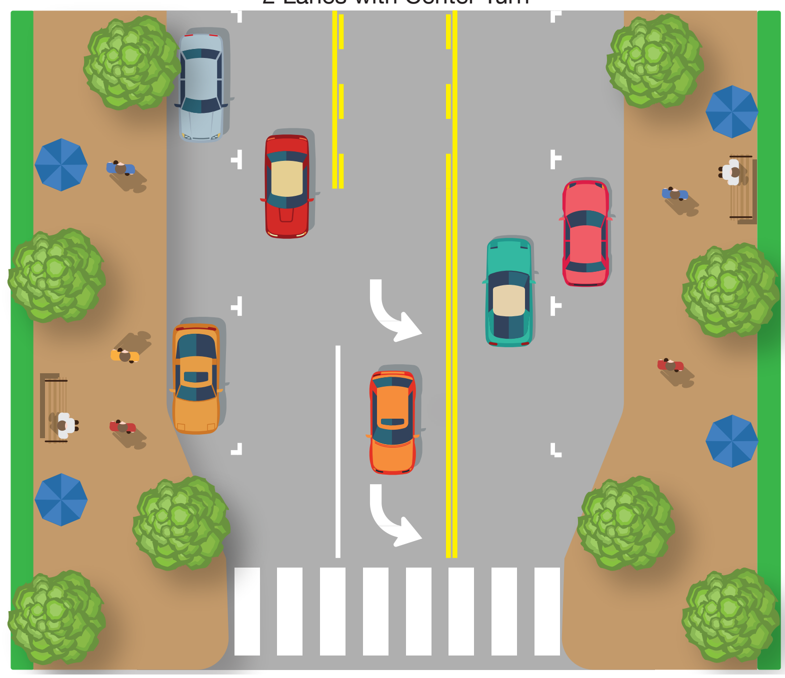
Example of Main Street configuration with angled parking, medians and street tress

MAIN STREET OPTION B
Center Turn Lane, Wider Sidewalks

Option B replaces the median with a center turn lane. Removal of the curbed median allows for lanes to be narrowed, which in turn provides some additional sidewalk width. This alternative improves pedestrian safety, emergency access and traffic management over existing conditions



Main Street
2 Lanes with Center Turn



FACTOR	IMPACTS?
Increase Sidewalk Width	●
Reduce Pedestrian Crossing Distance	●
Increase Pedestrian Tree Shade	●
Maintain Traffic Flow	●
Event Traffic Management	●
Provides On-Street Parking	●
Facilitating Short-Term Parking	

MAIN STREET PHASING – OPTION B TO OPTION D

The similarity of Main Street Option B and Option D allows for some flexibility in design along the Main Street corridor. Through the planning process, discussions about on-street parking along Main Street varied whether it should be maintained or removed. There are many examples of similar streets that have transitioned on-street parking to temporary or permanent public spaces to maximize the streetside and provide more area for activities such as sidewalk furniture, café's, and/or landscaping. As Main Street develops or redevelops business owners could be provided the option to utilize the parking zone area to provide pop-up cafe areas or parklets.

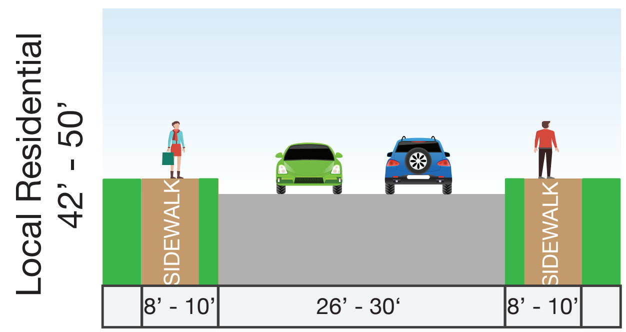
Examples of parklets or temporary and permanent public spaces

<u>Proposed Cross-Section Design for Other Downtown Streets</u>

The additional cross-sections through Downtown are shown on the following pages along with descriptions of important considerations for implementation.

Oak Street

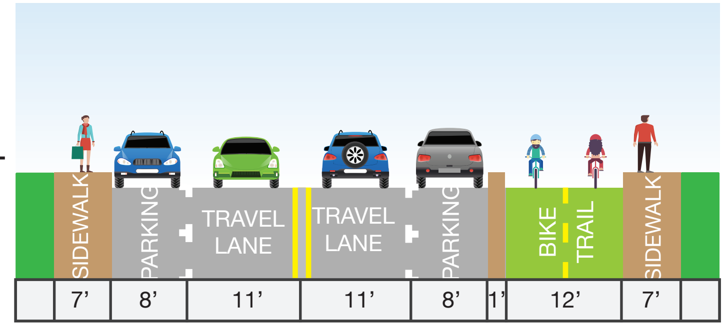
Oak Street serves as a buffer from commercial development on the north side of Main and the residential neighborhood to the north. Properties on the south side of Oak include a mix of businesses and residential lots, whereas the north is exclusively residential. Customers of Main Street businesses frequently park on Oak Street during busy periods. Residents along this street indicated a preference for slow speeds, walkability (sidewalks), and limited on-street parking.



Elm Street Option A

Elm Street needs to be a convenient alternative for east-west traffic to Main Street. Reversing the stop signs at several intersections to make it more of a through street will increase its capacity and ability to alleviate some traffic from Main Street. Properties on both sides of Elm Street are ideal candidates for redevelopment and infill, which will draw and benefit from additional traffic, cycling and pedestrian activity. In addition, Elm is the ideal corridor for east-west cycling connectivity, and the relatively wide right-of-way provides an opportunity to accommodate on-street parking and sidewalks as well. Option A shows a two-way cycle track on one side of the roadway and is the preferred option for that corridor.

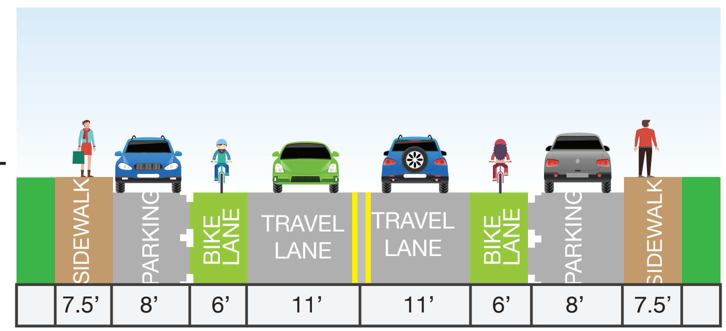
Elm Street
Bike Option A



Elm Street Option B

This Elm Street option, which is less preferred, shows a bike lane on each side of the roadway with on-street parking and wider sidewalks. While providing the same number of lanes and parking spaces, it provides slightly wider sidewalks compared to Option A.

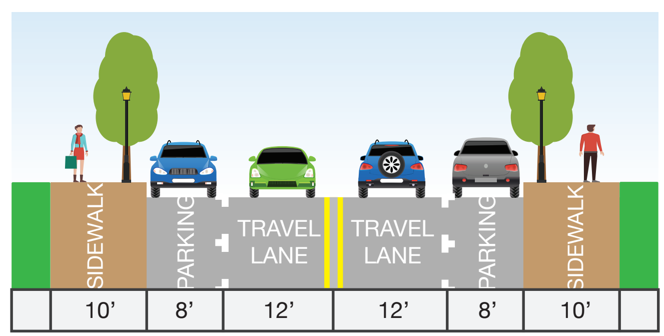
Elm Street
Bike Option B



5th Street

5th Street is the primary route for vehicles driving to and from areas to the south of Downtown. It also provides a cycling connection to the Caddo Trail.

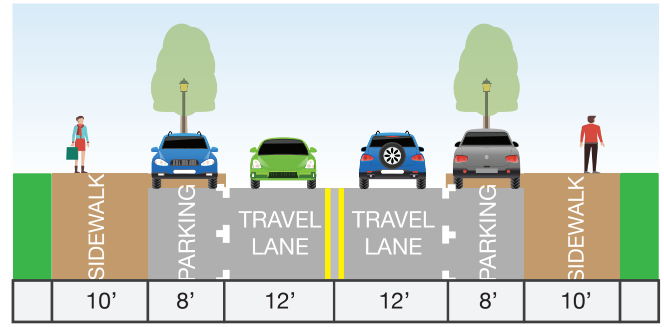
5th Street
South of Main



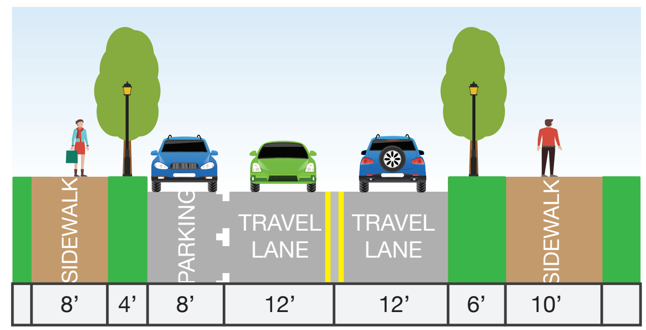
2nd Street & Roundabout

The 2nd Street improvements include enhanced sidewalks, on-street parallel parking, and connections to a potential roundabout at the intersection with Frisco Square Boulevard and Main Street. These improvements, along with converting the section of Frisco Square Boulevard west of 1st street to one-way westbound will help facilitate traffic flow at the intersection and prevent back-up across the railroad tracks.

2nd Street
North of Main



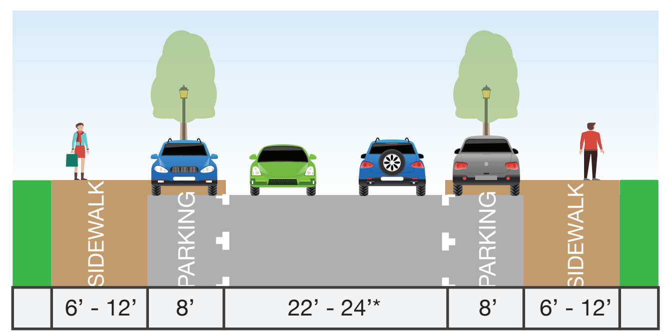
2nd Street
South of Main



1st, 3rd, 4th, 6th & 7th Streets

Local Urban streets that accommodate slow speed traffic, on-street parking and wide sidewalks. These streets provide flexibility to serve the existing residential development but also accommodate a more urban environment as development moves south from Main Street.

Local Urban
50’ - 64’



* Subject to Development Scale

TRAFFIC OPERATION IMPROVEMENTS

A detailed traffic operation analysis was conducted to determine ways to improve traffic flow in Downtown without sacrificing walkability and the built environment. Traffic counts were collected to determine the existing traffic conditions including traffic delay during the peak times.

Throughout the development of the plan, traffic operation recommendations were developed and tested to determine the improvement to the overall traffic conditions in the area. A detailed description of the traffic analysis is located in the appendix. Below are a list of the traffic operation improvements that were tested.

Main Street/2nd Street Roundabout

A roundabout is proposed on Main Street at 2nd Street to improve the left turning movements from Main Street and onto Main Street. This improvement would coincide with the proposed alignment of 1st Street and 2nd Street north of Oak Street as demonstrated on the Open Space and Connectivity Map. The proximity of the roundabout to the railroad presents some challenges, as a result the plan recommends that Frisco Square Boulevard be converted to a one-way westbound operation between Main Street and 1st Street.

Main Street/5th Street Intersection Improvements

The 5th Street intersection on Main Street currently has some operation challenges due to the high volume of traffic. During the peak hours traffic delay increases resulting in poor intersection performance and congestion. Widening the intersection to accommodate different turning movements such as left or right turns negatively affects pedestrian activity in urban areas due to the widening of the pedestrian crossing distance. However, one improvement is recommended at this intersection that can assist in improving traffic flow without increase travel speed in the downtown. Removing four or five on-street parking spaces on Main Street in the eastbound direction just before 5th street to provide a right-turn only lane can help reduce delay during the peak times. The removal of these parking

Figure 11: Roundabout at Main Street

Figure 12: Right Turn at 5th Street

Figure 13: Elm Street Traffic Control Existing

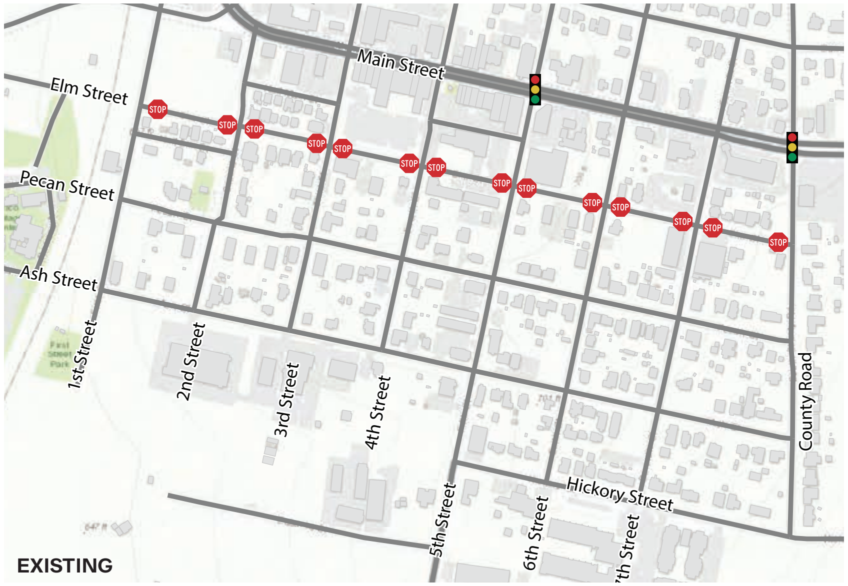
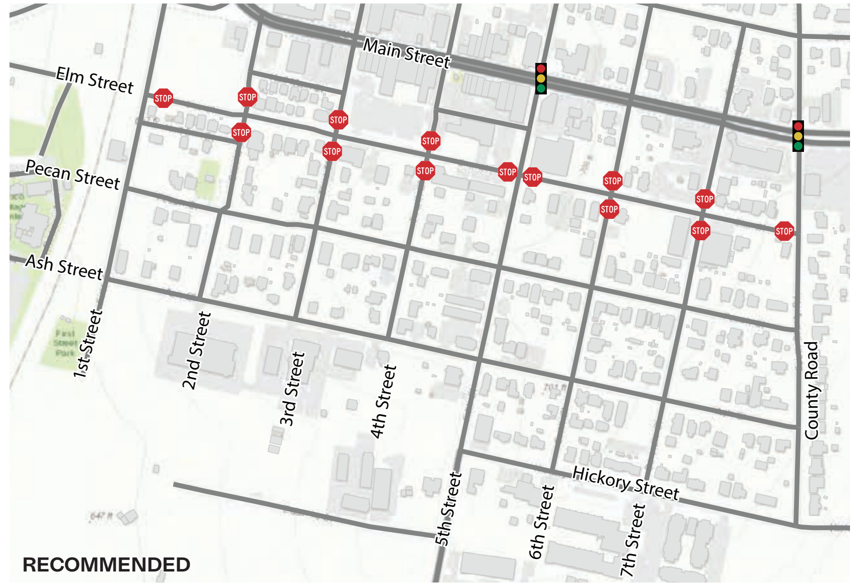


Figure 14: Elm Street Traffic Control Recommended



spaces could be permanent or allowed during peak times as to not impact surrounding businesses during the off-peak time.

Elm Street Stop Sign Changes

Downtown Frisco has the benefit of having a well-connected network of streets. This network of streets can provide additional access to businesses along Main Street and provide alternative travel paths for those coming to downtown. On many of the side streets, intersections are stop-controlled with the east-west streets having to stop for the north-south movements. Currently, Elm Street is an east-west street that has a stop sign at every cross street from 1st to S. County Road. Converting the stop signs along Elm Street to provide the traffic right-of-way from 1st Street to S. County Road will provide better access to businesses along Main Street and will expand the capacity of the Main Street corridor. The stop-controlled intersection at Elm Street and 5th Street is not recommended to change to the higher traffic volumes on 5th Street.

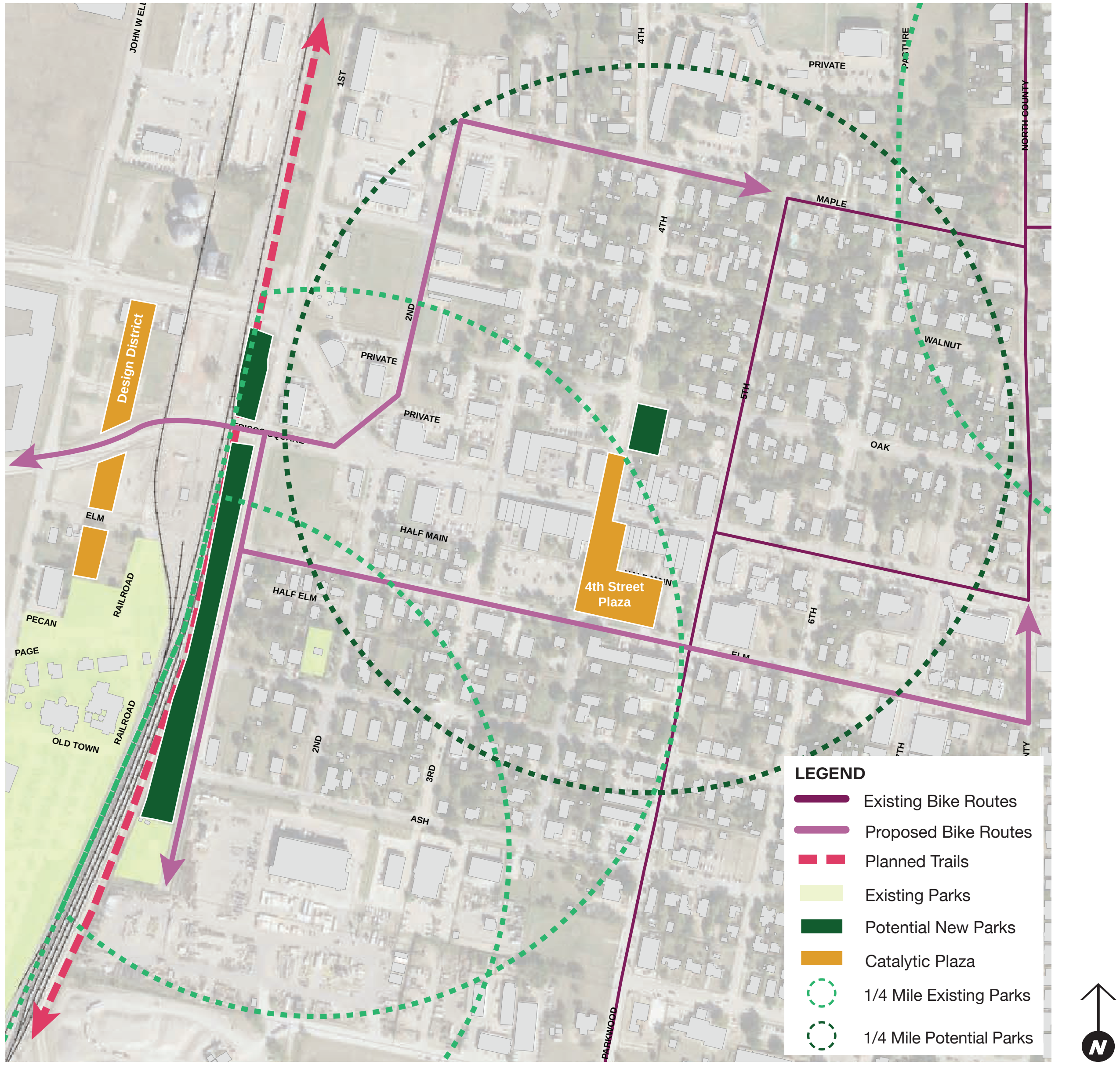
1st Street at Main Street, Right Turn Only

The proximity of 1st street to the rail road presents turning conflicts that can be eliminated by removing the ability for vehicles to turn left at 1st Street. This includes turning left onto 1st Street from Main Street, or turning left onto Main Street from 1st Street. The elimination of left turns at 1st Street would allow for only right-turns.

Open Space

In downtown environments, large open spaces are difficult to come by. Therefore, it is important to provide a variety of smaller green spaces, parks, and public plazas and link them together with the street/pedestrian network so that they provide an inviting environment for people to gather, recreate and interact. The area has several existing parks and open spaces nearby, including Frisco Commons Park and Youth Center Park to the northeast, Gallegos Park and First Street Park to the west/south, and Oakbrook Park to the south. These spaces are accessible via the existing network of local streets, sidewalks and trails. However, the current limited options in Downtown restrict the types of activities, festivals and programming possible in Downtown. The proposed 4th Street Plaza would provide a signature public space in the heart of Downtown. This plaza also is intended to encourage a new gravity of downtown restaurants, spaces for hanging out and appropriately scaled urban living. The small green space proposed on the north end at Oak and 4th will provide a gathering space for nearby residents and fill a gap in existing park service coverage. Lastly, the proposed improvements to the Downtown streets and addition of pedestrian scaled wayfinding and lighting will improve the accessibility to the open space network.

Figure 15: Open Space and Connectivity in Downtown



Public Safety Access

Providing access for public safety vehicles in urban environments areas can be a challenge, especially for firefighting equipment. Larger and taller buildings utilize additional equipment, including aerial fire apparatus, requiring wider street widths for fire department operations. At the same time, street widths and turning areas are typically tighter, which can make it difficult for larger vehicles to maneuver. Therefore, it is important to consider where and how emergency vehicles will access and serve properties within Downtown.

The majority of the blocks in the Downtown are small - 320’ on average. Short block lengths and lot depth enables the ability to provide fire protection service to all sides of most blocks from the public street grid, reducing the need for interior fire lanes on individual parcels. The majority of the streets also have 12 inch water lines in them, but there are a few gaps in the loop network. The City should consider adding water line segments to complete the full loop network and position fire hydrants accordingly so that the need for interior access can be minimized as much as possible.

In areas where fire service from the public street grid is not possible (such as deeper lots with buildings located in the rear), developers will still be required to provide interior fire lanes, hydrants and appropriately sized lines as required by the Fire Code. For some locations, there may be an opportunity to share access and service lines with adjacent development. This will need to be determined on a case by case basis by staff as developments are submitted for consideration.

Parking

EXISTING CONDITIONS AND DEMAND

The current code of ordinances in the City of Frisco drives a need for approximately 1,220 parking spaces in Downtown based on existing development; however, since this study area resides within the Original Town Commercial District (OTC), there is a 50% reduction in the parking requirements meaning the existing demand is quantified as 610 parking spaces. The current count of parking spaces in Downtown is 924 spaces – an overage of 314 spaces. In order for the City to quantify this overage, a better understanding of the current parking utilization and turnover of existing spaces would need to be conducted as it is not part of this study effort.

Of the 220,026 square feet in Downtown, over 70% is currently retail and restaurant uses. This is notable because the two land uses are often difficult to take advantage of shared parking strategies due to similar hours of operations, especially in the afternoon and early evenings.

Over one third of the total parking spaces in Downtown are also provided by the City through public surface lots and on-street parking spaces. Accordingly, there is a strong reliance on City-provided spaces to accommodate demand in Downtown.

Current distribution of parking in Downtown is among on-street parking and both public and private surface lots. The private parking lots are relatively evenly distributed throughout Downtown and reflect existing development densities in Downtown as well. Public parking is also well-distributed as most development is within a five-minute walk (> ¼ mile). These assumptions and existing conditions set the baseline for the analysis of future and anticipated parking demand in Downtown via on-street parking and a potential public parking garage.

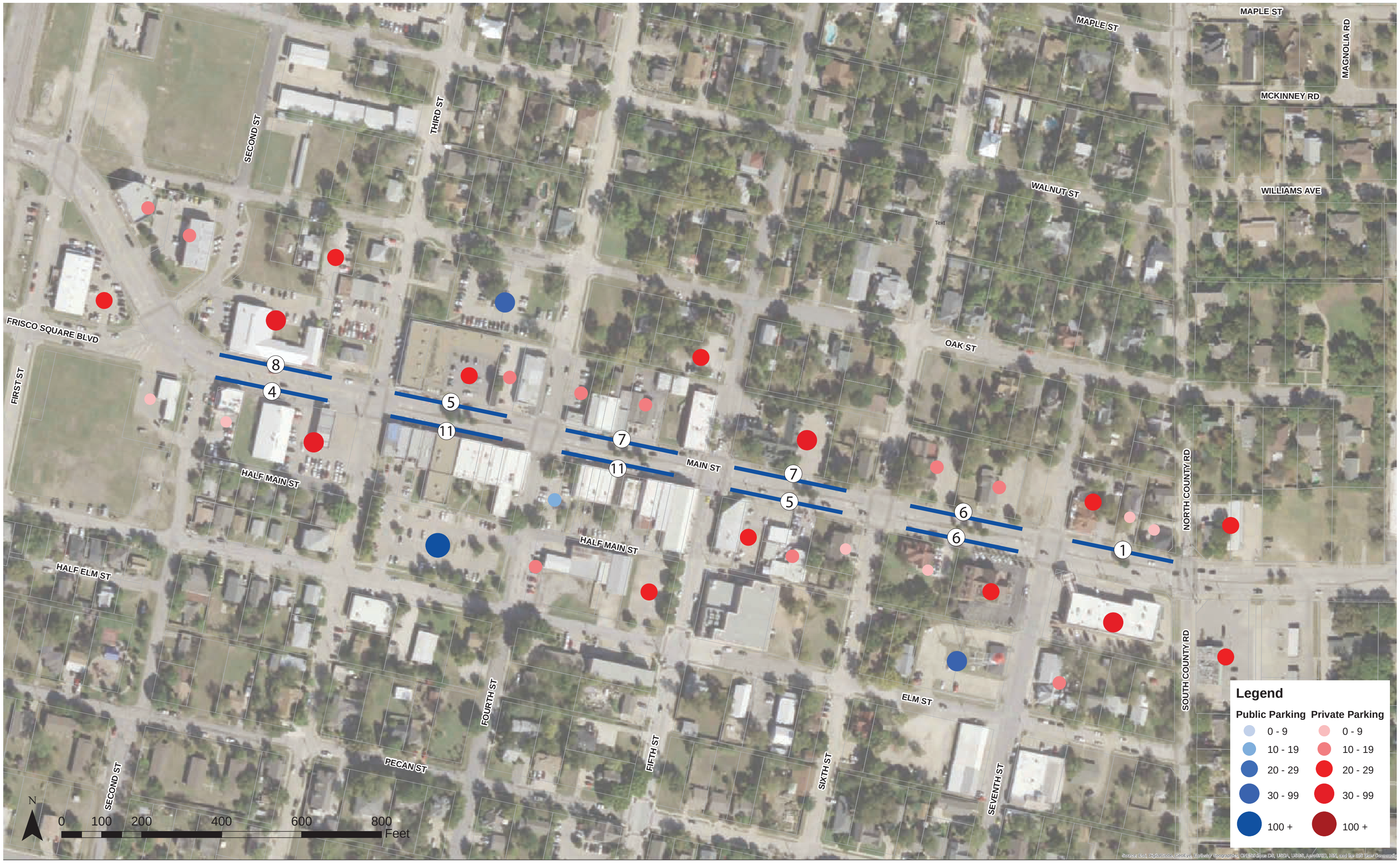
Figure 16: Existing Development and Required Parking

LAND USE	PARCEL COUNT	LIVING AREA (SF)	REQUIRED SPACES	APPLIED RATIO	50% REDUCTION
Industrial	3	13,859	13.9	1:1000	7
Utility	1	32,041	32	1:1000	16
Single Family	41	49,648	NA	NA	NA
Office	3	4,410	12.6	1:350	6.3
Restaurant	7	19,973	200	1:100	100
Retail	51	154,601	773	1:200	386.5
Semi-Public	3	25,206	126	1:200	64
Public	5	15,836	62.3	1:300	31.2
TOTAL:		**229,026**	**1,220**		**610**

Parking Available

Private	581
Public	210
On-Street	133
Total Spaces	**924**

Figure 17: Existing Parking Locations in Downtown



FUTURE PARKING DEMAND

Based on estimates for future development in the study area, the following analysis was prepared to provide an estimate of new parking spaces that will be required per Frisco's current parking ratios in the OTC District. Further, the table below provides a comparative analysis

Figure 18: Future Parking Demand Analysis (Based on Potential Development)

LOCATION	USE	UNITS	TOTAL NEW SF	TOTAL UNITS	EXISTING CODE REQ.	TOTAL SPACES	50% REDUCTION OTC DISTRICT	REVISED INDUSTRY RATIOS	TOTAL SPACES
4th Street Plaza #1	MF	SF	45,000	53	2	**106**	53	1.75	**93**
	Retail	SF	14,000	-	1:200	**70**	35	4:1000	**56**
4th Street Plaza #2	MF	SF	63,000	74	2	**148**	74	1.75	**130**
	Retail	SF	18,000	-	1:200	**90**	45	4:1000	**72**
East	SF	Each	6	-	4	**24**	12	2	**12**
	Townhome	Each	44	-	4	**176**	88	2	**88**
	Office	SF	63,000	-	1:350	**180**	90	3:1000	**189**
	Retail	SF	47,000	-	1:200	**235**	118	4:1000	**188**
	SF	Each	2	-	4	**8**	4	2	**4**
	Townhome	Each	44	-	4	**176**	88	2	**88**
	Office	SF	92,500	-	1:350	**264**	132	3:1000	**278**
West / Design District	MF	SF	584,500	688	2	**1375**	688	1.75	**1203**
	Retail	SF	148,500	-	1:200	**743**	372	4:1000	**594**
	Office	SF	155,500	-	1:350	**444**	222	3:1000	**467**
	MF	SF	660,550	777	2	**1554**	777	1.75	**1360**
	Retail	SF	47,000	-	1:200	**235**	118	4:1000	**188**
	SF	Each	53	-	4	**212**	106	2	**106**
	Townhome	Each	30	-	4	**120**	60	2	**60**
	Office	SF	20,000	-	1:350	**57**	29	3:1000	**60**
	Institutional	SF	8,600	-	1:300	**29**	15	1:350	**25**
TOTAL:						**6,246**	**3,126**		**5,259**

to industry standards provided by the Urban Land Institute. Below is a breakdown of each demand estimate by development type.

Figure 19: Parking Demand Estimates

	NEW PARKING SPACES	4TH STREET	EAST SIDE	WEST SIDE
Retail	643 - 653	35 - 45	118	490
Office	473	0	222	251
Institutional	15	0	0	15
Multifamily	1518-1539*	53 - 74*	0	1,465*
Single Family	122*	0	16*	106*
Townhome	236*	0	176*	60*
Total New	**3,007 - 3,038**	**88 - 119**	**532**	**2,387**

** Residential development must provide their own parking and was not included in the analysis for new parking demand in Downtown.*

Observations of Future Parking Demand Estimates

The following provides the explanation as to why modifications of current parking ratios should be considered:

- The existing code in Frisco results in a total demand approximately 15% higher than the ULI industry average
    - It is worth noting that the ULI averages are based on cities across the nation, many with different densities and development characteristics. Many cities throughout Texas have higher parking requirements to accommodate the higher number of personal autos.
- The required ratios in Frisco are higher for all residential uses (multifamily, single family and townhome) as well as retail
    - The single family and townhome requirements to have four parking spaces per unit reflect a more suburban style development versus a typical downtown.
    - The future presence of rail transit represents an opportunity to reduce parking for residential developments within safe walking distance from the transit station.
- The required ratios are slightly lower for office and retail
    - Both of these uses are compatible with shared use parking strategies (described in further detail later in this section.

It is important to note that it is not recommended to change the existing requirements based on this analysis alone. One very important step in reviewing parking requirements is to perform an occupancy study for the area. This involves manually counting the utilization of parking spaces throughout the morning/day/evening. This analysis should be performed for typical weekdays and weekends. The results will provide a strong indication of the efficiency of the existing parking supply.

Accommodating Future Parking Demand

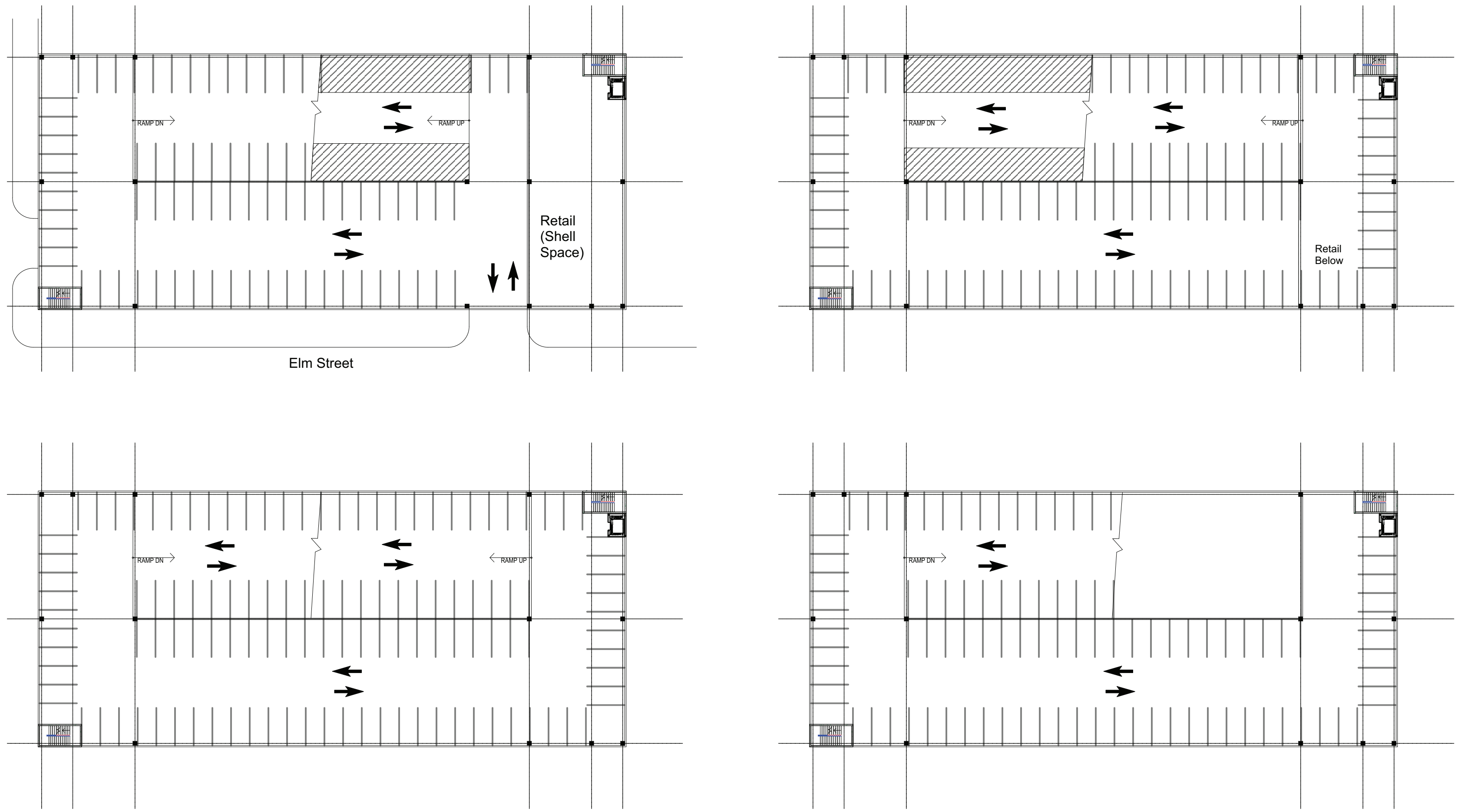
As Frisco's downtown continues to redevelop and revitalize, the topic of parking management will continue to increase in importance. Frisco must balance the need of providing an ample parking supply without creating an auto-centric environment Downtown that impedes a safe, walkable pedestrian environment. One strategy to address this balance is for the City to provide centralized public parking to serve the commercial areas. Below is a recommended strategy to achieve this objective.

A New Parking Garage Downtown

The first opportunity for centralized parking to be considered is the public parking lot near 4th Street and Main Street. The calculations in Figure 18 above, represent that there will be a need between 35 – 45 parking spaces to accommodate the future retail development (all residential uses are excluded from this analysis based on the assumption that residential developments will address parking needs on their own sites). Based on the sketches below, a structured parking garage on this site can accommodate 90+ parking spots on each typical level (it would be less on the ground level if retail is desired on the street).

In order to accommodate the existing parking, future parking demand

Figure 20: Proposed Parking Garage Design



	# SPACES
LEVEL 1	96
GARAGE TOTAL	369
GARAGE TOTAL W/ 2% REDUCTION	361

created by new retail development (up to an additional 45 spaces) and to replace the existing surface lot spaces that will be lost, it is recommended that the City consider constructing a four-level parking structure on this site holding approximately 400 spaces. This will provide extra capacity as development occurs in this portion of Downtown, as well as accommodate demand for larger Downtown events. It is recommended the garage include retail on the ground floor to line the plaza front and provide screening for the parking levels from the exterior. This will mesh with the existing urban design by not having the structure be too tall, as well as activating the ground floor with retail activity to help promote a lively, pedestrian oriented streetscape.

East Side Development

Based on the future development projections presented in Figure 17 above, the new development projected for the East Side is approximately 340 parking spaces for the retail and office uses. There is already a planned development at the corner of Main Street and South County Road that will have a structured parking facility, however it isn't known if any additional parking will be required to serve other uses in the study area. There is an opportunity to have a public parking facility built into a new development that could be constructed at Main Street and Dogwood Street. The site is large enough to accommodate a structured parking facility to address future demand in this portion of the study area.

West Side Development

Based on the development scenarios presented in Figure 18 above, the increased parking demand resulting from the proposed development of 756 spaces for the proposed retail, institutional and office uses. To accommodate the upper end of this range, the City may need to consider building separate parking garage facilities to avoid having a single massive garage that would be prone to generating traffic delay during major events. These future garages could be located on either side of the proposed rail alignment, on the north side of Main Street.

SHARED USE PARKING STRATEGY

One way to reduce the total number of parking spaces in a small area or district is to employ a shared use parking strategy. Shared parking is defined as the use of a parking space to serve two or more individual land uses with conflict or encroachment. Shared parking is the result of two conditions:

- Variations in the accumulation of vehicles by hour, day, or by season at the individual land uses
- Relationships among the land uses where a customer visits multiple land uses in the same auto trip

Shared parking is typically seen in mixed use developments and allows for the reduction in the number of parking spaces that need to be constructed. Parking can consume 50% or more of the building and land area of a development. Building an oversupply of parking can result in storm drainage impacts and higher costs. With surface parking costing $2,000 -$3,000± per stall and structured parking costing $15,000 - $25,000 per space savings can be substantial. Insufficient parking supply can result in intrusion of parking into surrounding neighborhoods and adjoining properties, vehicles circulating through the lots searching for parking, and unhappy users.

A shared parking study can find a balance between providing adequate parking to support a development from a commercial viewpoint and minimizing the negative aspects of excessive land area devoted to parking. The study analyzes the parking needs of each individual use based on hourly accumulation of vehicles and seasonal factors. Mixed use and modal split factors are also taken into account. The mixed use factor is the percentage of people that will visit more than one use in the development in the same trip. The modal split refers the number of people that arrive at the site by some means other than automobile (i.e. transit, Uber, taxi).

There are some uses that do not share parking well. Residential is often found in mixed use developments, but the parking for those residential uses are not shared. Hotels, office, restaurants, and retail typically provide shared parking opportunities. However, it is important to note that the City does not allow "reserved" spaces to be included in shared parking arrangements.

