

# City of Ennis Downtown Master Plan

Adopted  
March 7, 2016



MESA + PLANNING



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ORDINANCE NO. 16-0307-06

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF ENNIS, ELLIS COUNTY, TEXAS, ADOPTING THE CITY OF ENNIS' DOWNTOWN MASTER PLAN; DIRECTING USE OF THE NEW PLAN IN CONSIDERATION OF FUTURE DEVELOPMENT DECISIONS; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Chapter 213 of the Texas Local Government Code, the City Commission of the City of Ennis seeks to adopt a downtown master plan for the long term development of the City of Ennis ("the City"); and

WHEREAS, the City Commission finds that it is prudent to adopt a downtown master plan and is in the public interest to guide downtown development; and

WHEREAS, in compliance with the laws of the State of Texas and the ordinances of the City of Ennis, the City of Ennis has given the requisite notices by publication and/or otherwise and, after holding due the required hearing and affording a full and fair hearing to all the people within the City of Ennis, in the exercise of its legislative discretion, have concluded that the downtown master plan, including all maps and exhibits, which is attached hereto and incorporated herein as Exhibit A, should be adopted.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF ENNIS, ELLIS COUNTY, TEXAS, THAT:

SECTION 1: Pursuant to Chapter 213 of the Texas Local Government Code, as amended, the City's downtown master plan is hereby adopted as set forth in Exhibit A in its entirety and shall, upon the effective date of this Ordinance, be as set forth in that certain document titled *Ennis 2016 Downtown Master Plan* dated January, 2016 ("2016 Downtown Master Plan"), the official copy of which is on file in the Office of the City Secretary and incorporated into this Ordinance by reference to the date of adoption and number of this Ordinance.

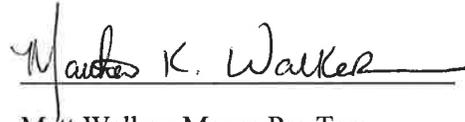
SECTION 2: That all boards, commissions and the city staff are hereby directed to utilize the information contained within the "2016 Downtown Master Plan" as a guideline upon which to base development decisions and to disseminate such information to all interested parties upon inquiries made subsequent to the effective date of this Ordinance.

SECTION 3: Should any word, sentence, paragraph, subdivision, clause, phrase or section of this ordinance be adjusted or held to be void or unconstitutional, the same shall not affect the validity of the remaining portions of said ordinance, which shall remain in full force and effect.

SECTION 4: This Ordinance shall take effect immediately from and after its passage and publication in accordance with its provisions of the Charter of the City of Ennis, and it is accordingly so ordained.

PASSED and APPROVED on first reading the 15<sup>th</sup> day of February, 2016

PASSED and APPROVED on second reading the 7<sup>th</sup> day of March, 2016.

A handwritten signature in black ink that reads "Matt K. Walker". The signature is written in a cursive style and is positioned above a horizontal line.

Matt Walker, Mayor Pro Tem  
City of Ennis, Texas

ATTEST:

A handwritten signature in blue ink that reads "Angie Wade". The signature is written in a cursive style and is positioned above a horizontal line.

Angie Wade, City Secretary  
City of Ennis, Texas

APPROVED AS TO FORM:

---

Richard Wilson, City Attorney

# ACKNOWLEDGEMENTS

We acknowledge the time and effort put forth by the many individuals, including City Commissioners, Planning and Zoning Commissioners, City Staff, Main Street Board members, and citizens of Ennis, who attended and participated in the Public Presentations, Charrette, and Hearings that led to the creation of this distinct Downtown Master Plan.

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Mayor Russell Thomas  
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Commissioner Ward 2, Marco A.  
Hernandez

Commissioner Ward 3, Kenneth "Ken" W.  
Hackney Jr.  
Commissioner Ward 4, Lola Searcy  
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Mike French  
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Bill Vitovsky

## City of Ennis

Scott Dixon, *City Manager*  
John Hatchel, *Interim City Manager*  
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Donna Batchlet, *City Secretary*  
Robert Bolen, *Director of Public Works*  
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## Main Street Board

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Betty Glaspy, *Secretary and Downtown  
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# DOWNTOWN ENNIS, A GENERAL INTRODUCTION

Downtown Ennis, known for its fantastic Bluebonnet Trails Festival, Annual National Polka Festival, spectacular Lights of Ennis, and many other festivals, is a quaint yet considerably solid district of Romanesque architecture of the late 19th century set within a grid of quiet streets. This true historic treasure trove is a jewel among many across the Texas landscape with potential to shine even brighter.

Like many cities south of Dallas, Ennis began as a speculative railroad township in 1871. It served as a robust agricultural economy, creating a town hub with distinctly urban characteristics. As long as the agricultural basis thrived and supported an externally traded economy, Ennis enjoyed two important distinctions:

- Its externally traded economy allowed the young city to export agricultural product and import capital; and
- Roadways serving the agricultural hinterlands and neighboring cities, such as Waxahachie, flowed to, and through, Ennis' urban hub.



Figure 1. Historic Main Street

These important features of economy and proximity supported a vibrant city core. The highest period of agriculture occurred in the 1930's when cotton production in Ellis County peaked producing more cotton that year than any other U.S. county. At this point, Ennis was, as the byline of the time stated, "where railroads and cotton fields meet".

When cotton began to wane in the 1950's and when I-45 created a regional bypass east of the downtown area, Ennis began to realize the economic effects of a shifting economy. It became a more internally traded economy than an externally traded economy, and it began to see a loss of centrality within regional movement patterns. During this period, commercial investment found locations along the interstate more attractive, leaving downtown to redefine itself in terms of commercial activities. Despite this redefinition and shift, Downtown Ennis retained much of its downtown fabric but never fully evolved properly into a destination for tourists and locals alike.



Figure 2. Historic Buildings on Knox St.

Approach, a tool used to leverage local assets in the pursuit of downtown revitalization, ensued, including the creation of a Downtown Master Plan.

Despite numerous challenges, Downtown Ennis has begun to experience a level of change that is sparking interest and momentum, which was carried throughout the Downtown Master Planning process. The Main Street Board participated at a high level along with concerned citizens; the City adopted several new progressive ordinances including one allowing more creative use of space within the existing historic building stock; several property owners applied for and

Adding to downtown's economic hardships were devastating weather events, including the most recent tornado in 2013 that ripped through the core of downtown causing significant property damage. Seemingly a setback, the devastation actually brought about opportunity. Rebuilding needed to ensue, but a community approved Comprehensive Plan and subsequent Downtown Master Plan would need to guide the process. Thanks to the work done by the Comprehensive Planning Consultant Team, City Staff, CPAC, and citizens of Ennis, an updated Comprehensive Plan was created and adopted Jan. 4th, 2016. During the comprehensive planning process, Ennis became the 88th Main Street City by the Texas Landmark Commission. Through the establishment of a Main Street Board, the Main Street Program's Four Point

# DOWNTOWN ENNIS, A GENERAL INTRODUCTION

received money from the Façade Grant Program offered by Ennis' Main Street Board and Economic Development Corporation; and the existing and beloved downtown events expanded to include a welcoming celebration for the First Lady of Texas! The silent yet obvious feeling of change was met by the clank of construction on Knox St. making progress seem as tangible as ever. This momentum was paired with an action oriented and economically sound Downtown Master Plan that will serve to carry Downtown Ennis into the future as the destination it ought to be. This is done, first and foremost, by making the downtown historic core an attractive place for investment, a value center that can draw a portion of the \$207 million of annual surplus spending from the I-45 value center. As a reestablished destination, Downtown Ennis can properly reposition the City's center of gravity back to the downtown area, the heart and soul of the community.

This Report consists of four sections: The Assessments Section, the Framework Plan Section, the Design Solutions Section that manifest the Downtown Master Plan, itself, and a Preliminary Implementation Strategy Section. The Assessments Section takes a critical look at the existing renter occupants, parking, physical conditions of the building stock, streetscapes, infrastructure, and physical barriers in and around downtown preventing increased investment and spending downtown, which ultimately contributes to an economic strategy toward downtown revitalization. Goals created with guidance of the Main Street Board, citizen participation and an economically sound rational transpire into the Framework Plan, a conceptual structure of community vision. This Framework Plan is molded through a community charrette process until it is finalized as a consensus document depicting a range of catalyst projects. From this Framework Plan and list of catalyst projects comes the more detailed Downtown Master Plan that brings to life the community vision with thoughtful design solutions to the previously identified barriers to investment. The final product, like any masterpiece, begins with three primary colors, or in the case of Downtown Ennis, three primary design components: Entrances, Focal Points and Links, all of which are described in meticulous detail in the Design Solutions Section of this Master Plan Report. Lastly, no Plan is complete without an Implementation Strategy. This Report describes the foundational elements of an implementation strategy to be built upon at a later date that aims to ensure the realization of the catalyst projects designed to kick-start revitalization of the downtown core and surrounding redevelopment in the near and long-term future.



Figure 3. 2015 Polka Festival Parade



Figure 4. Welcoming the First Lady of Texas in 2015



Figure 5. 2015 Lights of Ennis Parade



Figure 6. 2015 Bike Parade



# PART 1

## ASSESSMENTS

### 1.1. INTRODUCTION

The following Assessments of this Downtown Master Plan Report serve as the necessary foundation upon which the following are built:

- An understanding of past, present, emerging, and inherent conditions that will shape and influence the future of Downtown Ennis.
- Goals that will guide the formation of the Framework Plan.
- Formation of the Downtown Master Plan Design Solutions.

The Assessments portion of this Report is a solid base of facts that disclose physical and economic strengths and weakness driving the reasons for Downtown Ennis' current state and serving as the foundation upon which the Master Plan is derived. The Assessments Section consists of six key studies, including:

- Value Gradient Assessments: This Assessment applies the Economic Theory of Bid-Rent Function to explain development patterns and value distribution along Ennis Ave. from I-45 to west of downtown.
- Downtown Planning Areas: Based on the conclusions brought forth by the Value Gradient Assessment, five planning areas are identified, including the historic core and four transition areas. Each area has a unique economic approach either toward revitalization, infill development and/or redevelopment.
- Rent User Assessment: This Assessment inventories and categorizes all existing businesses and renters in the downtown core into four rent user classifications, including Opportunistic Rents, Rent Sensitive

## 1.1. INTRODUCTION

Specialty Rents, Stable and Legacy Rents, and Value Enhancement Rents. This Assessment conveys the economic health of the downtown core and what types of rent users the Downtown Master Plan must seek to attract.

- **Physical Fabric Assessment:** Created from multiple walking tours, this Assessment tells the visual story of Downtown Ennis, including its apparent constraints and opportunities.
- **Parking Assessment:** Key to a destination downtown is providing enough parking to accommodate normal business days as well as bustling event days. The Parking Assessment provides four case studies that illuminate Ennis' future parking needs.
- **Code and Building Preservation Assessment:** Also created from multiple walking tours, this Assessment inventories each building within the historic core of downtown and provides due diligence for restoration and feasibility for reuse.

Ultimately, the Assessments reveal a clear view of the planning challenges the final Downtown Master Plan must overcome.



Figure 7. SW Main St.

## 1.2. VALUE GRADIENT ASSESSMENT

The following is an Assessment of the existing, perceived and needed investment environment along Ennis Avenue from I-45 to the west side of downtown. The value environment created by the market through investment of land and development between one or more value centers generates a value gradient. The dynamics of the market-defining value centers and the level of investment between them determines if the value gradient exudes relative value or different value, the A+ or F- on the investment environment report card. The key investment environment issues are explained in greater detail as follows:

### **DIFFERENT VALUE VERSUS RELATIVE VALUE**

Investment is responsive to relative value and suppressed by different value. Relative value refers to the sequential increases or decreases in value as one moves farther from the value center. It is a concept of value based on proximity. The theory supporting this observation is called Bid-Rent Function Theory (also known as Alonso's Bid Rent Function Theory, 1960, which extended the earlier work by von Thunen). Relative value is positive for investment because all land within the value gradient is related to, and expressive of, the central value that defines a market area where prices suitable for various levels of investment can be found. Therefore, investment within the value gradient competes with other investment for the most promising place (proximity). This competition is the life blood of the market and is what animates transaction within it. Different value, on the other hand, defines two separate and not related value circumstances. They are not related in a single market economy; instead they exist in different markets. Therefore, investment is discouraged because there is no way for appreciation in the central element of one value setting to increase the other. Where there is no appreciation, it is difficult to convert investment into return, which is the objective of all investment decisions.

## 1.2. VALUE GRADIENT ASSESSMENT

Today, Ennis is suffering from different value settings between I-45 and downtown instead of a clearly understood relative value relationship. Figure 8 illustrates the different value setting as it exists today.

In Figure 8, "A" and "B" illustrate the value gradient associated with I-45. In keeping with traditional Bid-Rent Theory, the value opportunities decrease as one moves west toward the railroad tracks. This is also illustrated on the ground with the retailers that have taken up positions along Ennis Avenue in this zone. Figure 9, prepared by the Retail Coach (under contract to the City of Ennis), illustrates retailers along Ennis Ave. Note that at I-45 the cluster of retailers are those typically seeking to serve a regional market due mostly to high exposure to I-45. As one moves west, there are fewer retailers and more fast food, and they are sparsely placed. Approaching the railroad tracks and west of the downtown core, there is a cluster of grocery, drug, and discount stores serving the local population. East of the railroad tracks there is very sparse placement of a few fast food shops. The I-45 area serves a regional market and the downtown serves a local market. Note that I-45 has a cluster of retailers and the west-of-the-railroad-track area has a cluster of grocery and discount stores. The lower points in between are populated by sparse fast food vendors. If one wants to make a retail investment, the place to be is toward I-45. Therefore, I-45 and Downtown Ennis are the centers of different value, not points along a shared gradient or relative value.

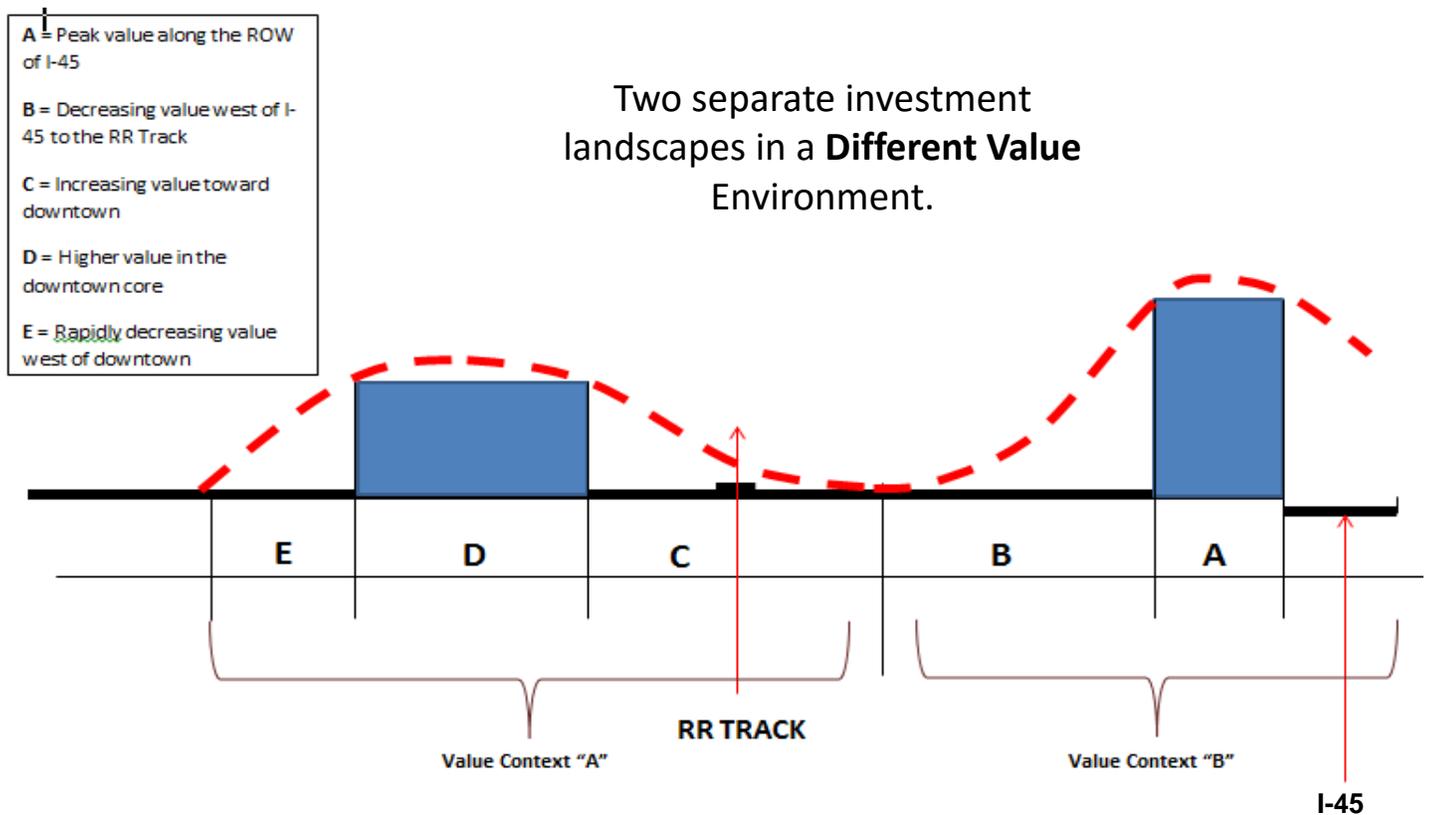


Figure 8. Existing Different Value Setting

Whenever two separate market areas are adjacent, they usually compete with each other...or...they specialize. The current distribution of retailers would suggest that the markets co-exist based on separate and non-competing specialties (again, different value). One is host to regional retail and the other local service. However, the vision for downtown moves downtown toward regional/ destination retail. This means that markets that do not currently compete will be thrown into direct competition. In a toe-to-toe competition, I-45 will continue to dominate because of the greater promise of return that high traffic volumes and regional exposure offers.

## 1.2. VALUE GRADIENT ASSESSMENT

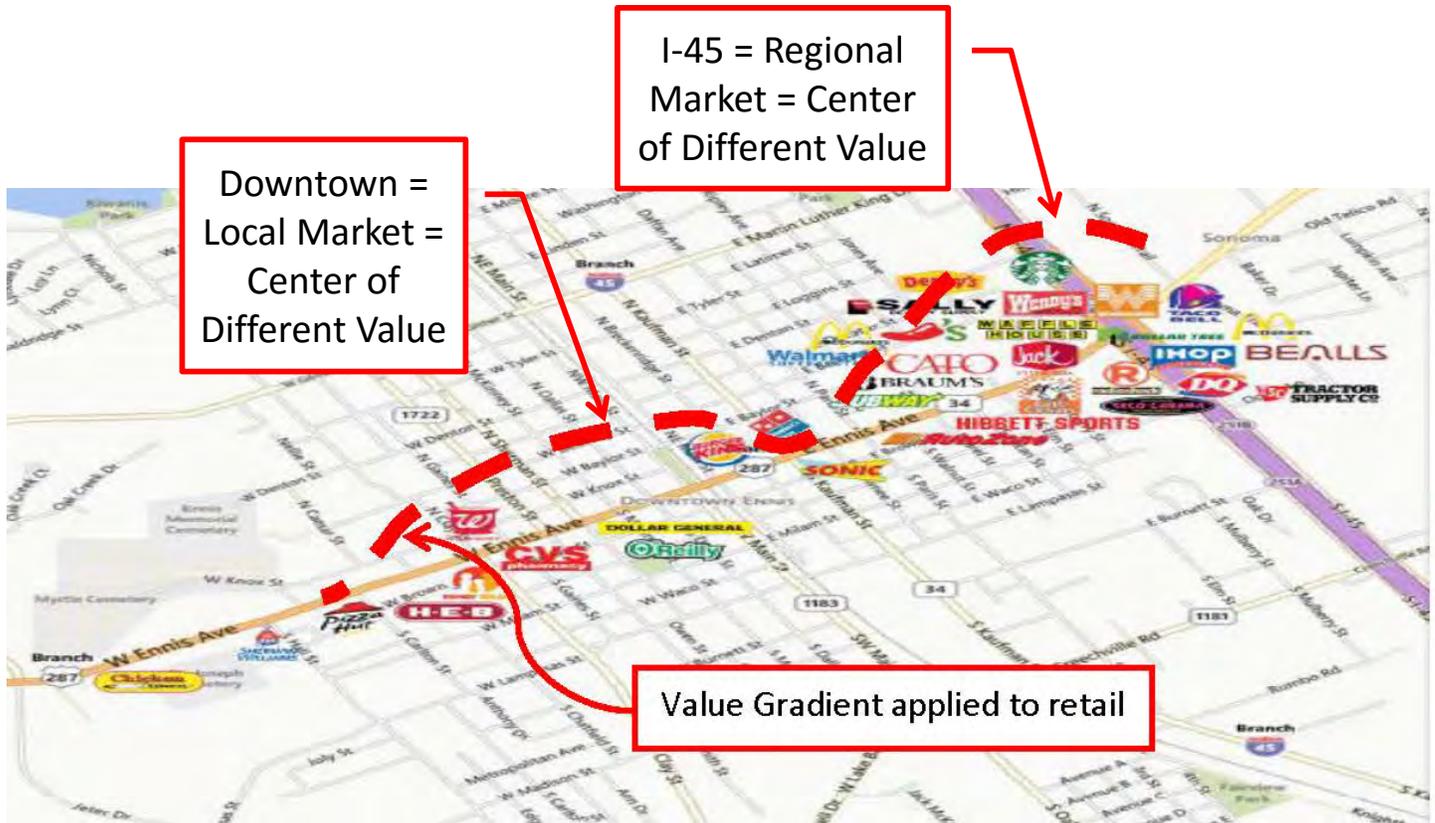


Figure 9. Existing Different Value Setting (graphic provided by The Retail Coach)

At one time, this proximity to regional movement belonged to the downtown core. In fact, it is what built the downtown core. However, the opening of I-45, east of downtown, shifted that proximity to regional movement eastward, leaving downtown to find new economic underpinnings.

It is unlikely that the power of I-45 can be overcome for the benefit of downtown. However, several things can be done to appropriate part of this energy. For example:

### APPROACH 1: IMPROVE THE INVESTMENT ENVIRONMENT

- **Downtown Destination:** If downtown cannot regain its dominance as a hub of regional movement, it must establish itself as a destination of regional importance. It can be said that I-45 attracts retailers who are traffic dependent. A destination should attract retailers who are more “shopping experience” oriented, where shoppers are brought to a place for longer durations of stay than a traffic driven environment needs or desires. Traffic driven retail seeks turn over because the inventory is based on urgent needs (i.e. a 2x4, groceries, drugs, etc.). Destination retail, on the other hand, seeks “duration of stay”, and the experience of that duration is directly related to shopping decisions; more time equals more money spent. Therefore, downtown must establish itself as a destination.
- **Destination and Virtual Anchors:** In a multi-tenant retail context, such as a mall, people are drawn into the shopping environment by the bigger department stores which have a unique mixture of urgent and specialized inventory served up along with specials and sales. Locating the mall close to regional corridors brings high traffic volumes to the department store anchors. Placing the anchors at far ends of a destination shopping environment causes people to move between anchors and experience the special retail environment along the way. This extends the duration of stay (facilitated by limited to no views of the outdoors where one can be more conscious

## 1.2. VALUE GRADIENT ASSESSMENT

of time), and such duration of stay provides patronage for the smaller retailers located between the anchors. Making a destination out of downtown will require a similar strategy. However, instead of retail anchors, like department stores, downtown will need to host virtual and activity anchors. These anchors are comprised of aggregating events and placement of downtown at the center of regional communication.

I-45 can also be an anchor for the downtown area IF there was a strong and convenient connection. The railroad track is a major physical barrier that separates the two commercial environments into two separate value gradients (as discussed above). However, a strong, connection between a destination downtown and a traffic driven I-45 could transform the investment environment.

- **Transforming Different Value into Relative Value:** Currently, Downtown Ennis and I-45 serve as the westerly and easterly ends of a competing/ different value gradient. Figure 10 illustrates what the value gradient would look like IF the railroad track barrier were addressed and a strong downtown stood in a positive economic relationship with I-45. Note that the value gradient DOES NOT touch the zero line (large black line at the bottom of the diagram) as it does in the earlier diagram, Figure 8, which illustrates separate value gradients and therefore separate investment environments. Here, the line droops between two economic high points, creating a variety of investment opportunities between them. Proximity for investment outside of downtown is defined not only by its relationship to I-45 but also the downtown core.

The continuity of the value gradient from I-45 to downtown expresses a unification of the separate and competing investment environments into one continuous investment landscape festooned with a variety of relative value investment opportunities. Connecting the two separate value gradients into one continuous value gradient means that Downtown Ennis can benefit from the aggregation of retail activity at I-45 instead of having to compete with it.

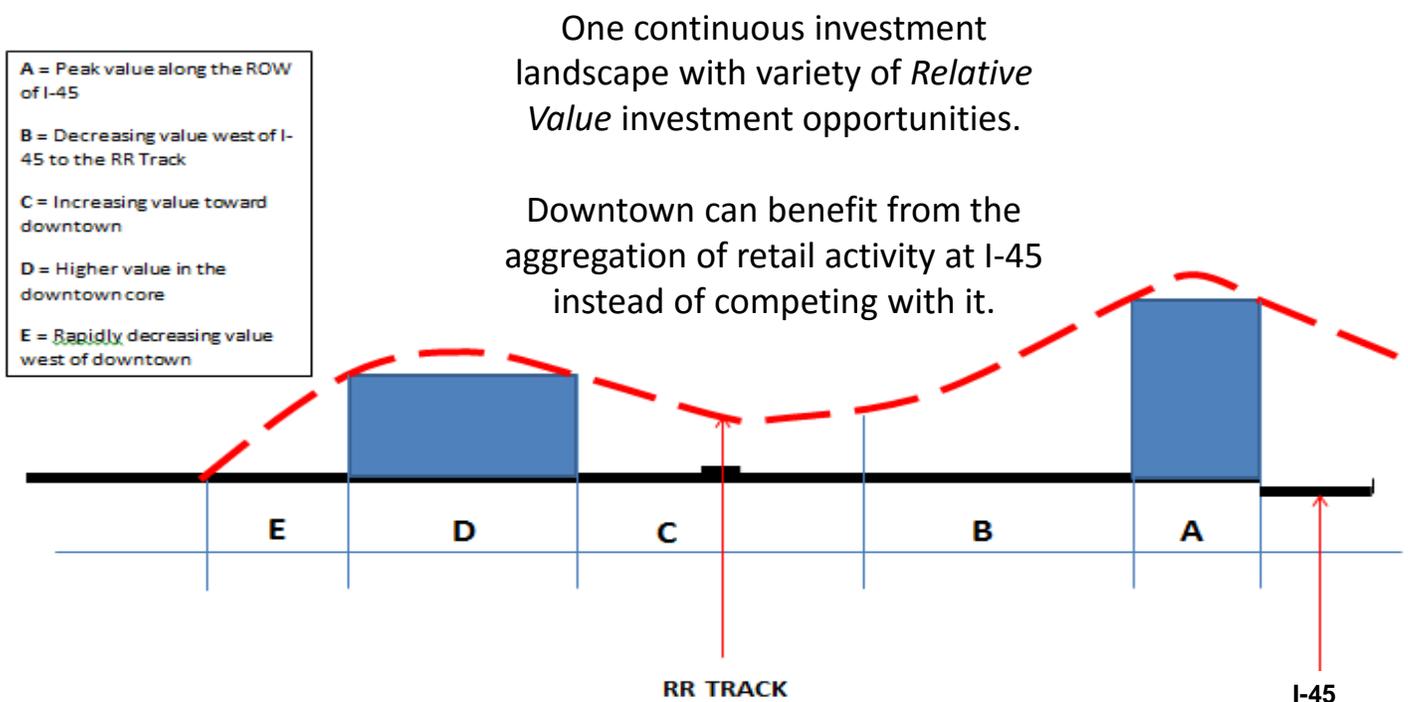


Figure 10. Needed Relative Value Setting

## 1.2. VALUE GRADIENT ASSESSMENT

### APPROACH 2: HARNESS AND CONTRIBUTE TO EXISTING POSITIVES

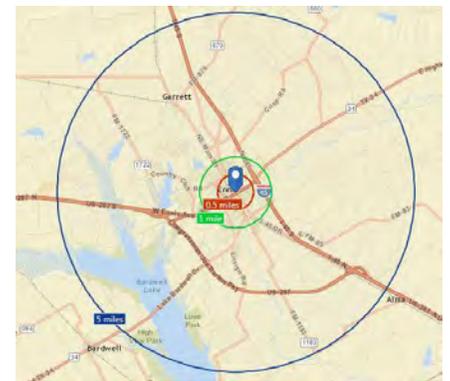
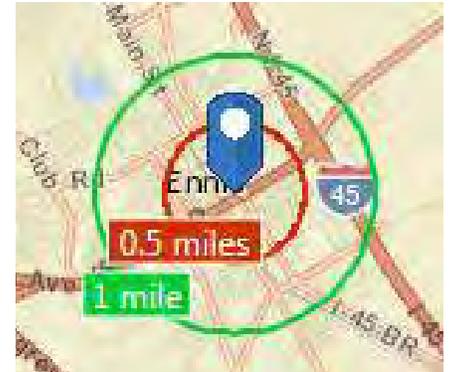
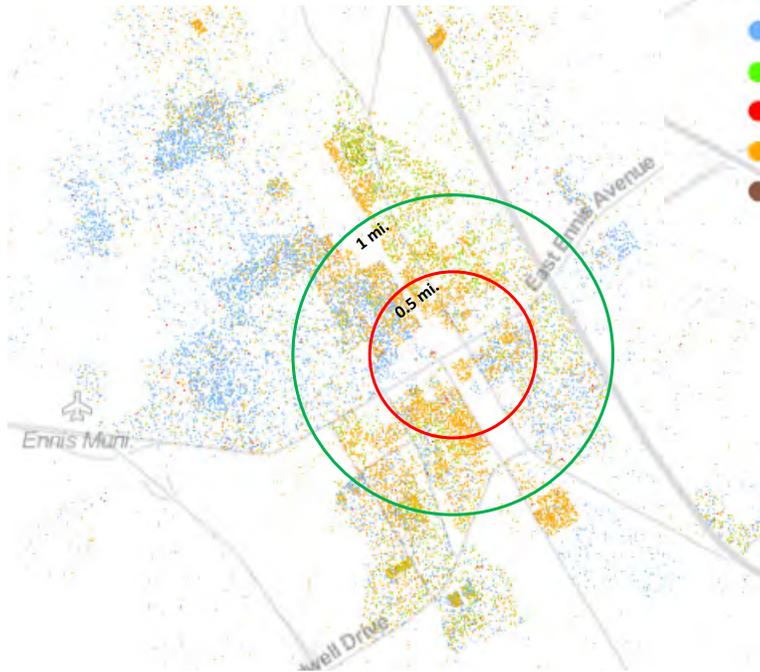
- Aggregated Demand:** The downtown area of Ennis is fortunate to host a significant Hispanic population. Within 0.5 miles of downtown, nearly 55% of the population is of Hispanic origin, and within 1 mile of downtown, 50% of the population is of Hispanic origin. Figure 11 illustrates this concentration.

### ESRI Data (2000 – 2020)

### 2010 Census Block Data

1 Dot = 1 Person

- White
- Black
- Asian
- Hispanic
- Other Race / Native American / Multi-racial



	0.5 miles	1 mile	5 miles
<b>Population</b>			
2000 Population	2,756	7,591	18,826
2010 Population	2,765	7,863	21,637
2015 Population	2,753	7,855	21,756
2020 Population	2,744	7,847	21,873
2010-2015 Annual Rate	-0.08%	-0.02%	0.10%
2015-2020 Annual Rate	-0.07%	-0.02%	0.11%
2015 Median Age	31.1	31.4	32.7
<b>Race and Ethnicity</b>			
2015 White Alone	52.4%	57.1%	65.0%
2015 Black Alone	16.4%	14.7%	12.2%
2015 American Indian/Alaska Native Alone	0.8%	0.9%	0.8%
2015 Asian Alone	0.5%	0.5%	0.5%
2015 Pacific Islander Alone	0.1%	0.1%	0.2%
2015 Other Race	27.0%	23.7%	18.9%
2015 Two or More Races	2.9%	2.9%	2.4%
2015 Hispanic Origin (Any Race)	54.4%	50.0%	41.6%
<b>Median Household Income</b>			
2015 Median Household Income	\$31,131	\$35,672	\$46,514
2020 Median Household Income	\$35,430	\$40,187	\$54,090
2015-2020 Annual Rate	2.62%	2.41%	3.06%
2015 Total Housing Units	931	2,753	7,953
2015 Owner Occupied Housing Units	443	1,302	4,288
2015 Renter Occupied Housing Units	416	1,222	3,025
2015 Vacant Housing Units	72	229	640

Figure 11. 2000 - 2020 ESRI Data

## 1.2. VALUE GRADIENT ASSESSMENT

This population constitutes a reliable retail market that seeks to do business within the general area of their community, which, in this case, includes Downtown Ennis. La Grand Plaza in Fort Worth is a project developed by the Legaspi Company out of Los Angeles, California. The Legaspi Company specializes in retail environments designed for patronage by the Hispanic community. Recognizing aggregate demand potential over traditional market area demographics, La Grand Plaza hosts over 1 million square feet and is one of the most successful malls in the DFW Metroplex. The Legaspi Company realized that a high number of small transactions can be more profitable than a small number of large transactions. Therefore, they created a retail strategy based on smaller transactions and indigenous business. La Grand Plaza is built around four basic elements:

- **The Mercado Gallery:** This is an incubator business environment in which start-ups can rent a booth and grow a business that can, and often does, move into permanent space within the mall. The growth of local business is highly attractive to local patronage.
- **Facilities for Families:** Sitting areas, play areas, party areas, and other social spaces as well as generous public bathrooms are attractive to families and meet family needs while shopping.
- **Virtual Anchors:** Programmed events and activities of meaning to the community served taking place throughout the year will establish significant destination in the retail environment.
- **Aggregated Anchors:** More than one small shop with a common retail target can be effective as a larger retail anchor. Therefore, in La Grand Plaza, when Hispanic parents go to shop for a quinceanera dress, they will find nine such shops at La Grand Plaza, not just one anchor retailer. This aggregation is an anchor.

The success of La Grand Plaza holds promise for Downtown Ennis as it can serve a significant Hispanic population.



Figure 12. Photos of La Grand Plaza

### APPROACH 3: ATTRACT OTHER FORMS OF SPENDING

- **Retail Patterns:** Retail activity data for downtown shows that the retail potential (meaning the sales that a local population would normally support) is \$5.16 million while the actual sales (retail supply) is \$55.65 million. This means that there is about \$50.4 million dollars of imported spending in Downtown Ennis every year. Looking at the distribution of this spending (see Figure 13), downtown still has significant leakage in important categories that should belong to a destination. The areas where downtown shows surplus (imported spending) is such things as Automobile Dealers, Auto Parts, Grocery Stores, Gasoline Stations, Liquor Stores, Used Merchandise Stores, etc. This suggest that the surplus spending in downtown is not supporting its emergence as a destination but is reflective of its status as a local shopping area that is separate from I-45. Note the areas where leakage is greatest: retail expenditures like Furnishing and Electronic Stores, Show Stores, Book Stores, Department Stores, General Merchandise Stores, Special Food Services, and Drinking Places. Spending in these areas is going to I-45.

## 1.2. VALUE GRADIENT ASSESSMENT

The effect of the I-45 bypass is revealed in running the retail “potential” and “supply” numbers (as defined above) within a 2 mile radius of downtown. Here, the retail potential is \$122.8 million while the actual sales exceed \$328.5 million or \$205.7 million of imported spending. This suggests that there is considerable spending within Ennis, but the lion’s share of that spending is staying out on the interstate. The good news here is that increased spending within the downtown core is not an economic deficit problem but a structural/ physical problem. Structural/ physical problems are the targets of design solutions.

### Leakage/Surplus Factor by Industry Group



Figure 13. Leakage/ Surplus Factor by Industry in Downtown Ennis (source: )

### APPROACH 4: OVERCOME PHYSICAL PROBLEMS

- The structural barriers to appropriating a portion of the I-45 spending surplus are:
  - Ennis Avenue Discontinuity:** The configuration of connecting roadways has a great influence on how an economic value is transferred. Figure 14 illustrates the effect of continuity and connection:
    - Picture #1 shows McDermott St. in Allen, Texas as it underpasses US 75. Note the amount of commercial development west of US 75 is about the same as commercial development east of US 75. This is because McDermott is uninterrupted in its flow east-to-west.
    - Picture #2 shows Exchange Parkway (next exit north of McDermott). Instead of an underpass, like McDermott St., Exchange Parkway is a flyover (overpass) with complicated service road connections. This more complicated geometry has influenced the transfer of value west-to-east as the density of commercial development east of US 75 is less than that west of US 75.
    - Picture #3 shows University Drive in McKinney, which is an uninterrupted underpass like McDermott. Note the relatively uniform distribution of commercial development on the east and west sides of US 75.

## 1.2. VALUE GRADIENT ASSESSMENT

- Picture #4 shows Virginia Parkway, an overpass like Exchange Parkway. Note the greater amount of commercial development east of US 75 and the lesser amount of commercial development west of US 75.

These pictures illustrate that a break in the roadway continuity can seriously diminish the transfer of value from point "A" to point "B". If the portion of Ennis approaching I-45 is point "A", value seriously drops off as one approaches downtown, point "B". In fact "A" and "B" are, in the case of Ennis, separate gradient value areas.

Much of this separation can be attributed to the Ennis Avenue/ railroad track at-grade crossing just east of downtown. Therefore, the value gradient related to I-45 dies as it approaches the railroad crossing and picks back up again west of the track, but the new gradient is not related to the gradient east of the track.

It is necessary to make downtown part of a value gradient extending west from I-45 to the west side of downtown. Doing this will require a less encumbered and disrupted connection along Ennis Avenue.

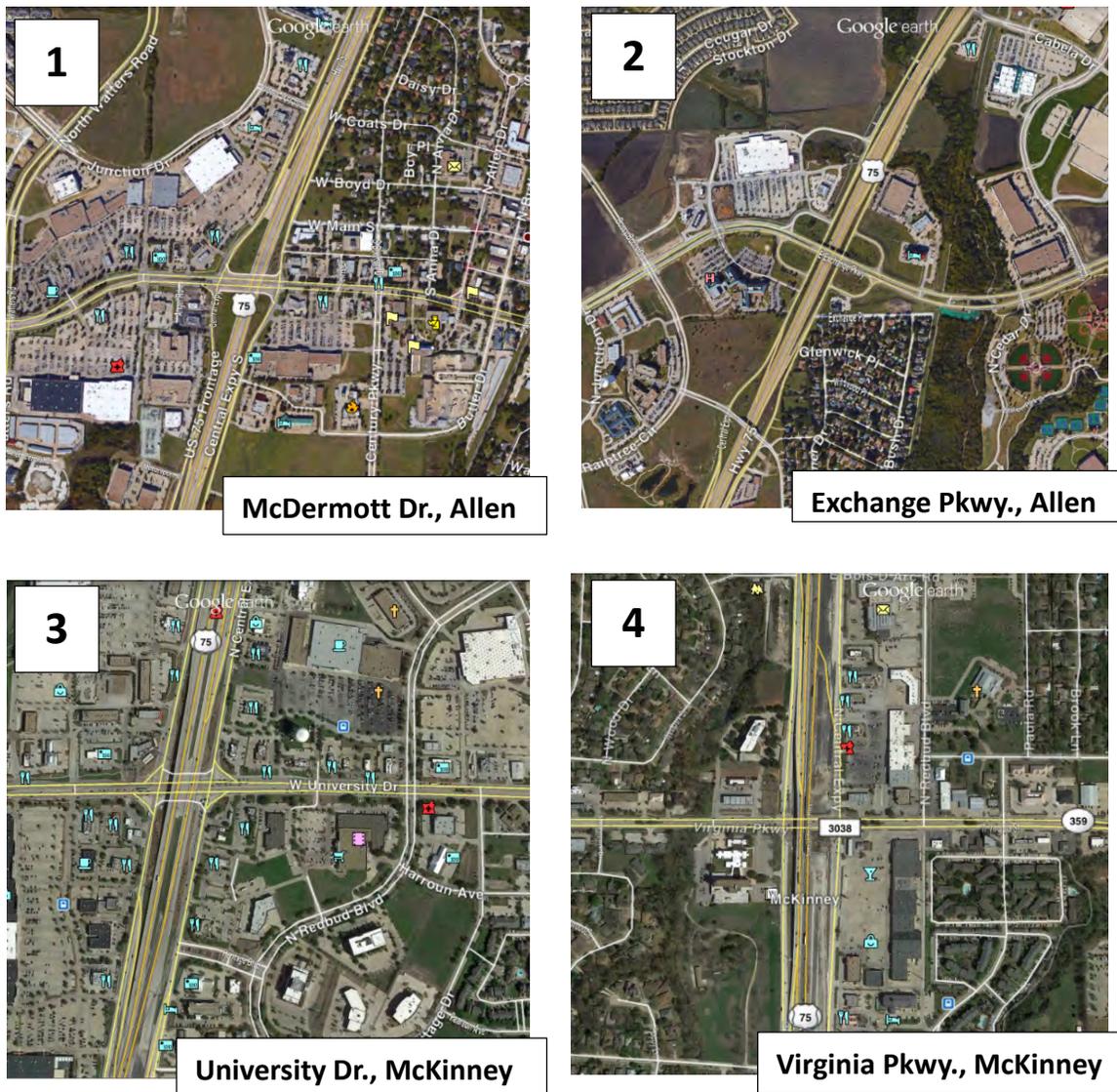


Figure 14. Development Patterns at Grade Separated Intersections and At-Grade Intersections

## 1.2. VALUE GRADIENT ASSESSMENT

2. **Dominance of Small Plates:** In addition to a breakdown in the continuity of Ennis Ave. there is an entirely different commercial space offering in the downtown area as compared to areas closer to I-45. This is discussed in some detail in the Rent-User Assessment to follow, where the dominance of plates at and below 2,400 square feet makes it necessary to seek a different tenancy than most conventional retail and commercial use would have. The small plates also limit the opportunities for multi-tenant projects, making conventional development of a “for lease project” less likely as the cost of development cannot be borne by multiple tenants. Therefore, the space product of downtown (set because the downtown area is a historical environment) forces recognition of a different market. When this situation exists in an area separated from a more dominant market by street discontinuity, the space seeks opportunistic renters as explained in the Rent-User Assessment. If downtown were substantively connected to the I-45 market, it could host a sub-component of that market needing the unusual space products of the downtown core. However, physical separation makes the different building produce yet another barrier to connection. Buildings smaller than 2,400 sq. ft. should be developed in groups to allow the creation of multi-tenant space. Where this is not an option, there is opportunity to introduce more creative space division to maximize the number of lease spaces to cover remodeling costs initially and provide an alternate source of income overtime for the property owner while also offering local entrepreneurs an affordable leasing option. Monte Anderson, owner of Options Real Estate in Duncanville, Texas, has built his development model around this idea. Initially acting as a partner in a real estate deal with a local entrepreneur, his company eventually backs away as the local entrepreneur steps up with not only a space to do business but also a space to lease to others in the community.
3. **Parking:** It is estimated that retail use of the downtown core along with the gathering uses proposed (Event Space, Theater, and Auction House) will require up to 2,000 parking spaces to meet the parking demand of a revitalized downtown core area. The Parking Assessment to follow establishes that only 481 public parking spaces are available within the downtown core. If parking is so far under demand that it is difficult to park, then appropriating any portion of the I-45 commercial activity to the downtown core will be extremely difficult. The churches and the bank are opportunities to investigate shared parking arrangements, but parking availability must be secured.
4. **Water and Sewer Infrastructure:** Existing water and sanitary sewer lines in the downtown core area are in severe need of upgrades. Some lines are around 100 years old, made of clay as that was the technology of the time and therefore undersized and unusable. There are some galvanized  $\frac{3}{4}$ ” and 1” lines located in the alleyways and sidewalks, but they do not adequately serve existing businesses. Figure 15 demonstrates the limited capacity of existing infrastructure as well as a potential health code violation. Without proper infrastructure, capacity is severely limited and businesses will find it difficult to justify investment if there is no sure growth potential. Therefore, water and sewer should be upgraded immediately to ensure future tenancy. Communal grease traps, like those used in Downtown Sulfur Springs, should also be considered at the same time as water and sewer upgrades. Communal grease traps offer efficient use of space as well as investment incentive.



Figure 15. Temporary Infrastructure Accommodations

## 1.2. VALUE GRADIENT ASSESSMENT

### SPENDING SOURCES

The Rent-User Assessment to follow establishes that there is approximately 358,560 square feet of first floor space within the Ennis downtown core area. Of this total first floor space, approximately 166,750 square feet is being used for retail and another 90,158 square feet is being used for office. If downtown experiences the revival as envisioned and 34,000 sf. of the office use goes to retail, then the total retail space in downtown would be 200,000 sf. (not counting the existing and perhaps future restaurant space or the theater, event center, Masonic lodge, City Hall or Police Center). Given the smaller space sizes which dominate downtown, this retail would have to be more specialized than what one sees out at I-45.

