

Unleashing the Rail District Experience

FRISCO, TX

A VELOCITY GROUP REPORT

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The City of Frisco has heavily invested in its *Historic Downtown Rail District.*

In 2018, the City updated their Downtown Master Plan that reaffirmed the City's focus on placemaking principals with an emphasis on being people-centric. Based on the Master Plan recommendations, the citizens voted to approve three bonds for the Rail District in 2019.

01.

Rebuilding Elm Street that includes sidewalks, street trees, on-street parking, and curb and gutter.

02.

Rebuilding Main Street making the sidewalks wider, installing street trees and landscaping.

03.

Closing 4th Street between Main and Elm Streets and acquiring strategic right-of-way for the construction of a new public plaza to activate the Rail District. This plaza will include live performances, public events, festivals, food trucks and other activities.

In 2023, citizens approved another bond for building a public parking garage per the Downtown Master Plan. As one of the major property owners downtown, the City of Frisco owns the plaza area, the property for the future public parking garage, and most of the property to the north of the future public parking garage (Frisco's former City Hall).

One of the City Council's top 10 priorities from the 2023 annual work session was "Downtown 2040 Vision" as we discussed how to bring the plaza, parking garage, and redevelopment of the former city hall into a cohesive and catalytic project that is centrally located in Downtown, and what was once Frisco's mercantile area.

Staff conducted a workshop with City Council to gather ideas for the city's property. During a coordinated tour of several downtowns in northwest Arkansas to get additional thoughts and ideas for Frisco's Downtown, we met Daniel Hintz of the Velocity Group in Bentonville. His work as Executive Director of Downtown Bentonville, Inc. help foster a growing arts, entertainment, culinary, and entrepreneurial scene which has earned national attention for the 1,765-acre Downtown District. Since leaving that position in 2014, Daniel has been engaged in over 60 communities around North America on a wide variety of public, private and civic non-profit projects and initiatives.

The City hired Velocity for their experience in bringing downtowns back to life. Daniel Hintz and Sandy Wright conducted a deep dive interviewing civic leaders, businesses, citizens, Chamber of Commerce, and the Downtown Advisory Board, to name a few. Their observations — including some provocations to think bigger, broader and more comprehensively — are coupled with and utilize concepts various City Departments have already included in their CIP plans. The goal is to bridge what is in the works with a bigger picture of what can be to push the Rail District — and Frisco — to greater heights.

John Lettelleir, FAICP, Development Services Director, City of Frisco

Marla Roe, CDMA,CTA, Executive Director, Visit Frisco

Velocity Project Scope

- Two and a half days engaging over 100 stakeholders
- Focus on vision and frameworks for implementation & alignment strategies
- Tinker under the hood of the 2018 Downtown Master Plan
- Inspire an experience design approach to the Rail District
- Provide a final report for further discussion based on initial findings



Thank you

Thank you to the Mayor, City Council, City Manager, City Staff, Developers, Small Business Owners, local residents and the array of community partners of Frisco, Texas. Your incredible passion and deep community wisdom provided the vital insights that informed this report. We were honored to share conversations and ideas with all of you.

A special thanks to John Lettelleir, Marla Roe and their team for the inspiration and support in organizing our 2.5 day visit.



About *Velocity Group*

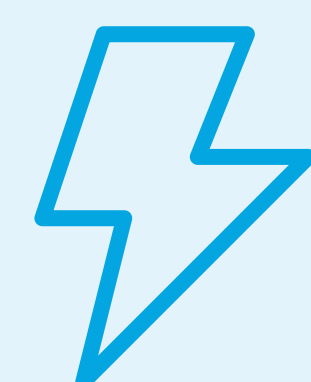
The Velocity Group is an experience design firm that helps clients uncover and cultivate their unique DNA of Place™. We have worked with municipalities, non-profits and private market clients all over North America, integrating practical actions with aspirations and vision to focus and align people, ideas and investments.

Our distinctive Theater of Cool™ placemaking model offers a systems-based approach that utilizes tested urban design principles, free market economics, retail science, street-level activations, customer affinity, shopping psychology, public policy and storytelling. Our process engages the full experience of a community or project by aligning context, design, activation and engagement, offering our clients a new perspective for unlocking their economic, social and cultural value for maximum benefit.

We employ an iterative — and robust — discovery process and sculpt our work, strategy and teams around understanding and implementing the big vision and specific issues as they arise. This flexibility ensures resources are committed with clear goals and expectations, while leaving opportunity for constant discovery.

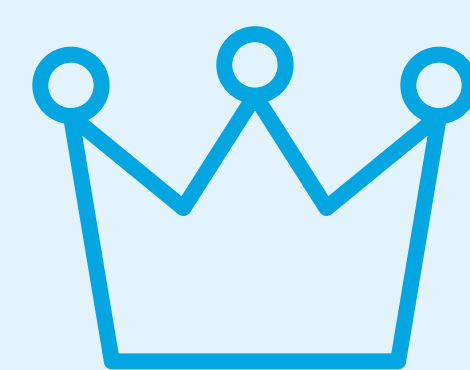


Our Values



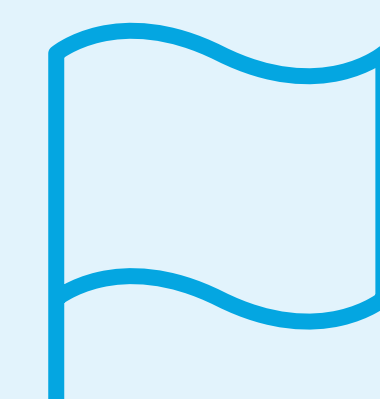
We Believe

in creating plans that grow from what you have and respect existing assets, cultures and stories.



We Challenge

the status quo by helping craft audacious visions, implementable strategies and viable ongoing actions that expand the possible.



We Celebrate

the people making things happen in the community and provide the resources and support to grow the local capacity for the desired change.

Our *DNA of Place*TM Model

Identifying the core markers of a functioning and successful city and its perceived value to residents, visitors and investors is key. These four realms — safety, selection, service and surprise — make up the intrinsic character of your community and the desired quality of life that attracts people, attention and opportunity.



Safety

Protect and serve the entire community to live their best lives, with common factors including: economic stability, low cost of living, strong neighborhood connections, inclusive public realm design, positive community engagement, clear vision, consistent decision-making, and comprehensive public policy and municipal investment strategies.



Service

Serving the needs of the community and individuals, delivering constant economic and social value is the core of service. In turn, these same systems provide agency for people to actively participate in the crafting of their desired community experience.



Selection

Cultivating citizen and visitor choices that are informed by the outside influences and internal desires that affect a person's behavior. This deepens their connection to a community by expanding offerings from everyday purchases to cultural, social and economic needs and wants.



Surprise

Positive surprise and exceeding expectations fuels great stories, satisfied customers and engaged citizenry. In turn, this attracts positive attention to grow economic, social and cultural value over time.

Theater of Cool™



The work of developing a sense of place sits at the intersection of the Hardware and Software of community. The Hardware is defined as the physical components of a city — like utility and street infrastructure, buildings, sidewalks, parks, trails, etc. The Software includes vision, process, planning and public policy, activations and events, brand and storytelling, and the strength of associated organizations and individuals.

Both realms are dependent on each other, as the Hardware cannot perform without the instructions, procedures and tasks provided by the Software, and the Software cannot be executed without relevant and well-designed Hardware. Our comprehensive placemaking Theater of Cool™ model of planning, engagement and activation is an intentional process of thinking that incorporates and aligns the Hardware and Software of place.

1 Identify the Stage

Understanding the physical, social, cultural, emotional geography of the initiative and using the desired experience of that area as the aligning principle around municipal policy, economic development strategies, brand and story, activation and organizational structure at the block, street and building level.

3 Place the Props

Each element of the street contributes to the overall experience and identity of the project focus area and must include strategic placement of retail, leisure and entertainment activities to compel exploration and fulfill the needs and wants of consumers. Striking the right balance in the total offerings — which includes retail spaces, restaurants, food trucks, parklets, street trees, public art, benches, wayfinding, and more - throughout the district is key in creating memorable experiences and compelling return visits.

2 Design the Set

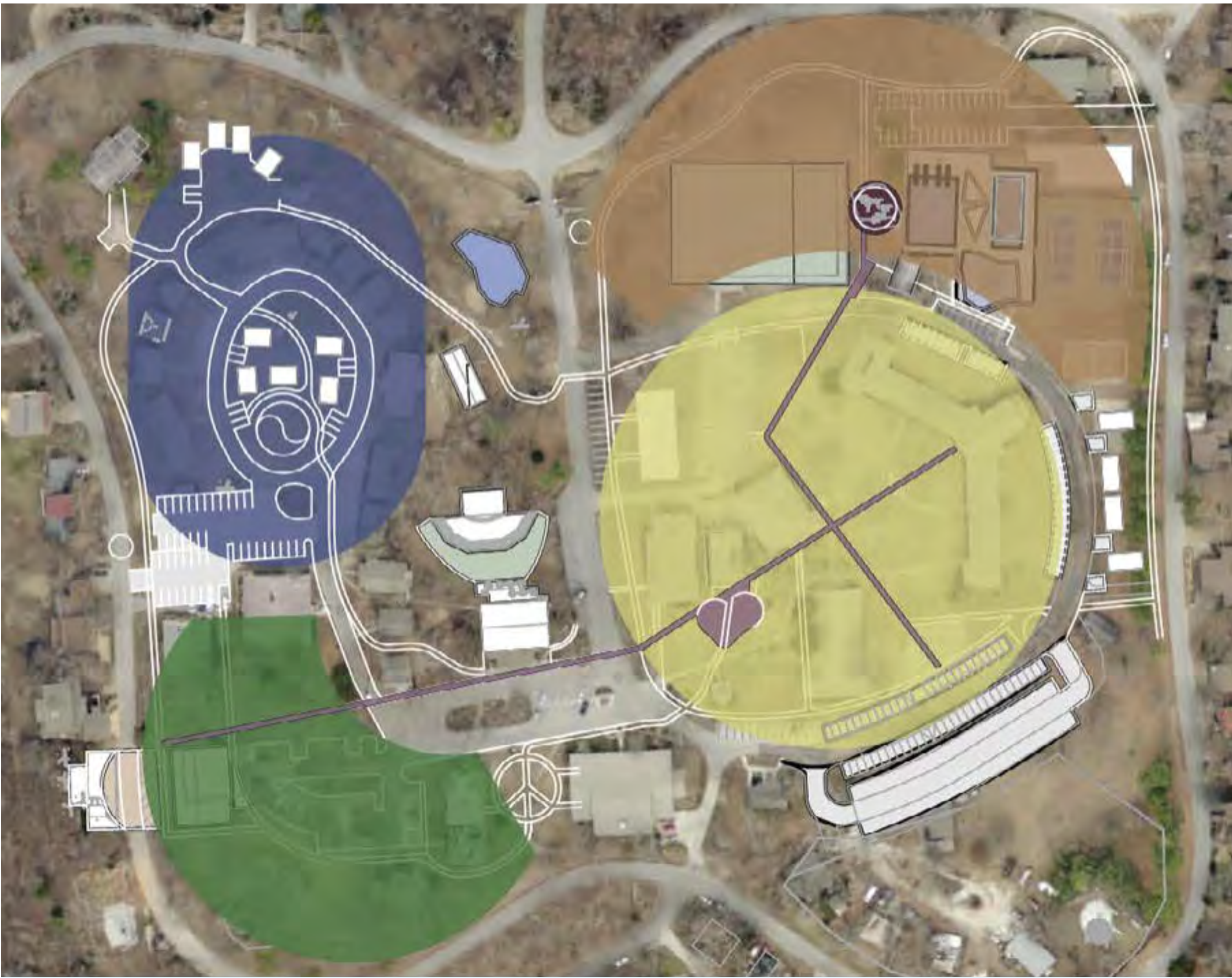
Focusing on the form and function of the target areas, the strategies around set design should support the overall desired experience and includes relevant building typology and design, street connectivity and functionality; sidewalks, trails and public parks and utility infrastructure.

4 Engage the Actors

People always have stories to tell and the key to activating that human superpower is to cultivate, craft and deliver on experiences that compel them to tell their friends! Activating the district with a season of productions that align with and enhance the focus area brand is vital. So is developing storytelling platforms that enhance and expand the social network and strengthen the organizational mechanisms that ensure consistency and sustainability of the experience.

Identify *the Stage*

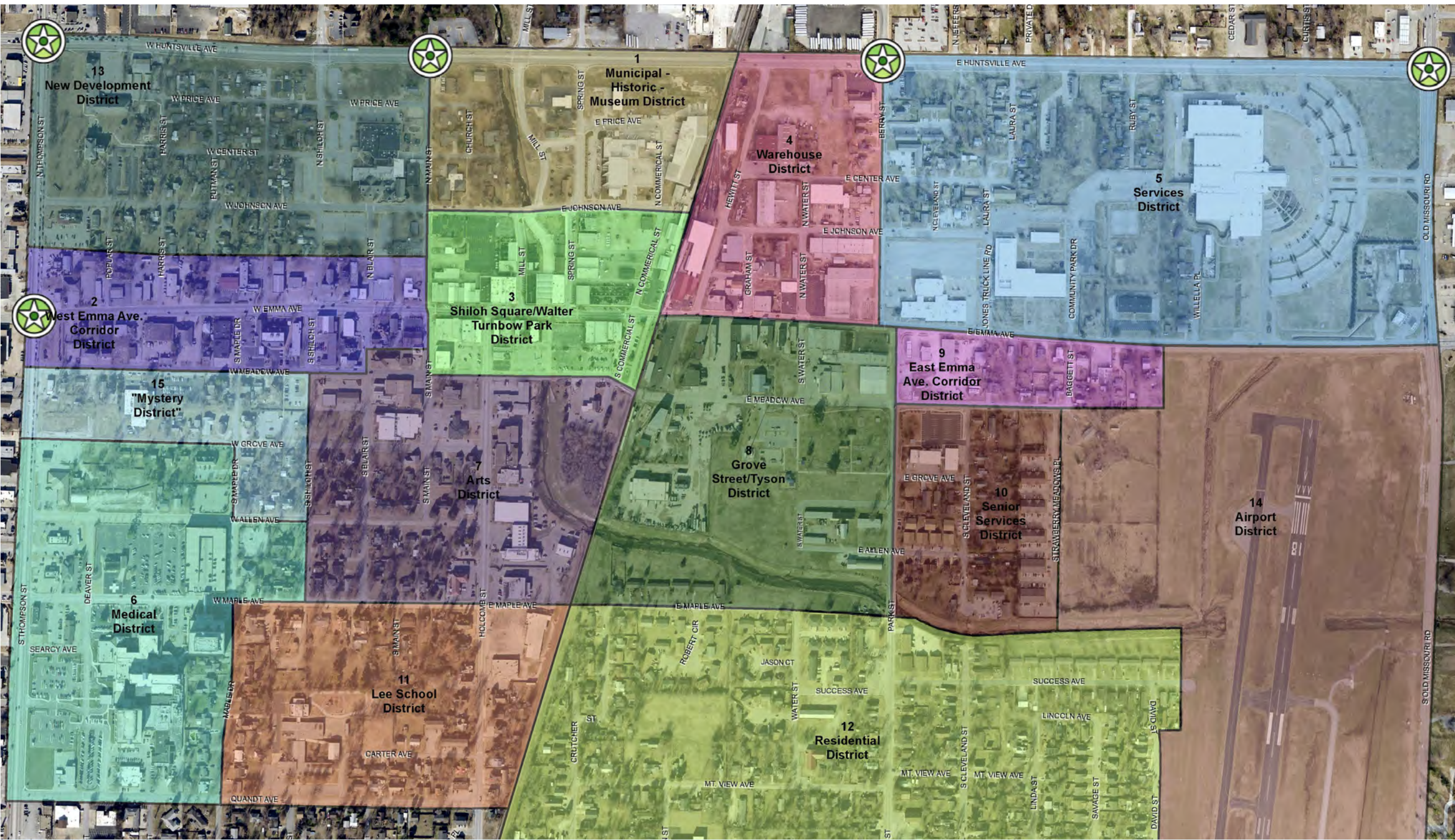
Understanding the physical, social, cultural, emotional and organizational geography of the area to create alignment of scope, projects, story, organization and definitions.