DRAINAGE & UTILITIES

Drainage & Utilities

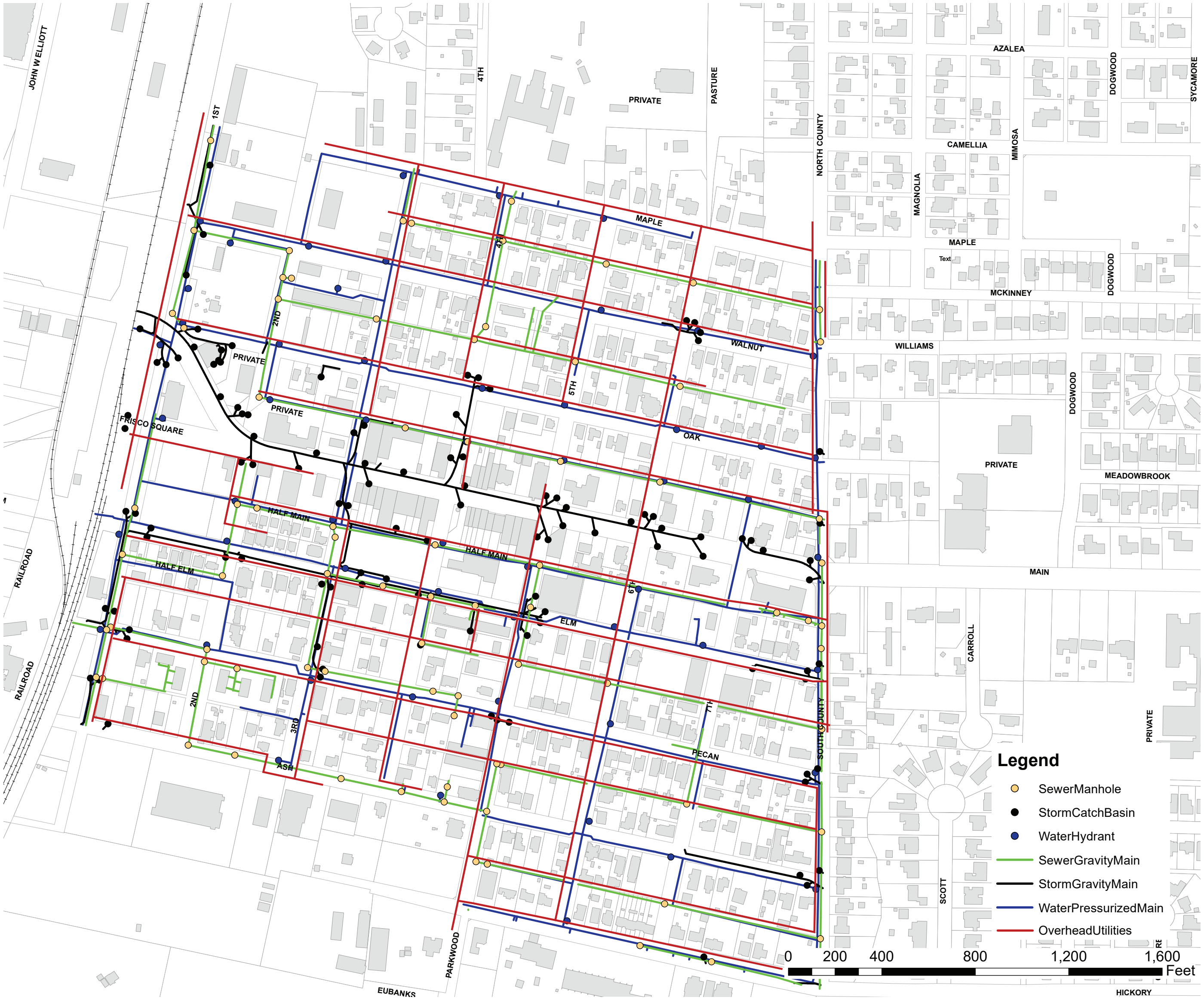
Existing Conditions

The downtown area has both public City owned utilities - water, sewer and drainage - and franchise utilities such as electric, gas and telecommunication (see Figure 21). Information on the existing public utilities was obtained from the City's GIS. Information on existing franchise utilities was obtained by utilizing the City's Utility Coordination list where we solicited information from each franchise owner on the location of their facilities. Most of the public utilities are located underground either under the street or under the utiity easements. The majority of the sanitary sewer lines flow east to west in the alleys with service lines entering from the back of the buildings. Water mains are located in the streets except for the first alley north and south of Main Street. Storm drainage is collected in inlets and flows west via a trunk line in Main Street. Some franchise utilities are aerial while others are underground.

Desired Outcomes

In order for development and infill to continue in Downtown, public utilities

Figure 21: Utilities Map



will be reviewed to see if enhancements are needed to support new development/redevelopment. Where feasible, it is recommended that the aerial utilities be buried or relocated in order to improve aesthetics of the public realm without impeding pedestrians.

PUBLIC UTILITIES

The City's current water and sanitary sewer infrastructure has been modeled and meets current engineering design standards. As the vision of the downtown is adopted and the area developments/ redevelopments, things to consider could include, but not limited to, upgrading or enhancing water and/or sanitary sewer for ongoing/future development. The City may consider public utility enhancements ahead of development/redevelopment as a catalyst for future growth. It is also recommended that existing sanitary lines in utility easements be maintained at that location due to problems associated with relocating sewer services.

The storm drainage area for the Downtown area has an easterly boundary that begins around North County Road (north of Main Street) and 7th Street (south of Main Street). The stormwater flows generally from the east to the west. The City's current GIS system shows a major storm sewer under Main Street (see Figure 21). GIS also shows an existing major storm sewer under Elm Street. There is a small section of storm sewer in both alleys north and south of Main Street, between 3rd and 4th Street. These systems were designed to current City Standards at the time. The runoff coefficients would need to be reviewed and compared to the future development zones shown in this document and current City standards. We recommend that the storm sewer system be sized for the 100-year storm. We do not recommend detention for this area since the redevelopment areas are small and detention would not be effective, and it would be cost prohibitive.

SOLID WASTE MANAGEMENT

The aesthetic environment, small lots and tight spaces in downtown areas do not lend themselves well to individual dumpsters and collection containers. Shared collection and compaction facilities like the one implemented in downtown Plano can help with this by

Existing service connections along Downtown Frisco alleys (Source: Garver)

Existing overhead wire conditions in Downtown (Source: Garver) reducing the number of collection points and routes. Where possible, collection facilities should be located off the primary streets and building frontages and screened with a combination of decorative walls and vegetation. We recommend that the City work with the business owners and waste management vendor to identify locations where these facilities can be located. Additionally, we recommend implementing a collection schedule where garbage and recycling is picked up more frequently in order to reduce the number and size of collection facilities required to service the area.

FRANCHISE UTILITIES

Utilizing the City's Utility Coordination List, the design team contacted the following utility companies and requested information regarding their existing facilities in Downtown: AT&T, Atmos Energy, Capco, CoServ Electric, CoServ Gas, Frisco ISD, Granda, Level 3, Oncor Transmission, Oncor Delivery, Cyient, Verizon, Frontier, Spectrum, Charter, Time Warner Cable, Zavo Fiber Solutions, and Logix. Many of these utilities, excluding gas, are located on both overhead poles and underground along the streets and alleys.

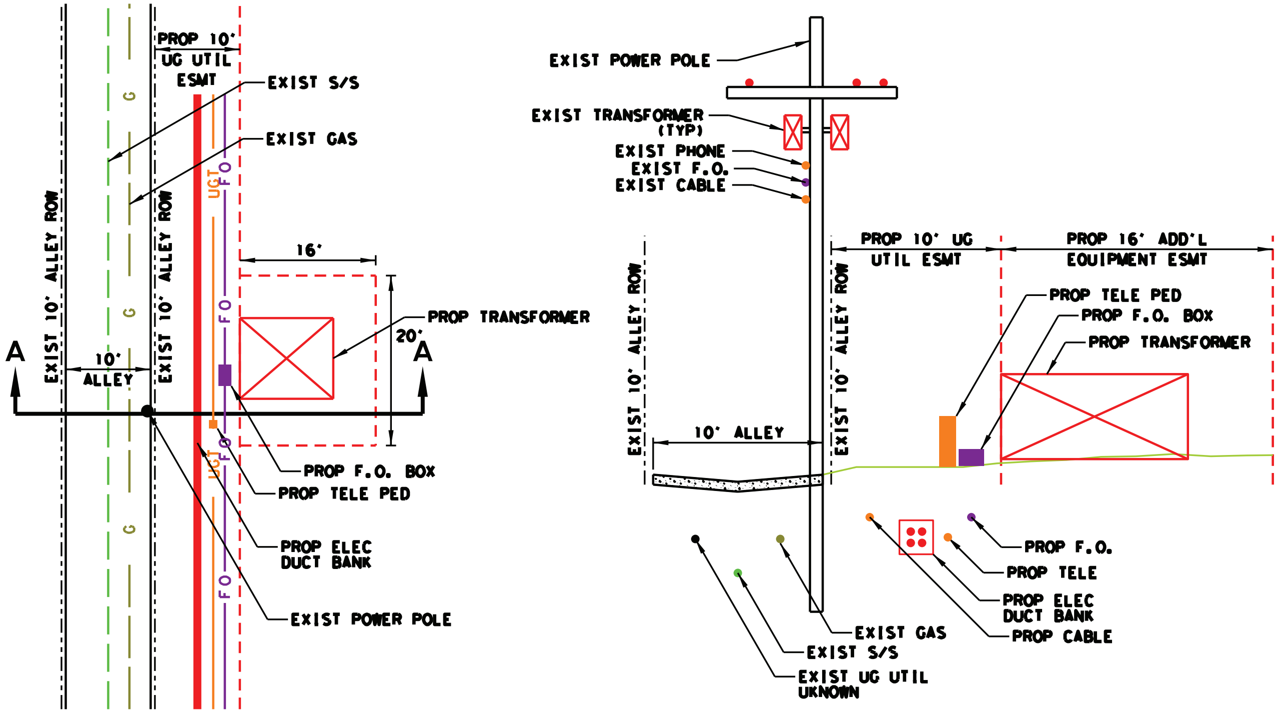
Relocating any utility, whether overhead or underground, from an alley to a street (or vice versa) will require the utility service connection to the provider (business or home owner) to be relocated. This is problematic for building renovations since it would require rewiring inside the building to account for the new service connection on the opposite side of that building (see images on previous page). This will be less problematic on full block renewals where the existing buildings are removed or all of the owners are in agreement to the change.

Where there are existing power poles along the right-of-way, careful consideration needs to be given to the clearance between the electrical power wire and the height/edge of a new building. There are offset requirements (10 feet or greater) between aerial electric power lines and a building (see images on the previous page) as an example of conditions in Downtown Frisco. The developer/City reviewer will need to coordinate this offset requirement with the utility owner. In some cases, the distance could be a vertical separation (example the wire is 10 feet above the top of the building, but not over the building).

There are several things to consider when relocating electric power and other franchise utilities below ground (see Figure 22 on next page). An existing power pole may also contain three or four other utilities (telephone, fiber optic, cable, etc.) attached to the pole. When they are

Sample underground utility hardware needed to bury utilities (Source: Garver)

Figure 22: Aerial to Underground Utility Conversion



PLAN VIEW
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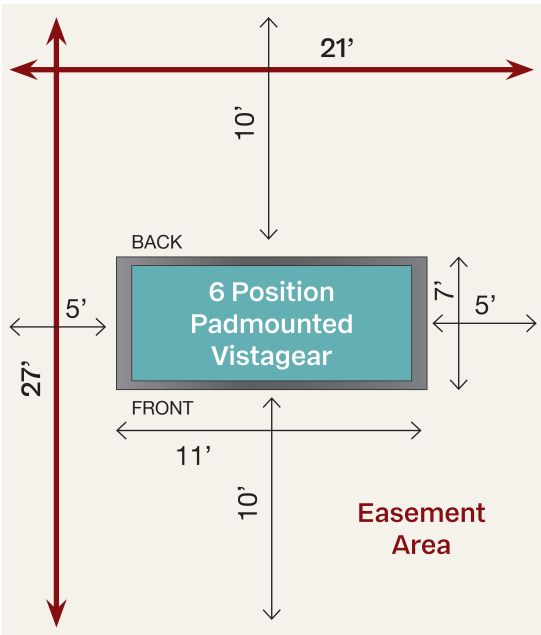
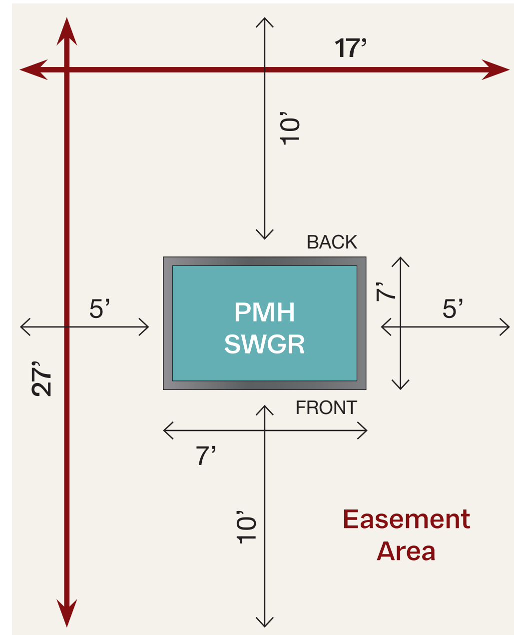
SECTION A-A
NTS

placed underground, these utilities will need a horizontal space to be installed since they are all independently owned and do not always share ground conduits. Once the utility is placed underground, they have to be able to connect a business or property owner to that underground line via a pedestal or ground box, which also needs to be installed on the ground. Any existing aerial franchise utility connection to a building will have to be reconnected by installing an underground conduit (verses an overhead connection) back to the original entry point into the building.

When relocating electric power, there are several things to consider. In discussions with ONCOR, the power lines must be encased underground in a duct bank in a 10-foot to 15-foot utility easement (see Figure 22). The number of conduits depend on the electrical power provider's engineering. A 15-foot easement would be needed if an electrical manhole (12' x12' by 8') was needed in the easement. The switchgears (Vistagear or PMH-SWGR) and transformers (three phase or one phase) must be installed in an easement off of the right-of-way and on private property. The switchgear easement is 21 feet x 27 feet (see Figure 24) and the transformer easement ranges from 20 feet x 14 feet to 26 feet x 20 feet (see Figure 25). Once the main power

Figure 23: Padmounted Switchgear Easement Requirements

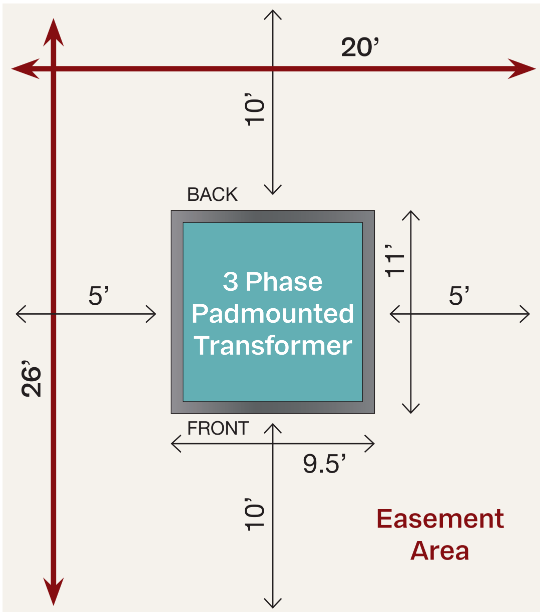


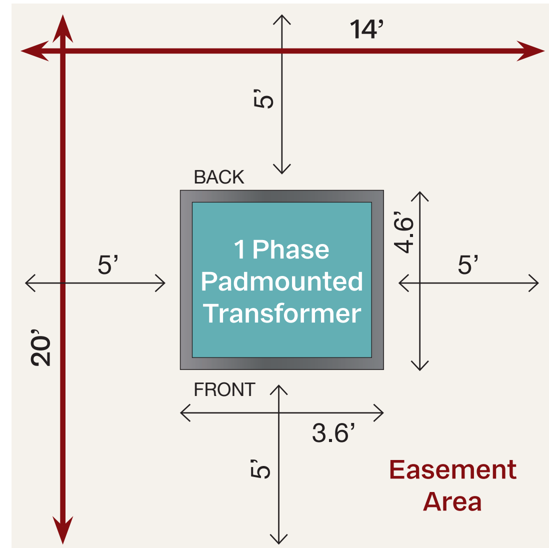


**Not to Scale - Dimensions rounded to next foot*

CLEARANCE TABLE				
Transf. Type	Building Construction		Windows Doors & Vents	Fire Escapes
	Fire Resistive Note 3	Non-Fire Resistive		
1 PHASE	5' - 0"	10' - 0"	10' - 0"	20' - 0"
3 PHASE	5' - 0"	15' - 0"	15' - 0"	20' - 0"

Figure 24: Padmounted Transformer Easement Requirements





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CLEARANCE TABLE				
Transf. Type	**Building Construction**		**Windows Doors & Vents**	**Fire Escapes**
	Fire Resistive Note 3	**Non-Fire Resistive**		
1 PHASE	5' - 0"	10' - 0"	10' - 0"	20' - 0"
3 PHASE	5' - 0"	15' - 0"	15' - 0"	20' - 0"

has been installed underground, the electrical service into the building must be converted from the aerial connection to a buried connection by a private electrician. It is important to make sure that the electrical duct bank installation it is not installed at an elevation underground where it will interfere with the sanitary sewer lateral connections to the sewer main.

In discussions with ONCOR and reviewing recent bids the following are some equipment and installation costs (see Figure 26):

- Vistagear - $80,000,
- 3-Phase Transformer - $50,000,
- Duct Bank - $300/Linear Foot,
- 12 feet x 12 feet x 8 foot manhole - $60,000,
- Fiber Optic Manhole - $3,000.

During discussions with ONCOR, they said that it is very hard to "estimate" the cost of going underground without conducting a full engineering design. One ONCOR staff member stated that in past discussions with other Cities and developers about placing utilities underground in old downtown areas, one cost was estimated to be $1M for three blocks. Also ONCOR staff stated that most developers stop considering going underground after realizing the cost of providing a 10 or 15-foot easement plus vistagear and transformer easements.

Figure 25: Approximate Cost Estimations

	No Relocation	Relocate Aerial	Relocate Underground
Additional ROW Needed	-	-	$$$
Easement Needed	-	$	$$$
Relocate Private Service	-	$$$	$$
Visual Aesthetics	-	$$	$$$$

$ = $1,000's
$$ = $10,000's
$$$ = $100,000's
$$$$ = $1,000,000's

One other major item to consider when placing franchise utilities underground is not only the cost of the underground installation, but also the cost to the developer/City for providing a 10-foot wide easement for the duct bank plus the easement for transformers and switchgears, which is difficult in downtown where lots are narrow. Using an average downtown land cost between $25-$35 per square foot; a 10-foot easement would cost the $2,500-$3,500 per linear foot of property and a switchgear easement would cost $15,000 to $20,000.

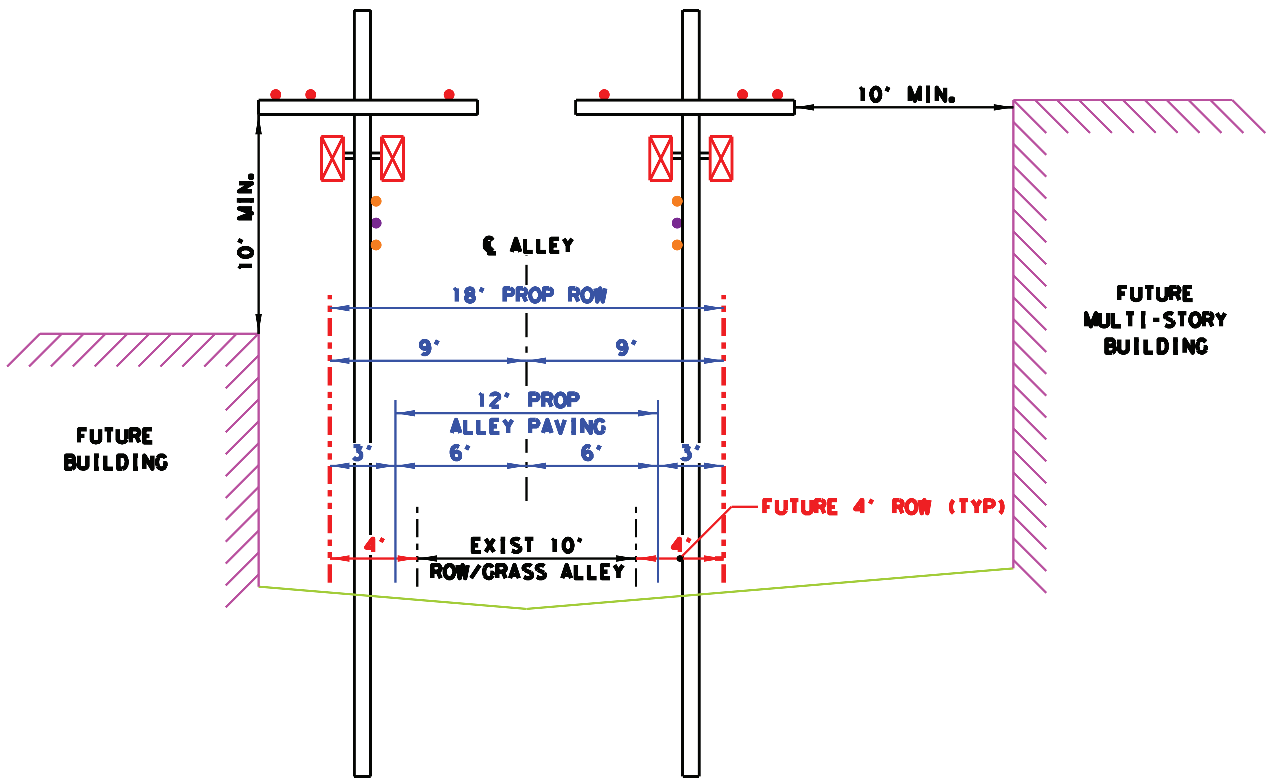
If the City's long-term plan is to reduce overhead utilities in the downtown area in the public realm, we suggest that the City work with the franchise utility owners and developers on an "Overhead/ Underground Utility Master Plan." This plan would determine which side of the road to install the utilities and may allow for installing the 12 feet x 12 feet x 8 feet manhole in street right of way with an agreement. If the utilities are to be placed in an alley, not only would the location of a 10-foot easement need to be determined, but existing sanitary sewer and/ or water would need to be reviewed for adjustments.

City officials and ONCOR continue to discuss options for service access to buildings and appropriate location for service lines that may be included in this document by the time it reaches City Council. Otherwise these issues will be decided at a later date. Once ONCOR provides a response, there may be the need for additional discussion with property owners and the development community.

EXISTING GRASS ALLEYS

Existing alleyways within the downtown area are generally within 10 foot wide right of way. As the vision of the downtown is adopted and the areas around these alleyways develop/redevelop, things to consider could include, but are not limited to, increasing the overall

Figure 26: Aerial to Underground Utility Conversion



alley right of way width to the current standard of 18 feet. As individual parcels are developed along the alley, it is suggested that an additional four feet of right of way be required on each side of the alley from the developing parcels. As partial block development continues, the City can continue to require alley right away until the entire alley area is acquired along the full block. The City may also consider requiring escrow for the future alley construction, however the alley could not be built until the entire 18 foot of right of way is acquired for the entire block. If a partial block is developed along an alley containing existing electric utilities, they will need to plan for maintaining a minimum building setback of 10 feet from the edge of the new alley property line for future power pole relocations (see Figure 26) .

If a developer acquires an entire block, the City may work with the developer to eliminate the alley as long as they relocate any public and/or private utilities in the current alleyway.

DOWNTOWN BRAND & GOVERNANCE

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Downtown Brand & Governance

Historic Downtown & Frisco Square

Frisco Square and historic Downtown (or the Rail District) are two significant locations within the City and the greater region. However, throughout the region there is a lack of awareness of what is truly Frisco's "downtown." Rather than extending the notion of more than one city center or downtown, or that one district is the "true" downtown over the other, city leadership continues to work to connect the two areas and districts.

THE RAIL DISTRICT & WAYFINDING/SIGNAGE

The Rail District brand is relatively new to Downtown Frisco and this plan stands to help unify the brand messaging with development opportunities and community messaging. Within the Center City District, the Rail District is one of many components to Frisco's character and culture – one that seeks to celebrate the community's agriculture and rail history that was foundational to Downtown's creation.

As Downtown continues to develop the City should work with community organizations, such as the Chamber of Commerce, and local businesses to create consistent messaging on the brand throughout the community.

Wayfinding for Downtown Frisco should be undertaken in phases and as specific development or street infrastructure projects are completed. The City has heavily invested in signage and branding for the Center City District; this plan is not suggesting that strategy or brand be disregarded, but the City should update marketing materials to clarify that the Rail District is one of the many areas contained within the Center City District.

Additionally, within The Rail District, pedestrian-scaled signs indicating public spaces and public parking locations would serve a large benefit to locals and visitors alike, especially since several stakeholders

Figure 27: Downtown Signage Examples

indicated many of the locations available for parking in Downtown are difficult to find or visitors do not know they are open to the public.

Wayfinding and signage related to parking is critically important for efficiency and safety of users in downtown areas. In his book “The High Cost of Free Parking”, UCLA professor Donald Shoup provides research suggesting that up to 30% of auto congestion is related to drivers searching for parking. While this phenomenon is likely more noticeable in large central business districts, it does highlight the correlation between traffic congestion and searching for parking; making it important for the City to create a multi-pronged approach to parking-related wayfinding and signage that focuses on two key user groups – drivers and pedestrians.

Examples of appropriate wayfinding policies and installation for automobiles includes:

- Signage placed on the periphery of the district to inform drivers of parking options before they enter Downtown;
- Signs should indicate the location of public parking, rate information (if applicable), and the hours of use; and
- Additional signage should be made available near public parking lots that indicate parking availability (as technology increases), directions to additional parking if lot is full, policies and guidelines, and pay information (if applicable).

Examples of wayfinding policies and installation for pedestrians include:

- Signs located within parking lots and on Main Street indicating parking locations; and
- Signage indicating current location relative to nearby landmarks.

PUBLIC ART AND ACTIVATION

Public art is a key piece of Downtown activation and character – Downtown Frisco has already begun to install various art pieces throughout the area, including around the gazebo and on some buildings with murals and other local artist paintings.

The City should continue to work with local artists, galleries and organizations to find events and spaces throughout the area where art could be utilities, either permanently or temporarily. Additionally, the City should make sure to coordinate with the Public Arts Master Plan currently underway to ensure key locations in Downtown, such as the 4th Street Plaza or within the Design District, are included in strategies for implementation and future public art.

Downtown Management Options

Developing a downtown business mix that not only fills market gaps but that also creates the overall atmosphere and synergy needed for the district as a whole to succeed requires diligence, a tight focus on one or two well-defined economic development goals, close collaboration with a broad network of public- and private-sector partners, and an arsenal of tools to attract entrepreneurial talent and support downtown businesses.

Unlike shopping malls, which are usually owned and managed by a single entity, the buildings in older downtowns are almost always owned by multiple property owners. Malls have specific parameters for the types of businesses to which they lease space, with careful consideration of where each business should be located within the mall. For example, businesses that sell complementary products to demographically similar customers are often clustered together to maximize foot traffic and visibility. Businesses that offer convenience products are usually placed in high traffic areas, and anchors are placed at the ends of corridors, drawing shoppers past stores they might not otherwise notice. But downtown leasing decisions are almost always made independently, by individual property owners, usually without an overall leasing strategy for the district to guide their decisions. Also, unlike shopping malls, which almost always have full-time marketing staff who develop and execute sophisticated marketing programs, downtown marketing often becomes the ad hoc responsibility of downtown business owners and therefore often suffers from volunteer burnout.

Downtown Frisco has several of these elements already in place and ready to go, it is just a matter of identifying a successful management structure to implement the vision. The Downtown Frisco Merchant's Association is primed to take the lead as a downtown management organization as they are already networking the multitude of owners and businesses along Main Street and in the surrounding areas of downtown. Their well-connected network will help set the stage for a successful implementation of the policies and recommendations in this plan that are needed to craft a strong unique and localized branding effort for Downtown.

This has especially already begun to occur, as stated earlier, with the Rail District moniker and subsequent new development projects, such as Patios at the Rail, embracing that name. Working with the Chamber of Commerce and other local merchants, such as the organizers of the StrEATS Festival, the Downtown Merchant's Association can unite the players in Downtown in a platform that allows more financial prowess and capabilities. Additionally, the Frisco Heritage Museum should also be involved and included in the management organization to ensure the historic character and "vibe" of Main Street and the adjacent neighborhoods continues to maintain the element of uniqueness several stakeholders indicated they would like to see remain in Downtown.

It is also important to note that the Downtown Merchant's Association, or any subsequent downtown management organization, work to unite the multiple players in the community. A downtown with too many organizations, entities or individuals trying to steer the direction or implement a vision can lead to brand and development confusion. The creation of such organization under a plan like this one ensures that the vision is implemented in a way that the community understands and can take hold of as more projects and opportunities arise in Downtown.

For these, and many other reasons, a professionally staffed downtown management organization can make the critical difference between high-performing downtowns and those that perform at an average or sub-par level. Almost all high-performing downtowns employ at least one professional downtown manager. The Dallas Design District has a staff of six focused on the district's management and marketing, plus two allied staff who focus on leasing. Among communities comparable in size to Frisco, the Main Street programs in Amarillo, Beaumont, Denton, Laredo, McKinney, San Angelo, and Tyler, have two full-time staff people; the programs in many communities smaller than Frisco, such as that in La Grange (population: 4,690) support two full-time staff members, as well (other smaller towns with two downtown management staff include Brenham, Ennis, Harlingen, Henderson, Kilgore, Lufkin, Marshall, Mount Pleasant, Rio Grande City, San Marcos, and Seguin).

There are several ways in which Frisco might structure and support a professionally staffed downtown management program:

Texas Main Street Program

The Texas Main Street Program, housed in the Texas Historical Society, selects up to five communities annually to participate in the program. Participation provides numerous benefits, including technical assistance in architectural and urban design, business development, marketing, strategic planning, organizational management, and other topics – and, consequently, the selection process is competitive. In selecting communities, the Program takes into consideration the historic fabric and historic character of the district; the level of commitment of public- and private-sector stakeholders to the downtown revitalization/development process; willingness to fully fund a downtown management program, including employing a full-time professional manager; the cohesiveness of the district's business composition and physical form; and demonstrated need for the State's assistance. The Program also takes into consideration geographic distribution in selecting communities to participate in the program. In communities with more than 50,000 residents, a local Main Street program may be housed in either city government or in a nonprofit organization. Program expenses (including the manager's salary and benefits) are usually shared by the public and private sectors for several years, then are gradually supported (at least in part) by Public

Improvement District and/or Tax Increment Financing revenues as the downtown's economy grows.

The Main Street Approach (Informally Adopted)

The Main Street Approach, developed by the National Main Street Center, involves incremental, comprehensive activity in four broad work categories:

- Design involves all the physical aspects of the downtown district – building rehabilitation, new construction, parking supply and management, storefront design and presentation, window display design, public space design, etc.
- Organization involves leveraging the skills, resources, and vantage points of a broad range of public- and private-sector stakeholders who, together, develop a shared strategic plan for the district.
- Promotion involves marketing the district, using a consistent message and image, to residents, visitors, and potential investors.
- Economic Vitality involves strengthening and expanding the downtown's economy by strengthening existing businesses, developing or attracting new businesses, attracting investment for property development, and ensuring that adequate tools and resources are in place to support downtown business and property development.

Downtown stakeholders, from both the public and private sectors, identify one or two major economic development strategies for the district, then identify and implement key activities in each of these four work categories to advance each of these strategies. This creates a sturdy, shared framework for the downtown development initiative.

Hundreds of downtown districts throughout the US have adopted the Main Street Approach independently to organize their downtown development activities, without participating in a statewide Main Street program. The National Main Street Center prohibits these local programs from using its "Main Street" trademark – but they can join the National Main Street Center's membership program and attend the Center's conferences and training programs. As is the case with most local Main Street programs throughout the country, these independent programs are usually financially supported by the public and private sectors for several years, then create a Public Improvement District or use Tax Increment Financing to cover part or all of the program's operating expenses (including professional staff) as the district's economic performance improves.

Public Improvement District

Public Improvement Districts are designated areas in which property owners agree to pay an assessment, based on property valuation, in order to cover part or all of the costs of improvements and activities benefiting that area. Many Texas communities have enacted Public Improvement Districts for residential neighborhood development (such as Frisco's Panther Creek PID), but PIDs are also used to support downtown revitalization and development activities. In addition to helping pay for infrastructure and public space improvements, PIDs can also engage in business development, district promotion, augmenting public safety and cleanliness, and enhancing cultural experiences. And, PID revenues can cover the costs of operating the PID itself. Some PIDs (particularly those in urban neighborhood commercial districts) focus primarily on augmenting municipal 'clean and safe' activities; others, however, address the full range of revitalization needs.

There are scores of downtown PIDs in Texas, plus PIDs working in neighborhood commercial districts throughout larger cities like Austin, Dallas, Fort Worth, and San Antonio. Downtown PID budgets vary, depending on property values and district size. Plano adopted a downtown PID in 2014; the PID's budget is currently $181,000, with assessments of $0.15 per $100 of assessed taxable value. The downtown PID in Waco, which was established in 1988, raised $450,000 in 2017 with assessments of $0.10 per $100.

ROLE OF PRIVATE-SECTOR ENTITIES IN SUPPORTING DOWNTOWN DEVELOPMENT

Neither the public nor private sector can revitalize a downtown independently; successful revitalization requires active, strategically coordinated collaboration between both sectors, with each contributing its skills, resources, and vantage points. Financial institutions can make preferential lending programs available for downtown business and property development. Local and regional foundations can provide incentive grants and loan guarantees, and they can support business development, job training, and promotion. Major employers can invest in downtown historic and sustainable energy tax credit projects and sponsor downtown marketing activities. Downtown property owners can support the district's business development strategy. Business owners can support the business development strategy, also, adapting their merchandise mix, activating their storefront window displays, and aligning their marketing activities with those of the overall district. Civic, school, and religious organizations can offer volunteer support for business development, public space improvement, and marketing activities. Industrial development commissions can include downtown space in the region's inventory of industrial space and look for opportunities to place small-scale industries downtown. And so on. There is literally a role for every public and private sector community entity in downtown revitalization.

Mechanisms to bring the Public and Private Sectors Together

The public and private sectors can also collaborate on incentive programs to support and encourage downtown business development. Some particular examples that Frisco might consider:

- **Loan repayment deferral for high-priority, capital-intensive businesses:** It is often difficult for capital-intensive businesses like restaurants, which have high initial outlays for equipment and furnishings, to generate enough cash flow in their first few years of operation to repay start-up loans. Some cities have created programs to help alleviate financial pressure on capital-intensive downtown business start-ups. For example, Winston-Salem, North Carolina launched a program called Restaurant Row to help attract a small cluster of new restaurants to an underused block of downtown buildings. Restaurateurs can borrow up to 70 percent of the money needed to launch a new restaurant; the City then uses Community Development Block Grant money to repay the loans for the first two years, relieving much of the financial pressure on the new restaurants. The restaurateurs then repay the City for those two years of debt service at the end of the loan term.
- **Forgivable loans for high priority businesses:** Several dozen US cities offer forgivable loans to encourage development of high priority downtown businesses. In Waterville, Maine, for example, entrepreneurs interested in launching a business identified by the downtown management program as a high priority business (or existing businesses interested in expanding to offer products or services identified as high priorities) can borrow up to $50,000 for five years. They make interest-only payments, with 20 percent of the original principal forgiven each year, as long as they remain in business and conform with the forgivable loan program's requirements (which include being open at least 48 hours per week, changing window displays at least twice monthly, and other practices that benefit both the business and the overall district).
- **Crowdfunding for high priority businesses:** Countless small businesses throughout the US are owned by multiple partners, rather than by single owners. In many cases, the businesses are also the owners' main source of income, and the owners are actively involved in the business's operation. But in some cases, people form investment groups for the specific purpose of creating a business for which they believe a need exists or for saving a business in danger of closing. For example, the members of the local police department in Clare, Michigan pooled their money in 2009 to buy a 100-year-old downtown bakery whose owners were retiring.

  Crowdfunding – using internet-based platforms to raise money for a business or a cause – has been around for nearly 20 years. But, with the passage of the federal Jumpstart Our Business Startups (JOBS) Act in 2012 and finalization of its operating regulations in 2014, crowdfunding has experienced exponential growth as a tool for capitalizing small business startups and expansions. Equity-based crowdfunding (one of four types of

crowdfunding) is regulated by Section CF of the JOBS Act. Under Section CF, businesses are permitted to raise a maximum of $1 million annually from private investors. The amount that individuals can invest is limited, due to the risk involved in investing in small businesses, but it generally ranges between $1,000-$10,000 per person.

The City of Frisco and downtown business and property owners could explore and promote these two options (private investment groups and equity-based crowdfunding) for capitalizing high-priority new business development and business expansion in downtown Frisco.

IMPLEMENTATION

Implementation

The first section provides an overarching philosophy and focus for translating the master plan update into action, redesign, investment, governance and sustained maintenance.

POLICY AND REGULATORY CALIBRATION

Making Downtown a Place to Drive To, not Through

To create the environment a community desires for Downtown, it is critically important that people and walkability are prioritized over cars. Therefore, City Council should consider adopting a policy along with adoption of this Master Plan stating that maintaining a pedestrian-focused character in Downtown is more important than widening Main Street to accommodate pass-through vehicular traffic.

Encourage a "Master Developer" Context

Developing infill sites or redevelopment small parcels that are typical in historic downtowns can be difficult and costly if typical development requirements apply. Treating the Downtown as a cohesive development with common standards and a shared approach to parking, open space, utilities and in some cases, emergency access, helps bring development costs down for land owners and ensures continuity and consistency of the building form, mobility network and open spaces.

Calibrating the Character Areas

In addition to critical infrastructure improvements outlined above, the City can facilitate the implementation of this Master Plan through calibration of existing zoning tools and design guidelines. One of the most critical aspects of successful plan implementation is establishing adjacency predictability and smooth transitions to existing neighborhoods for redevelopment. This ensures that property values will increase consistently as redevelopment occurs. A carefully crafted zoning ordinance and development standards will help preserve existing assets while also focusing new investment in a manner that aligns with the vision for Downtown.

Most of the study area falls within the OTC and OTR (Old Town Commercial/Residential) zoning districts. The current zoning already allows for the general form, building types and mix of uses that are envisioned for Downtown. The proposed character areas and associated recommendations in this Master Plan have been developed with careful consideration of existing conditions, market opportunities and current zoning criteria so that implementation can occur with minimal revisions to current zoning policy. However, the City should consider amending the current zoning and design guidelines for OTC and OTR to reflect the overall "master development plan" and the nuances of each character area. This alignment will provide market momentum for quality development, provide the market predictability and give staff a rational method for sustained implementation. Some of details to consider include:

- Ensure well-designed transitions to adjacent neighborhoods that preserve the existing residential character and provide walkable and bikeable connectivity to Main Street and other destinations.
- Establish high-quality design standards for the buildings, streets, streetscapes, open spaces and wayfinding that blends the nuances of each character area together with the overall Rail District theme.
- Encourage a mix of high quality urban living and live-work units by locating them within a design context that respects immediately adjacent single family neighborhoods. This will help to diversify the housing options in Downtown, a key aspect of downtown activation and long-term livability. This includes allowing home occupations or accessory dwelling units within some of the more historic neighborhoods north of Main Street where historic carriage houses located on several properties provide ample opportunity for better use among the neighborhoods and for the owners alike.
- Streamline the review process so that development projects consistent with the Master Plan are approved administratively, while also being mindful of state law development requirements. This will reduce the time taken

for development approval, which benefits both the City and Developer. Additionally, since all the standards will be clearly established up front, it will increase adjacency predictability and be less risky to a developer, thereby increasing resulting levels of reinvestment.