The annual in-store purchasing needed to support a moderately specialized retail establishment is approximately \$250 to \$300 per square feet. Using the lower figure, the total spending in downtown needed to support economic revitalization would be \$50 million to \$65 million. This seems like a doable figure given two factors that have been described above:

1. Current spending in downtown is approaching \$50 million at this time. However, much of that is not retail but spent on opportunistic rents and grocery (this is also supported by the retail surplus and leakage chart above). Therefore, the \$50 million needed must be generated by mostly new patronage.
2. The surplus spending at I-45 is in excess of \$200 million. Therefore, it would seem that overcoming the barriers that separate the value areas into two competing value centers (such as addressing the railroad crossing) could expect to see 15% to 20% of this surplus finding its way into the easterly end of a shared value gradient environment.

If the downtown plan sets market share targets to attain the needed \$65 million in spending, it could be as follows:

#### **Market Share Targets to attain \$65 million in spending**

Redirecting 15% of I-45 spending:	\$30 million
Local concentration and Hispanic market:	\$10 million
.10% of Ellis County visitor spending:	\$15 million
.10% of Dallas County visitor spending:	\$10 million
<b>Total contribution of all spending:</b>	<b>\$65 million</b>

Based on this Assessment, it would seem that the following are necessary:

1. Redefine the separate and competing value zones as one continuous zone by overcoming the barriers to value gradient integration.
2. Aggregate demand of a local and active market
3. Focus on recruitment of retailers that are more destination significant
4. Fix the Ennis Ave/ Railroad crossing
5. Investigate new ways to develop that will allow multi-tenant use of the smaller structures.
6. Increase parking and make use of shared parking opportunities.
7. Attract various spending sources to make a total retail spending between \$50 and \$65 million.

## 1.3. DOWNTOWN PLANNING AREAS

### DETERMINATION OF PLANNING ISSUE AREAS BASED ON THE VALUE GRADIENT DISTRIBUTION

The current value gradient distribution suggests that Ennis Avenue, from I-45 to, and through, downtown runs through two separate and competing value zones. Downtown sits in the middle of a value zone stretching from a point just east of the railroad track to a point just west of Sherman Street...further west beyond this point, another value gradient zone (related to highway related uses) prevails. Therefore, one can view downtown as a central, historic, closely clustered, street-fronted area of more urban character flanked east and west by more sparse, auto oriented, parking apron-fronted areas of more typical highway retail forms. This configuration is illustrated by the distribution of retailers shown in Figure 16.

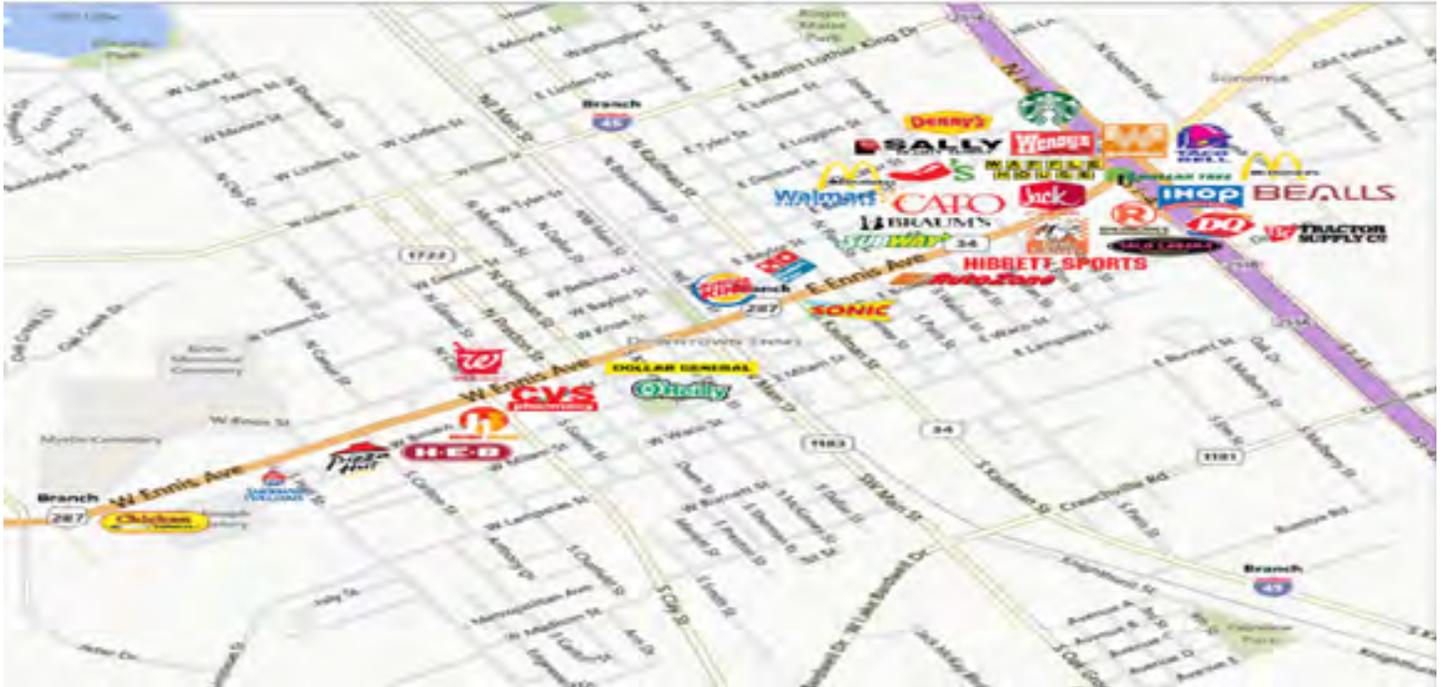


Figure 16. Existing Retail along Ennis Ave. (graphic provided by The Retail Coach)

As presented in the Rent-User Assessment to follow, downtown is dominated by Class 1 rents, otherwise referred to as Opportunistic Rents, with a few Class 2 and 3 also present. Therefore, Figure 16, which is more focused on traffic driven retail users, does not show occupants in the downtown core. What one sees is a few parking apron uses east of the railroad track and a few parking apron uses west of McKinney Street. Also note that on-street parking and building frontage at the Ennis Ave. right-of-way edge also stops at McKinney and the Railroad Track. Revitalization issues in the context of off-site parking, right-of-way building frontage, and common wall structures arrayed in an urban setting is completely different than revitalization of more conventional, independent commercial plates set behind street-fronting parking aprons arrayed in a more suburban pattern.

The former requires:

- Building renovation/ redevelopment strategies where the structure is the primary basis of transaction. Restoration/ adaptive reuse/ renovation is required;
- Destination orientation; and
- Pedestrian environment to support a duration of stay.

The latter requires:

- Parcel/ lot related strategies where reuse of the land is the primary basis of transaction. Redevelopment is required. This could be redevelopment for a land use completely different than the present use...such as residential;

### 1.3. DOWNTOWN PLANNING AREAS

- Convenience orientation; and
- Auto and vehicular circulation environment.

The plan solutions for the downtown core will be more physical design oriented. The plan solutions for abutting areas (east and west) will be more programmatic. Redevelopment of the abutting areas is dependent upon the appreciation of land values which are directly tied to the success of the downtown core’s revitalization. Therefore, revitalization of the downtown core is top priority.

In addition, the area north of Baylor Street and the area south of Crockett and Milam Streets is a matter of making transition to the abutting residential uses and engaging those communities in the overall solution. Based on this Assessment, the five Downtown Planning Areas as seen in Figure 17 are as follows:

1. The Historic Downtown Core
2. The Value Transition Area East
3. The Value Transition Area West
4. The Edge Transition North
5. The Edge Transition South

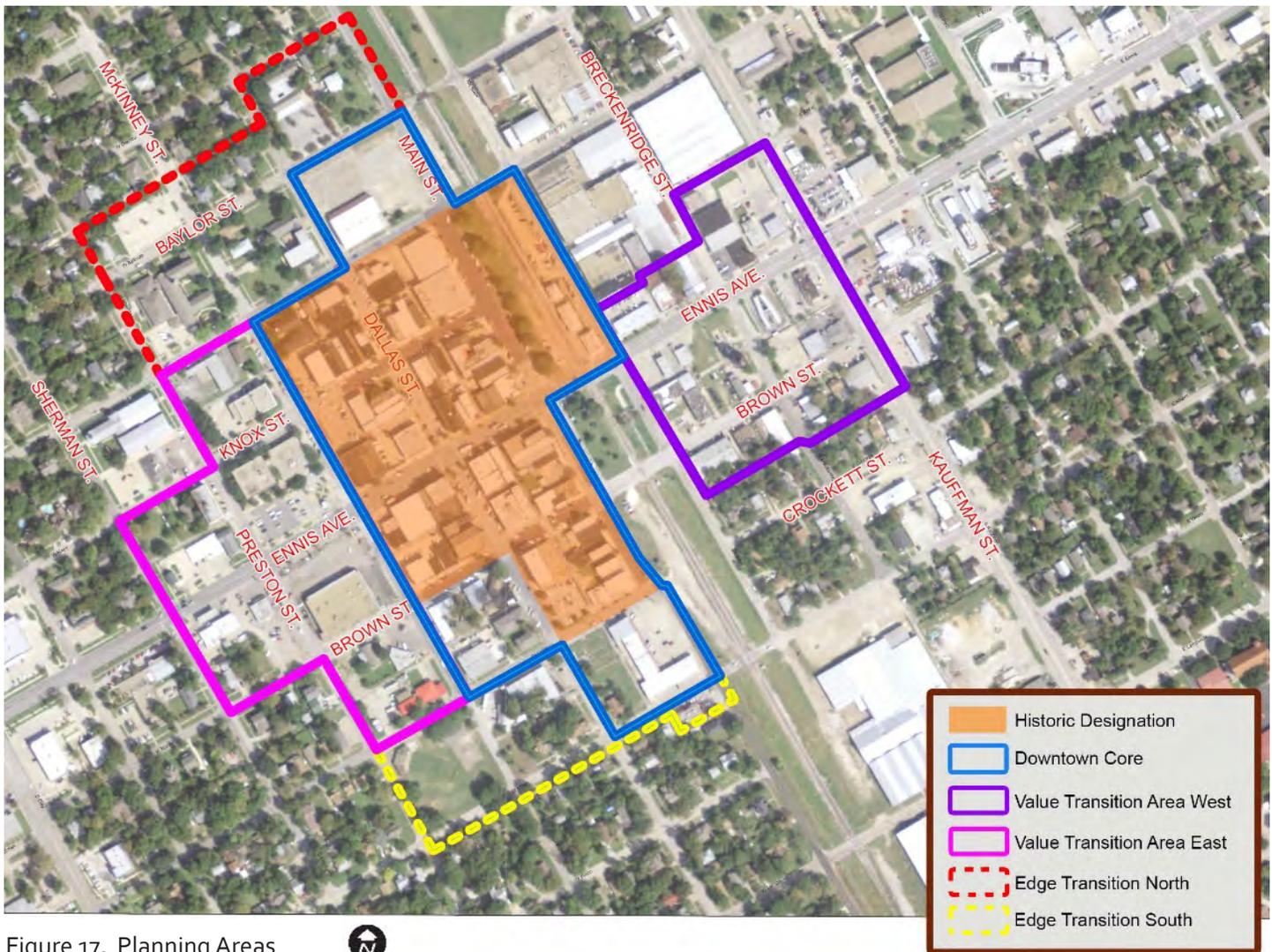


Figure 17. Planning Areas

## 1.4. RENT-USER ASSESSMENT

Much can be determined through investigation of rent usage within the downtown core of Ennis. Rent usage is a term which includes the occupant and the type of economic contribution (rent) paid by the user as it relates to revitalization of the Ennis downtown area. There are four classifications of rent usage as follows:

- 1. Opportunistic Rents:** Opportunistic rents are generally paid by users who are very rent sensitive, need (or can well use) smaller square footage than is normally found in a newer commercial offering, and have a general tolerance for locational constraints. These uses can be found in many aging downtown cores or vacated retail boxes. These uses do little to promote revitalization and are often viewed as indicators of downtown's shift from its historic posture of regional center to a more local center. Such shift of place importance is viewed as a decline in downtown significance and destination desirability. These uses include:
  - Personal Services such as nail and hair salons, etc. which serve low to moderate income patrons that reside in near city neighborhoods.
  - Financial Services such as insurance, loans, check cashing, etc.
  - Storage
  - Thrift stores
  - If the area is abutting an older but busy highway, then independent gas stations.
  - Contractor or trade related offices, shops, warehouses.
  - Pawn shops serving a patronage that cycle tools, etc. as a means of bridging cash flow inconsistencies.
  - Vacancy
  - Temporary use (such as Bingo halls or city vehicle storage); and
  - Other tenant uses which seek lower rents and workable building terms.

Opportunistic Rent Usage is indicated by building spaces colored orange in Figure 18. Sixty percent of rentable spaces in the downtown core are considered Opportunistic Rent.

- 2. Rent Sensitive Specialty Rents:** Rent Sensitive Specialty Rents are important to the emergence of any downtown area as an ultimate destination. These important uses can do well in the rent sensitive environment that category 1 renters (Opportunistic Rents) seek, but they attract a patronage that could support higher specialties and higher rents if there is an aggregation of such uses. These uses include:
  - Antique Malls
  - Artist Lofts/ Studios
  - Pawn Shops that, like an antique mall, have vintage and finer items for shoppers.
  - Small food vendors, bakeries, etc.
  - Theater groups and art group space; and
  - Other tenant uses which seek to be in an identifiable area with distinctive character and lower rents.

Rent Sensitive Specialty Rent Usage is indicated by building spaces colored yellow in Figure 18. Only six percent of rentable spaces in the downtown core are considered Rent Sensitive Specialty Rents.

- 3. Stable and Legacy Rents:** Stable and Legacy Rents are also important to any downtown revitalization strategy because they are usually remnants of downtown's former significance as a more regionally important center. In many older downtowns, one can find the old Drug Store or Hardware Store still operating despite "place prominence" shift of the old Town Center. These uses include:
  - Mom and Pop retailers who manage to survive despite the Walmart or Home Depot on the bypass highway. These retailers often include: Hardware, Drugs, Jewelers, Furniture/ Appliance (which may be carrying more used items than it used to), and clothing.
  - Established restaurants

Stable/ Legacy Rent Usage is indicated by building spaces colored purple in Figure 18. Twenty-one percent of rentable spaces in the downtown core are considered Stable and Legacy Rents.

## 1.4. RENT-USER ASSESSMENT

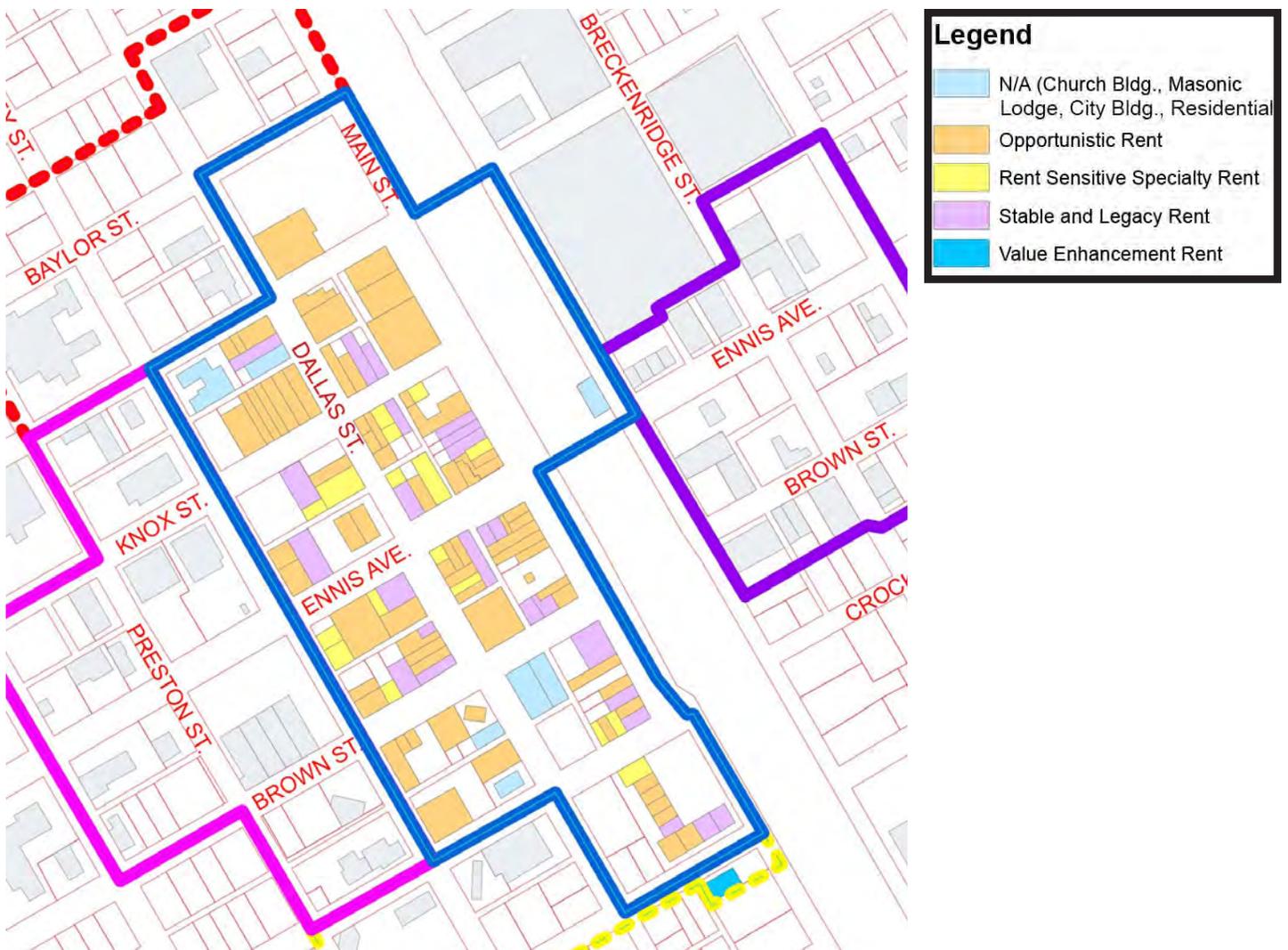


Figure 18. Rent User Distribution in the Downtown Core

4. **Value Enhancement Rents:** Value Enhancement Rent Users are newer businesses that have the potential to attract a broad patronage and thereby help re-establish the regional significance of downtown. As Rent Sensitive Specialties aggregate to create “venue nodes” capable of attracting shoppers and begin to function like a retail anchor, other newer investments will locate near-by hoping to capture some of the spending potential. In McKinney, the aggregation of antique shops led to “rare book and art” shops, which led to newer restaurants and entertainment, which led to specialized retailers. Value Enhancement Rent Users are an indication of “venue formation”, which is the first important milestone of downtown revitalization. Value Enhancement Rent Users include:
- Specialty Food Markets which are related to near-by city ethnic populations, like the Michoacana Market located on the south edge of downtown is such a use.
  - Entertainment such as more upscale bars and restaurants
  - Specialty shops
  - Name identity retailers
  - Established and expanding professional businesses

Value Enhancement Rent Usage is indicated by building spaces colored aqua in Figure 18 The Michoacana Market just outside of the downtown core area is the only rentable space considered as Value Enhancement Rents.

## 1.4. RENT-USER ASSESSMENT

### ANALYSIS

The distribution of Rent Usage is very telling of several issues that confront Downtown Ennis. The issues flowing from the distribution described above are:

- 1. Dominance of Opportunistic Rent Usage:** There are 123 Rent Users (not counting residential use and non-rents, such as City Hall and Churches colored in light blue) within the downtown core. Of the 123, 73 (60%) are Class 1 Rent Users (Opportunistic Rent Usage). 29 of the 73 Class 1 Rent Users (40%) are vacancies which means that 60% are active businesses which will tend to resist revitalization if such revitalization changes the aspects of location that are attractive to them (namely low rents and proximity to local customers). Therefore, any revitalization strategy must provide economically viable transition and realize that such tenancy is now an enduring aspect of the downtown rent market. Most of the 73 Class 1 users are located in smaller building plate spaces.
- 2. Rent Space Adaptability Constraint:** Downtown Ennis is dominated by small building plates. 68 of the 123 Rent Use spaces (60%) are 2,400 sq. ft. or less. This significantly narrows the market for adaptive reuse and accommodation of many uses associated with economic revitalization in aging downtown areas. This is best illustrated by the distribution of Class 3 Rent Users (Stable and Legacy Rents). There are 25 Stable and Legacy Rent Users in the downtown core and 15 (or 60%) of them are located in spaces larger than 2,400 sq. ft. This means that most of the users who can make significant contribution to revitalization are seeking spaces larger than the dominant space size in Downtown Ennis.
- 3. Space Limitation within Key Proximity:** The small size of the downtown core means that the number of potential properties with close proximity of value frontage is limited. Of the 25 Stable and Legacy rent users, nine of them (nearly 40%) are located at or close to the intersection of Ennis Avenue and Dallas Street. As one moves away from this critical intersection, the map is dominated by orange Opportunistic Rent spaces (Class 1 rent users). Therefore, Downtown Ennis is lacking alternative value frontage and the limited value frontage desired by the market is further limited by the large number of small building plates that also share that proximity. Any plan for Downtown Ennis must seek to create additional value proximities that the market will accept.

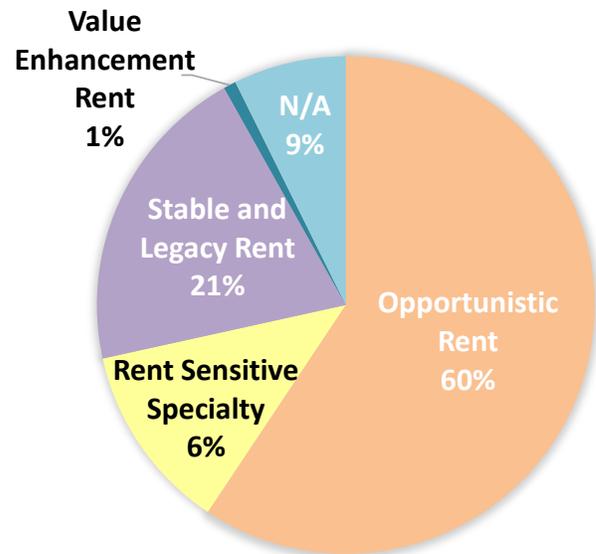


Figure 19. Rent Usage Breakdown

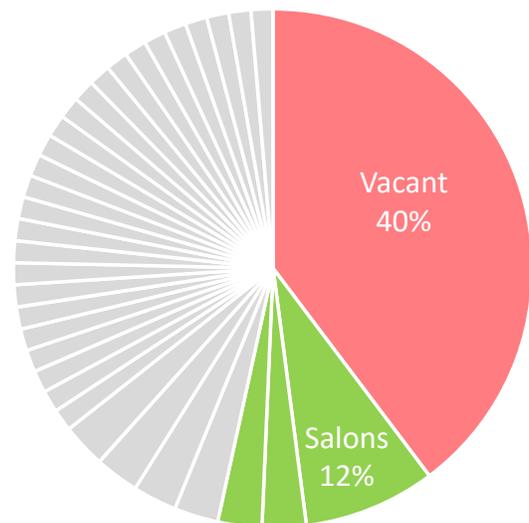


Figure 20. Opportunistic Rent Breakdown

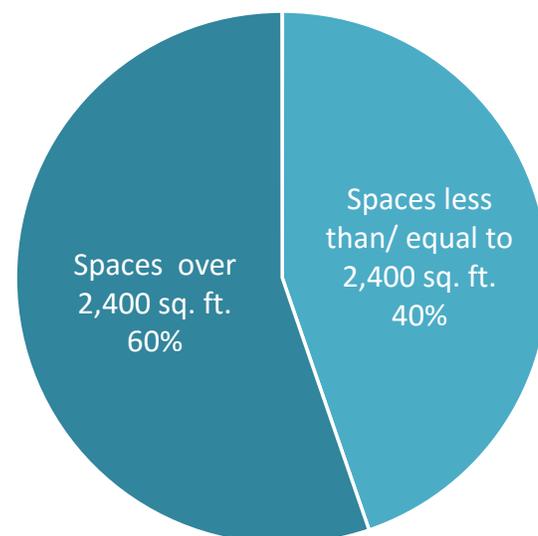


Figure 21. Stable and Legacy Rent Lease Areas

## 1.4. RENT-USER ASSESSMENT

4. **Lack of Initial Clusters:** The distribution of rent usage reveals that no clear venue formation is yet emerging. There is a new pub to be located on Ennis Ave. and the Vintage Cross Café at the Emporium and Taqueria Mexicano Grill are also along this frontage. Therefore, it is possible that a restaurant venue is slightly emerging. The café at the Emporium is more of a lunch establishment, while the pub is an evening establishment. Therefore, a clearly defined entertainment/ dining venue has not yet formed. The downtown plan strategy must seek to promote venue cluster formation. This will require an expanded spatial structure which offers other valuable locations.
5. **Small spaces need an Anchor to drive their success.**
6. **Outside investment has focused on properties with larger plate potential because multiple tenancy is critical to project success:** Single tenant projects (mostly small plate properties) will find it very difficult to pro forma out the cost of renovation. This effects loan financing which is why newer investment has been focused on properties with multi-tenant potential in larger plates.

## 1.5. PARKING ASSESSMENT

Downtowns are unlike most places these days in that they were built to accommodate a different lifestyle, one where walking to and from places was the norm. Today these areas are seen as amenities and a destination as they serve a desire to experience a walkable pedestrian environment. Ironically, however, many of these destinations, including Downtown Ennis, will be visited by people driving across the region considering Ennis's relative location to other major metropolitan areas and lack of regional commuter rail. Also, while many locals can enjoy a brief walk and/ or bike ride to downtown, many locals will choose to drive. This being the case, these vehicles will need to be stored somewhere while its passengers enjoy themselves for the day and/or evening. At the moment, parking is in abundance simply because many of the leasable spaces are currently vacant. However, as Downtown Ennis becomes a destination downtown, the need for parking will become an issue if not addressed now. Because so many people will be arriving by vehicle, the final Downtown Master Plan will need to consider the following:

- Amount of available parking within reasonable walking distance;
- Location and convenience of available parking;
- Cost of parking, if any, and duration allowed;
- Aesthetics and landscaping; and
- Safety measures.

Established downtowns typically do not accommodate on-site parking like most modern buildings in order to preserve the fabric of building form and streetscape. Today, due to zoning regulations, development is often suburban in form with large setbacks and vast parking aprons. East and west of the seven blocks of historically designated buildings of the downtown core were developed to such suburban standards, including surrounding churches, the EISD buildings, the Bank of America building, and the Auto Zone. The pedestrian experience of the Value Transition Areas East and West are poor in comparison to the downtown core and therefore do not feel a part of downtown. These areas, as mentioned in Section 1.3, will experience future infill and redevelopment once the downtown core experiences a level of revitalization that positively influences outside land values. For this reason, the Parking Assessment focuses on the downtown core area, only.

### EXISTING PARKING CONDITIONS

This Parking Assessment includes the downtown core (outlined in blue in Figure 22), which consists of the seven blocks of historically designated buildings (highlighted in orange) as well as a few periphery blocks that will serve to complete the "downtown" experience. The current parking conditions of the downtown core include:

- Location and Quantity: The downtown core is served by both on-street parking and off-street private lots. Cur-

## 1.5. PARKING ASSESSMENT

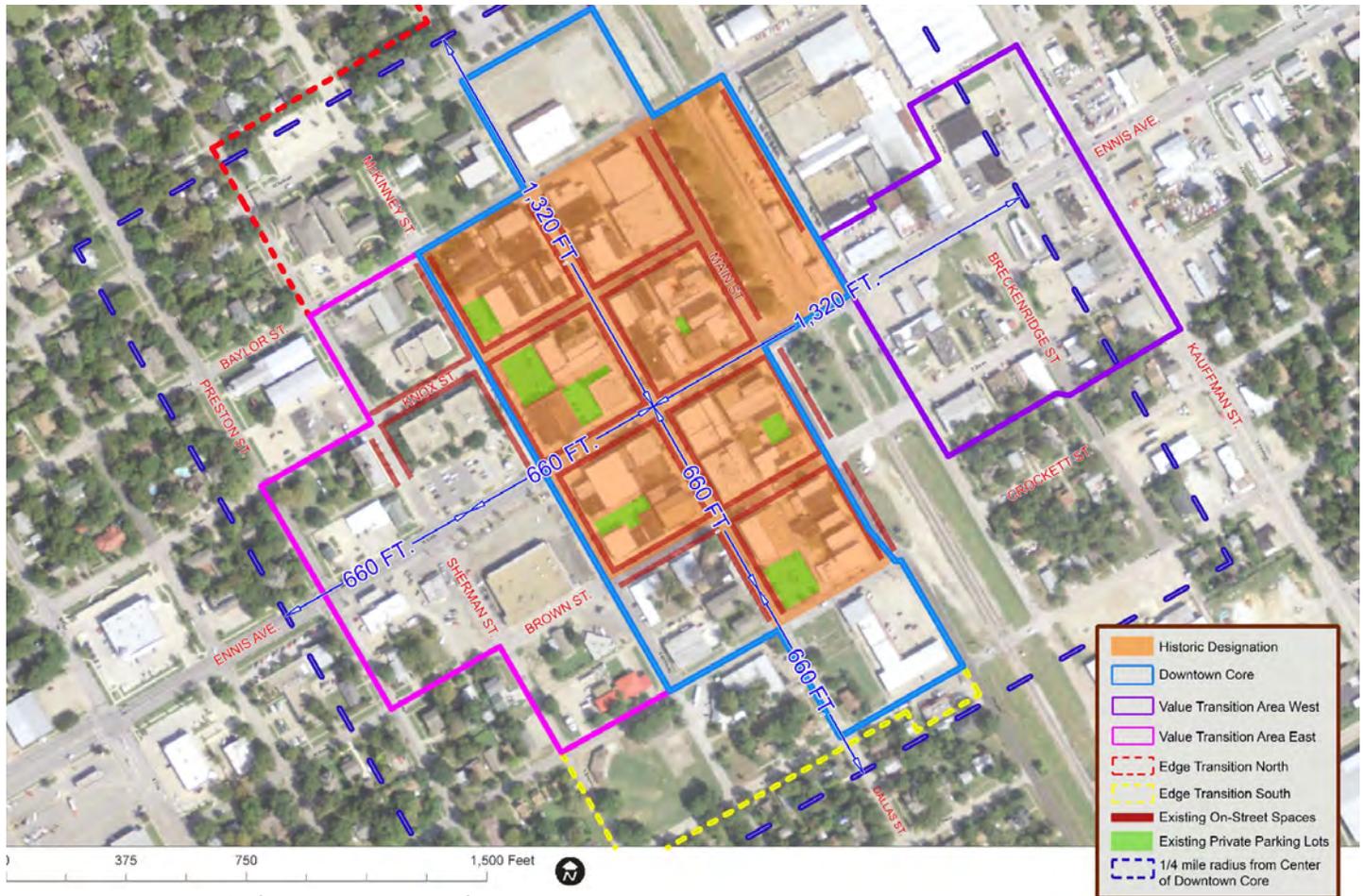


Figure 22. Existing Parking Locations and Quantities

rently, there are **481 striped on-street parking spaces** within the downtown core, which are delineated by a white stripe on the street surface, even at street intersections (Figure 23). There are also **184 private parking lots spaces** within the downtown core that require specific patronage and/or permission to park. **A total of 665 public and private parking spaces** are available within the downtown core.

- **Parking Behavior:** The on-street parking within the downtown core is mostly head-in angled parking. This type of parking on Ennis Ave. is particularly dangerous due to the heavy and fast paced traffic. People parking in these spaces have a difficult time accessing their backseats and trunks for loading and unloading. While NW and SW Main Street is lined on both sides by parking, the drive aisle is very wide causing faster travel speeds. Further, the open space between NW and SW Main Street and the railroad tracks is used mostly by large trucks for parking as it is unencumbered by striping and curbs and provides convenient access to periphery shops. While there are on-street parking spaces available on the



Figure 23. Existing On-Street Parking Striping

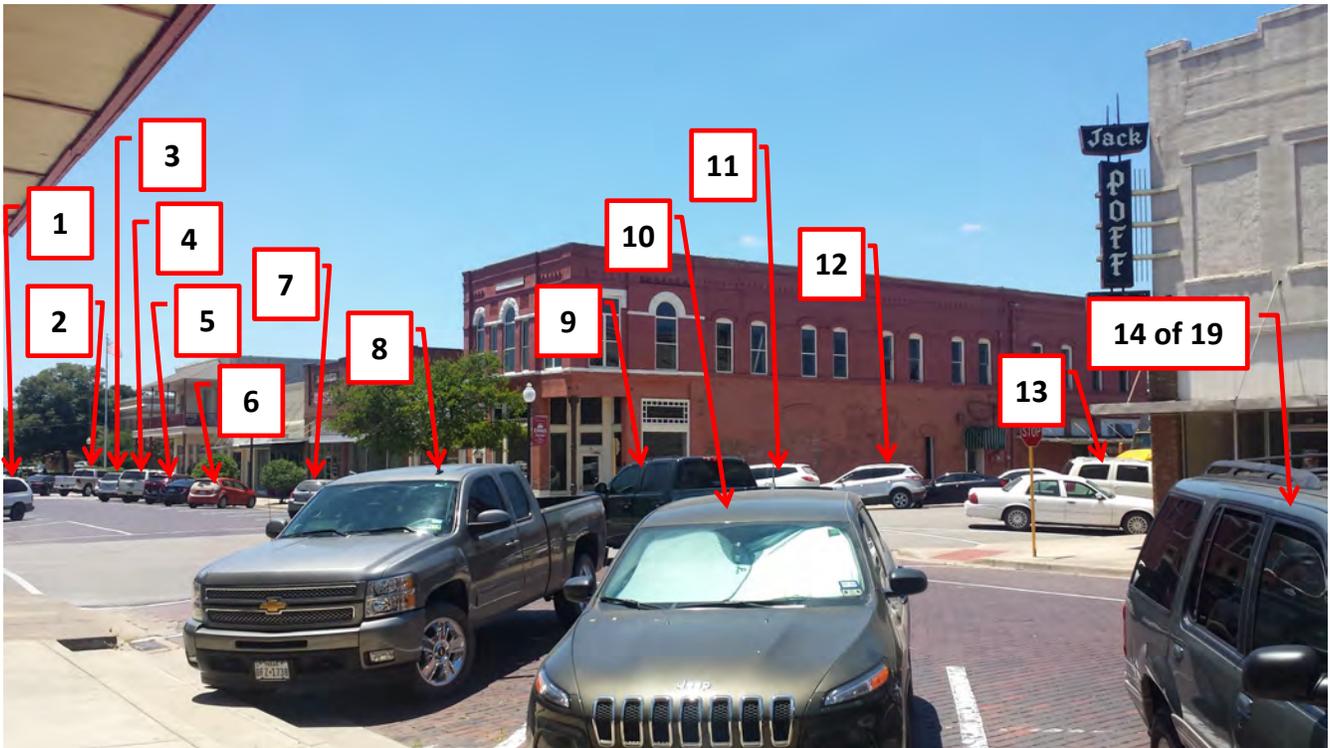


Figure 24. Unofficial Parking between SW Main St. & Rail

## 1.5. PARKING ASSESSMENT

east side of the railroad tracks by the Visitor's Center, these spaces are underutilized by those visiting the historic downtown mainly due to the barrier, both physically and psychologically, created by the tracks themselves.

- **Parking Alternatives:** The unofficial parking within the grassy areas of the rail right of way could be opportunity for developed and landscaped public parking areas. Also, some private parking lots within the core area are underutilized due to restrictions of use, like the parking lot adjacent to the Garden Café on Knox Street. This lot is owned and maintained by the Bank of American outside of the core area. Underutilized lots like these and others in the surrounding area (i.e. church parking lots) provide great opportunities for shared parking agreements.
- **Vehicle Types:** Ennis is home to hardworking families that tend to drive larger vehicles like trucks and SUVs. On a typical day, around 70% of vehicles parked within the downtown core area are such vehicles.



**70% or more of vehicles are trucks or SUVs → Large Vehicles Dominate**

### PARKING DEMAND

Avoiding future parking issues is accomplished by planning now for future parking demand associated with growth in the coming months and years. In order to understand the future parking demand for Downtown Ennis, the Parking Assessment looks at four parking demand scenarios, including:

1. Downtown McKinney, Texas Case Study
2. Current Parking Ratios (Ennis)
3. Current Parking Ratios (McKinney)
4. Peak Hour Demand

A few assumptions were established at the on-set of this assessment to maintain a logical comparison among the four scenarios. These assumptions include:

- The historic core will have most destination potential, therefore its total lease space will drive parking demand.
- Existing first floor uses will remain as is for some time, therefore those uses will be used in scenarios referencing use, including Scenarios 2, 3 and 4.
- Vacant spaces will be leased as certain uses depending on adjacencies. The assumed tenant type will be used consistently among the scenarios referencing use, including Scenarios 2, 3 and 4.
- The second story spaces should eventually be leased as residential and/or office space. Each scenario referencing use, including Scenarios 2, 3 and 4, assumes a 15% residential/ 85% office split.

## 1.5. PARKING ASSESSMENT

- In order to provide a conservative range, 100% occupancy was assumed.
- Thriving downtowns are dense, mixed-use and walkable and therefore provide a one-time parking environment. This means that a visitor should be able to park once and walk to many different shops/ businesses/ restaurants without moving his or her car to get to each establishment. People are inclined to walk about ¼ mile or less, especially in the Texas heat. A one-time parking experience means that fewer parking spaces, over all, are needed because an individual can use one spot to patron multiple establishments opposed to taking a parking spot at each establishment like you would in a suburban environment. Therefore, parking demand Scenarios 2 and 3 provide an additional demand calculation based on an assumed 20% reduction in overall parking demand.

### SCENARIO 1: DOWNTOWN MCKINNEY, TEXAS CASE STUDY

Downtown McKinney has experienced great success revitalizing its historic downtown core and maintaining adequate parking as it accommodates growth. Downtown McKinney's historic building area is approximately 769,001 square feet (roughly 13 blocks), with the first floor area being 532,473 sq. ft. and the second floor area being 236,528 sq. ft. The total available parking is 1,626 spaces or 1 space per 473 sq. ft. The total available parking breakdown is as follows:

**Total Available Parking = 1,626 spaces (1 space/ 473 sq. ft.)**

- On-Street Parking Spaces = 336 spaces
- Public Parking Lot Spaces = 1,152 spaces (Owned and maintained by the City)
- Private Parking Lot Spaces = 138 spaces

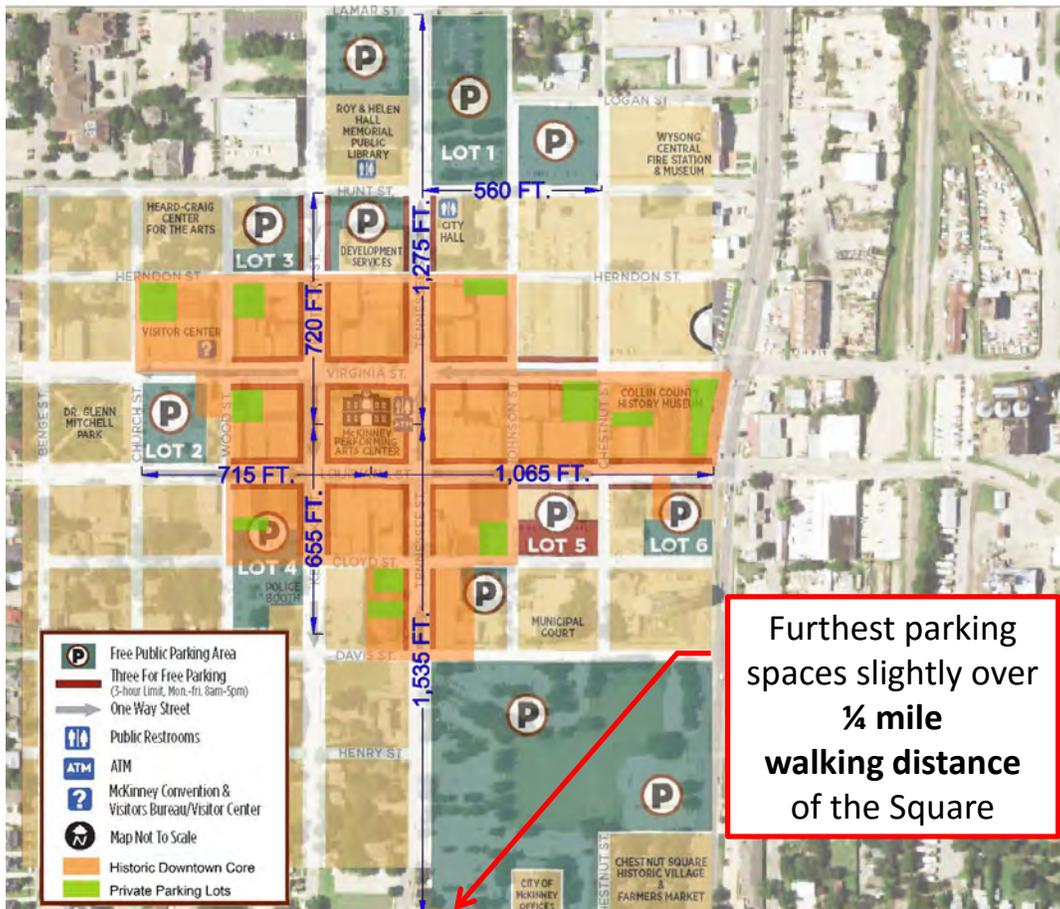


Figure 25. Downtown McKinney Parking Conditions (parking areas graphic provided by the City of McKinney)

## 1.5. PARKING ASSESSMENT

It is important to note that the furthest public parking space is located within a public parking lot just slightly over a ¼ mile walking distance of the Square. Uses aside, if one applies the 1 space per 473 square feet ratio to the historic core of Downtown Ennis (approximately 447,135 sq. ft.), the demand would be 945 spaces, which qualifies as the low end of the parking demand spectrum.

### SCENARIO 2: CURRENT PARKING RATIOS (ENNIS)

Scenario 2 applies current parking ratios to the assumed first and second floor space within the downtown core area. Ennis' current parking ratios are considered very conservative compared to other cities with comparable downtown settings, like that of McKinney. Figure 26 shows a general comparison of parking ratios for Ennis and McKinney.

	Retail	Restaurant	Office	Residential
<b>Ennis</b>	1 space/ 200 sq. ft.	1 space/ 100 sq. ft.	1 space/ 250 sq. ft.	2 spaces/ unit
<b>McKinney</b>	1 space/ 250 sq. ft.	1 space/ 150 sq. ft.	1 space/ 400 sq. ft.	1 space/ unit

Figure 26. Comparison of General Parking Ratios

Assuming first floor uses remain intact, vacancies occupied and the second floor having a 15% residential/ 85% office split, the parking demand is 2,171 spaces. A 20% "park-once" environment brings the parking demand down to 1,737 spaces.

### SCENARIO 3: CURRENT PARKING RATIOS (MCKINNEY)

As seen in Figure 26, McKinney's parking ratios are far less conservative than Ennis and reflect more up-to-date ratios. Assuming first floor uses remain intact, vacancies occupied and the second floor having a 15% residential/ 85% office split, the parking demand for Ennis' historic core is 1,678 spaces. A 20% "park-once" environment brings the parking demand down to 1,342 spaces.

### SCENARIO 4: PEAK HOUR DEMANDS

Scenario 4 applies hours of operation to all existing and assumed uses in the downtown core area to determine the peak demand at maximum operation. Using Ennis' more conservative parking ratios, the expected peak hour demand occurs between the hours of 10 am and 7 pm with 2,300 spaces (the high end of the parking demand spectrum). Using McKinney's up-to-date parking ratios, the expected peak hour demand between the same hours is 1,623 spaces.

### RECOMMENDED RANGE

Figure 27 illustrates all parking demand scenarios and the current provided parking spaces serving the downtown core. The mean (average) of all scenarios is 1,685 spaces, while the median of all scenarios is 1,678 spaces. Logically, this places the recommended parking demand range at Scenario 3 with 1,678 spaces as the high end and the 20% reduction of 1,342 spaces as the low end of the demand. With that range established, the downtown core current has a parking deficit range between 677 and 1,013 spaces.