Mt. Sequoyah Retreat Center
Fayetteville, Arkansas



Midtown Master Plan
Bryan, Texas



Downtown Master Plan
Springdale, AR



Current Downtown Master Plan
Frisco, Texas

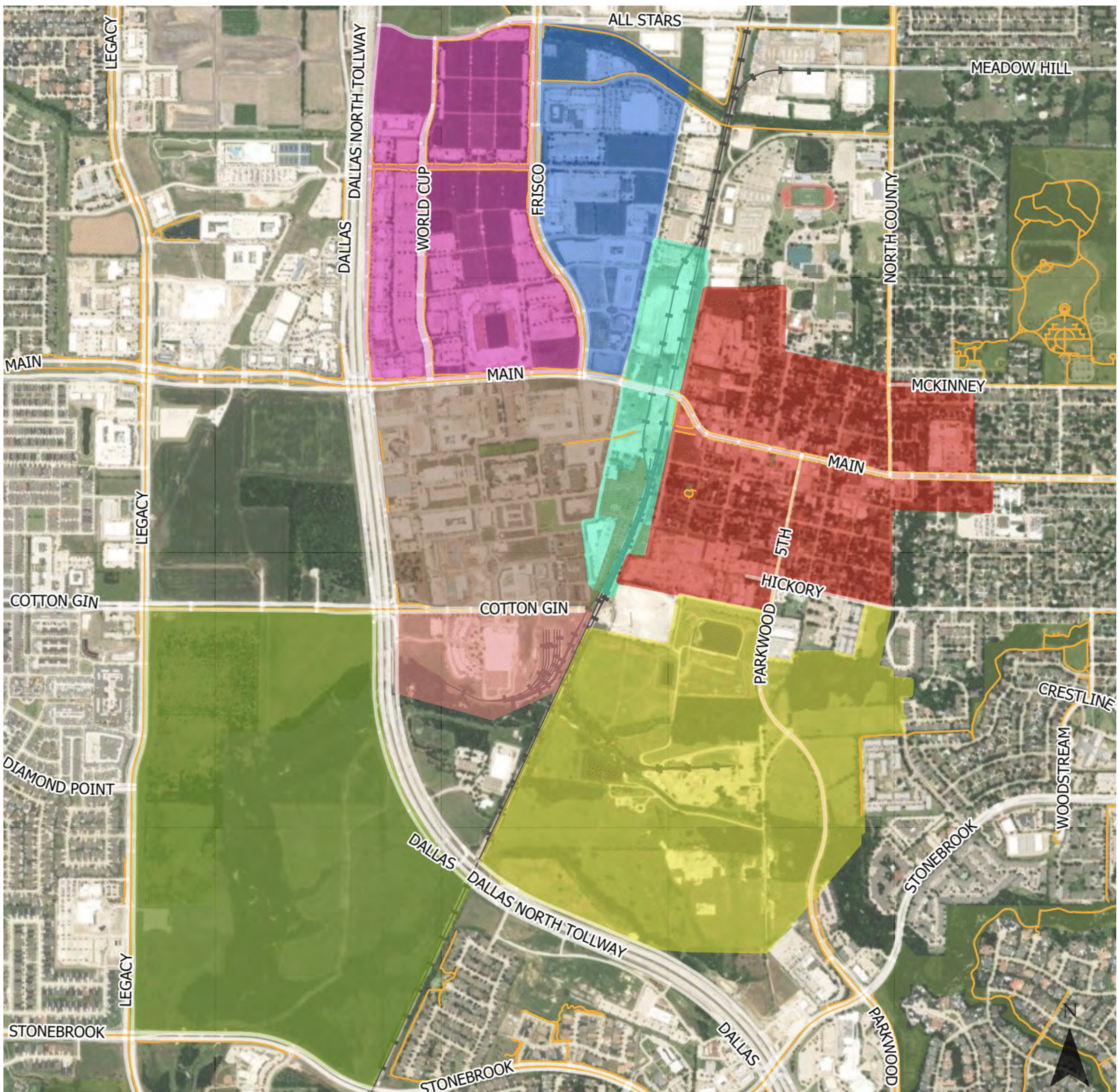


Marea Campus
La Paz Mexico

A *valuable asset* to the overall *Frisco experience*.

The special districts that dot the Frisco landscape offers a unique experience to both residents and visitors. These distinct areas of town – and their individual offerings – elevate the overall Frisco brand. Deepening the physical connections, brand cohesiveness, and diverse offerings provides an irresistible invitation to explore the entire community and a boon to economic growth. The Rail District is a valuable asset in the overall Frisco landscape, particularly as a host for the upcoming World Cup.

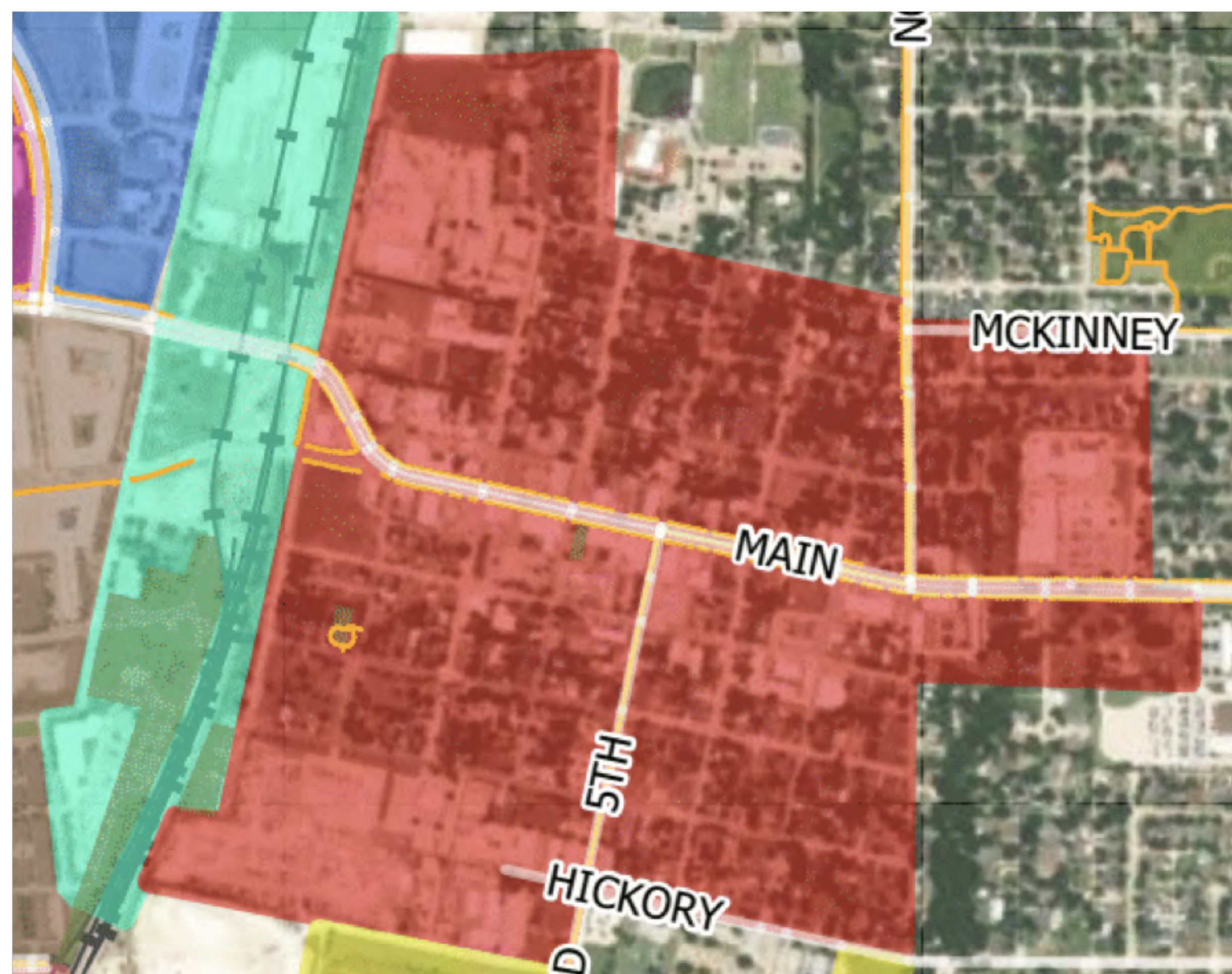
*Map and graph provided by City Staff



- Design District/Frisco Junction
- Frisco Square
- Library/Discovery Center
- Rail District
- Farmer's Market
- Public Land
- Grand Park
- Toyota Stadium
- Parks
- Trails

DISTRICT	POPULATION	ASSESSED VALUE	NET AREA (AC)	VALUE/ACRE
Design District/Frisco Junction	0	\$21,936,800	30.4	\$721,293
Farmers Market	1,361	\$107,293,968	32.6	\$3,291,659
Frisco Square	4,048	\$686,939,666	109.3	\$6,284,805
Rail District	1,026	\$231,705,931	150.8	\$1,536,991
Toyota Stadium District	0	\$234,339,090	156.0	\$1,502,175

Our focus was on the Rail District, while an *emerging new district, Frisco Junction*, was added to the mix.



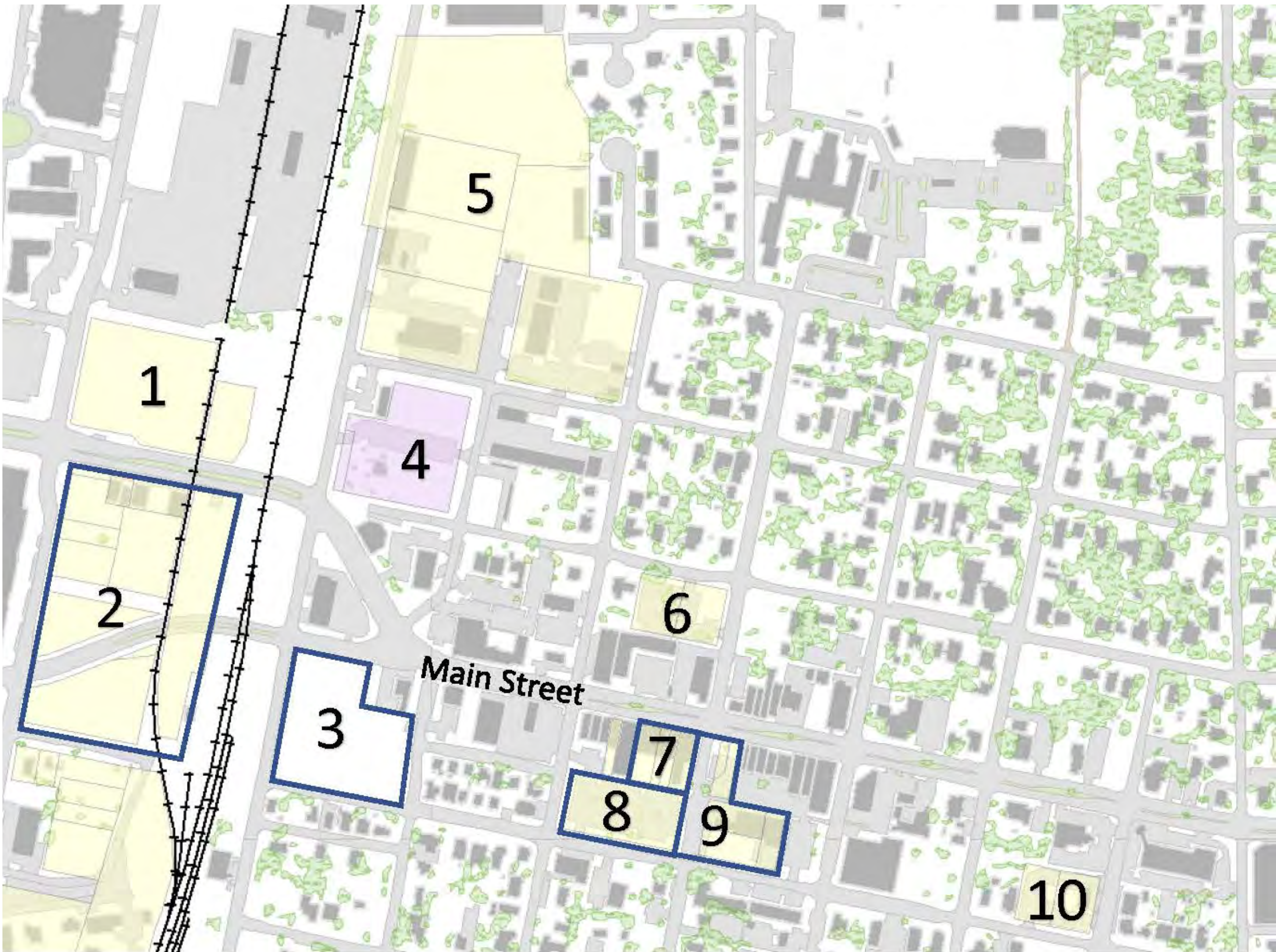
Connecting Frisco Square with the original Downtown (Rail District) through a comprehensive development strategy within the Frisco Junction is critical.

The Frisco Junction District, which has enormous potential to develop the residential and commercial density that will financially support a fresh look at street and pedestrian infrastructure — including gateway way-finding — will help transition into a more pedestrian-friendly and dynamic downtown.

Special attention to the intersections of these districts must occur to ensure opportunities are not lost as individual public and private development decisions are made.

Existing *Rail* *District Assets*

Connecting to a larger vision and aligning the various assets within the Rail District/ Frisco Junction is part of developing a single voice and identity for the District. Some of the contributors of ongoing momentum are included in this map. Ensuring private development, public investment and robust storytelling are coordinated will contribute to ongoing success. Public and private development must align around coordinated timelines, particularly as it relates to the 4th Street Plaza and Elm Street Enhancement Project.



1	Rollertown	2.2 ac	6	Public Parking	0.8 ac
2	Frisco Jct.	3.8 ac	7	Old City Hall	0.5 ac
3	Private Dev.	1.7 ac	8	Surface Parking w/ proposed parking garage *	1.0 ac
4	Frisco Comm. Dev. Corp. property	1.7 ac	9	4th Street Plaza	1.2 ac
5	City Services	10.0 ac	10	Frisco Water Tower w/ parking	0.6 ac

*Map provided by City Staff

What We Heard



The Big Community Questions

Vision & Alignment

- What is our common vision? How can we speak in a single voice and all move in the same direction?
- Are decisions fueling the vision and values or are actions disjointed?
- How do we get alignment on what the Rail District is and how it fits into the overall Frisco experience?
- We don't have a clear idea who the various players are working in the Rail District. What are their roles?

Business

- What are the real opportunities for repurposing the City Hall building?
- How can we better support the businesses in the District and recruit new ones that fit our vision?

Traffic & Parking

- The Rail District does not feel pedestrian-friendly and Main Street is used as a thruway, not a destination. How do we change that?
- Parking is a major concern. We know a parking structure is planned, but how does the rest of the District look?

Branding & Communications

- How can we better coordinate communications? All be active participants in an ongoing process?
- Residents and businesses need to be more engaged. How do we all work together to make that happen?
- Can we maintain the old with the new?
- Are there ways we can contribute to the brand of the the Rail District? Who is the keeper of the brand?

Community Ideas

Vision/Branding/Personality

- One vision/one voice
- Mix historic with the new
- Coordinate events that support branding
- Develop and foster a culinary scene
- Create an exciting bridge via Frisco Junction, uniting the old with the new
- Let the Rail District be family and resident-friendly
- Protect our neighborhood personality
- Create more opportunities for art and murals
- Feature gathering places
- Keep & expand pocket parks
- Communicate boundaries for the Rail District as per the Downtown Master Plan

Business/Development

- Encourage businesses to stay open late
- Clarify commercial/residential designations
- Enforce architectural standards
- Establish and/or publish design principles
- Review zoning and development standards
- New business recruitment
- Focus on entrepreneurs and start-ups with recruitment and innovation support
- Define and recruit amenity businesses for residents
- Create more affordable housing options
- Consider housing affordability
- Support the businesses in the District and recruit new ones that fit the emerging Rail District vision

Community Ideas cont'd

Traffic/Pedestrian

- Enforce speed limits
- Fixed and unfixed transportation opportunities
- Create bike lanes and add bike racks on Main
- No angle parking, keep Main two lanes
- Rebuild Downtown streets for walkability & connectivity
- Add four-way stop signs on Main to slow traffic down
- Rebuild Elm, Main and Plaza parking

Engagement and Marketing

- Fuel robust community engagement practices
- Review the role of the Downtown Advisory Board and Downtown Merchants
- Get community input on the City Hall reuse
- Identify one source for information — who do we contact?
- Give us some small wins to experience progress
- Develop a Rail District organization that includes all the various stakeholders and advocates for the District vision.

The Rail District Reimagined: A Story of *Resilience and Opportunity*

Empowering, aligning and
engaging individuals and
organizations around a
clear and dynamic vision
will provide an absolute
and sustainable benefit
for generations to come.

Frisco, Texas has been consistently rated as one of the best communities to live in the United States, and at the heart of this amazing story is its Downtown. The Downtown — recently branded as the Rail District — is an iconic symbol of a city constantly in motion, offering a unique perspective of the community's past, present and future.

As Frisco's first neighborhood, the Rail District offers a deep connection to a dynamic narrative of growth and opportunity that has been seasoned since Frisco's inception in 1902. The economic, social and cultural resilience of Downtown was possible due to the density, central location and mixed-use nature of the District. Even through the tough times of various economic downturns, public policy that prioritized other areas of town and other challenges, the Rail District has persevered.

The current efforts to strengthen and advance the Rail District by investing in connected neighborhoods, pedestrian-oriented streets, arts and culture, an entrepreneurial ecosystem, diverse housing, and trails and public parks will have a profound and positive impact on Frisco.