The focus of this master plan update is to facilitate a phased and sustained activation of Downtown, building on strong fundamentals already in place; to serve as a decision tool for prioritization; to provide nuanced city design inspiration; and to put some big ideas into play for generations to come.

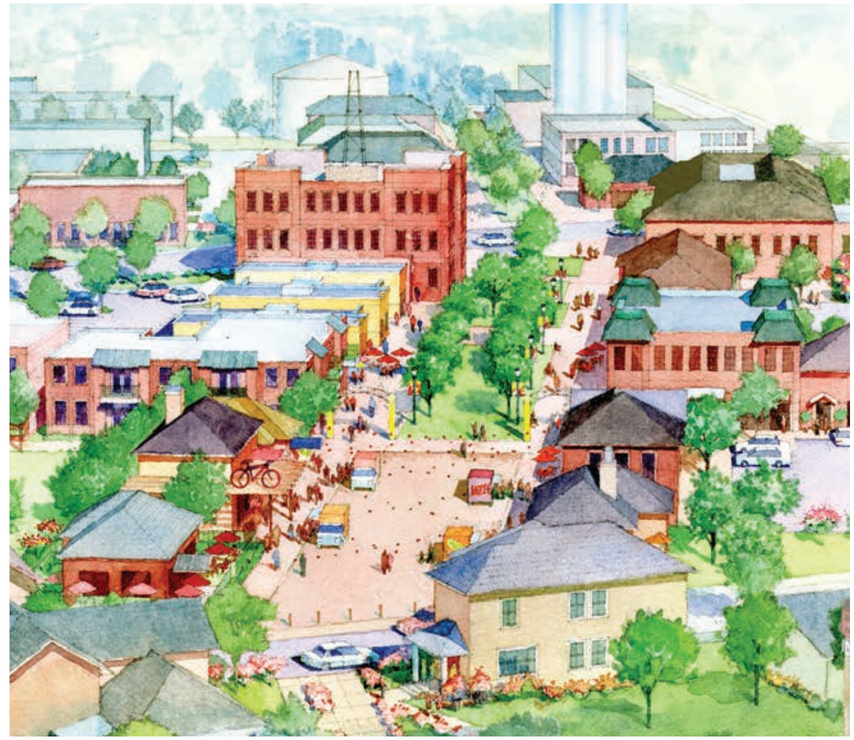
One of those big ideas is creation of a Design District as described above. The guidance below provides a set of protocols for success:

DESIGN DISTRICT AND CATALYTIC PROJECTS

The following ten steps outline the items the City of Frisco should undertake in the near-term to begin to activate the Design District.

1. **Create a core focus for the design district's business mix.** Design districts work best when they have a core concentration of complementary businesses. For example, the business mix in Savannah, Georgia's Downtown Design District centers around home furnishings, while Miami's Design District focuses mostly on fashion. For Frisco, art for interior design, craft manufacturing for architectural elements and other related higher-end materials and finish-out components for the building trades could start a gravity for a focus.
2. **Diversify the district's businesses.** In addition to a core business concentration, successful design districts' overall business mix also includes some shops and restaurants likely to appeal to the customers of the core businesses. For instance, Savannah's Design District includes a bookstore, a stationery store, and one of the city's most popular restaurants. Building on Babes at the southern end of the proposed design district, authentic Texas cuisine focused restaurants and small entertainment venues could complement the storefronts and maker spaces.

Figure 28: Design District



3. **Differentiate the design district from others:** The design district should complement, rather than compete against, other districts within the region with concentrations of design-related businesses. To the extent possible, it might also differentiate itself from other design districts in the nation, either through business mix, marketing identity, urban context, or other distinguishing characteristics.
4. **Attract and develop unique, one-of-a-kind businesses.** The allure of design districts is that they offer unique products, services, and experiences that shoppers cannot

find anywhere else. Accordingly, they should be populated with unique, one-of-a-kind businesses, not retail chains. The best place to look for businesses like these? Look for regional artists, artisans, and crafts people currently working from small independent shops, home-based workshops and shared studios. Also, contact design schools, particularly those with majors relevant to the concentration targeted for the design district, to promote business opportunities to alumni/alumnae and soon-to-graduate design students.

5. **Cultivate and support development of design-related businesses.** Unique, independently owned design businesses often need capital support in order to launch, and a growing number of communities offer attractive packages of tools and incentives to successfully attract and support design-related businesses. For instance, Paducah, Kentucky offers free or inexpensive homes to artists who agree to locate and maintain studio space there for a certain number of years. Waterville, Maine offers forgivable loans of up to $50,000 to targeted business types; selected businesses make interest-only payments for five years, with 20 percent of the loan principal forgiven each year.
6. **Serve the trade, or serve the public?** A few design districts focus primarily or even exclusively on serving design professionals, such as interior designers, architects, landscape architects, and home furnishings retailers. Don't be that kind of district! While some businesses – particularly those offering original designs and/or wholesale sales – might reserve certain hours or occasional days for people within the trade, all of the design district's shops should be open to the public during prime shopping hours.
7. **Integrate the Design District into the surrounding urban fabric:** Successful design districts are physically integrated into their surrounding districts, building on indigenous architectural and urban planning heritage. By continuing local design traditions, successful design districts reinforce the importance of those traditions and use them as a springboard for a distinctive identity. Applying this philosophy to Frisco, the Heritage Center and the Silos bookend a people-scaled promenade with eclectic buildings anchored along the way.
8. **Make the district a living workshop:** Encourage design-related businesses to offer robust calendars of workshops and hands-on demonstrations. Storefront window displays should be lively and engaging, showcasing each business's unique offerings.
9. **Create energetic public spaces:** As with storefront display windows, the Design District's signs, street furniture, paving, and all other aspects of the district's public spaces should be lively and engaging, reflecting the energy of its creative businesses.
10. **Establish a strong market identity for the Design District:** The graphic design image, market position, and activities and events taking place within the Design District should reinforce and solidify the design district's overall market identity, in sync with the needs and preferences of the district's customers.

CIP RECOMMENDATIONS

The other big idea that was already being considered when the planning process started is the 4th Street Plaza. That project along with a comprehensive reinvention of the downtown street network, including Main and Elm Streets, serve as a fundamental aspect to the master plan update.

Those strategic capital investments will need to be prioritized, budgeted, programed and designed. This section provides guidance for those efforts. Many of these projects will fundamentally transform the public realm in key locations, initiate a shift in mobility patterns in and around Downtown, and provide a connected walkable public space environment—a key for the attraction of meaningful private investment.

Based on the vision of Downtown as a connected series of great

streets and public space anchors, the following projects are suggested to create a logical progression of phasing, constructability, and catalytic momentum for private sector activation

Figure 29: Estimated CIP Costs

PROJECT	CONSTRUCTION COST	DESIGN COST (10%)	CONTINGENCY (30%)	TOTAL
4th Street Plaza	$1,980,240	$198,024	$594,072	$2,772,336
Elm Street Option A	$2,754,783	$275,478	$826,435	$3,856,697
Parking Garage	$9,225,000	$922,500	$2,767,500	$12,915,000
Main Street Option B	$4,281,050	$428,105	$1,284,315	$5,993,471
1st Street Reroute	$1,385,306	$138,531	$415,592	$1,939,428
Franchise Utility Burial	*Detailed Utility Study Required*			

4th Street Plaza

The 4th Street Plaza is the anchor for the envisioned Downtown transformation, and therefore should be the first project completed. The cost estimate for this project includes the areas to the north and south of Main Street, and assumes 4th Street is reconstructed with decorative stamped concrete. The layout of the plaza is dependent on the configuration of the parking garage, so preliminary design of the garage should be completed simultaneously with the plaza design.

Elm Street (Option A) and Stop Sign Reorientation (Signs from East-West to North-South)

The redesign of Elm Street to clearly delineate travel lanes, provide a cycle track and incorporate on street parking is the second highest priority. This project assumes full reconstruction of Elm Street between 1st and South County Road, and modifications to Frisco Square Boulevard to incorporate a separated cycle track. This will provide a more convenient alternative for east-west traffic to Main Street and a dedicated corridor for cyclists. Having Elm Street redone prior to Main Street will also provide some additional parking capacity while Main Street is under construction.

Parking Garage (*Subject to Parking Demand)**

The parking garage adjacent to the 4th Street Plaza should also be a high priority. It could be completed with the plaza or phased in later. The cost estimate assumes 369 spaces at a cost of $25,000 per space.

Additionally, the Downtown Master Plan Committee recommended that it be considered to locate the garage on the east side of 4th Street to keep parking available during the reconstruction of Main Street, while also incorporating the open space at 4th Street. Although, it is important to note that all concepts and imagery in this plan shows the garage on the west side of 4th Street. As the potential garage moves into design and construction the actual placement of the building would need to be studied in more detail for traffic and access considerations.

**Note: the City monitors parking demand to determine the time for building a garage.*

Main Street Redesign (Option B), Roundabout & Streetscape (includes Frisco Square Boulevard One-Way)

The Consultant Team recommends the implementation of Option B for Main Street. The Main Street reconstruction project will have less impact on business and traffic if it is completed after the Elm Street Improvements. In addition to reconstruction of Main Street between 1st Street and N County Road, this project should also incorporate the construction of the roundabout at 2nd Street, conversion of Frisco Square Blvd to one-way between 1st Street and the roundabout, and streetscape enhancements.

12” Water Line Loop Connections

The majority of the downtown street grid has 12” water lines, but there are a few sections missing. These gaps should be filled in to provide a continuous loop system around the perimeter of all blocks in the

Downtown. Fire hydrants and valves should also be added, where needed, to enable fire service to all properties in the Downtown from the public streets.

1st Street Reroute/2nd Street

Rerouting 1st Street to tie into 2nd Street north of the roundabout will improve traffic flow in the roundabout and access to the area to the north. This project has a lower priority than those listed above, but should be considered when development is being proposed for the area adjacent to the railroad tracks and Maple.

Franchise Utility Relocations

Where possible, the City should work to bury or relocate overhead utility lines within the Downtown area to improve public realm aesthetics and walkability – especially in the 4th Street Plaza area. Costs for franchise utility burial can vary significantly based on site specific conditions, easement needs, and current market costs. It involves working closely with the utility owner's on an area wide basis instead of on a small area. It also involves working with property owners since this type of work requires reconnecting to their private connections at their buildings and it normally requires easements. We recommend the City complete a comprehensive franchise utility study in order to collect more detailed information from franchise utilities about what they are able and willing to do so that a more accurate costs and relocation schedule can be determined before making a decision.

Local Street Curb and Gutter Improvements

Some of the local streets in the area have been reconstructed recently. The remaining local streets should be considered for replacement as infrastructure conditions dictate and funding allows. Improving the local streets throughout Downtown to match the sections proposed in this Plan will improve connectivity and walkability in neighborhoods, enhance drainage, and provide additional parking.

Conceptual level cost estimates were completed for each of these projects using the proposed street sections and illustratives included in this Plan. Figure 29 on the prior page shows the estimated costs for each project. More detailed line item estimates for the projects are included in the Appendix.

These estimates are intended to assist city officials and stakeholders with an order of magnitude assessment for future Capital Improvement Planning (CIP) purposes, and should be reviewed and adjusted as market conditions change. Costs were developed using primary bid items and conservative unit prices from similar projects (in 2018 dollars). A 30% contingency has been included to account for additional costs that may be required as the designs are refined, as well as a 10% allocation for survey and detailed design.

Finally, the grand promenade anchoring the potential Design District is not recommended for near term funding as it will require significant focus, market analysis, programing, and a coalescing of partners before it will be viable for implementation. Nevertheless, the Grand Promenade anchoring the proposed district will be a critical open space element for downtown, and it should not be treated as just an after thought. Its design, functionality and resiliency over time will be the key to an enduring and reinventable district as it evolves and matures.

FUNDING STRATEGIES

The implementation of the master plan update will require a layered approach to funding.

1. The first layer is provided in the section above: a recommended prioritization of catalytic projects and how they should be phased in order to relate and leverage investments by the City and correspondingly the private sector for specific projects. Downtowns are no different than larger companies. They both have different facets that must be related to be effective over time. This master plan update has developed an aggressive reinvention of the infrastructure and public space context as a fundamental building block. The detailed description of the projects throughout and then the prioritized order and estimates of cost above provide the starting point for the funding process.
2. The next layer is an in-depth conversation between

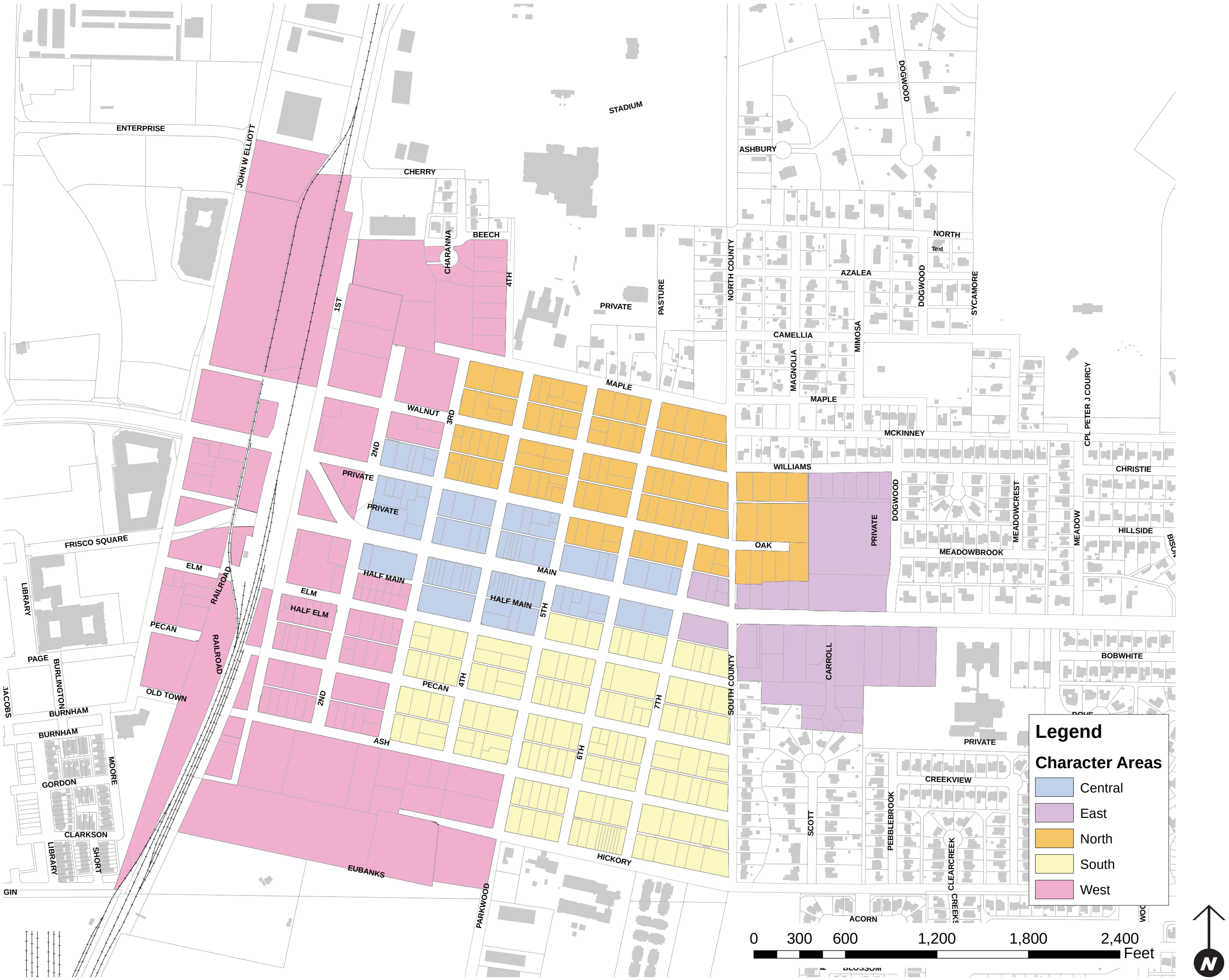
the Mayor and City Council on the one hand and the City Manager's Office, the EDC and the City's various departments about the level of funding that should be committed to the projects proposed. Using the CIP analysis above and the overarching programmatic and contextual role of each of the proposed projects, City Staff should develop several bundle scenarios to determine what is the minimum effective investment for next year, the following, etc. For example, the consultant team believes that the first capital project should be a combination of Elm Street/the parking garage/4th Street Plaza. Let's assume that makes sense for many reasons including the plaza is the glue for many catalytic private projects and all three of those projects should be bundled together for constructability purposes. Now the question is do you also layer in Main Street. We would observe that it might make sense to do Main Street at the same time for catalytic reasons; but if both Elm Street and Main Street are under construction, the negative impacts on the rest of downtown and Frisco Square may be too onerous in terms of limiting east-west capacity too much for too long. Regardless, the bundling process will enable the City Manager's team to ultimately make recommendations to the Mayor and Council on CIP Bond budgets the next several years and similarly general fund budgets.

3. The next consideration is developing a meaningful operations and maintenance program based on the phasing, build out and lifecycle impacts on the existing and new infrastructure investments. In addition, the governance considerations above should be brought into play in terms of the role of non-governmental organizations in the downtown management function to determine what additional resources might be brought to bear to complement the City's obligations.
4. With those three layers, the creation of both a Public Improvement District (PID) and a Tax Increment Finance (TIF) District is recommended. The PID should be created to provide a very modest level of assessment for new revenue for light maintenance and management of the common public areas, especially with the enhanced streets with pedestrian amenities and the 4th Street Plaza. The TIF District should be created to capture a significant level of ad valorem tax revenue in the Downtown as a mechanism to make a long term fiscal commitment. It will not be a magic bullet as it is not new money, but it provides a predictable level of revenue for some contribution to key capital projects. Recently, the Consultant team used the downtown TIF in Irving to provide a mechanism to pay back NCTCOG for a loan of $12 Million to redesign and reconstruct Irving Boulevard as a complete street and a better linkage to the TRE station in downtown. That TIF mechanism came into play seven years after the TIF was created and was a ready vehicle to secure non-recourse funds from NCTCOG.

Options for the parking garage funding at the 4th Street Plaza depend on several factors:

1. If the garage is viewed as part of the catalytic nature of the plaza at the time of construction of the plaza, consideration to include the garage as part of the City's revised CIP Program is recommended. The City could recapture some of this cost in later years by implementing a parking garage fee once the demand reaches market levels to justify the fee from the activation of restaurants and other entertainment around the plaza. Those fees could be used to pay for maintenance and operations for downtown such as security, amenity space maintenance, etc. instead of those costs being paid for out of the general fund.
2. Another approach to the early public funding of the garage would be to activate a tax increment reinvestment zone for downtown (TIRZ) to capture general fund revenue, and submit an application to NCTCOG for funding to be paid back over time by the TIRZ. This will require demonstrating a multimodal connection to the 4th Street Plaza, including regional trails, the reinvention of Main Street by maintaining

Figure 30: Character Areas



it as an improved complete street, as well as the benefit from the garage to the activation of the 4th Street Plaza in terms of downtown economic development.

3. If a major comprehensive activation strategy around the new plaza is envisioned via a master developer selected by the City, then a strategy for cost sharing for construction of a hotel might be feasible within the pro forma of the master developer's proposed project. This will necessarily entail a substantial amount of residential density and commercial gross leasable area (GLA) for any cost sharing to make sense to a private master developer partner.

The proposed garage near the future rail station and TOD for the west side of Downtown and the future Design District should be driven either by sufficient market momentum of development there or the implementation of rail transit. It is not recommended that early public funding of that second garage be utilized, rather focusing public fiscal capacity around the 4th Street Plaza

HOUSING POLICY RECOMMENDATIONS

The illustrative master plan for downtown envisions a distributed amount of new residential in locations that make sense relative to adjacent existing context.

The housing proposed is a combination of smaller-scale urban residential primarily in vertical mixed use buildings, townhomes and detached small lot single family.

The Character Areas shown in Figure 31 are identified by the five zones listed in the matrix: North, West, Central, East and South.

The primary proposed density is in the West Zone associated with the future TOD, proposed design district and infill around the industrial area southwest of downtown. The potential redevelopment of the old strip shopping center to the east on Main Street is a good candidate for infill townhomes. Finally, there is virtually no proposed new residential proposed for the North and South Areas adjacent to the existing single family neighborhoods.

Figure 31: Potential Residential Units in Downtown

CHARACTER ZONE	MULTIFAMILY	MIXED-USE	TOWNHOME	SINGLE FAMILY
North	0	0	0	0
West	982	262	30	53
Central	0	45	0	0
East	0	0	88	8
South	0	0	0	0
Totals	**982**	**307**	**118**	**61**

APPENDICES

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Stakeholder Engagement

Online Surveys and Participation

The following graphics indicate the responses to the online surveys posted online and distributed to community members between January and May 2018. These questions allowed stakeholders who were unable to attend any of the public meetings or stakeholder interviews to participate in the planning process, as well as to encourage individuals who could make the meetings to provide additional feedback to the design team.

The responses to the questions helped set the stage for the Master Plan items contained in this document and the corresponding implementation policies and action steps.

SURVEY #1 - JANUARY 2018

1. **What about Downtown Frisco do you like?**

The mojo...has sooooo much potential!!! The trees. The old school feel.
That it looks different than anything else in Frisco. The neighborhoods look different, storefronts are a welcome change. Nice to have a place that reminds you that life in Frisco did not begin in 1995.
The old town feel and look. The rest of Frisco is very new and so commercialized.
The small town feel of the current restaurants (more are needed)
The variety of merchants found in the downtown area...how many of these merchants are unique to Frisco. I also like the historic feel of this area, but
I love the fact that it still has old Frisco buildings, that it is conducive to foot traffic and I love the water tower - whih I think could be used better if turned into a park area where people could sit and listen to outdoor music on weekends - even though I know we need the parking.. I want the City and community to continue to support stores and restaurants going in on Main and on the side streets.
Historic quiet feel about it
Frisco is growing so fast that the history and heritage of Frisco is being forgotten and destroyed. I like the “old fashioned” buildings and facades from another time that reminds us where we began. There needs to be some charm and uniqueness that is different from all of the new construction that is cookie cutter, square, plain, no decorative elements at all. Look at Carmel, CA. Very successful, very different.
The restaurants that are located there.
Architecture Variety of shops
The old store fronts and feeling of home.
There are varied options along Main Street now. I don’t personally use many of them and the few I have used, I do not frequent often. The choices may be appealing to many, but they just are not something that appeals to me.

The original architecture of the older buildings. It would be nice to see a total renovation of the buildings to preserve the history.
Where is downtown Frisco? Two different, distinct areas that could be considered downtown.
Old buildings that are being taken care of
The quaint feel and the original storefronts
The shops and the non-chain restaurants, the charm of the old homes, the “feel” of an old country town that is lost as you cross the tracks and enter the square and see nothing but 4-story concrete and brick squares.
The architecture of the older buildings. I like the smaller boutique retailers and restaurants.
The charm, history and character of the old area 8-11 , Randys and Simply Thai are amazing! The Railyard food truck place! Also Mannys and Sam’s appeal to a lot of people. All the new Nack Development plans Plans to create a new pedestrian only plaza on 4th and Main The cute boutiques
Location
It is an intimate space.
The historic feel to it. The potential for high walkability, unique shopping and dining experiences, and a general slow down within a very busy city. I think that while it’s a small area, it can have the potential to be a destination, drawing folks from all over Dallas.
I love the charm, historic and downtown/small town feel you get in Downtown Frisco
The charm; the old buildings provide an attractive, charming enclave that people are drawn to. The fact that most of the businesses are locally owned and independent is also critical to generating that charm and ‘authenticity’ for lack of a better word.
I like the fact that the lanes are limited through downtown, that there are sidewalks on both sides of the street, that more businesses are moving downtown, that I am beginning to see more people walking downtown
I like the close knit community of neighbors, the growth prospects, it’s proximity to parks and recreation and the old time feel of the area with the historic housing. Not to mention the equity I have in my home now.
The growth of unique restaurants and retail that are individually owned.

2. **What about Downtown Frisco do you dislike?**

You have to commit to one area. Mobility is touch unless you bring your own bike or golf cart. Traffic on main is tough by the small shops. Sidewalks are too small.
That it is small and still not really a good place to walk. Traffic on Main is bad, not much to do in the evening (but that is getting better!).
Poor walkability. The labor pool at the gas station. Not enough variety to dine and shop and spend time.
The city HEAVILY discourages small business. The city is very friendly to large businesses but discourages small business in the downtown area. I know that the city manager and planning departments would deny that claim however I own a small business downtown and if I had any idea how hard the city would have been to deal with I never would have started the process. McKinney does an amazing job promoting small restaurants and shops in the downtown area, as does Celina. Frisco’s extended downtown area could thrive but it has very bad leadership at the moment.
The roadways - Main St. is one lane in each direction making it difficult to traverse at busy times of day. Maybe remove the center median to make turn lanes to help traffic flow more smoothly.
I know some people do not like the workers who stand at the gas station. I have mixed feelings. People hire the workers and where else are they going to stand? But I do not like how the Beverage World Parking lot and the Exxon Parking lots get tied up with workers and trucks and trailers each morning. The parking lots and traffic flow is not set up to deal with these types of vehicles. I know this is something beyond City planners - but it is really the only thing that truly bothers me every day.
No energy
The group of day workers that hang out and give the appearance of a mob waiting to tackle your car. Idea that 4 story buildings are allowed to be built on Main Street.
There are no shops of interest for us there.

New construction,multi-story being planned, that would change the hometown ambience
The lack of parking for the business, particularly those on the North side. This shortage leads to patron parking in the residential sections of the Old Donation. Main Street carries a lot of traffic which causes additional traffic through the residential areas because drivers are looking for a way to speed up their journey.
The day laborers at the corners. Unsafe for families to enjoy walking the streets to experience the downtown cafes and shops.
Shops and restaurants aren't contained to a walkable distance
Old buildings in need of repairs
There isn't enough variety yet of shops and restaurants to roam in and out of. It's still more a one and done, but it's certainly getting better!
The lack of public art. The fact that the one piece of public art - the mural by the gazebo - has been turned into a fingerpaint graffiti wall is disturbing. You don't let kids fingerpaint on a historic building.
Not enough retail or restaurants. It is not pedestrian friendly and a plan needs to include landscaping with trees, etc. - not just large flower pots. I think it is hurt by not having an actual square.
The day laborers hanging out on Main Street - I have received very negative feedback about that from lots of people I have met. The fact that so many buildings have been sitting vacant on Main Street for so long. Lack of bars and cool "boutique/unique and different" restaurants to visit.
This area is not a destination. There's just not enough there for people to be attracted to the area. Parking is bad. Many buildings are ugly. Wrong type of businesses for a downtown area looking to attract the community.
Buildings that don't look architecturally like they belong there. School of Rock in the old bank building. Day workers standing in the Depot parking lot.
Not too much. The day workers at the gas station are sometimes far too many folks loitering around, and that's not always. I think my main dislike is how people try to drive through it-you can't get down Main street fast and that tends to annoy folks.
I dislike that a lot of business haven't revamped their exterior and stick out like sore thumbs. I also dislike the workers that loiter on Main St near the gas station
1. It lacks cohesion. It doesn't feel like one space. Part of that is the change in buildings; in 1918 the homes and the old downtown strip were clearly different neighborhoods, but now we need to figure out a way to get Stan's, The Heritage Table, 8-11 and Randy's to have an integrated feel with the old downtown buildings. That would increase the all-desired 'walkability' aspect of it. 2. A lack of vision for the downtown. Yes, downtown McKinney is great, Bishop Arts is great, so on and so forth. But on a larger scale, that's the trap Dallas always falls into - they try to emulate rather than develop organically with the people and businesses they already have. We shouldn't fall into that trap. What we have here is already great - let's not worry about luring different businesses in. Let's focus on increasing the attractiveness of the area. More lights, more walkability, more festivals *on actual Main Street*. Grow what we have, don't force anything, and don't try to be something we're not.
I don't particularly like the on road parking. I think that space can be used for wider sidewalks and/or landscaped buffer zones between vehicles and pedestrians
lack of lighting and basic infrastructure that the rest of the city has (complete sidewalks and streets). Unruly traffic on the grid with some people treating streets as drag strips and our lawns as private parking lots
parking, day workers, traffic flow.

3. **What about Downtown Frisco would you like to change?**

Mobility. Variety. Parking. Walkability. (its progressing, just feels like another 10 years to really take hold)
Would like to see eating, drinking and gathering places grow. Maybe see the area with shops and restaurants keep expanding beyond just Main Street. A place for live music/free events would be great.
Need more LOCAL businesses - shops and restaurants. Not another place with chains...

The EDC and the city need to work together to bring in small shops and restaurants to open on the east side of the railroad tracks on Main St. A few have opened and all lament the process that the city put them through. At least 3 more restaurants that I know of would have opened in the past year if not for the cities dragging their feet on small business development.
The roadways and add more parking options. I would like to see more of a focus on the history of the area - maybe add in more markers and use an app that can guide people through what the area looked like in the early days of the city, the fire that destroyed downtown and the economic development of the area today.
Traffic. It becomes very difficult to cross the railroad tracks to get to City Hall from the East Side and there really isn't another direct option if you live between Preston and the Toll Road. Parking -The need for parking is the only reason I didn't protest the three story building at County and Main. I know we need parking. I do think the rooftop restaurant will be a noise issue to people who live on Scott Circle or in the Woodstream Division.
More entertainment and more reasons to be there
I would like to see flashing lights in the street at crosswalks like Grapevine has on their Main Street. Merchants who sell boutique items, specialty unique shops (one of a kind), little bakery, ice cream shops that enjoy the unique location. Parking behind the stores like the block where Chamber is located. Hike and bike trails connect to downtown. Bike racks available.
More diverse shops. The ones currently there are just very specific in nature.
More antique stores More eating places
Traffic and add more stores for shopping.
While realizing that zoning and permits exist, diligence in approving the right fit for businesses along Main Street will set the aesthetic. A good Master Plan should lead to the correct types of businesses that would provide diverse options for service and recreation and entertainment. Finding a way to make Main Street more than just a through fare from the Tollroad to Preston is essential.
Restoration of the old historical architecture still remaining downtown. Any new buildings/construction in the downtown should have historic architecture designs....not overly modern. Thrive to keep the historic downtown charm. The day laborers must be removed/outlawed.

Days and hours open. It would help if all ships would have core days/ hours they commit to being opened to allow shoppers to visit every shop
The neighborhoods surrounding cleaned up some.
Tie it all into Frisco Square? Continue to diversify. Utilize the train tracks and make our own Polar Express at Christmas?
The zoning that permits buildings more than two stories. Putting in three and four story buildings will make Historic Downtown Frisco no different than Frisco Square. The sight-lines to the historic water tower will disappear. It would be nice to have a shuttle system to take people between the public parking in Frisco Square and Historic Downtown Frisco. A walking tunnel under the RR tracks or a bridge over the tracks to tie the old town to the new developments west of the tracks. The lack of festivals in Historic Downtown Frisco. Grapevine does a great job with festivals and shuts down Main Street to allow for vendors and entertainment. Frisco focuses on events in the square - with the exception of Frisco StrEATS. If you want to have more people go to the Historic Downtown, you have to give them a reason. I've heard that businesses in Historic Downtown Frisco feel they are losing customers to other areas of town because Historic Downtown Frisco is not walkable or not appealing or doesn't have enough parking... Well, those businesses need to look at themselves, first. Summer Moon, Harvest Table, 8 Eleven -- they have all proved you can open and run a successful business...if you give the people what they want.
I would like to see downtown become more a destination. It needs to be pedestrian friendly (lower speed limits - more places to cross Main St) with more retail development on the north of Main. I would like to see sidewalk tables with diners and live entertainment. There should be enough parking space and open area for events.
All the things listed under my dislikes! Would definitely like to see the day laborer situation resolved asap. I have been attending meetings with downtown merchants for many years and the problem keeps coming up and nothing changes. Many cities have solved the same issue - there must be a way to move them out of that area. Piped music in the streets would make a huge difference too - like they have at Shops of Legacy and Legacy West. A lot more lighting on 4th Street where we are - we were told that was going to be done throughout downtown with the cool lampposts etc at least 5 years ago. Some streets were done but not 4th.

It needs to become a destination with thriving restaurants, shopping, etc. that encourage foot traffic. Many of the buildings need to go. The buildings do not look historical with the exception of a very few. The entire area needs a major makeover.
More small unique retail shops such as gift shops and boutiques. More consistency in facades to reflect a historic look. Some type of ordinance that controls what businesses locate there.
I'd like to see more unique businesses and shops take over the storefronts, as opposed to service type business (accountants, insurance, etc). I would love to see more businesses move into streets like Pecan, Elm, and Ash. I hope we also see more development, but I do know that is coming. I'd also like to see the streets re-done much like 5th street was, with added sidewalks, street lights, and sewer drains. Pedestrian cross walks, maybe with lights/signs, so drivers slow down.
I would love to see more businesses like restaurants, clothing and decor shops etc open up in Downtown Frisco. I would also like to see more parking structures or lots put in place so people can come, park and make a day out of enjoying everything Downtown Frisco has to offer. Events with music, festivals where streets are blocked off etc. I believe all of this would bring people to Downtown.
1. Better, more uniform lighting. More street lamps, more string lights year-round. 2. Better residential neighborhood integration. We rely on our neighbors, and we need them to know that. And we need to let them know there is benefit to having us so close to them - the parking situation can suck; we (The Heritage Table) want to be a net benefit to our neighbors. 3. I started this business too late to voice my concern about the name The Rail District - rather than Historic Downtown Frisco - but I suppose that ship has sailed and I've made peace with it. 4. More retail. More bars. Actual bars. Open-til-2 bars. Restaurants add culture. Bars drive it. 5. Something worthwhile should be done around the Water Tower. Like a green space or park where small concerts/community theater (think Shakespeare in the Park) could be held. 4. Everything I mentioned in the "What about Downtown Frisco do you dislike" section.
I think downtown can be more inviting for pedestrians
Add complete sidewalks, newly repaved streets with drainage and street signs (i.e. speed limits, children at play, etc), and street lights to make the neighborhood more visible and inviting at night
Better parking and add some type of branding so you feel you are in a "district".

4. **What about Downtown Frisco would you keep the same?**

I think it has to remain pretty flexible on zoning and change if it is going to meet its full potential.
The look; I think if you could expand to the south and north the key would be to use existing buildings where possible - would not want to see it all look generic and new.
Historic feel...but still need to update it to feel safer and more comfortable to visit. More events too.
The small town feel
The focus on unique merchants and the historic feel.
I wouldn't allow construction that changes the basic look of the the look of old Downtown as it is now. We already lost some of our old storefront looks when we allowed City Hall offices to take up the old Martin's Dry Goods store front and Wall's drug Store "The Enterprise Office" store front. While done in a very attractive way - those old looks are now gone. Interior changes to buildings are fine - just try to maintain an historic look to facades.
The historic quaint feeling
The facades of the buildings to maintain the charm. Summer Moon and Heritage café and Randy's steak house are good examples. All buildings should not look the same.
The "small town" charm.
Walk ability. Family friendly atmosphere
There is not anything located in Downtown Frisco currently that causes me great excitement. The few remaining old buildings should remain and be maintained, while being utilized for a current business.
The original architecture of the older buildings. It would be nice to see a total renovation of the buildings to preserve the history.
Landscape along main and Christmas decorations

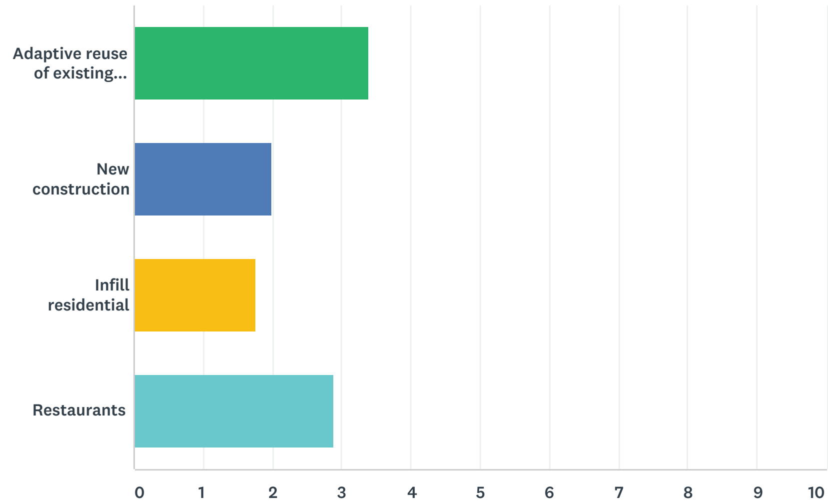
The small town feel and look.
The height of the buildings. Nothing over two stories. I'd also like to keep the name "Historic Downtown Frisco". By using "The Rail District" you are essentially removing any sense of history. I would not put apartments and townhomes in the Historic Downtown. It completely changes the"feel" of the old town. If Historic Downtown Frisco ends up looking no different than the rest of Frisco, then it's not "historic", is it? There are 68 other square miles in Frisco. Can't one square mile in Historic Downtown Frisco have a building code that preserves the look of a historic town?Why allow up to 4 stories?
Old town look, while upgrading/rebuilding some of the worn down buildings
All the things listed under my "likes". Keep the character of the old buildings - work with contractors and developers creatively to help and encourage them . Treat every project individually and make exceptions for old buildings. They often cannot be developed to meet new construction codes.
Very little. There is little architecture that is worth preserving. Before the NEW coffee shop opened there was hardly any foot traffic or "life" downtown. Things like planters, Christmas lights, advertising banners on the streetlights are good and should continue.
The "old downtown" feel.
The charming houses and storefronts, I'd like to see Main street remain the same too-we can't change much about traffic going through downtown.
Mainly the small/hometown feel and charm.
1. The Buildings. They're great. Character and charm. 2. The independently owned businesses. People want that. They notice. Particularly in this swath of new-build suburbia, people want something that's 'theirs' rather than just some chain or hand-me-down retail or restaurant from Dallas. 3. The business owners here know this area can grow, and want it to. But we need a shared vision - not a corporate, five-year-what's-our-demographic-and-let's-move-from-there vision, but a 'what do we want the character of this area to be? What do we want people to feel when they think of Historic Downtown Frisco?' Vision.
One lane both ways
zoning requirements to maintain architectural standards for historic housing
Keep allowing businesses to be in the older homes.