### PARKING OPPORTUNITIES

The Downtown Master Plan will accommodate this future parking demand in several ways, including immediate and near future accommodations as well as long term accommodations. The accommodations are explained further below:

- Immediate to Near Future Parking Accommodations:
  - More Efficient Use of Existing Parking Areas: There are some streets, like NW and SW Main St., that can be reconfigured to accommodate more efficient parking. Also, some private parking lots within the downtown core can be redesigned to accommodate more 90 degree parking with new stripping.
  - Shared Parking: There is tremendous opportunity to employ shared parking agreements between two or more establishments based on peak hour demands in existing private lots within and directly adjacent to the downtown core.
  - Consider city-owned and maintained public lots in strategic locations around the historic core: Using Down-

# 1.5. PARKING ASSESSMENT

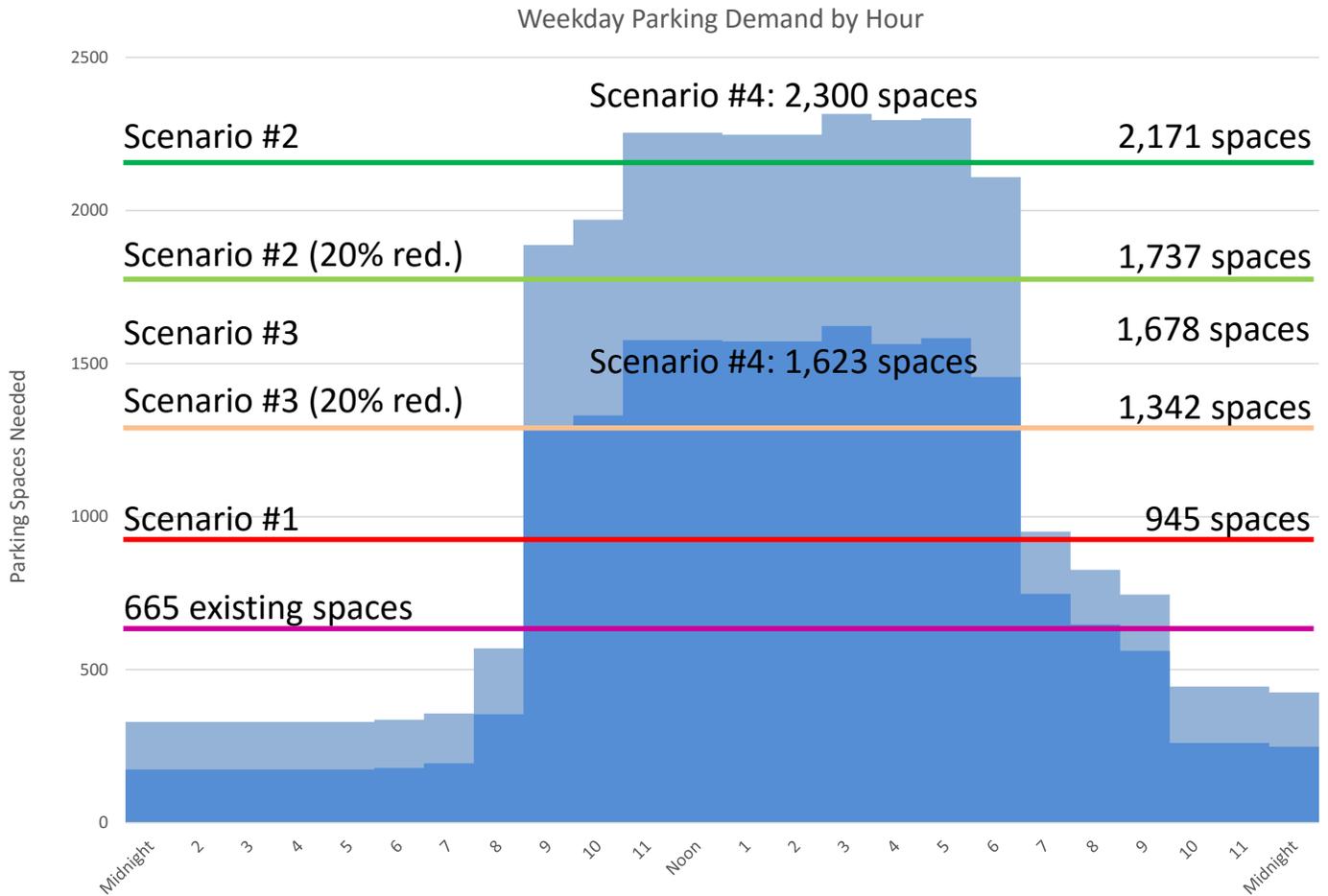


Figure 27. All Parking Demand Scenario Outcomes

town McKinney as an example, Ennis has the opportunity to purchase vacant property within a ¼ mile walking distance of the Dallas St./ Ennis Ave. intersection. These strategic lots could be the location of future venues but serve as temporary parking in the interim, if needed. Figure 28 shows the distance from the furthest Walmart parking space to the back of the store where refrigerated food items are located. This is just over 1/8 of a mile walking distance. When placed within the downtown grid, the distance one endures shopping at the near-by Walmart is comparable to the distance one might walk from a public parking space to the center of downtown.

- **Bike Program and Safe Routes:** As stated earlier, many people with the five mile radius of downtown will choose to drive to the downtown core, but there is great opportunity to reduce the parking demand by providing a convenient and safe bike route to and within downtown. There are 21,756 people living within the five mile radius of

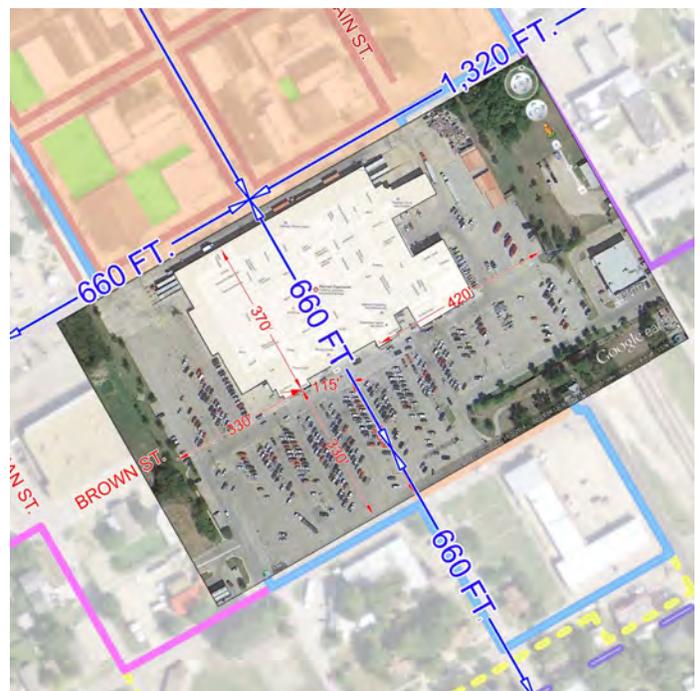


Figure 28. Walmart Overlay on Downtown Grid

## 1.5. PARKING ASSESSMENT

downtown, which constitutes 10,878 vehicles if an average household of four has two cars. On an event day, that might mean a household takes one vehicle downtown. If just five percent of those households decided to ride a bike to downtown, instead, that would reduce parking demand that day by 272 vehicles.

- Long-Range Parking Accommodations:
  - Valet Parking: In a thriving downtown setting, parking right in front of an establishment is not always possible. On busy nights when multiple restaurants, theaters and other assembly uses are in full swing, valet services should be used to accommodate those who wish to enjoy a short walk to their destination.
  - Parking permits for residents and employees: Residents and employees may need a parking space for a much longer duration of stay than a patron, client or visitor. Parking permits for residents and employees can help to control the location in which long term parking may occur while also offering a revenue stream that can be used to fund downtown projects and maintenance.
  - Parking Management: Eventually parking may need further control including duration/ time limits. These should be placed in thoughtful locations that have high turn-over. It is not recommended to have longer than 30 minute time limits on spaces in areas of high turn-over. Further, if metering is ever employed, the fees should always be market rate and revenue should be reinvested downtown.

## 1.6. PHYSICAL FABRIC ASSESSMENT

The Planning Team inventoried the downtown environment over numerous walking tours in the late summer of 2015. Initial observations in and around the historic core included the following:

- The historic core has a strong north/ south axis but is currently experienced from an east/ west orientation.
- The natural center of downtown is the intersection of Ennis Ave. and Dallas St. and should be more pronounced that it is currently.
- Downtown is bifurcated physically and socio-economically into a north and a south side by the intense vehicular and truck traffic on Ennis Ave.
- The north and south sides of the historic core are a walkable oasis surrounded by vast, vehicle dominated (suburban) landscape.
- Urban elements, like acorn lights, extend inappropriately beyond the downtown setting.
- Overall, the downtown experience should be more identifiable.

### TYPOLOGY FOR THE DOWNTOWN ENNIS FABRIC ASSESSMENT

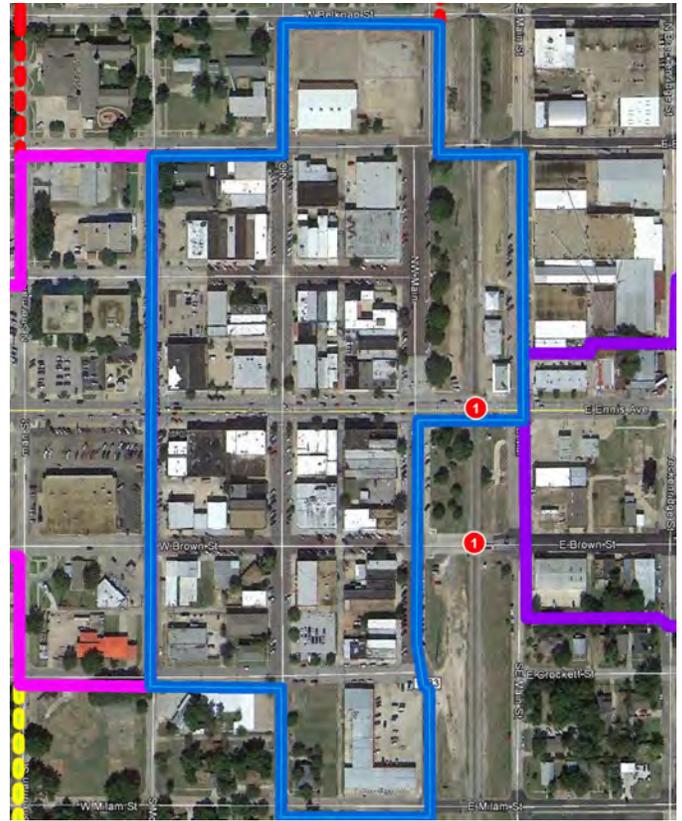
The Physical Fabric Assessment consists of three main sections, including Liabilities/ Constraints, Opportunities, and Resources. More specifically:



Figure 29. Initial Observations

## 1.6. PHYSICAL FABRIC ASSESSMENT

- **Liabilities/ Constraints:** Liabilities/ Constraints are conditions within the existing downtown fabric that are impediments to attainment of the downtown vision. Liabilities/ Constraints typically identify conflicts, discontinuities, and deficits within the downtown fabric that must be mitigated in the Downtown Master Plan.
  1. **Roadway Discontinuity:** Refers to breaks in the continuity of key roadways that support accessing the opportunities and businesses in downtown. The main example of this constraint is the traffic back-up along Ennis Ave. in both east and west directions when trains go through the City (Figure 30). The at-grade rail crossing with traffic lights on either side at both Main Streets causes significant traffic delays and safety hazards multiple times a day. This continuity is also broken at the intersection of the at-grade rail crossing and Brown St.



Ennis Ave. – West Side looking East



Ennis Ave. – East Side looking West

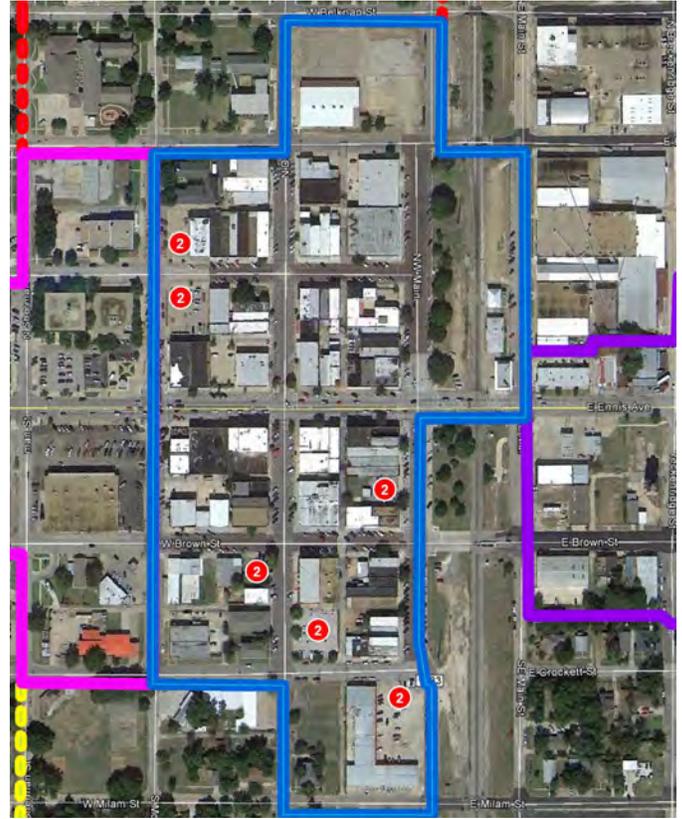
Figure 30. Roadway Discontinuity

## 1.6. PHYSICAL FABRIC ASSESSMENT

2. **Fabric Discontinuity:** Refers to places where the continuity of street wall or other spatially defining characteristics of the street space, or continuity of the visual character of the street space, is broken.



Figure 31. Fabric Discontinuity

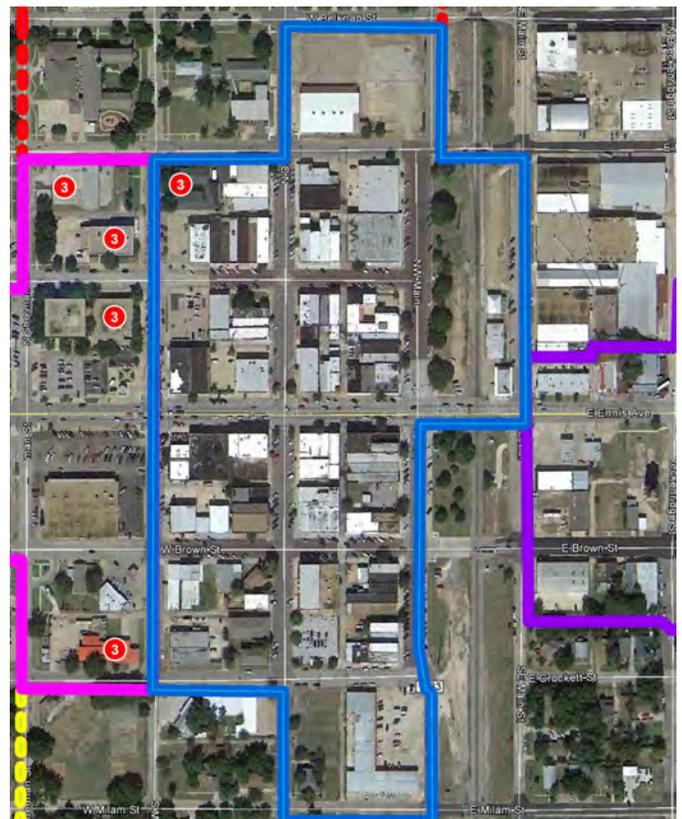


3. **Land Use Conflict:** Refers to the juxtaposition of land uses and built form not mutually reinforcing or consistent with surrounding building fabric. These areas are mainly those with drive-through services, delivery trucks, and those that are vacant most of the time.



N. Sherman St.

Figure 32. Land Use Conflict



DOWNTOWN MASTER PLAN

## 1.6. PHYSICAL FABRIC ASSESSMENT

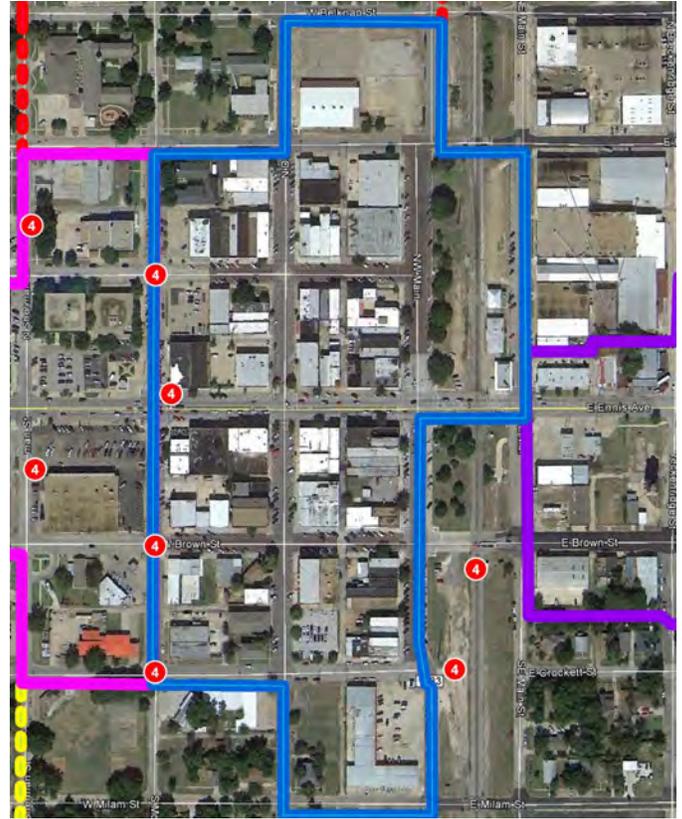


Figure 33 Pedestrian Discontinuity

4. **Pedestrian Discontinuity:** Refers to places where pedestrian movement from one point of interest to another is hindered or made impossible. These areas usually have damaged or nonexistent sidewalks, while others are encumbered by tree types that will never mature to a height that will accommodate passable pedestrian height.

5. **Poor Edge Definition:** Refers to weak, to non-existent, sub-district edge definition. These areas leave the visitor unaware of transition from one area to another due to lack of physical fabric and/ or other identifiable features.

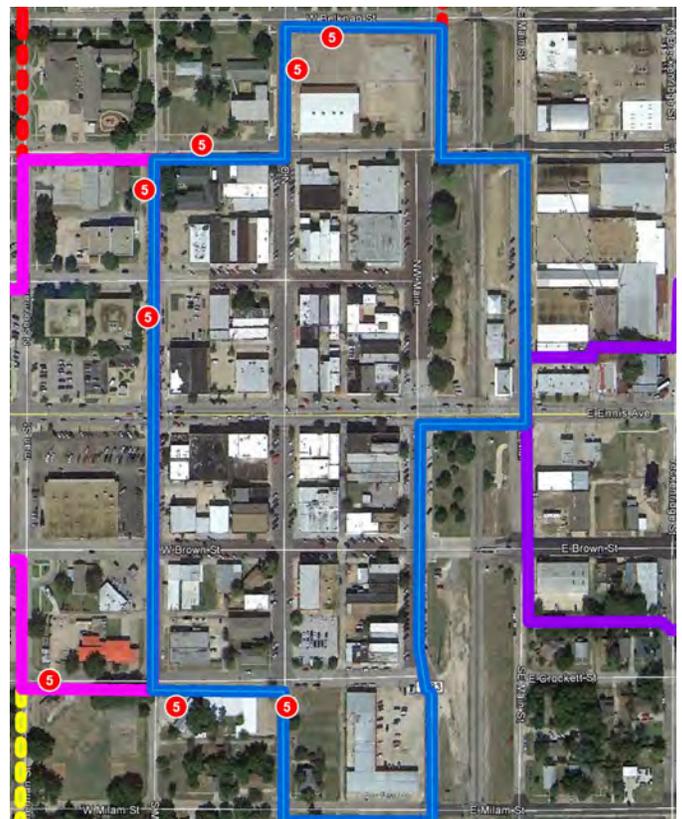


Figure 34. Poor Edge Definition

## 1.6. PHYSICAL FABRIC ASSESSMENT



Ennis Ave. and Sherman St.



Ennis Ave. – East of Railroad Tracks

6. **Transition Deficit:** Refers to breakdown of transition to and from the downtown core. These areas abruptly change from an urban setting with street enclosure to a suburban setting with large setbacks.

7. **Insufficient Experiential Duration:** Refers to a lack of spatial expanse to constitute a “place” experience in downtown. This is mainly due to the east/ west orientation of downtown opposed to a north/ south orientation.

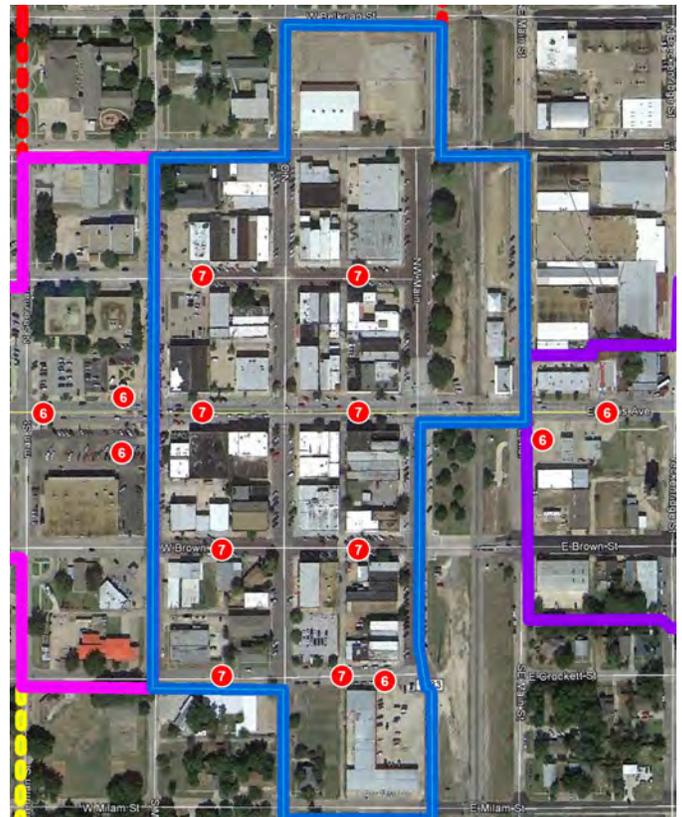


Figure 35. Transition Deficit & Insufficient Exp. Duration  
DOWNTOWN MASTER PLAN

## 1.6. PHYSICAL FABRIC ASSESSMENT

- **Opportunities:** Opportunities are features, spaces, or conditions that can be used to build the vision for downtown. Opportunities typically identify unused, underused, or vacated spatial features of the downtown fabric that can be repurposed, redirected, or redesigned as features of the downtown plan which support the downtown plan objectives.

1. **Pedestrian Space Expansion:** This refers to underutilized or un-utilized opportunities to increase space that can be made available to pedestrians and pedestrian activities within the downtown environment. Stripped areas on the street are currently a “no man’s land” that can be transformed into more useful pedestrian space or even seasonal planting space. Further, infill areas can serve as temporary gathering spaces or pocket parks.

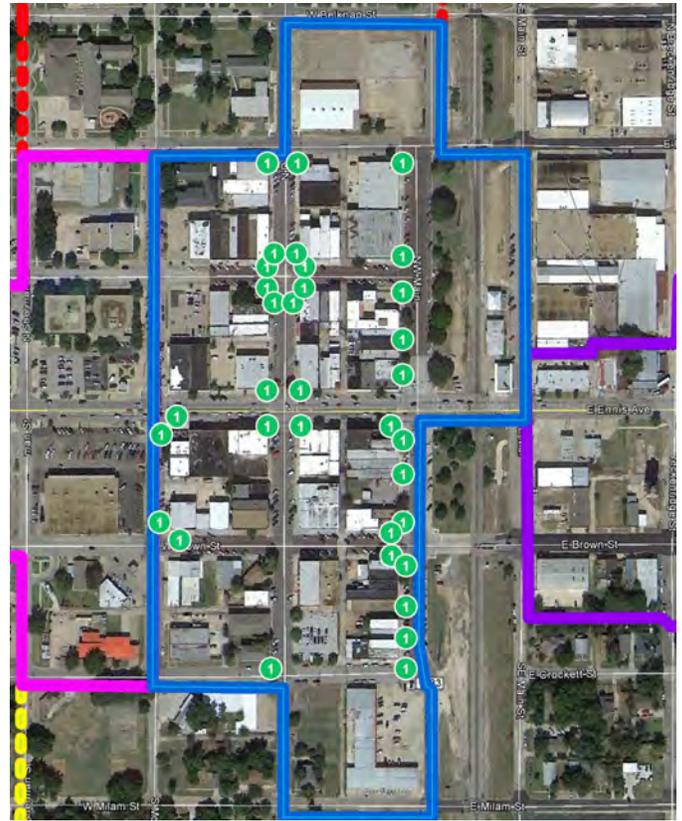


Figure 36. Pedestrian Space Expansion



Knox St.



McKinney, Texas

Stillwater, Oklahoma



## 1.6. PHYSICAL FABRIC ASSESSMENT



SW Main St.



Jacksonville, FL

- Pedestrian Connections:** Refers to potential pedestrian links between desired destinations or available parking and key downtown activity centers. Such links include the existing alleyway system.



W. Brown St. looking north



Knox St. looking south

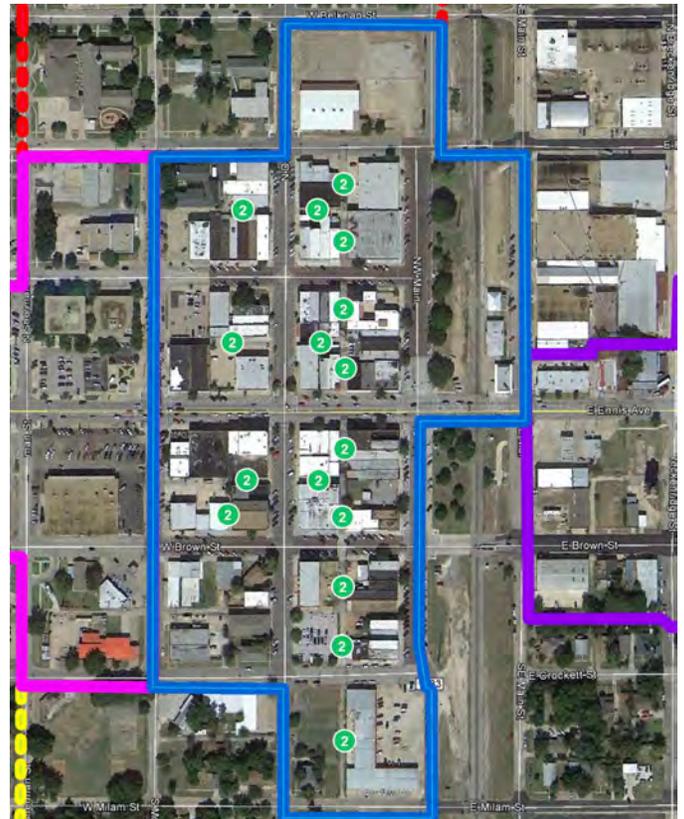


Figure 37. Pedestrian Connections



DOWNTOWN MASTER PLAN

## 1.6. PHYSICAL FABRIC ASSESSMENT

3. **Parking Opportunity:** Refers to places where additional parking can be created.

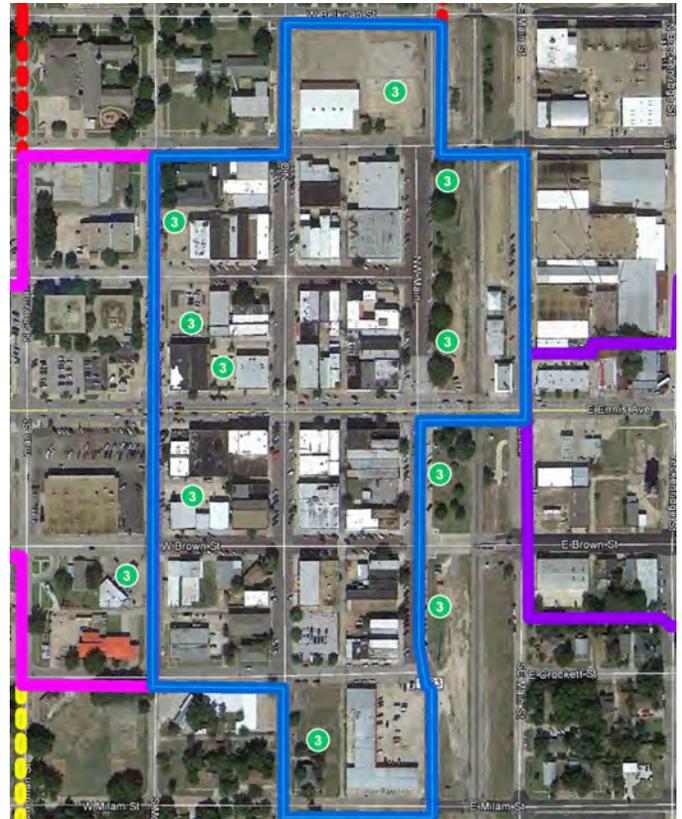
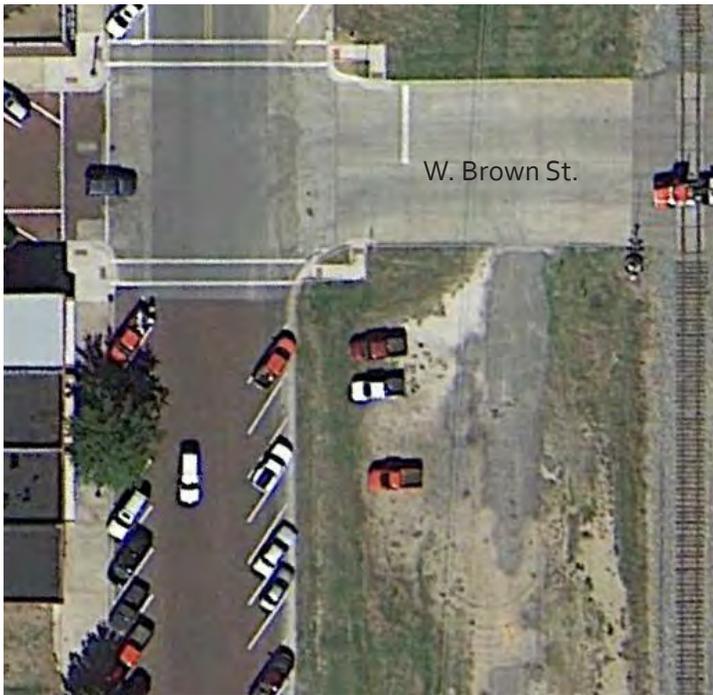


Figure 38. Parking Opportunity

4. **Multi-Tenant Development Opportunity:** Refers to a building or strategically aligned groups of buildings that can be developed for multi-tenant use.

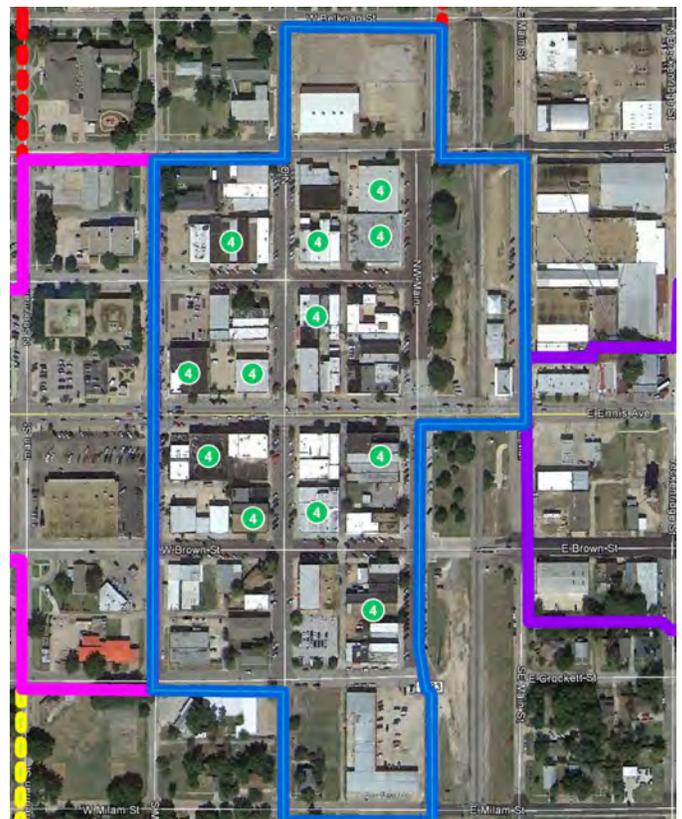


Figure 39. Multi-Tenant Development Opportunity

## 1.6. PHYSICAL FABRIC ASSESSMENT

5. **Catalyst Development Opportunity:** Refers to a site which because of its location presents an opportunity to promote a project that will attract other private investment. These projects can be private, public or public/private.

6. **Community Fabric Integration Opportunity:** Refers to locations where there is an opportunity to promote a project(s) which link the downtown core with surrounding residential neighborhoods or links downtown with adjacent commercial investment.

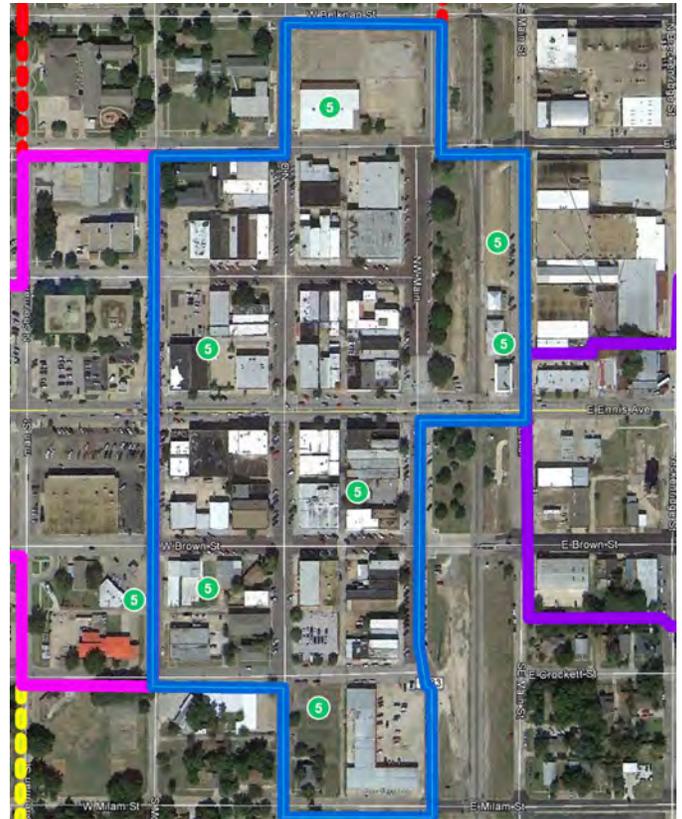


Figure 40. Catalyst Development Opportunity



W. Brown St.

7th St., North Oak Cliff

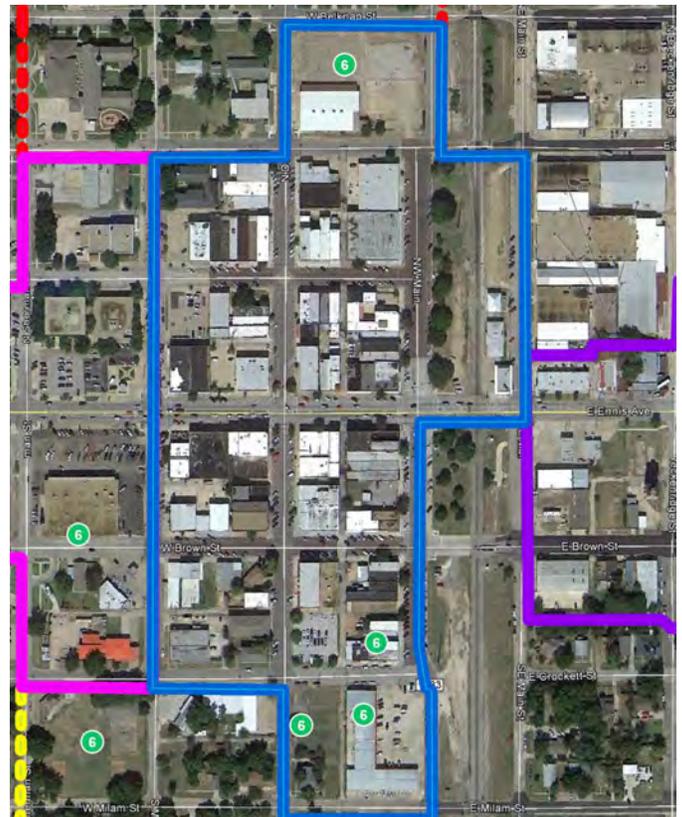


Figure 41. Community Fabric Integration Opportunity  
DOWNTOWN MASTER PLAN

## 1.6. PHYSICAL FABRIC ASSESSMENT

7. **Venue Formation Opportunity:** Refers to places where, because of the tenancy patterns emerging or the community being served by businesses within a certain location, an aggregation of land use type can be formed.

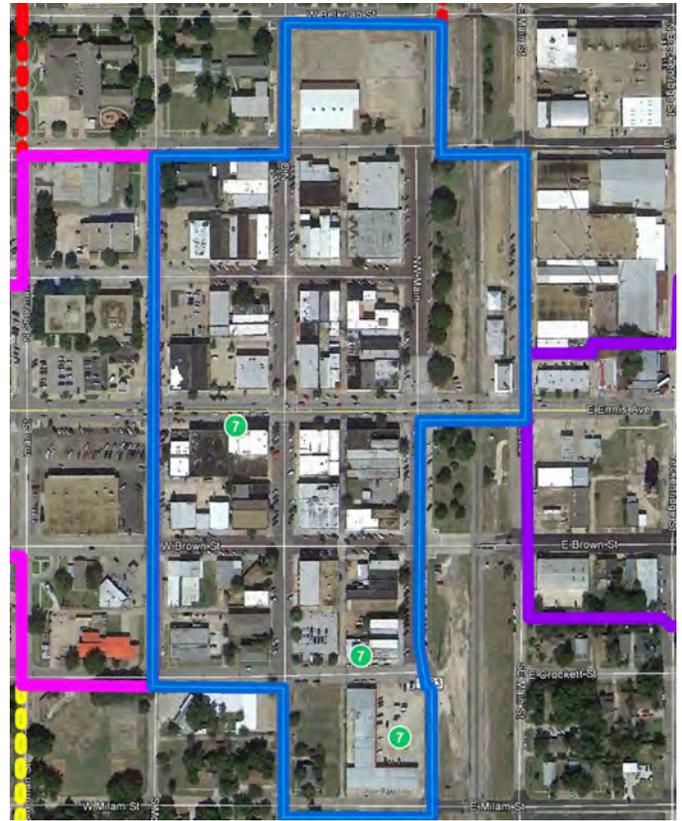


Figure 42. Venue Formation Opportunity

- **Resources:** Resources are special features, structures, or conditions that should be dramatized by the downtown plan and used as elements that support the establishment of a special identity for the downtown area.
  1. **Architectural Landmark:** Refers to a building which is architecturally, culturally noteworthy or has in its history been the host of significant activities that contribute to the history of Ennis.
  2. **Spatial Landmark:** Refers to spaces which that a recurring and culturally important activity or a space that has been the location of one or more historic events or purposes.

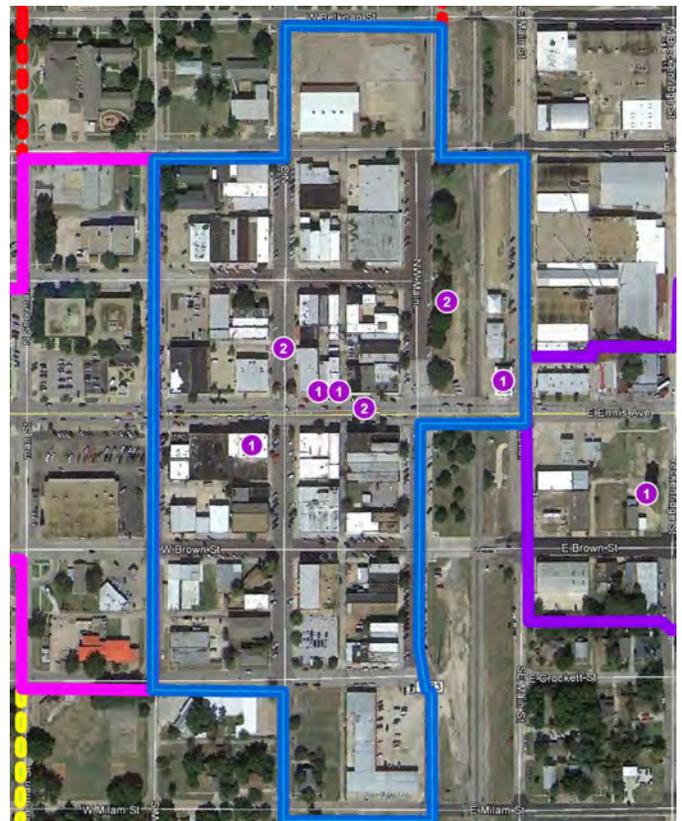


Figure 43. Multi-Tenant Development Opportunity

## 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

### DEVELOPMENT PROCESS

Downtown Ennis is comprised primarily of one and two story commercial buildings many of which were constructed in the late 1890's through the early 1900's. Many of these buildings retain their historic integrity. A National Register of Historic Places (NRHP) was established in 1985. The NRHP district contains properties listed both as contributing and as non-contributing within the district boundaries. There are 53 contributing buildings that fall within the 1890-1940 Period of Significance and have retained their original historic integrity with minor and or reversible alterations. The remainder are non-contributing buildings that are either outside of the 1890-1940 Period of Significance (constructed later) or have lost their original historical integrity due to alteration or condition. Properties with contributing historic structures within the NRHPD boundaries are potentially eligible to receive Federal and State of Texas Tax Credits for Certified Rehabilitations of their properties. Certified rehabilitation through the Texas Historic Commission and the Park Service, for example, can receive up to a 25% tax credit from Federal Income Tax and up to 25% Texas Franchise Tax Credit for a total not exceeding 45% tax credit for all qualified rehabilitation expenditures.

In 1985, the City of Ennis also created the Ennis Commercial Historic District within the same boundaries as the NRHP district. This locally designated historic district is governed locally by an overlay ordinance. The ordinance is administered by city staff and the Historic Landmark Commission, a commission consisting of 11 members appointed by the mayor and confirmed by the city commission. As an incentive to promote high quality private sector investment, the City of Ennis has created the Façade Improvement Grant Program which provides reimbursement for the costs of façade restoration or rehabilitation. Also, qualified rehabilitation can make a property eligible for five year tax abatement reflected in the increased value after rehabilitation.

The majority of the buildings in the downtown core are generally fair to good condition and appear feasible for redevelopment for a variety of different uses that would complement downtown revitalization, including retail, restaurant/ bar, office, apartments, and live/ work lofts. To attract tenants of a quality that would complement and invigorate the downtown, owners/developers must create the market for quality tenants by rehabilitating the building shell, the primary structure. The scope of work to achieve a marketable property for prospective tenants requires a minimum of improvements to allow occupancy by a tenant.

The following Assessment is a listing of required improvements and municipal requirements that an owner/developer will typically need to provide for tenant occupancy.



Figure 44. Historic Main Street

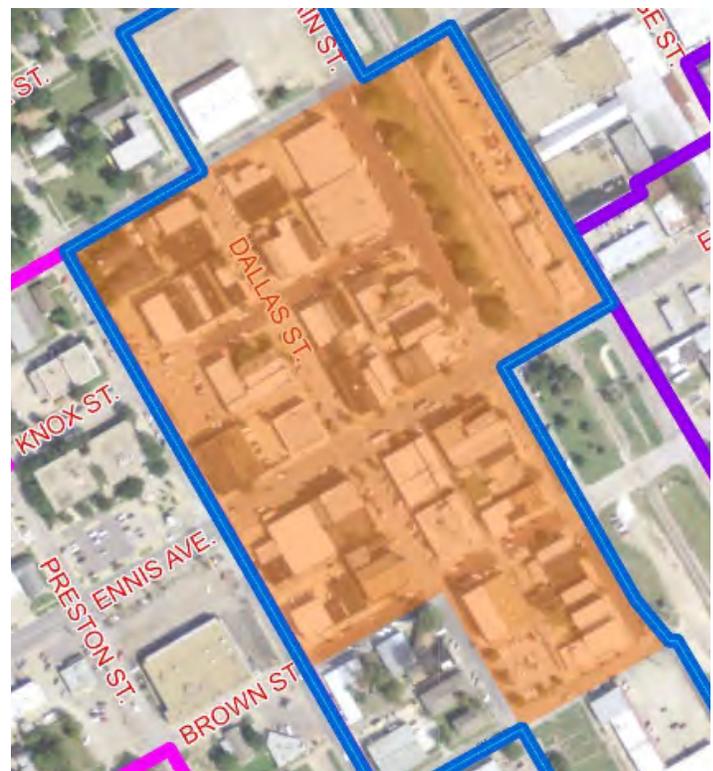


Figure 45. Historic Downtown Ennis NRHP District

# 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

## BASE BUILDING (SHELL) REQUIREMENTS

- Zoning:** Refer to the Zoning Ordinance of the City of Ennis, Texas 1985
  - Ennis Commercial Historic District** – Prior to receiving a building permit, all properties within the historic district guidelines must receive a Certificate of Appropriateness (CoA). To preserve the historic properties’ integrity within the historic district boundary, proposed exterior modifications or improvements are reviewed by city staff and the Historic Landmark Commission for compliance with the U.S. Secretary of the Interior’s Standards for Rehabilitation of Historic Properties. The process to receive a CoA typically requires no more than 30-45 days.
  - Allowable Uses** – Commercial and Residential uses are allowed in the downtown area. Refer to the City of Ennis Zoning Ordinance 1985 for complete listing of all allowable uses.
  - Parking** – Parking in the downtown is essentially market driven. Each redevelopment project must evaluate the amount of parking that will provide the service required for the tenancy. Historically designated buildings are considered existing non-conforming structures and are therefore not required to provide on-site parking. However, any additions and/ or new construction (infill) will require on-site parking accommodations as per current zoning requirements.