Positioning Statement

As the "Grand Central Station" of Frisco, the city's original neighborhood is the official meeting place for visitors and citizens alike:

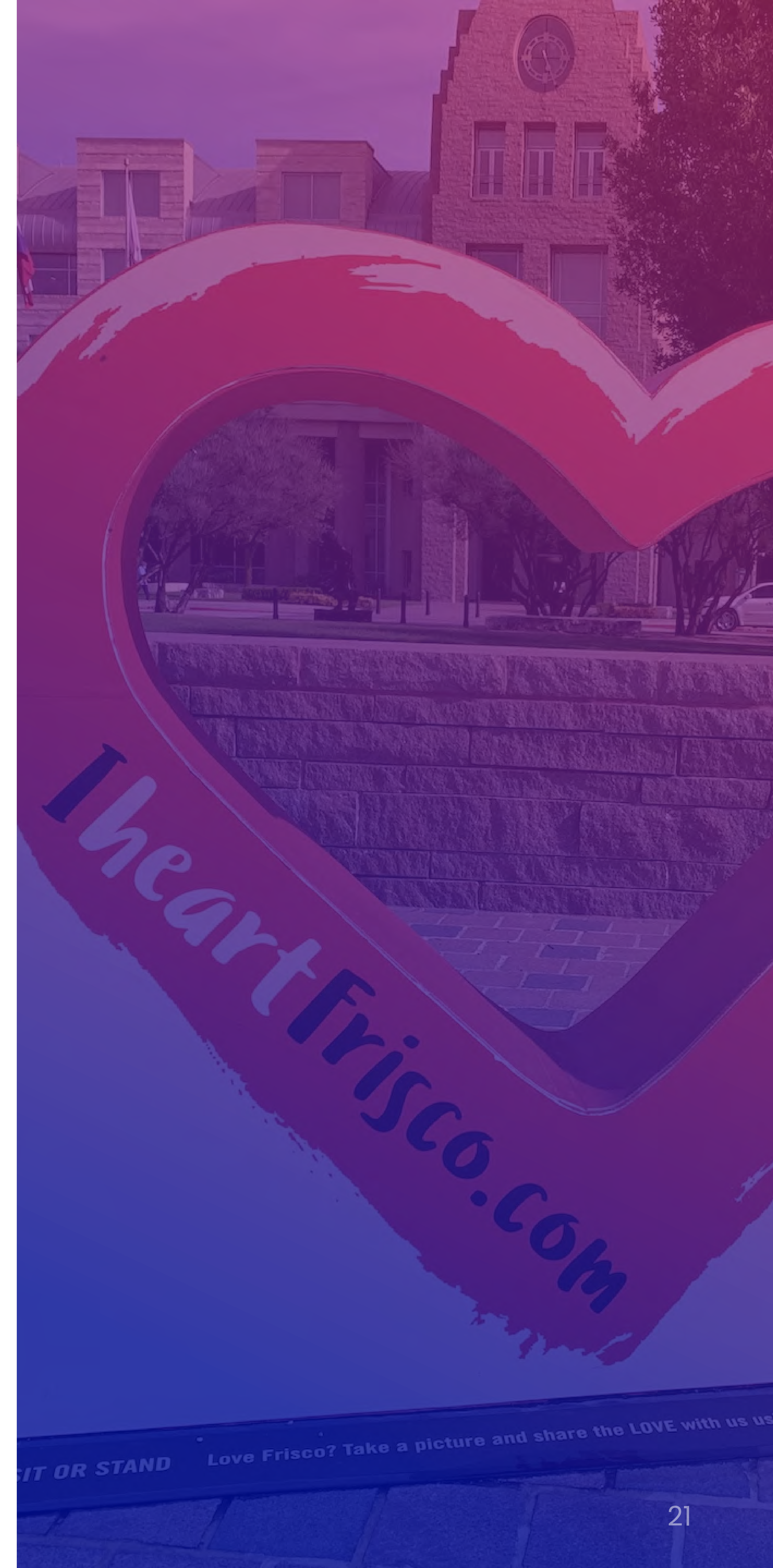
- A landmark destination filled with shopping, dining and cultural amenities
- One of the premiere places to live out one's best life
- The launching pad to explore the city and region

Value Proposition

The Rail District is the epicenter of Frisco, bringing people, ideas and resources together for a stronger and more dynamic city.

Mission Statement

The Rail District's mission is to inspire audacious action and innovative thinking, cultivate collaboration, foster opportunity and encourage life's special moments — all invigorating Frisco's unique sense of place.



Frameworks for *Strategic Decision-Making*

A strategic framework is an overarching and aligning decision matrix that serves as the foundation for internal and external priorities, actions, investments and initiatives, as well as inspires and aligns stakeholders. Agreeing to and approving these frameworks helps consistency of decisions across multiple departments and stakeholders over time. Deviating from these frameworks should be rare and only with intention and discussion.

- **Prioritizes walkability** throughout the Rail District to ensure pedestrian safety, improve engagement with area businesses and enhance residential areas. This includes land use policy, municipal investment, site and street design that focuses on walking first, followed by bicycling and transit, and lastly motor vehicles.
- **Fosters public and private investment opportunities** that align with the vision, deepen Rail District and Frisco Junction land value, and contribute to Frisco's growing tax base.
- **Ensures a comprehensive housing strategy** that addresses compatible new infill and redevelopment of diverse housing styles, density and price points along with focused city street enhancements that respect the existing neighborhood fabric.
- **Fosters lifestyle amenities** for residents that also supports national talent recruitment and retention strategies, while broadening access and opportunity for all.
- **Advances an open space and parks plan** connecting to the overall Frisco parks investment strategy.
- **Strengthens the Rail District** as a place for entrepreneurs and sustainable innovation in a variety of industries including arts and cultural enterprises.
- **Positions the Rail District as the heart of Frisco** for events and activations in the region that enhance the overall brand and story of Frisco.
- **Builds local equity and engagement**, invites participation and fuels collaboration and alignment to reinforce the Rail District's full potential.

Experience Districts

An Experience District is an intentionally curated urban design strategy within our Theater of Cool™ process that recognizes the need for a block, street and building approach in crafting an immersive and unique experience that engage residents and attracts visitors. This approach aligns the Hardware and Software of placemaking efforts through coordinated and nuanced municipal zoning and codes, economic development strategies, public and private investments, and strategic activations to provide a refined approach vital to unlocking the unique value inherent in a downtown setting.

These design elements are general descriptions identified through our stakeholder engagements. Applications and strategies respond to the context of each unique Experience District.



Mix of Uses

A growing mix of uses, which could include retail, office, residential, hospitality, entertainment and events spaces that sustains activity during the day and the evening, and provides to the needs of the adjacent neighborhoods, the city and the region.



Evening Night Life

Life after 5 p.m. with key anchors like restaurants, bars, art galleries, boutique retail, live music and theater, late night coffee shops, etc.



Diverse Residential Base

A diverse residential mix of types, density and price points within the Rail District that supports and fosters a sense of community and fuels the downtown economy. A discussion on affordable and attainable housing strategies for service and civic workers may also be necessary due to both national and local pressure on housing prices.



Parking Options

Available parking that ensures success of the Rail District commercial core and includes the needs and concerns of the adjacent neighborhoods.



Gathering Spaces

A multitude of connected gathering spaces with active public parks, passive green spaces and outdoor plazas for special events, farmers markets, summer concerts, outdoor movies, etc. that engage locals and attracts visitors.



Pedestrian-Oriented Streets & Grid

A safe and comfortable environment for pedestrians that include slower traffic, narrow streets, wide sidewalks, on-street parking, street trees, decorative crosswalks, and other features that incorporates public art, streetlights, attractive landscaping and other amenities that improve the walkability and connectivity of the Rail District.



Entrepreneurial Ecosystem

A destination for the highly mobile talent of the national entrepreneurial scene, driving the connections, energetic third places, co-working and maker spaces, and housing styles that facilitate meet-ups, mash-ups and the unscripted moments that attract and retain entrepreneurs at each stage of their growth.



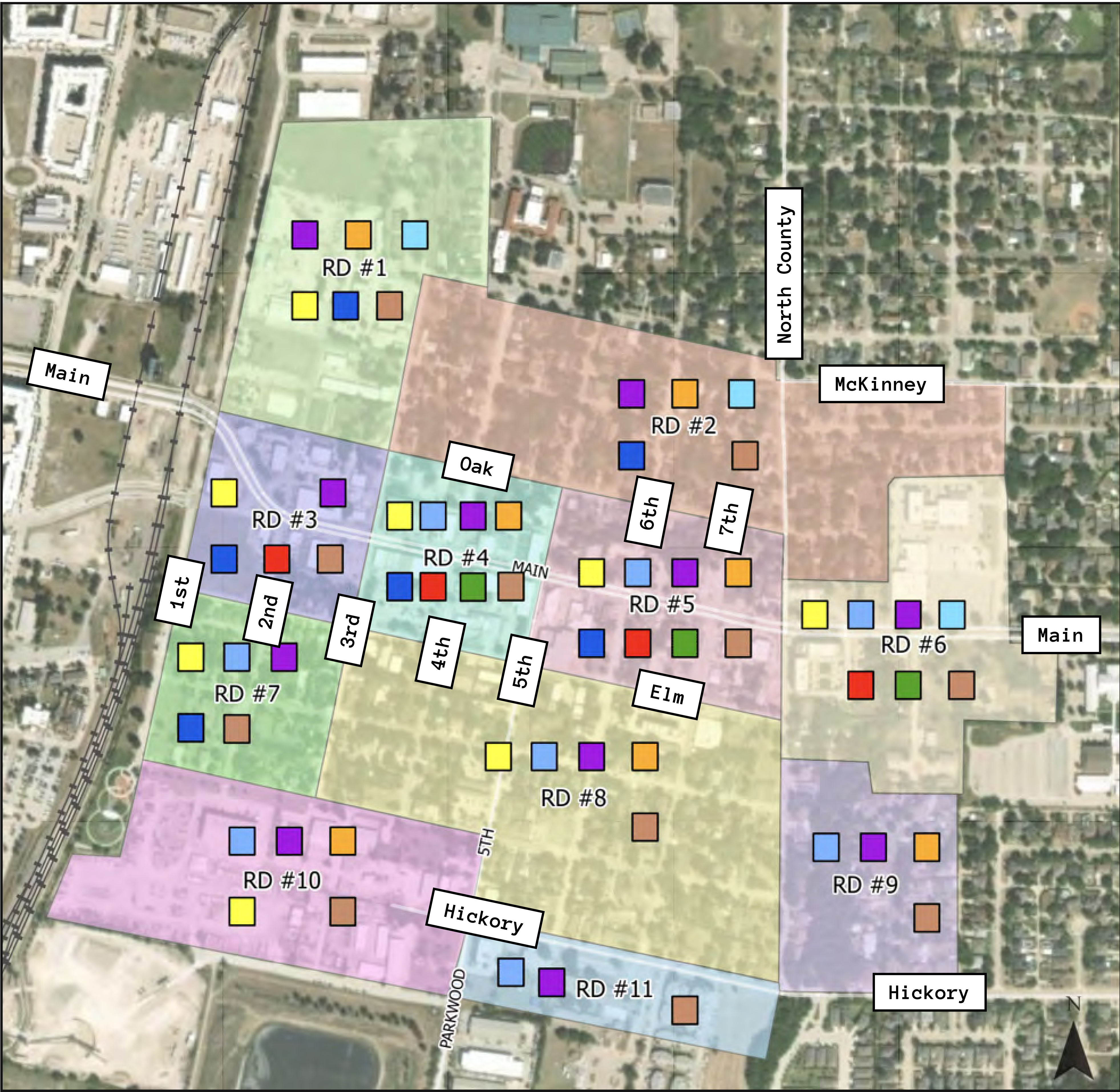
Unique Culinary Destinations

Recognizing a unique food experience brings people together, defines cultures, supports healthy living and shapes our communities, this includes restaurants, breweries, grocery stores, food trucks, bodegas, farmers markets, commissary kitchens, etc.



Neighborhood Services

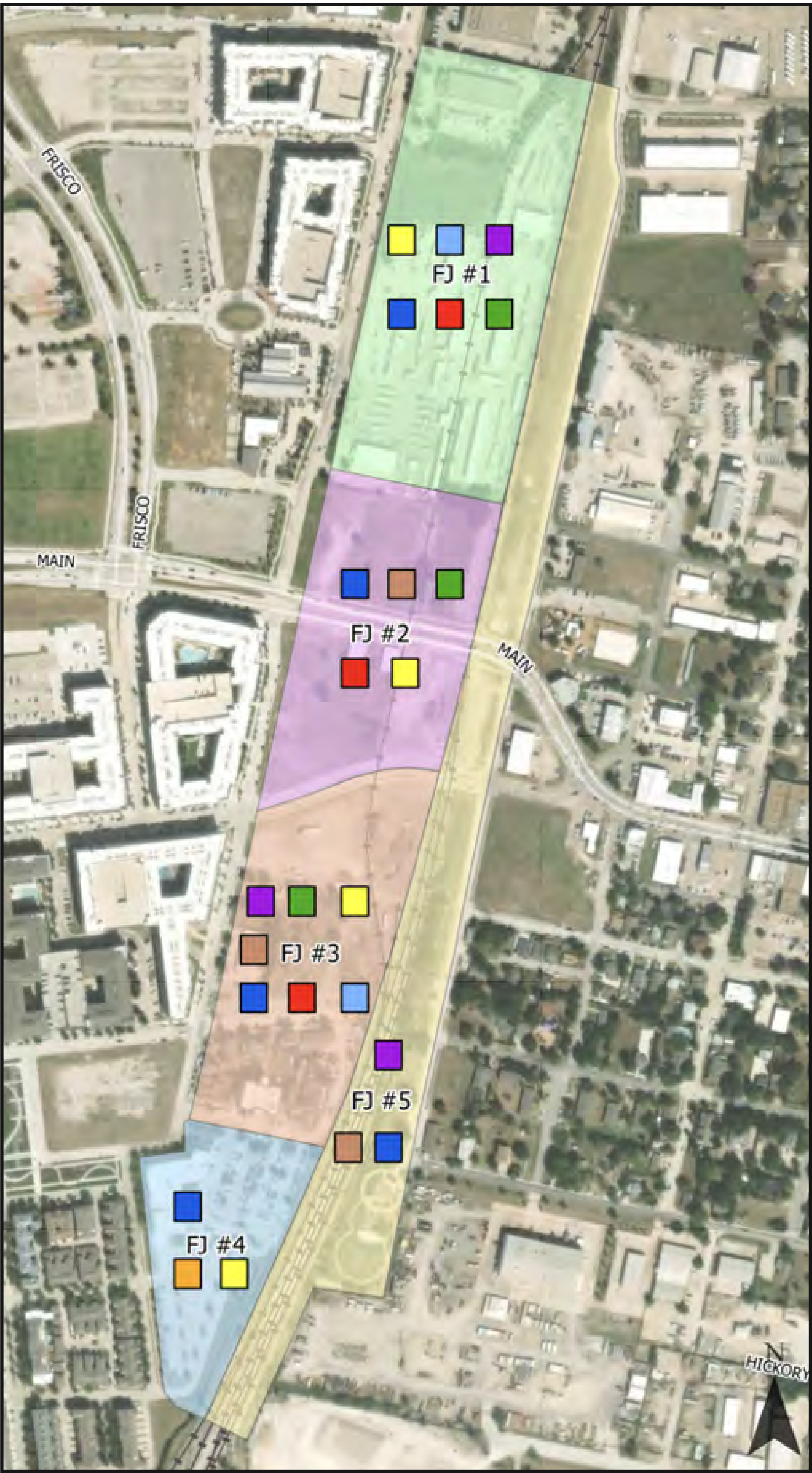
Various amenities and facilities that directly service the surrounding neighborhood, including small corner stores, local bars and restaurants, dry cleaners, daycare facilities, small boutiques, etc.