5. **Downtown Frisco is located on Main Street east of the railroad tracks and does not include Frisco Square. Did you know before this statement that was the historic downtown?**

Yes I knew it, but I bet that most people do not. Downtown East of the tracks still has a really long way to go, it needs more small shops and restaurants
Yes, of course! Frisco Square was built recently and is not historic Frisco. However - making it possible to get from one to the other easily is still something I would like to see happen.
Yes, I realize Frisco Town Square is not part of historic downtown.
Yes the old donation.
Sort of
Yes. Would be nice to tie them together. Except Frisco Square seems to be falling on hard times...
Yes only because I have made a point of going to meetings and being informed. Many residents I have met do not know this. The area needs its own unique identity. I love the Rail District concept and name.
Yes, but only because I am on the Frisco Downtown Advisory Board. I think the majority of folks think Frisco Square is downtown, and don't give much thought to the historic area.
Yes, I did know this.
Yeah. And that's cool. It's interesting. It's compelling. It's all these 100-year-old buildings that are the HISTORICAL FREAKING CORNERSTONE OF THE CITY! Which is why calling it 'The Rail District' doesn't make any sense to me.
Yes (x17)

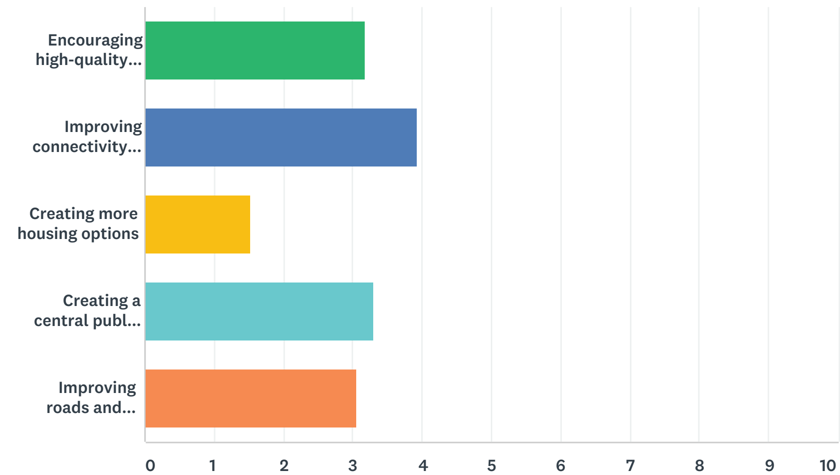
SURVEY #2 - MARCH 2018

1. **What type of development do you think is most important to address in Downtown's future? (Rank the choices in order of most important to least important)**



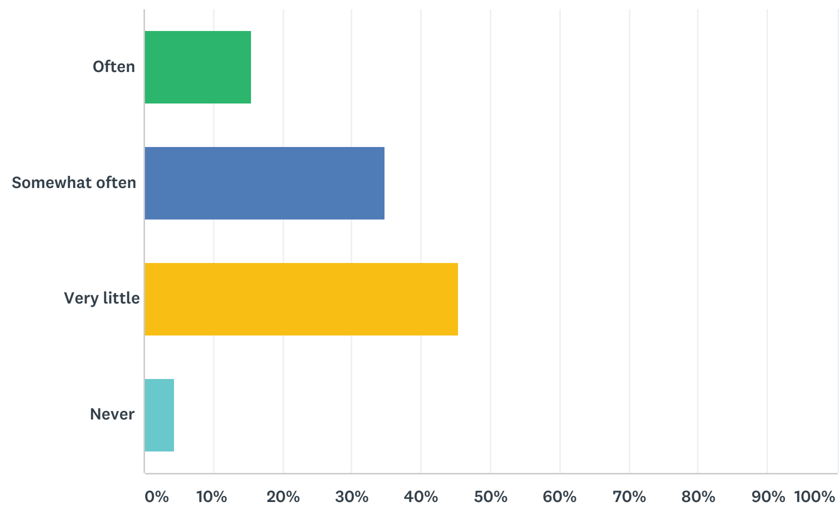
Type	1	2	3	4	Responses
Adaptive Reuse of Existing Buildings	63.10%	20.17%	9.31%	7.41%	580
New Construction	10.28%	14.46%	38.15%	37.11%	574
Infill Residential	4.15%	13.47%	36.10%	46.29%	579
Restaurants	22.93%	51.55%	16.55%	8.97%	579

2. **Which priority do you think is highest when considering development in Downtown? (Rank the choices in order of most important to least important)**



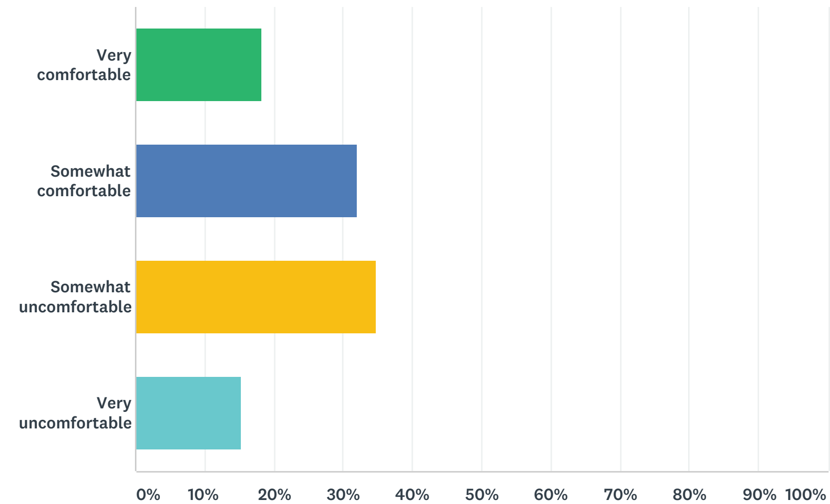
Type	1	2	3	4	5	Responses
Encouraging high -quality architecture and development standards	22.49%	16.26%	25.61%	28.72%	6.92%	578
Improving connectivity and walkability	35.41%	34.37%	19.00%	10.02%	1.21%	579
Creating more housing options	3.45%	3.62%	6.55%	15.69%	70.69%	580
Creating a central public space	19.28%	28.92%	23.58%	20.48%	7.75%	581
Improving roads and streets	19.90%	16.81%	25.21%	24.87%	13.21%	583

3. How frequently do you shop or dine in Downtown?



	Responses	Percentage
Often	91	15.53%
Somewhat Often	203	34.64%
Very Little	266	45.39%
Never	26	4.44%

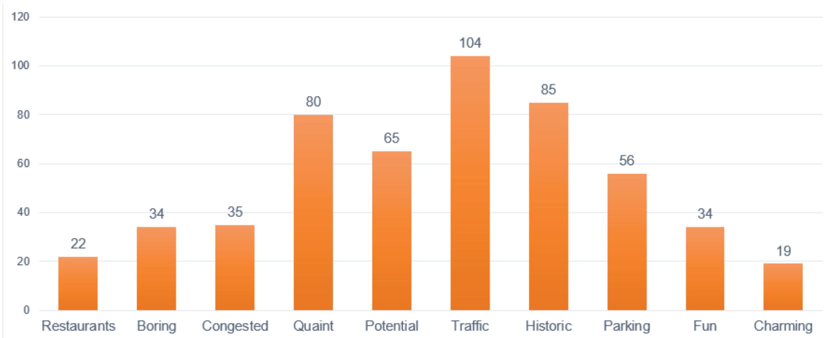
4. How comfortable do you feel walking or biking in Downtown?

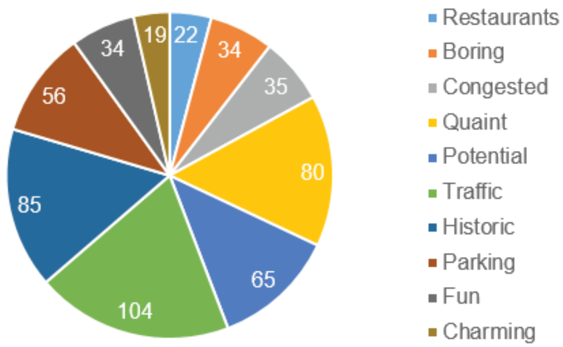


	Responses	Percentage
Very Comfortable	106	18.18%
Somewhat Comfortable	186	31.90%
Somewhat Uncomfortable	202	34.65%
Very Uncomfortable	89	34.65%

5. **What three words come to mind when you think of Downtown?**

TOP 10 WORDS USED TO DESCRIBE DOWNTOWN

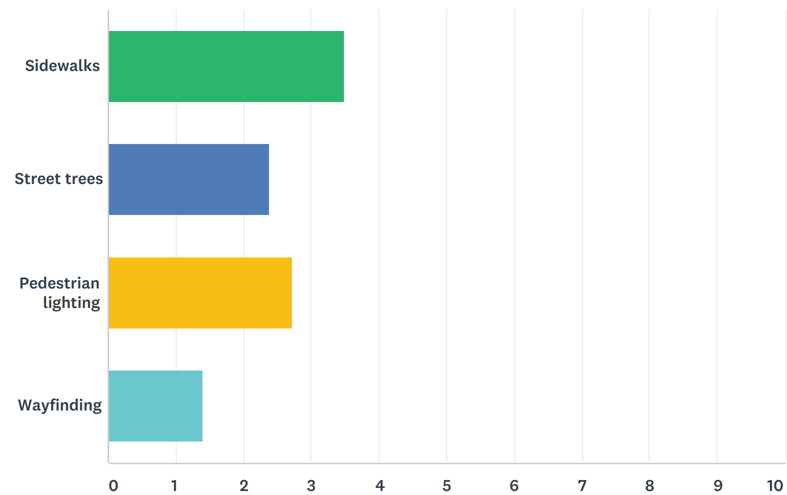




- Restaurants
- Lacking
- Boring
- Opportunity
- Congested
- Cute
- Quaint
- Character
- Potential
- Busy
- Traffic
- Needs
- Historic
- Disconnected
- Parking
- History
- Fun
- Cozy
- Run-down
- Charming
- Crowded
- Friendly
- Community
- Disjointed
- Coffee
- Outdated
- Dirty
- Food
- Shopping

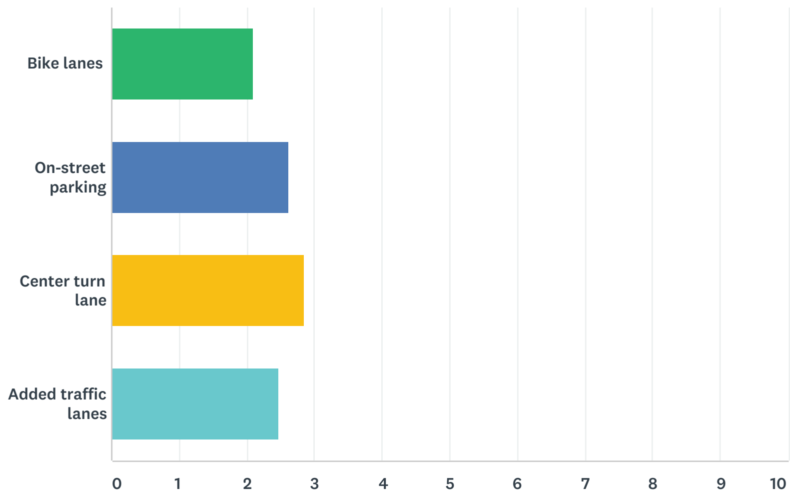
SURVEY #3 - MAY 2018

1. **Which of the following pedestrian improvements would you most like to see Downtown? (Rank them in order of most important to least important)**



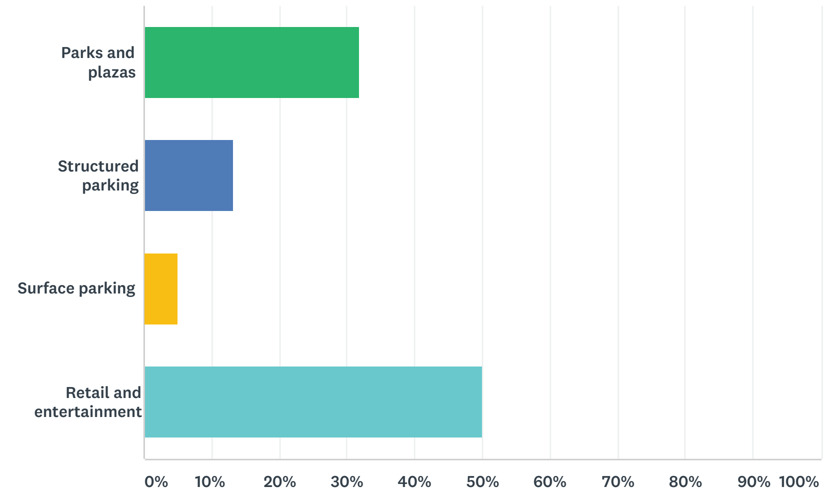
Type	1	2	3	4	Responses
Sidewalks	64.33%	23.25%	10.09%	2.22%	585
Street Trees	15.58%	27.23%	37.67%	19.52%	584
Pedestrian Lighting	16.72%	43.62%	33.97%	5.69%	580
Wayfinding	3.45%	6.04%	18.13%	72.37%	579

2. **Which of the following traffic improvements would you most like to see in Downtown? (Rank them in order of most important to least important)**



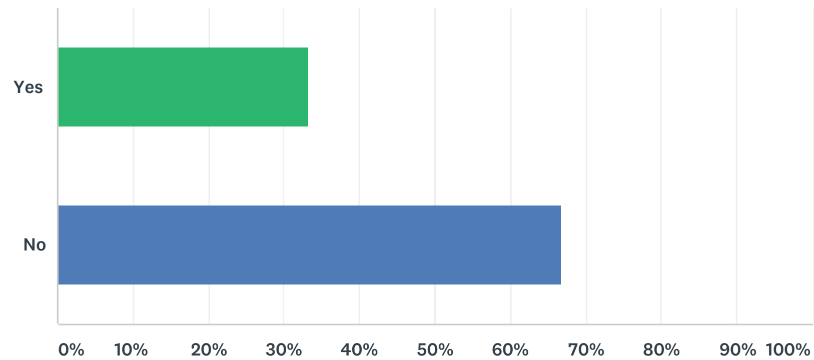
	1	2	3	4	Responses
Bike Lanes	21.39%	13.22%	19.48%	45.91%	575
On-Street Parking	24.61%	27.56%	33.10%	14.73%	577
Center Turn Lane	23.86%	38.47%	26.34%	8.32%	577
Added Traffic Lanes	28.20%	20.59%	20.59%	30.62%	578

3. **Which of the following elements would you like to see better connected Downtown?**



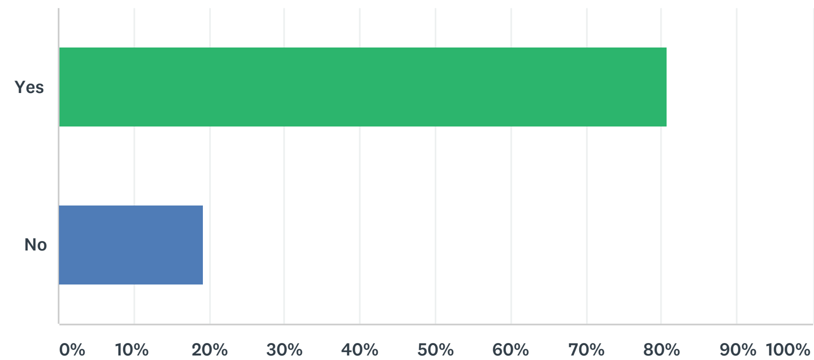
	Responses	Percentage
Parks and Plazas	187	31.75%
Structured Parking	78	13.24%
Surface Parking	29	4.92%
Retail and Entertainment	295	50.08%

4. **Have you ever walked or biked between Downtown and Frisco Square?**



	Responses	Percentage
Yes	197	33.22%
No	396	66.78%

5. **If connectivity were improved, would you walk or bike between Downtown and Frisco Square?**



	Responses	Percentage
Yes	479	80.78%
No	114	19.22%

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Opportunities & Constraints

OPPORTUNITIES & CONSTRAINTS ANALYSIS

Over the course of two decades, through Frisco's incredible growth, substantial planning work was undertaken. The following five plans were reviewed through the lens of potential impact and applicability to Downtown to construct an opportunities and constraints analysis.

- 1998 Downtown Master Plan
- 2016 Parks & Recreation Open Space Master Plan
- 2015 Comprehensive Plan
- 2015 Future Land Use Plan
- 2015 Thoroughfare Plan

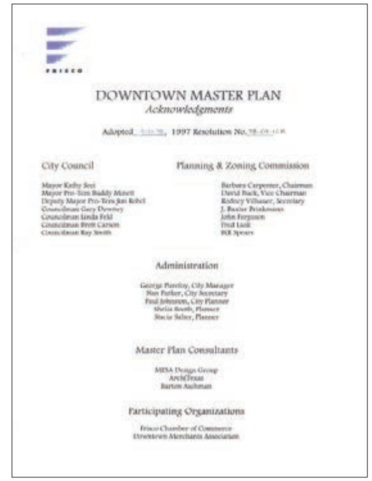
Additionally, the following four regulatory documents were reviewed looking specifically for policies that may be hindrances towards a successful implementation of the spirit and law of this updated Downtown Master Plan, as well as previous planning work. Where appropriate policy recommendations have been made, and where further study is required, the policy has been pointed out.

- 2002 Downtown Architectural Design Standards
- 2009 (Amended 2012) Subdivision Ordinance
- 2017 Engineering Standards
- 2011 Zoning Ordinance

1998 Downtown Master Plan

In review of the *1998 Downtown Master Plan*, there are several issues and proposals made that are still relevant today, as evidenced in the stakeholder interviews discussed earlier in this document. Although there has been significant growth and change in the majority of the City, it is evident by the lack of progress on many issues identified in 1998 that the same attention from a policy and development perspective has not been shown to Downtown.

One of the key cornerstones in the plan is to ensure that through Downtown a "strong sense of community" is maintained as alternative to the more conventional suburban commercial growth anticipated for the rest of the City. In 1998, it probably was not anticipated just how much growth there would be in Frisco, so the point is even more valid in present day retrospect.


FRISCO

DOWNTOWN MASTER PLAN

Acknowledgements

Adopted ______, 1997 Resolution No. ______

City Council

Planning & Zoning Commission

Administration

Master Plan Consultants

MESA Design Group
ArchiTexas
Barton Aschman

Participating Organizations

Frisco Chamber of Commerce
Downtown Merchants Association

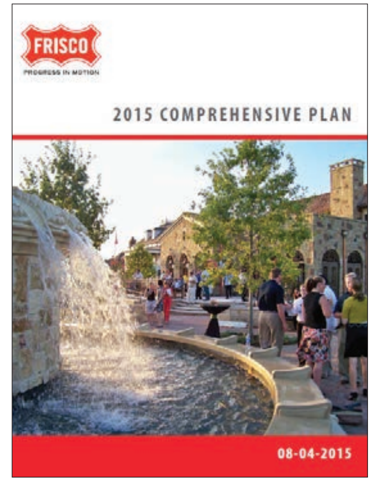
In summary, the *1998 Downtown Master Plan* had seven main proposal items with the status of completion indicated in the table below:

Downtown Master Plan Item	Completed?
Identify historically important structures (1900 - 1922)	Yes
Provide a mechanism for encouraging "architecturally sensitive infill."	Yes
Expand and calibrate original town zoning district	Yes
Implement parking and circulation improvements, connect with the rest of the City through hike and bike trails	Ongoing
Adopt master plan for public improvements	Ongoing
Implement a street and landscape improvement project	Ongoing

2016 Parks Master Plan

A high priority item of the *2016 Parks, Recreation and Open Space Master Plan* is to “Develop Hike/Bike/Jog/Running Trails throughout the community.” It specifically mentions connections to the historical downtown area. The map below indicates trail connections in and around downtown that can be expanded. Additionally, an improved sidewalk network in downtown can further extend and improve the usefulness of the trail connectivity. A 2016 update to the *Parks & Recreation Open Space Master Plan* did not have any significant impact on downtown, beyond that there were no substantive changes planned for the downtown parks or trails.

The two existing parks in downtown are First Street Park and Gallegos Park. Both are more neighborhood serving parks that may serve those neighborhood functions, but do not serve a larger civic purpose often found in a downtown. In stakeholder interviews, several individuals indicated repeatedly the need for a civic gathering space in Downtown. The only area that currently serves some of this function is the proposed 4th Street Plaza, which could address several concerns expressed among stakeholders for the need for more open space in Downtown.



2015 Comprehensive Plan

The 2015 Comprehensive Plan is a wide-ranging document that seeks to reconcile the rapid growth of Frisco with the high quality of development that has come to be expected, while ensuring that the next generation of growth reflects the same values. There is a specific focus on high quality mixed-use development and people-oriented development that is relevant to Downtown.

The following goals from the Comprehensive Plan are consistent with the vision and goals of Downtown and this Master Plan:

6. Support Downtown Frisco (the original town).

Original downtown Frisco is an interesting and special area of the City. The goal of this Plan would be to preserve its character by permitting a mixed-used concept full of unique atmosphere and characteristics.

- Connectivity to nearby sports venues, the City Hall and Library, the proposed commuter rail station (in the vicinity) and other significant locales is an important aspect of maintaining the viability of this area;
- Architectural compatibility, including the identification of

façades in the downtown area worthy of preserving as future development and redevelopment occur;
- A possible pedestrian area (i.e. convert 4th Street from Oak Street to Elm Street);
- On-street parking along Main Street; and
- Two-way circulation throughout downtown (consistent with today's pattern).

7. Encourage development in infill areas and adjacent to existing development.

The term "urban sprawl" can be defined and assessed as follows: "Land development predominantly on the urban or suburban fringe that is characterized by low-density, separated and dispersed uses dependent on automobiles and economically segregated residential areas. This has contributed to environmental degradation, increased traffic congestion, lessened community values, and reduced quality of life."

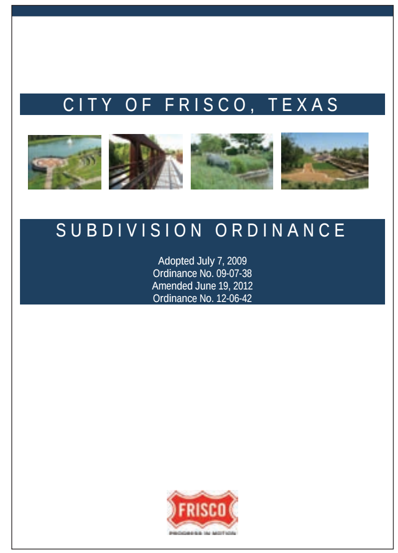
The City should employ the following policies to combat sprawl:

- Encourage mixed-use development in appropriate locations;
- Provide incentives for clustering development so that environmentally significant areas are protected, and open space is preserved;
- Encourage a mixture of housing types; and
- Require connectivity in new areas and improve connectivity in developed areas for pedestrians, motor vehicles and bicycles.

Finally, one of the mid-term Key Implementation Strategies called for in the Comprehensive Plan is to "…(e)stablish policies to guide the appropriate mix, intensity and design of projects that redevelop properties in key areas of Frisco (i.e., downtown and commercial along major arterials)."

__2002 Downtown Architectural Design Standards__

The 2002 Downtown Architectural Design Standards are the controlling standards in place adopted by reference as part of the zoning standards. In many ways, these standards are the follow-up to the 1998 Downtown Plan. The design standards split downtown into two categories: Original Town Commercial (OTC) and Original Town Residential (OTR). These detailed building design and urban design standards are consistent with what a successful historic downtown should be regulated by.



__2012 Subdivision Ordinance__

There are several recommendations to the subdivision ordinance that should be considered to facilitate a successful downtown:

- Create a special, administrative review process for replats in Downtown to facilitate the unique circumstances that come with infill development in a historic context, i.e., take into consideration the Downtown context on requirements for the preliminary site plan required for a replat.
- Provide procedure for street types to vary from engineering standards to accommodate narrower lanes and configurations common in historic downtowns

that may not be ideal in a new construction, greenfield environment.

2017 Engineering Standards

The Engineering Standards are primarily aimed at new development occurring in greenfield areas of Frisco and therefore, in some cases, are not calibrated for the context of constrained infill development or redevelopment that occurs in a historic downtown where older/smaller infrastructure is already in place. The City of Frisco already has applied a waiver process when appropriate to facilitate development in Downtown, while keeping public safety in mind. The following recommendations should be considered to facilitate a successful downtown:

- Officially incorporate the street types that will be used in Downtown in the Engineering Standards by publishing their cross section and defining the variations in sidewalk width, on-street parking, and street furniture that will occur as needed in Downtown.

2011 Zoning Ordinance

Generally, the 2011 Zoning Ordinance accounts for the unique nature of a downtown in a progressive, but otherwise suburban zoning code. However, there are several recommendations to the Zoning Ordinance that should be considered to facilitate a successful downtown including:

- Ensure well-designed transitions within character zones to adjacent neighborhoods that preserve the existing residential character and provide walkable and bikeable connectivity to Main Street and other destinations.
- Establish high-quality design standards for the buildings, streets, streetscapes, open spaces and wayfinding that blends the nuances of each character area together with the overall Rail District theme.
- Encourages mix of high quality urban living and live-work units by locating them within a design context that respects immediately adjacent neighborhoods. This will help to diversify the housing options in Downtown, a key aspect of downtown activation and long-term livability. This includes allowing home occupations or accessory dwelling units by right, regardless of ownership status, within some of the more historic neighborhoods north of Main Street where historic carriage houses located on several properties provide ample opportunity for better use among the neighborhoods and for the owners alike.
- Streamline the review process so that development projects consistent with the Master Plan and amended zoning are approved administratively. This will educe the time taken for development approval, which benefits both the City and developer. Additionally, since all the standards will be clearly established, it will increase adjacency predictability and be less risky to a developer, thereby increasing resulting levels of reinvestment.

Mini-Market Analysis

Executive Summary

As everyone in Frisco knows well. Frisco is one of the fastest-growing cities in the US.

But, Frisco's downtown was developed for a town of 1,000 – not the city of 170,000 it is today – and, it is having growing pains. The city's rapid growth has triggered a chain of changes downtown – changes in traffic congestion, business composition, public image. In 2017, to help explore potential solutions to these and other challenges the district is facing, and to outline some direction for the downtown's future development, the City engaged Gateway Planning, a Dallas-based urban planning firm, to help create a new comprehensive plan to guide downtown Frisco's development, and Gateway invited our firm, the Community Land Use + Economics Group, to collaborate on downtown economic development and management issues.

To explore how much, and what type of, new retail market demand might exist in the years ahead, we conducted a brief retail market analysis. Our research involved several primary components:

- An analysis of major demographic characteristics that typically influence consumers' shopping decisions, such as household income, household size, age, and education.
- An analysis of psychographic characteristics of Frisco's residents, providing important insights into likely consumer preferences;
- An analysis of downtown Frisco's current business composition;
- Retail sales void analyses for Frisco and for the areas within 5-, 10-, and 15-minute drive times of downtown;
- Gathering and examining vehicular traffic counts through downtown Frisco, on Main Street;
- Identification of where current downtown customers live, through an in-store mapping project; and
- Estimates (in current-year dollars) of the retail buying power of future Frisco residents, based on the City's projections of population growth.

We also incorporated information from meetings with over 100 community representatives and from two online surveys.
We found a number of interesting data that help understand how much new market demand might exist for retail goods and services in the years ahead, how much new retail and mixed-used space this new demand might support, and the types of shopping experiences Frisco's residents and visitors are likely to prefer.

The most significant finding is this: We found that every new household that moves to Frisco brings with it over $13,800 in new market demand annually, in current-year dollars, for retail goods and services. Frisco expects to reach its population growth target (362,500) by 2030. Over the next ten years alone, Frisco's new residents will generate enough retail demand to support an estimated 1.4 million square feet of new retail space. This offers the community an unprecedented opportunity to capitalize on this new retail market demand to reshape the downtown landscape, creating new market footholds and a new market position that could define and sustain downtown Frisco in the decades ahead.

Given this phenomenal growth in population and retail buying power, there are many potential combinations of businesses that could, in theory, succeed in downtown Frisco (see note below). Based on the district's current business composition and business performance, its building stock, availability of nearby land, public perceptions, and other characteristics, our recommendations include the following:

- **Create a design district downtown** – one that would offer mid- and up-market furniture, home furnishings, and home design/decor services, tailored to Frisco residents' preferences, and considerably more convenient to Frisco residents than Dallas.
- **Add more restaurants**, offering a wider variety of

cuisine choices than is currently available downtown and incorporating a range of entertainment experiences.

- **Emphasize family-friendly experience**s, incorporating them into businesses, public spaces, and public events.
- **Develop multimedia, multipurpose theatre downtown.** Frisco has grown so quickly in recent years that it now lags behind cities of comparable size in development of arts and cultural institutions – and risks losing market share for arts, cultural, and entertainment activities to the North Dallas region. In addition to the direct benefits of arts institutions, multiple national studies in recent years have demonstrated that the presence of cultural institutions – museums, performing arts centers, multimedia arts centers, etc. – provides a critical boost to business and scientific creativity. There is considerable unmet market demand in Frisco for ticketed arts and cultural events, and filling these voids, and creating a vibrant civic arts culture, will not only help downtown Frisco's market position but will also strengthen new-economy business development throughout Frisco.

NOTE: The availability of unmet retail market demand alone does not ensure business viability. Business success relies on the skills of the business operator, level of business capitalization, the quality of the physical environment, changes in overall economic conditions, the effectiveness of business and district marketing programs, and many other factors.

Demographic Characteristics

Demographic characteristics significantly shape the types and characteristics of businesses that are likely to thrive in a community or region. Household income has an obvious impact on how much market demand might exist for various products and services. But other demographic characteristics are equally important in identifying opportunities for business growth and development. For example, younger households tend to buy inexpensive furniture and home furnishings, while older households upgrade the quality of their furniture and furnishings over time. Communities with large percentages of large households are more likely to prefer family dining restaurants, with large tables and selections specifically for children, than communities with lots of one- and two-person households. Communities with large percentages of two-earner households are likely to spend more money on convenience-oriented goods and services than those with larger percentages of households with single earners. And communities with a majority of older households are likely to spend a higher percentage of household income on health care than those with younger households – but they are also more likely to splurge on purchases for grandchildren.

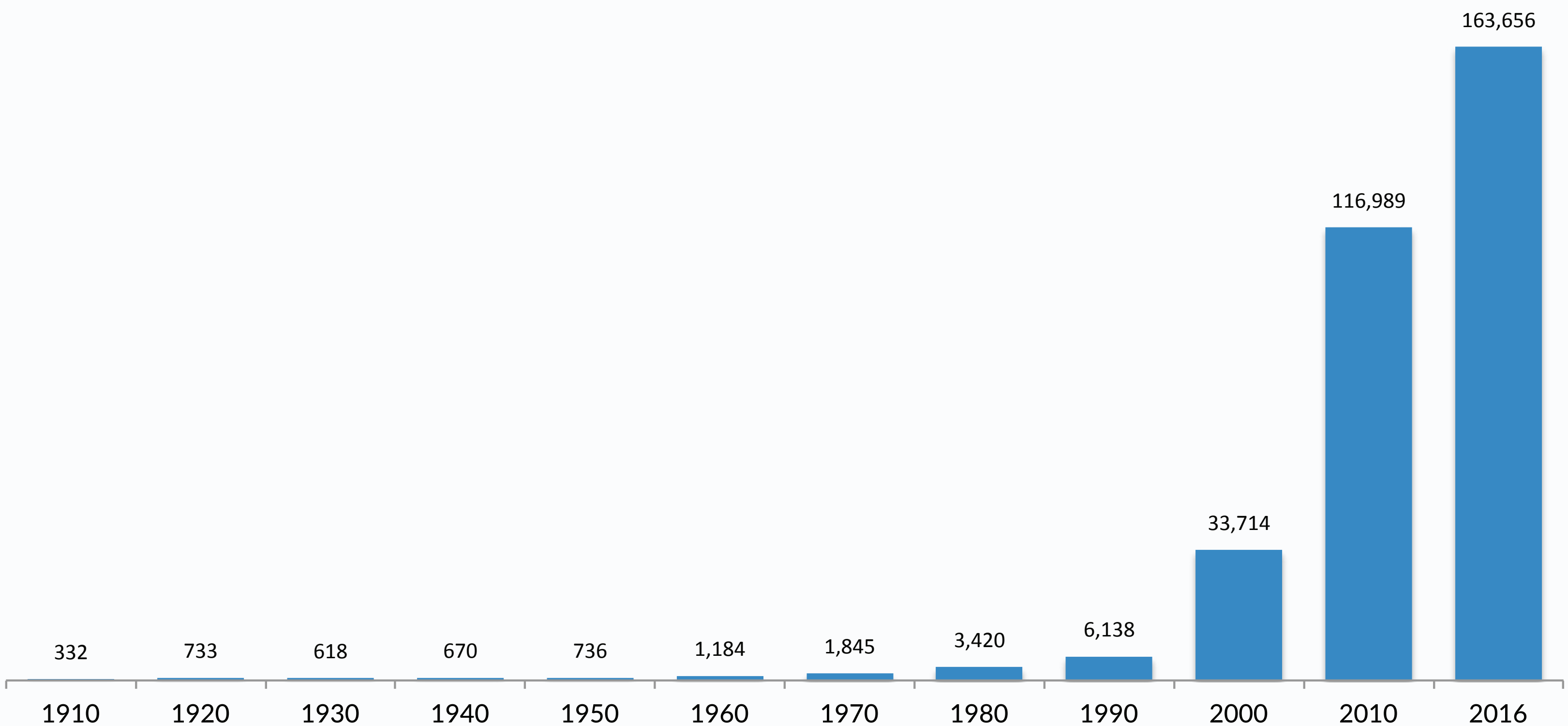
We examined the demographic characteristics most likely to influence the retail shopping preferences of Frisco and regional residents. Among the most significant findings, in terms of retail development:

POPULATION GROWTH IS NOT SLOWING DOWN. As everyone in Frisco knows, Frisco is one of the fastest-growing cities in the US. And, it is growing really fast – a 41 percent increase between 2010-2016; 1,184 people in 1960; 163,656 in 2016. At its current rate of growth, Frisco will reach its targeted build-out level of 362,500 residents within the next 12-15 years. At current-year income levels, every new household generates $13,823 in new retail spending – so, for at least the next decade or so, Frisco should be able to support lots of new retail development (see chart on page 71).

HOUSEHOLD SIZE ISN'T CHANGING MUCH. In 2010, the average Frisco household had 2.9 people. In 2016, the average household had 3.0 people (see chart on page 74). Only a slight increase in household size.

MEDIAN AGE IS STEADILY INCREASING. Median age grew by eight percent between 2010-2016, from 33.5 to 36.2 (see chart on page 74). That's significant over the course of just six years. In terms of percentage growth, the fastest growing age groups are both young and old: people between 15-19 years of age (a 104.6 percent increase between 2010-2016), 70-74 (169.5% increase), and 80-84 (182.4% increase). But, numerically, the largest age cohorts remain people under 19 and people in between 35-50 (page 73). The latter group

Population of Frisco, 1910 - 2016



Sources: US Census Bureau's decennial censuses and 2016 American Community Survey

is in its prime spending years, with those on the younger end of the spectrum still furnishing their first households and those on the older end investing in home improvements and remodeling. There could also be some niche opportunities for retail growth among the smaller age cohorts experiencing rapid growth. For instance, because they often have fewer time constraints and often have more disposable income than their adult children, grandparents often enjoy shopping for children's clothing, toys, and games – and tend to spend buy higher-ticket items than parents do.

EDUCATIONAL ATTAINMENT IS HIGH – AND CONTINUING TO IMPROVE. Frisco is a well-educated city. Nearly 90 percent of Frisco residents have a high school diploma, and nearly 60 percent have a bachelors degree. And, the city's education profile continues

to improve. Since the 2010 Census, the percentage of people with graduate degrees has grown by 23.9 percent, from 17.0 percent in 2010 to 20.9 percent in 2016 (see chart on page 75). That's a significant increase over the course of just six years.

FRISCO IS BECOMING MORE RACIALLY DIVERSE. The Asian population grew by 63 percent between 2010-2016. The total number of Asian residents is still relatively small (9.3 percent of the city's total population in 2010, 15.2 percent in 2016), but that's a substantial increase. The percentage of African-American residents also grew from 6.8 percent of the total population in 2010 to 7.6 percent in 2016, a 12 percent increase.

HOUSEHOLD INCOME IS HIGH. The median income of a Frisco household was $117,642 in 2016, according to the US Census Bureau's American Community Survey (see chart on page 75). That's more than twice that of the state ($54,727) and nation ($55,322). And that means that there is plenty of disposable income for Frisco's households to spend.

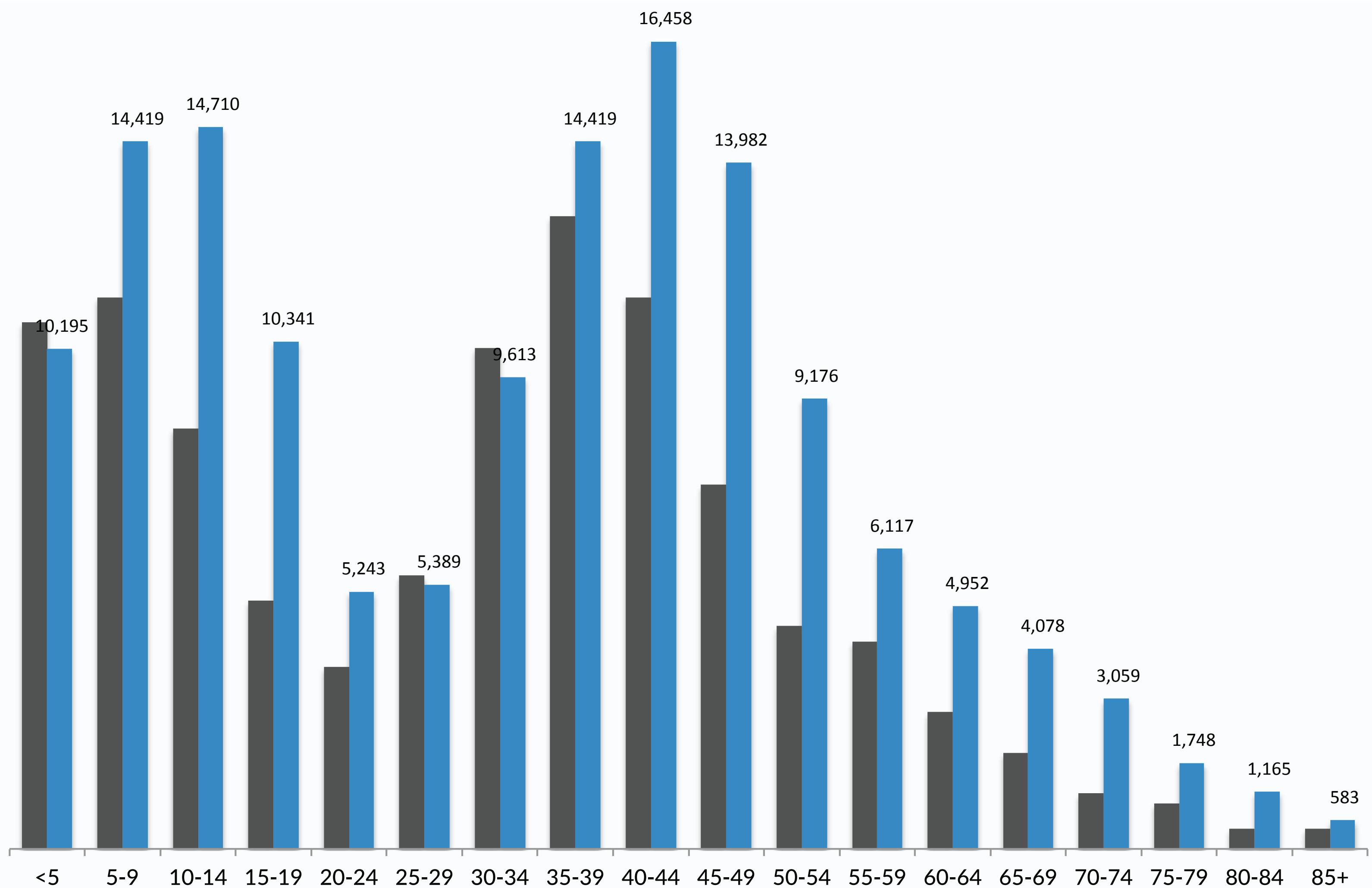
OVER HALF OF THE CITY'S EMPLOYED RESIDENTS WORK IN MANAGEMENT, BUSINESS, SCIENCE, AND ARTS OCCUPATIONS. Fifty-nine percent of Frisco's employed workers 16 years old and older have management, business, science, or arts occupations (see chart on page 77).

EDUCATION/HEALTH CARE/SOCIAL ASSISTANCE IS THE INDUSTRY THAT EMPLOY THE MOST FRISCO RESIDENTS. Twenty percent of Frisco's employed workers 16 years old and older work in the education, health care, and social assistance industry – and the number of Frisco's workers employed in this industry grew by 60.9 percent between 2010-2016 (see chart on page 77).

LOTS OF PEOPLE WORK FROM HOME. Of the 71,549 Frisco residents in the work force, 11 percent of them – 7,870 people – work from home (see chart on page 76). This number does not include people who occasionally telecommute; these are people whose businesses are home-based. This is one of the highest percentages of home-based workers in the nation – and that suggests that there could be opportunities for co-working facilities (including some specialized co-working spaces) and "third place" gathering places.