Figure 46. Northwest Corner of Brown St. and Dallas St.



Figure 47. Northeast Corner of Browns St. and Dallas St.

## 2. Building Code Compliance:

- Applicable Codes:**
  - 2009 International Building Code w/ City of Ennis Amendments
  - 2009 International Fire Code w/ City of Ennis Amendments
  - 2009 International Plumbing Code w/ City of Ennis Amendments
  - 2009 International Residential Code
  - 2009 International Property Maintenance Code
  - 2009 International Mechanical Code w/ City of Ennis Amendments
  - 2011 National Electrical Code w/ City of Ennis Amendments
- Common Life Safety Building Code Issues in Existing / Historic Buildings**
  - **Approved Egress (Exits) from a Building:** Most Buildings require two means of egress or exits from the building to the exterior or a safe location. Buildings with two or more floors require two protected stairs from the upper levels directly to the exterior. If the roof level is occupied, in most cases, this will require two means of egress.
  - **Other issues regarding egress to address:**
    - Open stairways (not located in a fire rated enclosure)
    - Stairways that do not provide access to the roof
    - Doors that swing into the egress route
    - Dead end corridors greater than 20 feet
    - Egress routes that do not exit to the exterior or a safe location
    - Stairways that are too narrow or too steep

## 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

Typically, the greatest challenge for compliance is the requirement for two means of egress from each leased space with an occupant load of greater than 49. This usually is a space of 490 square feet or greater. All buildings surveyed in downtown naturally have entrances/exits to the street side and many of the surveyed buildings can provide a second means of egress to alleyways.

- **Common Code *Solutions* for Existing/ Historic Buildings**
  - Installation of automatic smoke detectors and fire alarm systems
  - Installation of a sprinkler system which can alleviate some code compliance requirements in existing buildings
  - Automatic/Self closing devices on doors to halt the spread of fire and smoke
  - The use of intumescent paint to protect building materials from fire and increase their fire rating
  - Flexibility can, in some code compliance areas, be achieved if the building is officially listed as historic
- **Methods for Finding Code Solutions for Existing/Historic Buildings**
  - Prepare a Building Code Analysis to determine any deficiencies
  - Understand the intent of the various applicable codes
  - Determine the preservation priorities if building is historic
  - Visit with the local building code official
  - Use the local variance and appeal boards

For historic buildings, repairs, alteration and additions necessary for the preservation, restoration, rehabilitation or continued use of the building may be made without conformance to all the requirements of this code when authorized by the local building official.

The building or property must be designated by official action of a legally constituted authority of the local, state or federal authority as having special historical or architectural significance. The building cannot be more hazardous based on life safety, fire safety and sanitation than the existing building.

### 3. Accessibility Compliance:

The Americans with Disabilities Act (ADA) is not only a civil rights law, it is also a historic preservation law. The State of Texas administers the ADA through the Texas Department of Licensing and Regulation (TDLR) and has adopted the Texas Accessibility Standards (TAS). TAS/ ADA explicitly includes particular and more flexible allowances for historic properties, so that accessibility modifications do not “threaten or destroy” architecturally and historically significant building elements. This flexibility must be reviewed and approved through the State Historic Preservation Office (SHPO).

Accessibility to the upper levels of existing buildings is required for buildings with floor areas greater than 3,000 square feet. If a property is developed as residential and if greater than 4 units of housing, one unit for every 12 must meet accessible standards.



Figure 48. Northwest Corner of Knox St. and Dallas St.

## 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

All proposed construction projects must submit an Application to TAS to review the proposed project for compliance, and when completed, an inspection report must be filed. It is required that this process be provided by an Accessibility Specialist registered with the State of Texas.

### 4. Environmental Compliance:

Each building must be surveyed by a qualified and registered Environmental Engineer to determine if any regulated hazardous materials exist in the building. In existing buildings, these generally include Asbestos Containing Materials (ACM) or Lead Based Paint (LBP). If found to be present, mitigation will be required before construction can begin and tenant occupancy.

- **Basic Building Systems:** The redevelopment of existing or historic buildings will require fully code compliant Mechanical, Electrical and Plumbing (MEP) systems.

- **Electrical Systems:**

1. **Primary Power** - The building must be provided with adequate power from the locate electric utility company. Projections for the power needs must be calculated based on the proposed use of the building. Once the power needs are determined, the electric utility company will be notified to determine if sufficient power service exists to the building.
2. **Secondary Power (Building Main Service and Distribution)** – The building needs to provide electrical service that meets the National Electrical Code and local electrical code. The base building (shell) only needs to provide the required panels and common area power and lighting. Final power distribution and lighting is to be installed when the spaces are leased and tenant(s) selected to meet their specific needs.

- **Plumbing Systems:**

1. **Water and Sanitary Sewer Service:** The building needs to provide potable water service and sanitary sewer services that meets the National Plumbing Code and local plumbing codes. To be the most marketable, the base building (shell) needs to provide services which are “roughed in” allowing a future tenant to connect when the Tenant Improvements are undertaken. The services to the building should anticipate likely uses such as retail, housing or restaurant/bar/food service. If food service is provided, grease interceptor (grease trap) will be required and should be allowed for. **It is important to note that water and sewer infrastructure is currently inadequate as per Section 1.2 (page 12) of the Assessments.**

- **Mechanical (HVAC) Systems :**

1. **Heating, Ventilation and Air Conditioning (HVAC) Systems :** The building will need to install a complete HVAC system to meet the intended use of the tenant(s) and to meet local building codes. The base building/shell should, at a minimum, allow for basic ventilation until the space(s) are leased and the final system is installed in the Tenant Improvements.

- **Fire Protection:**

- The City of Ennis will require automatic fire suppression systems (sprinkler systems) for most rehabil-



Figure 49. Northeast Corner of Brown St. and Dallas St.



Figure 50. Northeast Corner of Knox St. and Dallas St.

## 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

itation uses. If under 5,000 square feet a NFPA 13R (residential system) system can be substituted in a commercial or residential use. Greater than 5,000 square feet, NFPA 13 system (commercial system) will be required.

### 5. General Building Envelope

Most buildings in the historic core are load bearing masonry on concrete foundations with timber framing and wood joists or wood truss designs. The overall building envelope must be structurally sound and improved to water tight condition. If historically designated, standards and regulations for rehabilitation will be imposed on the building. The building envelope generally includes:

- Foundation and complete structural system
- Front Façade
  - Storefront Design should be compatible with the period
  - Canopy Design/ Condition should be suspended on rods and engineered properly
  - Second Level Windows should be restored to that of the period
- Exterior Load Bearing walls
- Interior Load Bearing Walls
- Roof

### 6. Base Building Interior

The interior for the base building can achieve a level of finish that will allow the interior spaces to be easily adapted to any anticipated use that a prospective tenant will be able to improve to meet their specific needs. Generally referred to a “white box”, this level of finish includes an interior that:

- Is cleared of any trash and debris
- Has removed all contemporary finishes that are out-of-date or the not meeting potential market needs
- Is generally Illuminated

### TENANT IMPROVEMENTS (TI)

Making a space tenant ready for Tenant Improvements or Finish-Outs sets in motion true revitalization of the historic core. Tenant Finish-Outs will need to abide by all codes mentioned above as well as:

#### 1. Health Code Compliance:

If the building is being adapted to food service establishment very strict health code requirements must be met, including required size of grease traps. The City is poised to begin looking into more creative ways of accommodating grease traps and/or the possibility of communal grease traps, which are used in Downtown Sulfur Springs, Texas. Refer to the Ennis Published Food Established Plan Review Packet provided by the City of Ennis.

Maintaining the historic building stock and fabric is as important as maintaining and contributing to the existing community. As property owners and developers begin to invest time, effort and money into the historic core, it is im-



Figure 51. North side of Ennis Ave.

## 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

portant for all parties to align in harmony in order to achieve the grander vision of a destination downtown. Therefore, each building within the historic core was inventoried over several walking tours in the late summer of 2015 and provided a general recommendation in the following tables, which describe each property's construction type and condition, rehabilitation requirements, potential uses, and immediate actions for lease-ability.

Address	Levels	Construction Type/Condition	Rehabilitation Requirements	Potential Uses	Immediate Actions for Lease-ability
118 W Brown	1	Concrete Foundation	Restore or Replace Awning	Retail - Bookstore w/ coffee	Selective Demolition of Interior
		Load Bearing Masonry Exterior Walls	Two means of Egress from 2nd Level	- small bar/ restaurant	Exterior Lighting
		Wood Truss Roof Structure	HVAC/Plumbing/Electrical		
			Improve Exterior Lighting		
		<b>Historic Contributing</b>			
		Good Condition			
114-116 W Brown	1	Concrete Foundation	Restore or Replace Awning	Bar/ Restaurant	Ready - Connect to 118 Brown
		Load Bearing Masonry Exterior Walls			Exterior Lighting
		Wood Truss Roof Structure			
		<b>Historic Contributing</b>			
		Good Condition			
112 W Brown	2	Concrete Foundation	New Entry Door	(1st) Retail - Bar/Restaurant	Selective Demolition of Interior
		Load Bearing Masonry Exterior Walls	Restore Windows	(2nd) Live/Work Lofts	Second Floor Lobby off Alley
		Wood Truss Roof Structure	Restore or Replace Awning		Secure Parking
			Two means of Egress from 2nd Level		Exterior Lighting
			Period Exterior Lighting		
		<b>Historic Contributing</b>			
		Good Condition			
110 W Brown	1	Concrete Foundation	Replace Awning	Retail - Garden Center	Leased
		Load Bearing Masonry Exterior Walls	New period Storefront w Entry		
		Wood Truss Roof Structure	Period Exterior Lighting		
			Power Meter Relocate		
		<b>Historic Contributing</b>			
		Good Condition/Altered Façade			
106 W Brown	1	Concrete Foundation	Restore Façade/Exterior Lighting	Retail	Remove Metal Façade/Replace Awning
		Load Bearing Masonry Exterior Walls	New Storefront		New Signage
		Wood Truss Roof Structure	New Signage		Power Meter Relocate
			HVAC		Exterior Lighting
		<b>Historic Contributing</b>			
		Good Condition/Altered Façade			
119 S Main	1	Concrete Foundation	Remove Modern Awning	Retail/Office	Leased - Occupied
		Masonry Exterior	Install Compatible Awning		
		Steel Frame	Install Compatible Storefront		
		Not Contributing			
		Good Condition			
115-119 W Brown	1	Concrete Foundation/Struct frame	No Work Necessary	Municipal Offices	Occupied
		Masonry Exterior			
		<b>Historic Contributing</b>			
		Good Condition			
118 S Dallas	2	Concrete Foundation	Replace Awning	- Ground Floor Retail	New Awning
		Load Bearing Masonry Exterior Walls	Restore Corner Entry/Storefront	Second Floor -Office or	Lobby for Second Level
		Wood Truss Roof Structure	HVAC/Plumbing/Electrical	Live /Work Lofts	Exterior Lighting
			Improve Exterior Lighting		
			Two means of Egress from 2nd Level	Botique Hotel	
		<b>Historic Contributing</b>			
		Good Condition			
115 S Dallas	2	Concrete Foundation	Replace Awnings	- Ground Floor Retail	Replace Awnings
		Load Bearing Masonry Exterior Walls	Restore Second Floor Windows	Second Floor -Office or	Restore Façade Windows (2nd Fl)
		Wood Frame w/Wood Truss Roof Structure	Two means of Egress from 2nd Level	Live /Work Lofts	Exterior Lighting
			Install Compatible Storefront		
		<b>Historic Contributing</b>			
		Good Condition			
113 S Dallas	1	Concrete Foundation	New Exterior Lighting	Retail	Selective Demolition of Interior
		Load Bearing Masonry Exterior Walls			Exterior Lighting
		Wood Truss Roof Structure			
		<b>Historic Contributing</b>			
		Good Condition			
111 S Dallas	2	Concrete Foundation	New Exterior Lighting	- Ground Floor Retail or	Selective Demolition of Interior
		Load Bearing Masonry Exterior Walls	Install Compatible Storefront	Restaurant/Bar - Alley Patio	Replace Awnings
		Wood Truss Roof Structure	Replace Awning	Second Floor -Office or	Exterior Lighting
				Live /Work Lofts	
		<b>Historic Contributing</b>			
		Fair Condition			

# 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

Address	Levels	Construction Type/Condition	Rehabilitation Requirements	Potential Uses	Immediate Actions for Lease-ability
107-109 S Dallas	1	Concrete Foundation	Restore Façade - Add Transoms	- Retail, Office or	Install Compatible Storefront
		Load Bearing Masonry Exterior Walls	Install Compatible Storefront	Restaurant/Bar	Paint Façade
		Wood Truss Roof Structure	New Canopy		New Canopy
			Exterior Lighting		Exterior Lighting
		<b>Historic Contributing</b>	HVAC/Plumbing/Electrical RO Service		HVAC/Plumbing/Electrical RO Service
	Fair Condition				
101-105 S Dallas	2	Concrete Foundation-	Recently Rehabilitated	Leased - Occupied	Exterior Lighting
		Load Bearing Masonry Exterior Walls		Restaurant- Office	
		Wood Truss Roof Structure			
		<b>Historic Contributing</b>			
		Excellent Condition			
110-112 S Dallas	1	Concrete Foundation	New Exterior Lighting	- Retail or Restaurant/Bar	Selective Demolition of Interior
		Load Bearing Masonry Exterior Walls	Restore Transome		Repair/Replace Awnings
		Wood Truss Roof Structure	Exterior Lighting		Restore Transome
			Repair/Replace Awnings		Exterior Lighting
		<b>Historic Contributing</b>			
	Good Condition				
104-108 S Dallas	1	Concrete Foundation	New Exterior Lighting	- Retail	Leased - Retail
		Load Bearing Masonry Exterior Walls	New Compatible Storefront		New Awning
		Wood Truss Roof Structure	Exterior Lighting		Exterior Lighting
			New Awning		
		<b>Historic Contributing</b>			
	Good Condition				
100-102 S Dallas 117 W Ennis	1	Concrete Foundation	New Exterior Lighting	- Retail	Leased - Food Service
		Load Bearing Masonry Exterior Walls	Restore Transome		New Awning/Storefront
		Wood Truss Roof Structure	Exterior Lighting		Exterior Lighting
			New Awning		
		<b>Historic Contributing</b>	New Compatible Storefront		
	Good Condition				
113 N Dallas	2	Concrete Foundation	New Exterior Lighting	Theater	Planned For Theater/Ent. Venue
		Load Bearing Masonry Exterior Walls	Rehabilitate Façade		Environmental Survey
		Steel Truss Roof Structure	Exterior Lighting		
			New Awning		
		<b>Non-Contributing</b>		<b>Rear Courtyard Potential</b>	
	FairCondition		<b>Alley Connection</b>		
117 N Dallas	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Restore Façade
		Load Bearing Masonry Exterior Walls	New Awning	Adjacent Pocket Park	Exterior Lighting
		Wood Truss Roof Structure	Exterior Lighting		
			Cast Iron Columns		
		<b>Historic Contributing</b>			
	Good Condition				
209 N Dallas	1	Concrete Foundation	New Compatible Storefront	- Masonic Lodge	Occupied
		Load Bearing Masonry Exterior Walls	New Awning	- Retail /Reataurant -Bar	Restore Façade
		Wood Truss Roof Structure	Exterior Lighting		
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	
	Good Condition		<b>Alley Connection</b>		
213 N Dallas	1	Concrete Foundation	New Compatible Storefront	- Offices	Leased - Office
		Load Bearing Masonry Exterior Walls	New Awning	- Retail /Reataurant -Bar	Restore Façade
		Wood Truss Roof Structure	Exterior Lighting		
		<b>Non-Contributing</b>			
	Good Condition				
215 N Dallas	2	Concrete Foundation	New Compatible Storefront	- Ground Floor Retail or	Leased - Funeral Home/Office
		Load Bearing Masonry Exterior Walls	New Awning	Restaurant/Bar - Alley Patio	Restore Façade
		Wood Truss Roof Structure	Restore Windows	Second Floor -Office or	
			Exterior Lighting	Live /Work Lofts	
		<b>Historic Contributing</b>			
	Good Condition				
110-12 N Dallas	1	Concrete Foundation	New Compatible Storefront	- Offices	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning	- Retail /Reataurant -Bar	Remove Canopy
		Wood Truss Roof Structure	Exterior Lighting		
		<b>Non-Contributing</b>			
	Good Condition				
114-120 N Dallas 117 W Knox	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning		Remove Awning
		Wood Truss Roof Structure	Exterior Lighting		New Historic Canopy
			Restore Transome		Selective Demolition of Interior
		<b>Historic Contributing</b>			
	Good Condition				

# 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

Address	Levels	Construction Type/Condition	Rehabilitation Requirements	Potential Uses	Immediate Actions for Lease-ability
210 N Dallas	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning		Remove Awning
		Wood Truss Roof Structure	Exterior Lighting		New Historic Canopy
			Restore Transome		Selective Demolition of Interior
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
212 N Dallas	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning	- Office	Rehab/Replace Awning
		Wood Truss Roof Structure	Exterior Lighting		Selective Demolition of Interior
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Fair Condition			
100-108 W Knox	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning	- Office	Rehab/Replace Awning
		Wood Truss Roof Structure	Exterior Lighting		
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	
		Fair Condition		<b>Alley Connection</b>	
110 W Knox	2	Concrete Foundation	New Compatible Storefront	- Ground Floor Retail or	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning	Restaurant/Bar - Alley Patio	Selective Demolition of Interior
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	New Awning
			Restore Second Floor Windows	Live /Work Lofts	
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	
		Good Condition		<b>Alley Connection</b>	
112 W Knox	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
114 W Knox	2	Concrete Foundation	New Compatible Storefront	- Ground Floor Retail or	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning	Restaurant/Bar - Alley Patio	Selective Demolition of Interior
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	New Awning
		Cast Iron Columns	Restore Second Floor Windows	Live /Work Lofts	
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	
		Good Condition		<b>Alley Connection</b>	
116 W Knox 200-206 N Dallas	2	Concrete Foundation	New Compatible Storefront	- Ground Floor Retail or	New Compatible Storefront/Awning
		Load Bearing Masonry Exterior Walls	New Awning	Restaurant/Bar - Alley Patio	Selective Demolition of Interior
		Wood Frame/ Wood Truss Roof Structure	Restore Second Floor Windows	Second Floor -Office or	Restore Second Floor Windows
			Restore Ground Floor West Façade	Live /Work Lofts	Restore Ground Floor West Façade
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Fair Condition			
109 W Knox	1	Concrete Foundation/Basement	New Compatible Storefront	- Retail /Reataurant -Bar	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	New Awning		New Awning
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		
		Cast Iron Columns	Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
111 W Knox	2	Concrete Foundation	New Compatible Storefront/Transom	- Ground Floor Retail or	Leased
		Load Bearing Masonry Exterior Walls	New Awning	Restaurant/Bar - Alley Patio	New Compatible Storefront/Transom
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	New Awning
			Restore Second Floor Façade	Live /Work Lofts	Restore Second Floor Façade
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Fair Condition			
113-115 W Knox	1	Concrete Foundation	New enclosure at the back of building	- Retail /Reataurant -Bar	New enclosure at the back of building
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	New Compatible Storefront/Transom		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	
		Poor -Fair Condition		<b>Alley Connection</b>	
200 W Knox	2	Concrete Foundation	Restore East Façade	- Ground Floor Retail or	New Compatible Storefront
		Load Bearing Masonry Exterior Walls	Restore Second Floor Windows	Restaurant/Bar - Alley Patio	Selective Demolition of Interior
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	New Awning
		Cast Iron Columns		Live /Work Lofts	
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
202 W Knox	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
204 W Knox	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			

# 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

Address	Levels	Construction Type/Condition	Rehabilitation Requirements	Potential Uses	Immediate Actions for Lease-ability
206 W Knox	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
208-210 W Knox	1	Concrete Foundation	Restore Façade	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		Restore Façade
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
	Fair Condition				
212-220 W Knox	2	Concrete Foundation			Mixed Use
		Brick Veneer			Office/Apartments
		Wood Frame/ Wood Truss Roof Structure			
		<b>Non-Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
211 W Knox	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
101 SW Main	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
101-103 W Ennis Ave.		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Compatible Infill</b>			
	Good Condition				
103 SW Main	2	Concrete Foundation	New Compatible Storefront	- Ground Floor Retail or	Leased- Ground Floor
		Load Bearing Masonry Exterior Walls	Restore Second Floor Windows	Restaurant/Bar - Alley Patio	New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	Restore Second Floor Windows
			New Awning	Live /Work Lofts	New Awning
		<b>Historic Contributing</b>		<b>Alley Connection</b>	Exterior Lighting
	Good Condition				
105 SW Main	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
107 SW Main	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
201-205 SW Main	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
207 SW Main	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
		Cast Iron Columns	Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
213 SW Main	1	Concrete Foundation	New Compatible Storefront	Retail/Office	Leased
		Steel Frame	New Awning		
		Brick Veneer	Exterior Lighting		
		<b>Non-Contributing</b>		<b>Alley Connection</b>	
	Good Condition				
215 SW Main	2	Concrete Foundation			Office
		Brick Veneer			
		Wood Frame/ Wood Truss Roof Structure			
		<b>Non-Contributing</b>		<b>Alley Connection</b>	
	GoodCondition				
212-20 W Knox	2	Concrete Foundation			Mixed Use
		Load Bearing Masonry Exterior Walls			Office/Apartments
		Wood Frame/ Wood Truss Roof Structure			
		<b>Non-Contributing -Altered</b>		<b>Alley Connection</b>	
	GoodCondition				

# 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

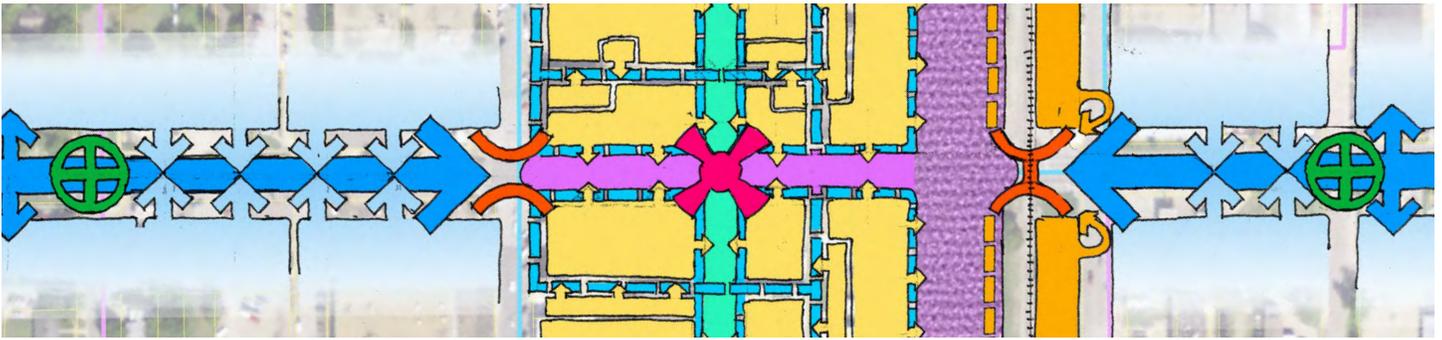
Address	Levels	Construction Type/Condition	Rehabilitation Requirements	Potential Uses	Immediate Actions for Lease-ability
105 SW Main	1	Concrete Foundation	New Awning	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	Exterior Lighting		
		Wood Frame/ Wood Truss Roof Structure			
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
104 W Crockett	1	Concrete Foundation	New Compatible Storefront/Transom	Retail	Leased - Restaurant
		Load Bering Masonry	New Awning		
		Wood Truss Roof Structure	Exterior Lighting		
		<b>Non-Contributing - Potentially Contributing</b>		<b>Alley Connection</b>	
		GoodCondition			
106-108 W Crockett	1	Concrete Foundation	New Compatible Storefront	Retail	Leased
		Brick Veneer	New Awning		New Awning/Signage
		Wood Truss Roof Structure	Exterior Lighting		
		<b>Non-Contributing - Compatible</b>		<b>Alley Connection</b>	
		GoodCondition			
208-210 W Brown	1	Concrete Foundation	New Storefront/ Transom	Retail	New Storefront/ Transom
		Load Bearing Masonry Exterior Walls	Restore of Replace Awning	Bar- Restaurant	Exterior Lighting
		Wood Truss Roof Structure			
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	
		Good Condition		<b>Alley Connection</b>	
212 W Brown	1	Concrete Foundation	New Storefront	Retail	New Storefront
		Load Bearing Masonry Exterior Walls	Restore of Replace Awning	Bar- Restaurant	Exterior Lighting
		Wood Truss Roof Structure			
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	
		Good Condition		<b>Alley Connection</b>	
211 W Brown	1	Concrete Foundation	New Storefront	Retail	New Storefront
		Load Bearing Masonry Exterior Walls	New Awning	Bar- Restaurant	Exterior Lighting
		Wood Truss Roof Structure			New Awning
		<b>Compatible</b>			
		Good Condition			
101 NW Main	1	Concrete Foundation	Exterior Lighting	- Retail /Reataurant -Bar	Leased
100-108 W Ennis Ave.		Load Bearing Masonry Exterior Walls			
		Wood Frame/ Wood Truss Roof Structure			
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
				Good Condition	
103-105 NW Main	1	Concrete Foundation	New Compatable Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatable Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
107 NW Main	1	Concrete Foundation	New Compatable Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatable Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		New Signage
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
109 NW Main	2	Concrete Foundation	New Compatable Storefront	- Ground Floor Retail or	Leased- Ground Floor
		Load Bearing Masonry Exterior Walls	Restore Second Floor Windows	Restaurant/Bar - Alley Patio	New Compatable Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	Restore Second Floor Windows
			New Awning	Live /Work Lofts	New Awning
		<b>Historic Contributing</b>		<b>Rear Courtyard Potential</b>	Exterior Lighting
		Good Condition		<b>Alley Connection</b>	
111 NW Main	2	Concrete Foundation	New Compatable Storefront	Retai/Office	Leased
		Steel Frame	New Awning		
		Brick Veneer	Exterior Lighting		
		<b>Non-Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
201-203 NW Main	1	Concrete Foundation	New Compatable Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatable Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		New Signage
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			

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205 -207 NW Main	1	Concrete Foundation	New Compatible Storefront	Retail/Office	Leased
		Steel Frame	New Awning		
		Brick Veneer	Exterior Lighting		
		<b>Non-Contributing - Compatible Infill</b>		<b>Alley Connection</b>	
		Good Condition			
107-109 W Ennis	2	Concrete Foundation	Restore Façade-Storefront	- Ground Floor Retail or	Restore Façade-Storefront
		Load Bearing Masonry Exterior Walls	Restore Second Floor Windows	Restaurant/Bar - Alley Patio	Restore Second Floor Windows
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	Exterior Lighting
		Cast Iron Columns		Live /Work Lofts	
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
111 W Ennis	2	Concrete Foundation	New Compatible Storefront-Transom	- Ground Floor Retail or	New Compatible Storefront-Transom
		Load Bearing Masonry Exterior Walls	Restore Second Floor Windows	Restaurant/Bar - Alley Patio	Restore Second Floor Windows
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	Exterior Lighting
		Cast Iron Columns		Live /Work Lofts	
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
113 W Ennis	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		New Signage
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
115-117 W Ennis	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		New Signage
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
110 W Ennis	2	Concrete Foundation-	Recently Rehabilitated	Leased - Occupied	Exterior Lighting
		Load Bearing Masonry Exterior Walls		Restaurant- Office	
		Wood Truss Roof Structure			
		Cast Iron Columns			
		<b>Historic Contributing</b>			
		Excellent Condition			
112 W Ennis	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		New Signage
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
114-116 W Ennis	2	Concrete Foundation-	Recently Rehabilitated	Leased - Occupied	Exterior Lighting
		Load Bearing Masonry Exterior Walls	Remove Ramp	Restaurant- Office Event	Remove Ramp
		Wood Truss Roof Structure			
		<b>Historic Contributing</b>			
		Excellent Condition			
200 -204 W Ennis	1	Concrete Foundation	New Compatible Storefront	Retail/Office	Leased
		Steel Frame	New Awning		
		Brick Veneer	Exterior Lighting		
		<b>Non-Contributing - Compatible Infill</b>		<b>Alley Connection</b>	
		Good Condition			
212-218 W Ennis	1	Concrete Foundation	New Compatible Storefront	- Retail /Reataurant -Bar	Leased
		Load Bearing Masonry Exterior Walls	New Awning		New Compatible Storefront
100-108 N McKinney		Steel Truss Roof Structure	Exterior Lighting		New Awning
			Restore Transom		New Signage
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
			Good Condition		
207 W Ennis	2	Concrete Foundation	New Compatible Storefront-Transom	- Ground Floor Retail or	White Box Interior
		Load Bearing Masonry Exterior Walls	Restore Second Floor Windows	Restaurant/Bar - Alley Patio	Restore Second Floor Windows
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	Exterior Lighting
		Cast Iron Columns		Live /Work Lofts	
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Good Condition			
209-215 W Ennis	1	Concrete Foundation	Reconstruct Façade	- Retail /Reataurant -Bar	White Box Interior
		Load Bearing Masonry Exterior Walls	New Storefront & Awning		Reconstruct Façade
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting		New Storefront & Awning
					New Exterior Lighting
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Fair- Poor Condition			

## 1.7. BUILDING CODE AND PRESERVATION ASSESSMENT

Address	Levels	Construction Type/Condition	Rehabilitation Requirements	Potential Uses	Immediate Actions for Lease-ability
112 S McKinney	1	Concrete Foundation		Fitness Center	Leased
		Steel Frame			
		Brick Veneer			
		<b>Non-Contributing - Compatible Infill</b>		<b>Alley Connection</b>	
		Good Condition			
209 W Baylor	2	Concrete Foundation	New Entry Door	- Ground Floor Retail or	New Entry Door
		Load Bearing Masonry Exterior Walls	Restore Windows	Restaurant/Bar - Alley Patio	Restore Windows
		Wood Frame/ Wood Truss Roof Structure	Exterior Lighting	Second Floor -Office or	Exterior Lighting
		Adjacent Garage Space	New Garage Door/Storefront	Live /Work Lofts	New Garage Door/Storefront
		<b>Historic Contributing</b>		<b>Alley Connection</b>	
		Fair Condition			



# PART 2

## GOALS & FRAMEWORK PLAN

### 2.1. INTRODUCTION

The Downtown Goals and Framework Plan are the guiding documents that direct the planning work that follows, including the completion of the final Downtown Master Plan. Goals were derived from the citizen inputs at the September 2nd Assessments Presentation and Workshop. Goals provide the Planning Team with:

- An understanding of what the current community values within and around the historic core of Downtown Ennis.
- An understanding of the current community's concerns regarding safety, connectivity, economic revitalization, and preservation.
- An understanding of the level of change that the current community is willing to embrace.
- An understanding of the current community's preferences for how planning issues confronting Downtown Ennis should be approached.
- An understanding of how the current community views their connection with, and relationship to, neighboring districts.

Once the Downtown Goals were finalized after more public engagement, a Framework Plan was produced to visually explain how these guiding statements would shape the physical form of Downtown Ennis. The Framework Plan is a graphic depiction of the community goals which translate into a diagrammatic structure of nodes, links, edges, transitions, and districts. The Framework Plan reveals:

- The relationship and transition potential between neighboring areas of value and downtown.
- Key connections that mitigate barriers and reconnect economic value relationships.
- Focal points for destination defining activities.

## 2.1. INTRODUCTION

- Key termini that define linkage function of downtown pathways.
- Opportunities for community integration.
- Connections between elements of social, economic, and/or environmental significance in order to create a cohesive downtown experience.

The following text explains the Downtown Goals and the Framework Plan process and outcomes.

## 2.2. DOWNTOWN GOALS

The purpose of having a planning phase related to establishment of goal statements is to assure that the final Master Plan is firmly founded upon concerns of the citizenry. This ultimately propels the community vision into reality while promoting public health and welfare.

The public Assessments Presentation and Workshop was held on September 2nd, 2015 at the Ennis Chamber of Commerce building. Inputs from public participants, including many members of the Main Street Board, City Staff, P&Z Commissioners, and other concerned citizens, were gathered during two breakout sessions during the Assessments Presentation. Everyone broke into four groups to discuss questions related to the Assessments Presentation and document their key comments, concerns, and ideas on flip charts. Each of the four groups presented their comments to the entire body of participants at the conclusion of the event. These recorded comments were later distilled into action oriented goal statements by the Planning Team.

### GATHERING PUBLIC INPUT

Each group were asked the same questions for both breakout sessions. The first breakout session asked questions related to the Value Gradient Assessment and the Rent User Assessment, while the second breakout session asked a broad question in regards to the Parking Assessment, the Physical Fabric Assessment, and the Building Code and Preservation Assessment. The following is the recorded comments per question.

#### Breakout Session #1

##### *Value Gradient Assessment*

Question 1: Ennis Ave. and the prevailing small lease space are two physical disconnections/ separations... are there others?

Group 1: Disconnect on west side due to HEB, bowling alley, and Brookshires; Commerce through downtown impeded by traffic and is not pedestrian or bike friendly.

Group 2: Lack of crosswalks, utilities, wide streets/ scale = anti-pedestrian



Figure 52. Public Participants at the Assessments Presentation held September 2nd, 2015

## 2.2. DOWNTOWN GOALS

Group 3: Parking on east side of railroad track needs safe pedestrian accessibility

Group 4: Railroad; pedestrian walkway from railroad to Kaufman - visual landscape - connect

Question 2: The presentation views downtown as trying to revitalize within an economic zone separated from, and serving a market different than, I-45. How does overcoming the barriers of separation benefit downtown?

Group 1: Signage/ ads at I-45 to push traffic downtown

Group 2: Sharing the market (economic) community space "everybody's neighborhood"

Group 3: Need/ want more focus on downtown to be Dallas and Knox not Dallas and Ennis Ave.

Group 4: No input

Question 3: This analysis sees a tiered strategy for downtown: one to address increasing building value through occupancy within downtown and the other increasing parcel value, leading to site redevelopment in the transition areas. What are your thoughts on this?

Group 1: Educate citizens and businesses

Group 2: Simultaneous processes

Group 3: No input

Group 4: Area between railroad and Kaufman needs improvement

### Rent User Assessment

Question 1: The presentation shows that many of the current uses in downtown are reflective of downtown's separation from other economic zones (I-45, etc.). Talk about what you see as the appropriate uses for downtown long-term. Also, it will not be possible to eliminate local market uses...so...how do they integrate?

Group 1: No input

Group 2: All day into night commerce, mixed-uses

Group 3: Can't make people come downtown; need to affect the psychology of the space

Group 4: Redevelop City Hall as cultural center

Question 2: The dominance of small lease space is one of the architectural charms as well as a barrier to multi-tenant projects (projects which pro forma at a high enough level to support needed renovation). What are your thoughts about innovative ways to de-



Figure 53. Public Participants and Consultant at the Assessments Presentation held September 2nd, 2015

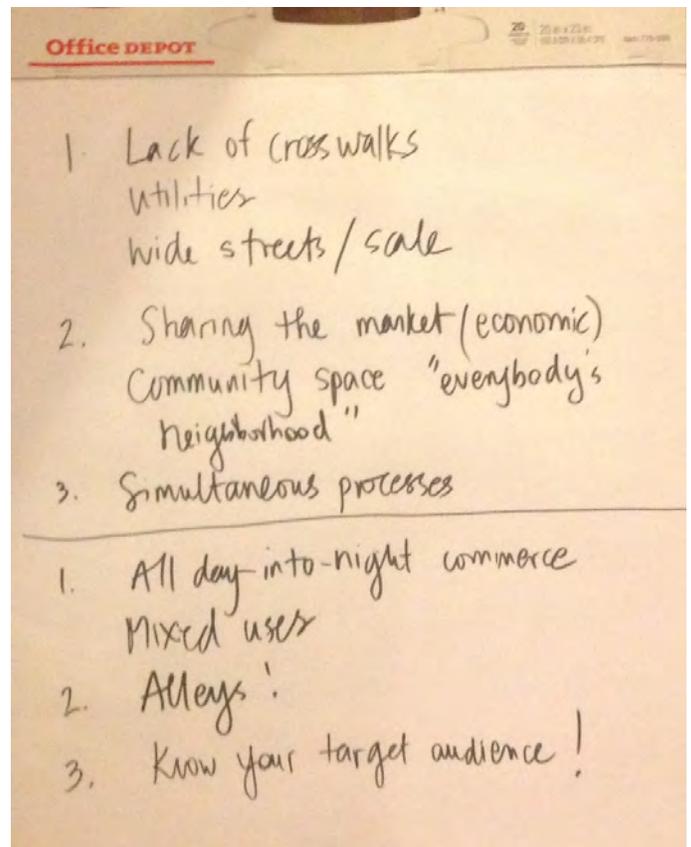


Figure 54. Flip Chart from Breakout Group 2

## 2.2. DOWNTOWN GOALS

velop the space within adjacent buildings to broaden market potential in ways that are responsive to the need for preservation?

Group 1: No input

Group 2: Alleys!

Group 3: Landscaping – large trees that block visibility are bad; need to make use of dirt areas

Group 4: Pedestrian mall in alleyways; parking under a plaza at Safeway lot or old park/ pool

Question 3: Do you see the retail/ service activities serving adjacent minority communities being a large part of the revitalization strategy? What are your thoughts on this?

Group 1: No input

Group 2: Know your target audience!

Group 3: No input

Group 4: Brown and Dallas natural focus for minority populations; move Michoacana Market north

### Breakout Session #2

*Parking Assessment, Physical Fabric Assessment, and Building Code and Preservation Assessment*

Question 1: Please discuss thoughts on the Parking Assessment, Physical Fabric Assessment, and Building Code and Preservation Assessment. How would you prioritize the elements presented in these Assessments?

Group 1: Thoughts - Number one concern is infrastructure; want something pretty to look at; address parking last. Priorities – 1. Code and Preservations, 2. Physical Fabric, 3. Parking

Group 2: Thoughts – no input. Priorities – 1. Code issues, 2. Utilities, 3. Physical Fabric, 4. Parking

Group 3: Thoughts – Exterior lighting unflattering; need to highlight architectural details like Christmas time; Need appropriate awnings/ canopies. Priorities – no input

Group 4: Thoughts/ Priorities – no input

### TRANSLATING WORKSHOP COMMENTS INTO DOWNTOWN GOALS

The aforementioned statements were translated into actual goal statements, each with the same structure consisting of the following three parts:

1. Action/ Directive: Because goals are action-oriented they usually start with a verb like, promote, establish, create, etc.
2. Subject: This is the direct noun or root word of the original statement. An example may be “pedestrian safety” or “accessibility”.
3. Qualifier: This is typically a location or spatial assignment of the action. An example may be “City Hall” or “railroad tracks”.

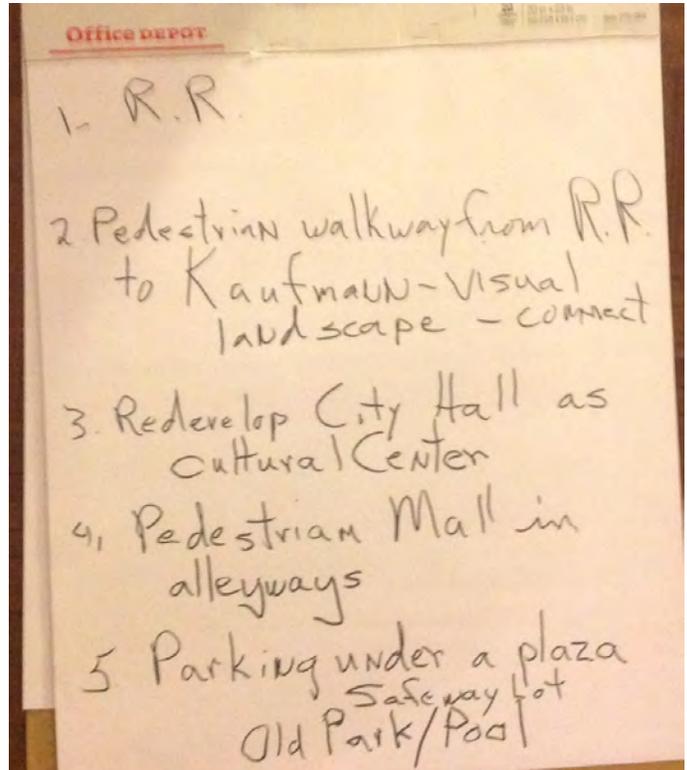


Figure 55. Flip Chart from Breakout Group 4



Figure 56. Consultant and Public Participant at the Assessments Presentation held September 2nd, 2015

## 2.3. FRAMEWORK PLAN

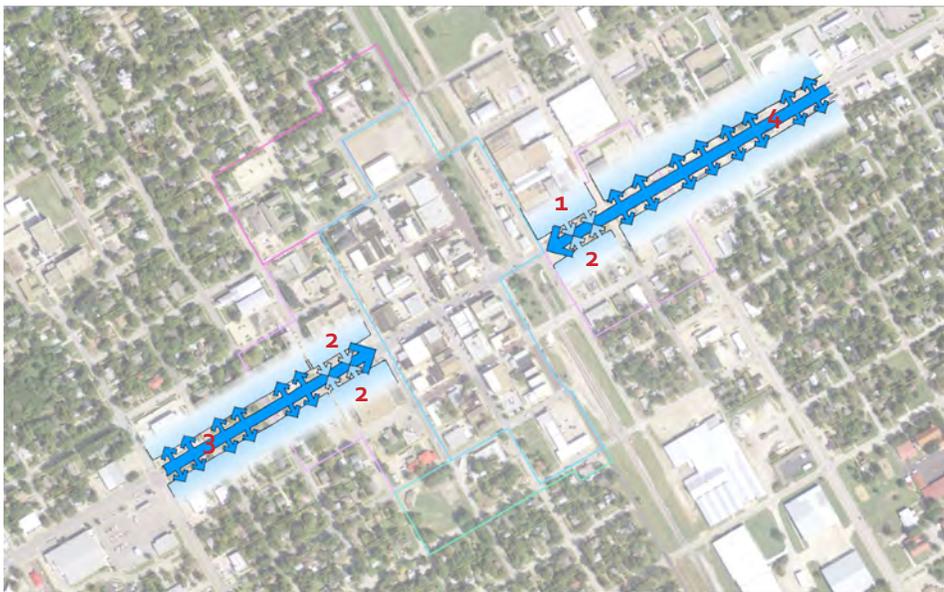
### EMPLOYING DOWNTOWN GOALS IN THE FRAMEWORK PLAN

A body of consistently structured goal statements must also reflect the same level of generality, be parallel to the issues raised in the Assessments Presentation, and be mutually exclusive (no contradicting goals) in order to manifest into a physical element within the Framework Plan. Again, the Framework Plan is a graphic interpretation of the goals consisting of physical elements like focal points or nodes, links, transitions, and districts. The following Downtown Goal Statements were presented alongside the preliminary Framework Plan at the Framework Charrette on October 3rd, 2015. These goal statements, referenced by the breakout group number in which they were inspired, were organized by Framework Plan element to show how the action statement became a part of a physical structure.

### FRAMEWORK PLAN ELEMENT: *APPROACH*

Supporting Downtown Goals:

- 1.6. Create a downtown that can attract customers from the I-45 retail corridor.
- 1.7. Create a downtown that has visibility and presence in the I-45 corridor.
- 1.8. Strengthen the connection between I-45 and downtown.
- 1.9. Broaden people's understanding of larger shopping area which includes historic downtown.
- 2.6. Improve the convenience and accessibility between downtown and commercial areas to the east, toward I-45.
- 3.10. Extend the key features of downtown to areas east and west of downtown.
- 4.1. Create a downtown that has a positive economic effect on the area between the railroad track and Kaufman.
- 4.2. Improve the area between the railroad and Kaufman so that it is more investment ready and attractive.
- 4.3. Make the area between the railroad track and Kaufman an appropriate entrance into downtown which speaks to and supports the economic revitalization of the city core.