The Rail District *Experience Design*

- Mix of Uses
- Evening Night Life
- Diverse Residential Base
- Parking Options
- Gathering Spaces
- Pedestrian Oriented Streets & Grid
- Entrepreneurial Ecosystem
- Unique Culinary Destinations
- Neighborhood Services

RD #1	RD #2	RD #3	RD #4	RD #5	RD #6	RD #7	RD #8	RD #9	RD #10	RD #11
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Frisco Junction

Experience Design

- Mix of Uses
- Evening Night Life
- Diverse Residential Base
- Parking Options
- Gathering Spaces
- Pedestrian Oriented Streets & Grid
- Entrepreneurial Ecosystem
- Unique Culinary Destinations
- Neighborhood Services

District #1

District #2

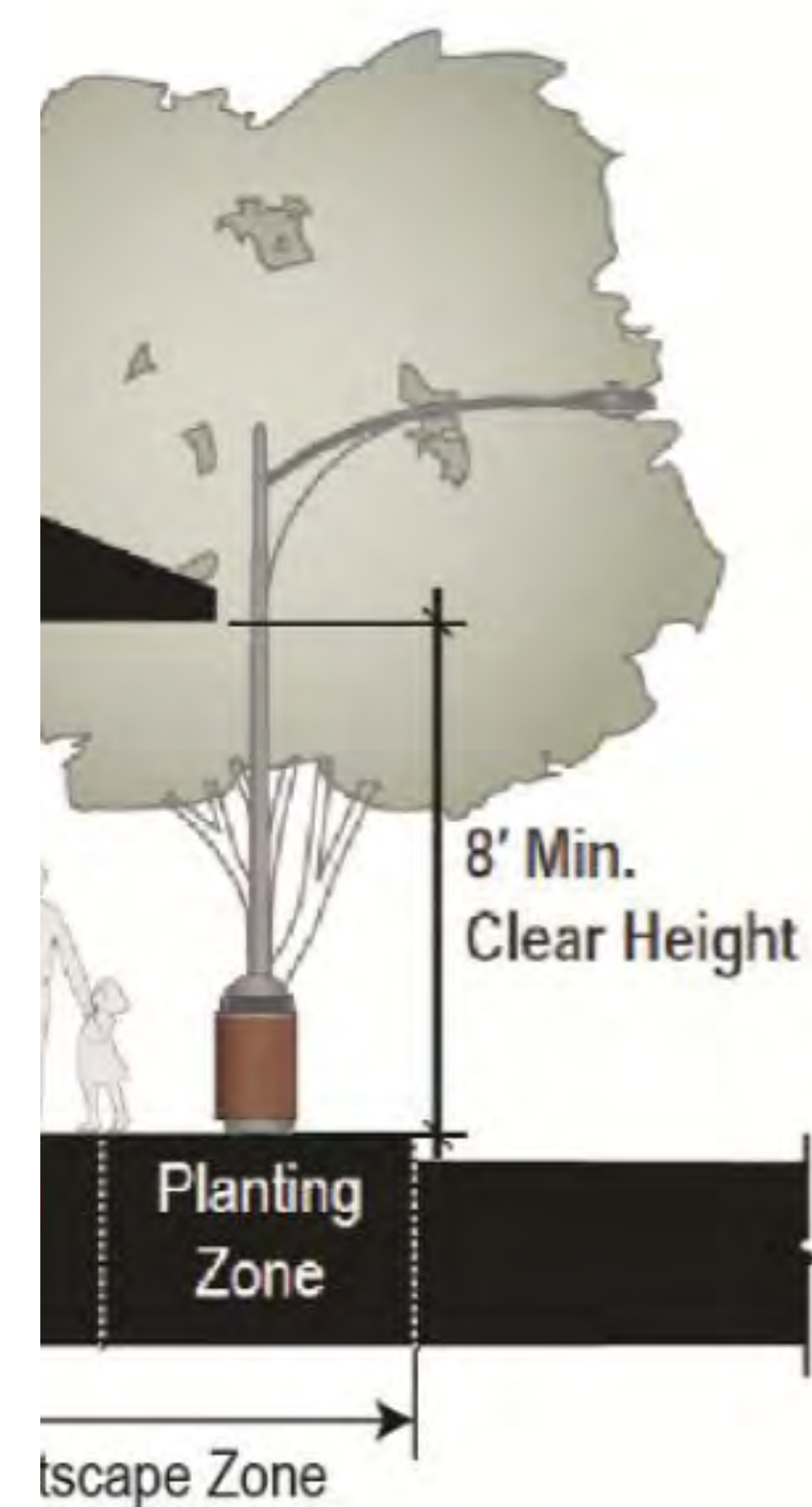
District #3

District #4

District #5

Design *the Set*

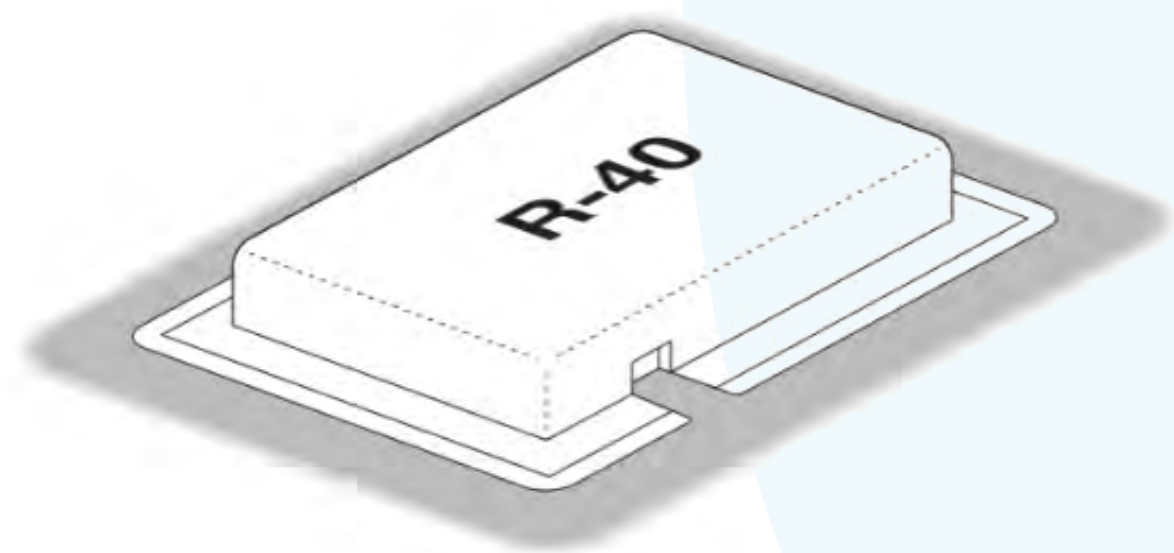
Aligning the physical form and function of the focus area.



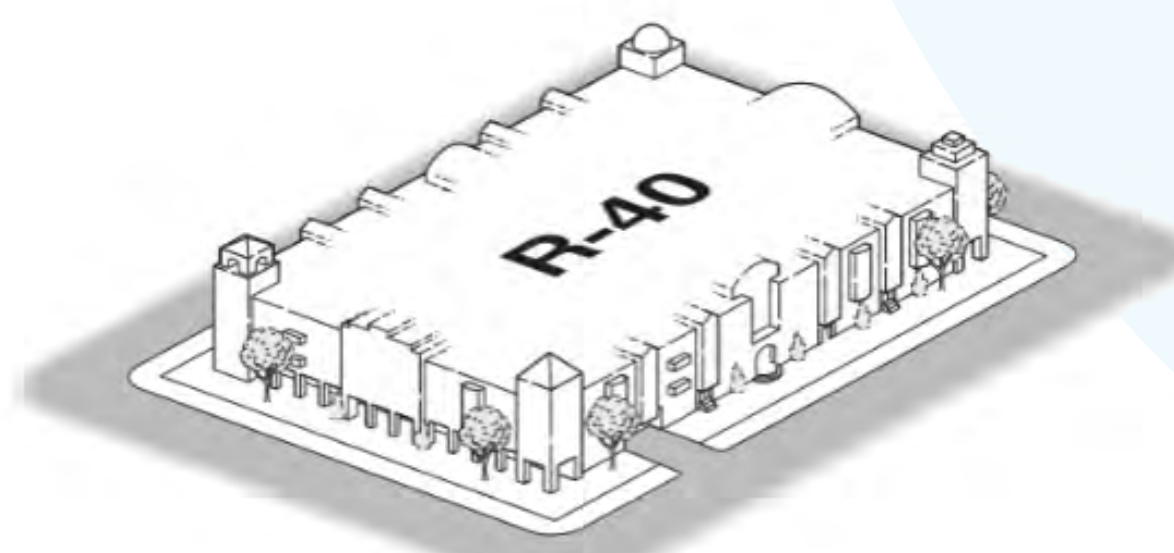
Zoning Audit

Since the Downtown Master Plan was adopted in 2018, the economic, social and cultural landscape of Frisco has shifted. Conducting a comprehensive zoning audit based on the updated goals of the district is an important exercise and is recommended at least every three years.

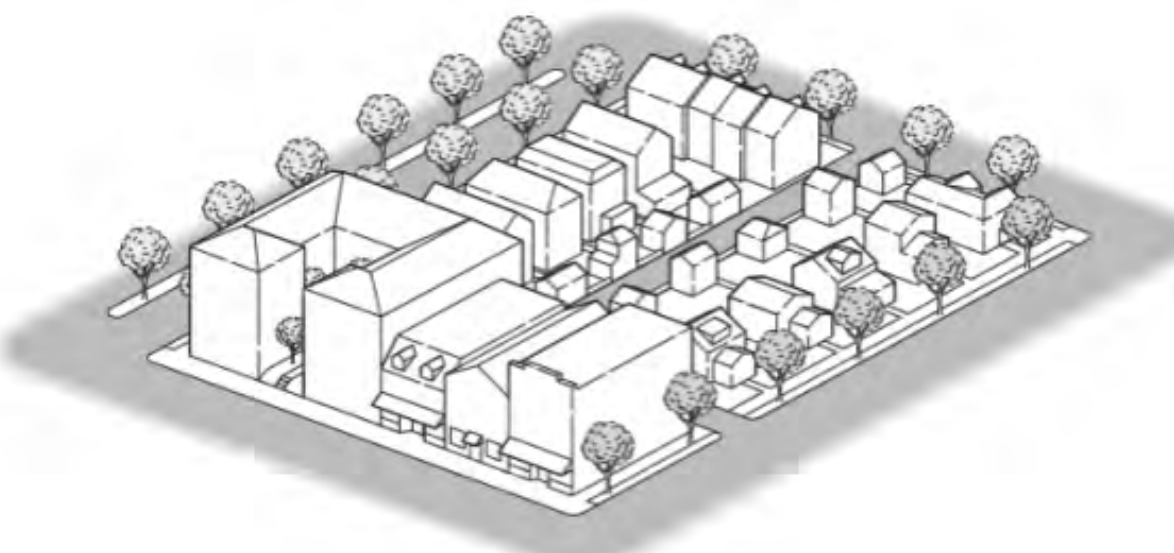
- Review codes base on emerging experience design and neighborhood vibe and craft constructive analysis based on deepening economic and social value
- Build on existing conditions, but recognizes areas for more appropriate density
- Reveals missing physical elements within the desire experience, like sidewalks, pedestrian oriented streets, street lights and benches, etc.
- Encourages ongoing discussion and analysis as implementation occurs



Conventional Zoning
Density use, FAR (floor area ratio), setbacks, parking requirements, maximum building heights specified



Zoning Design Guidelines
Conventional zoning requirements, plus frequency of openings and surface articulation specified

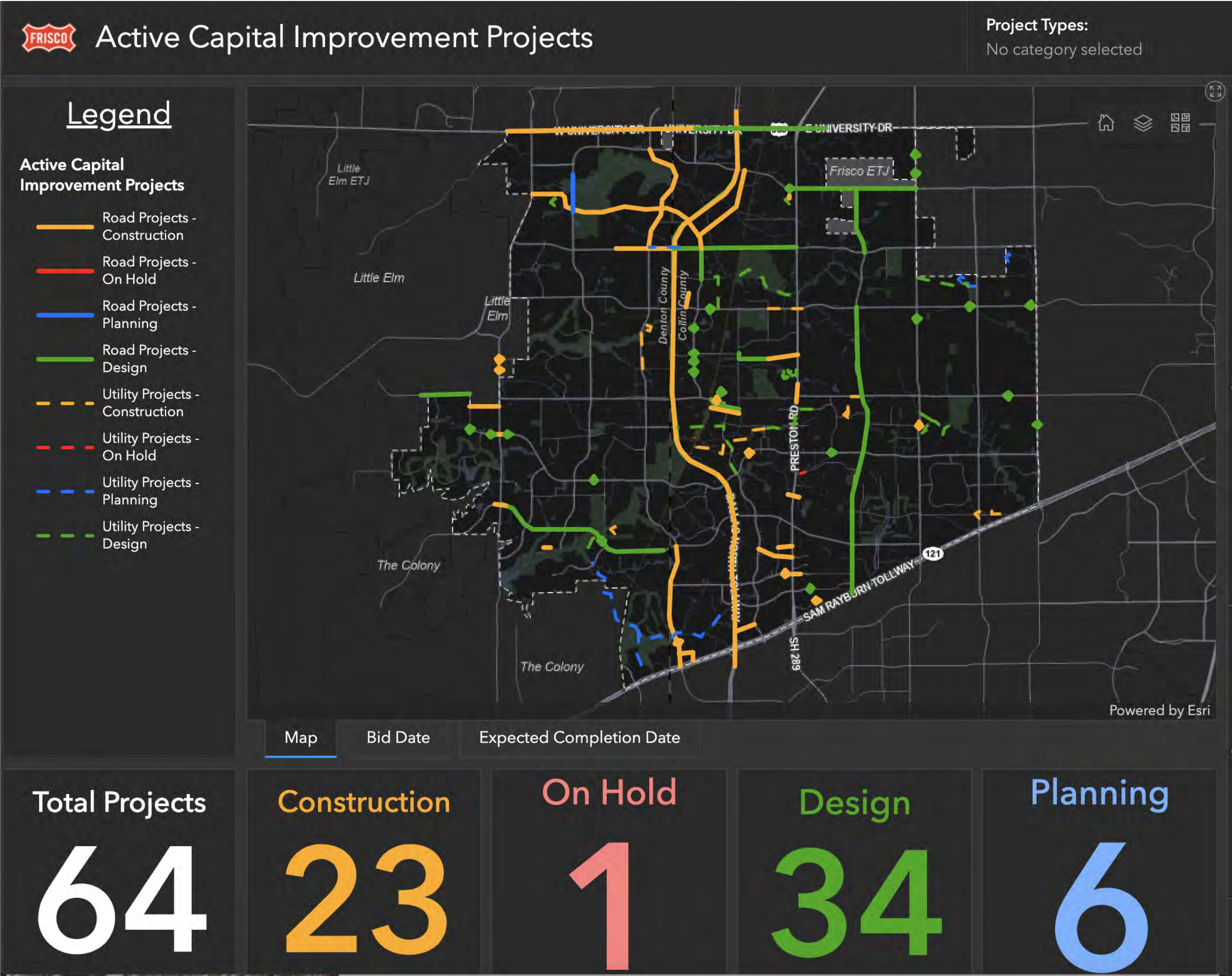


Form-Based Codes
Street and building types (or mix of types), build-to lines, number of floors, and percentage of built site frontage specified

Audit Examples from Other Cities

SECTION NO.	SECTION TITLE	TOPIC	LANGUAGE	CONCERN
130-20	SC	Purpose Statement		Good language to set up for a mixed-use development pattern. Separation between business and residential as zone has created a delineation that was not necessary.
130-20	SC	General		Why two districts for business and residential? What are the differences of note?
130-21b	Permitted Uses		Listed uses permitted	Why two districts for business and residential? What are the differences of note?
130-21c	Conditional Uses	Housing Types		If we coordinate pre-approved design standards for housing types, could we make these permitted uses? Focus on strict design standards that allow for staff approval.
130-26	Corridor Overlays			What is the purpose and which supersedes SC or CO? Consider combining into one district.

The City has improvement projects throughout the community. This is a graphic example of the number of projects either under active planning or being implemented.



*Map provided by City Staff

Over \$41M (excluding the parking garage) in taxpayer resources have been dedicated to the Rail District and the Heart of Frisco over the next two years (excluding the parking garage).



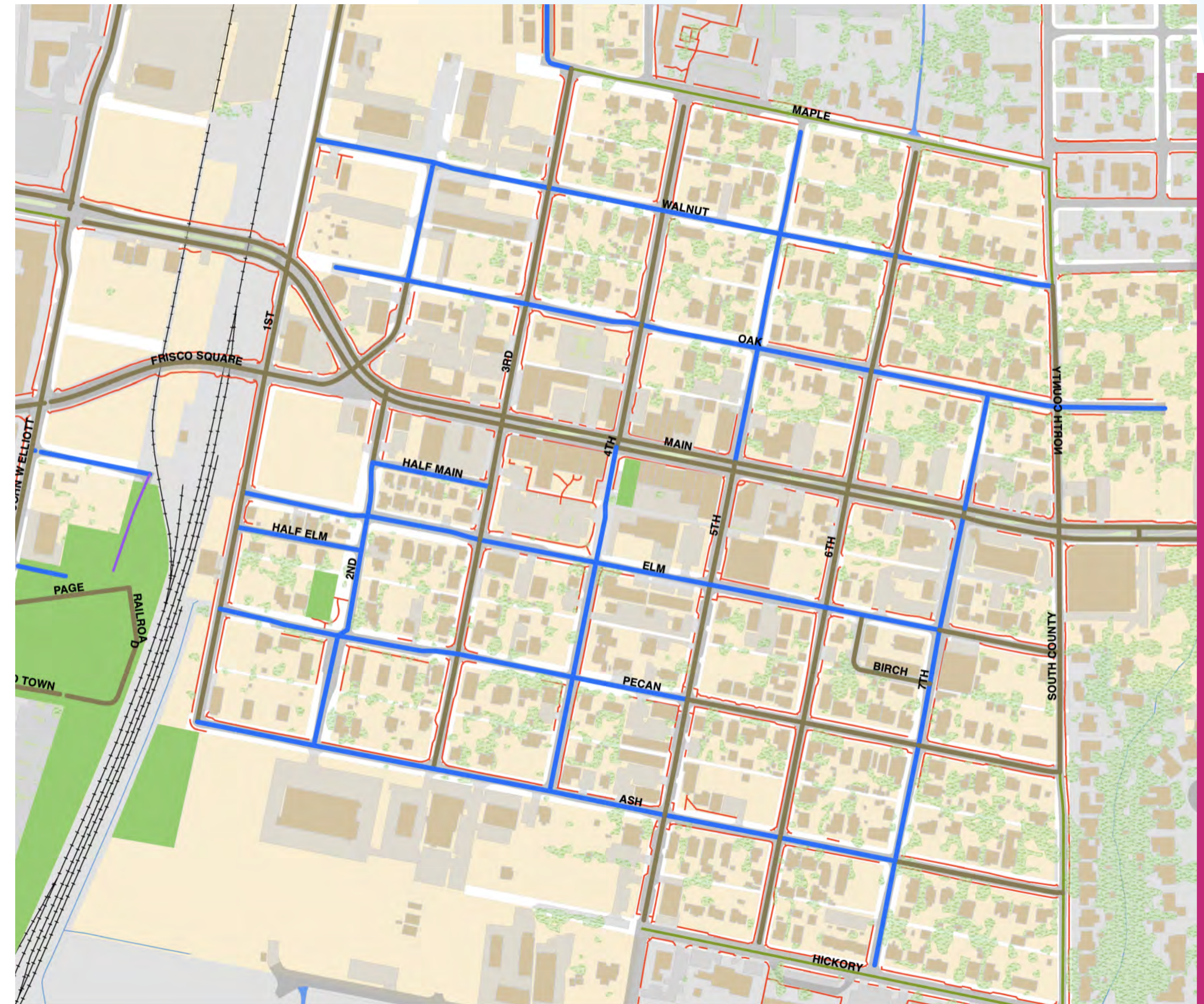
BUDGET	STATUS	COST	COMPLETION
Elm Street	Construction	\$5.2M	3rd Quarter 2023
Main Street	Under Design	\$20.4M	4th Quarter 2024
Plaza	Under Design	\$16M	4th Quarter 2025

*Active capital improvement project and Rail District project budgets and completion timelines provided by City staff.