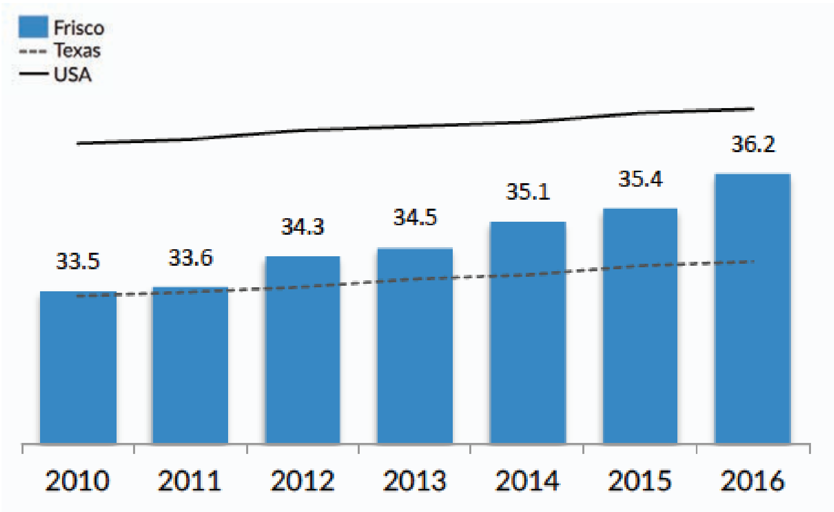
TOTAL POPULATION: As everyone in Frisco knows, the city's population growth rate makes it one of the fastest-growing cities in the US (in 2016, it was second only to Conroe, Texas, according to the US Census Bureau). And, it is growing quickly – a 41 percent increase between 2010-2016; 1,184 people in 1960; 163,656 in 2016. If the city continues to grow at the 4.9 percent annualized growth rate it has experienced over the past five years (according to the City's Department of Development Services), this means Frisco's population will hit 300,000 within 12 years and will reach its anticipated build-out limit of 362,500 residents by 2034 – just 17 years from now. Each new household spends approximately $13,823 per year on retail goods and services (not including motor vehicles).

Frisco's Population, by Age Cohort, 2010 and 2016



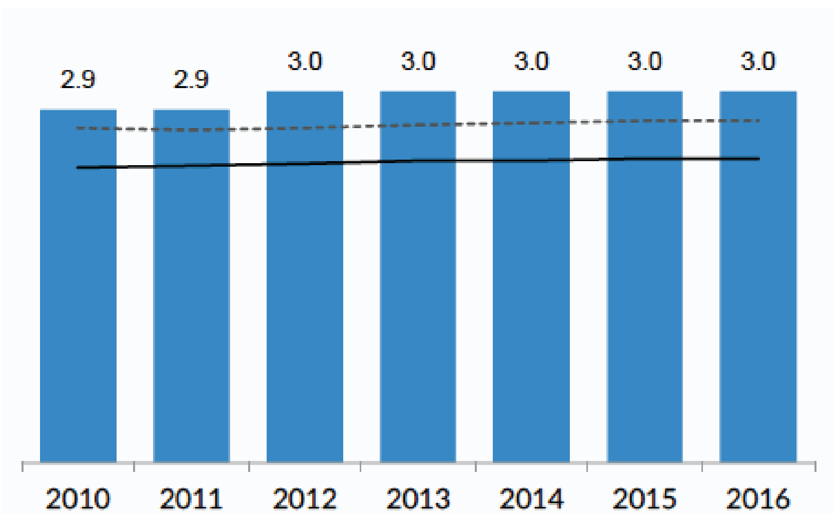
Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey

Median Age and Average Household Size, 2010 - 2016



MEDIAN AGE: The median age of Frisco residents grew by 8.1 percent between 2010 - 2016 - which means that Frisco is getting older much faster than either the state (whose median population age grew by 2.4 percent during that six-year period) or nation (2.2 percent).

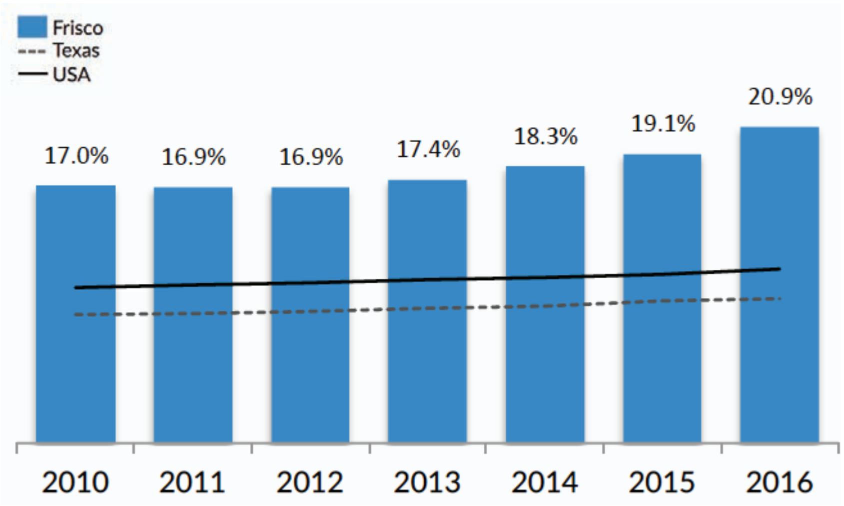
Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey



AVERAGE HOUSEHOLD SIZE: Frisco's household size barely changed between 2010 - 2016 - and, in fact, it hasn't changed for the last five years. Household sizes in Texas and the US have barely changed either - but Frisco's average household size is slightly larger than that of either the state or nation.

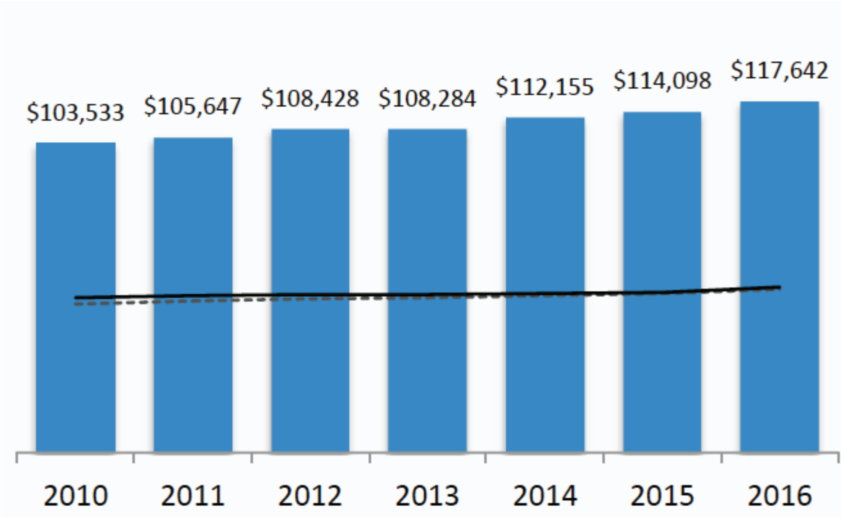
Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey

Educational Attainment and Median Household Income, 2010 - 2016



EDUCATIONAL ATTAINMENT: More than 20 percent of Frisco's residents have graduate or professional degrees. That percentage has been growing since 2010. The same is true of the state and nation - but almost twice as many Frisco residents have graduate or professional degrees than Texas and Americans overall.

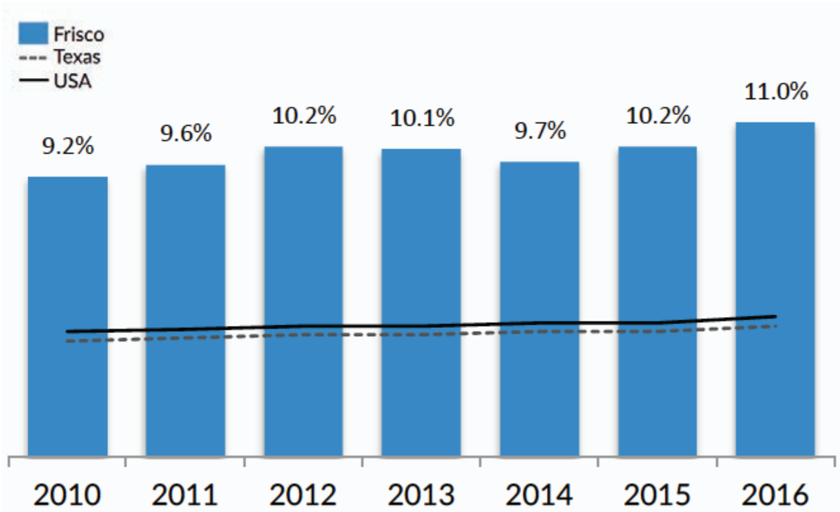
Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey



MEDIAN HOUSEHOLD INCOME: Frisco's median household grew by 13.6 percent between 2010 - 2016, outpacing that of the state (10.2 percent) and nation (6.6 percent). More significantly, Frisco's median household income has been roughly twice that of both Texas and the US throughout this period. In 2016, the median household income nationally was $55,322; in Texas it was $54,727; and, in Frisco, it was $117,642.

Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey

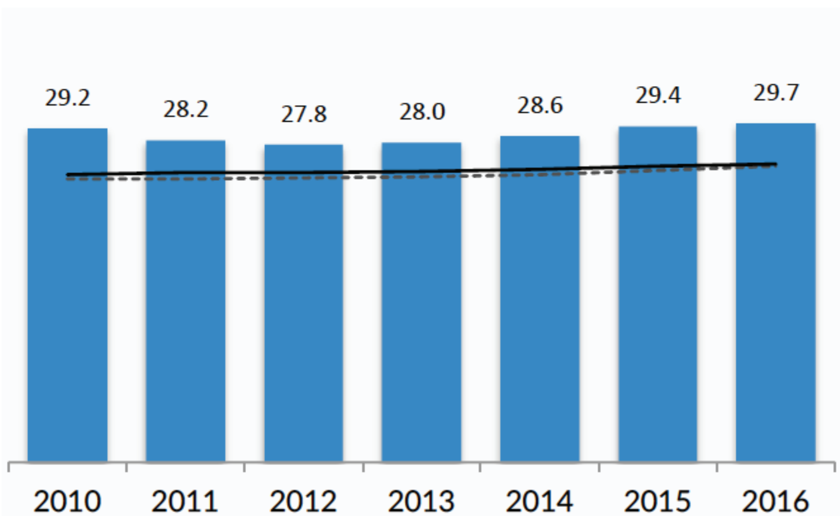
Working from Home and Commuting Time, 2010 - 2016



WORKING FROM HOME: The percentage of Frisco residents in the workforce who work from home is more than twice that of the state and nation. In fact, Frisco appears to have one of the highest percentages of home-based workers in the nation. Among the cities with more than 70,000 residents in the workforce, it has the highest percentage.

The 11 percent of Frisco residents in the workplace who work from home represent 7,870 workers. Of all towns and cities with more than 7,000 working residents who work from home, only two are smaller than Frisco (Boulder, Colorado and Fort Leonard Wood, Missouri).

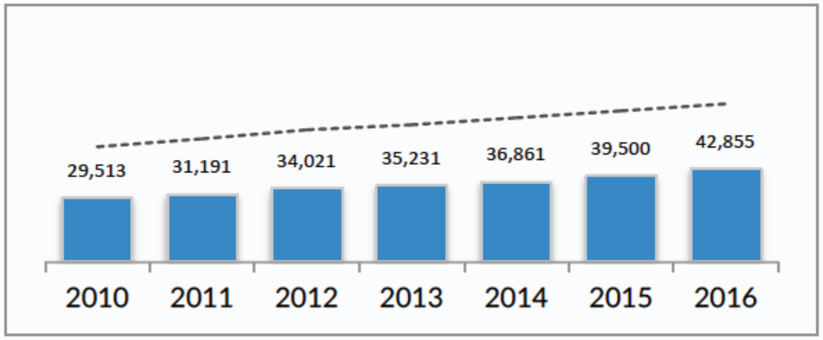
Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey



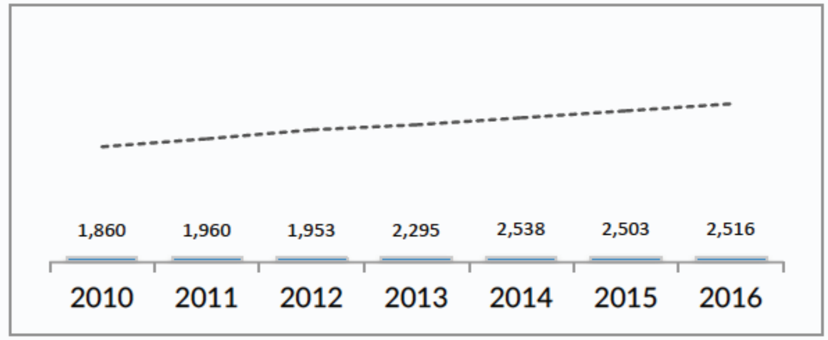
COMMUTING TIME: The mean travel time to work for Frisco residents in the workforce was 29.7 minutes in 2016 - slightly above those for Texas and US workers (25.9 and 26.1 minutes, respectively).

Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey

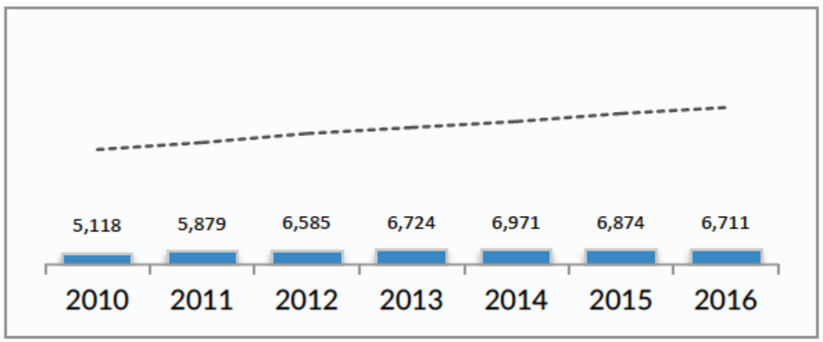
Occupation of Employed Frisco Workers 16+, 2010 - 2016



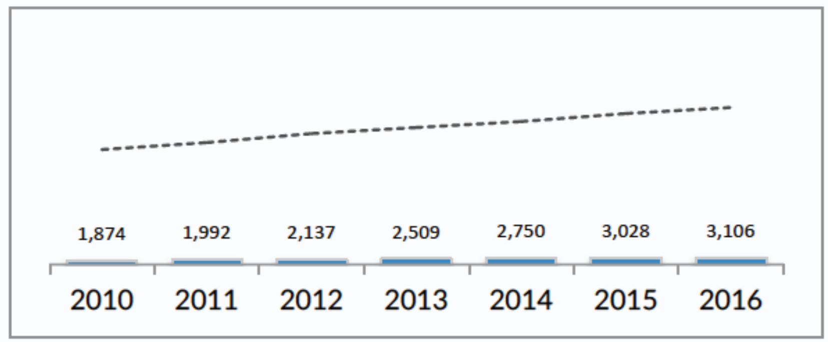
Management, business, science, and arts occupations



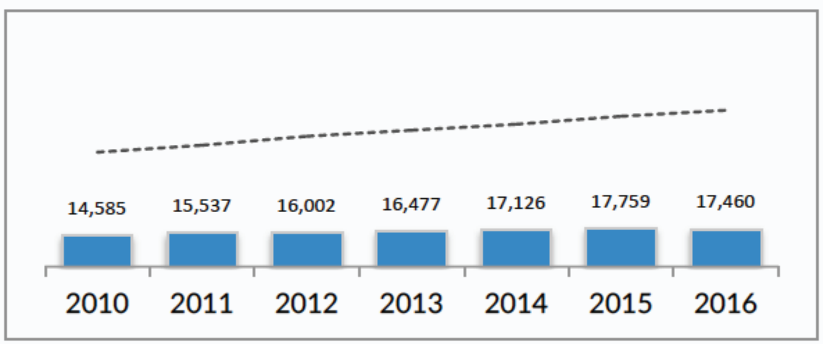
Natural resources, construction, and maintenance occupations



Service occupations



Production, transportation, and material moving occupations

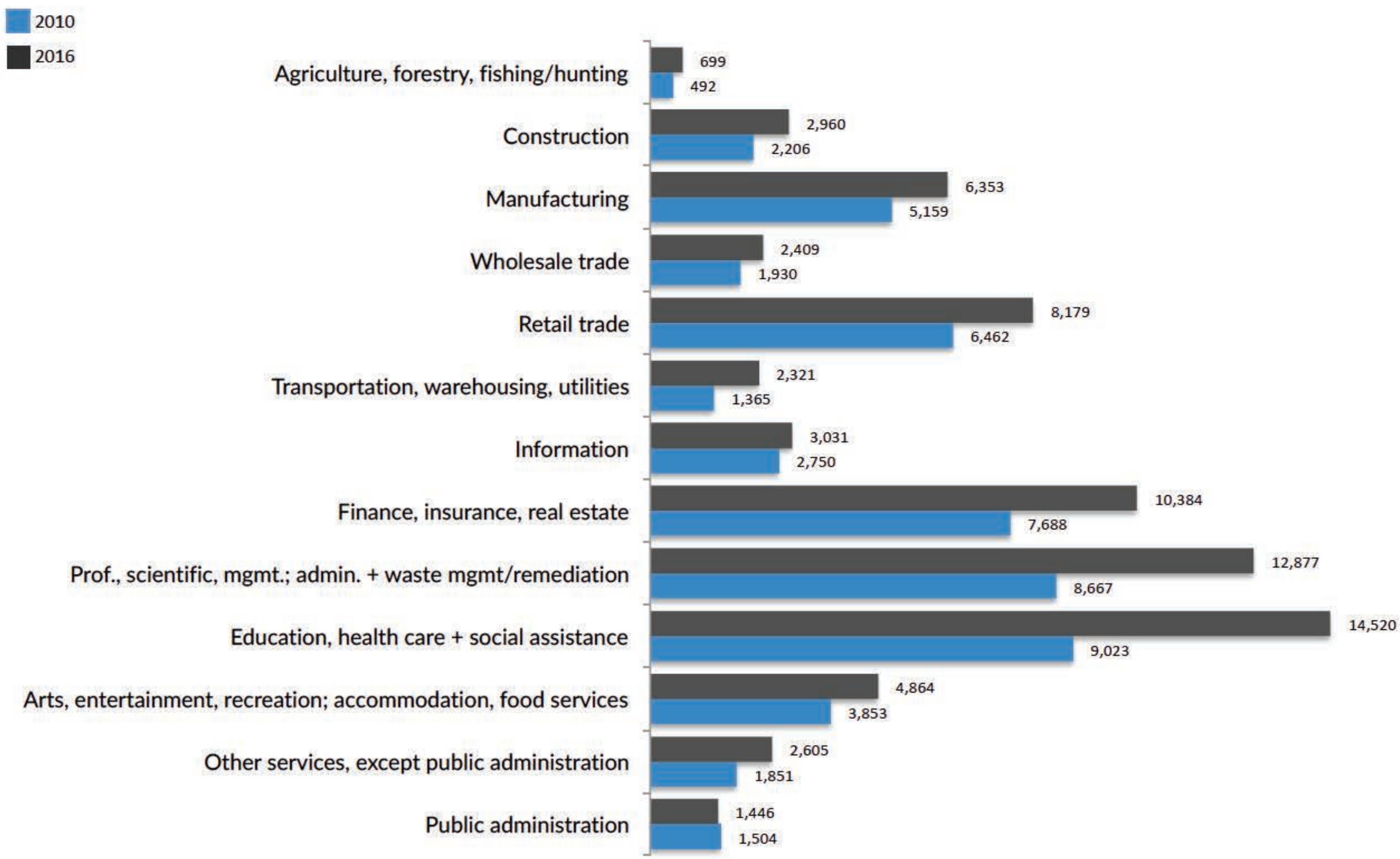


Sales and office occupations

Occupation
--- Frisco's civilian employed population 16 years of age and older

Sources: US Census Bureau's 2010 decennial census and 2016 American Community Survey

Industry of Employment, 2016



Psychographic Characteristics

Demographics describe quantifiable characteristics of individuals and groups of people. Psychographics build on demographic characteristics, helping identify preferences for certain types of products or activities based on a person's values, attitudes, lifestyle, and other factors. Two people might be demographically identical – the same age, household size, profession, income, etc. – but one might prefer canned domestic beer, for example, while the other prefers bottled imports.

To better understand some of the general lifestyle characteristics and consumer preferences of Frisco, we used data from ESRI, a private-sector geospatial information provider. ESRI has developed a proprietary classification system, called Tapestry, to classify residential neighborhoods in the US into 14 major "LifeMode" groups, then into 67 more detailed segments, or subgroups, based on demographic and socioeconomic characteristics. It then identifies concentrations, or clusters, of individuals and households throughout the US according to these characteristics. ESRI uses information from almost 6,000 sources to develop its segments and to identify clusters throughout the U.S. Its sources include data about magazine and newspaper subscriptions, TV watching and radio listening by program and channel, and Internet usage, as well as Census information and direct consumer surveys.

ESRI's Tapestry database has been used by the National Weather Service to predict the locations of potentially vulnerable neighborhoods before hurricanes strike, by political candidates to select locations for campaign events – and, of course, by countless product marketers to design products, create advertising campaigns, and choose store locations. For the purposes of downtown revitalization, Tapestry data can be useful in helping civic leaders and landlords make decisions about the types of businesses to develop or recruit, in helping retail business owners make decisions about the types and price points of merchandise to carry, and in helping create marketing and promotional events for the district.

On the following pages, we have summarized ESRI's description of each of the major Tapestry LifeMode groups and the detailed subsegments in Frisco. In brief, ESRI has identified clusters in Frisco in nine of its 14 LifeMode groups and, within these six groups, in 12 of its 67 subgroups:

Affluent Estates
Upscale Avenues
Uptown Individuals
Family Landscapes
Ethnic Enclaves
Middle Ground
Senior Styles
Midtown Singles
Next Wave

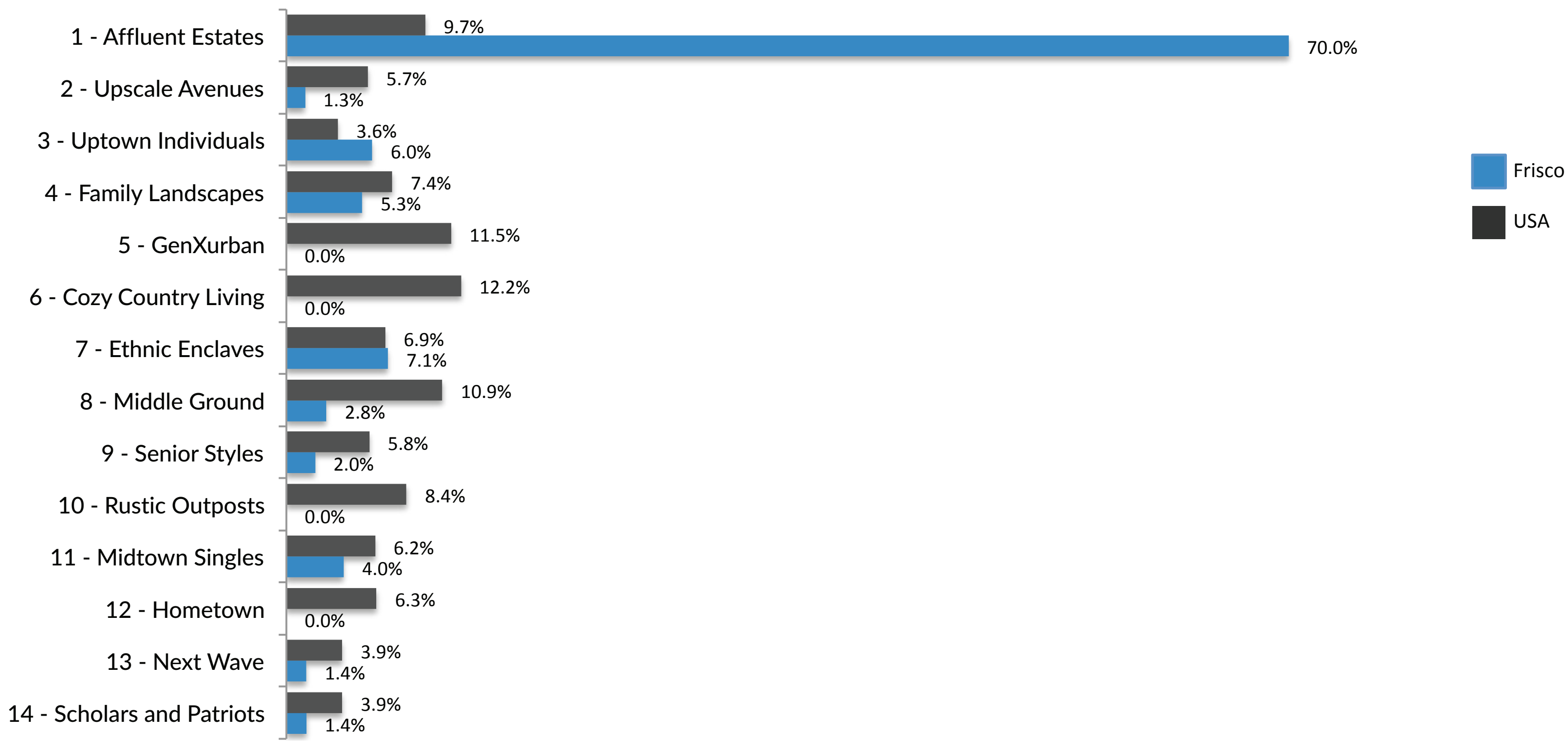
NOTE: For more information on the methodology ESRI uses to develop and assign psychographic segments, see Tapestry Segmentation: Methodology (May 2017), available online at http://downloads.esri.com/esri_content_doc/dbl/us/J9941_Tapestry_Segmentation_%20Methodology_2017.pdf .

Here's the most amazing finding: A whopping 70 percent of Frisco's households fall into ONE LIfeMode group, "Affluent Estates" – and, 63 percent fall into one of its subgroups – Boomburbs. Nationally, only 9.7 percent of households fall into the "Affluent Estates" category. This is a remarkable, and very unusual, degree of psychographic homogeneity. The subgroup that is next in magnitude, "Up and Coming Families", clocks in at only 6.6 percent, just barely one-tenth the size of the Boomburbs subgroup.

Generally speaking (psychographic prototyping involves plenty of generalizations), Boomburbs residents are affluent young families living in new suburban homes. The are well-educated; nationally, 52 percents are college graduates. Most Boomburbs households own their own homes (and are still paying off their mortgages). Nationally, the median value of a Boomburbs household's home is $293,000 – quite a bit above the US median of $177,000. But, they often have long commutes to work, and they consequently often opt for working from home when possible.

Boomburbs residents are style-conscious, both in terms of fashion

LifeMode Groups in Frisco & USA



and home decor. They enjoy gardening, but they often hire service providers to take care of other aspects of home and lawn maintenance. They spend money on toys, sports equipment, and the latest electronic gadgets (they are one of the top markets for new technology).

For leisure, Boomburbs residents enjoy a variety of sports activities – hiking, biking, swimming, golf. They place a high value on physical fitness and often belong to clubs and invest in workout equipment for their homes. They read parenting and business magazines and watch and listen to movies (streaming and on DVD), sports, TV dramas, sitcoms, talk radio, soft rock. They own the latest smartphones and tablets and know how to use them efficiently, although they often complain that they intrude on their personal time too much. Their vacations tend to be family-oriented, such as visits to theme parks. They are generous in supporting charitable organizations.

The fact that so many of Frisco's households fit many of the characteristics of this particular psychographic subgroup, coupled

Frisco's LifeMode Groups and SubGroups

Groups + Subgroups		Frisco	USA
1	**Affluent Estates**	70.0%	9.7%
	▪ Top Tier (1A)	2.3%	
	▪ Professional Pride (1B)	4.3%	
	▪ Boomburbs (1C)	63.4%	
2	**Upscale Avenues**	1.3%	5.7%
	▪ Enterprising Professionals (2D)	1.3%	
3	**Uptown Individuals**	6.0%	3.6%
	▪ Laptops and Lattes (3A)	1.1%	
	▪ Metro Renters (3B)	4.6%	
	▪ Trendsetters (3C)	0.3%	
4	**Family Landscapes**	5.3%	7.4%
	▪ Soccer Moms (4A)	2.9%	
	▪ Home Improvement (4B)	1.5%	
	▪ Middleburg (4C)	0.9%	
5	GenXurban	0	11.5%
6	Cozy Country Living	0	12.2%

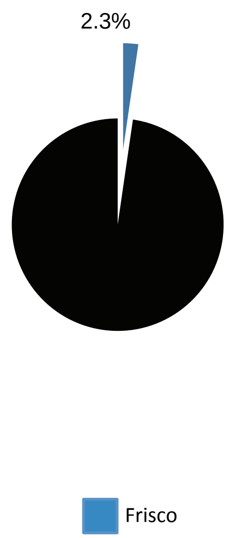
Groups + Subgroups		Frisco	USA
7	**Ethnic Enclaves**	7.1%	6.9%
	▪ Up and Coming Families (7A)	6.6%	
	▪ American Dreamers (7C)	0.6%	
8	**Middle Ground**	2.8%	10.9%
	▪ Bright Young Professionals (8C)	2.8%	
9	**Senior Styles**	2.0%	5.8%
	▪ Silver + Gold (9A)	2.0%	
10	Rustic Outposts	0%	8.4%
11	**Midtown Singles**	4.0%	6.2%
	▪ Young and Restless (11B)	4.0%	
12	Hometown	0	6.3%
13	**Next Wave**	1.4%	3.9%
	▪ International Marketplace (13A)	1.4%	
14	Scholars and Patriots	0	1.6%

with the city's enormous anticipated growth in resident consumer demand, could have many implications for downtown retail development, in terms of marketing, store mix, and merchandising.

Among the potential implications:

- The market potential for mid- to upmarket home furnishings products and services is likely to be quite strong.
- Similarly, the market potential for unique apparel is very promising.
- Family-friendly in-store experiences and promotional events are likely to be popular.

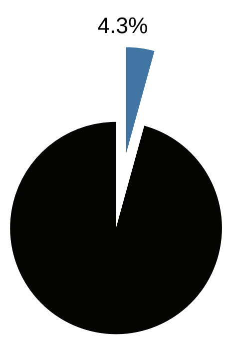
Lifemode SubGroups



TOP TIER *(Affluent Estates Subgroup 1A)*
Average Household Size (USA): 2.82
Median Age: 46.2
Median Household Income (USA): $157,000

The residents of *Top Tier*, the wealthiest Tapestry market, earn more than three times the average US household. They have purchasing power to indulge any choice – but what do they want? They spend money for the upkeep of their lavish homes, and they select upscale salons and fitness centers for their personal well-being. They shop at high-end retailers. Whether short or long, domestic or foreign, their frequent vacations spare no expense. These highly educated professionals have reached their corporate career goals. With accumulated net worth over $1.5 million, many of these older residents have moved into consulting roles or operate their own businesses. Some other market characteristics:

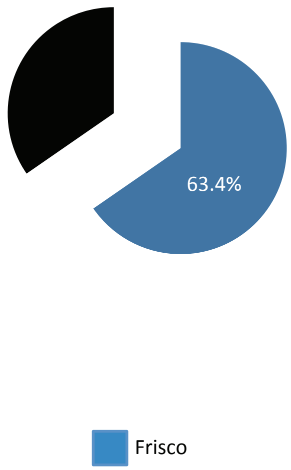
- They are interested in the fine arts and contribute to arts/cultural organizations, as well as NPR and PBS
- When at home, their schedules are packed with lunch dates, bookclubs, charity dinners, and concerts.
- They farm out their household chores, from property and garden maintenance to housekeeping.



PROFESSIONAL PRIDE *(Affluent Estates Subgroup 1B)*
Average Household Size (USA): 3.11
Median Age: 40.5
Median Household Income (USA): $127,000

Professional Pride consumers are well-educated career professionals who have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal-oriented couples work, often commuting far and working long hours. However, their schedules are finely tuned to meet the needs of their school age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. They take pride in their newer homes and spend valuable time and energy upgrading them. Their homes are furnished with the latest in home trends, including finished basements equipped with home gyms and in-home theatres. Some market characteristics:

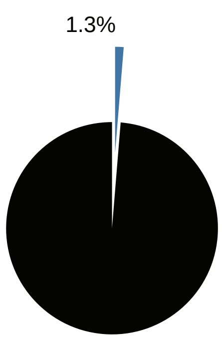
- These frequent travelers take several domestic trips a year, booking their arrangements online.
- They spend on credit but avoid carrying balances. They spend heavily online; Amazon is a favorite.



BOOMBURBS *(Affluent Estates Subgroup 1C)*
Average Household Size (USA): 3.22
Median Age: 33.6
Median Household Income (USA): $105,000

Boomburbs residents are young professionals with families that have opted to trade up to the newest housing in the suburbs. This is an affluent market but with a higher proportion of mortgages. Residents are well-educated professionals with a running start on prosperity. Some market characteristics:

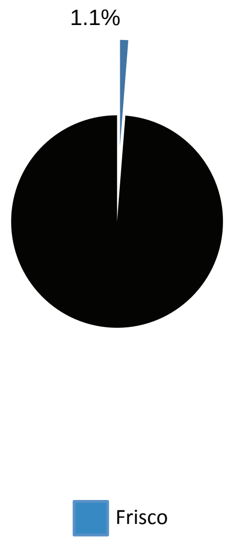
- They are well connected: They own the latest devices and use them efficiently.
- Longer commute times from the suburban growth corridors have created more home workers.
- Prefer late model imports, primarily SUVs, and also luxury cars and minivans.
- They like to garden, but more often contract for home services.
- Style matters in the Boomburbs, from personal appearance to their homes.
- Physical fitness is a priority, including club memberships and home equipment.



ENTERPRISING PROFESSIONALS *(Upscale Avenues Subgroup 2D)*
Average Household Size (USA): 2.46
Median Age: 34.8
Median Household Income (USA): $77,000

Enterprising Professionals residents are well educated and climbing the ladder in STEM occupations. They change jobs often and therefore choose to live in condos, town homes, or apartments; many still rent their homes. Enterprising Professionals residents are diverse, with Asians making up over one-fifth of the population. This young market makes over 1.5 times more income than the US median, supplementing their incomes with high-risk investments. Some market characteristics:

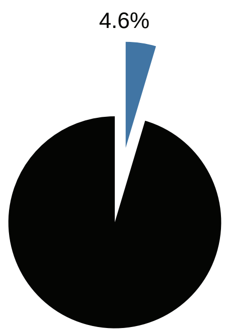
- Early adopters of new technology in hopes of impressing peers with new gadgets.
- Strive to stay youthful and healthy, eat organic and natural foods, run, and do yoga.
- Buy name brands and trendy clothes online.
- Eat out at The Cheesecake Factory and Chick-fil-A; drop by Starbucks for coffee.



LAPTOPS AND LATTES *(Uptown Individuals Subgroup 3A)*
Average Household Size (USA): 1.85
Median Age: 36.9
Median Household Income (USA): $93,000

*Laptops and Lattes r*esidents are predominantly single, well-educated professionals in business, finance, legal, computer, and entertainment occupations. They are affluent and partial to city living and its amenities. Neighborhoods are densely populated. Many residents walk, bike, or use public transportation to get to work; a number work from home. Although single households technically outnumber couples, this market includes a higher proportion of partner households, including the highest proportion of same-sex couples. Residents are more interested in the stock market than the housing market. Other characteristics:

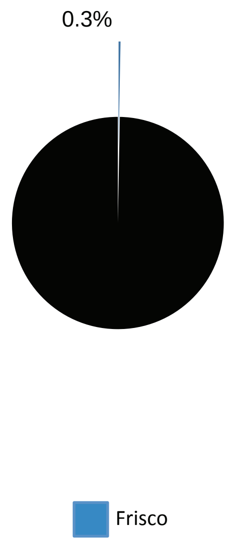
- They are technologically savvy, well connected consumers.
- These are health-conscious consumers who exercise regularly and pay attention to nutrition.
- Environmentally conscious but also image-conscious; both impact their purchasing.
- They favor organic food, buying groceries at higher-end grocery stores.



METRO RENTERS *(Uptown Individuals Subgroup 3B)*
Average Household Size (USA): 1.66
Median Age: 31.8
Median Household Income (USA): $52,000

Residents of this highly mobile and educated market live alone or with a roommate in apartments or condos in urban areas. This is one of the fastest growing market segments; the popularity of urban life continues to increase for consumers in their late 20s and 30s. *Metro Renters* residents' income is close to the US average, but they spend a large portion of their wages on rent, clothes, and the latest technology. Computers and cell phones are an integral part of everyday life and are used interchangeably for news, entertainment, shopping, and social media. Socializing and social status are very important to Metro Renters. Other characteristics:

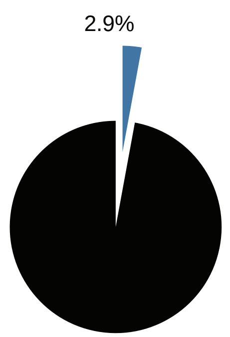
- Very interested in the fine arts, they strive to be sophisticated and they value education and creativity.
- Prefer environmentally safe products and are partial to organic foods from Trader Joe's and Whole Foods.
- Shop for clothes at stores like Banana Republic, The Gap, and Nordstrom. Prefer Macs to PCs.



TRENDSETTERS *(Uptown Individuals Subgroup 3C)*
Average Household Size (USA): 2.10
Median Age: 35.5
Median Household Income (USA): $51,000

Armed with the motto “You’re only young once”, *Trendsetters* residents live life to its full potential. These educated young singles aren’t ready to settle down; they do not own homes and choose to spend their disposable income on upscale city living and entertainment. Dressed head to toe in the most current fashions, their weeknights and weekends are filled discovering local art and culture, dining out, or exploring new hobbies. Their vacations are often spontaneous, packed with new experiences and chronicled on their Facebook pages. Some market characteristics:

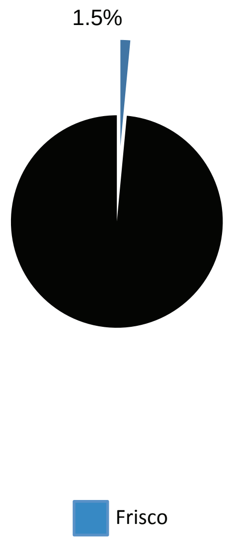
- Socially and environmentally conscious, they are willing to pay more for products that support their causes.
- Well paid, with little financial responsibility, these consumers are spenders rather than savers.
- They own the latest in cellphones and tablets, and they are always connected.
- *Trendsetters* jog, run, or walk for exercise and occasionally attend a yoga class.



SOCCER MOMS *(Family Landscapes Subgroup 4A)*
Average Household Size (USA): 2.96
Median Age: 36.6
Median Household Income (USA): $84,000

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits. They tend to carry a higher level of debt, including first and second mortgages and car loans. Other characteristics:

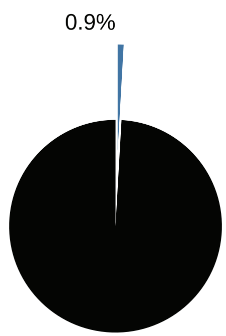
- Family-oriented purchases and activities dominate, like 4+ televisions, movie purchases or rentals, children’s apparel and toys, and visits to theme parks or zoos.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like riding mowers and tillers.