^ Approaches nearest the downtown core should incorporate infill development and parkway planting to make a more urban street setting with greater transition into the historic core.  
< Approaches beyond the couple blocks nearest the downtown core should be a boulevard type design with planted medians for a more prominent entry/exit into downtown.

Figure 57. Framework Plan Element, Approach, with Supporting Imagery

## 2.3. FRAMEWORK PLAN

### FRAMEWORK PLAN ELEMENTS: PORTALS, TRANSITIONS AND LANDMARKS

Supporting Downtown Goals:

- 1.8. Strengthen the connection between I-45 and downtown.
- 2.7. Promote a downtown that is able to attract a greater market share of the overall Ennis retail market.
- 3.1. Create a downtown that is not bifurcated by location of parking and other support activities across the railroad tracks.
- 3.2. Provide safe and convenient pedestrian connections across the railroad tracks.
- 3.3. Provide convenient vehicular access across the railroad tracks.
- 3.9. Create a downtown that is memorable and establishes itself in the consciousness of the visitor as a place of interest, safety, convenience, enjoyment, and beauty.
- 4.4. Mitigate the railroad as a barrier separating downtown from commercial areas east of downtown.
- 4.5. Create safer and more convenient entry into downtown via traversing the railroad track.



^ A grade separated crossing at Main St. and the railroad would provide greater pedestrian and vehicular safety and ease traffic congestion on Ennis Ave.  
< Portal structures at either end provide definition of the downtown experience.

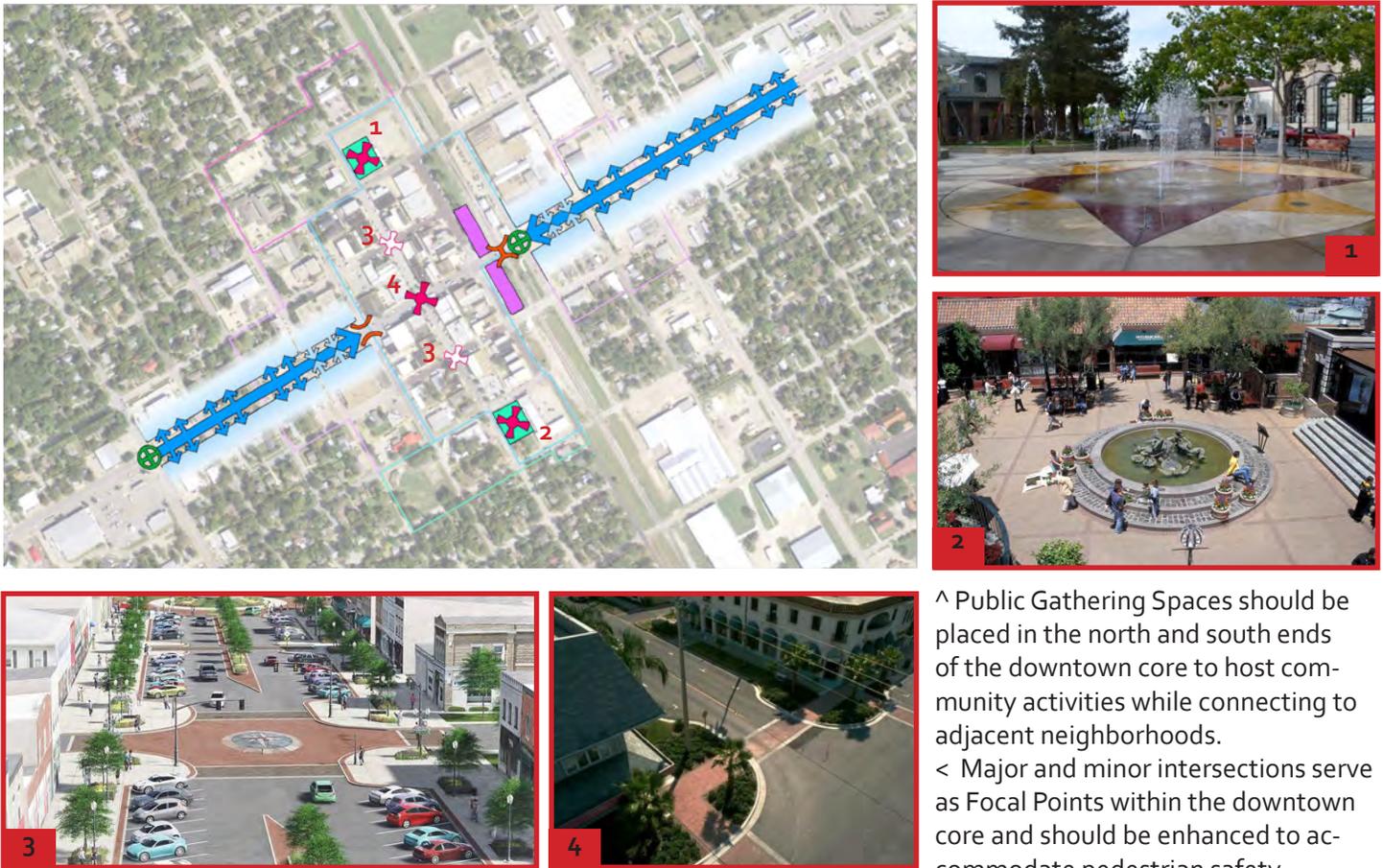
Figure 58. Framework Plan Elements, Portals, Transitions and Landmarks, with Supporting Imagery

### FRAMEWORK PLAN ELEMENTS: PUBLIC SPACES AND FOCAL POINTS

Supporting Downtown Goals:

- 1.2. Create a downtown that is more small-town like instead of parking lots and auto dominated.
- 1.3. Create a downtown that has more pedestrian amenities and address the pedestrian/ traffic conflicts.
- 1.11. Preserve the scale, character, and social/ethnic features of downtown's historic physical fabric and maximize this presence into the future.
- 2.3. Create a downtown that provides more street space for pedestrian activities and use.
- 2.4. Provide greater pedestrian safety and comfort.
- 2.7. Promote a downtown that is able to attract a greater market share of the overall Ennis retail market.
- 3.4. Create a downtown that is more broadly used by shifting the focus from Ennis Ave. alone to Dallas Street, making the Dallas/ Knox intersection as significant as the Dallas/ Ennis intersection.
- 3.5. Create a downtown that has centers of activity for all potential users as well as communities adjacent to downtown.
- 3.11. Create unique event opportunities in and around downtown, including seasonal, festive, civic, and other events.
- 3.12. Use the opportunity downtown presents to add to the features, opportunities, and assets of Ennis, not simply expand what we already have.
- 4.12. Provide opportunities for the downtown area minority population to be fully present in the daily activities of downtown.

## 2.3. FRAMEWORK PLAN



^ Public Gathering Spaces should be placed in the north and south ends of the downtown core to host community activities while connecting to adjacent neighborhoods.  
 < Major and minor intersections serve as Focal Points within the downtown core and should be enhanced to accommodate pedestrian safety.

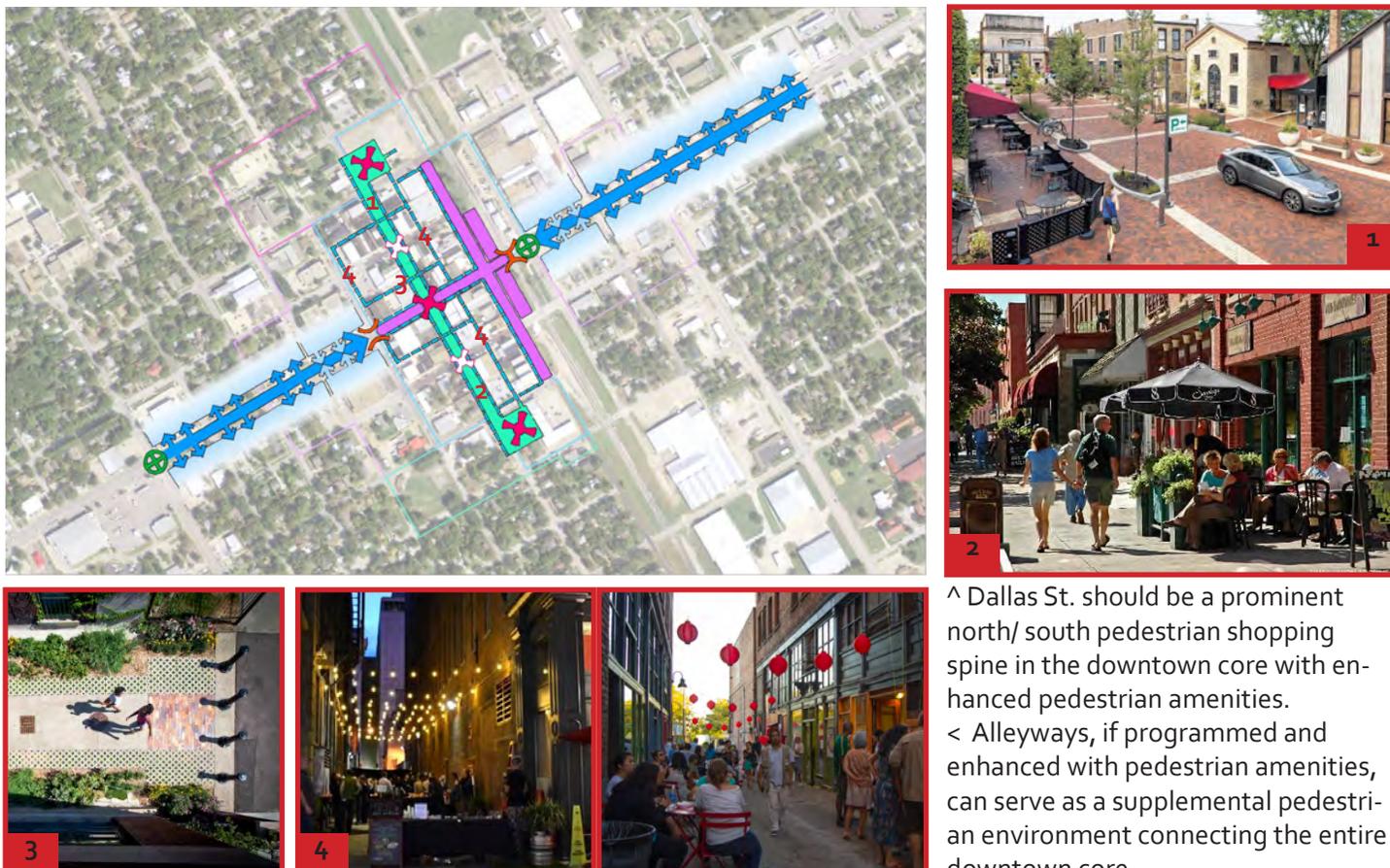
Figure 59. Framework Plan Elements, Public Spaces and Focal Points, with Supporting Imagery

### FRAMEWORK PLAN ELEMENTS: *SPECIALTY SHOPPING STREETS & PEDESTRIAN SYSTEM*

Supporting Downtown Goals:

- 1.4. Create a downtown that people can walk to conveniently and safely.
- 1.5. Create a downtown that provides opportunities for bike access and connection.
- 1.10. Preserve the architectural heritage of downtown in ways that allow innovative use of the interior space.
- 1.12. Enhance the appearance and visual distinctiveness of downtown.
- 2.2. Preserve a downtown that has a small-town scale and feel in the midst of future growth.
- 2.5. Reduce the width of State Highways within the downtown core.
- 2.12. Promote use of the alleyways as special retail/ entertainment opportunity and promote use of buildings to support this market potential.
- 3.4. Create a downtown that is more broadly used by shifting the focus from Ennis Ave. alone to Dallas Street, making the Dallas/ Knox intersection as significant as the Dallas/ Ennis intersection.
- 3.7. Promote a more shopper friendly street environment through the use of more awnings that are historically appropriate and define usable sidewalk space.
- 3.8. Create street landscaping that compliments pedestrian use of the sidewalk and does not compete with pedestrian use. Promote tree varieties that can create a street canopy and more columnar leaf forms.
- 4.8. Promote use of the downtown alleyways as a unique pedestrian environment, providing the auto-free pedestrian zones not attainable at the street.
- 4.9. Promote unique retail and entertainment venues for the alley ways, thereby making them a unique investment opportunity. Also consider the incubator local business opportunities that can serve local populations and provide a unique commercial complexity to the overall downtown activity mosaic.

## 2.3. FRAMEWORK PLAN



^ Dallas St. should be a prominent north/ south pedestrian shopping spine in the downtown core with enhanced pedestrian amenities.  
 < Alleyways, if programmed and enhanced with pedestrian amenities, can serve as a supplemental pedestrian environment connecting the entire downtown core.

Figure 60. Framework Plan Elements, Specialty Shopping Streets and Pedestrian Systems, with Supporting Imagery

### FRAMEWORK PLAN ELEMENTS: *RETAIL AND COMMERCIAL VENUES*

- 1.1. Create a downtown that is more shopping oriented instead of grocery and other local services.
- 1.2. Create a downtown that is more small-town like instead of parking lots and auto dominated.
- 1.6. Create a downtown that can attract customers from the I-45 retail corridor.
- 1.9. Broaden people's understanding of larger shopping area which includes historic downtown.
- 1.10. Preserve the architectural heritage of downtown in ways that allow innovative use of the interior space.
- 2.1. Create a downtown that is commercial ready in terms of utility capacity.
- 2.7. Promote a downtown that is able to attract a greater market share of the overall Ennis retail market.
- 2.8. Promote downtown as "everybody's neighborhood", making it a true City Center in terms of its central place in the daily activities of the people of Ennis.
- 2.10. Attract more around the clock uses to downtown and promote an active night life.
- 2.11. Promote a mixture of uses both horizontally (uses at the street) and vertically (uses on the second floor).
- 2.13. Make downtown a place where the needs of the target and available markets are met and a diverse retail/entertainment/commercial mosaic emerges.
- 3.6. Create a distinctive night form for downtown that uses light to illuminate the architectural richness of the historic fabric while providing an ambient light level conducive to night time activity.
- 3.7. Promote a more shopper friendly street environment through the use of more awnings that are historically appropriate and define usable sidewalk space.
- 3.9. Create a downtown that is memorable and establishes itself in the consciousness of the visitor as a place of interest, safety, convenience, enjoyment, and beauty.
- 3.11. Create unique event opportunities in and around downtown, including seasonal, festive, civic, and other events.

## 2.3. FRAMEWORK PLAN

- 4.6. Promote a greater presence for city hall within the fabric of downtown and maximize its potential as a cultural center.
- 4.7. Envision uses for the City hall site that may better support the emergence of downtown as a commercial destination.
- 4.8. Promote use of the downtown alleyways as a unique pedestrian environment, providing the auto-free pedestrian zones not attainable at the street.
- 4.9. Promote unique retail and entertainment venues for the alley ways, thereby making them a unique investment opportunity. Also consider the incubator local business opportunities that can serve local populations and provide a unique commercial complexity to the overall downtown activity mosaic.

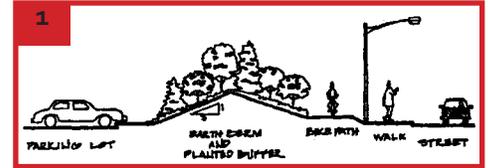
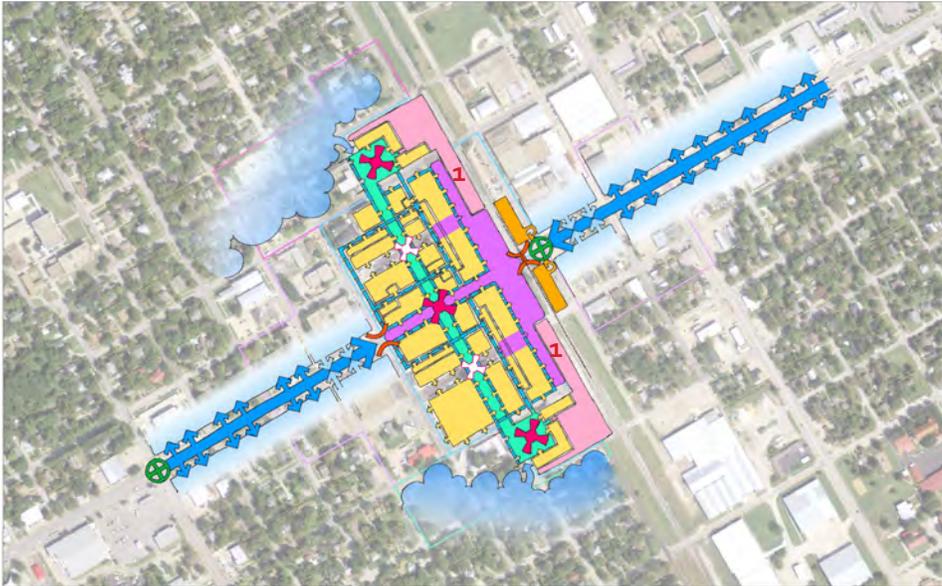


Figure 61. Framework Plan Elements, Retail and Commercial Venues, with Supporting Imagery

### FRAMEWORK PLAN ELEMENTS: *PARKING AND PEDESTRIAN CONNECTIONS*

- 1.3. Create a downtown that has more pedestrian amenities and address the pedestrian/ traffic conflicts.
- 1.4. Create a downtown that people can walk to conveniently and safely.
- 1.5. Create a downtown that provides opportunities for bike access and connection.
- 1.13. Create a downtown that can accommodate future parking demand in ways that are compatible with the continuous urban character of the street.
- 2.1. Create a downtown that is commercial ready in terms of utility capacity.
- 2.4. Provide greater pedestrian safety and comfort.
- 2.6. Improve the convenience and accessibility between downtown and commercial areas to the east, toward I-45.
- 2.9. Initiate a revitalization strategy that is multi-tiered and addresses the various issues confronting downtown and its adjacent environs simultaneously.
- 3.1. Create a downtown that is not bifurcated by location of parking and other support activities across the railroad tracks.
- 3.2. Provide safe and convenient pedestrian connections across the railroad tracks.
- 4.4. Mitigate the railroad as a barrier separating downtown from commercial areas east of downtown.
- 4.5. Create safer and more convenient entry into downtown via traversing the railroad track.
- 4.10. Promote unique ways to offer parking that are part of innovative development of the future.
- 4.11. Provide public parking so that the future parking demand is fully accommodated.

## 2.3. FRAMEWORK PLAN



^ Future Parking can be adequately accommodated in strategic locations that do not take away from the downtown experience while providing safe and inviting Pedestrian Connections.

< Permanent public parking can be located directly adjacent to rail right-of-way as it will not develop with buildings nor has it performed adequately as a public park space.

Figure 62. Framework Plan Elements, Parking and Pedestrian Connections, with Supporting Imagery

The Framework Charrette participants broke into two groups to discuss if the goal statements derived from the Assessments Presentation and Workshop reflected the input gathered and whether or not the elements of the Framework Plan clearly accomplished the action required by the goal statements. The group, as a whole, agreed that the goals reflected the input from the Sept. 2nd Workshop and presented drawings and discussion notes as to how the Framework Plan could be improved to truly reflect the intent of the goal statements. The following edits were made to the preliminary Framework Plan.

The west portal was decidedly more appropriate near Preston St. and Ennis Ave. as it is already framed by significant downtown structures. Further, it was determined that Ennis Ave. from Preston St. to McKinney St. should accommodate a more urban building to street relationship for a smoother transition.



PRELIMINARY



REVISED

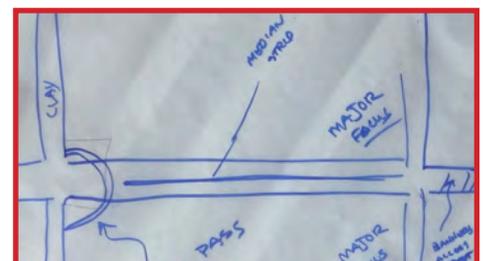
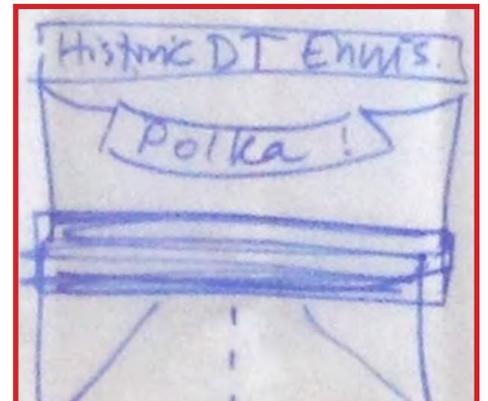


Figure 63. Framework Plan Revisions of the West Portal with Supporting Imagery

## 2.3. FRAMEWORK PLAN

Similarly, the group decided the east portal would be more appropriately placed at Breckenridge St. opposed to its preliminary location at NE/SE Main St. where there will likely be a prominent architectural feature accompanying a safe crossing at the railroad tracks. Also, as noted by the group, the east portal monument at Breckenridge St. allows for the eventual incorporation of the grain silos one block south of Ennis Ave. since they are not currently set within the downtown context.

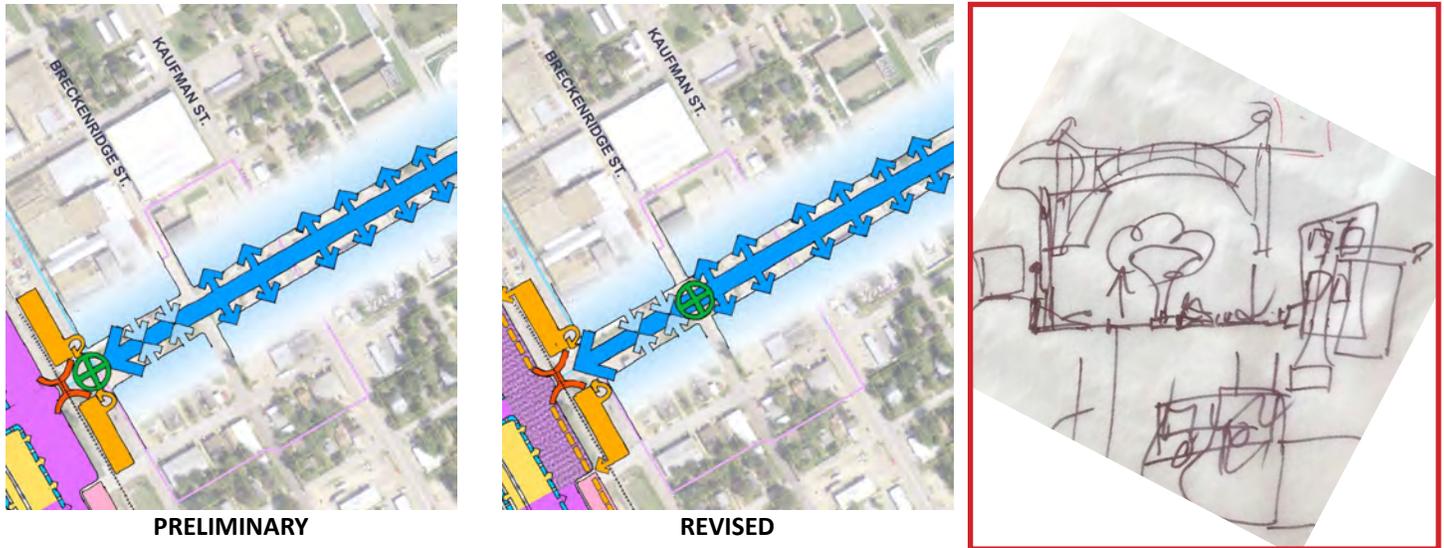


Figure 64. Framework Plan Revisions of the East Portal with Supporting Imagery

The group explained that there is an over abundance of space between NW/SW Main St. and the railroad tracks. They want to see more creative and functional use of this space. The drawing directly to the right illustrates the significance of this area as it has "high visibility" to those traveling east and west along Ennis Ave. As a main entry point, this area deserves a more significant role. Pedestrian safety and accessibility was also mentioned to be an important feature in this area. The group explained that currently people will park on the east side of the tracks to go to the visitors center and then drive across the tracks to experience the west side of downtown. Therefore, more pedestrian facilities were incorporated in this area.

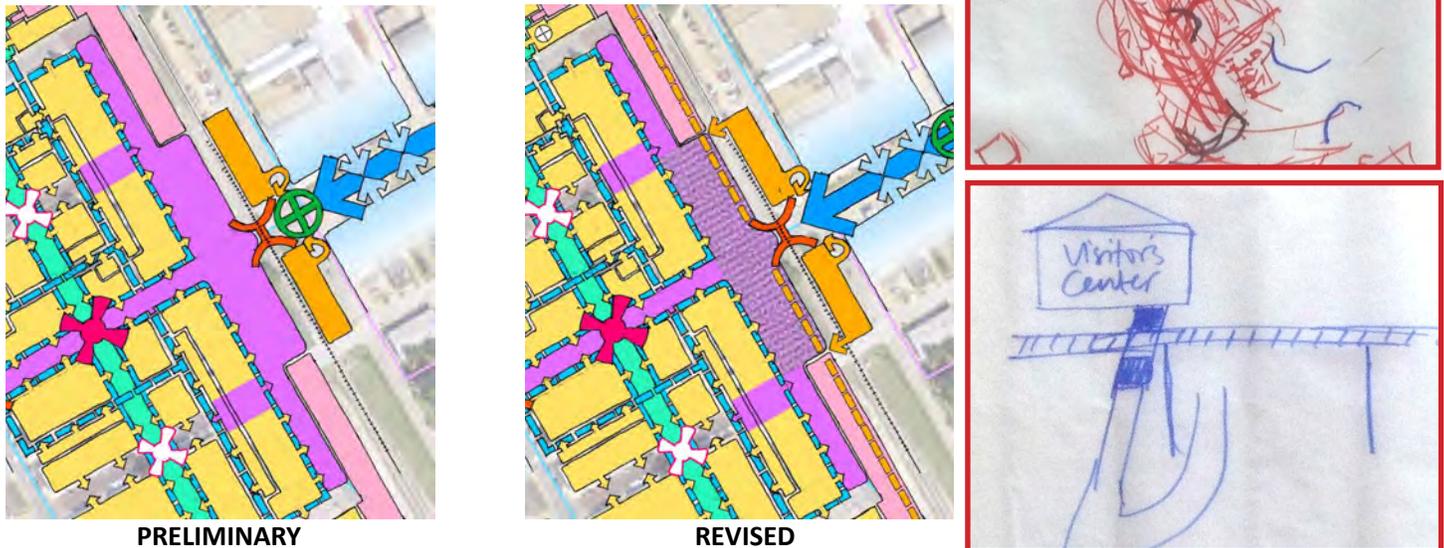
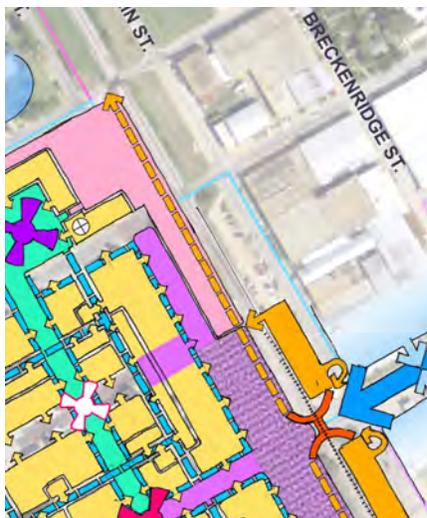


Figure 65. Framework Plan Revisions of Main St. Area with Supporting Imagery

## 2.3. FRAMEWORK PLAN



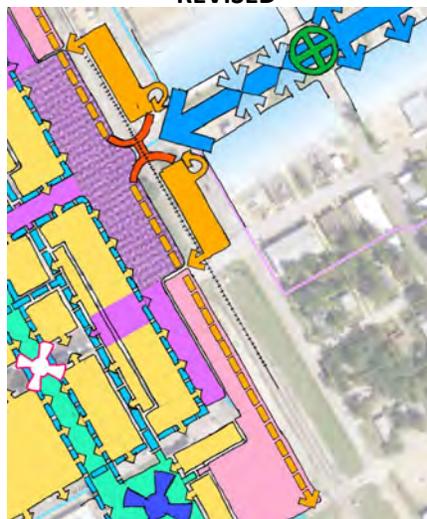
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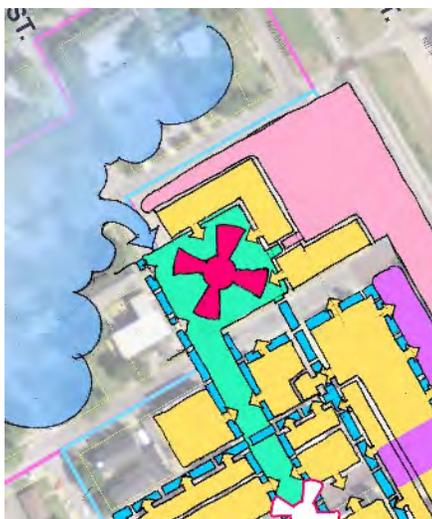


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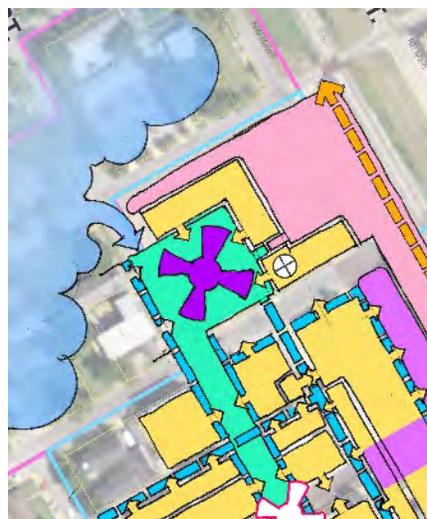


Pierce Park, while under-utilized, remains a significant part of the downtown fabric. There are several trees, although not historic, and the City's flag pole at the terminus of Knox St. The group expressed wanting a more functional park space that would preserve its significance while incorporating it better into the downtown fabric. The group expressed being open to pathways, parking, retaining walls, more landscaping as buffer from the train tracks, and other creative uses of the space. It was also important to the group that trail connections be made on both the north and south side of the downtown core, as mentioned in the recently adopted comprehensive plan. This trail connection could be incorporated into the Pierce Park/ NW/ SW Main St. Area and beyond.

Figure 66. Framework Plan Revisions of the North and South Connections with Supporting Imagery



**PRELIMINARY**



**REVISED**

In the preliminary Framework Plan, the north and south plaza areas were the same color to suggest two equally important community gathering spaces. The group agreed these two areas are of equal importance but felt they called for more differentiation, which is why they are now two different colors on the final Framework Plan. The north plaza area was of great focus during the comprehensive planning process, and the group knew this area should accommodate the features already discussed and accepted by the public, including an outdoor auditorium

## 2.3. FRAMEWORK PLAN



PRELIMINARY



REVISED

and water feature. The southern plaza space, on the other hand, has a strong Hispanic community surrounding it. This plaza area can support more Hispanic-inspired gathering spaces that will more directly connect with the surrounding community, including the incorporation of the existing adjacent businesses. The group strongly agreed that both spaces should be family oriented and provide public amenities that encourage people to stay a while, including plenty of shade and water for a cool micro-climate and public restroom facilities in close

proximity. Further, the group agreed fully that both the north and south plaza spaces need to connect to each other via strong pedestrian pathways, including Dallas St. and the alleyways, as well as to the surrounding neighborhoods. The group made it clear that downtown is as much for the existing community as it is for future visitors.



Figure 67. Framework Plan Revisions of the North and South Plaza Areas with Supporting Imagery

## 2.3. FRAMEWORK PLAN

### USE OF THE FRAMEWORK PLAN

The final Framework Plan was presented to the public on October 24th, 2015. This final Framework Plan reflects full implementation of the Downtown Goals and was therefore able to serve as the foundation upon which the final Downtown Master Plan was formed and Catalyst Projects identified.

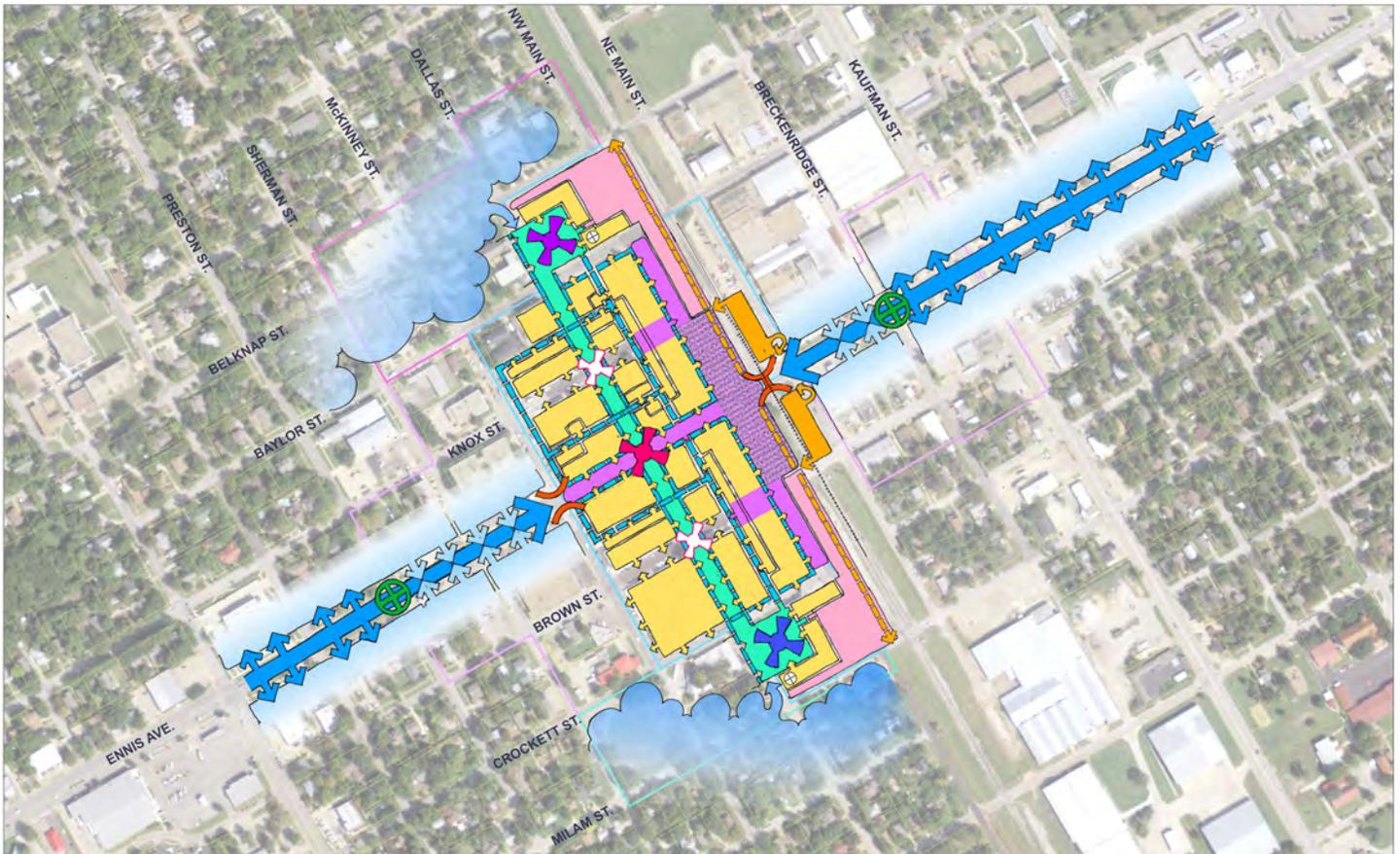


Figure 68. Final Framework Plan



# PART 3

## DOWNTOWN MASTER PLAN DESIGN SOLUTIONS

### 3.1. INTRODUCTION

The Downtown Master Plan builds directly from the final Framework Plan and therefore fulfills the needed objectives to achieve the Downtown Goals. The vision for Downtown Ennis is to become a regionally significant destination. Part 1: Assessments revealed that the value center at I-45 and Ennis Ave. will continue to dominate the market because of higher promise for return from high traffic volumes and high exposure. This puts revitalization of Downtown Ennis in a competitive market context, which is high risk. Therefore, downtown will need to specialize and attract more diverse markets in order to become a value center that is sequential to the I-45 value center. This relative value relationship between the I-45 value center and downtown is the most effective way of ensuring that private parties see an attractive environment in which to invest. Private investment requires the following:

1. **Promise of Return:** If I invest, will I realize a return through either business transaction, appreciation or both?
  - Projects associated with connections, overcoming barriers, and those that attract other markets influence the possibility of a return because it eliminates physical separation from the targeted spending sources.
2. **Stability:** If I invest today, will the context around my investment be the same or better tomorrow?
  - Public investment in right-of-way enhancements, parking and the like ensure stability because it sends the message that more than one party seeks the same goal and sees the same vision.
3. **Mitigation of Risk:** If I invest today even though it is

## 3.1. INTRODUCTION

risky, is there some way I can have a plan “b” if things go wrong?

- Programs that supplement capital investment or reduce up-front capital requirements help to mitigate risk and fear of being the first to invest.

A healthy and inviting investment environment is achieved in Downtown Ennis by mitigating the physical barriers identified in Part 1, enhancing destination, and increasing serviceability, safety, comfort, and beauty. Achieving these ends comes from creative design solutions, which are presented as achievable “Catalyst Projects”. This section describes each project within the Downtown Master Plan, prioritization based on the number of initiatives they achieve once implemented, and finally the detailed design solutions that comprise the Final Downtown Master Plan.

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

Catalyst Projects include both physical projects and programs that, when implemented, will achieve comprehensive revitalization of the downtown core. The Downtown Master Plan consists of 33 Catalyst Projects which were identified during the Framework Planning phase and categorized into six project types including:

- A. Visitor Attracting Projects
- B. Tenant Attracting Projects
- C. Investment Stimulus Projects
- D. Legibility and Identity Projects
- E. Connection Projects
- F. Pedestrian Safety and Comfort Projects

Each Catalyst Project is described in greater detail in the following text.

- A. Visitor Attracting Projects:** Projects in this category are intended to put in place certain selection criteria used by visitors to Ellis County (and the Dallas/ Ft. Worth Metroplex) when deciding which locations are most desirable. Projects in this category include activity centers/ spaces, interpretation, and certain conveniences.

**A.1 North Plaza:** Creation of a major focal space at the north end of Dallas Street, on the westerly portion of the city-owned Safeway Property. This project will terminate the improved sections of Dallas Street, provide a public space interface with surrounding/ abutting neighborhood, host public/ festive/ civic activities, provide public restrooms, and create additional retail opportunity for retail projects that cannot be accommodated within the spatial limitations of the Ennis historic downtown fabric.

**A.2 South Plaza:** Creation of a major focal space at the south end of Dallas Street, on vacant property now available for purchase (has a for sale sign on it). This project will terminate the improved sections of Dallas Street, provide public space for interface with surrounding/ abutting neighborhood, host public/ festive/ civic activities, provide public restrooms, and create additional retail opportunity for the expansion of (and aggregation of) Hispanic businesses.

**A.3 Museum Campus (SE Main St.):** Create a major interpretation of local Ennis history at a scale that will be attractive to a wide range of visitors (especially those seeking history and culture). The interpretation will include recreation of actual Ennis Urban history as it is related to the Railroad (so influential to the growth and development of Ennis). This will greatly expand the current wildflower focus of the visitor center and seek to interpret the History of Ennis in an experiential way.

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

**A.4 Main Street Mall:** Creation of a highly visible, usable, and symbolic public space as the first experience of downtown when entering from the East (the most commonly used entry). This space will be of a size and physical flexibility necessary to host many varied public activities (that currently have no proper space accommodation in the downtown area). The space will be regularly programmed so that the entry to downtown is continuously active (instead of passive as it is today).

**A.5 Visitor Parking North/A.6 Visitor Parking South:** Provision of public parking needed to address the more than 1,000 car parking deficit for downtown. This parking facility will be centrally located relative to the key public spaces of downtown.

**A.7 Visitor Center Relocation Project:** Movement of the frequently visited Visitor Center from the east side of the railroad tracks to the west side of the railroad tracks (in the core of downtown) thereby creating a more centrally located starting point for the visitor experience.

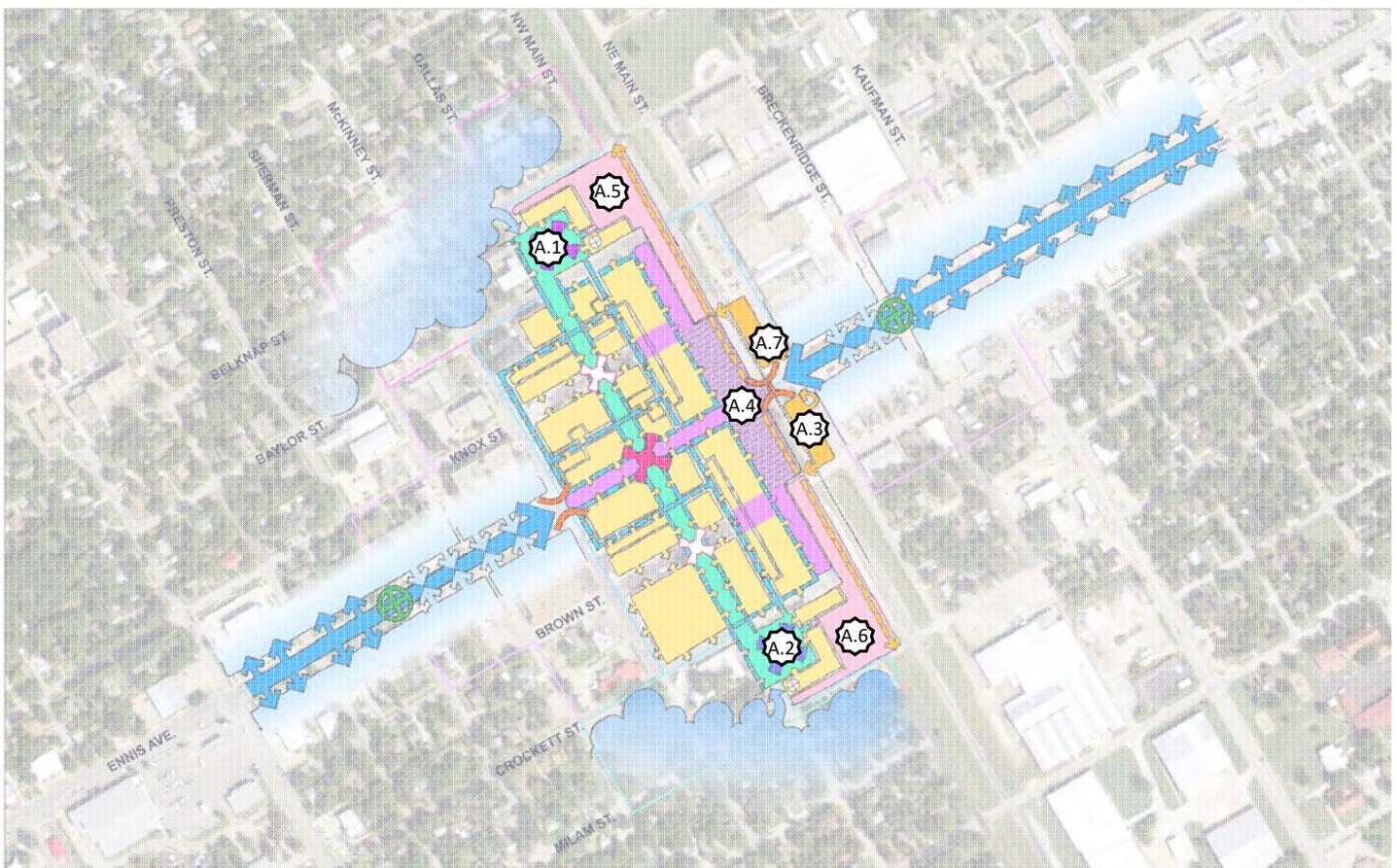


Figure 69. Visitor Attracting Projects over the Framework Plan

**B. Tenant Attracting Projects:** Projects in this category are intended to reduce the capital investment required to occupy a lease space in downtown and/or provide sufficient capacity in systems serving the space to accommodate the needs of a wide range of tenants. Projects in this category include infrastructure and location legibility/recognition.

**B.1 Infrastructure Improvements (water and sewer):** Increase sewer and water capacity as needed to accommodate the service needs of future development, redevelopment, and use. Also, the provision of central grease traps which will make it possible for restaurants to locate most anywhere within the downtown core.

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

**B.2 Building Illumination:** Lighting the front facades and historic architectural features of downtown buildings which create a recognizable night-time form for the historic core area, improve pedestrian security, and make night-time entertainment within the downtown core more pleasurable for users/visitors.

**B.3 Preservation Architect Program:** Creating a city position of Preservation Architect for the purpose of providing professionally competent and expedient review of individual/ private proposals for building renovation/ remodel/ redevelopment. This review would accompany the consideration of applications for city façade grants and be available to building owners seeking technical/ professional assistance.

**B.4 Wayfinding Initiative:** Provide a system of signs which assist one in finding desired locations and/ or businesses within the historic downtown core.

C. **Investment Stimulus Projects:** Projects in this category are intended to enhance locational advantage, provide new investment opportunity, expand market exposure, and/or overcome barriers to markets. Projects in this category include land assembly, new venue opportunities, building reuse opportunities, and elimination of development detractors.