Street *Personalities*

Streets all have personalities and identifying these personalities includes functional classification, adjacent land use, travel needs and prioritized uses, such as autos, pedestrians, bikes or accommodations for all of the above.

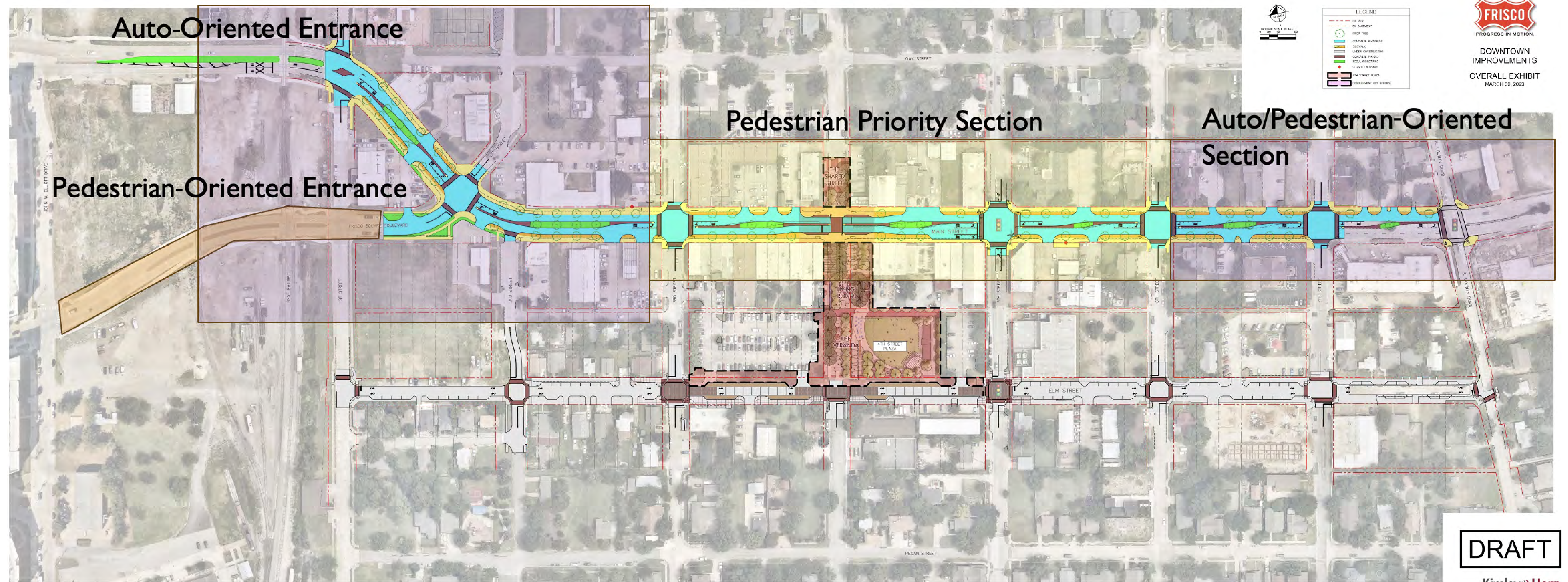
It is vital to understand the prioritized user and then design the street and sidewalk cross sections on the primary user needs. Roads may move cars, but **there is a gap** in pedestrian-oriented activity in many of these neighborhoods.



The Main Street Vibe

As the gateway to the Rail District, an aligned streetscape theme would also help strengthen both the District and City's image, creating a unique first impression for visitors. Modern fixtures, integrated changeable video signs, public art, embedded pavement Frisco Walks of Fame and other elements could be coordinated to lead travelers to key centers of activity. Imagine a streetscape that constantly changes depending on an event or season, thus creating a sense of constant discovery in an ever evolving area of town.

03. Theater of Cool • Set



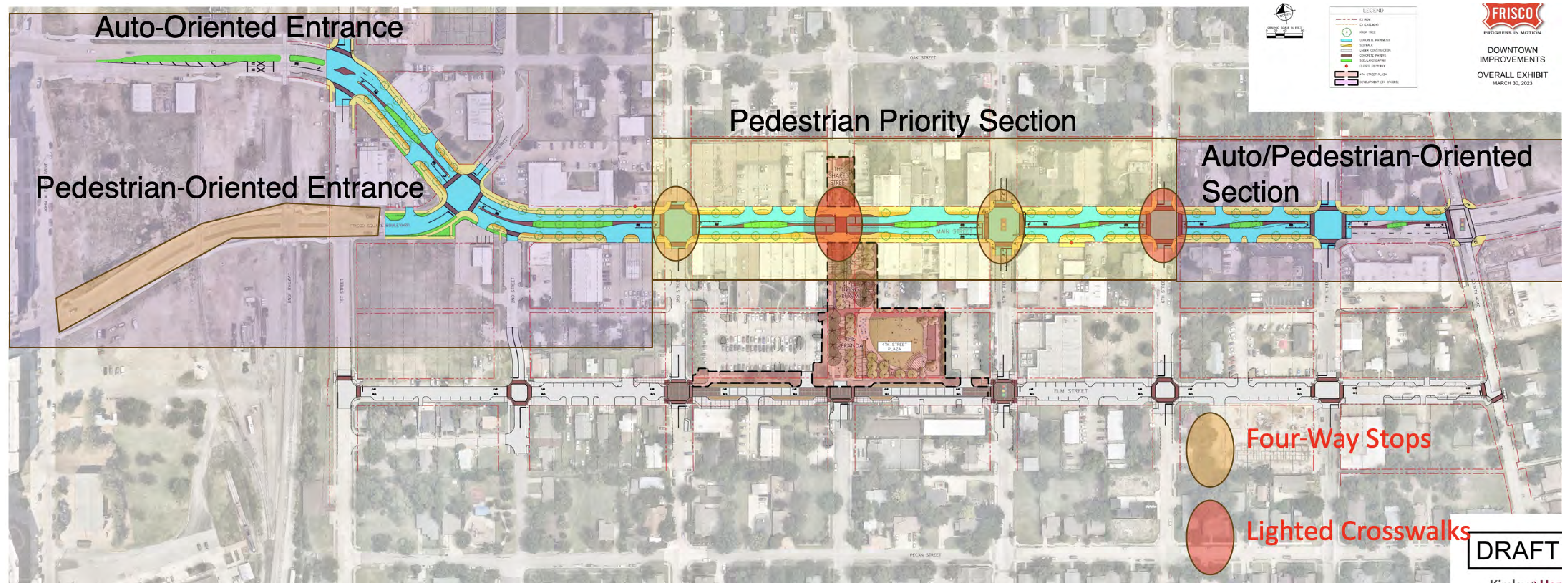
Main Street Personality

Main Street's current personality is as a thoroughfare, designed to move cars through Downtown as quickly as possible with little contribution to the pedestrian experience. This creates a barrier of walkability, and disconnects the north and south sections of the Rail District. The attached design of Main Streets provided by City staff begins to address this issue, however, other interventions may be considered to deepen the walkability and ensure Main Street does not act as an “experience moat” between the two hemispheres of downtown. The linear nature of Downtown provides a unique design opportunity in cultivating a progressive design that addresses both auto and pedestrian priorities.

The Main Street corridor through the Rail District is approximately 3,600 linear feet and includes an eclectic mix of housing, commerce, employment, and institutional uses. In order to address local conditions and the evolving opportunities along the corridor, this map breaks Main Street into user priority areas. This helps prioritize current and future recommendations as it relates to land use and development, mobility, and character.

*Map provided by City Staff

03. Theater of Cool • Set

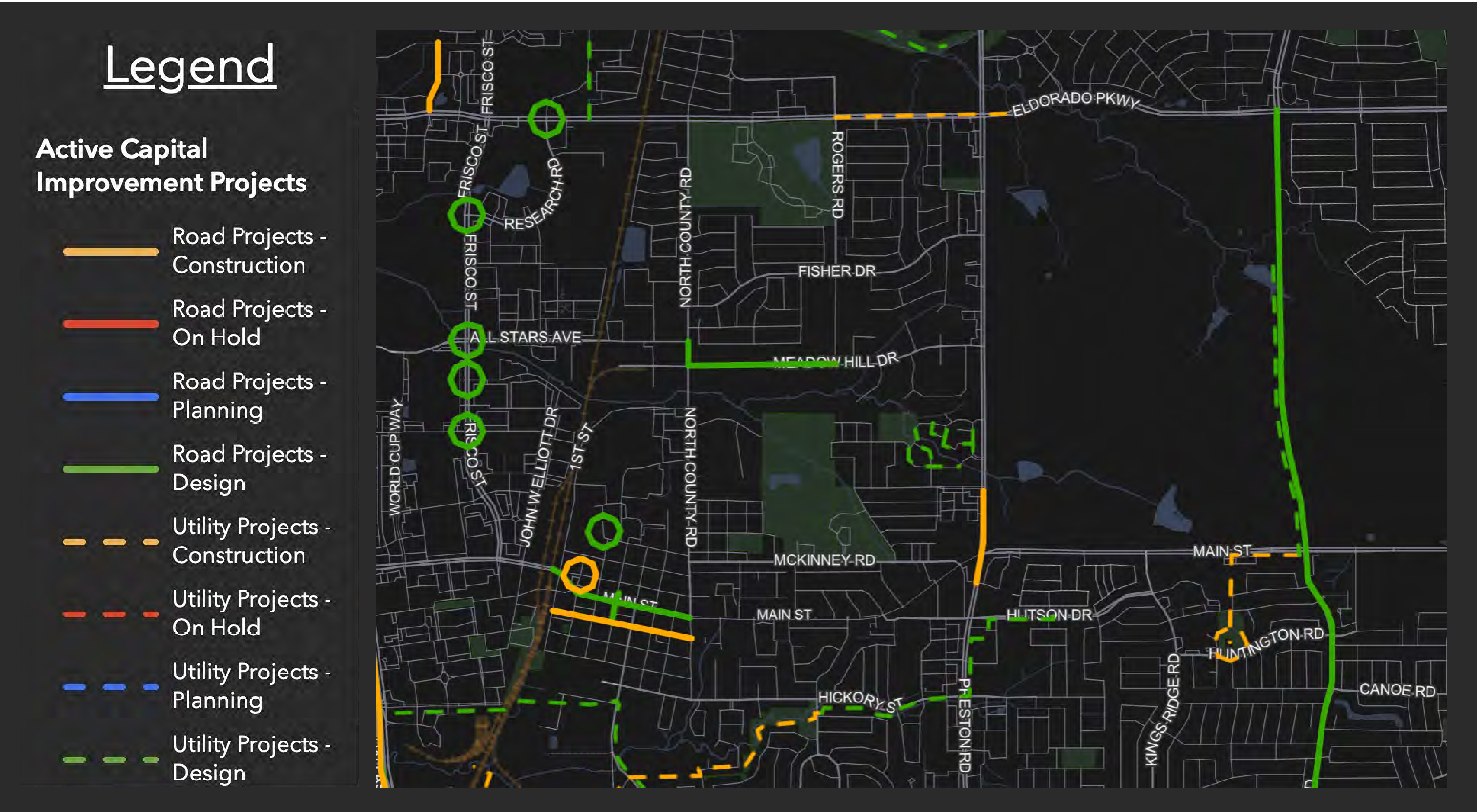


Four-Way Stop Signs

Prior to experimenting with four-way stops on Main Street, City staff recommends the following:

- 1st Street is extended to Eubanks Street, or Ash Street is improved between 1st Street and 5th Street. The City needs to acquire the southern half to extend First Street to connect to Eubanks.
- The roundabouts planned for Frisco Street between Main Street and Eldorado Parkway are installed.
- Local paths and sidewalks should connect at the intersections of Frisco Square Blvd and 2nd Street.
- Work has already begun to prioritize the pedestrian experience, as Former City Manager removed Main Street from the State's Roadway system, allowing Main Street to be reconstructed to what it is today with a landscape median, chokers at intersections for pedestrian safety. Citizen have requested lighted crosswalks and raised landscape planter beds within this section to support this pedestrian-oriented section of Main Street.

*Map provided by City Staff



- Frisco St. at Technology Dr., Sports Village Rd., All Stars Ave., & Research Rd.
- Convert intersections to multilane roundabouts
- Design Phase End Date: 2024 Q3
- Construction End Date: 2026 Q1
- Construction Cost: \$7,000,000
- External Funding:

The roundabouts planned for Frisco Street between Main Street and Eldorado Parkway

*Map and roundabout information provided by City of Frisco CIP web page.

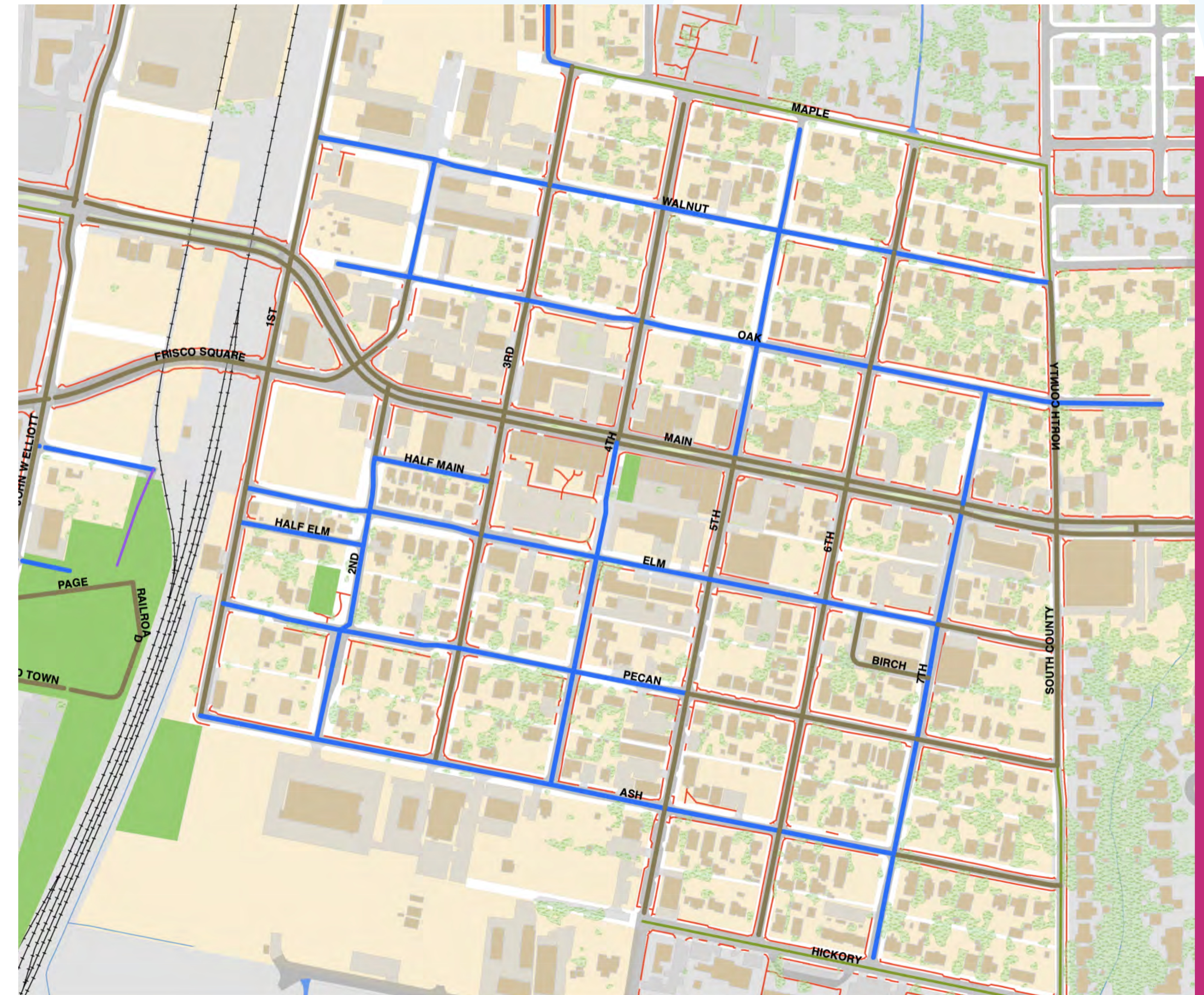
Neighborhood Streets

With several residential neighborhoods surrounding the Main Street corridor, the streets profoundly impact the look, use and feel of the neighborhood. Their design must prioritize a pedestrian experience over cars, so on-street parking, sidewalks, lowered speed limits and limited curb cuts are part of this prioritization.

The residential street may currently function for autos, but it doesn't safely accommodate the pedestrian and, therefore, is not a contributing asset to the Rail District and its stated pedestrian priority.