HOME IMPROVEMENT *(Family Landscapes Subgroup 4B)*
Average Household Size (USA): 2.86
Median Age: 37.0
Median Household Income (USA): $105,000

Married-couple families occupy well over half of these suburban households. Most Home Improvement residences are single-family homes that are owner occupied, with only one-fifth of the homes occupied by renters. These families spend a lot of time on the go and therefore tend to eat out regularly. When at home, weekends are consumed with home improvement and remodeling projects. Other characteristics:

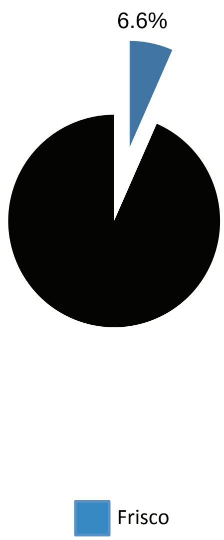
- Cautious consumers who do their research before buying; they protect their investments.
- They spend heavily on eating out, at both fast-food and family restaurants.
- Own a giant screen TV with fiber-optic connection an premium cable; rent DVDs from Redbox or Netflix.
- Enjoy dining at Chili's, Chick-fil-A, and Panera Bread.
- Make frequent trips to warehouse clubs and home improvement stores in their minivans or SUVs.



MIDDLEBURG *(Family Landscapes Subgroup 4C)*
Average Household Size (USA): 2.73
Median Age: 35.3
Median Household Income (USA): $55,000

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Traditional values are the norm here – faith, country, and family. Still more country than rock and roll, they are thrifty but willing to carry some debt. They prefer to buy American and travel in the US. This market is younger but growing in size and assets. Some market characteristics:

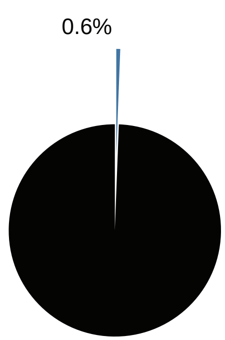
- Comfortable with the latest technology for convenience and entertainment.
- Residents are partial to trucks, SUVs, and occasionally convertibles or motorcycles.
- Entertainment is primarily family-oriented, TV and movie rentals or theme parks and family restaurants.
- Sports include hunting, target shooting, bowling, and baseball.



UP AND COMING FAMILIES *(Ethnic Enclaves Subgroup 7A)*
Average Household Size (USA): 3.10
Median Age: 30.7
Median Household Income (USA): $64,000

Up and Coming Families is a market in transition – residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest growing markets in the US. Some characteristics:

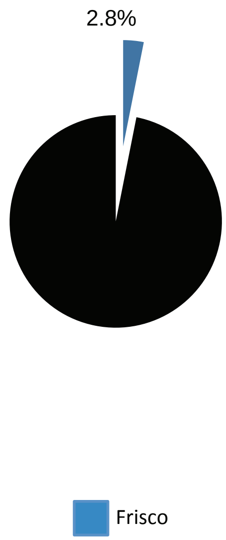
- Careful shoppers, aware of prices, willing to shop around for the best deals and open to others' opinions.
- Rely on the internet for entertainment, information, shopping, and banking.
- Prefer imported SUVs or compact, late-model cars.
- Find leisure in family activities, movies at home, and sports, from backpacking to weightlifting and yoga.



AMERICAN DREAMERS *(Ethnic Enclaves Subgroup 7C)*
Average Household Size (USA): 3.16
Median Age: 31.8
Median Household Income (USA): $48,000

Located throughout the South and West, most *American Dreamers* residents own their own homes, primarily single-family houses, farther out of the city, where housing is more affordable. The majority of households include younger married-couple families with children and, frequently, grandparents. Diversity is high; many residents are foreign-born, of Hispanic origin. Hard work and sacrifice have improved their economic circumstances as they pursue a better life for themselves and their families. Spending is focused more on members of the household than on the home. Other characteristics:

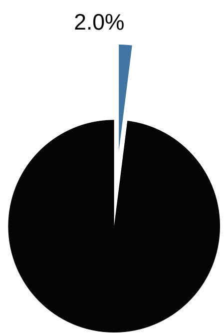
- They prefer fast-food dining places like Wendy's or Taco Bell as well as family-friendly restaurants like Olive Garden, Denny's, or IHOP.
- They are captivated by new technology, particularly feature-rich smartphones.



BRIGHT YOUNG PROFESSIONALS *(Middle Ground Subgroup 8C)*
Average Household Size (USA): 2.40
Median Age: 32.2
Median Household Income (USA): $50,000

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs, particularly among the college students. Residents of this market segment are physically active and current with the latest technology. Some additional market characteristics:

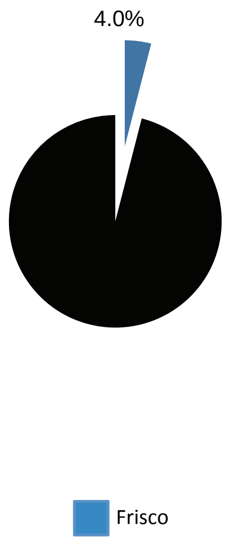
- Read sports magazines and participate in a variety of sports, including basketball, Pilates, weight lifting, and yoga.
- Eat out often at fast-food and family restaurants.
- Own newer computers, iPads, and 2+ televisions.
- Make frequent trips to warehouse clubs and home improvement stores in their minivans or SUVs.



SILVER AND GOLD *(Senior Styles Subgroup 9A)*
Average Household Size (USA): 2.02
Median Age: 61.8
Median Household Income (USA): $63,000

Among the oldest senior market, this is also the most affluent senior market – and it's growing. The affluence of *Silver and Gold* residents has afforded the opportunity to retire to sunnier climates that feature exclusive communities and vacation homes. These consumers are primarily retired, but many are still active in the labor force. They have the free time and resources to enjoy the good life. Other characteristics:

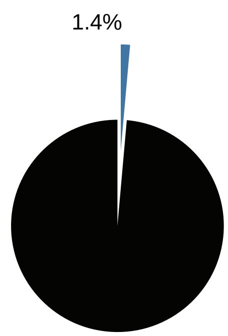
- Connected, but primarily to get news and track investments; more likely to own an e-reader or tablet than a smartphone.
- Partial to luxury cars or SUVs; highest demand market for convertibles.
- Generous supporters of charitable organizations.
- Maintain a regular exercise regimen and pay attention to healthy eating habits.



YOUNG AND RESTLESS *(Midtown Singles Subgroup 11B)*
Average Household Size (USA): 2.02
Median Age: 29.4
Median Household Income (USA): $36,000

Gen Y comes of age: Well-educated young workers, some of whom are still completing their education, are employed in professional/technical occupations as well as sales and office/administrative support roles. These residents are not established yet, but striving to get ahead and improve themselves. This market ranks in the top five for renters, movers, college enrollment, and the labor force participation rate. Almost 1 in 5 residents move each year. Smartphones are a way of life. *Young and Restless* consumers are diverse, favoring densely populated neighborhoods in large metropolitan areas; over 50 percent are located in the South (almost a fifth in Texas), with the rest chiefly in the West and Midwest. Other market characteristics:

- They are careful shoppers, aware of prices, and demonstrate little brand loyalty.
- Enjoy dancing, playing pool, watching Comedy Central, reading fashion magazines, and playing volleyball.
- Purchase natural/organic food, but also frequent fast food restaurants.
- Find leisure in family activities, movies at home, and sports, from backpacking to weightlifting and yoga.



INTERNATIONAL MARKETPLACE *(Next Wave Subgroup 13A)*
Average Household Size (USA): 3.04
Median Age: 32.3
Median Household Income (USA): $41,000

International Marketplace neighborhoods are a rich blend of cultures, found in densely populated urban and suburban centers, almost entirely in the Mid Atlantic, New England, and California. Almost 40% are foreign-born; 1 in 4 households are linguistically isolated. Young, Hispanic families renting apartments in older buildings dominate this market; about two-fifths have children. Over one-fifth have no vehicle and rely on public transportation, walking, and biking. Some market characteristics:

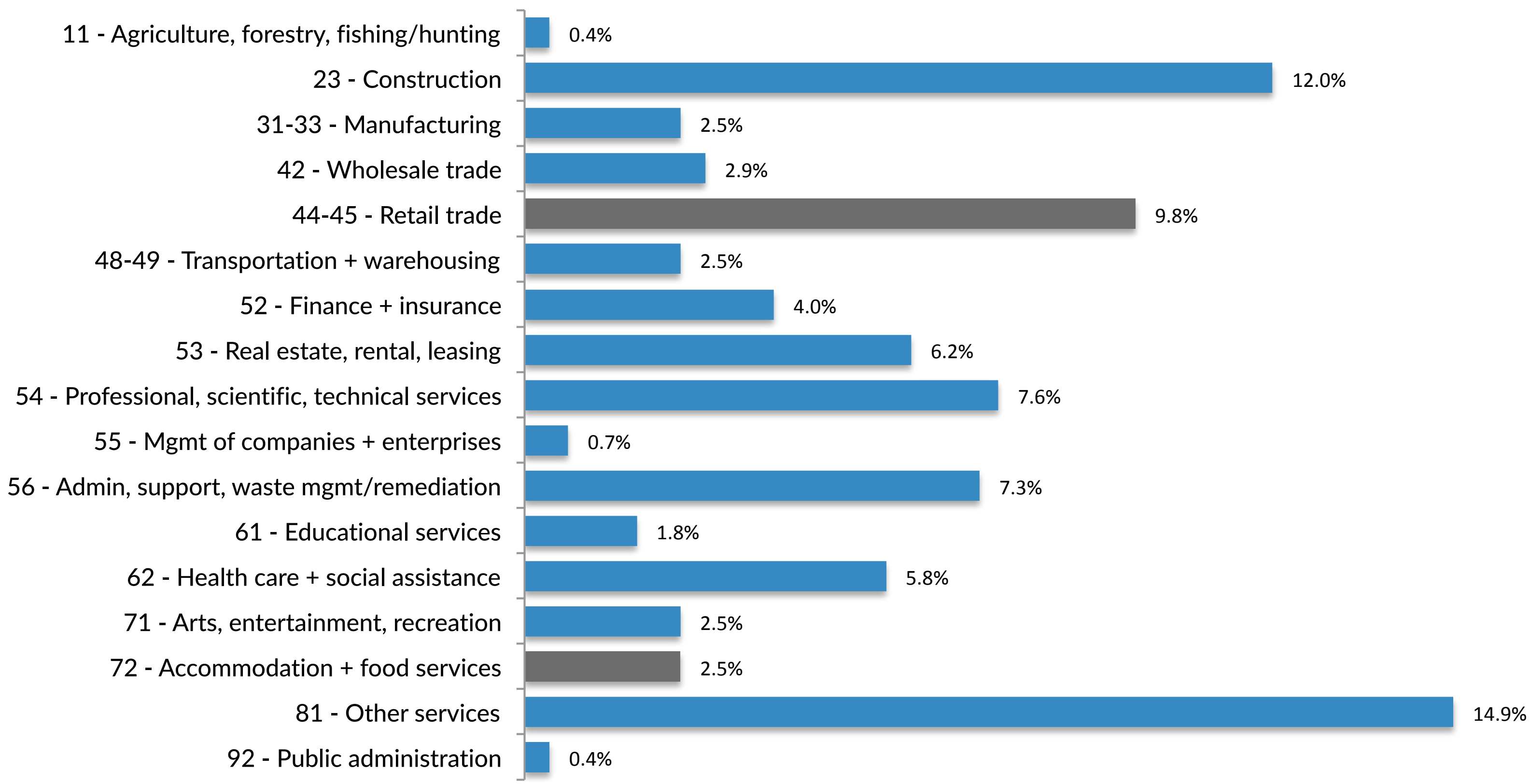
- Hard-working consumers, striving to get ahead; style matters to them.
- Preserving the environment and being in tune with nature are very important.
- Shop for groceries at warehouse/club stores as well as at specialty markets.
- Family activities include visiting theme parks, going to the beach, playing soccer, dining out for fast food.

Business Distribution

We compiled an inventory of businesses within one quarter of a mile of the intersection of 4th and W Main Streets, categorizing them by their two-digit North American Industry Classification System (NAICS) category number.

We found that the distribution of businesses, by NAICS code, is within the typical range of most older downtowns. Retail businesses account for 9.8 percent of all the businesses in the quarter-mile radius, which is slightly low (the national norm for high-performing older and historic downtowns is 15-17 percent). The percentage of businesses in the “accommodation and food services” category – restaurants and hotels – is also slightly low, at 2.5 percent of all businesses (5-7 percent is the norm). But the quarter-mile radius has a range of industry and service-sector businesses, including a hefty percentage of construction businesses (12 percent) and “other services” (14.9

Business Distribution: 1⁄4 Mile from 4th & Main Streets



percent), which includes services not included in other NAICS categories, such as nonprofit organizations (religious, advocacy, grant making), equipment repair, funeral services, pet care services, dating services, and other various services.

As downtown Frisco evolves, we recommend boosting its percentage of retail and accommodation/food services businesses, gradually moving non-retail and non-food services businesses to side streets, upper floors, and secondary locations for which street exposure is not critical.

RETAIL SALES VOID ANALYSIS

Using data from ESRI (see note below), we compiled sales void analyses for Frisco and for the areas within a five-, ten-, and 15-minute drive-time from the intersection of 4th and Main Streets (see map on page 97).

Sales void analyses compare the sales volume that businesses within a given area are capturing with the amount of money that households living within that area are likely spending, somewhere, based on their income levels and other demographic characteristics. If the resulting sales gap (also called a sales void) is positive, it generally suggests that the area is attracting outside shoppers. If the resulting sales gap is negative, it suggests that area residents are making some of their purchases elsewhere and that their out-of-the-jurisdiction shopping is not being offset by sales the area's businesses are making to customers who live outside the area.

A sales leakage in a particular store category might represent an opportunity to recapture sales (by adding new merchandise to existing businesses or opening new businesses, for example). But sometimes doing so might be very difficult. For instance, there might be a very strong competitor in a nearby community. Or, there might be preferences or cultural characteristics unique to the community that could make doing so impractical (e.g., a community with a strong tradition of home gardening might not spend as much money on groceries as another community with comparable demographic characteristics). And, while a sales surplus in a store category might mean that a community has absorbed all available sales in that category, it might suggest that the community has become a regional magnet and can absorb even more, building on its surplus.

As recently as just a few years ago, sales void analyses were widely used to estimate the amount of new retail square footage a community could, theoretically, support. But, for a variety of reasons, this is no longer considered a reliable or responsible practice. Internet shopping, in particular, has changed how, where, and when people shop. Five years ago, it might have been reasonable to assume that a community could absorb all or part of the sales leakages it was experiencing by adding new products to existing businesses or by developing new businesses offering the things for which people were shopping out of town. But the variety of products and services available online now, and the convenience that online shopping offers, means that some percentage of a community's retail buying power will be spent online. The impact is less significant in the handful of place-dependent retail categories for which people must shop locally, like gasoline, dining, and groceries. But almost all other categories are affected.

NOTE: ESRI derives its estimates of actual sales from the US Census Bureau's Census of Retail Trade (for establishments with payrolls) and Non-Employer Statistics (for smaller establishments without payrolls); Monthly Retail Trade data from the US Bureau of Labor Statistics; InfoUSA; state sales and use tax revenue reports; and other sources. It derives its estimates of sales demand from the US Bureau of Labor Statistics' Consumer Expenditure Survey and the US Census Bureau's Census of Population and American Community Survey. For the Consumer Expenditure Survey, the Bureau of Labor Statistics surveys thousands of US households, recording data on all household purchases and categorizing them by household demographic characteristics.

Note, also, that the City of Frisco collected tax on $4.04 billion in taxable sales in FY2017. This is slightly more than ESRI's estimate of actual sales for calendar year 2017. This is because Texas taxes sales in 19 service categories (such as data processing, laundering, and pest control services), in addition to taxing sales of retail goods. ESRI's estimate of actual sales includes only taxable sales of retail goods, not services.

We found that, overall, Frisco has a sales leakage of $109.9 million – meaning that Frisco residents are probably spending at least this much money outside the city (they are probably spending more than that outside the city, since some of Frisco's sales are attributable to visitors).

Frisco is experiencing its leakages in several store categories worth mentioning:

- Motor vehicle and parts dealers
- Building materials, garden equipment, and supply stores
- Food and beverage stores (grocery stores)
- Gasoline stations
- Miscellaneous store retailers (including florists, used merchandise stores, office supply stores, pet stores, and other stores that do not fit into one of the other major store categories)
- Food services and drinking places (restaurants and bars)

It is also experiencing leakages in several other categories:

- Electronics and appliance stores: Due to the dominance of online retailers and big-box stores (categorized as "general merchandise stores," nearly every city in the US now has a leakage in this store category.
- Nonstore retailers: This category consists of businesses that sell products without a traditional storefront (door-to-door sales and vending machines, for example).

Given Frisco's rapid growth, it isn't surprising that retail development hasn't completely kept up with the pace of residential development. Plus, new commercial development – shopping malls, shopping centers, power centers, mixed-use town centers –is booming just a few miles away, and Dallas is less than an hour's drive.

The area within a five-minute drive-time of 4th and Main has a $319 million overall retail sales surplus – and the surpluses grow even larger within the ten-minute drive-time area, to $904.9 million. But, within the 15-minute drive-time area, there is an overall leakage of $1.3 billion.

In addition to its leakages, Frisco has retail sales surpluses in several major categories: a $132.3 million in the furniture/home furnishings category, for example, and $140.1 million in apparel/accessories. These suggest that the city's retail businesses have established a market foothold in these store categories, attracting shoppers from throughout the region.

What does all this mean for Frisco, and for downtown Frisco, in particular? Several things:

- First, the retail sales void analysis suggests that there might be opportunities to expand retail sales by plugging sales leakages within the city limits (either by adding new product/service lines to existing businesses or by developing or attracting new businesses).
- Second, given that the area within a 15-minute drive-time of 4th and Main Streets has a significant retail sales leakage, there are likely opportunities to capture some regional sales. Frisco has hefty competition for this geographic market from communities south of the city, but competition to the north is thinner.
- Third, the city can build on the market foothold it has established in the furniture/furnishings and apparel/accessories categories to expand sales in these categories as the city's population grows and as it continues to attract regional shoppers.

Of course, regardless of retail sales leakages, Frisco's population is growing so quickly that new retail market demand generated by new residents alone is enough to support business growth and development downtown. Downtown Frisco is geographically small and somewhat constrained, and the amount of new retail demand coming down the pike over the next decade or so is more than enough to fill vacancies and spaces in new downtown infill and mixed-use development for the foreseeable future.

RETAIL SALES VOID ANALYSIS FOR THE CITY OF FRISCO

NAICS	Store category	Actual sales	Market demand	Void
441	Motor vehicle + parts dealers	$ 568,597,000	679,710,000	(111,113,000)
442	Furniture + home furnishings stores	248,226,000	115,929,000	132,297,000
443	Electronics + appliance stores	104,337,000	119,713,000	(15,376,000)
444	Building materials, garden equipment + supply stores	115,166,000	209,754,000	(94,588,000)
445	Food + beverage stores	285,434,000	560,592,000	(275,158,000)
446	Health + personal care stores	554,458,000	172,919,000	381,539,000
447	Gasoline stations	72,978,000	305,169,000	(232,191,000)
448	Clothing + clothing accessories stores	292,260,000	152,151,000	140,109,000
451	Sporting goods, hobby, book, music stores	119,341,000	113,791,000	5,550,000
452	General merchandise stores	658,510,000	561,441,000	97,069,000
453	Miscellaneous store retailers [see note below]	67,360,000	123,499,000	(56,139,000)
454	Nonstore retailers [see note below]	5,080,000	45,965,000	(40,885,000)
722	Food services + drinking places	327,757,000	368,787,000	(41,030,000)
	Total	3,419,504,000	3,529,420,000	(109,916,000)

NOTE: “Miscellaneous store retailers” includes retail stores that do not fall into any of the other major store categories, such as office supply stores, gift stores, florists, used merchandise stores, and pet supply stores. “Nonstore retailers” includes retail businesses that operate outside a retail space *per se*, such as door-to-door sales businesses, food carts, online retailers, and home heating oil dealers.

RETAIL SALES VOID ANALYSIS FOR THE AREA WITHIN A FIVE-MINUTE DRIVE TIME FROM 4TH AND MAIN STREETS

NAICS	Store category	Actual sales	Market demand	Void
441	Motor vehicle + parts dealers	$ 4,756,000	17,889,000	(13,133,000)
442	Furniture + home furnishings stores	3,411,000	2,937,000	474,000
443	Electronics + appliance stores	14,799,000	3,125,000	11,674,000
444	Building materials, garden equipment + supply stores	29,061,000	5,135,000	23,926,000
445	Food + beverage stores	12,072,000	15,684,000	(3,612,000)
446	Health + personal care stores	29,563,000	4,769,000	24,794,000
447	Gasoline stations	22,251,000	8,502,000	13,749,000
448	Clothing + clothing accessories stores	5,941,000	4,038,000	1,903,000
451	Sporting goods, hobby, book, music stores	9,956,000	2,984,000	6,972,000
452	General merchandise stores	220,376,000	15,184,000	205,192,000
453	Miscellaneous store retailers	6,175,000	3,292,000	2,883,000
454	Nonstore retailers	0	1,272,000	(1,272,000)
722	Food services + drinking places	55,250,000	9,738,000	45,512,000
	Total	413,611,000	94,549,000	319,062,000

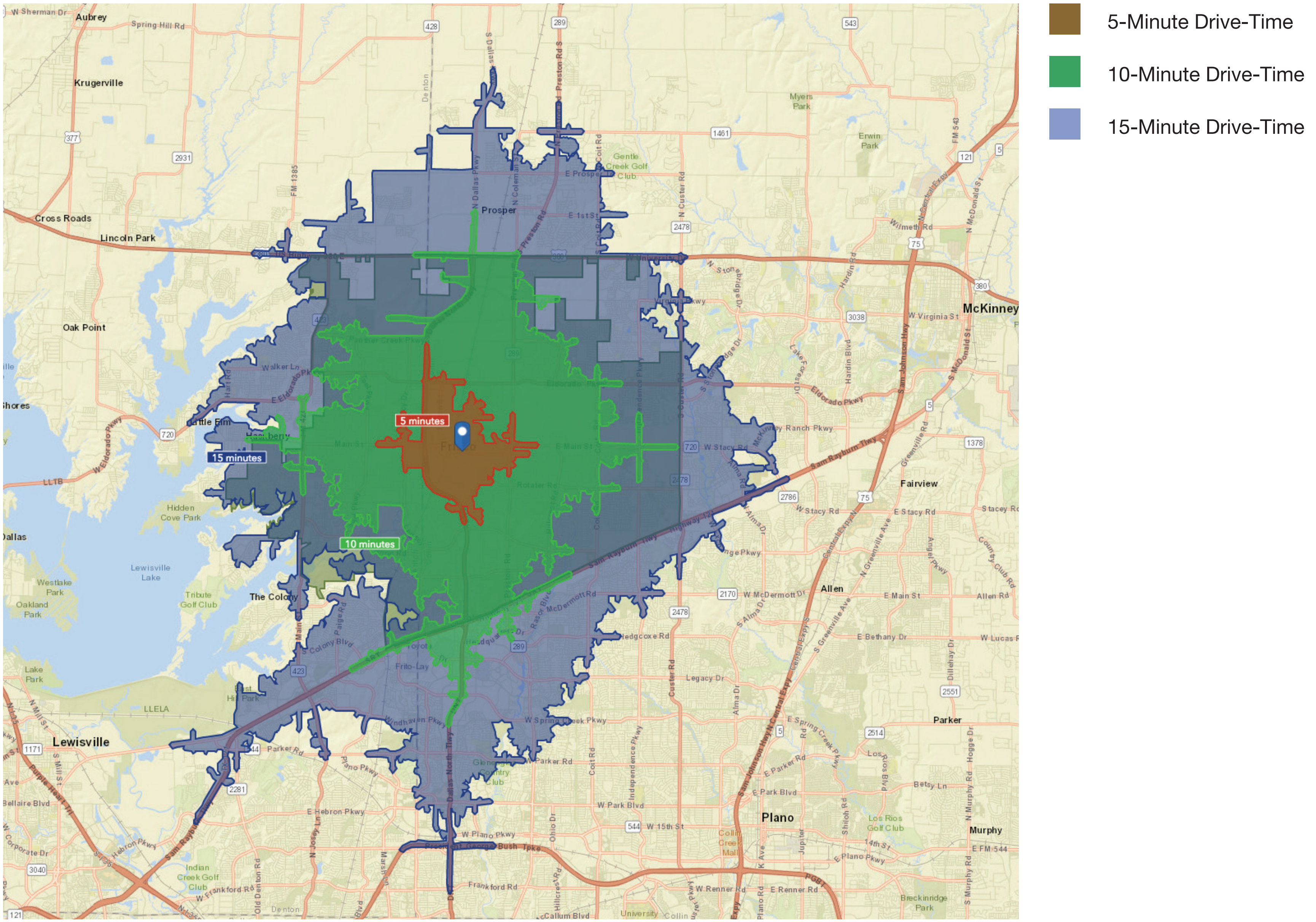
RETAIL SALES VOID ANALYSIS FOR THE AREA WITHIN A 10-MINUTE DRIVE TIME FROM 4TH AND MAIN STREETS

NAICS	Store category	Actual sales	Market demand	Void
441	Motor vehicle + parts dealers	$ 434,265,000	418,434,000	15,831,000
442	Furniture + home furnishings stores	247,070,000	71,006,000	176,064,000
443	Electronics + appliance stores	130,693,000	73,470,000	57,223,000
444	Building materials, garden equipment + supply stores	88,738,000	126,550,000	(37,812,000)
445	Food + beverage stores	220,781,000	346,867,000	(126,086,000)
446	Health + personal care stores	457,684,000	106,134,000	351,550,000
447	Gasoline stations	71,237,000	189,000,000	(117,763,000)
448	Clothing + clothing accessories stores	308,067,000	93,682,000	214,385,000
451	Sporting goods, hobby, book, music stores	115,459,000	69,938,000	45,521,000
452	General merchandise stores	578,057,000	346,336,000	231,721,000
453	Miscellaneous store retailers	61,997,000	76,011,000	(14,014,000)
454	Nonstore retailers	6,767,000	28,201,000	(21,434,000)
722	Food services + drinking places	357,292,000	227,546,000	129,746,000
	Total	3,078,107,000	2,173,175,000	904,932,000

RETAIL SALES VOID ANALYSIS FOR THE AREA WITHIN A 15-MINUTE DRIVE TIME FROM 4TH AND MAIN STREETS

NAICS	Store category	Actual sales	Market demand	Void
441	Motor vehicle + parts dealers	$ 1,005,135,000	1,439,731,000	(434,596,000)
442	Furniture + home furnishings stores	362,850,000	244,641,000	118,209,000
443	Electronics + appliance stores	437,809,000	253,068,000	184,741,000
444	Building materials, garden equipment + supply stores	240,712,000	439,591,000	(198,879,000)
445	Food + beverage stores	600,198,000	1,194,933,000	(594,735,000)
446	Health + personal care stores	718,133,000	367,640,000	350,493,000
447	Gasoline stations	151,312,000	649,180,000	(497,868,000)
448	Clothing + clothing accessories stores	455,590,000	323,190,000	132,400,000
451	Sporting goods, hobby, book, music stores	180,653,000	240,489,000	(59,836,000)
452	General merchandise stores	1,204,524,000	1,191,834,000	12,690,000
453	Miscellaneous store retailers	118,324,000	262,274,000	(143,950,000)
454	Nonstore retailers	14,086,000	98,435,000	(84,349,000)
722	Food services + drinking places	680,727,000	783,390,000	(102,663,000)
	Total	6,170,053,000	7,488,396,000	(1,318,343,000)

Drive-Time Areas (from 4th and Main Streets)



Customer Origin Maps

With the City's assistance, we placed maps of the region in eight businesses and city agencies for roughly two weeks during December 2017 and January 2018, with signs asking customers to put a dot on the map to show where they live. The participating businesses and agencies were:

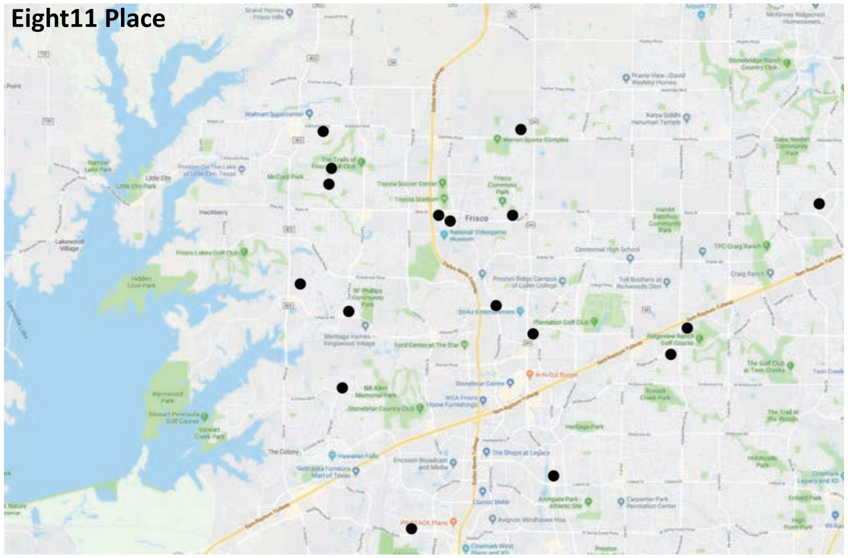
- Eight11 Place
- Bittersweet Ivy
- Chamber of Commerce
- Development Services
- Manny's Tex-Mex Grill
- POParella's Gourmet Popcorn and Treats
- Summer Moon
- Texas Bank and Trust

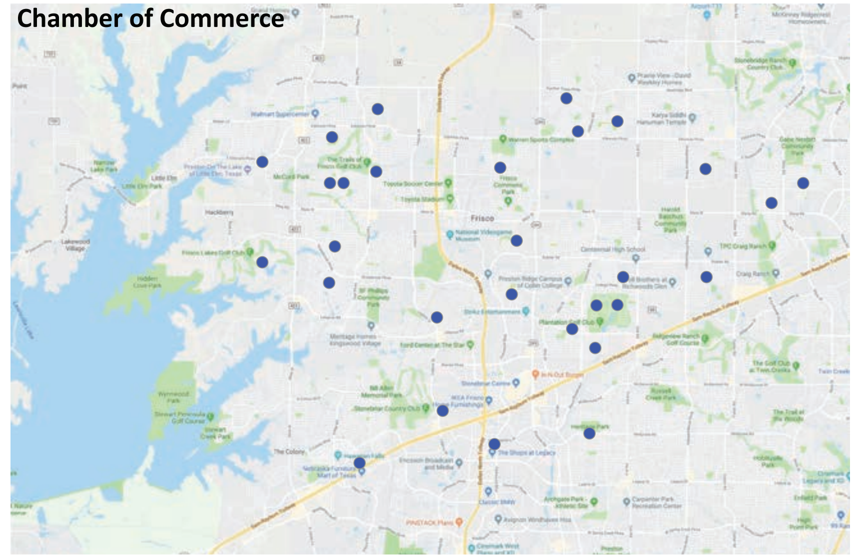
In instances in which a customer's residence was not covered by the map, he or she wrote his/her home zip code below the map.

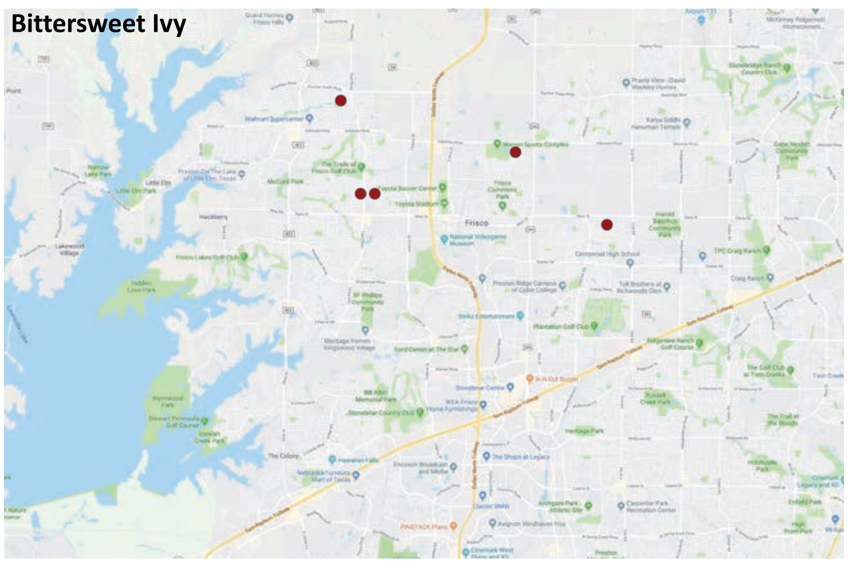
We found some surprising patterns. For example, the coffee shop Summer Moon – which one might expect to be one of downtown Frisco's most locally serving and convenience-oriented businesses – attracted customers from throughout the region, with a pattern very similar to that of Manny's Tex-Mex Grill. POParella's, in Frisco Square, had fewer than half a dozen dots – but many zip codes written on the map, reflecting the fact that the store draws from a geographically large market area and that much of the popcorn shop's business is conducted online and through concession sales through local movie theatres and sports facilities. The same is true for Texas Bank and Trust, which has only eight dots on the map – but many zip codes written on the map, from Celina, Lewisville, DeSoto, and more. And almost all participating businesses and city agencies drew more heavily from areas north of Main Street than from areas south of it.

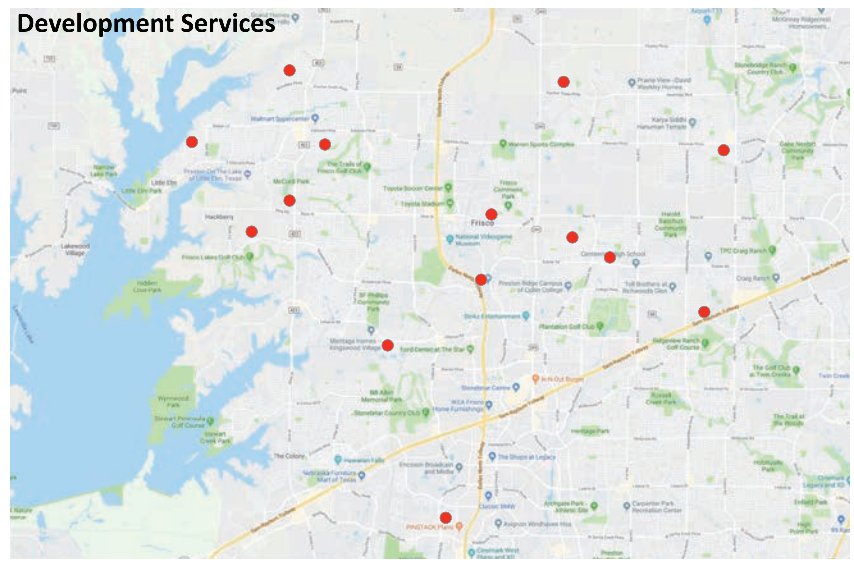
The customer origin maps suggest some potential opportunities for cross-merchandising between existing businesses. For instance, businesses that draw heavily from throughout the region might exhibit merchandise from, or conduct joint marketing activities with businesses with fewer customers, or with customers who live within a smaller area. The maps also offer some insights into potential new business placement – e.g., placing new businesses dependent on visibility next to established businesses that generate lots of foot traffic.