**C.1 Safeway Building Site Surrounding North Plaza:** Create building-development ready parcels around the east and north perimeter of the North Plaza that can accommodate plate square footages desired by more conventional retail or hospitality uses.

**C.2 Mercado Anchor Project:** Facilitate relocation of the Michoacana Meat Market to a location fronting the southern plaza and facilitate reorientation of existing retail space now fronting SW Main Street to front the southern plaza.

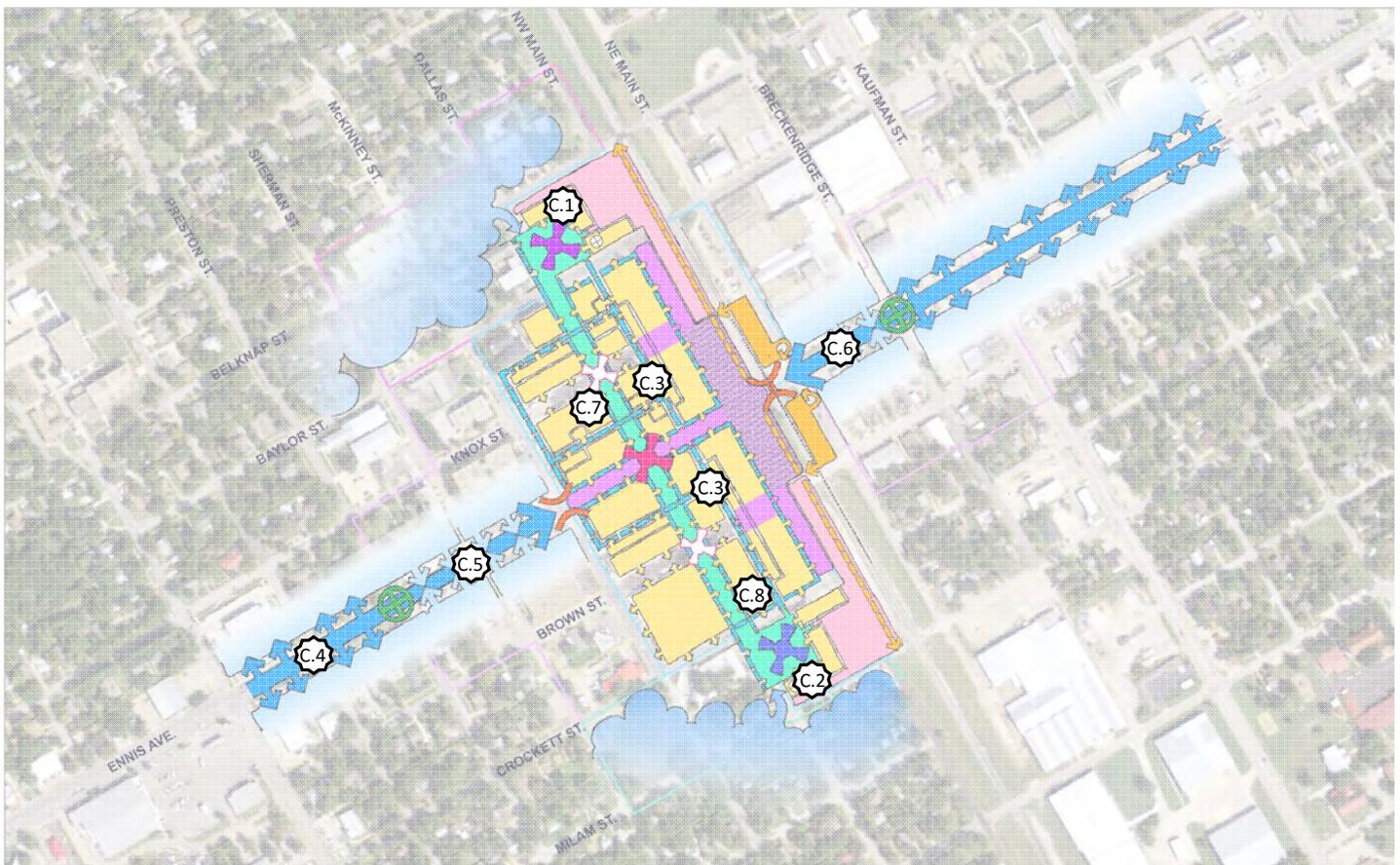


Figure 70. Investment Stimulus Projects over the Framework Plan  
CITY OF ENNIS

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

**C.3 Alleys:** Transformation of certain existing alleys (especially those fronted by deeper/ narrower buildings) to pedestrian friendly walkways capable of hosting outdoor commercial activities, not currently possible on the narrow sidewalks along existing streets and making it possible for deep/ narrow buildings to be subdivided for multiple tenancy.

**C.4 Ennis Ave. Upgrade – Clay St. to Preston St./ C.5 Ennis Ave. Upgrade – Preston St. to McKinney St.:** Making use of the wide parkways that currently exist at this location for heavy landscaping that will visually break the continuous, auto dominated, and open vastness of commercial street frontage along Ennis Avenue (west of downtown). Included in these improvements will be enhanced pedestrian safety features, especially at intersections.

**C.6 Ennis Ave. Upgrade – Grade Separated Crossing to Breckenridge St.:** Introduce parkway elements, including landscaping, lighting, and other special features, creating an identifiable arrival/ exit into/ out of downtown.

**C.7 Minnie McDowell Park Redevelopment:** Transforming the vacant lot character of Minnie McDowell Park by making it an opportunity for private development (and thereby enhancing the viability of Dallas St.) or making it more useful as a public open space.

**C.8 City Hall Infill Project:** Closing the open street frontage between the Police/ Fire Building and the southern plaza with built street frontage that supports the plaza and vitalized the use of Dallas Street.

**C.9 Chamber of Commerce Relocation:** Relocating the existing Chamber of Commerce from its site fronting I-45 to a location within the downtown core, thereby improving the tenancy of downtown and supporting local business.

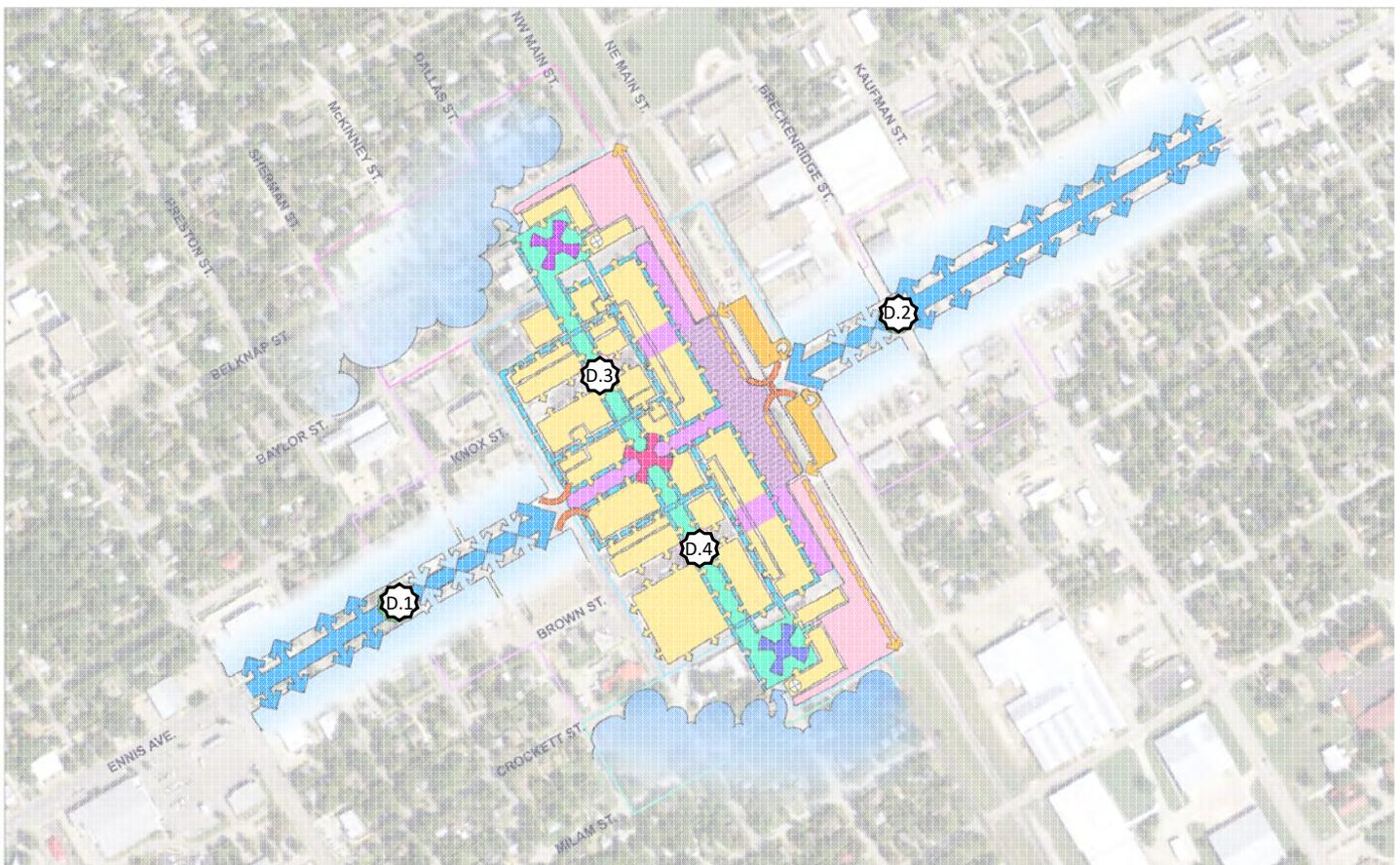


Figure 71. Legibility and Identity Projects over the Framework Plan

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

D. **Legibility and Identity Projects:** Projects in this category are intended to improve the recognition, orientation, and identity within, as well as the image of, Downtown Ennis. Projects within this category include portals, landmarks, and thematic improvements.

**D.1 Portal Project on Ennis Ave. at Preston St.:** Create a portal entry to downtown at Preston that serves to identify entry/ exit into/ out of the downtown setting and the beginning of the downtown experience while also establishing a sense of arrival/ exit into/ out of the downtown core.

**D.2 Portal Project on Ennis Ave. at Breckenridge St.:** Create a Portal entry to downtown at Breckenridge St. that serves to identify entry/ exit into/ out of the downtown setting and the beginning of the downtown experience while also establishing a sense of arrival/ exit into/ out of the downtown core.

**D.3 Knox St. Enhancement:** Improve the appearance of Knox Street and strengthen its comprehension as a connection between McKinney St., Dallas St. and Main Street Mall.

**D.4 Brown St. Enhancement:** Improve the appearance of Brown Street and strengthen its comprehension as a connection between McKinney St., Dallas St. and Main Street Mall.

E. **Connection Projects:** Projects in this category are intended to mitigate the current isolation of downtown within the larger retail context. Projects within this category include grade separated crossings, road and trail linkages, and neighbor/ district interfaces.

**E.1 Grade Separated Crossing:** Create a combined vehicular and pedestrian Ennis Avenue underpass at the

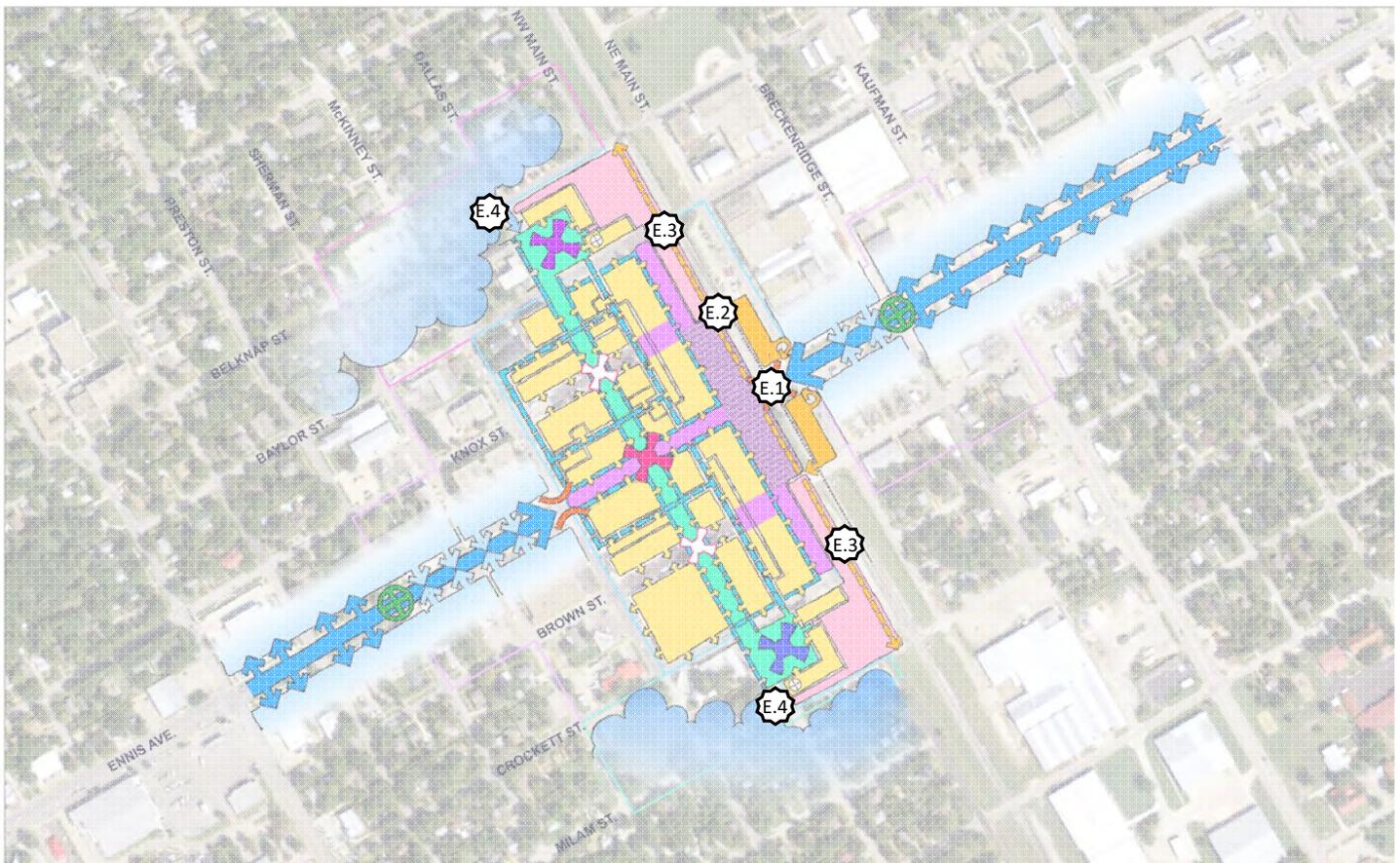


Figure 72. Connection Projects over the Framework Plan

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

railroad tracks, strengthening the connection between I-45 (and its market) and the downtown core (and its market), thereby allowing downtown to capture a portion of the I-45 market share.

**E.2 Knox St. Pedestrian Crossing:** Create a safe alternative pedestrian connection over the railroad tracks to connect with Pierce Park/ Main Street Mall at Knox St. **Due to the grade change, accessibility, and coordination efforts needed with Union Pacific, it is the Planning Team's recommendation to remove this project from the list of Catalyst Projects. The greater focus should be on both vehicular and pedestrian crossings at the grade separated crossing, which will be a benefit to both the City and Union Pacific making safe pedestrian crossings at this location more achievable.**

**E.3 Rail Corridor Trail Connection Project:** Create a connection between the pedestrian systems within the downtown core and the pedestrian trail system outside the downtown core.

**E.4 Neighborhood Threshold Project:** Create a clear and inviting portal between the north and south plazas and the residential neighborhoods that abut them.

**F. Pedestrian Safety and Comfort Projects:** Projects in this category are intended to make the shopping environment more comfortable, safe, and convenient for the pedestrian, thereby encouraging longer durations of stay within the shopping setting. Projects in this category include landscaping, street furniture, intersection crossings, safe connections across the Railroad tracks, etc.

**F.1 Dallas St. Pedestrian Conversion:** Transform Dallas Street from a conventional auto street with narrow sidewalks into a true pedestrian-way, capable of accommodating cars; thereby, making it possible to compre-

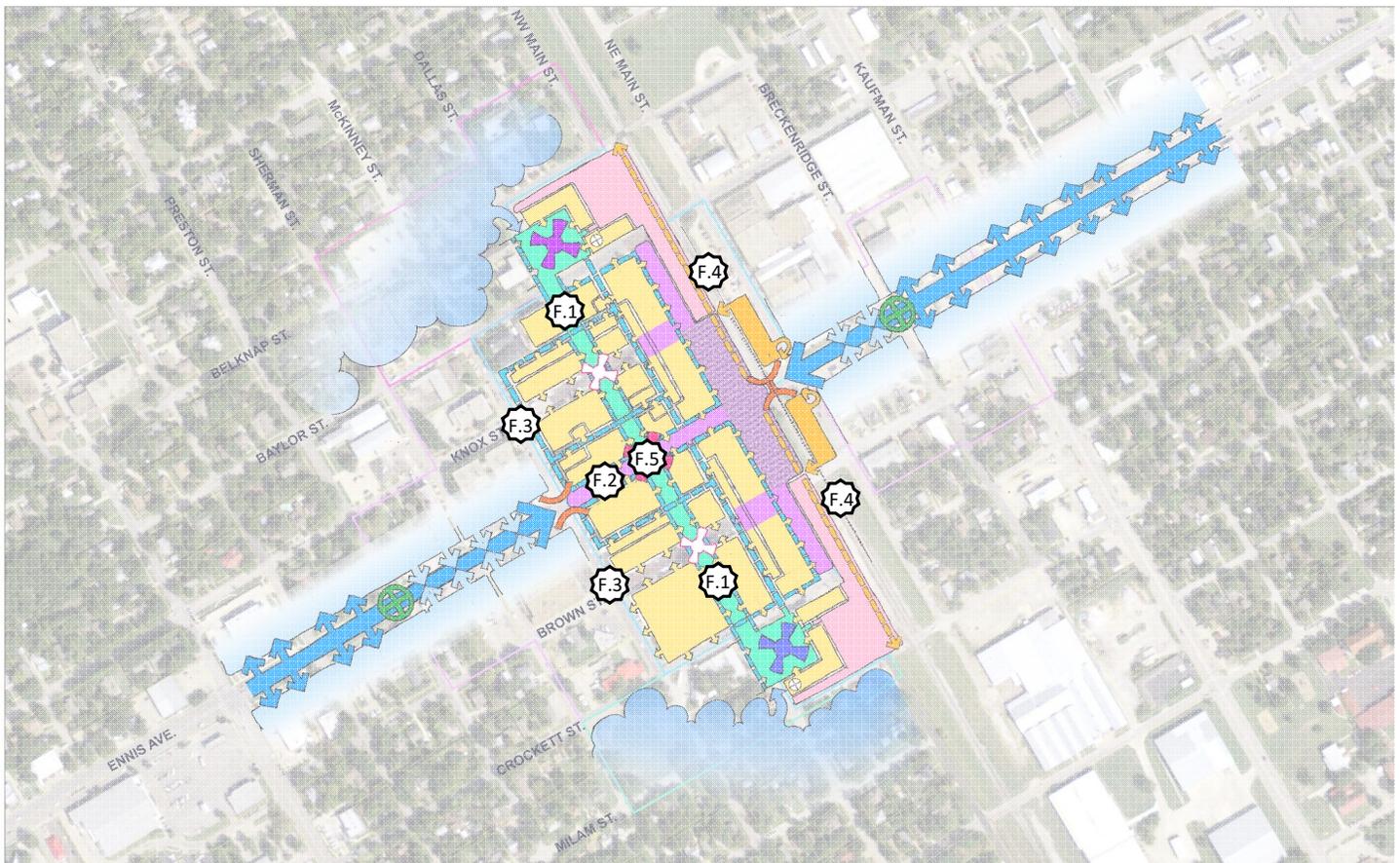


Figure 73. Pedestrian Safety and Comfort Projects over the Framework Plan

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

hend downtown as a north/ south oriented shopping environment that is six blocks long, instead of an east/ west shopping environment that is only two blocks long.

**F.2 Ennis Ave. Upgrade – McKinney St. to Grade Separated Crossing:** Transform the Texas State Highway character of Ennis Avenue (through the core of downtown) to a monumental/ attractive grand boulevard that establishes a clear sense of destination for the downtown core.

**F.3 McKinney St. Enhancement:** Create pedestrian walkways that are protected from vehicular traffic and make safe/ convenient/ pleasurable connection with the pedestrian ways and alley ways of the downtown core.

**F.4 Rail Corridor Enhancement Project (north and south of Ennis Ave. – includes Pierce Park):** Visually beautify the rail right of way, conceal the presence of the trains, and attenuate the sound intrusion of frequent train activity.

**F.5 Ennis Ave./ Dallas St. Intersection:** Create a seamless continuity of Dallas Street (and its pedestrian character after improvement) across Ennis Avenue, thereby creating a raised traffic table that also serves as a traffic calming measure that further protects pedestrians.

Two long range projects designed to add more access into and out of downtown include **Ennis Ave. Upgrade from Kaufman St. toward I-45** and a **Baylor St. Connection at Walmart**. The Ennis Ave. Upgrade from Kaufman St. toward I-45 would involve a boulevard type redesign making more efficient use of the large right-of-way that will visually break the continuous, auto dominated, and open vastness of commercial street frontage along Ennis Avenue. Included in these improvements would be enhanced pedestrian safety features, especially at intersections. A Baylor St. connection at the existing Walmart site would make use of an existing road that dead-ends at the Walmart ultimately connecting spenders at the I-45 value center with that of the downtown area as well as the existing community between the two. Moreover, adding an alternative path into downtown relieves the pressure put upon Ennis Ave. These long range projects will require more involved feasibility studies and community participation ranging from existing property and business owners as well as TXDOT.



Figure 74. Recommended Long Range Projects

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

### EVALUATION CRITERIA AND PRIORITIZATION

Due to the amount of Catalyst Projects needed to fulfill expectations of downtown revitalization, the Planning Team objectively evaluated each project against a number of initiatives reflecting the desired outcomes of the Downtown Goals. This evaluation process allowed emotionless decision making among the Planning Team and public participants at the Framework Charrette held on Oct. 24th, which led to a stable set of actionable projects that will ultimately lead to a more focused and quicker realization of downtown revitalization. More specifically, the Evaluation Criteria includes the following:

- **Increase tenancy:** Of particular importance in achieving a destination downtown is the reduction of vacancy within the seven blocks of historic Downtown Ennis. Therefore, certain projects directly encourage an increase in tenancy by mitigating the risk factors of private investment and also providing accommodations for future customers.
- **Increases market share of I-45 market:** Attracting a fraction of the market share at I-45 is achieved by providing a relevant and special experience worth traveling to while also providing for the convenience of connection and parking this market desires.
- **Increases market share of visitor market:** Attracting more visitors to Downtown Ennis starts with harnessing what makes downtown a special place destination that visitors select while also providing the accommodations/ infrastructure for high influxes of population.
- **Increases local patronage:** Downtown Ennis has the potential to serve the local population in more ways than just shopping. This should be the place they call the “heart” of Ennis because they feel culturally connected. Projects that increase local patronage provide a unique place/ experience for the diverse community of Ennis.
- **Establishes essential determinants of building development (ad valorem investment):** Bringing forward those locational, access, and/ or environmental features that investors are looking for as indicators of the “right place” for their investment.
- **Increases duration of stay:** Increasing the desire to hang around downtown means more spending downtown and therefore a thriving downtown. Projects that increase duration of stay accommodate safety, comfort and convenience.
- **Enhances ability to acquire public funds/ grant funds:** Certain projects increase the ability to acquire public funding and grants due to their nature in achieving greater public goals and thereby, scoring higher in grant ranking.
- **Advances market demand for next tier of market development:** Diverse tenant occupancy is necessary to attract a diverse market, which is necessary to maintain full occupancy downtown. A diverse tenant occupancy includes those that offer a more expensive product and therefore may afford a higher rent. Upward trending tenancy (in terms of business they conduct) is an indicator of value appreciation which supports further investment.
- **Makes other listed projects more likely to happen:** Certain projects can lay the necessary groundwork for other projects, which are dependent on these improvements. An example is the infrastructure improvements which are necessary for certain tenant improvements.
- **Significantly amplifies the effect of other private, semi-public, and/ or public projects, including infill development:** Certain improvement projects will create momentum that will energize investment from all sectors increasing overall property values and will encourage “spill over” investment in the areas surrounding the seven historic blocks. In addition, certain improvements can provide off-site enhancements of on-site improvements, thereby enhancing the value of the on-site investment.

## 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

- **Doable by the City without significant encumbrance:** Projects that involve city owned property and do not require an abundance of red tape from other agencies or jurisdictions.
- **Overcomes barriers which isolate downtown from other markets or adjacent neighborhoods:** Physical barriers prevent the cognitive recognition of Downtown Ennis', but with adequate invitation through the mitigation of those barriers, Downtown Ennis can welcome other markets, including the local market in adjacent neighborhoods.

PROJECTS	Increases tenancy	Increases market share of I-45 market	Increases market share of visitor market	Increases local patronage	Establishes essential determinants of building development (ad valorem investment)	Increases duration of stay	Enhances ability to acquire public funds/ grant funds	Advances market demand for next tier of market development	Makes other listed projects more likely to happen	Significantly amplifies the effect of other private, semi-public, and/ or public projects, including infill development	Doable by the City without significant encumbrances	Overcomes barriers that isolate downtown from other markets or adjacent neighborhoods	Promotes second floor tenancy	SCORE
<b>A. Visitor Attracting Projects</b>														
A.1 North Plaza	1	1	1	1	1	1	1	1	1	1	1	1	1	10
A.2 South Plaza	1	1	1	1	1	1	1	1	1	1	1	1	1	9
A.3 Museum Campus Project (SE Main St.)			1	1		1	1							4
A.4 Main Street Mall (multi-purpose spaces north and south of Ennis Ave.)	1	1	1	1		1		1	1	1	1			9
A.5 Visitor Parking North	1	1	1	1		1		1	1	1	1		1	10
A.6 Visitor Parking South	1	1	1	1		1		1	1	1	1		1	9
A.7 Visitor Center Relocation Project						1			1		1			3
<b>B. Tenant Attracting Projects</b>														
B.1 Infrastructure Improvements (water and sewer)	1	1	1	1	1	1		1	1	1		1	1	11
B.2 Building Illumination Initiative			1	1		1		1						5
B.3 Preservation Architect Program	1				1		1	1	1	1	1			8
B.4 Wayfinding Initiative	1	1	1	1		1					1			6
<b>C. Investment Stimulus Projects</b>														
C.1 Safeway building site surrounding North Plaza		1	1	1	1	1		1	1	1	1	1	1	10
C.2 Mercado Anchor Project	1	1	1	1	1	1		1	1	1		1		10
C.3 Alleys	1	1	1	1		1		1	1	1	1		1	9
C.4 Ennis Ave. Upgrade - Clay St. to Preston St.			1	1	1		1	1	1	1	1	1	1	9
C.5 Ennis Ave. Upgrade - Preston St. to McKinney St.			1	1	1		1	1	1	1	1	1	1	9
C.6 Ennis Ave. Upgrade - Grade Separated Crossing to Breckenridge St.			1	1	1		1	1	1	1		1		8
C.7 Minnie McDowell Park Redevelopment Project				1	1						1			3
C.8 City Hall Infill Project					1	1		1	1	1	1			6
C.9 Chamber Relocation Project						1			1		1			3
<b>D. Legibility and Identity Projects</b>														
D.1 Portal Project on Ennis Ave. at Preston St.		1	1	1					1	1	1	1		7
D.2 Portal Project on Ennis Ave. at Breckenridge St.		1	1	1					1	1	1	1		7
D.3 Knox St. Enhancement Project	1		1	1		1		1	1	1	1			8
D.4 Brown St. Enhancement Project	1		1	1		1		1	1	1	1			8
<b>E. Connection Projects</b>														
E.1 Grade Separated Crossing	1	1	1	1	1		1	1	1	1		1		10
E.2 Knox St. Pedestrian Crossing			1	1		1			1			1		5
E.3 Rail Corridor Trail Connection Project			1	1			1		1		1	1		6
E.4 Neighborhood Threshold Project				1							1	1		3
<b>F. Pedestrian Safety and Comfort Projects</b>														
F.1 Dallas St. as Pedestrian Conversion	1	1	1	1	1	1		1	1	1			1	10
F.2 Ennis Ave. Upgrade - McKinney St. to Grade Separated Crossing	1	1	1	1		1	1	1	1	1			1	10
F.3 McKinney St. Enhancement Project						1					1	1		3
F.4 Rail Corridor Enhancement Project (north and south of Ennis Ave. - Includes Pierce Park)						1	1		1	1				4
F.5 Ennis Ave./ Dallas St. Intersection	1	1	1	1	1	1		1	1	1		1		10

Figure 75. Catalyst Project Evaluation

### 3.2. PROJECT DESCRIPTIONS AND PRIORITIZATION

- Promotes second floor tenancy:** The second floor spaces will likely rent for office or residential use, which require certain improvement projects. Such projects, if implemented in a timely fashion, invite private investment to rehabilitate long dormant second floor spaces.

Once evaluated, each project was scored and ranked into one of three priority tiers. Figure 76 shows the Tier 1 Projects in blue, Tier 2 Projects in green and Tier 3 Projects in yellow. Distribution of the rankings ranged evenly based on the highest and lowest scores; therefore Tier 1 Projects ranged from a score of 9 to 11 (out of a possible 13), Tier 2 Projects ranged from 6 to 8, and Tier 3 Projects ranged from 3 to 5.

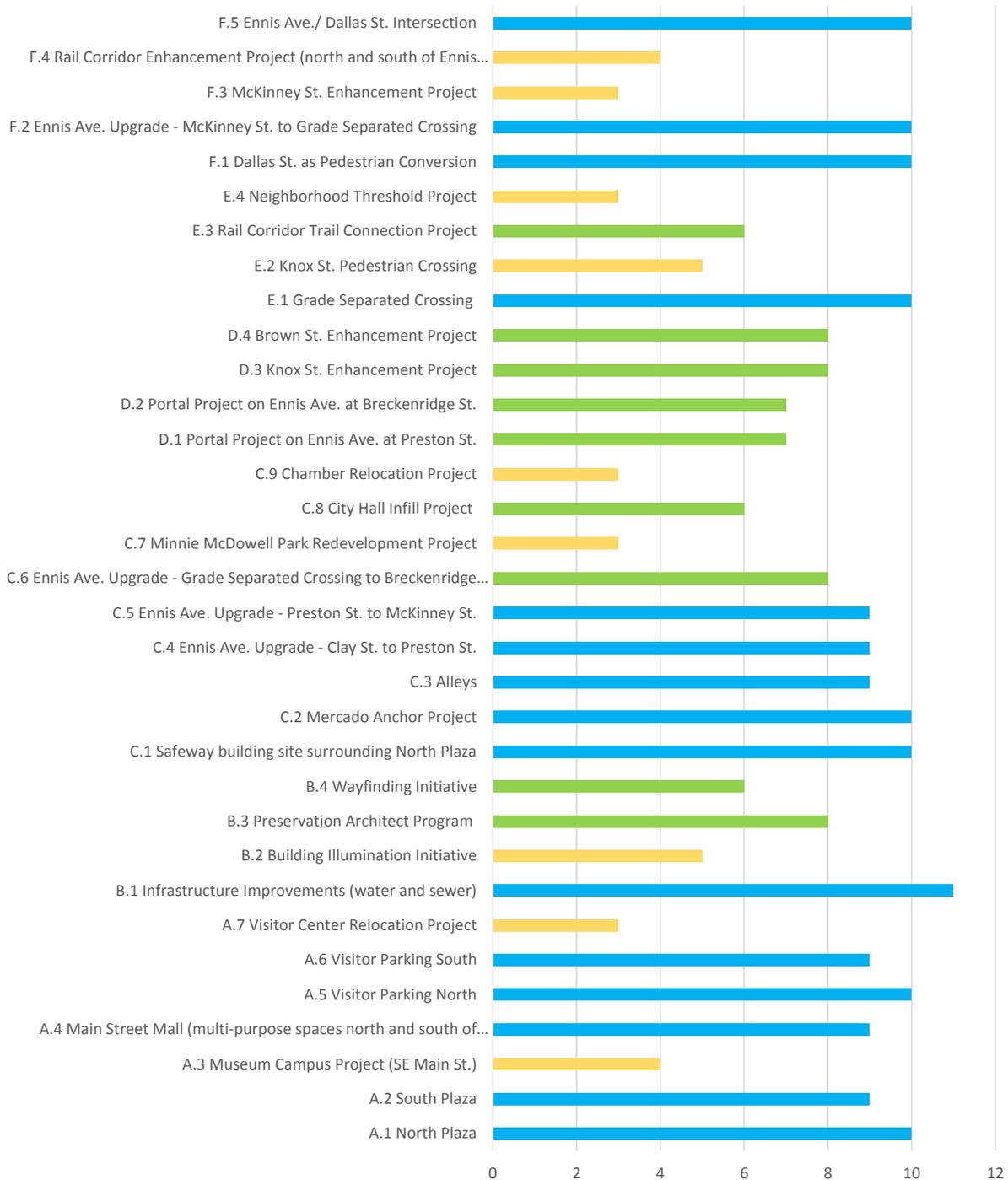
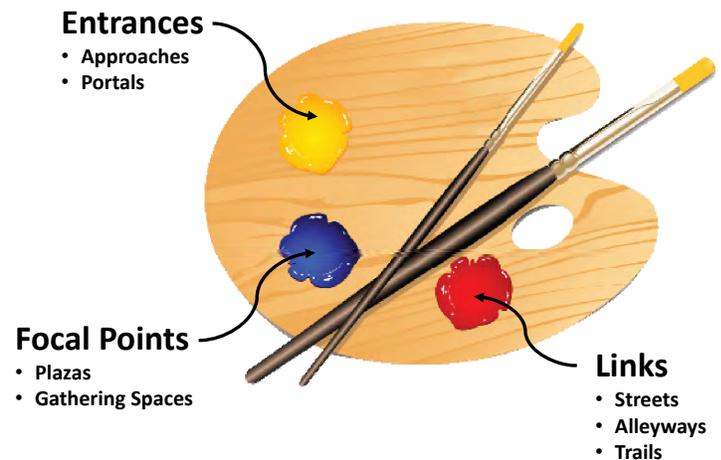


Figure 76. Catalyst Project Prioritization

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

The Design Solutions that manifest the Downtown Master Plan are based soundly in public participation and an economic strategy that strives to create a destination downtown by encouraging spending and investment through mitigation of physical barriers. The Downtown Master Plan is presented in three primary parts, including Entrances, Focal Points and Links. More specifically:

- **Entrances** include approaches and portals that announce one's arrival and exit into/ out of downtown. Entrances provide a cognitive experience of anticipation, recognition, experience, decompression, and finally, exit.
- **Focal Points** include gathering places and plaza spaces that serve as virtual anchors throughout the downtown core that orient the visitor with unique features.
- **Links** include streets, alleyways and trails that connect the Focal Points. In a way, the Links act as the skeleton upon which the downtown core rests. It is these Links that extend the downtown experience and provide more frontage opportunity for new investment.



Some Catalyst Projects are relocation of establishments, subsurface projects, or programs that cannot be physically illustrated in the Downtown Master Plan but are none the less important to implement. Others, indicated by an asterisk (\*), are recommended to have further study and public participation. Projects not physically displayed in the Downtown Master Plan include:

Tier One Projects:

B.1 Infrastructure Improvements (water, sewer, communal grease traps)

Tier Two Projects:

B.3 Preservation Architect Program

B.4 Wayfinding Initiative

Tier Three Projects:

A.7 Visitor Center Relocation Project

B.2 Building Illumination Initiative

C.7 Minnie McDowell Park Redevelopment Project\*

C.9 Chamber Relocation Project

E.2 Knox St. Pedestrian Crossing - Reference Project Description (page 67) for details.

F.3 McKinney St. Enhancement Project\*

All other Catalyst Projects can be found through out the Downtown Master Plan. Each primary part will be highlighted and described in further detail with a list of each Catalyst Project being shown. Each area will be accompanied by rendered elevations and/ or perspective drawings of the Tier 1 Projects to gain a better understanding of the overall vision. Implementation strategies for such projects will be introduced in Part 4 of this Report and followed up with an actual Implementation Plan at a later date that coincides with the adoption of this Downtown Master Plan.

The City of Ennis Downtown Master Plan can be seen in the following fold-out.

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

#### ENTRANCES

The Entrances into Downtown Ennis include Ennis Ave. from Clay St. to McKinney St. on the west side of the downtown core and Ennis Ave. from Kaufman St. to Main St. on the east side.

The first Entrance includes the Ennis Ave. upgrades from Clay St. to Preston St. As one approaches downtown from the west, a sense of arrival is encountered as uniform trees line the parkway on either side of Ennis Ave. and a planted median with appropriately scaled lighting fixtures and banners guide the entry. Just before crossing Preston St., two monument portal structures lit from within with LED lighting welcome the arrival. The uniform planting extends the downtown frontage as it provides a transition from the western suburban edge to the urban historic core.

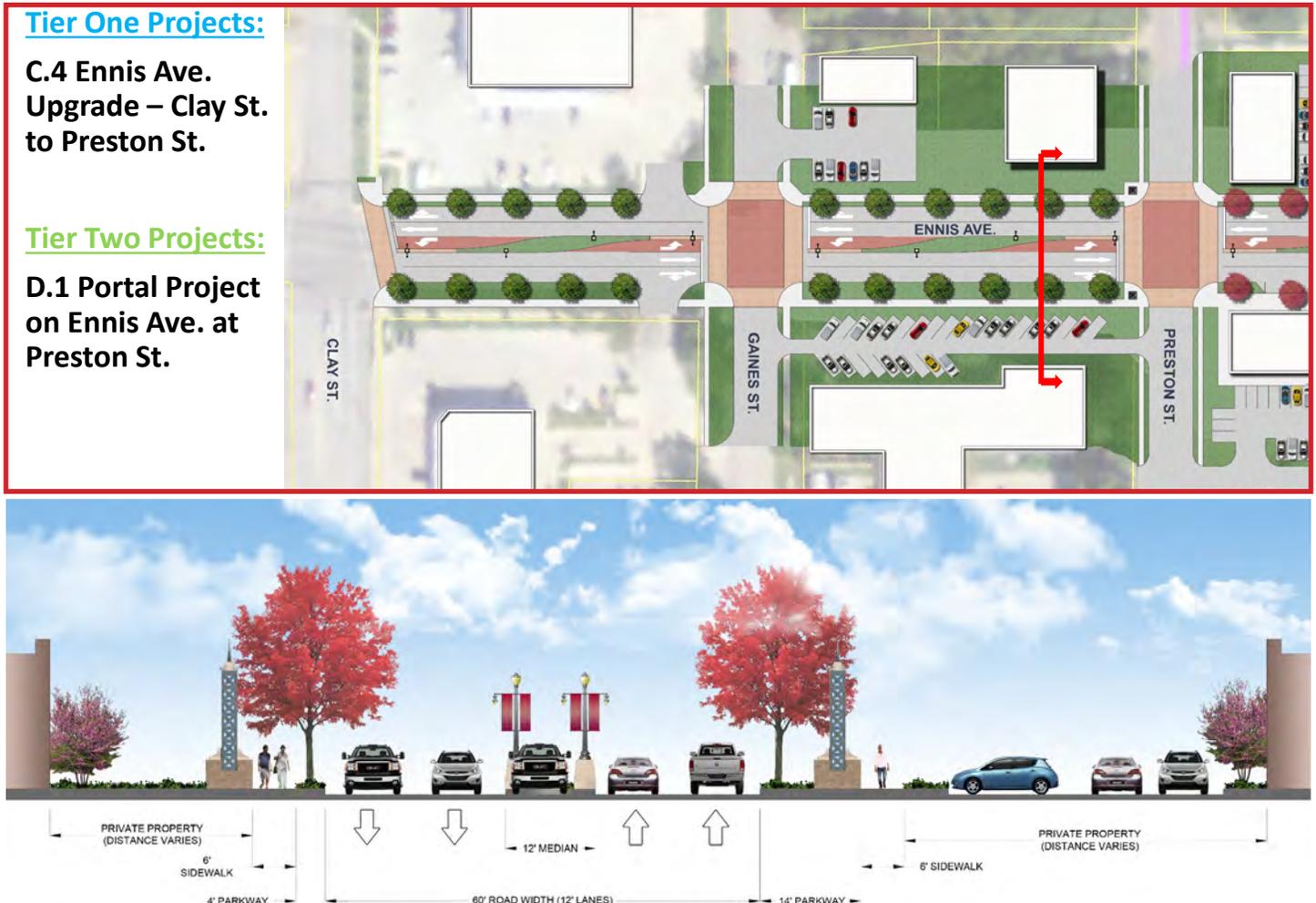
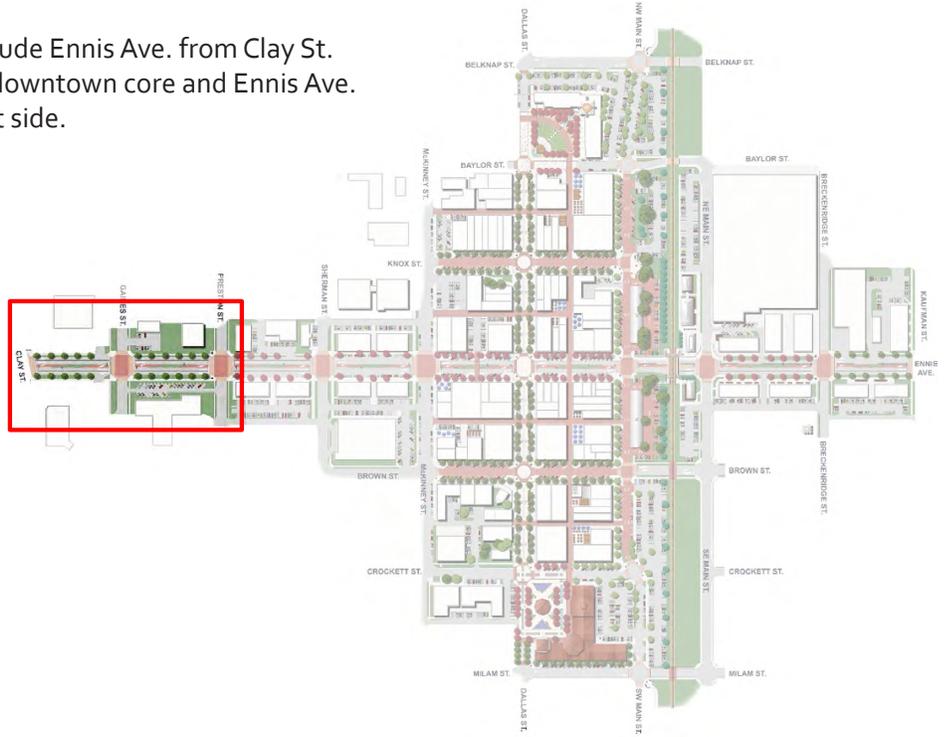
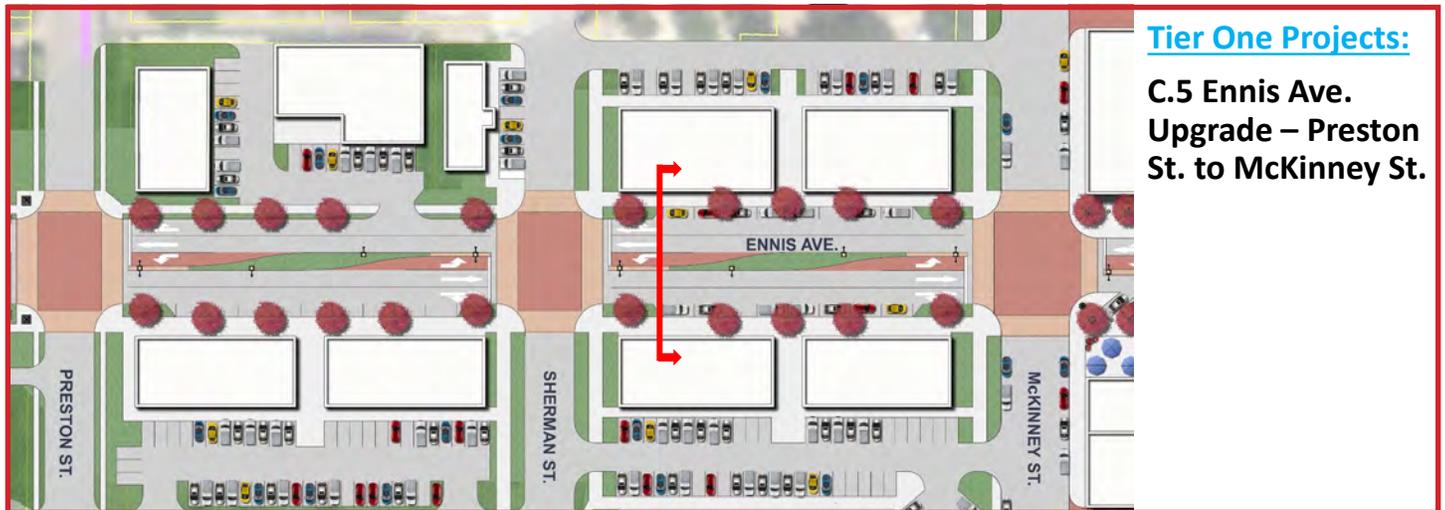


Figure 77. Entrances: Ennis Ave. from Clay St. to Preston St.