- 43,396 linear feet of streets and sidewalks in Rail District
- Total estimated cost to upgrade all Rail District streets with walkability and connection as priority — \$65M

*Information provided by City Staff

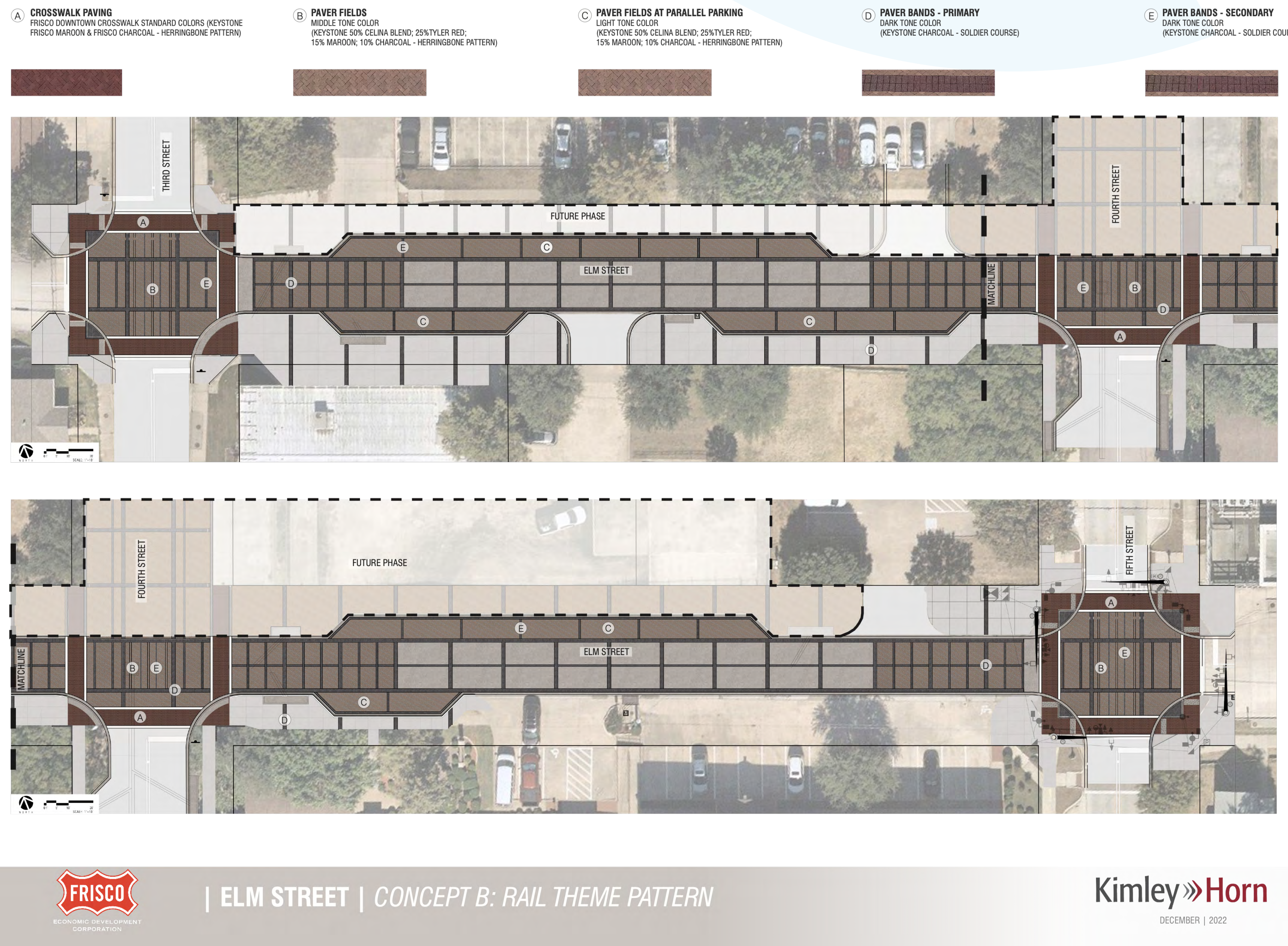


Elm Street Project

As the southern framing element for the City of Frisco’s 4th Street Plaza, the future of the Elm Street corridor will be influenced by several factors — both public and private — that have the potential to change the role and use of its physical character and the nature of both commercial and residential development.

Adjacent and appropriately designed multi-family and multi-story commercial buildings, parking decks, neighborhood and municipal services and destination programming will also impact the evolving nature of this street.

Auto-oriented uses — such as on-street parking and access to the parking deck — will need to be intentionally mixed with pedestrian amenities like wide sidewalks, well-lit crosswalks and street level signage.



*Elm Street project illustrations provided by City Staff

4th Street Plaza

Progress continues on the development of conceptual designs to create a 4th Street Plaza. The project was made part of the Downtown Master Plan Update, approved by the City Council in 2018. The plaza will serve as a pedestrian connection between Elm and Main Streets and provide a community gathering space that will orient the current linear Downtown into one with a traditional Square experience. The design phase is in progress, with estimated project completion of Q4 2025.



VIEW LOOKING SOUTHEAST FROM MAIN STREET AND 4TH STREET



BIRD'S EYE VIEW LOOKING SOUTHEAST FROM MAIN STREET AND 4TH STREET



VIEW LOOKING NORTHWEST THROUGH PLAZA STAGE



VIEW LOOKING NORTHWEST AT RESTROOM BUILDING AND STAGE



PLAZA NIGHT TIME PERSPECTIVES

CITY OF FRISCO DOWNTOWN

Kimley-Horn MESA

4th Street Plaza Strategy

Some core elements to consider when designing the experience of the 4th Street Plaza:

- A city square isn't successful unless it is comfortable for people to congregate both in passive and active forms. Benches, tables and shade structures are crucial, specifically with the Texas summers. Plug stations for cell phones and laptop computers might also be considered.
- A flexible design to withstand changes that will arise over the years is crucial. From a farmer's market, pop-up food trucks, outdoor concerts, an art event or just hanging out for lunch, the possibilities are endless as long as you keep the design of a public square flexible. Adding portable furniture, games, umbrellas and other interactive props offer a way for users to craft their own experience on a daily basis.
- Understand the needed utility infrastructure for staging events, hosting food trucks and other elements that need access to electricity and water. Strategically placing copious amounts of 220 and 110 amp outlets, as well as water access, will greatly increase the flexibility of use within the Plaza.
- Programming and activation strategy, including themed festivals like St. Patrick's Day, Oktoberfest, and Spring Plant Sales.
- The 4th Street Plaza must be accessible by foot, but must include ingress and egress to vehicles for event load-in, food trucks, etc.
- Access to amenities such as coffee, food and small retail shops will be key to constant activation. Pop-up entrepreneurial space for market testing will offer a constantly revolving option and creates a sense of "experience while you can" mentality that will draw customers in new ways while supporting new business development in downtown.
- Develop an accompanying programming budget, including needed revenue streams to offset those expenses is important to long-term success of the plaza.

Former City Hall Property

As the City continues to investing in connected neighborhoods, pedestrian-oriented streets, arts and culture, an entrepreneurial ecosystem and diverse housing, the former City Hall property should act as a model development that both exemplifies the growing Downtown experience and is a major destination for citizens and visitors. A centerpiece to the Rail District, the property could include:

- residential apartments along with a boutique hotel
- small entrepreneurial and start-up spaces that tests ideas and showcases local opportunity
- shared restaurant incubator food hall in partnership with other similar Downtown concepts
- educational space in partnership with local community colleges or universities to support continued learning in culinary and hospitality

Below are some inspirational projects from around the country:



8th Street Market
Bentonville, Arkansas



American Tobacco Project
Durham, North Carolina



Trinity Groves
Dallas, Texas

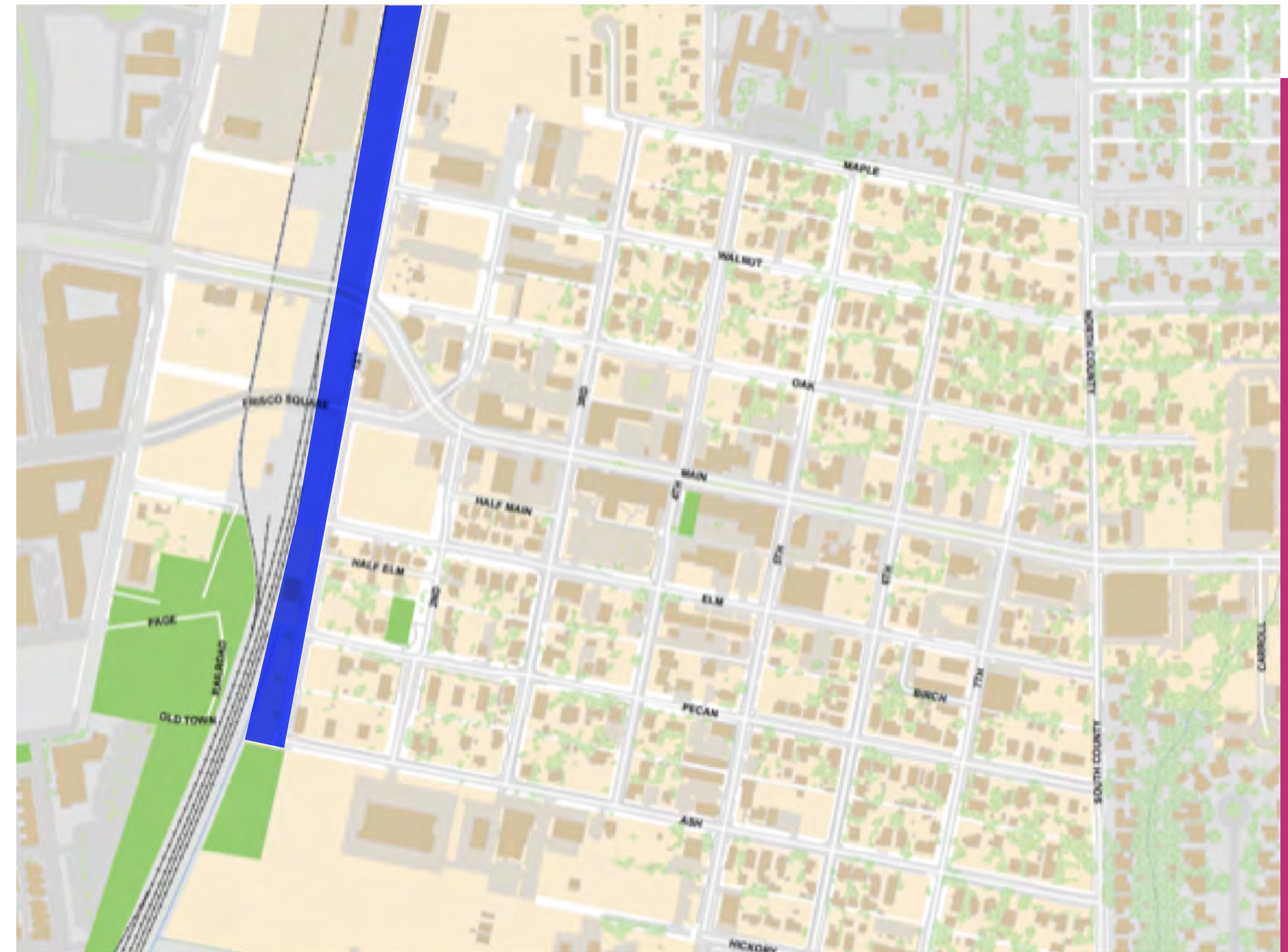


Lokal Hotel
Philadelphia, PA

The Rail District and Frisco Junction have a baseline of green space and public parks...

Continuing to improving existing parks and plazas within the Rail District by adding new green spaces, plazas and gardens, and then stitching them all together in a cohesive, pedestrian-friendly way through connected sidewalks and trail allows users to experience The Rail District as one public space in a common setting.

One idea to begin this concept is the extension of the BNSF Rail Trail by extending Jack Hamilton Park as a connecting spine between the north and south areas of Downtown. This serves as a railroad buffer for pedestrian safety and becomes a unique transition element with the new pedestrian-oriented gateway at Frisco Square Blvd and 2nd Street.

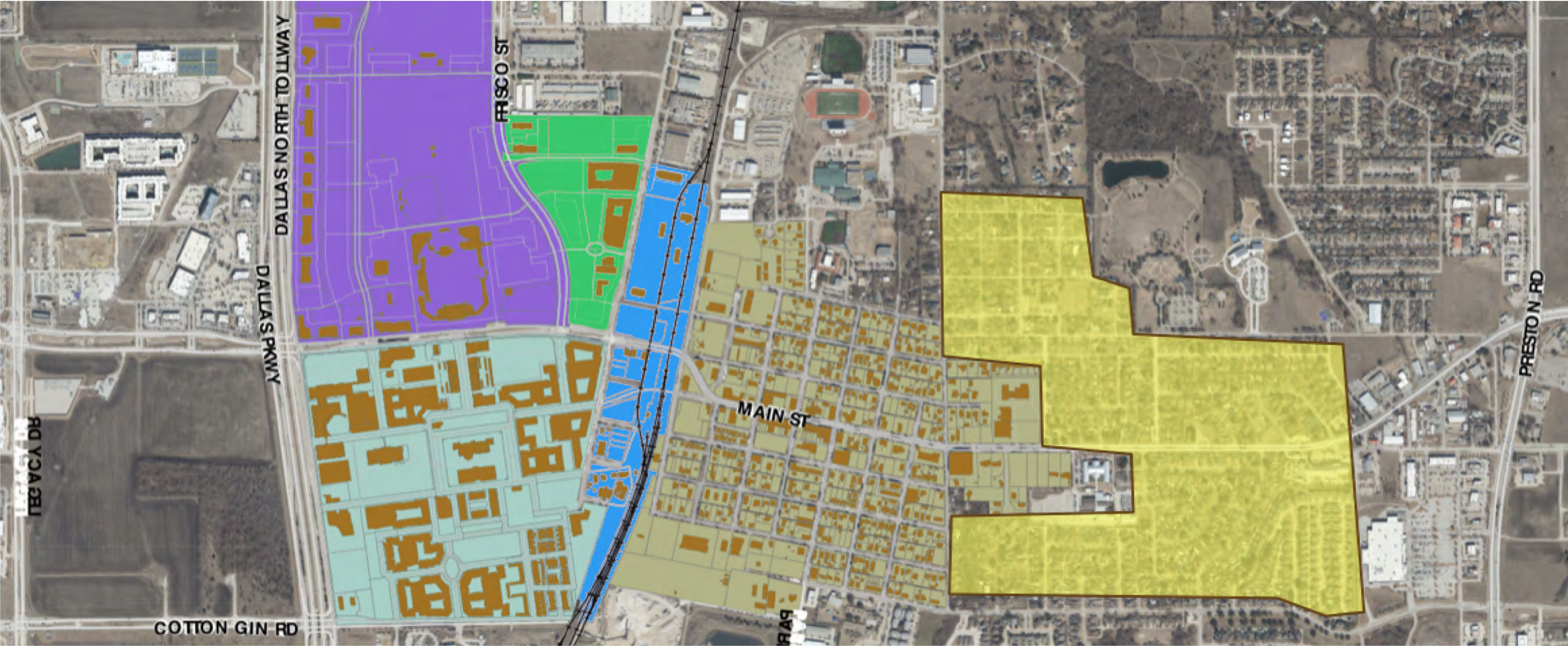


Connecting Neighborhoods to *Frisco's Heart*

There are 5,000 plus people living within Frisco Square and the Rail District, plus another 1,500 adjacent neighborhoods.

These residents are a major asset to support and grow the Rail District. The key to success is to deepen the physical connections with these neighborhoods and the downtown core through additional sidewalk and trails investments.

03. Theater of Cool • Set



DISTRICT ACRES	SINGLE FAMILY	MULTIFAMILY	COMMERCIAL	INDUSTRIAL/UTILITY	SEMI-PUBLIC	PUBLIC	VACANT	PARK/CITY HALL/STADIUM
Design District/Frisco Junction	0.0	0.0	2.3	12.0	0.0	8.7	0.0	7.4
Farmers Market	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Frisco Square	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8
Rail District	66.3	66.3	66.3	66.3	66.3	66.3	66.3	66.3
Toyota Stadium District	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adjacent Neighborhood								

*Chart provided by City Staff

Pattern Zone as a *Solution* for *Appropriate Residential Densification*

The pattern zoning is a novel technique intended to radically lower barriers to executing high-quality, incremental infill residential projects with convenient-yet-contextual densification of existing urban landscapes.