In-Store Maps

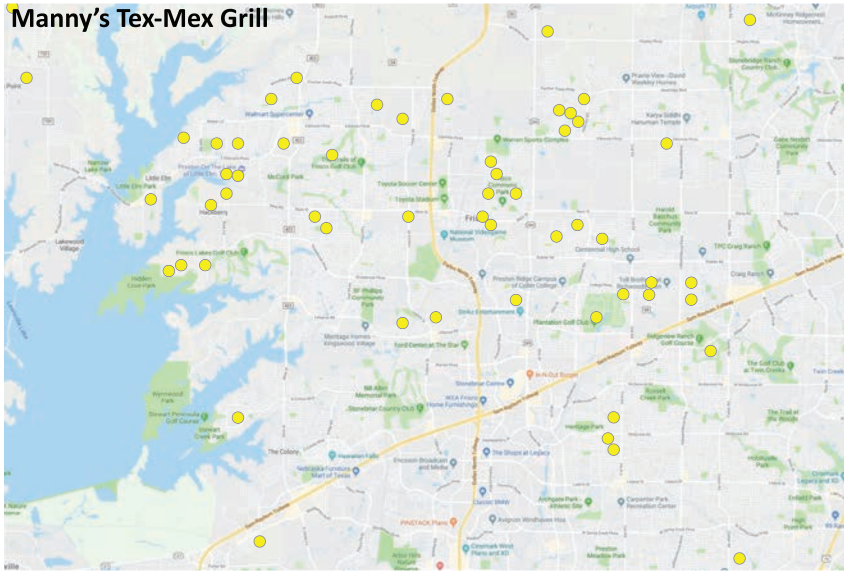

Eight11 Place


Chamber of Commerce

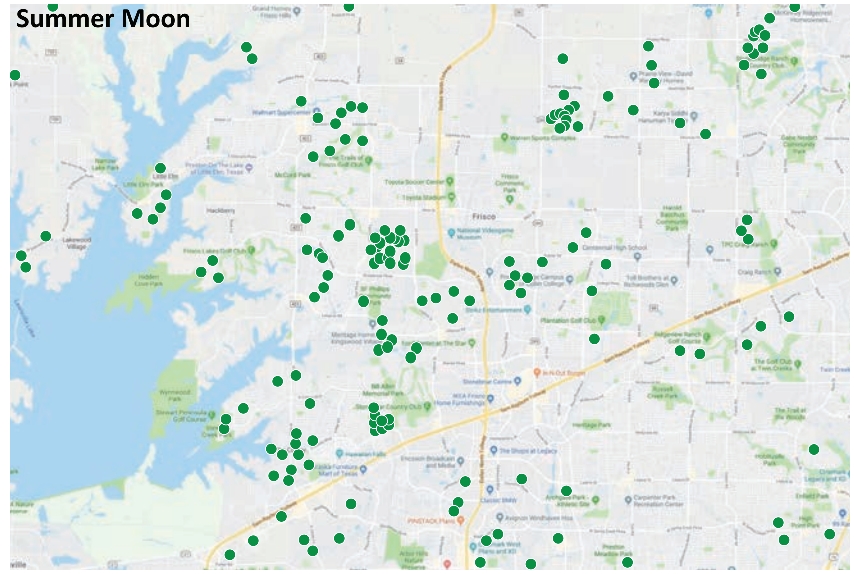

Bittersweet Ivy


Development Services

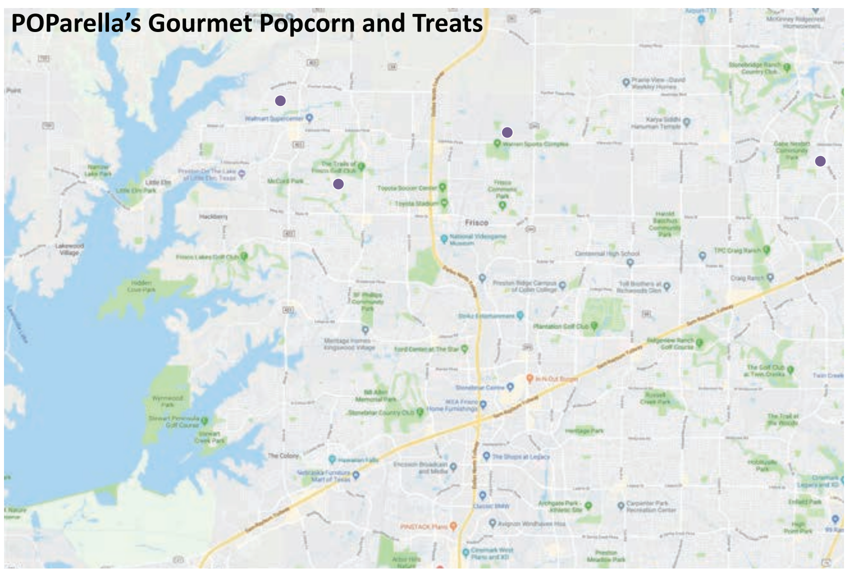
Manny's Tex-Mex Grill



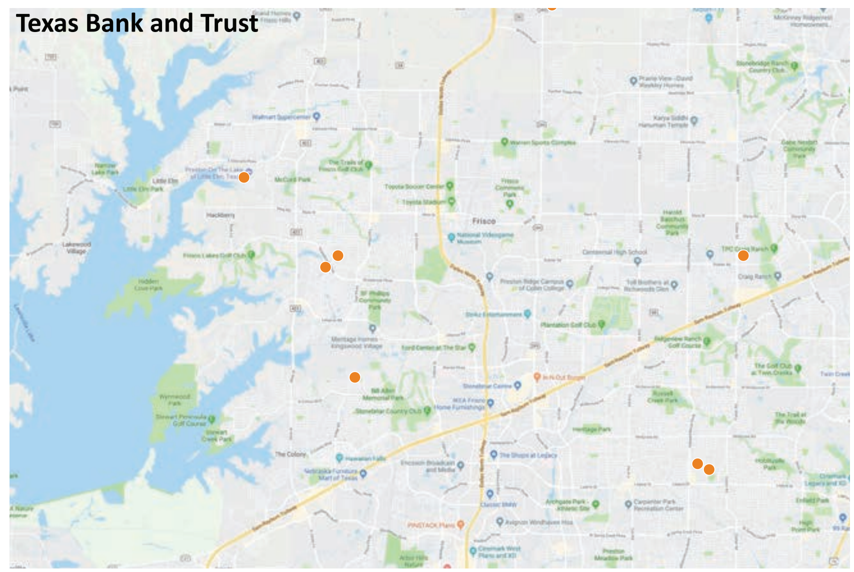
Summer Moon



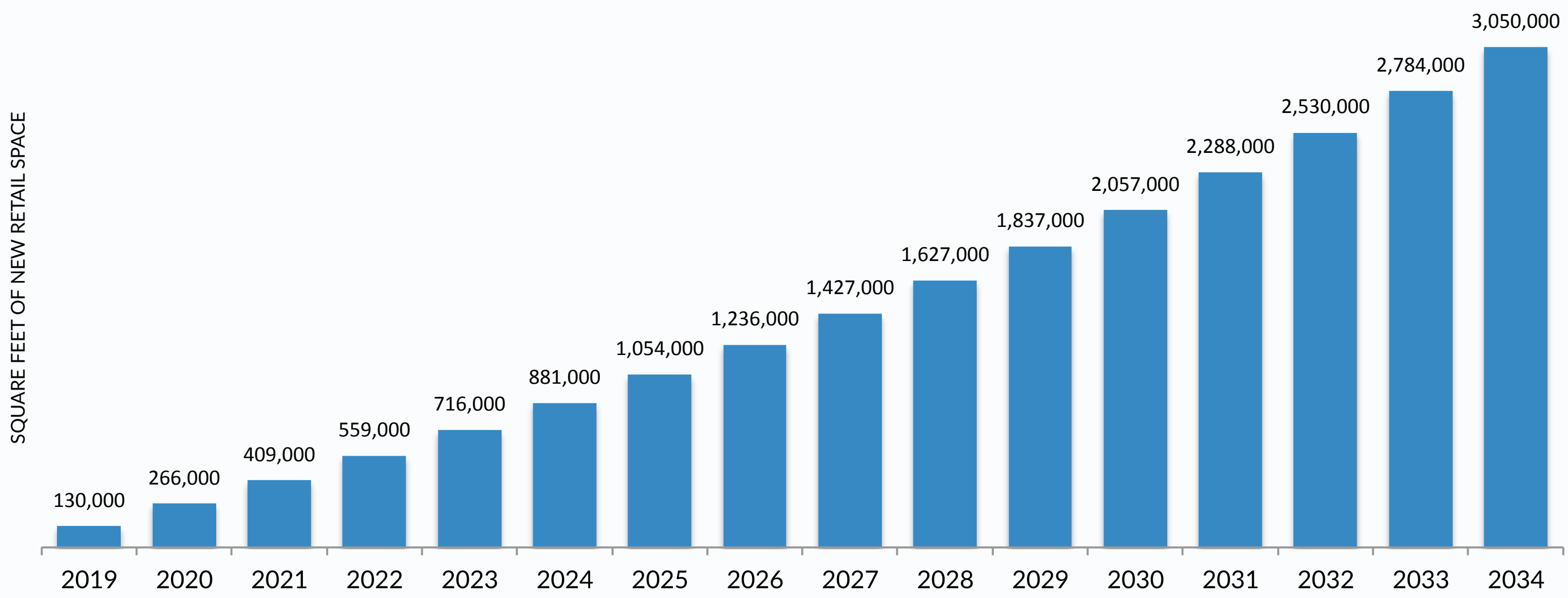
POParella's Gourmet Popcorn and Treats



Texas Bank and Trust



How much new Retail Space can Frisco Support?



Sources: US Bureau of Labor Statistics' *Consumer Expenditure Survey*; City of Frisco; CLUE Group.

If Frisco's population continues to grow at its recent rate, its resident-generated retail demand will continue to grow, as well. At the city's current five-year annualized growth rate (4.9 percent), and if average household size and household income levels remain constant, this means that the city's new residents would generate enough new retail demand to support an additional 1.4 million square feet of retail space within the next ten years. Between now and 2034, when the town is projected to hit its build-out target of 362,500 residents, Frisco's new residents will generate demand for around 3.05 million square feet of commercial space.

There are plenty of caveats to mention about this estimate. In addition to being based on the assumptions mentioned above (growth rate, constant household size and household income levels), it assumes that new retail stores will gross $300/SF in annual sales (in 2018 dollars). That is typical for retail chains in community shopping centers and regional malls but a little high for independently owned businesses. Also, retail sales/SF have declined nationwide in recent years (from an average of $375/SF 15 years ago to $325 last year, according to CoStar, a leading real estate data provider) and are likely to continue declining, given the influence of Amazon and other major online retailers, environmentally-motivated shifts towards repairing and repurposing products rather than replacing them, and other factors. So, this estimate might be a little high.

But, this estimate does not include potential spending by people

visiting Frisco. According to the Frisco Convention and Visitors Bureau's 2016/2017 Tourism Economic Impact Study, Frisco attracted 6.09 million visitors in 2016 who spent $676 million on retail goods and services when visiting. In 2018 dollars, that $676 million alone could support nearly 2.3 million square feet in retail space. This estimate seems high, given the fact that visitors are likely to make only a fraction of all their annual purchases while on vacation – but the point is that visitor spending augments spending by locals, boosting retail market demand. Downtown Frisco is well positioned to take advantage of visitor spending, for two reasons: Visitors spend money in restaurants, and many of Frisco's visitor attractions are in or near downtown.

We examined five retail store categories that we believe might be a good fit for downtown Frisco:

- Furniture and home furnishings
- Apparel, apparel accessories, and apparel services
- Restaurants/dining out
- Toys, games, arts, crafts
- Musical instruments and accessories (sales and rentals)

For each of these store categories, we have estimated a) how much of the new retail sales likely to be generated by new residents might realistically be captured by downtown Frisco (assuming the district's business mix is improved) and b) how many square feet of new retail space might be supportable (see pages 42-43). We based our estimates on several assumptions:

- Downtown Frisco can realistically capture only a portion of all new retail demand likely to be generated by new residents. We have made what we believe to be relatively conservative assumptions about what portion the district might capture. For the furniture/home furnishings category, for example, we think it is possible that, with development of a downtown design district, downtown Frisco could perhaps capture 20 percent of new retail sales demand – but for musical instruments and accessories (a store category that has intense online competition), it might only realistically capture 7.5 percent.
- To estimate the square feet of new retail space that might be supportable, we have used low- and mid-range sales-per-square-foot estimates, based on national store averages.

Based on these estimates, we believe that downtown Frisco can support roughly 115,000-130,000 square feet of new retail space within the next five years, plus an additional 70,000 square feet by 2034, when the city's population is expected to reach 362,500.

Of course, the presence of unmet retail market demand alone does not guarantee that a business, or a business district, will be successful. Many factors influence the performance of a downtown retail business, including how well capitalized the business is; the owner's and manager's skills in merchandising, marketing, and management; the district's overall business mix and the quality of the synergy between businesses; the attractiveness of the district; the quality of downtown marketing events; the effectiveness of downtown marketing events in reaching targeted audiences and creating a consistent positive image for the district; the availability of convenient parking; good traffic flow; the overall supply of retail space within the community and region; and many other factors.

Future Demand

CATEGORY/CHARACTERISTICS	POTENTIAL NEW MARKET DEMAND (NOTES 1 + 4) 2023	2028	2033
Furniture + home furnishings			
New market demand from NEW Frisco residents	$ 98,199,000	$ 124,733,000	$ 158,440,000
Market capture @ 20% of total new market demand (NOTE 2)	$ 19,640,000	$ 24,947,000	$ 31,688,000
@ $275/SF gross sales (NOTE 3)	71,400 SF	90,700 SF	115,200 SF
@ $325/SF gross sales	60,400 SF	76,800 SF	97,500 SF
Apparel + apparel accessories + services			
New market demand from NEW Frisco residents	$ 109,634,000	$ 139,259,000	$ 176,888,000
Market capture @ 20% of total new market demand	$ 10,963,000	$ 13,926,000	$ 17,689,000
@ $300/SF gross sales	36,500 SF	46,400 SF	59,000 SF
@ $350/SF gross sales	31,300 SF	39,800 SF	50,500 SF

NOTES:
1. This represents anticipated NEW market demand based on Frisco's projected population growth. It does not include current unmet market demand or demand from Frisco visitors.
2. We have made what we consider to be conservative assumptions about the amount of new market demand that might be realistically captured by businesses in downtown Frisco.
3. We have estimated the amount of supportable square feet based on national store averages.
4. The availability of market demand does not guarantee business success. Business success relies almost entirely on a business's capitalization level and on the skill of the business owner in marketing, management, and merchandising.

CATEGORY/CHARACTERISTICS	POTENTIAL NEW MARKET DEMAND (NEW RESIDENTS) 2023	2028	2033
Dining out			
New market demand from NEW Frisco residents	$ 188,859,000	$ 239,891,000	$304,714,000
Market capture @ 20% of total new market demand	$ 9,443,000	$ 11,995,000	$ 15,236,000
@ $275/SF gross sales	23,600 SF	30,000 SF	38,100 SF
@ $325/SF gross sales	21,000 SF	26,700 SF	33,900 SF
Toys, games, arts, crafts			
New market demand from NEW Frisco residents	$ 7,894,000	$ 10,027,000	$ 12,736,000
Market capture @ 20% of total new market demand	$ 789,000	$ 1,003,000	$1 274,000
@ $300/SF gross sales	2,600 SF	3,300 SF	4,200 SF
@ $350/SF gross sales	2,100 SF	2,700 SF	3,400 SF
Musical instruments + accessories (sales + rentals)			
New market demand	$ 26,370,000	$ 33,496,000	$42,547,000
Market capture @ 7.5%	$1,978,000	$ 2,512,000	$3,191,000
@ $450/SF gross sales	4,400	5,600	7,100
@ $550/SF gross sales	3,600	4,600	5,800

GENERAL LIMITATIONS + DISCLAIMER

Retail market analyses, their components (such as retail sales void analyses), and derivative business development plans provide important guidance on how a commercial center should, theoretically, be able to perform and on the sales levels businesses should be able to achieve. However, many factors affect the actual performance of retail businesses and downtowns, including the skills of the business operator, level of business capitalization, the quality of the physical environment, changes in overall economic conditions, the effectiveness of business and district marketing programs, and many other factors. The information in this report is intended to provide a foundation of information for making retail development and downtown revitalization decisions in Frisco, but it does not, and cannot, ensure business success. Accordingly, the CLUE Group makes no warranty or representation that any of the potential results contained in this study will actually be achieved.

As is true of all demographic, economic, and market studies, the reliability of our analysis is limited to the reliability and quality of the data available. Our research assumes that all data made available by federal, state, county, regional, and municipal sources, from community organizations, and from business owners is accurate and reliable. Given these limitations, our report reflects what we believe are reasonable estimates of trends, current conditions, and future possibilities.

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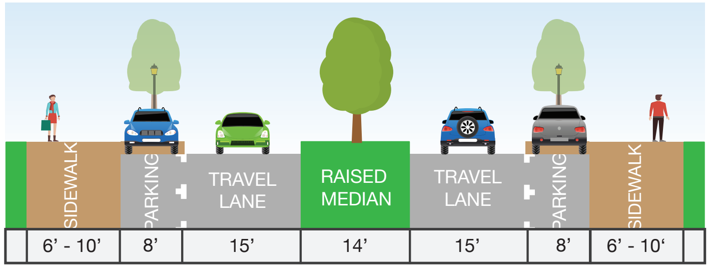
Main Street Options

The following cross-sections for Main Street were presented to City Council in August 2018 in order to determine the preferred alternative for Main Street in the future as it is redeveloped. Each option shows the level of impact it has on the various factors discussed earlier in this Master Plan, as well as similar types of Main Street cross-sections within the DFW Metroplex region.

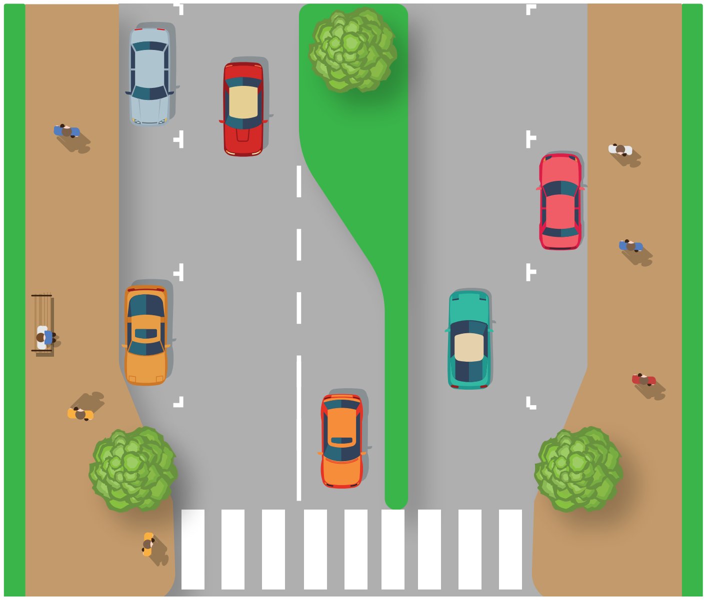
MAIN STREET OPTION A
Existing Conditions with Bulbouts

Option A keeps the existing roadway configuration and sidewalk widths, but adds bulbouts at the intersections to shorten the pedestrian crossing distance.

This configuration is similar to the existing Frisco Main Street, which had a daily traffic count of 20,343 vehicles per day in 2016.



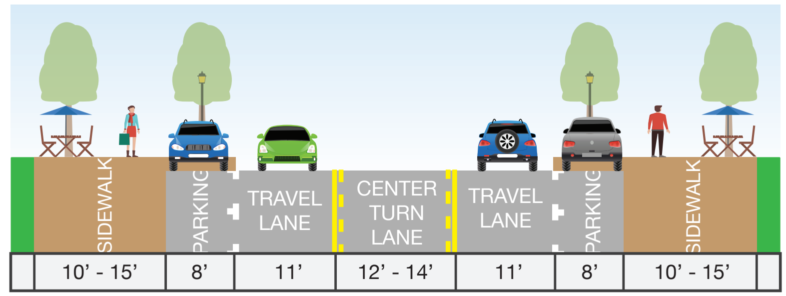
Main Street
2 Lanes with Median



FACTOR	IMPACTS?
Increase Sidewalk Width	
Reduce Pedestrian Crossing Distance	●
Increase Pedestrian Tree Shade	
Maintain Traffic Flow	●
Event Traffic Management	●
Provides On-Street Parking	●
Facilitating Short-Term Parking	

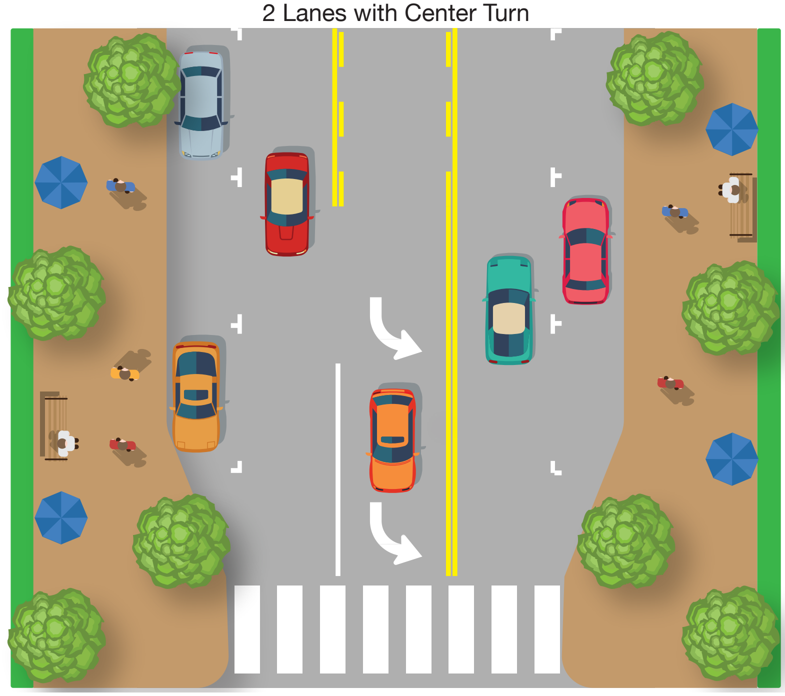
MAIN STREET OPTION B
Center Turn Lane, Wider Sidewalks

Option B replaces the median with a center turn lane. Removal of the curbed median allows for lanes to be narrowed, which in turn provides some additional sidewalk width. This alternative improves pedestrian safety, emergency access and traffic management over existing conditions



FACTOR	IMPACTS?
Increase Sidewalk Width	●
Reduce Pedestrian Crossing Distance	●
Increase Pedestrian Tree Shade	●
Maintain Traffic Flow	●
Event Traffic Management	●
Provides On-Street Parking	●
Facilitating Short-Term Parking	

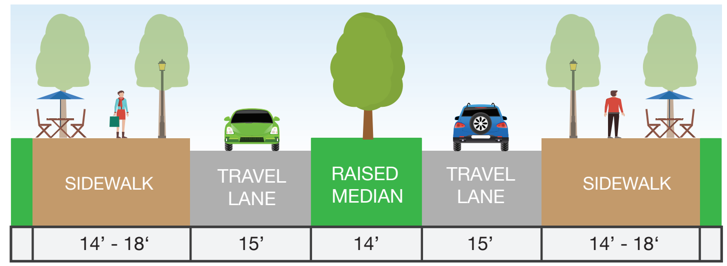
Main Street
2 Lanes with Center Turn



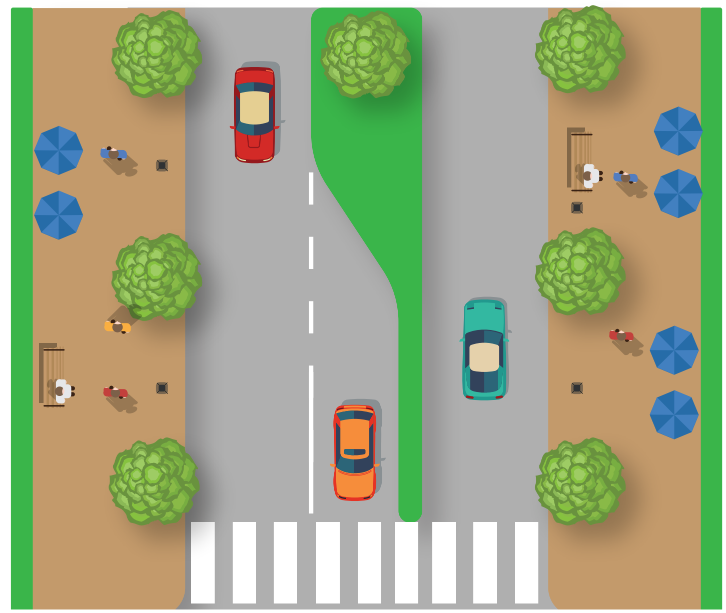
MAIN STREET OPTION C

No Parking with Median, Wide Sidewalks

Option C keeps the median and removes on street parking, allowing for wider sidewalks. This improves sidewalk width, pedestrian shade and pedestrian crossing criteria, but negatively impacts the criteria related to parking for businesses.



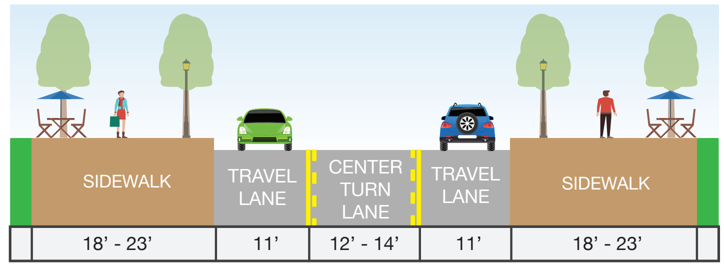
Main Street
2 Lanes with Median



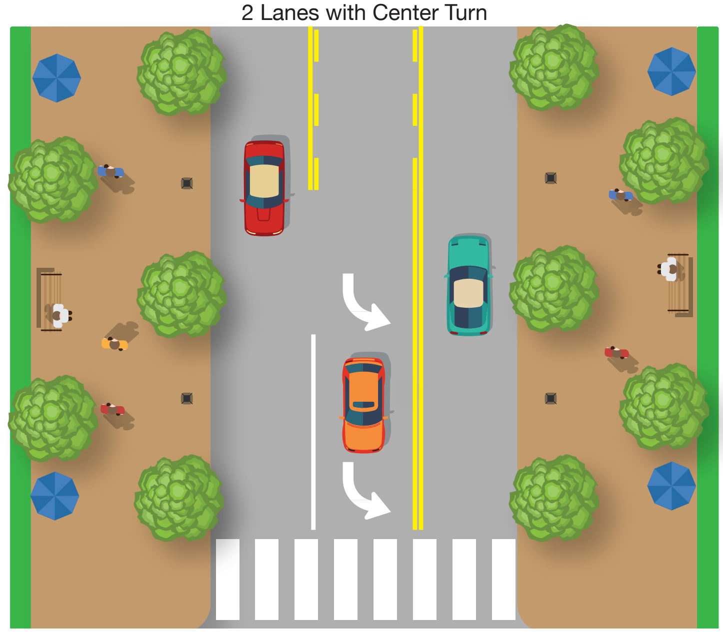
FACTOR	IMPACTS?
Increase Sidewalk Width	●
Reduce Pedestrian Crossing Distance	●
Increase Pedestrian Tree Shade	●
Maintain Traffic Flow	●
Event Traffic Management	
Provides On-Street Parking	
Facilitating Short-Term Parking	

MAIN STREET OPTION D
Center Turn Lane, No Parking, Wider Sidewalks

Option D is the same as Option B but removes the on-street parking. This improves emergency access and event traffic management and allows for wider sidewalks, more street trees and a shorter crossing distance, but eliminates on-street parking.



Main Street
2 Lanes with Center Turn



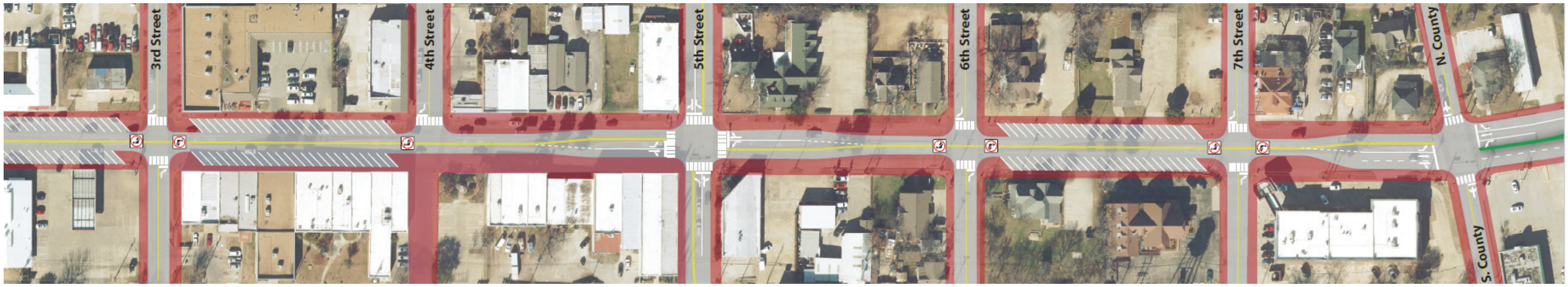
FACTOR	IMPACTS?
Increase Sidewalk Width	●
Reduce Pedestrian Crossing Distance	●
Increase Pedestrian Tree Shade	●
Maintain Traffic Flow	●
Event Traffic Management	●
Provides On-Street Parking	
Facilitating Short-Term Parking	

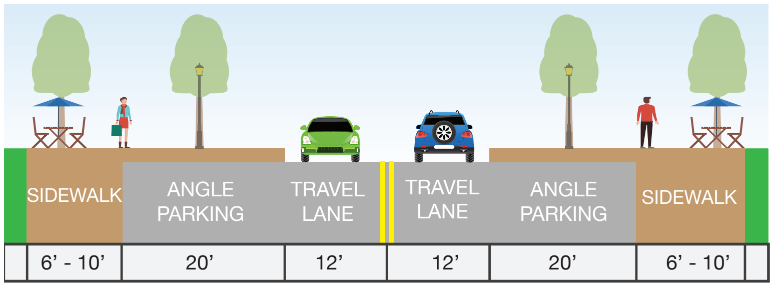
MAIN STREET OPTION E
Angle Parking

Option E eliminates the median and left turn lanes in order to provide angled parking on both sides. This option maximizes on street parking and pedestrian crossing distance metrics, but limits traffic flow, emergency access and event traffic management. It also has the narrowest sidewalks, which will limit pedestrian activity and comfort. An alternative of this option would be to provide angled parking on one side of the street and a wider sidewalk on the other.

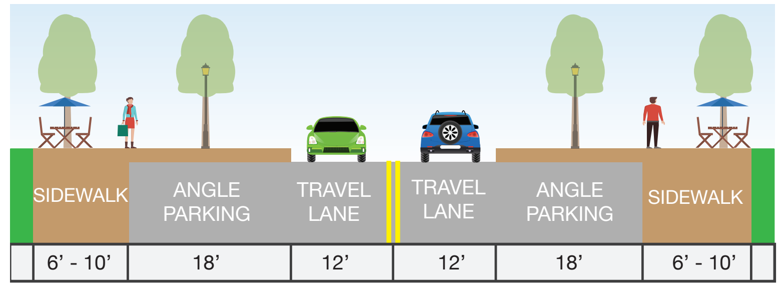
FACTOR	IMPACTS?
Increase Sidewalk Width	
Reduce Pedestrian Crossing Distance	●
Increase Pedestrian Tree Shade	
Maintain Traffic Flow	
Event Traffic Management	
Provides On-Street Parking	●
Facilitating Short-Term Parking	

Restricted Left Turns
Parking Spots Today: 69 / Parking Spots Revised: 138 / Net +69 Spaces

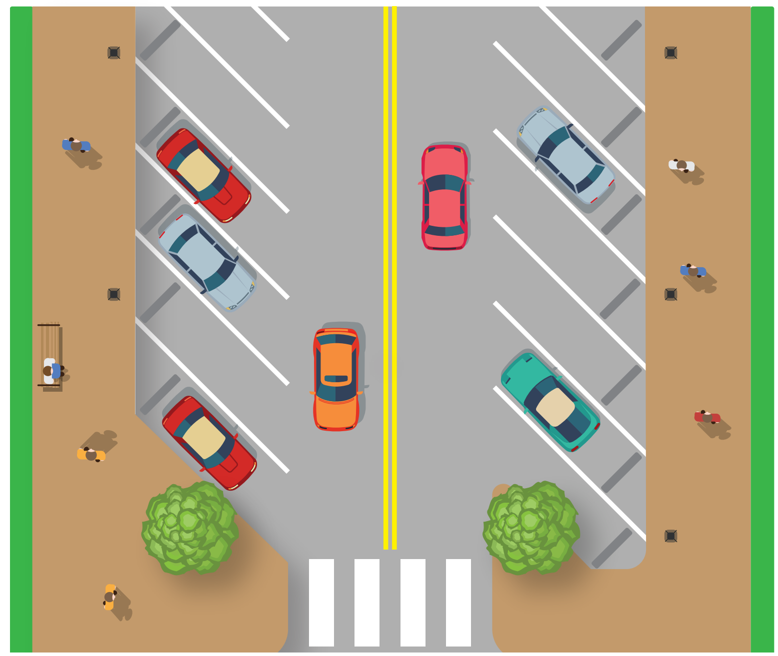




Main Street
2 Lanes Undivided

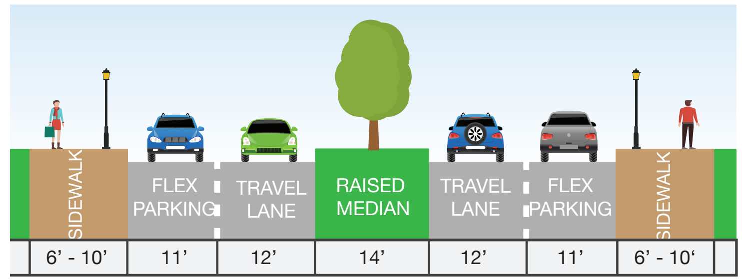


Main Street
2 Lanes Undivided

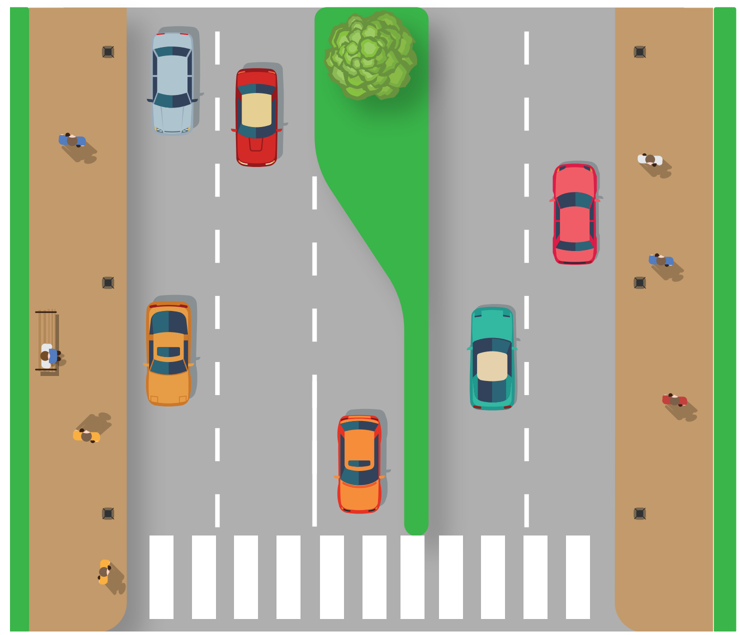


MAIN STREET OPTION F
Flex Parking Lane, Median Optional

Option F keeps the median and one travel lane in each direction, plus a flex lane on the outside (both directions) that can flex between on street parking and vehicle traffic for events and peak travel times. This option improves traffic flow and event traffic management, but limits sidewalk widths and pedestrian safety and activity opportunities.



Main Street
2/4 Lanes with Median



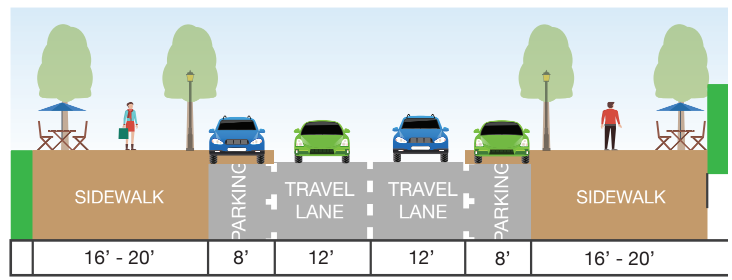
FACTOR	IMPACTS?
Increase Sidewalk Width	
Reduce Pedestrian Crossing Distance	
Increase Pedestrian Tree Shade	●
Maintain Traffic Flow	●
Event Traffic Management	●
Provides On-Street Parking	●
Facilitating Short-Term Parking	

MAIN STREET OPTION G
East/West Bound Couplet

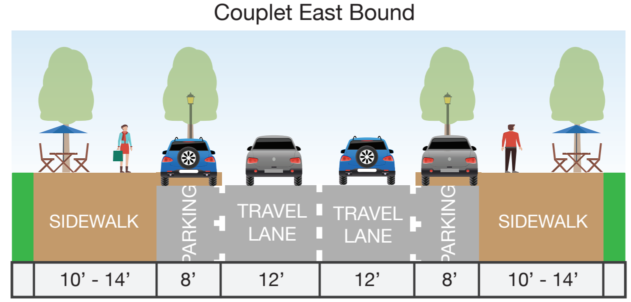
In addition, a couplet has been researched by utilizing Main Street for one of the one-way segments. A couplet in theory has the potential to be beneficial to Downtown (with wider sidewalks and more traffic driving through Downtown); however, objections by local business owners, impacts on the adjacent neighborhood next to the street which would become faster and busier as a one-way in the other direction, and the need for the City to acquire private property to implement the couplet make this alternative difficult to consider as a viable option. Without being able to build smooth, direct connections to each end of a couplet system, computer modeling showed this option increased east-west traffic through Downtown by only 11% (because all traffic would still have to pass through the intersection of Main Street and N County Road). Additionally, there are recent studies like the one completed in Louisville, Kentucky that show that converting two-way streets to one-ways can negatively impact property values, neighborhood activity, safety and business.

FACTOR	IMPACTS?
Increase Sidewalk Width	●
Reduce Pedestrian Crossing Distance	●
Increase Pedestrian Tree Shade	●
Maintain Traffic Flow	● ●
Event Traffic Management	●
Provides On-Street Parking	●
Facilitating Short-Term Parking	

Main Street
Couplet West Bound



Elm Street
Couplet East Bound



CIP Cost Estimates

Estimates of Probable Cost

Based on the recommendations for Capital Improvement Projects within Downtown, the following estimates have been generated to provide a high level understanding of costs needed for development.

4TH STREET PEDESTRIAN PLAZA

ITEM	UNIT	UNIT COST	QTY	COST
Site Prep & Demo	SY	$25.00	10,000	$250,000.00
Stamped Concrete Pavement	SY	$150.00	3,128	$469,200.00
Concrete Curb & Gutter	LF	$3.00	1,400	$4,200.00
ADA Ramps	EA	$2,500.00	8	$16,000.00
Crosswalk Striping	LF	$15.00	96	$1,440.00
Pavement Markings	LF	$2.00	700	$1,400.00
Concrete Sidewalk	SY	$50.00	1,600	$80,000.00
Brick/Decorative Pavers	SY	$70.00	7,000	$490,000.00
Sodding	SY	$4.00	2,000	$8,000.00
Streetscape & Lighting	LS	$300,000.00	1	$200,000.00
Landscaping	LS	$300,000.00	1	$200,000.00
Curb Inlets	EA	$3,000.00	2	$6,000.00
Storm Drainage	LS	$50,000.00	1	$50,000.00
Utility Allowance	LS	$300,000.00	1	$300,000.00
Construction Cost				$1,980,240.00
Design Cost (10%)				$198,024.00
Contingency (30%)				$594,072.00
Total Estimated Cost				**$2,772,336.00**

ELM STREET OPTION A

ITEM	UNIT	UNIT COST	QTY	COST
Site Prep & Demo	SY	$25.00	23,566	$589,146.89
Concrete Pavement	SY	$80.00	13,777	$1,102,157.87
Concrete Curb & Gutter	LF	$3.00	6,526	$19,578.00
ADA Ramps	EA	$2,500.00	32	$80,000.00
Crosswalk Striping	LF	$10.00	528	$5,280.00
Pavement Markings	LF	$2.00	9,789	$19,578.00
Concrete Sidewalk/ Bike Path	SY	$50.00	9.426	$471,317.51
Streetscape	LS	$100,000.00	1	$100,000.00
Landscaping	LS	$75,000.00	1	$75,000.00
Curb Inlets	EA	$3,000.00	16	$48,000.00
Storm Drainage	LF	$75.00	3,263	$244,725.00
Utility Allowance	LS	$100,000.00	1	$100,000.00
Construction Cost				$2,754,783.26
Design Cost (10%)				$275,478.33
Contingency (30%)				$826,434.98
Total Estimated Cost				**$3,856,696.57**

PARKING GARAGE

ITEM	UNIT	UNIT COST	QTY	COST
Parking Space	EA	$25,000.00	369	$9,225,000.00
Construction Cost				$9,225,000.00
Design Cost (10%)				$922,500.00
Contingency (30%)				$2,767,500.00
Total Estimated Cost				**$12,915,000.00**

Note: The typical cost of parking garages can be estimated by establishing a cost per space of the proposed facility. However, the range of costs can vary greatly depending on cost of materials, construction method, architectural design, and site challenges. In general, parking structures can cost between $18,000 per space to $50,000 per space.

For the proposed site of the 4th Street garage in Downtown Frisco, the team estimates the cost to be $25,000 per space in 2018 dollars. With a total of 379 parking spaces in the proposed garage for this site, it is estimated to cost approximately $9.2 Million.