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

The second Entrance includes Ennis Ave. upgrades from Preston St. to McKinney St. Continuing with the theme of transition from the more suburban edge to the urban historic core, this section of Ennis Ave. encourages infill development in areas where the building setbacks are abnormally large and parking aprons abut the street. Infill development along Ennis Ave. should have on-street parallel parking as well as parking in the rear of the building. Now officially inside the downtown core having crossed the portal monuments at Preston St., a new tree carries through to the east side of the railroad tracks to the eastern portal monuments. Also in this street section is a planted median with appropriately scaled lighting fixtures with banners.



**Tier One Projects:**  
**C.5 Ennis Ave. Upgrade – Preston St. to McKinney St.**

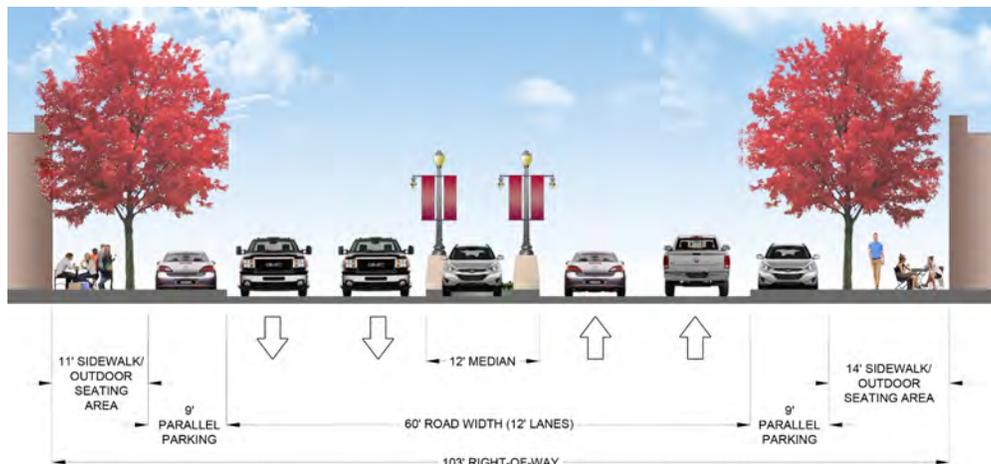
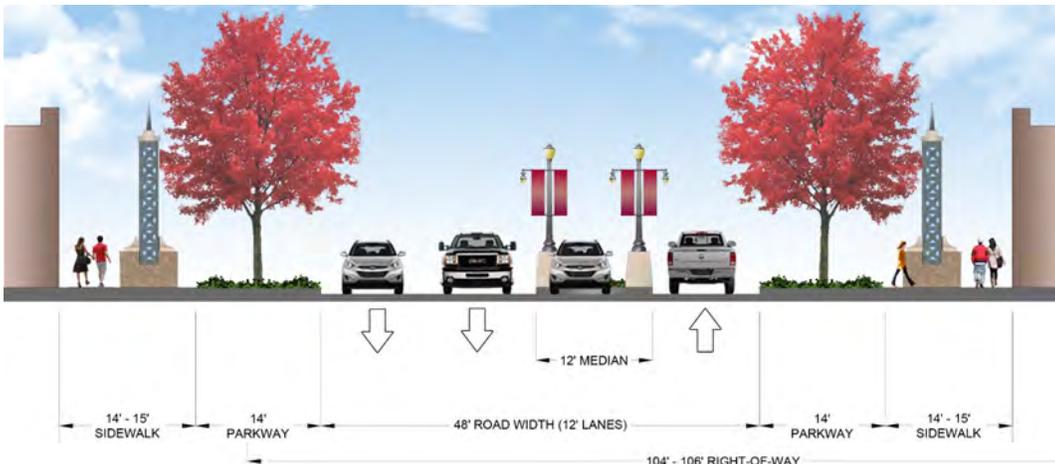
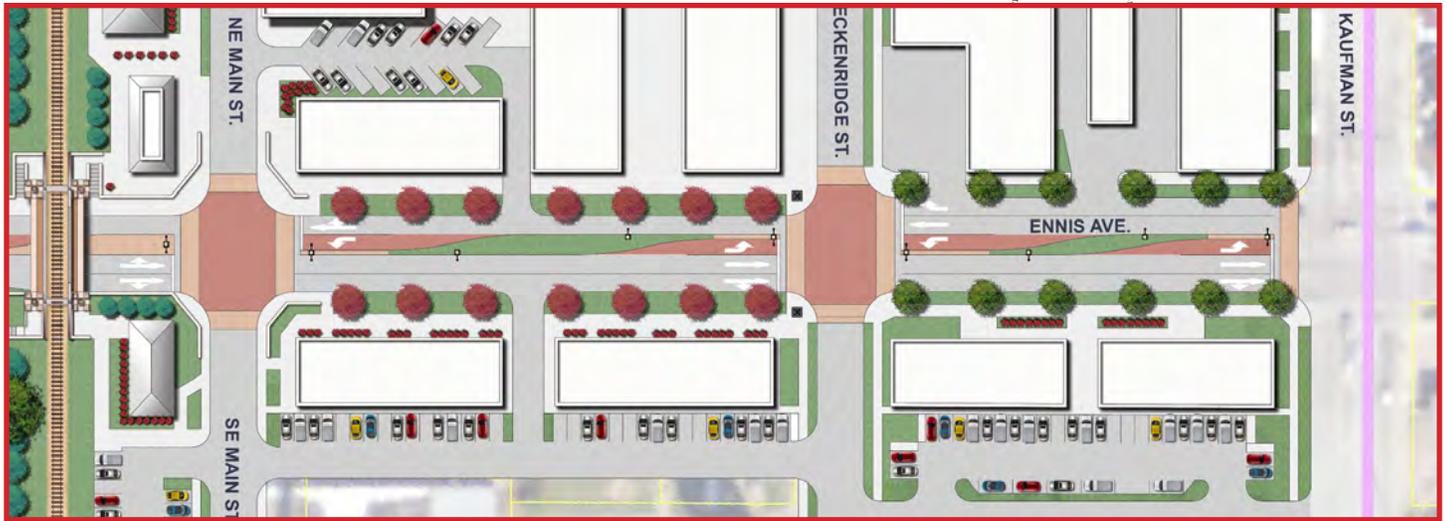


Figure 78. Entrances: Ennis Ave. from Preston St. to McKinney St.

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

The eastern Entrance into Downtown Ennis includes the Ennis Ave. upgrades from Kaufman St. to the Grade Separated Crossing. Similar to the upgrades on the western side of the downtown core, the eastern side helps to define a sense of arrival by incorporating uniform parkway planting as well as a planted median with appropriately scaled lighting fixtures with banners. The transition from the suburban edge on the east side is softened with redeveloped lots where buildings are located closer to the street and parking is located in the rear of the building. At Breckenridge St., identical portal monuments greet the visitor and guide the entry into downtown. Once through Breckenridge St., the tree type changes and the street right-of-way condenses to that of the historic core.



**Tier Two Projects:**

**C.6 Ennis Ave. Upgrade – Breckenridge to Grade Separated Crossing**

**D.2 Portal Project on Ennis Ave. at Breckenridge St.**

Figure 79. Entrances: Ennis Ave. from Kaufman St. to Grade Separated Crossing

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

#### FOCAL POINTS

The Focal Points in the downtown core include the Grade Separated Crossing and Main Street Mall, the North Plaza and the South Plaza.

#### Tier One Projects:

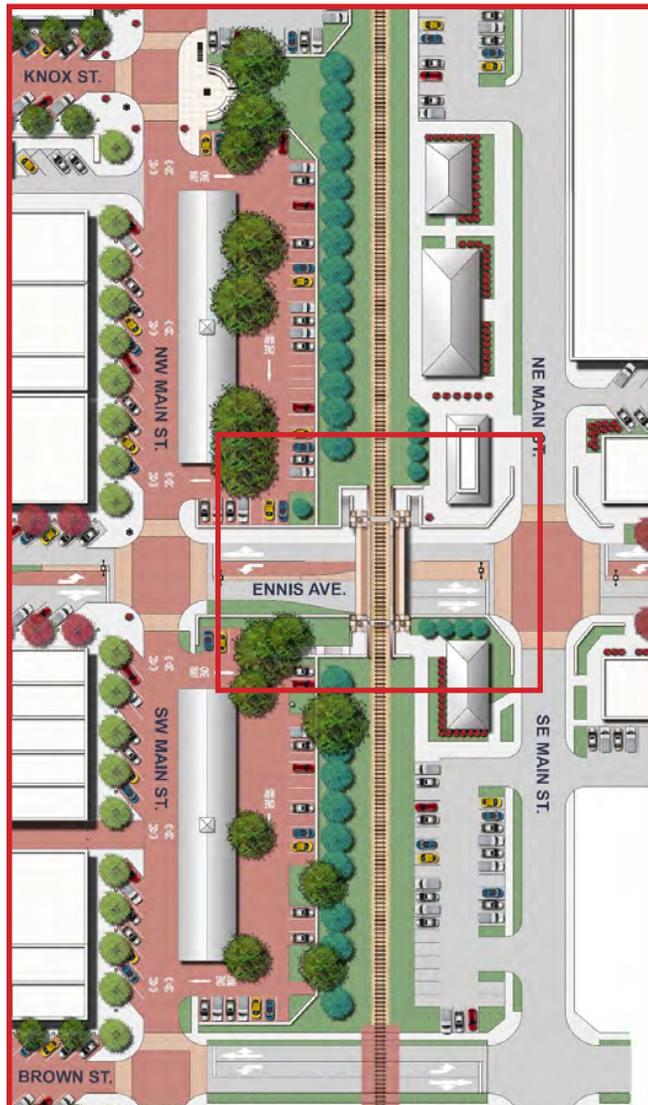
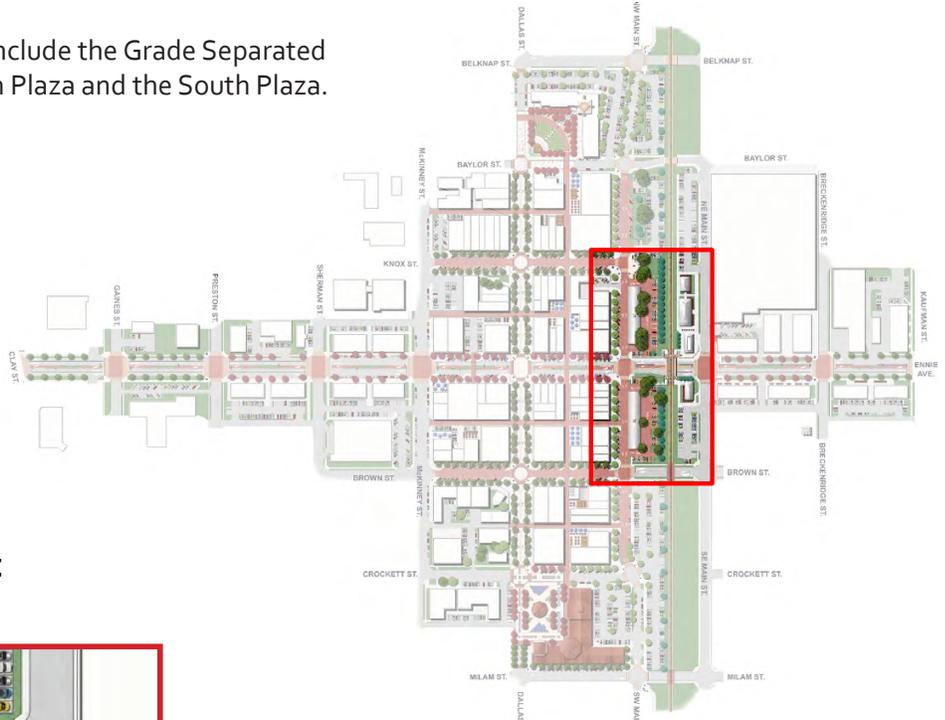
E.1 Grade Separated Crossing

A.4 Main Street Mall

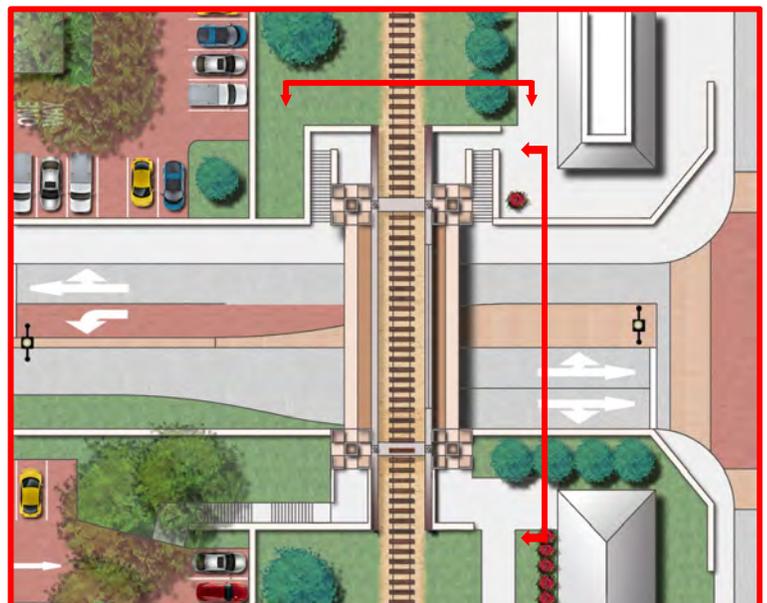
#### Tier Three Projects:

A.3 Museum Campus Project (SE Main St.)

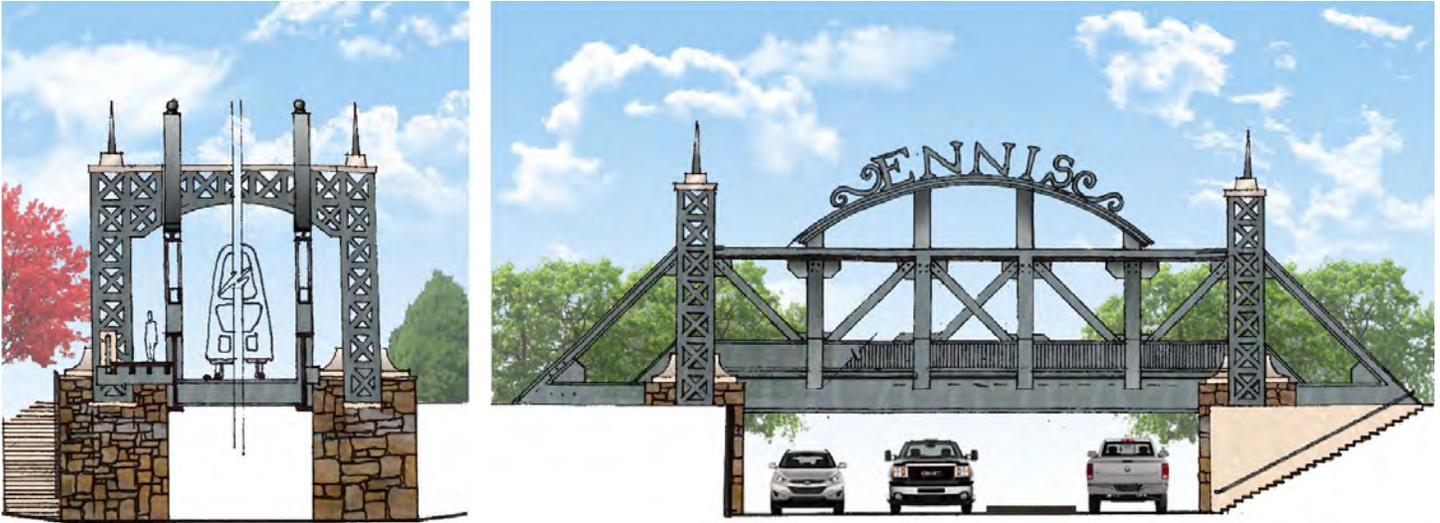
F.4 Rail Corridor Enhancement



Perhaps the most profound of all Focal Points is the Grade Separated Crossing on Ennis Ave. Designed as an iron truss bridge typical of Texas vernacular, the bridge serves the City by providing smoother and safer travel into and out of downtown via Ennis Ave., providing safe and adequate pedestrian crossings along the bridge itself and underneath, while also decreasing liability for Union Pacific by eliminating the at-grade vehicular crossing. The bridge will be located at the same elevation as the tracks are located now, and Ennis Ave. will be excavated underneath. The preliminary grading study revealed the elevations are in favor of this scenario. Ennis Ave. will begin



### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

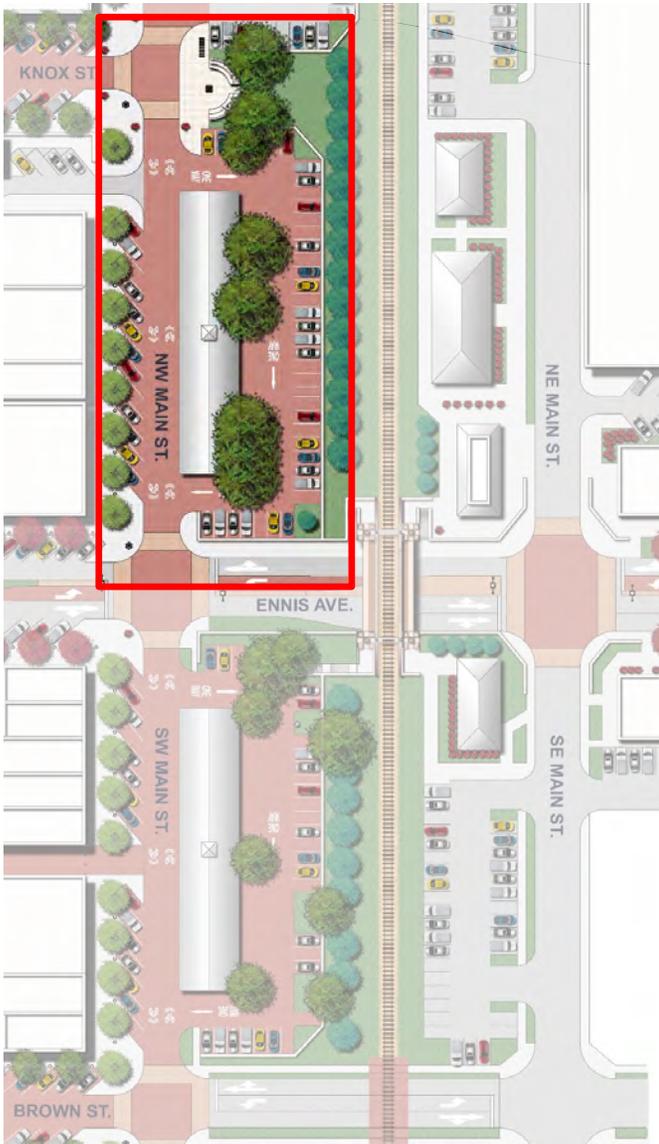


to descend at the intersection of NE/SE Main St. and Ennis Ave., continue down until there is a 12 foot clearance under the bridge and ascend to meet existing grade at the intersection of Ennis Ave. and NW/SW Main St. This configuration will require large trucks to be rerouted from Ennis Ave. through downtown as they currently cause bifurcation between north and south due to safety compromising speeds. The bridge is adorned with Ennis flare, including monumental columns that can be lit from within (similar design as the portal monuments) and an “Ennis” sign on top that should be seen from the interstate. Framing either side of the grade separated crossing is the Museum Campus Project on the east side of the tracks which expands the historic train depot ambiance south. Here, museum space or historic artifacts may be placed. Framing the west side of the tracks in the Main Street Mall, which will be discussed in detail to follow.



Figure 80. Focal Points: Grade Separated Crossing

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS



The Main Street Mall is located in the very large right-of-way between the eastern most historic buildings along NW/SW Main St. and the railroad tracks. As noted in the previous Parts 1 and 2 of this Report, this area is desired to be much more than it currently is. Therefore, the Main Street Mall introduces a flex space area to be used year round for markets, festivals, gatherings, and parking. Found on the north and south side of Ennis Ave. are two open air pavilion structures that can be useful for all aforementioned activities. Currently, there are several mature trees in this area, including those in Pierce Park, that can be accommodated in a couple of different ways as shown in the following two options. The first option (shown on this page) provides a 40' x 90' open air iron structure inspired by period rail platforms. It's position east of the existing historic buildings along NW/SW Main St. complete the "Main Street" experience, especially when markets occupy the pavilion space. The size of the structure is dictated by maintaining the



### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

current location of existing trees, which will need to be retained in large stone planters so as to protect the root structures. Parking is placed along the rail side, which is retained and buffered.

The second Main Street Mall pavilion structure option is larger as it would require removal and relocation of some established trees. The second option offers a 54' x 200' open air structure with iron columns and masonry facades inspired by historic public market form and more innately resembles a rail platform. While there is less parking in this option, there are more covered parking spaces available in total. One-way access around the pavilions is recommended to avoid possible back-ups at Ennis Ave. Below is the north/south and east/west elevations of the second pavilion option.

Both options continue the red brick paving that is currently spread throughout NW/SW Main St. It was important to those who participated in the public presentations, workshop and charrette that the historic character be retained, which ultimately included the paving choice, architecture as well as the function of the space. Notably, this area was where farmers and the rest of the community gathered to take cotton, produce and other items to market. Naturally, this area calls for such community driven activity as it once did decades ago.

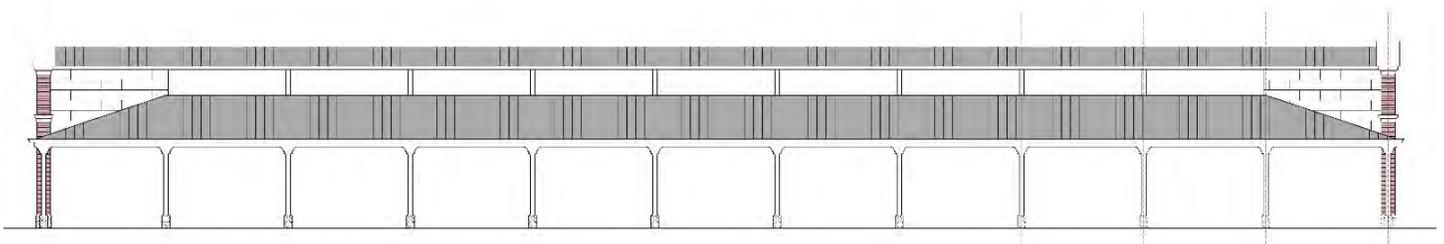
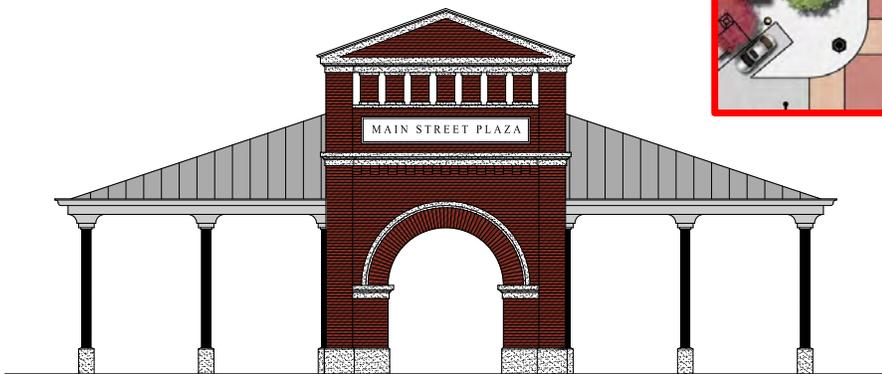
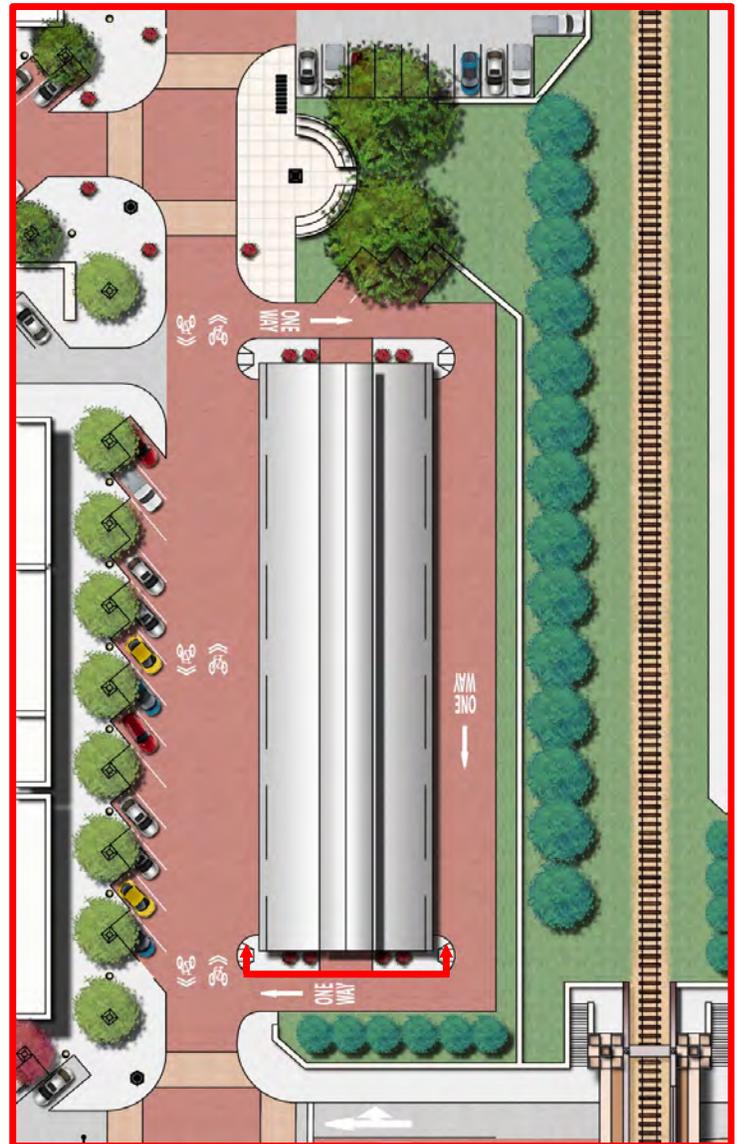


Figure 81. Focal Points: Main Street Mall Options 1 and 2

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

The South Plaza serves as the southern Focal Point within the downtown core. Inspired by the surrounding local businesses and strong Hispanic community, the South Plaza takes on a traditional symmetric design. Building from the existing Plaza del Sol shopping center,

#### Tier One Projects:

**A.2 South Plaza**

**A.6 Visitor Parking South**

**C.2 Mercado Anchor Project**

#### Tier Two Projects:

**C.8 City Hall Infill Project**

**E.3 Rail Corridor Trail Connection Project**

#### Tier Three Projects:

**E.4 Neighborhood Threshold Project**



### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

the enframing building extends to the west and is accessed on all sides. This building will take on a “Commercial Baroque” style with stucco and glazed tile facades and red clay roofs like what is seen at Highland Park Village, north of Dallas. Accompanying a traditional market would be an arcade incorporated into the plaza side of the building to offer shade and shelter from rain. On the southeast corner is a four story tall clock and/or bell tower announcing not only the plaza but the neighborhood surrounding it as well. Centrally located is a 55’ diameter open air gazebo that can be used for all sorts of events, parties, and markets. It is large enough to host a band and dancing. Pathways fanning out from this central feature are flanked by large planting beds that are perfect hosts for annual blue bonnet displays. City Hall would compliment the plaza space nicely if it expanded south to Crockett St. On the east side of the plaza are two 10’ x 65’ splash pads with bench seating among the shade trees. Dallas Street to the clock tower and Crockett St. from Dallas St. to the alleyways and the plaza itself are raised to one level to make the space very pedestrian friendly and oriented. Bollards along the plaza side delineate vehicular space from the main pedestrian spaces.



Figure 82. Focal Points: South Plaza

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

The final major Focal Point within the downtown core is the North Plaza. This area is currently owned and maintained by the Ennis EDC and has been an area of discussion within the community during both the Downtown Master Planning process as well as the Comprehensive

#### Tier One Projects:

**A.1 North Plaza**

**A.5 Visitor Parking North**

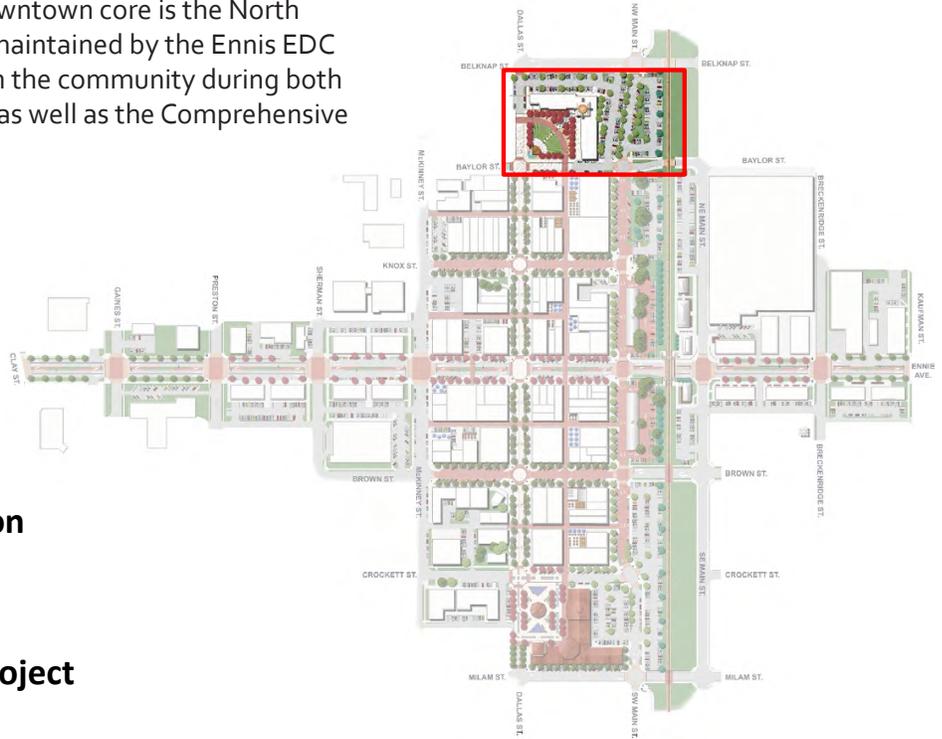
**C.1 Safeway Building Site Redevelopment**

#### Tier Two Projects:

**E.3 Rail Corridor Trail Connection Project**

#### Tier Three Projects:

**E.4 Neighborhood Threshold Project**



### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

Planning process. The plaza space would be enframed by three to four story mixed used buildings with a “Commercial Renaissance” style. Featured in this plaza space is a 400 person amphitheater with a stage approximately 10 feet below grade. Offering shelter and shade to performers is a cantilevered structure that is attached to a water wall that flows into a catch basin at grade level. The water wall offers a great space to identify the name of the plaza and amphitheater. Just beyond the amphitheater is an array of shade trees and benches set in decomposed granite. Arrayed perfectly with the stage and water basin is a 20' x 65' splash pad that leads to store fronts and outdoor dining. Welcoming visitors to the historic neighborhood beyond is an iron archway. Connecting the existing church on the west side of Dallas St. is a 20' brick extension of the alleyway. Like the South Plaza, the North Plaza is also one level and incorporates bollards to delineate between vehicular space and pedestrian spaces.

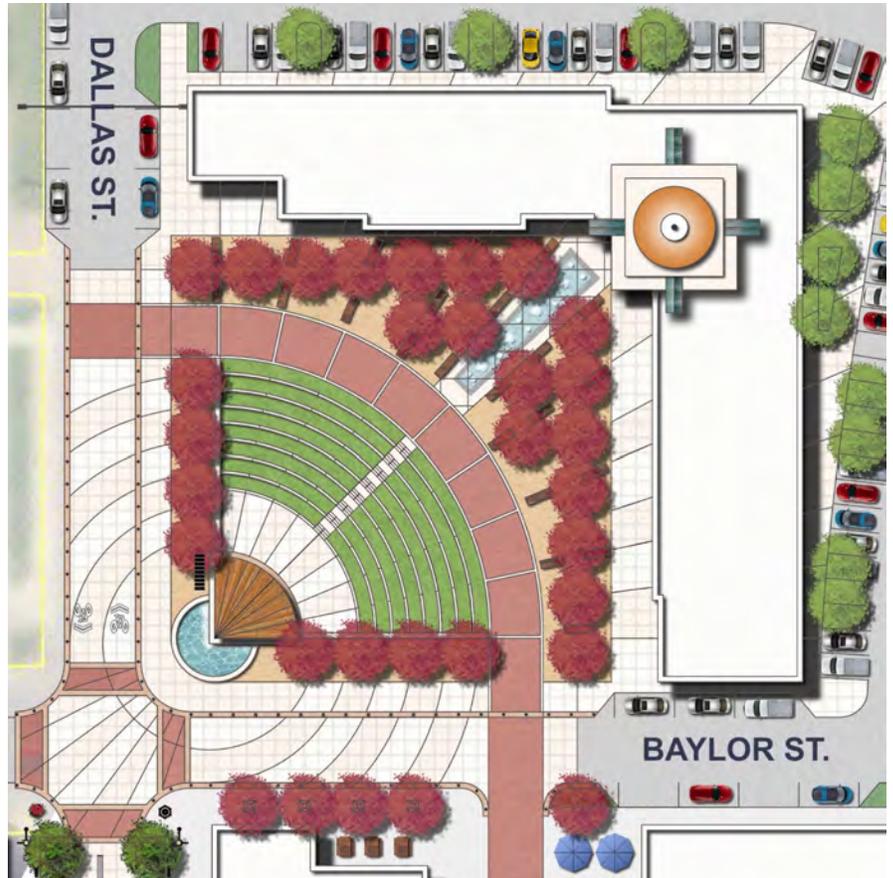
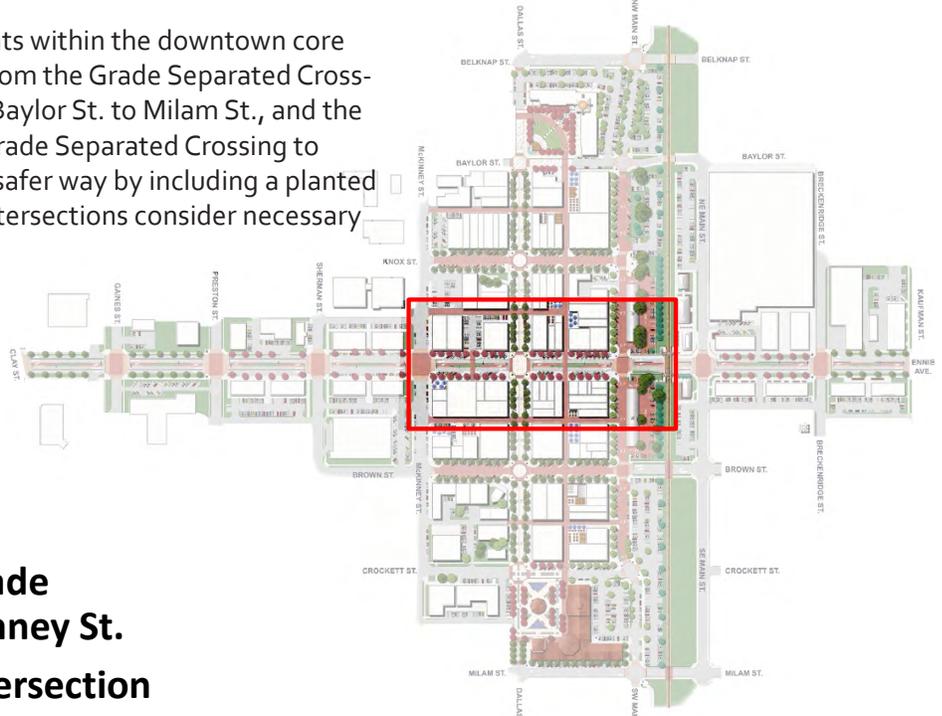


Figure 83. Focal Points: South Plaza

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

#### LINKS

Connecting the Entrances and Focal Points within the downtown core are the Links, which include Ennis Ave. from the Grade Separated Crossing to the McKinney St., Dallas St. from Baylor St. to Milam St., and the Rail Corridor Trail. Ennis Ave. from the Grade Separated Crossing to McKinney St. accommodates traffic in a safer way by including a planted median and reverse angle parking. All intersections consider necessary visibility and turning radii for fire trucks. Signaled pedestrian crossings are located mid-block to connect the alleyway system, and the Dallas St./Ennis Ave. intersection is raised to current finished floor elevation for added pedestrian safety.



#### Tier One Projects:

**F.2 Ennis Ave. Upgrade – Grade Separated Crossing to McKinney St.**

**F.5 Ennis Ave./ Dallas St. Intersection**

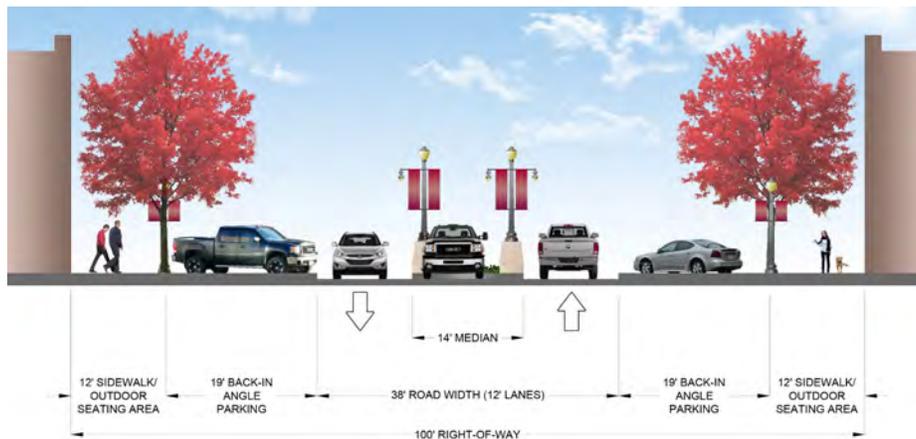


Figure 84. Links: Ennis Ave. from the Grade Separated Crossing to McKinney St.  
CITY OF ENNIS

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

#### Tier One Projects:

##### F.1 Dallas Street at Pedestrian Conversion

##### C.3 Alleys

#### Tier Two Projects:

##### D.3 Knox St. Enhancement

##### D.4 Browns St. Enhancement

#### Tier Three Projects:

##### C.7 Minnie McDowell Park Redevelopment Project

Dallas Street from Baylor St. to Milam St. serves as the main north/south shopping spine within the downtown core. As such, it is redesigned to accommodate a grand pedestrian experience by making the street one grade

and therefore level with the existing finished floor elevation. Parking is redesigned to accommodate parallel parking in order to provide larger sidewalk space. The sidewalk space between the parking and the building is nearly 20' wide in order for shade trees to branch outward without impeding upon the historic canopy structures attached to the buildings. Repurposed acorn lights rest between tree wells, planting beds, and removable bollards that address the four alleyway connections across Dallas St. Information kiosks and large planters with seasonal color are placed at the Dallas St. intersections. Dallas St. also serves as a shared path for bicyclists, which connects to the regional trail system along the rail corridor.

Also serving as a major north/ south spine is the system of alleys. While not

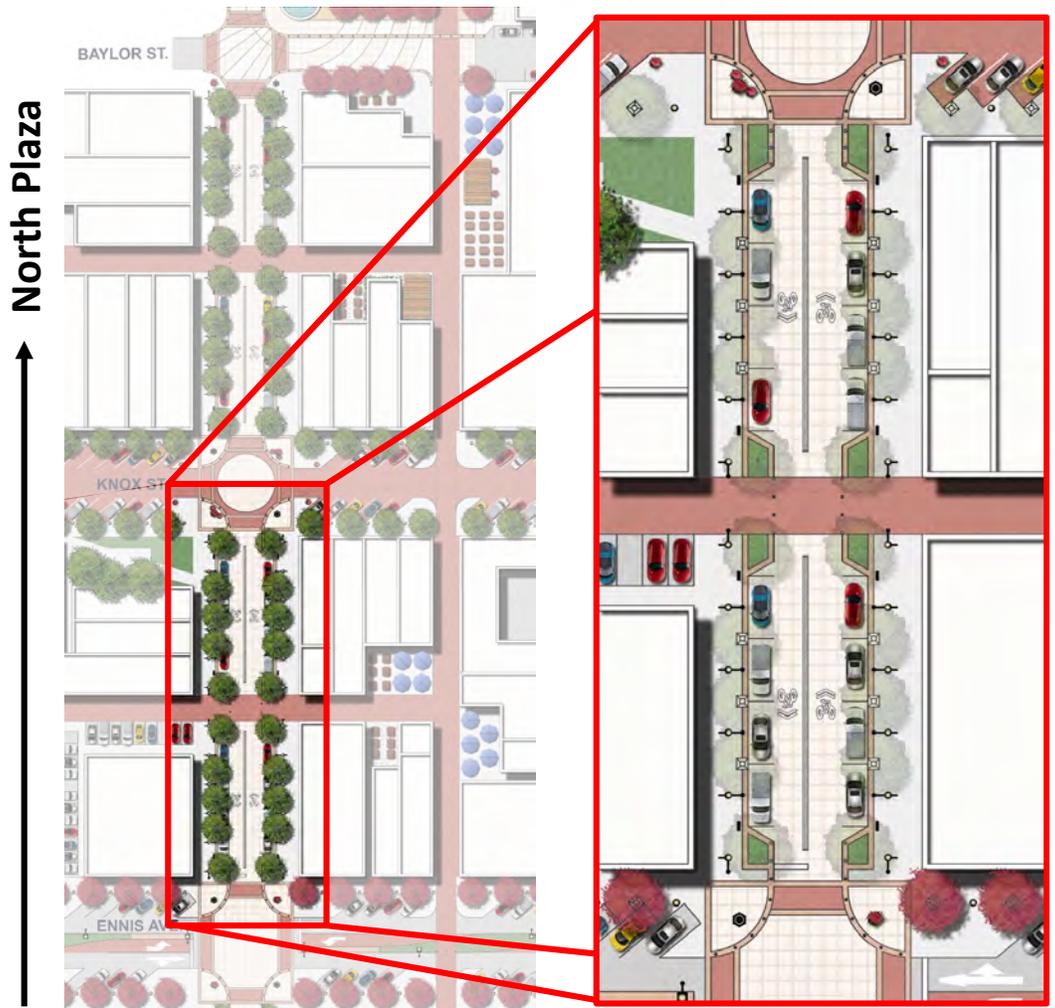
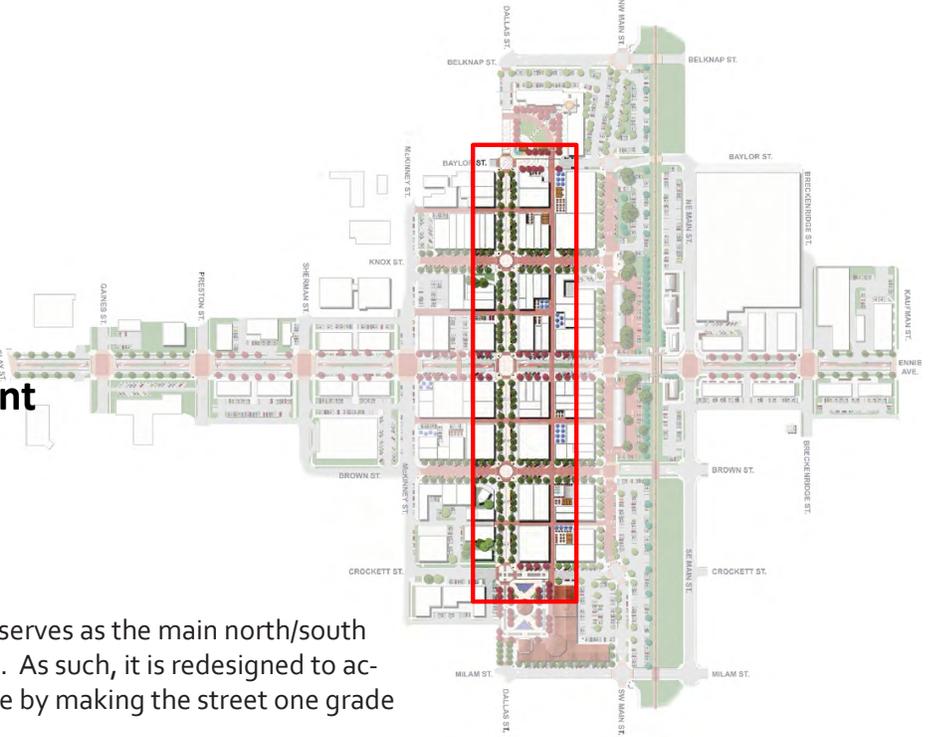


Figure 85. Links: Dallas Street

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

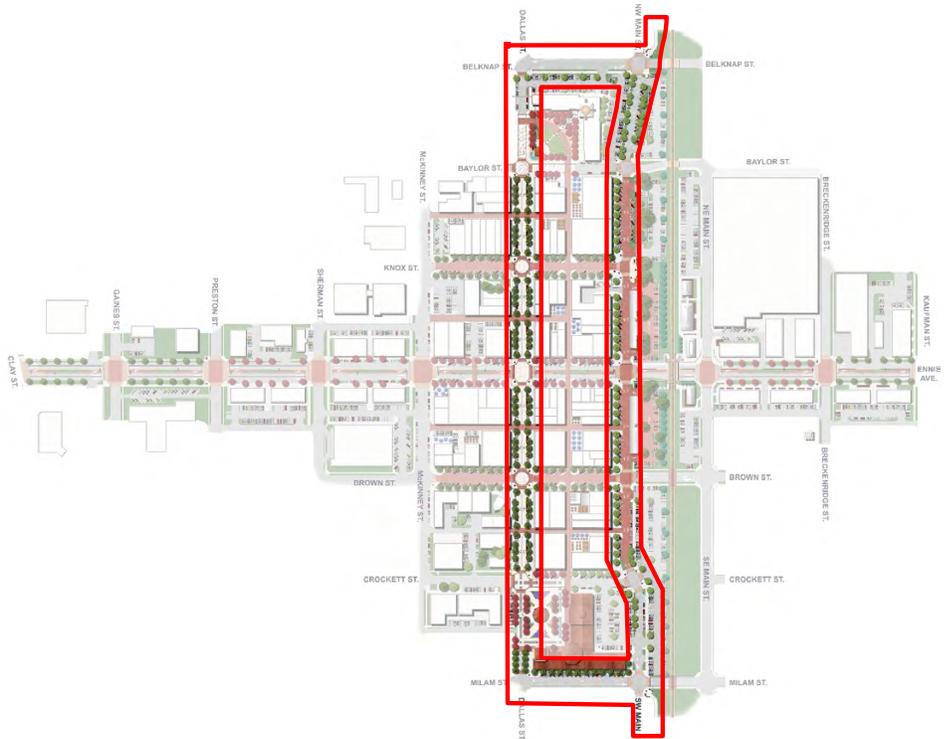


Figure 86. Links: Dallas Street  
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### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

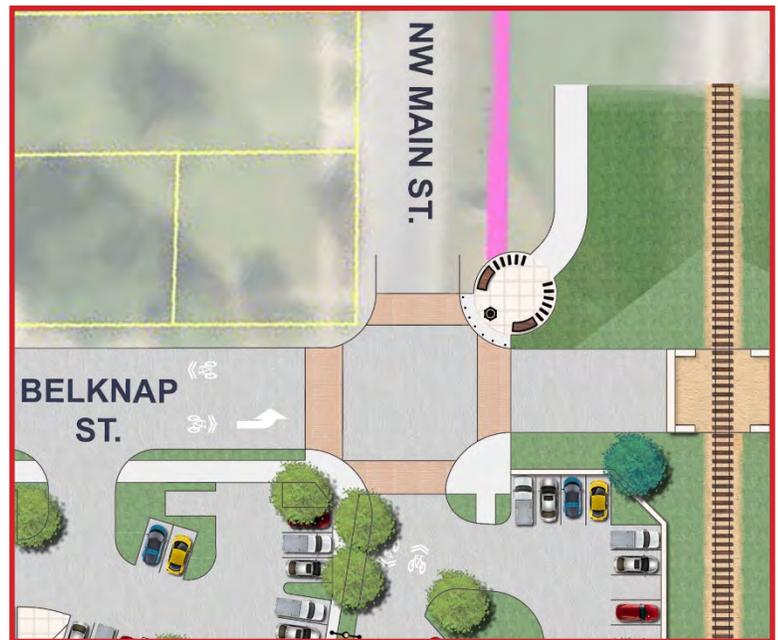
being totally cut off from vehicles, the alleyways will transform what is now a “back door” environment for trash pick up and utilities to a multi-purpose space for those convenience services as well patio spaces for restaurants and residences. The alleyways have potential to be a more useful and inviting space, one that acts more like a front door to internal spaces that have been split into more leasable spaces while maintaining the integrity of the existing historic structure.