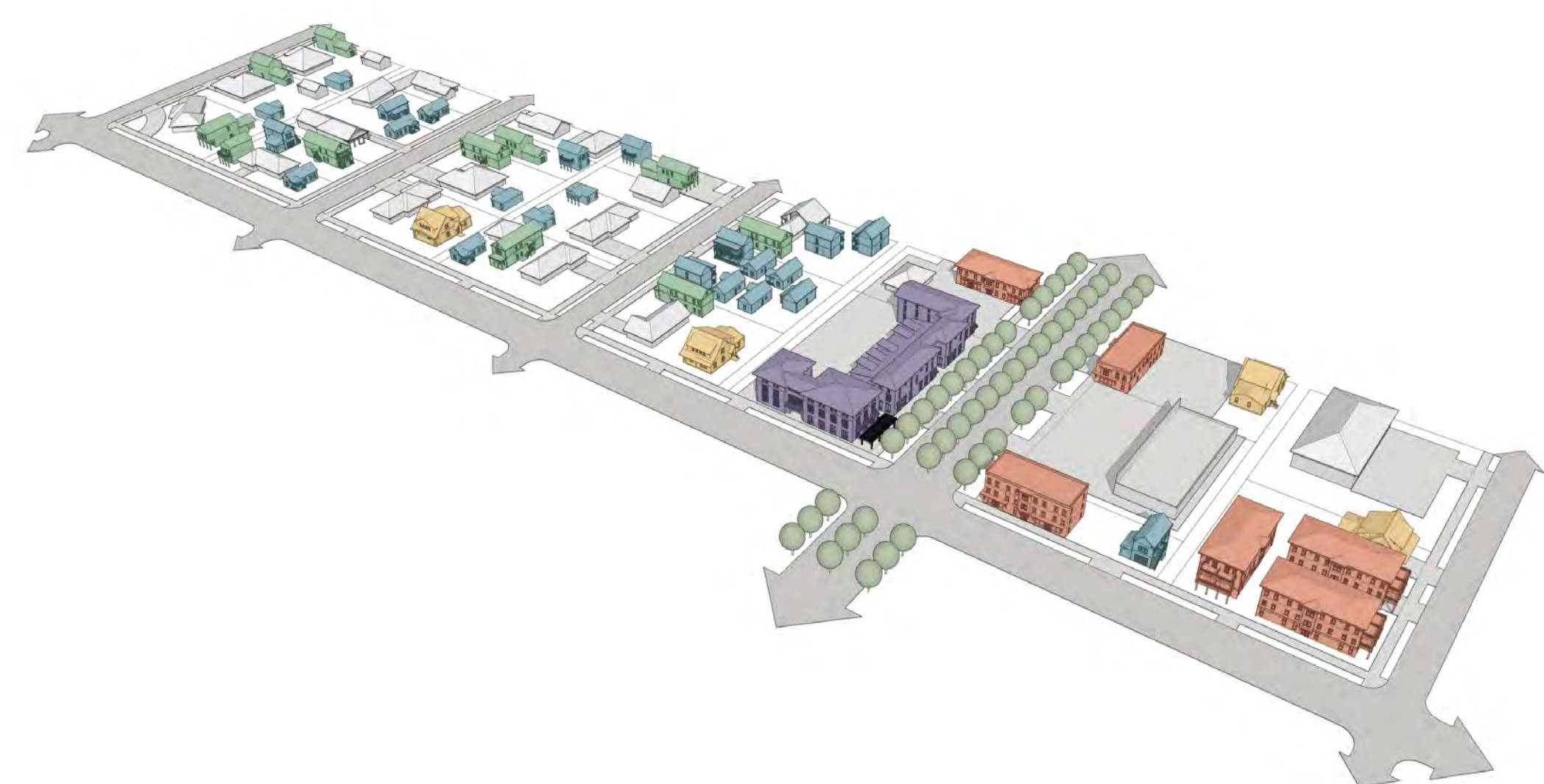
Buildings included in a pattern zone are designed to match the city's unique architecture and feel familiar after they are completed. Because the architectural designs are pre-approved, the public now knows exactly what they can expect from infill development in the neighborhood. Cities and towns can use a pattern zone to address their housing goals by expediting desired development and making it more predictable for all.

The program makes it convenient to build housing appropriate to existing neighborhoods and leads to soft cost per unit in some small-scale multifamily formats. The pattern zone reduces the administrative burden for the city and cuts the design and entitlement costs for applicants. A small developer can get architecturally approved plans for a contextually relevant building quickly. Supplemental site development guidelines are stricter than the underlying code and help to ensure high-quality projects that make neighborhood streets look and function better.

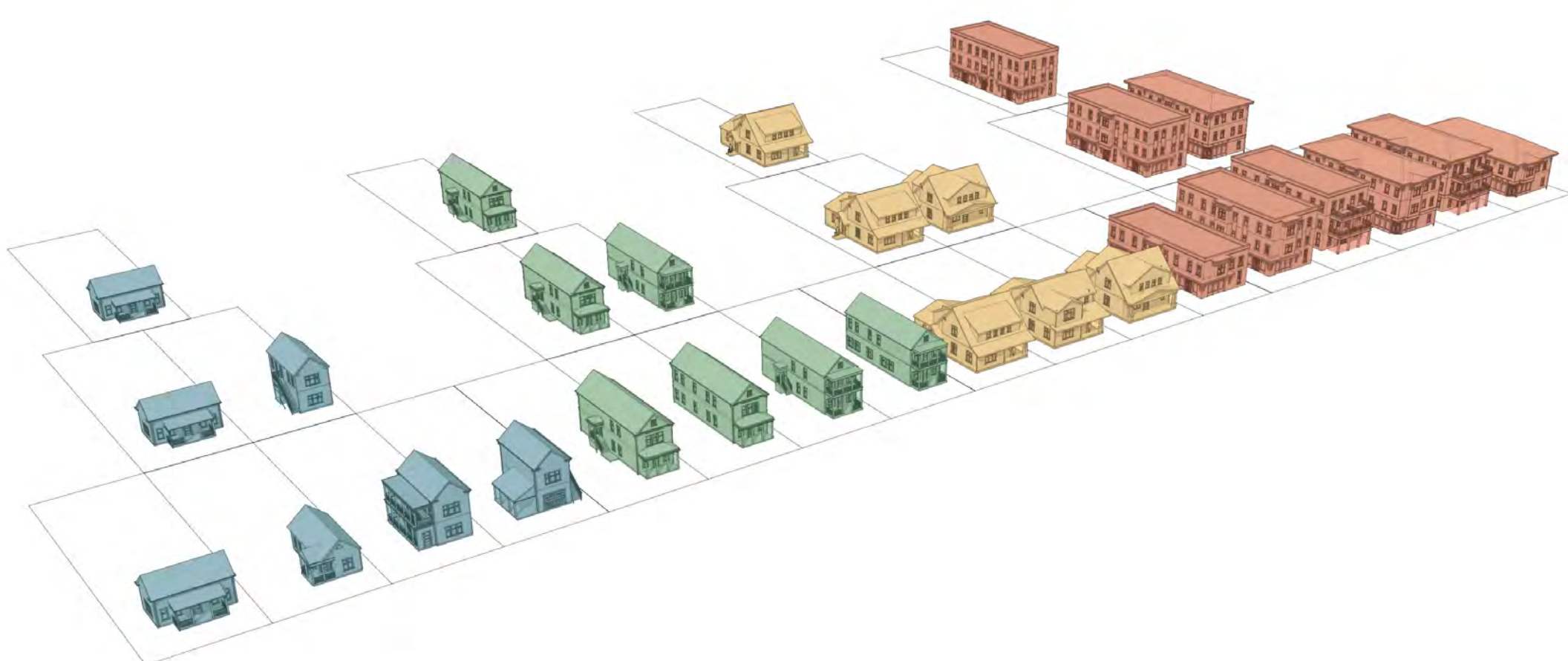
03. Theater of Cool • Set



Variety is limited. Lot sizes vary and avoid cookie cutter designs. These factors are something to consider while still having to go through the process.



Introduced over time so the neighborhoods remain familiar while they grow.



Various density and typologies are available.

*Architectural designs and the Pattern Zone concept is used with permission from Miller. Boskus, Lack Planning and Pattern Zones (<https://patternzones.com/>)

Pattern Zone Examples



*Architectural designs and the Pattern Zone concept is used with permission from Miller, Boskus, Lack Planning and Pattern Zones (<https://patternzones.com/>)

Place *the Props*

Striking the right balance in the total offerings throughout the district is key in creating memorable experiences and compelling return visits.

Examples could include:

- retail spaces
- restaurants
- food trucks
- parklets
- street trees
- public art
- benches
- wayfinding and more



Art Walk

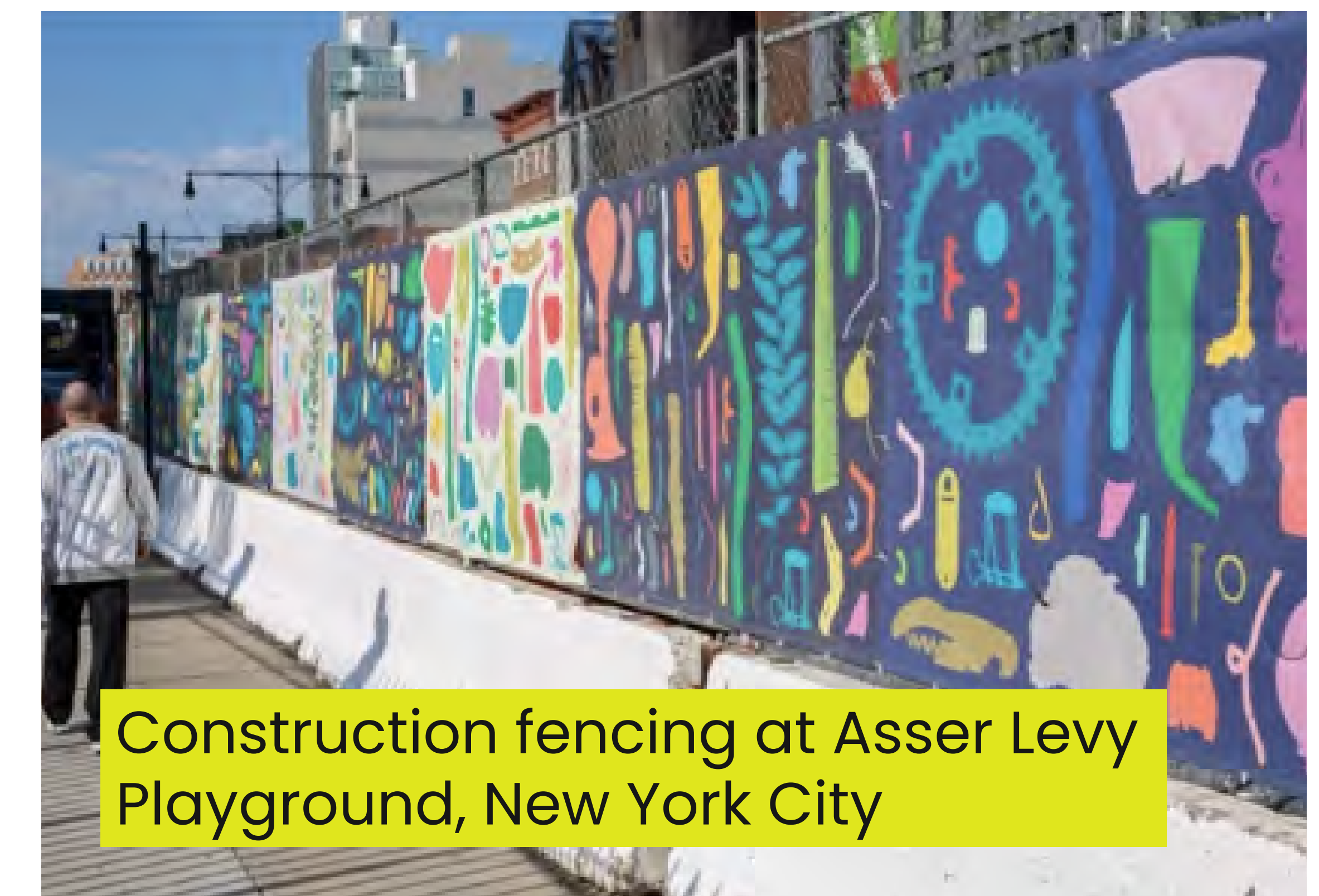
Creating a visually compelling pedestrian connection between Frisco Square, Frisco Junction and the Rail District, this Art Walk utilizes temporary fencing and hanging panels to showcase artists work, community history, community leader profiles and other information on a rotating basis until the open space is developed. A project could include engaging the Frisco ISD to incorporate student works as a family destination and as a way to reintroduce the Rail District to the broader community.



Two Faces, India
Artist: Anila Kumar | Photo:
Varun Vedavysd



Artery, Various Artists, Eureka
Springs, AR | Photo: Arkansas.com



Construction fencing at Asser Levy
Playground, New York City

Growing a *Food Truck Culture*

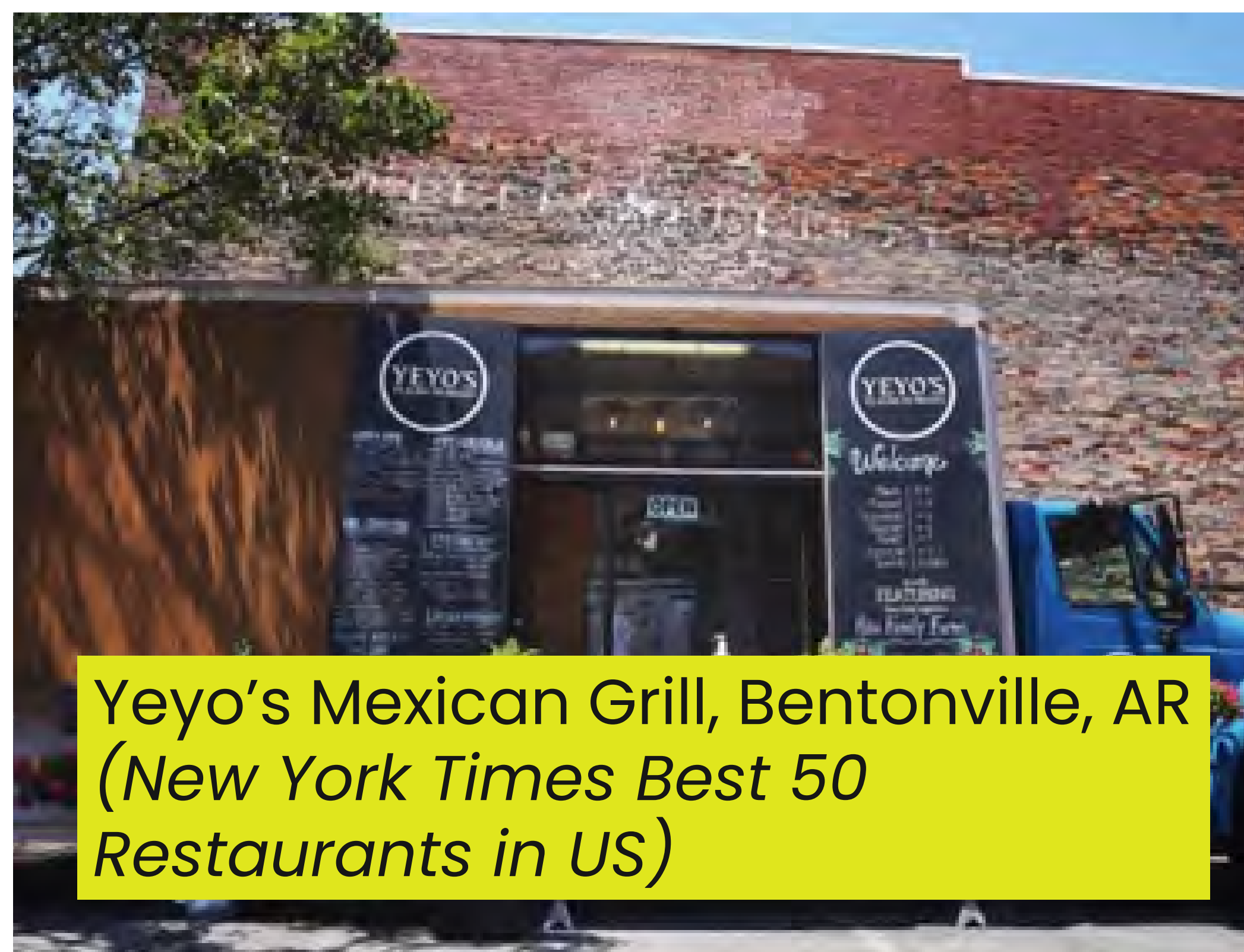
Activating empty lots with food trucks — particularly on the bookends of Main Street — breathes life into local streets, diversifies food offerings and draws attention to areas ripe for redevelopment. Food trucks are a staple in American culture, especially since there are more than 23,000 of them across the United States. They also generate a loyal following, are a regional draw and the best ones are known nationally. Intentional placement, aggressive recruitment of quality offerings, accompanying public policy and management, and robust marketing efforts are all strategies behind a successful food truck strategy.