MAIN STREET OPTION B

ITEM	UNIT	UNIT COST	QTY	COST
Site Prep & Demo	SY	$25.00	27,111	$677,777.10
Concrete Pavement	SY	$80.00	17,622	$1,409,763.68
Concrete Curb & Gutter	LF	$3.00	6,100	$18,300.00
Roundabout (including ROW Acquisition)	LS	$600,000.00	1	$600,000.00
ADA Ramps	EA	$2,000.00	36	$72,000.00
Crosswalk Striping	LF	$10.00	972	$9,720.00
Pavement Markings	LF	$2.00	9,150	$18,300.00
Concrete Sidewalk	SY	$50.00	9,489	$474,439.70
Streetscape	LS	$150,000.00	1	$150,000.00
Landscaping	LS	$100,000.00	1	$100,000.00
Curb Inlets	EA	$3,000.00	18	$54,000.00
Storm Drainage	LF	$75.00	3,050	$228,750.00
Traffic Signal Modifications	LS	$400,000.00	1	$400,000.00
Utility Allowance	LS	$100,000.00	1	$100,000.00
Construction Cost				$4,281,050.48
Design Cost (10%)				$428,105.05
Contingency (30%)				$1,284,315.14
Total Estimated Cost				**$5,993,470.67**

12” WATER LINE LOOP CONNECTIONS

ITEM	UNIT	UNIT COST	QTY	COST
12” WL, 5th Street - Half Main to Oak Street	LF	$250.00	560	$140,000.00
12” WL, Half Main to Maple Street	LF	$250.00	1,230	$307,500.00
12” WL, Ash Street - 1st to 5th/Parkwood	LF	$250.00	1,450	$362,500.00
12” WL, Parkwood - Hickory to Ash Street	LF	$250.00	350	$87,500.00
12” WL, Ash to Pecan	LF	$250.00	350	$87,500.00
12” WL, Elm to Main	LF	$250.00	350	$87,500.00
12” WL, 4th Street - Pecan to Walnut	LF	$250.00	1,400	$350,000.00
Construction Cost				$1,422,500.00
Design Cost (10%)				$142,250.00
Contingency (30%)				$426,750.00
Total Estimated Cost				**$1,991,500.00**

1ST STREET REROUTE / 2ND STREET

ITEM	UNIT	UNIT COST	QTY	COST
Site Prep & Demo	SY	$25.00	13,332	$333,300.00
Concrete Pavement	SY	$70.00	8,889	$622,216.00
Concrete Curb & Gutter	LF	$3.00	4,000	$12,000.00
ADA Ramps	EA	$2,000.00	4	$8,000.00
Crosswalk Striping	LF	$10.00	72	$720.00
Pavement Markings	LF	$2.00	4,000	$8,000.00
Concrete Sidewalk	SY	$50.00	4,444	$222,220.00
Streetscape	LS	$50,000.00	1	$50,000.00
Landscaping	LS	$30,000.00	1	$30,000.00
Curb Inlets	EA	$3,000.00	2	$6,000.00
Storm Drainage	LF	$75.00	1,238	$92,850.00
Utility Allowance	LS	$25,000.00	1	$25,000.00
Construction Cost				$1,385,306.00
Design Cost (10%)				$138,530.60
Contingency (30%)				$415,591.80
Total Estimated Cost				**$1,939,428.40**

LOCAL STREET IMPROVEMENTS

ITEM	UNIT	UNIT COST	QTY	COST
Site Prep & Demo	SY	$25.00	115,962	$2,899,052.66
Concrete Pavement	SY	$70.00	72,899	$5,102,948.97
Concrete Curb & Gutter	LF	$3.00	34,790	$104,370.00
ADA Ramps	EA	$2,000.00	124	$248,000.00
Crosswalk Striping	LF	$10.00	13,608	$136,080.00
Pavement Markings	LF	$2.00	34,790	$69,580.00
Concrete Sidewalk	SY	$50.00	43,062	$2,153,089.00
Construction Cost				$10,713,121.21
Design Cost (10%)				$1,071,312.12
Contingency (30%)				$3,213,936.36
Total Estimated Cost				**$14,998,369.69**

- Walnut Street from 2nd to N County Road
- Oak Street from 2nd to N County Road
- Pecan - 1st to County Road
- Ash Street - 1st to County Road
- 1st Street to Main Street
- Maple - 2nd Street to County Road
- 2nd Street - Ash to Main Street
- 3rd Street to Maple Street
- 4th Street - Ash to Elm Street
- 5th Street - Main to Maple Street
- 6th Street from Hickory to Maple Street
- 7th Street from Hickory to Oak Street

Traffic Demand Analysis

Traffic Analysis

BACKGROUND

Downtown Frisco is a unique area within the City of Frisco. With its origins beginning in the early 1900s, transportation in Downtown has evolved over time. In the present day, vehicle trips are the primary method of travel for people living in or traveling to Frisco. However, within Downtown Frisco, access is shared by pedestrians, vehicle traffic, and bicycle users. Downtown Frisco businesses, both existing and future, can thrive when customers are able to visit by car, bike and by foot.

The major thoroughfares in Downtown Frisco consist of Main Street, 5th Street, and North County Road. Main Street is the primary east-west corridor within Downtown and carries the majority of the traffic. 5th Street is an important corridor that connects Downtown Frisco to areas south as it changes into Parkwood Boulevard. North County Road is a collector that connects Main Street to Eldorado Parkway to the north. Although Cotton Gin Road does not currently connect from the Dallas North Tollway to 5th Street, it is an important connection on the Frisco Thoroughfare Plan that may be constructed in the future.

The majority of the lane miles within Downtown Frisco are characterized as local roadways. These local roadways have been designed as a traditional grid with a block spacing of 320’. This traditional grid provides many mobility opportunities to improve connectivity for all modes, including motor vehicles, pedestrians,

Figure 1: Frisco Thoroughfare Plan

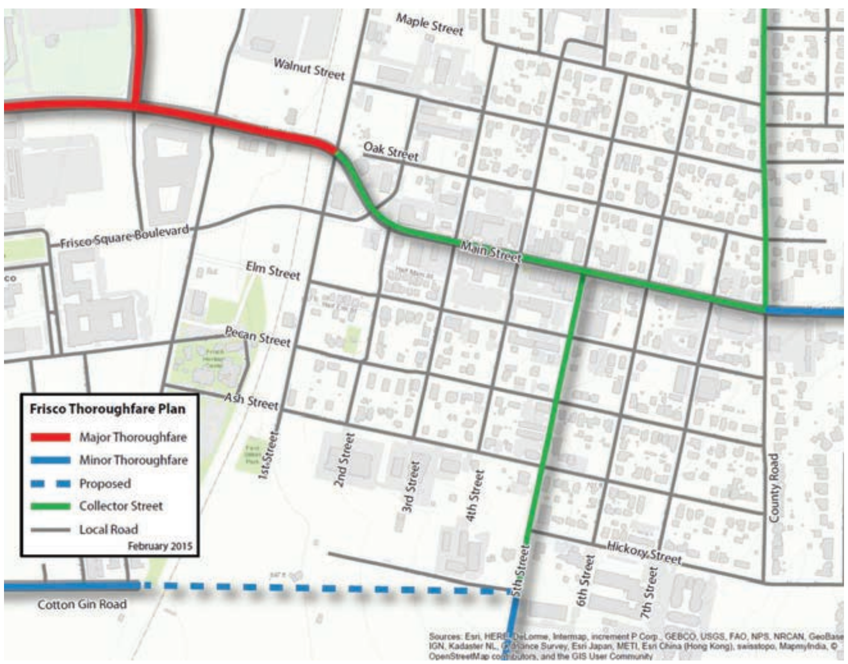


Figure 2: Downtown Intersection Control Map

and bicyclists. It also increases opportunities to provide on-street parking in proximity to key destinations within Downtown.

Currently, Downtown Frisco has traffic signals at the intersections of Main Street and 5th Street and North County/South County Road. All of the local streets within Downtown are controlled by stop signs. The east-west local roadways have stop signs at each intersection with the north/south movements having free-flow conditions. Figure 2, on the previous page, identifies the locations of traffic signals and stop signs within Downtown.

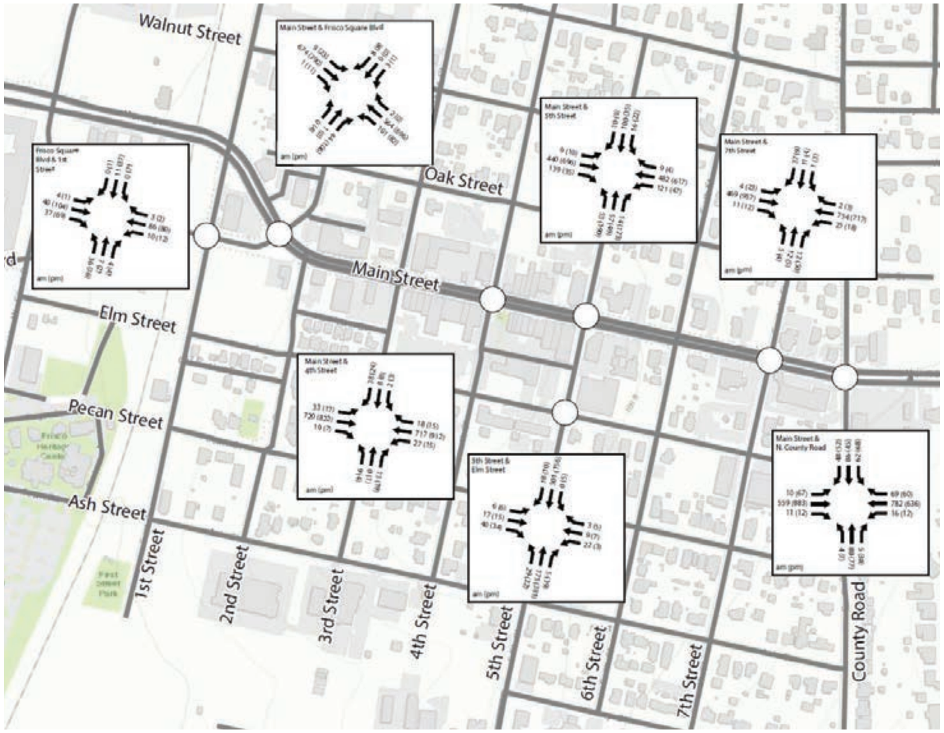
EXISTING 24-HOUR TRAFFIC & PEAK-HOUR TURNING MOVEMENT COUNTS (TMCs)

Traffic counts used for this traffic analysis were collected by the City of Frisco. 24-hour traffic counts were made available from the City of Frisco's online city maps page and TMCs were collected by the City of Frisco's engineering department. This data was used to evaluate the traffic conditions within Downtown Frisco. Figure 3 demonstrates the 24-hour traffic volumes in the area.

TMCs were collected to evaluate the traffic conditions during the peak times and to assist in evaluating the traffic conditions at intersections in the study area. The TMCs identify the traffic volumes for each turning movement at

Figure 3: 24-Hour Traffic Volumes

Figure 4: Turning Movement Count



the intersection to determine if operational changes are needed. TMCs were collected at the following intersections:

- Main Street @ 1st Street
- Main Street @ 2nd Street/Frisco Square Boulevard
- Main Street @ 3rd Street
- Main Street @ 4th Street
- Main Street @ 5th Street
- Main Street @ 6th Street
- Main Street @ 7th Street
- Main Street @ North County Road/South County Road
- Oak Street @ 5th Street
- Oak Street @ North County Road
- Frisco Square Boulevard @ 1st Street

Figure 5: Intersection Level-of-Service (LOS)

- Elm Street @ 5th Street
- Elm Street @ South County Road
- 5th Street @ Ash Street
- 5th Street @ Hickory Street
- Ash Street @ 1st Street

There are seven key intersections that were analyzed as part of this traffic study. Figure 4 identifies those locations and the turning movement volumes for the AM and PM peak periods. Since some of the intersections were collected on different days, the volumes along the Main Street corridor were balanced to account for daily traffic discrepancies. Each of the seven key intersections were inputted into Synchro to be analyzed further and to evaluate level-of-service (LOS) for each of the turning movements.

Figure 6: Travel Demand Model Forecast Network

Figure 8: Travel Demand Model Adjusted Forecast Network

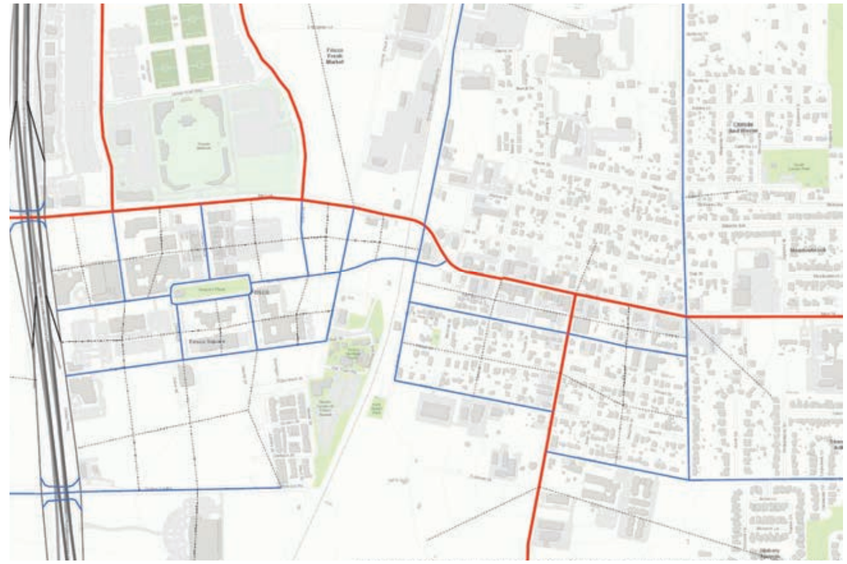


Figure 7: Travel Demand Model Forecast Demographics

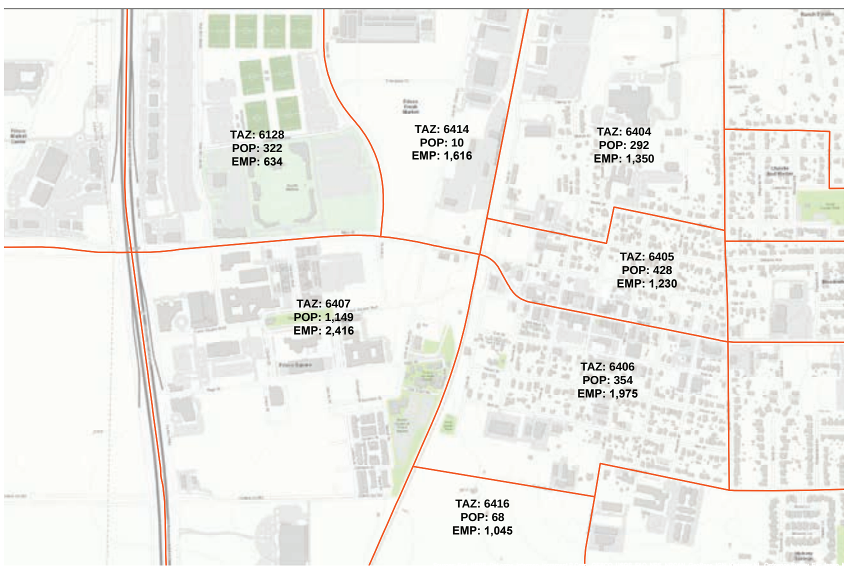
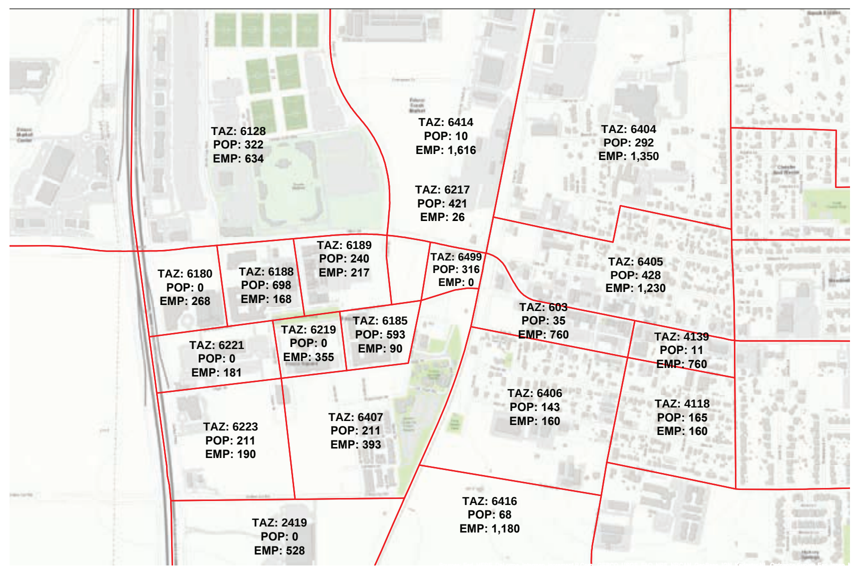


Figure 9: Travel Demand Model Adjusted Forecast Demographics



Future Traffic Demand

Future traffic projections are developed through a process of travel demand modeling. Travel demand modeling anticipates future traffic based on changes in the roadway network and demographics such as number of households and employment. The City of Frisco developed a regional travel demand model that takes into consideration these roadway and demographic changes that are expected by the year 2035. Future roadways in the Frisco travel demand model are based on the City's Thoroughfare Plan and future demographics are based on the City's most recent Comprehensive Plan. Both of these planning efforts were last updated in 2015.

For this traffic study, the Frisco travel demand model for 2035 was used to analyze alternatives for Downtown Frisco. Roadway configurations were updated to reflect a more refined network of streets within the Downtown and within Frisco Square. Demographics were updated to reflect changes in the loading of trips onto the model network based on the unique network present in both Frisco Square and Downtown Frisco. Due to increased residential development in the Frisco Square area, the population was increased to reflect these new characteristics. All other demographics in the area remained consistent with the approved 2035 model developed for the Frisco Comprehensive Plan.

Figures 6 - 8 demonstrate the updates to the model network and the demographics that were made for this traffic study.

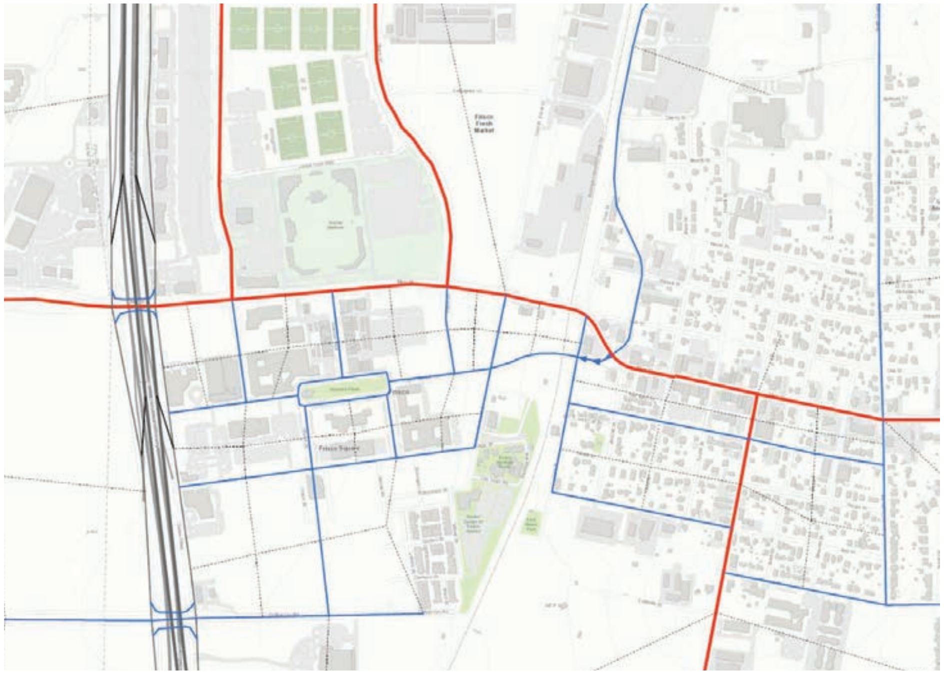
Traffic Scenarios

To better understand the implications of proposed improvements for Downtown Frisco and the surrounding area, a number of model scenarios were developed. These scenarios were developed to determine how much each improvement affects traffic conditions in the area. Below is a description of each scenario.

Scenario 1: Base Scenario

Using the model network demonstrated in Figure 8, this scenario is the base to which the other two scenarios are compared. The base scenario assumes the existing roadway network will be in place plus the extension of Church Street south to Cotton Gin Road in the Frisco Square district. In addition, the base scenario includes the changes to the Main Street corridor recommended in this report: the realignment of 1st Street north of Main Street to connect with 2nd Street, one-way operation of Frisco Square Boulevard between Main Street and 1st Street, and the Option B cross section for Main Street. An update of the base network is demonstrated in Figure 10.

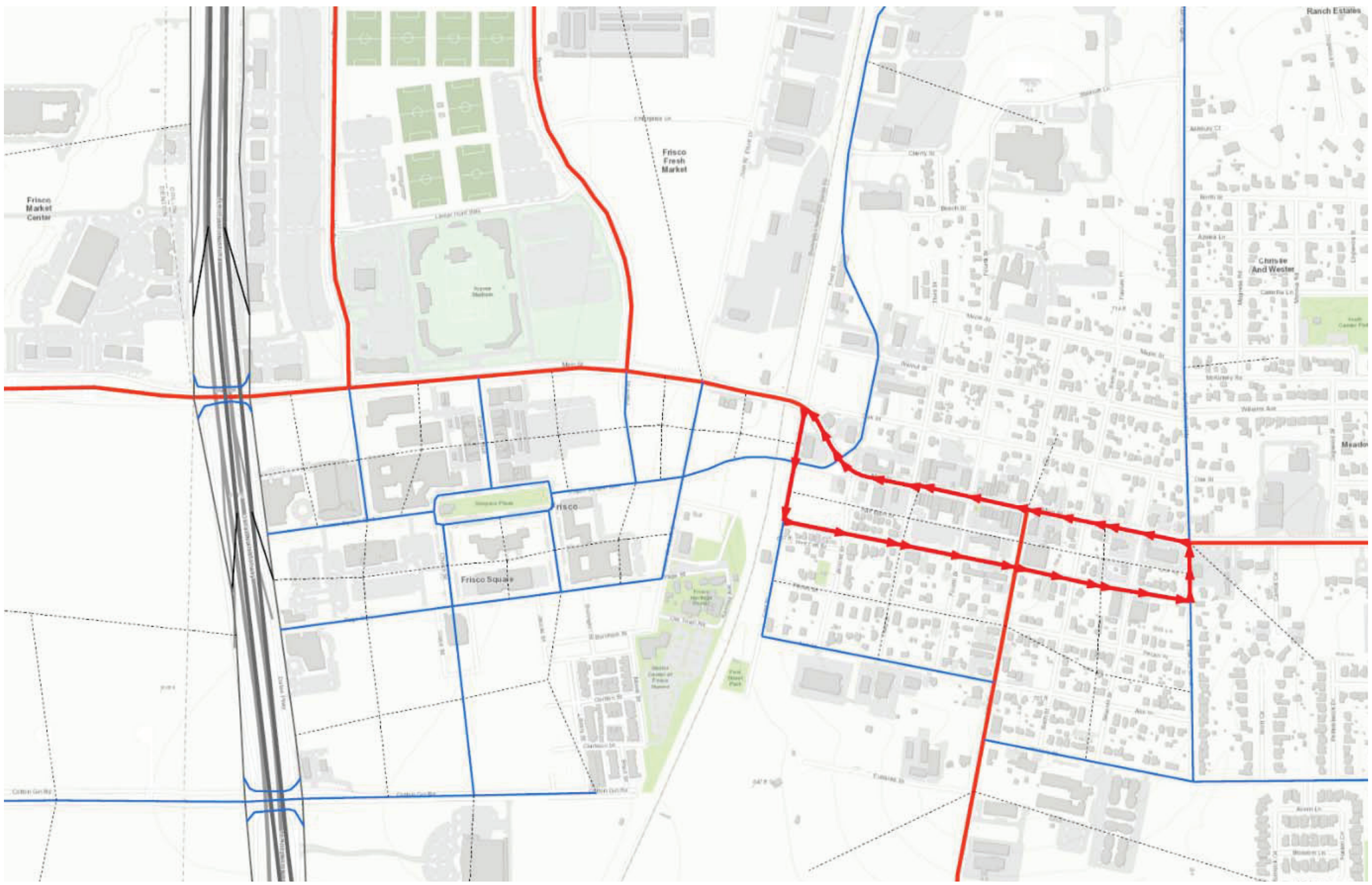
Figure 10: Scenario 1 - Base



Scenario 2: Main Street Couplet

Using the network from Scenario 1 as a starting point for Scenario 2, this scenario tests additional capacity on Main Street in Frisco Downtown. The Main Street Couplet creates one-way operation in the westbound direction on Main Street between North County Road and 1st Street. In the eastbound direction, Elm Street is used as the primary connection. Each of these corridors were tested with two lanes in one direction. Although this scenario tests a specific alignment from North County Road to 1st Street, it is important to note that the actual alignment, if implemented, could vary from what is being presented. All that was being tested is the potential benefit of creating a one-way couplet to accommodate more traffic through this area. Figure 11 demonstrates the roadway network that was tested in this scenario.

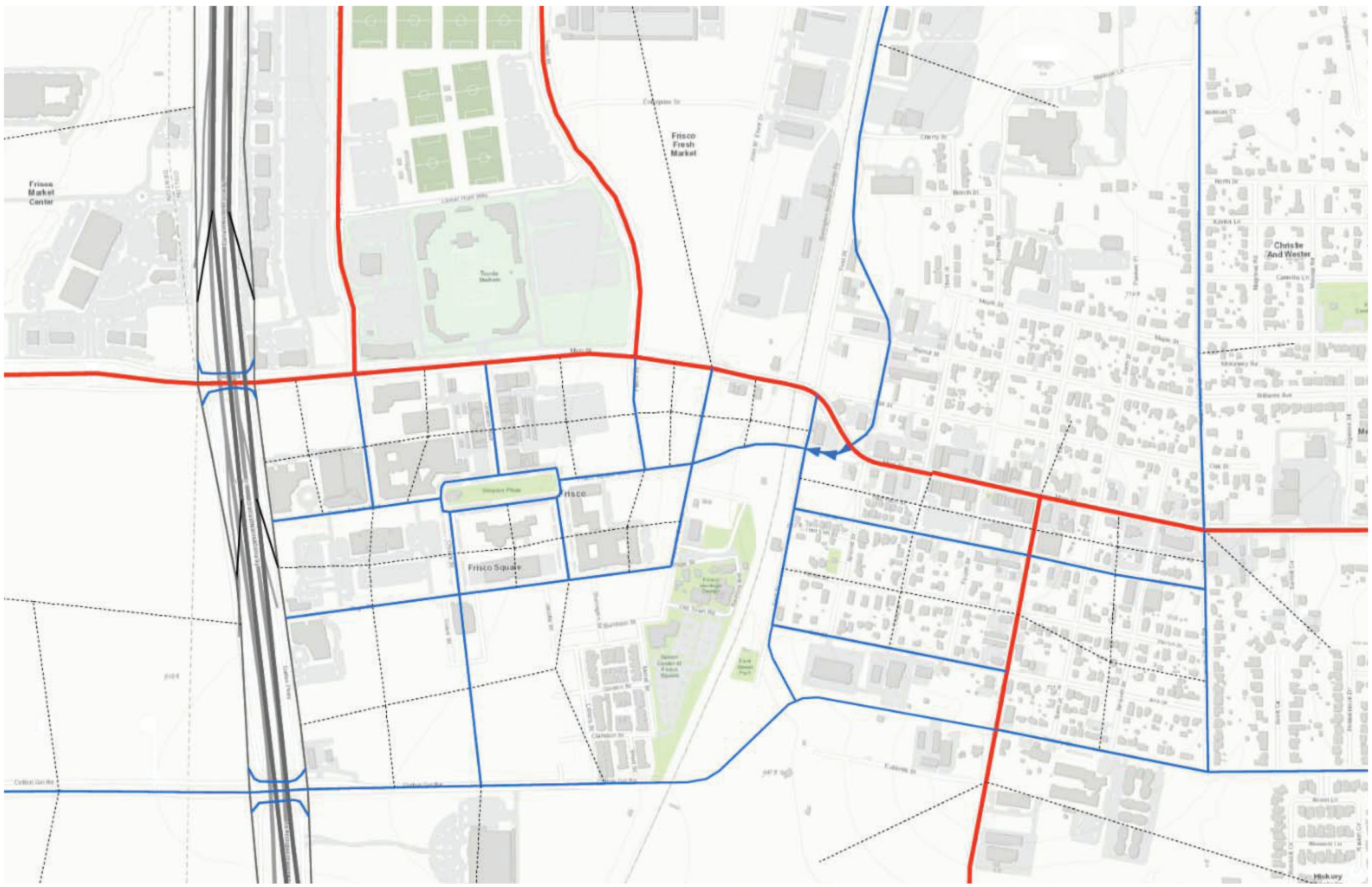
Figure 11: Scenario 2 - Main Street Couplet



Scenario 3: Cotton Gin Road Extension

The City of Frisco's Thoroughfare Plan identifies Cotton Gin Road as a potential connection from the Dallas North Tollway to 5th Street. Currently, Cotton Gin terminates at the railroad and is not planned to connect to 5th Street in the near future. The purpose of this scenario is to test the travel demand model to see how much traffic this connection pulls from the Main Street corridor. The evaluation of this scenario will assist in determining the value that Cotton Gin has on the overall street network in Frisco. Figure 12 demonstrates a potential configuration of Cotton Gin Road, but does not indicate an actual or preferred alignment. Further study would be needed to determine the alignment and whether it would be a tunnel or an overpass.

Figure 12: Scenario 3 - Cotton Gin Road Extension



2035 Travel Demand Model Results

The Frisco travel demand model uses future demographic growth expected in the year 2035 to evaluate traffic characteristics and trip patterns. The travel demand model network generally reflect functionally classified roadways such as highways, arterials, and collectors. For the purposes of this analysis, the model results were developed to compare how different scenarios responded to changing network conditions in Downtown Frisco and Frisco Square.

2035 SCENARIO 1: BASE NETWORK

Scenario 1 demonstrates the base condition including Main Street as one lane in each direction, Frisco Square Boulevard as one-way between Main Street and 1st Street, and the inclusion of collector roadways in Frisco Square and Downtown Frisco. Volumes on Main Street are similar to the current conditions and similar to the future volumes established in the Frisco Comprehensive Plan. In this scenario, more traffic has been distributed onto Elm Street, 1st Street, Ash Street and Hickory Street as they are not included in the original 2035 Comprehensive Plan model run.

GATEWAY PLANNING

2035 SCENARIO 2: MAIN STREET COUPLET

Scenario 2 demonstrates an increased east west traffic flow utilizing Main Street and Elm Street as one-way pairs. Each of the pairs has 2 lanes in each direction which essentially doubles the roadway capacity in the corridor. In Scenario 1, the volume along the corridor is under 20,000 vehicles per day. Combining the volumes on Main Street and Elm Street in Scenario 2 increases the volumes to over 30,000 vehicles per day. In this scenario volumes on Ash Street and Hickory Street are reduced, however volumes on 5th Street increases between Scenario 1 and Scenario 2. This reduction of volumes of some of the collector may be attributed to the expanded capacity on the Main/Elm Street corridor.

2035 SCENARIO 3: COTTON GIN ROAD EXTENSION

Scenario 3 maintains the same network as Scenario 1 with the exception of the extension of Cotton Gin across the railroad to 5th Street to connect with Hickory Street. This is a similar network connection that is demonstrated in Frisco's Thoroughfare Plan. In Scenario 3, model volumes along Main Street are reduced in comparison to Scenario 1 and Scenario 2. Additional traffic is distributed to Cotton Gin, but not a significant amount to impact surrounding neighborhoods.

The connection of Cotton Gin provides improved network connectivity between Downtown Frisco and Frisco Square and reduces the traffic on Main Street. If feasible, it would be recommended to make the connection of Cotton Gin across the railroad to 5th Street.

Intersection Operations Analysis

TRAFFIC SCENARIOS

The following traffic scenarios were analyzed for AM and PM peak hours in this study:

- Existing Conditions: Analysis of the existing traffic conditions, utilizing the collected traffic counts and traffic signal timing data.
- Proposed Conditions: Analysis of redistributed traffic per the Base Scenario travel demand model.

Growth Rate

To determine future TMCs, the existing 2018 TMCs were grown by 1.5% for 10 years to align with prior Main Street studies.

TRAFFIC ANALYSIS

After developing the projected turning movement volumes for the AM and PM peak hours, capacity analyses were performed for existing conditions and proposed conditions. Intersection operations were analyzed using Synchro 9 and VISSIM, software developed to automate procedures found in the Highway Capacity Manual. Results of the existing and proposed conditions analyses were compared to determine the impact of the proposed modifications.

Results of the capacity analyses are reported in standard level of service (LOS) format, with the most favorable conditions being designated as LOS A and the poorest conditions indicated by LOS F. Intersection level of service is based on the amount of delay that each vehicle encounters at a given intersection. The level of service criteria for signalized intersections, roundabouts, and unsignalized intersections can be seen in Figure 13.

Figure 13: Level of Service Criteria

LEVEL OF SERVICE	STOPPED DELAY (SECONDS/VEHICLE)		
	SIGNALIZED INTERSECTIONS	ROUNDABOUTS	UNSIGNALIZED INTERSECTIONS
A	≤ 10	≤ 10	≤ 10
B	≤ 10 and ≤ 20	> 10 and ≤ 25	> 10 and ≤ 15
C	> 20 and ≤ 35	> 20 and ≤ 35	> 15 and ≤ 25
D	> 35 and ≤ 55	> 35 and ≤ 50	> 25 and ≤ 35
E	> 55 and ≤ 80	> 50 and ≤ 70	> 35 and ≤ 50
F	> 80	> 70	> 50

Transportation agencies generally consider operations at or above LOS C to be acceptable. In more dense areas, operations at or above LOS D may also be considered acceptable during peak traffic hours.

The following sections describe focus intersections within the Frisco Downtown Master Plan. An overall comparison of existing and proposed AM and PM peak hour level of service and delay can be found in Figure 14 and Figure 15.

Figure 14: AM Peak Hour Level of Service Comparison

ANALYSIS PERIOD	LEVEL OF SERVICE (DELAY IN SECONDS PER VEHICLE) BY APPROACH AND MOVEMENT												
	EASTBOUND			WESTBOUND			NORTHBOUND			SOUTHBOUND			INTERSECTION
	LEFT	THRU	RIGHT	LEFT	THRU	RIGHT	LEFT	THRU	RIGHT	LEFT	THRU	RIGHT	
(1) Frisco Square Boulevard and 1st Street*													
Existing	A			A			B			B			N/A
	0.5			0.9			10.8			11.1			
Proposed	A			A			B			B			N/A
	0.5			3.8			10.2			10.4			
(2) Main Street and 2nd Street*													
Existing	C			E			A			A			N/A
	17.7			47.7			0.2			1.5			
Proposed #	F	F	E	A	A	A	-	-	-	A	B	A	D
	63.8	66.4	46.6	5.7	5.1	3.4	-	-	-	6.1	10.1	4.9	31.9
(3) Main Street and 4th Street*													
Existing	A			A			E			D			N/A
	0.4			0.3			47.6			27.4			
Proposed	A			A			F			E			N/A
	0.4			0.4			93.4			41.4			
(4) Main Street and 5th Street													
Existing	A	B	B	A	A	A	F	E	E	E	E	E	C
	2.7	19.5	19.5	3.5	3.1	3.1	121.0	74.8	74.8	61.4	71.7	71.7	21.6
Proposed	A	B	A	A	A	A	F	E	E	E	E	E	B
	3.7	13.9	1.5	3.4	3.6	3.6	131.5	74.5	74.5	60.5	70.4	70.4	18.8
(5) Main Street and 7th Street*													
Existing	A			A			E			D			N/A
	0.1			0.3			39.0			26.5			
Proposed	A			A			F			E			N/A
	0.1			0.3			70.4			40.1			
(6) Main Street and County Road													
Existing	A	A	A	A	B	A	E	E	E	F	F	F	C
	7.6	8.3	8.3	4.2	12.0	2.9	57.0	57.0	57.0	85.1	85.1	85.1	21.0
Proposed	A	A	A	A	B	A	D	D	D	F	F	F	C
	5.0	5.6	5.6	5.3	18.5	3.6	53.7	53.7	53.7	84.8	84.8	84.8	22.9
(7) Elm Street and 5th Street*													
Existing	C			C			A			A			N/A
	15.5			20.2			1.2			0.0			
Proposed	C			D			A			A			N/A
	18.3			26.3			1.5			0.0			

*Unsignalized Intersection

#Roundabout

Figure 15: PM Peak Hour Level of Service Comparison

ANALYSIS PERIOD	LEVEL OF SERVICE (DELAY IN SECONDS PER VEHICLE) BY APPROACH AND MOVEMENT												INTERSECTION
	EASTBOUND			WESTBOUND			NORTHBOUND			SOUTHBOUND			
	LEFT	THRU	RIGHT	LEFT	THRU	RIGHT	LEFT	THRU	RIGHT	LEFT	THRU	RIGHT	
(1) Frisco Square Boulevard and 1st Street*													
Existing	A			A			B			B			N/A
	0.1			0.9			14.4			12.8			
Proposed	A			A			C			C			N/A
	0.0			0.9			16.8			15.3			
(2) Main Street and 2nd Street*													
Existing	D			F			A			A			N/A
	28.9			64.6			1.5			0.4			
Proposed #	F	F	E	B	A	A	-	-	-	B	A	A	D
	70.8	76.4	60.7	10.8	9.0	8.8	-	-	-	12.1	9.2	9.3	34.0
(3) Main Street and 4th Street*													
Existing	A			A			E			D			N/A
	0.2			0.2			40.2			31.3			
Proposed	A			A			F			E			N/A
	0.2			0.2			76.7			46.8			
(4) Main Street and 5th Street													
Existing	A	B	B	A	A	A	E	C	C	D	E	E	C
	2.5	15.1	15.1	3.1	3.7	3.7	77.3	27.6	27.6	54.5	73.2	73.2	20.0
Proposed	A	D	A	B	A	A	F	C	C	E	E	E	C
	6.5	35.3	1.0	16.9	4.7	4.7	86.7	30.9	30.9	55.2	76.7	76.7	29.8
(5) Main Street and 7th Street*													
Existing	A			A			E			F			N/A
	0.2			0.3			40.4			53.7			
Proposed	A			A			F			F			N/A
	0.2			0.2			96.2			108.0			
(6) Main Street and County Road													
Existing	A	A	A	A	C	A	E	E	E	F	F	F	C
	3.6.	3.9	3.9	4.2	23.0	2.5	56.7	56.7	56.7	103.6	103.6	103.6	21.6
Proposed	A	A	A	A	C	A	D	D	D	F	F	F	C
	5.2	5.0	5.0	4.9	32.0	3.4	54.6	54.6	54.6	103.2	103.2	103.2	25.1
(7) Elm Street and 5th Street*													
Existing	B			B			A			A			N/A
	12.2			14.1			0.4			0.2			
Proposed	B			C			A			A			N/A
	13.4			15.6			0.4			0.3			

*Unsignalized Intersection

#Roundabout

MAIN STREET AND FRISCO SQUARE BOULEVARD ROUNDABOUT

Scenario 1 Base Scenario includes converting Main Street and Frisco Square Boulevard to a single-lane roundabout. In addition, Frisco Square Boulevard was modeled as one-way westbound between the proposed roundabout and 1st Street. To understand how a roundabout would function in this location a VISSIM model was developed for both AM and PM peak hours. As can be seen in Figure 14 and Figure 15, both AM and PM peak hours operate at an acceptable level of service. Queue length at the roundabout is especially critical due to the railroad the west. Maximum queue lengths are about 300 feet in both directions along Main Street. This is acceptable.

Main Street and 5th Street

Main Street and 5th Street is a key intersection in downtown Frisco. It connects Main Street, downtown's east-west connection, with 5th Street, a vital connection to the south. Turning movement volumes between Main Street and 5th Street south are fairly high and were specifically analyzed to determine if an eastbound right-turn lane would be necessary. From Synchro analysis, a right-turn lane is not operationally necessary, but from a safety and efficiency standpoint it is recommended. Due to the high amount of pedestrian expected along Main Street in the future, right-turning vehicles will most likely have to wait to turn. A stopped vehicle in the through lane may increase rear-end crashes while also reduce the capacity. Figure 16 details the recommended right-turn lane length in the AM and PM peak hours.

Under the Base Scenario, Main Street and 5th Street will have an acceptable Level of Service for both AM and PM peak hours, Figure 14 and Figure 15. No additional improvements are recommended at this time.

Figure 16: Main Street & 5th Street Right-Turn Storage Lengths

	RIGHT-TURN STORAGE LENGTH (FT)
AM Peak	75
PM Peak	20
Recommended	**100**

Elm Street and 5th Street

Due to the conversion of Frisco Square Boulevard east of 1st Street to a one-way westbound, a larger volume of vehicles traveling eastbound on Frisco Square Boulevard will turn right and utilize Elm Street to continue east. To accommodate this increased volume, the intersections along Elm Street will remain two-way stop-controlled (TWSC), but with Elm Street as the through street. The only exception to this will be Elm Street and 5th Street where 5th Street with be the through street. Elm Street and 5th Street was analyzed to ensure that a TWSC will still function properly into the future. Figure 14 and Figure 15 details the results of analysis of Elm Street and 5th Street after the new street configurations are in place.

Main Street and County Road

Main Street and County Road was specifically analyzed due to the minimal right-of-way on County Road and increased traffic due to the conversion of Frisco Square Boulevard to a one-way. Under the Base Scenario, Main Street and County Road will have an acceptable Level of Service for both AM and PM peak hours, Figure 14 and Figure 15. No additional improvements are recommended at this time.

GATEWAY
PLANNING