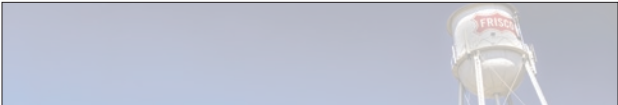


Table of Contents

Acknowledgments	iii
1. EXECUTIVE SUMMARY.....	IX
1.1 Executive Summary	ix
1.1.1 Advancing an Authentic Downtown.....	ix
1.1.2 The Role of the Master Plan	x
1.2 A Plan for Investment.....	xi
1.2.1 Development Opportunities.....	xi
1.2.2 Connectivity, Open Space and Parking	xi
1.2.3 Street Infrastructure, Drainage and Utilities.....	xiii
1.3 Implementation	xiii
2. A VISION FOR DOWNTOWN.....	1
2.1 Overview	1
2.1.1 A Comprehensive Approach for Implementation.....	1
2.1.2 A Community Driven Vision for Implementation	2
2.1.3 Open Space Integration & Alleyway Activation	3
3. MARKET OPPORTUNITIES	7
3.1 Downtown Market Opportunities.....	7
4. CATALYTIC DEVELOPMENT	13
4.1 Character Areas	13
4.1.1 West	13
4.1.2 Central	14
4.1.3 North	14
4.1.4 South.....	14
4.1.5 East.....	14
4.2 Development Projects in the “Pipeline”	14
4.3 Catalytic Development Locations	15
4.3.1 Design District.....	15
4.3.2 Design District Case Studies	17
4.3.3 4th Street Plaza.....	20
5. CONNECTIVITY, OPEN SPACE AND PARKING.....	25
5.1 Regional Mobility Implications.....	25
5.1.1 The Integrated Vision	26
5.2 Street Network.....	27
5.2.1 Main Street Design	27
5.2.2 Main Street Phasing - Option B to Option D	30
5.2.3 Proposed Cross-Section Design for Other Streets.....	30
5.2.4 Traffic Operation Improvements	33
5.3 Open Space.....	35
5.4 Public Safety Access	36
5.5 Parking.....	37
5.5.1 Existing Conditions and Demand	37
5.5.2 Future Parking Demand	39
5.5.3 Shared Use Parking Strategy.....	42
6. DRAINAGE AND UTILITIES	45
6.1 Existing Conditions	45
6.2 Desired Outcomes	45
6.2.1 Public Utilities	46
6.2.2 Solid Waste Management.....	46
6.2.3 Franchise Utilities.....	47
6.2.4 Existing Grass Alleys	51
7. DOWNTOWN BRAND AND GOVERNANCE.....	55
7.1 Historic Downtown and Frisco Square	55
7.1.1 The Rail District & Wayfinding/Signage	55
7.1.2 Public Art and Activation	56
7.2 Downtown Management Options.....	56
7.2.1 Role of Private-Sector Entities.....	58
8. IMPLEMENTATION.....	63
8.1 Policy and Regulatory Calibration	63
8.2 Design District and Catalytic Projects	64



8.3	CIP Recommendations	65
8.4	Funding Strategies.....	67
8.5	Housing Policy Recommendations.....	70

9. APPENDICES

9.1	Stakeholder Engagement	73
9.2	Opportunities and Constraints Analysis	85
9.3	Mini-Market Analysis	89
9.4	Main Street Options.....	127
9.5	Capital Improvement Project Probable Costs	135
9.6	Traffic Demand Analysis.....	139