Crazy Burger, Dallas, TX
A Top 10 Food Truck in Dallas)



Parking Lot at Main and Dogwood



Yeyo's Mexican Grill, Bentonville, AR
(*New York Times* Best 50 Restaurants in US)



Empty Lot along Frisco Square Blvd

Activate *the Actors*

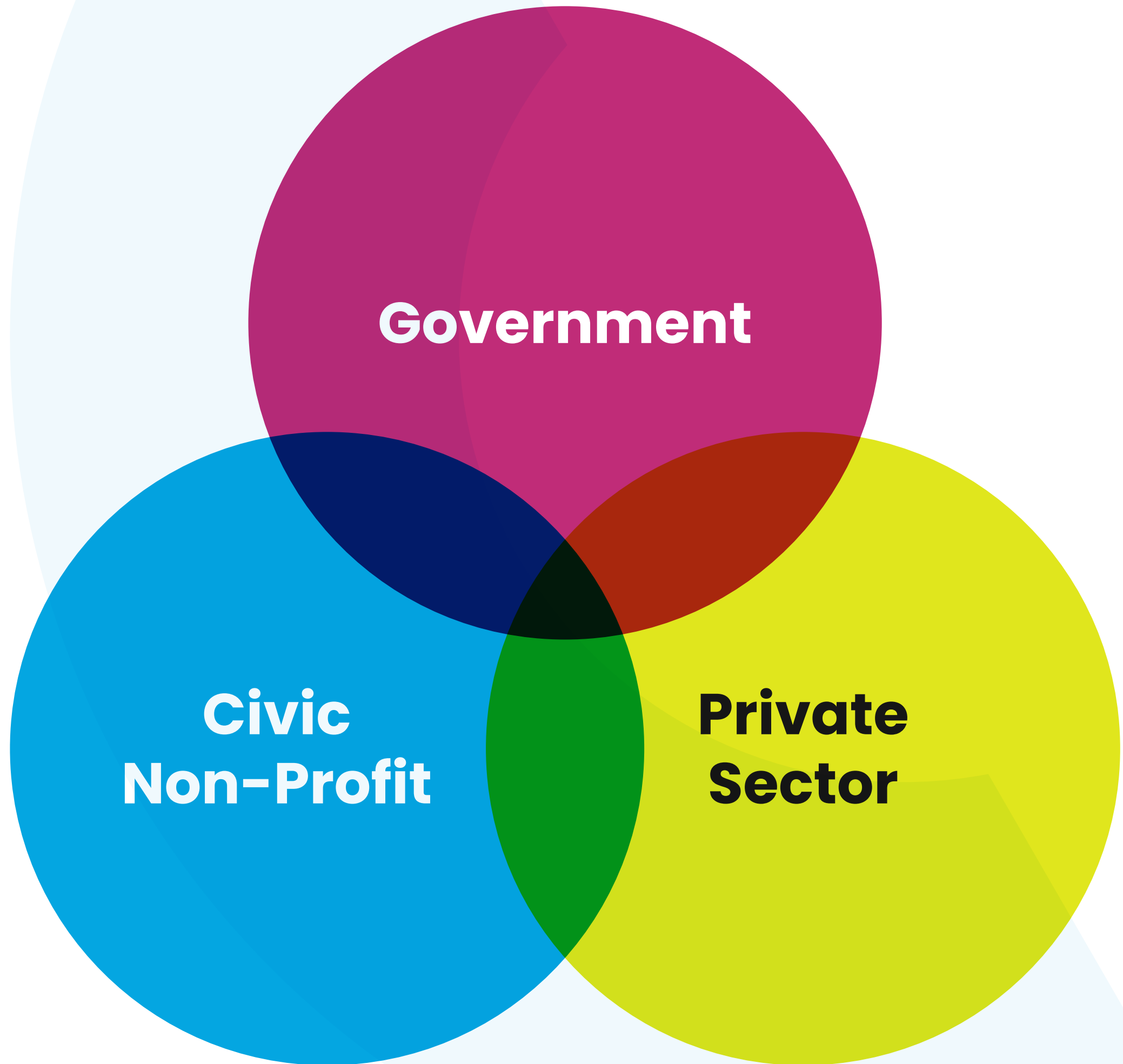
Engaging with and empowering the people needed to bring life to an area is the most important element to any revitalization plan. Attracting investment, compelling exploration and activating a unified story delivers on investment in experience design.

The baseline organizational structure for constantly delivering on a unified story and cohesive District experience is also a necessary part of this element. Who is aligning all the various stakeholders, building the story, activating the District with programming and waking up every day cultivating collaboration around the vision?



Catalytic *Triad*

It is the role of the *Catalytic Triad* — Government, Non-Profit and Private Market — to develop both the Hardware and Software in partnership with each other. Each domain has both a collaborative and individual role to play, including cultivating appropriate opportunities to constantly align on vision.



Municipal Government

The **municipal government** is responsible for delivering a broad range of services in relation to roads, planning, economic and community development, environment, recreation and amenity services, and fire services, all while fostering and communicating a clear community vision. The collective mission of the municipal government and its representatives should be the systems, policies, procedures and city infrastructure investments that deepen land value to strengthen and grow a tax-base that funds all the necessary resources for a functioning city.



Civic Non-Profit

The **non-profit** domain plays a vital role in the social and economic well-being of the community by providing the services, goods and resources that meet community needs. Fostering and nurturing an inclusive community vision in economic development, the arts, cultural awareness, education, health and spirituality are the core software elements of place. In essence, these non-profit and civic entities are the “heart” of the community, and their work can have significant ripple effects throughout the local economy.

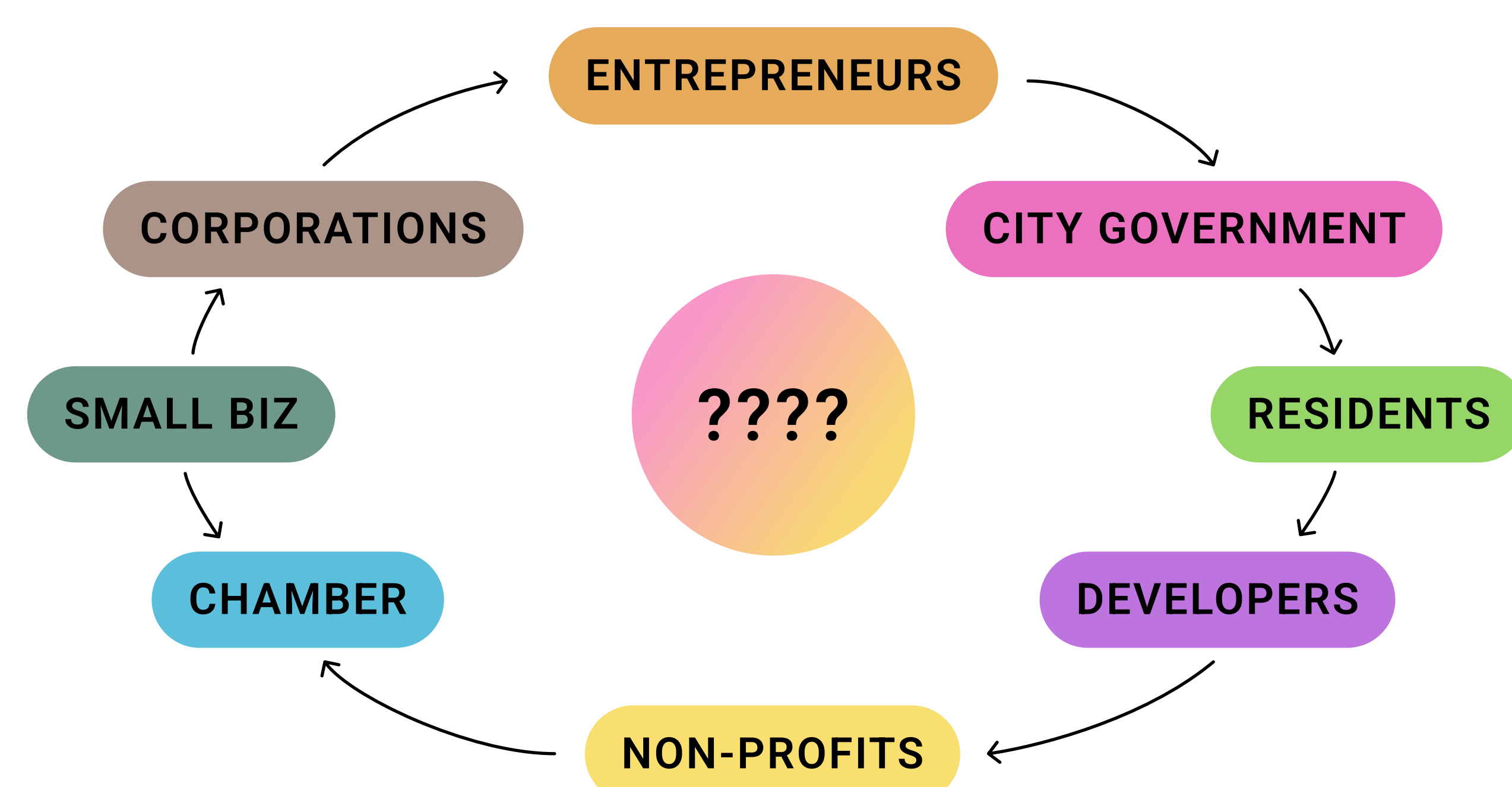


Private Sector

In a free-market society such as the United States, the **private sector** is an essential component to fueling value, and thus the success story of a community. It is the risk and reward associated with private investment — whether in large catalytic projects or small retail or service businesses — that sets the pace of sustainable success and feeds the dynamics of a growing economy.

Organization

Recommendations



”If you could get all the people in the organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.”

— Patrick Lencioni

Downtowns are immensely valuable and resilient — from driving tax revenue and business activity to hosting a concentration of resources, amenities, and social infrastructure. Downtowns play a pivotal role in the long-term health of a city. Different than a private development managed and often controlled by a single entity, Downtowns like the Rail District also have a wide variety of ownership — from public right-of-way to private property — and a wide variety of uses — from residential, hospitality, retail and services.

Aligned around a common vision, empowered by sound public policy and fueled by a strong private market, Downtowns need a special kind of cultivation that cannot fall on the government, private market or a civic non-profit alone. It takes a diverse set of individuals and entities convening on a regular basis and within an organized structure to tackle issues, support appropriate development, champion continued public investment, celebrate successes and share great stories that constantly activate the District.

It is important to note that these organizations — usually independent 501(c)3 non-profit entities — are not regulatory bodies, but work closely with the City, private market and other non-profit entities to ensure a vision is manifested across all sectors. With a Board of Directors comprised of voting members and Ex-Officio positions aligned around a clear mission and purpose. It is traditionally funded by both earned, sponsorship and philanthropic resources and empowered by aligned permissions from Downtown stakeholders. This entity becomes the cohesive voice of the Rail District. Volunteers, however, can only take on so much.

Professional and knowledgeable staff dedicated to the advancement of downtown that works in tandem with stakeholders is a vital next step in the evolution of the Rail District.

Recommendations

Utilizing the active 501(c)(3) status of the current Merchants Association, broaden the mission to address the entirety of the Rail District:

- Expand the Board of Directors to include property owners, residents and interested parties outside of downtown (Corporate HR Department Heads, etc.).
- Incubate this organization within a larger entity like the Frisco Chamber of Commerce until a staff person(s) is hired to manage and coordinate activities like the Downtown Association.
- Organization to be independent and not an armature of the municipality, private entity or another non-profit agency but works closely with each sector.
- Ex-Officio Members (non-voting Board members) to include representatives from Frisco's Planning Department, Visit Frisco, Parks Department, Engineering, Frisco Economic Development Corporation, Frisco Community Development Corporation and City Hall.

The Civic Brand: Cultivating *a Unique Identity*

“Knowing is not enough;
we must apply. Willing is
not enough; we must do.”

— Anthony Bourdaine

A city’s brand is fundamentally a community or neighborhood’s sense of identity. It’s more than a logo or a marketing strategy. It is a promise and a commitment that must constantly be reinforced and reinvested in.

If this brand is not a promise the community can constantly deliver, it fails and its stewards suffer a loss of credibility. Marketing — that common voice of the brand — is how you communicate your brand promise. It is secondary, however, to what you are marketing. The Rail District already has residents, businesses, a history, a culture, a set of values — a brand.

In the context of place brands, the local government typically owns the community brand and is responsible for ensuring the brand promise is relevant and authentic for residents and visitors alike through asset creation and usage. **The most powerful and successful city brands are owned by the community and powered by a shared usage facilitated by the government.** In essence, it is a public asset that must be constantly nurtured and protected. The Rail District has a competing brand and voice, creating confusion and frustration with downtown stakeholders. This translates to a cluttered message that diminishes the powerful story of the district.

Recommendation

Visit Frisco takes the lead on developing and sharing a unifying Rail District brand through a public process that offers a distinct, authentic and aligning voice. The outcome of that process should position the Rail District as an expression of the history, heritage, heart and future as a strong sub-brand of the overall Frisco story. It will need to speak to the people who already live in the city, as well as to potential newcomers.

7 key brand activations for consideration:

1. Map out and agree to a vision and decision frameworks.
2. Take the first step. Don't let perfection be the enemy of execution.
3. Align actions and decisions with the vision and be consistent.
4. Be inspired by others, but do not simply replicate ideas or projects from other communities.
Be authentic to who you are!
5. Constantly communicate the vision and goals so they permeate the culture, language and actions within the community.
6. Be relentless in soliciting feedback and be open to changing tactics with new information.
7. Keep moving forward!!!

The Velocity
Group *Team*





Daniel Hintz

Daniel Hintz founded the Velocity Group in 2014 to provide a systems-based approach to placemaking, focusing on the dynamic ways the individual parts of a project interrelates within the larger community context.

It is his belief in the power of collective wisdom and working with people driven by a common vision that provides the impactful collaborative outcomes of Velocity Group projects. Daniel has cultivated his approach over a lifetime of work as an actor, filmmaker, chef, educator, non-profit executive, small business owner, property developer, restaurateur, event producer, social service provider, community advocate and volunteer, informing his uncommon approach to the work of placemaking and community experience design.

As CEO/Chief Experience Officer of Velocity, Daniel has worked on a wide variety of projects all over North America, including Downtown Master Plans, regional economic development initiatives, branding and marketing strategies, private development projects and tenant programming, event production, art and cultural initiatives, restaurant and hospitality concepts, public outreach and engagement, and public policy work.

05. Our Team

Daniel served as Executive Director of Fayetteville Downtown Partners, where he produced the Fayetteville Arts Festival, structured the formation of the Fayetteville Arts Council, co-wrote the initial Fayetteville Public Art Policy, crafted the state's first municipally formed Arts District in Downtown Fayetteville and changed state BID law to include the arts as a fundable line item, among other projects. He went on to serve as Executive Director of Downtown Bentonville, Inc., where he managed

and facilitated economic development, experience design and marketing for the 1,768-acre downtown district. Growing the non-profit Downtown Association from two to seven employees, expanding organizational revenue by 300%, directly recruiting over \$50 Million in downtown investment and producing 400+ events that generated over 750,000+ visitors to downtown, his work fostered a growing art, entertainment, culinary, and entrepreneurial scene which has earned national attention.

He was the editor for the annual statewide magazine Block, Street, and Building: New Urbanism in Arkansas published by the Arkansas Times and in 2008, he earned an Experience Economy Expert certification from Joseph Pine and Jim Gilmore. Their thoughts on the rising consumer value of experience and authenticity were listed by TIME magazine as a Top 100 Idea Changing the World. Daniel holds a BFA in Film from the University of Colorado Boulder.

“Daniel Hintz is a really bright fellow who has lots of practical and pragmatic skills, and ton of vision and creativity. Usually you meet folks who have one of those attributes, but rarely all of them. Daniel is a rare sort of pro.”

John Anderson, Co-founder and Principal
Anderson|Kim/Toller
Architecture and Urban Planning

“Daniel has been our mojo master and an awesome experience architect. His input, valuable insight and most importantly, his great contagious attitude, has helped us get thru the hardest moments on our project. There’s no one out there who gets the essence of our complex project the way he does.”

Paola Barrera, Sr. Project Manager
Marea La Paz, La Paz, Mexico

“Daniel Hintz possesses a knack for connecting people, ideas and capital (financial and otherwise) in ways that benefit all parties. His vision is obvious given his aggregate accomplishments, but what is often underestimated is his willingness to go to any length to bridge thought to reality.”

Stan Zylowski, President
Movista, Inc.



Sandy Wright

Sandy Wright, M.A., PCC, mines strengths, potential and innovation from within teams, leadership, small businesses, government and nonprofits to enhance growth, expand concepts and maximize resources.

With over 40 years experience in organizational development, capacity building, marketing and social enterprise, she has served as Vice President of a \$100 million leveraged 90-block urban renovation project including new builds, renovation, community-based engagement, commercial options and more. In addition, she served as consultant for multi-million dollar builds for nonprofit projects funded by the Donald W. Reynolds Foundation. For corporate clients, she has helped guide business expansion, including amenities such as restaurants, hotels, casinos and other attractions.

Sandy founded and served as CEO of a marketing firm working with corporate leaders, government and small businesses to expand innovative economic assets. In addition, she has developed tourism-based projects with local municipalities and businesses to engage local and national consumers.

On the nonprofit side, Sandy has been Executive Director of a national program for neurodiverse adults, women healing from domestic violence and creative arts communities. She also served as a consultant to both social enterprises and capacity-building projects, in addition to being on board leadership teams.

Sandy is an internationally accredited leadership change management and transition coach achieving a Professional Coach Certification from the International Coaching Federation, working with corporate leaders, high potential employees and individuals navigating change. She is a strong advocate for engagement through human-centered design. Traveling around the globe interviewing leaders, exploring cultural diversity and human behavior is a passion. Her perspective is infused with active involvement in economic-based organizations promoting innovative entrepreneurship.

“Sandy has a consistent track record of innovation, effective client partnering and results. I've watched projects unfold over the years with just enough edginess to be ahead of the pack. Sandy values curiosity, client expertise, teamwork and creating outcomes that contribute to sustainability and profitability.

Archie Schaffer, Consultant and
Former Executive Vice President
Tyson Foods, Springdale, Arkansas

“Sandy is the trusted pro you want to have with you on tough projects, personal and leadership growth and new initiatives. She quickly grasps and essential issues and needs, then develops creative strategies to enhance success. Her strength is the ability to help you clearly articulate your objectives and provide you with the tools to achieve those objectives.

Mary Cannon
*Cannon & Associates
Milwaukee, WI*

“Sandy brings an entrepreneurial perspective to her work with individuals and organizations that is unique to the field. She has a way of getting people to think outside-the-box about operating, programming and services. The result is a plan of action that is innovative and human-centered. Her warm, creative and personal approach to getting to know and motivate each individual, leadership, staff and constituents is never boiler-plate. She is able to draw on her own professional experience to help other navigate change successfully. She's been a top go-to-recommendation for many years.

Courtney Knoblock, Sr. Program Officer
Zarrow Family Foundations



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