Lastly, the Comprehensive Plan makes note of a regional trail system that will eventually connect to downtown. Located at the northeast corner of Belknap St. and NW/SW Main St. and the southeast corner of Milam St. and NW/SW Main St. are two regional trail heads. These areas should be equipped with plenty of bike racks, seating, possibly a water station, and information directing people into downtown either by walking or riding a bike. An information kiosk could show the route to get to the other trail head so as to continue on the regional trail as well the historical sites to see in and around the eight historic blocks. Sharrows on Belknap St., Dallas St., Milam St. and NW/SW Main St. indicate a safe bicycling environment. Bike racks should be placed along each of these streets.



#### Tier Two Projects:

#### E.3 Rail Corridor Trail Connection Project



^ North Regional Trail Head connecting to Belknap St. and NW/SW Main St.

< South Regional Trail Head connecting to Milam St. and NW/SW Main St.

Figure 87. Links: Regional Trail Connections

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

#### SUPPORTING DESIGN ELEMENTS

Supporting Design Elements include the street furniture that complete the downtown experience, including lighting fixtures, information kiosks, planters, bike racks, benches, and tree grates. Currently spread throughout the City are urban acorn lights which are lost in the suburban landscape. The Planning Team proposes to remove, repurpose and redistribute many of these acorn lights within Downtown Ennis. Figure 88 illustrates how the acorn lights can be repurposed to accommodate additional light fixtures on arms that also hold banners. The acorn lights, themselves, will need to be replaced with brighter LED lights so as to shine a little brighter than the current orange glow. The shortest version of the acorn light fixture should be redistributed along the streets within the downtown core while the taller version shown on a cast stone pedestal should be reserved for the planted medians on Ennis Ave.

Also in Figure 88 is an illustration of the portal monuments found on Ennis Ave. at Preston St. and Breckenridge St. which are used to announce one's arrival into downtown. These monument structures resemble the bridge at the Grade Separated Crossing in an effort to maintain a common theme throughout the downtown core. These structures can be designed to be lit from within with LED lights that can change colors depending on the theme, season or event the City wishes to celebrate.



#### Portal Monuments - Ennis Ave. at Breckenridge St. and Preston St. Only



Figure 88. Repurposed Acorn Light Fixtures

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS



**Info Kiosk**



**South Plaza  
Traditional Bench**



**Seasonal Planter**



**Bollard**



**Bench Option**



**North Plaza  
Cypress Bench**

It is important to incorporate uniquely downtown street furniture in order to focus the downtown identity to a geographic area. It is not advised to carry the chosen street furniture styles into other parts of town as it will confuse the purpose and devalue their importance of identifying downtown as a particular place. The following examples carry on a common theme of iron-like or black color so as to remain consistent with the Main Street Mall pavilion structures, truss bridge and existing light fixtures. The benches should reflect the style of the buildings surrounding the plaza spaces.



**Bike Racks**



**Tree  
Grate**

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

Glory Maple trees are proposed to line the north and south sides of Ennis Ave. from portal monument to portal monument (Breckenridge St. to Preston St.) and also embellish the North and South Plazas. These special trees are known for their very vibrant red fall color, which will lengthen Ennis' well known presence of natural color with the celebrated blue bonnets from spring to summer. Glory Maples are deciduous Texas natives and considered to be fast growing. With a dense "lollipop" shaped canopy, the Glory Maple is structurally sound enough to sustain high winds and icy conditions. Glory Maples have been used through out the DFW Metroplex as an urban street tree, including downtown Dallas, for several decades.

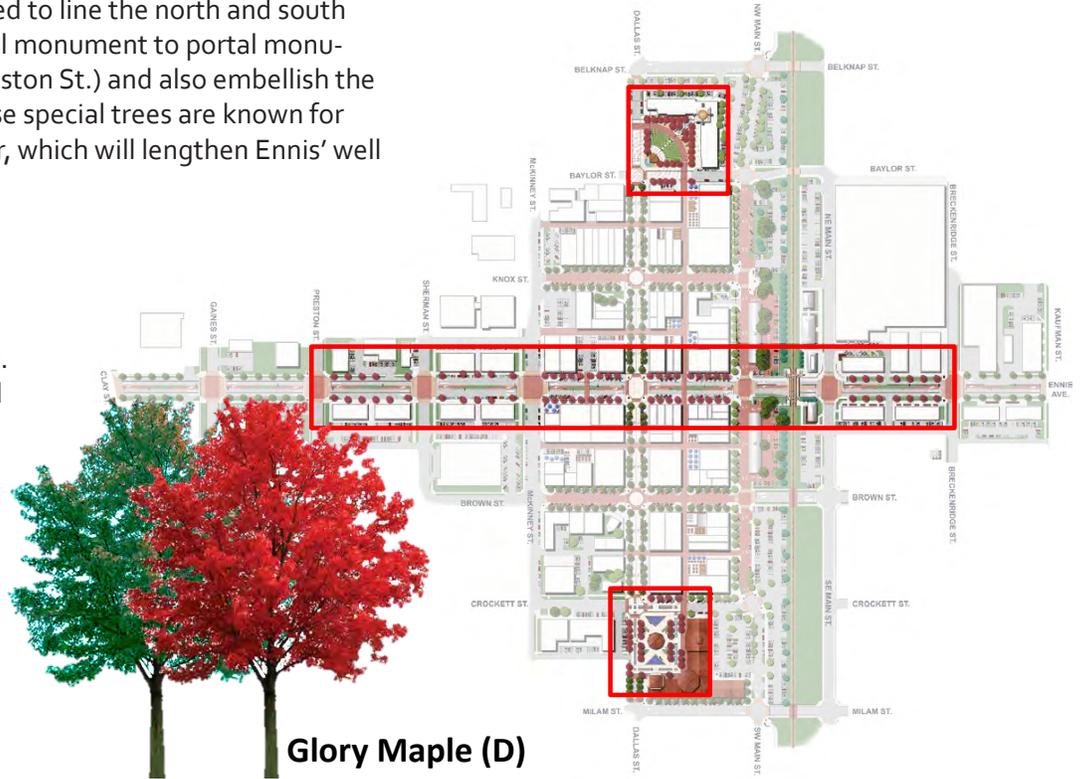


Figure 89. Glory Maple Tree Locations

Live Oak trees are proposed for Dallas Street, Knox Street and Brown Street. This evergreen Texas native is also fast growing and drought tolerant. Most importantly is the Live Oak's ability to form an umbrageous canopy that will not only bring the scale down to the pedestrian level by creating a room-like feeling, but they will also create a cool micro-climate for the hottest of summer months. A downside to the Live Oak is the attraction of Grackles, the common black bird that tends to gather in flocks in Live Oak trees. With this in mind, an alternative shade tree may be a better choice for these three streets.

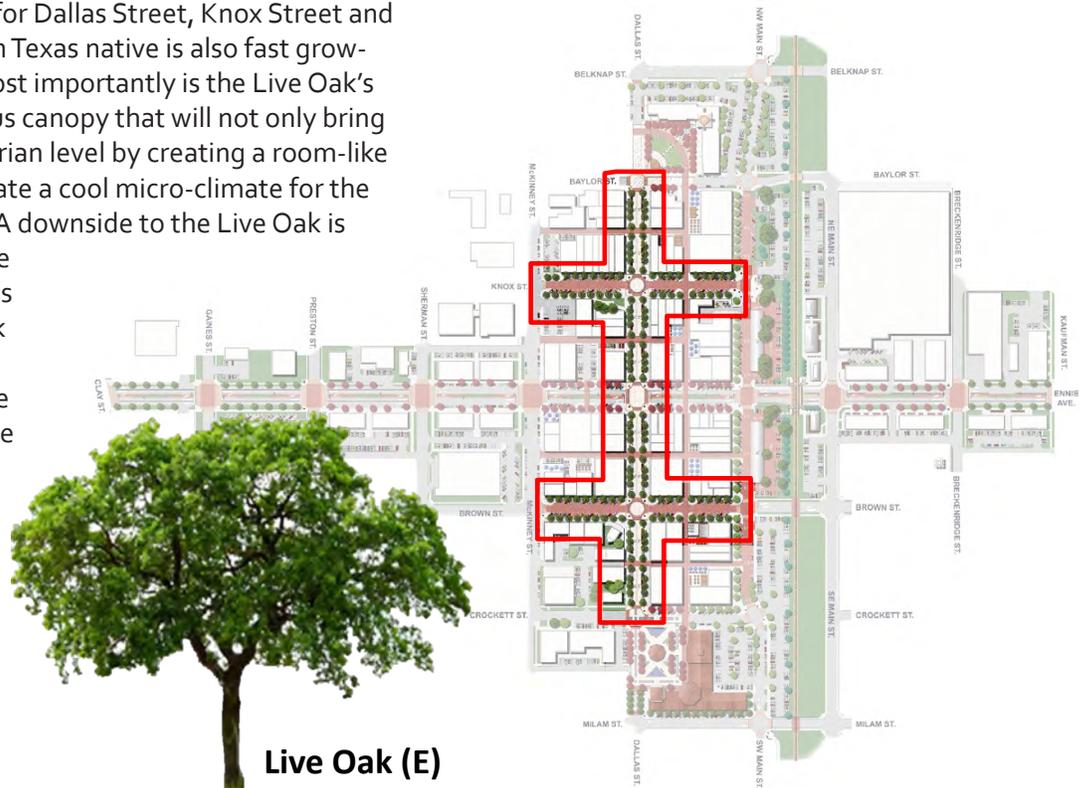


Figure 90. Live Oak Tree Locations

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

Cedar Elm trees are proposed for NW/ SW Main St., the north and south public parking lots surrounding the North and South Plazas, and on the north and south sides of Ennis Ave. from Clay St. to Preston St. and from Kaufman St. to Breckenridge St. (the few blocks before the portal monuments). Cedar Elms are also a deciduous Texas native with a moderate growth rate. These trees are proposed for these locations mainly because of their hardy adaptability and level of drought resistance. The open parking areas in the north and south public parking areas can produce a higher heat island than other parts of downtown which makes the Cedar Elm a great choice for these areas.

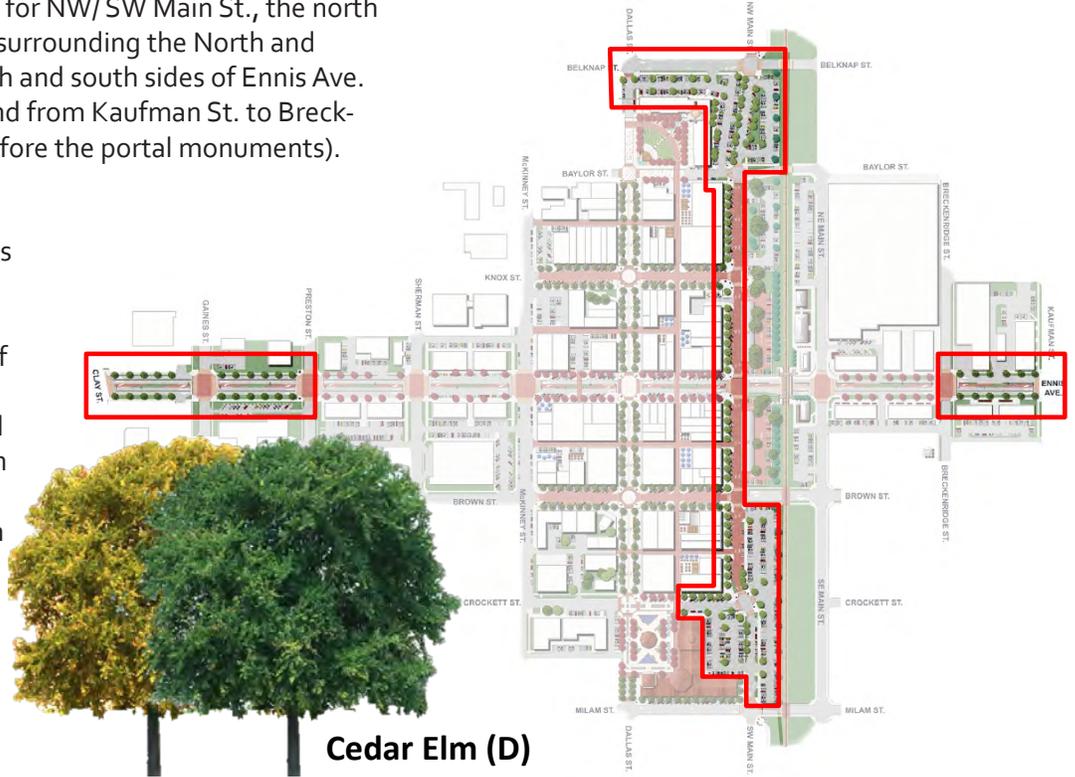


Figure 91. Cedar Elm Tree Locations

The Eastern Red Cedar is proposed as buffer along the rail corridor from Belknap St. to Milam St. These trees are an evergreen Texas native with moderate growth rate. These trees have thick foliage from the base to the top of the tree trunk and were historically used as windbreaks when planted close together. Eastern Red Cedars are equally as useful in cutting noise from the passing trains but will not block all train sounds like a sound wall might. The trains are loud, but the hope is to soften the intensity of the passing train, not block it out completely as the train plays a significant historic role in the form and presence of Downtown Ennis.

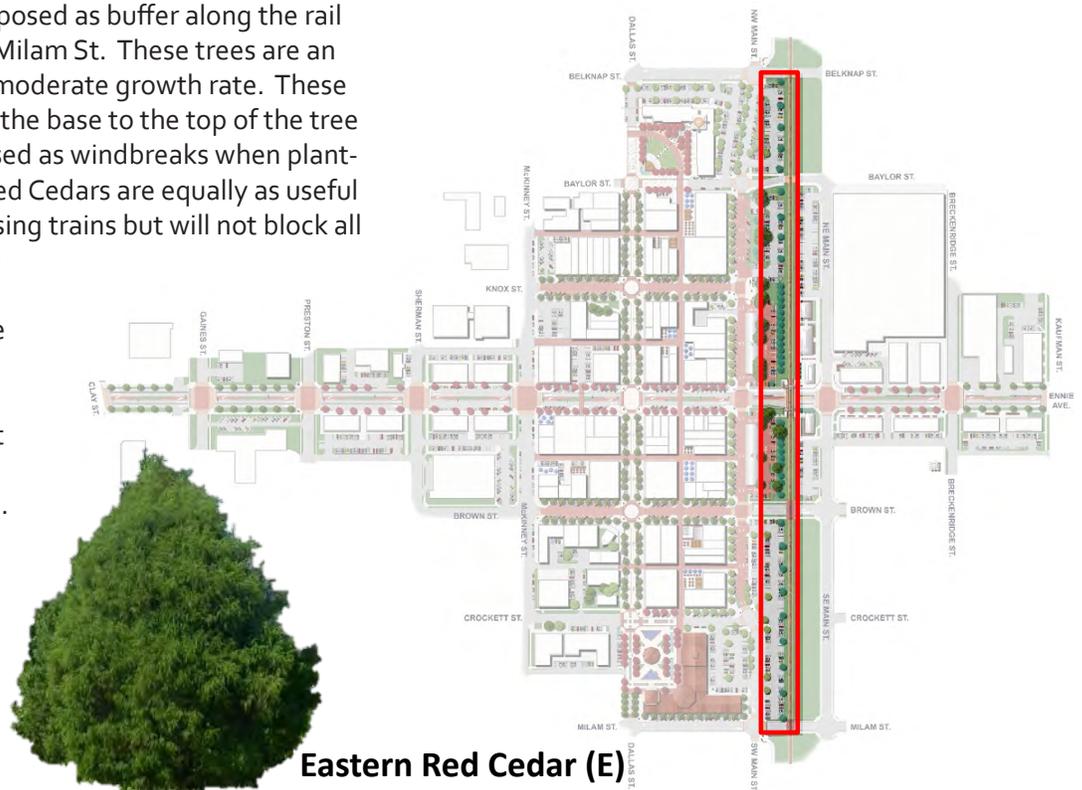


Figure 92. Eastern Red Cedar Tree Location

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

Lastly, adequate and safe parking is needed to accommodate the local population as well as all visitors on regular days and event days. Part 1 revealed that existing parking within the downtown core, which included on-street parking and private parking lots, was 665 spaces. With a goal of 1,342 to 1,678 spaces, the downtown core is deficient by 677 to 1,023 spaces. To fulfill that deficiency, it is important to provide more off-street public parking spaces and safer on-street parking options. Figure 93 shows the areas that have parking serving the downtown core. The historic core, shown in the red outline, has 703 spaces, including on-street parking spaces, private parking lots and public parking areas. The areas making up the rest of the downtown core, shown in blue, provide an additional 647 on-street and public parking spaces. This brings the total parking within these two areas to 1,350 spaces, which exceeds the lower end of the needed parking range. The additional 327 spaces can be provided in surrounding parking lots using shared parking agreements or in the open space surrounding the railroad right-of-way as it will not likely be developed with buildings.

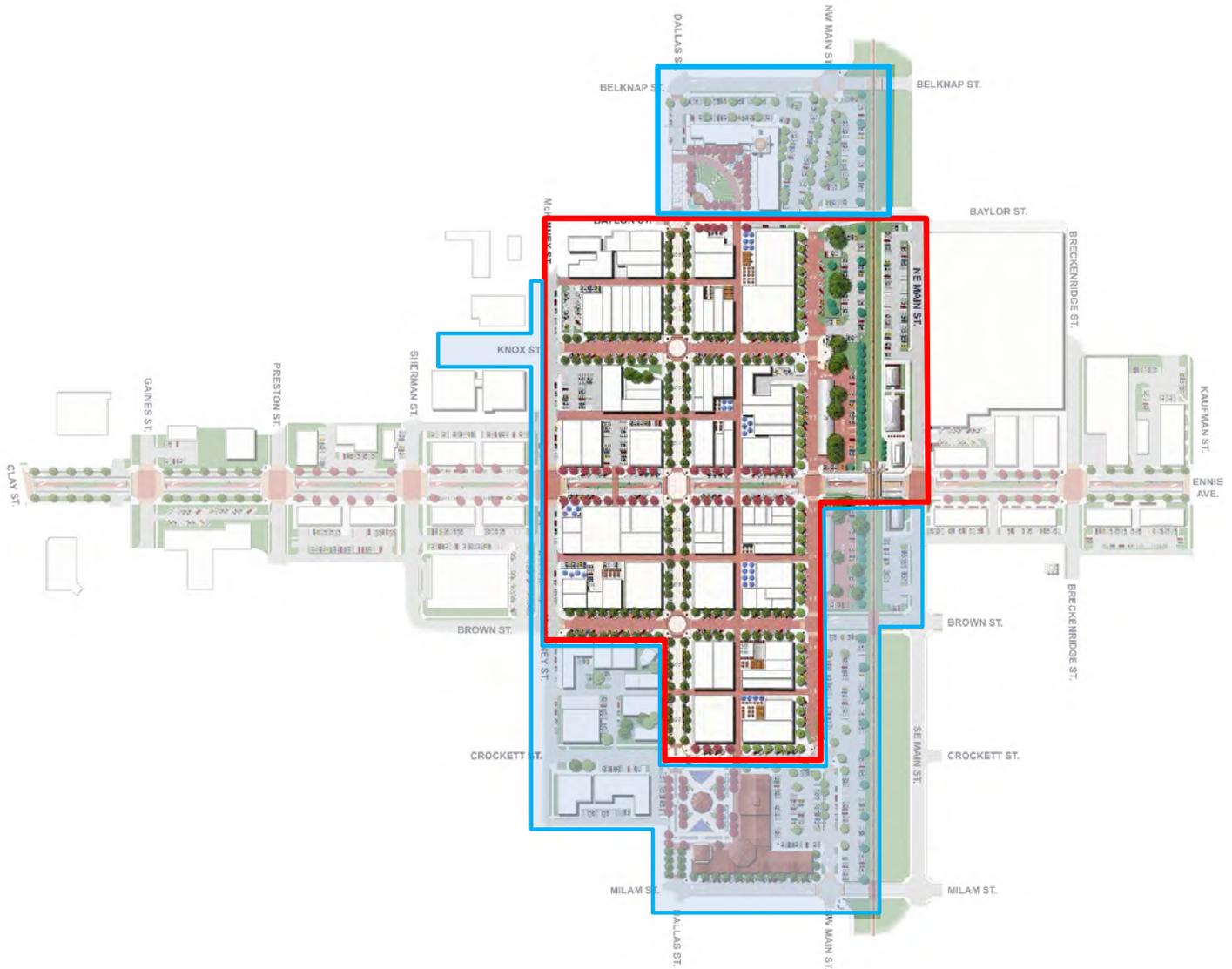


Figure 93. Downtown Serving Parking

The following Figures demonstrate the pros, cons, and appropriate placement of parking types throughout the downtown core. Pedestrian safety was a very large concern among those citizens that participated in the public presentations, workshop and charrette; therefore, specific parking types are strategically located to accommodate the level of pedestrian activity expected for each area.

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

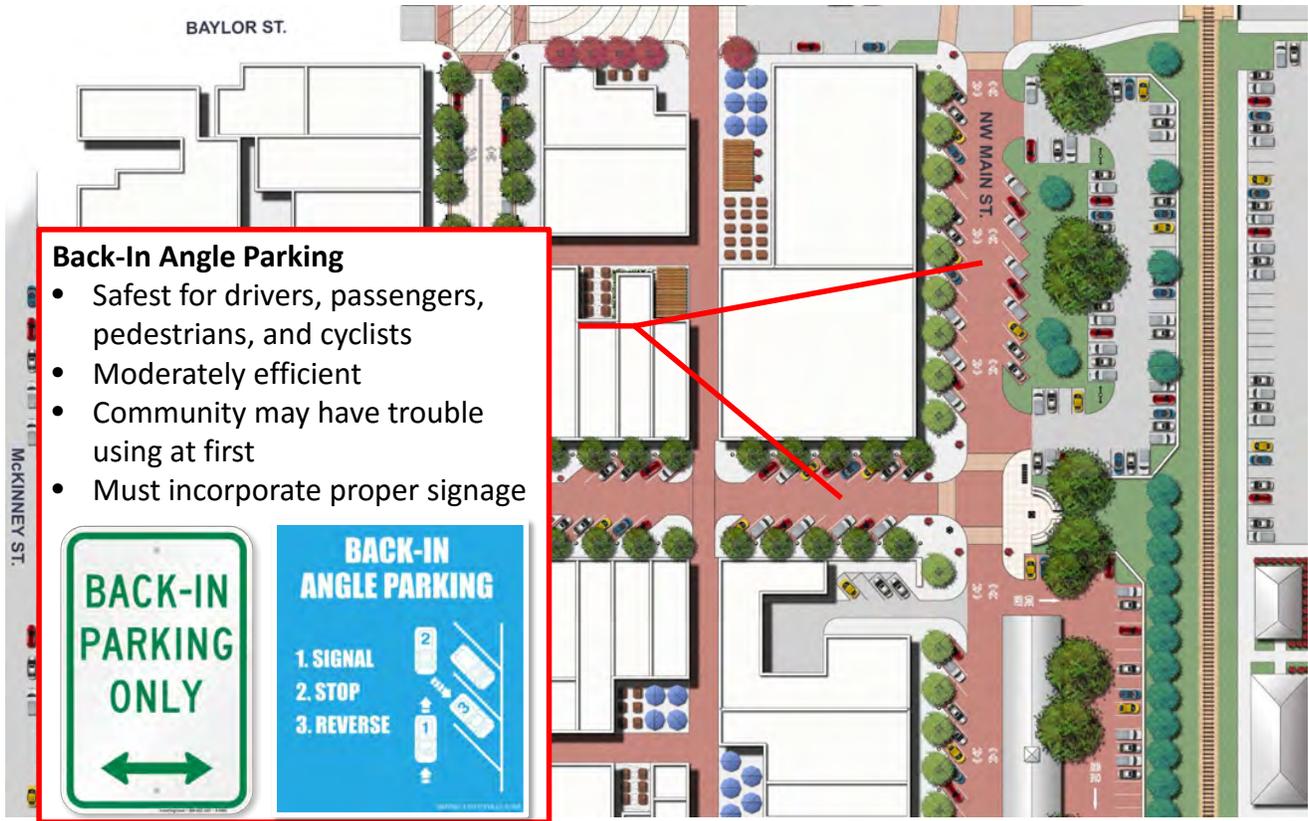


Figure 94. Reverse Angle Parking

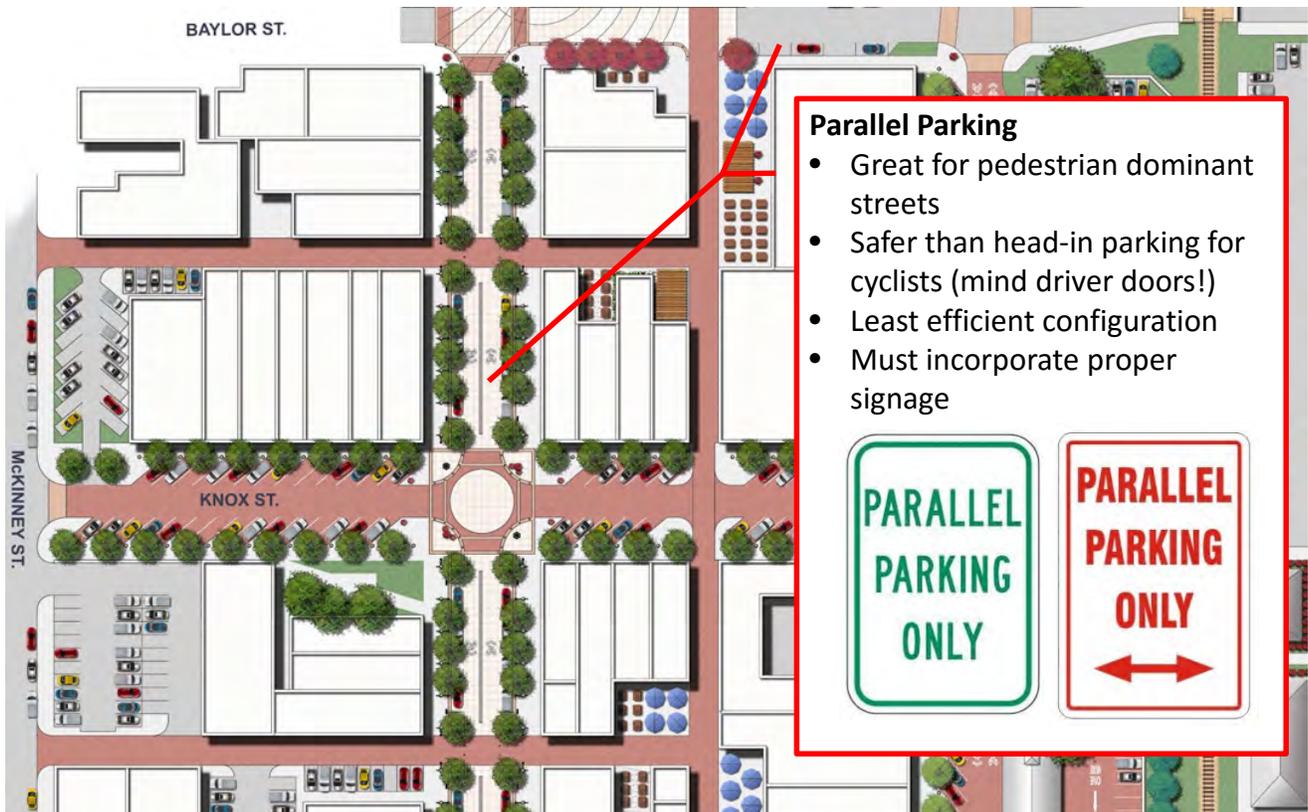


Figure 95. Parallel Parking

### 3.3. DOWNTOWN MASTER PLAN AND DESIGN SOLUTIONS

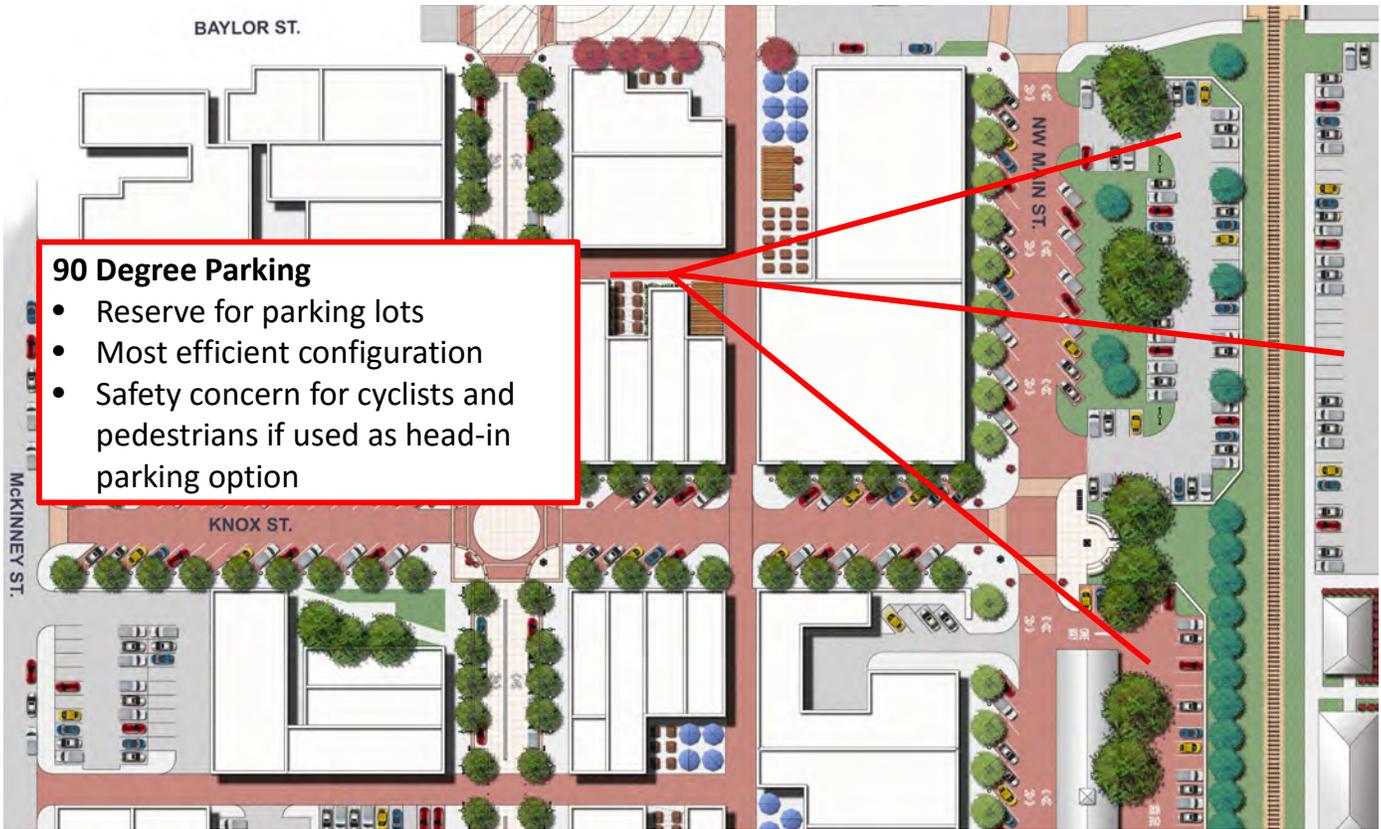


Figure 96. 90 Degree Parking

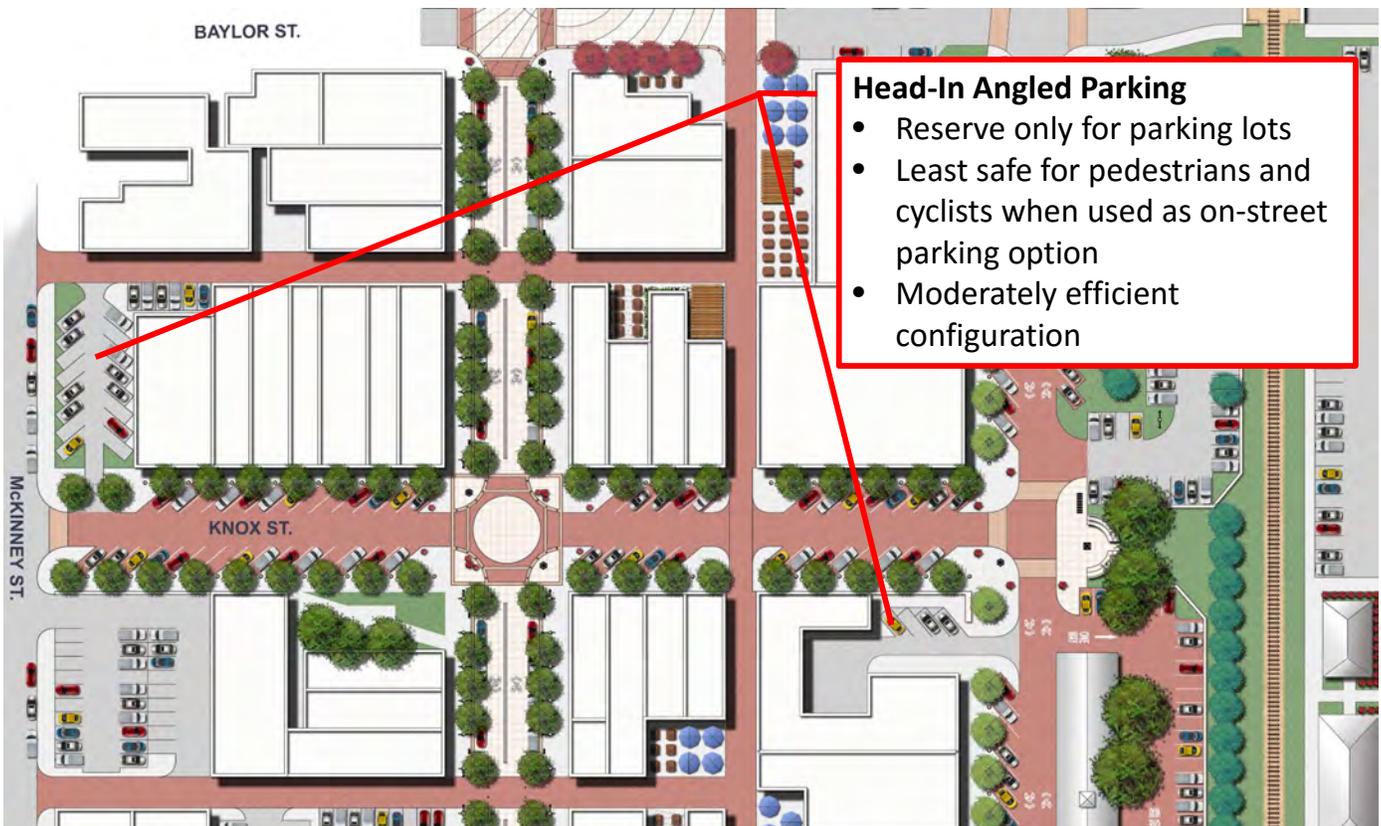


Figure 97. Head-In Angled Parking



# PART 4

## PRELIMINARY IMPLEMENTATION STRATEGIES

### 4.1. INTRODUCTION

The Downtown Master Plan is aimed at increasing downtown's market share in three active market sectors, including the I-45 Spending Market, the Visitor Spending Market, and the Local Spending Market. The Economic Assessment portion of the Master Plan Report (Part 1) established that downtown's capture of these active Ennis/Ellis County Spending Markets is affected by physical barriers to capture, lack of certain spatial relationships (value structure), building plate options, needed amenities, and other features within the downtown physical fabric. Therefore, the Downtown Master Plan is largely a physical plan, identifying 33 catalyst projects which collectively mitigate barriers, create coherent structure, and enrich downtown so that it can once again be a destination attractive to each of the target markets described above. These projects are prioritized so that the projects which are more essential to market attraction, more effective in posturing downtown as a destination, and/or more critical to changing adverse conditions can be addressed sooner. However, the identification and prioritization of projects must be backed up with strategies that describe how to implement them. Therefore, the directives, recommendations, and projects of the Downtown Master Plan must now be put into action and transformed into reality through an implementation strategy. Part 4 of this Report identifies the preliminary structure of a future and highly recommended Implementation Plan which should be created in tangency with the adoption of this Downtown Master Plan.

## 4.2. IMPLEMENTATION STRATEGIES

# Downtown Master Plan

## Project Allocation Map



Figure 98. Downtown Project Allocation Map

An Implementation Strategy has five primary pieces which are guided by the Plan and aimed at moving from plan vision to “downtown reality”. The five primary parts are:

1. **Costing:** It is critical to have a clear understanding of what each project costs. Only by understanding cost can we know the burden that must be carried publicly, privately, or jointly (public/ private). In addition, costs are essential to reveal the extent to which revenue generation can be relied upon as a funding mechanism. Finally, costs are essential to understanding the relationship between cost and return. It is return to Ennis that reveals the extent to which costs are no longer just costs but can be viewed as an investment. The process of costing also further vets the Plan project recommendations and enhances understanding of them. Therefore, the Implementation Strategy must start with “Project Costs”.
2. **Funding:** Understanding cost is the first step in devising a Funding Strategy. In today’s political and economic environment, sources of significant funds cannot be totally borne by the public. Therefore, the Funding Strategy has the following components:
  - **Public Funding:** Typically public funding means any obligation of the local government (or other governmental entity) to pay money. This can include Obligation Bonds, Revenue Bonds, Venue Taxes, Grants, Appro-

## 4.2. IMPLEMENTATION STRATEGIES

priations, Operational Funds, Special Assessments, and re-direction of Sales Taxes and/or Ad Valorem Taxes. Certain portions of the Plan will likely require public funding.

- **Private Funding:** If the Plan is successful in attracting investment, then private improvements can work in conjunction with public improvements at the interface between private and public being borne by the private investment. Private investment is enhanced by the extent to which those investments benefiting the public can be used to receive various tax credits. Certain projects (especially at the plaza locations) will be as much private investment as they will be public investment. In addition, transformation of Ennis Ave. (in the approach zones) will be accomplished through private investment. Each public investment should seek to precipitate a private investment response to complete the projects addressed in these initiatives. Also, and more importantly, private investment in public projects will be considered. In these cases, large capital investment projects, such as utility replacement, can be privately constructed by a concessionaire who then derives revenue from public use of the infrastructure. Implementing the projects listed in the Master Plan will consider the various mechanisms by which this is done, including Utility REITS.
  - **Public/Private Funding:** Early public investment can position the municipality to be a true development partner in the critical plaza areas of the Plan. Various public private partnership approaches need to be considered, including 380 agreements, land contributions to new development, closing the Cap-Rate gap so that projects which are essential to the future of Ennis (and will thrive in the future market) can be built today (in lieu of opportunistic projects). Also, public investment properly placed in concert with private development can be viewed as equity to the private development, thereby making it possible to attain equity requirements in the “capital stack”.
  - **Revenue Generation:** A key aspect of the Downtown Master Plan is to create focal points for activities that can generate revenue to the overall project. Revenue sources include such sources like user fees, sales, rentals, and remote parking. Spread over multiple opportunities for fee generation, revenue generated by certain projects can be significant.
3. **Organizational Structures:** In order to work in the kind of close relationships alluded to above, it is necessary that the City and the property owners form those organizational structures necessary to administer this relationship. Property owners must be organized so that partnerships with the public can be accomplished. In addition, the City must be able to move in shorter time frames and reach more predictable outcomes so that the cost exposures imposed by time and uncertainty are manageable. Therefore, the coordination of multiple departments publicly and the coherency of “voice” privately become essential to overall implementation. In this way “development project implementation” is replaced by “Downtown Plan Implementation”.
  4. **Regulatory Mechanisms:** As development takes place, it is important to the overall plan that essential qualities of design, use of public space, ground floor-to-street relationships, and signage are accomplished in ways that achieve continuity, visual identity, and quality. Therefore, standards and guidelines need to be put in place for renovation, redevelopment, infill development, and new development. Further, these guidelines must be administered through a regulatory mechanism tied to building permit issuance.
  5. **Strategy Agenda and Assistance:** As Ennis courts and attracts investment, it is important that the City is well represented in dialogue which affect the Plan, its implementation, and/or its priorities. Also, it is useful to Ennis to have advocates in the general market place who can apprise potential investment of opportunities in Ennis. It is important to identify gap opportunities which are ripe for public private partnerships and help the conversing parties to find those places of shared economic interest. Finally, it is important to be able to shift the Plan, if necessary, to accomplish larger outcomes and know that such “shifting” does not negatively affect other plan components.

The Implementation Plan will be multi-layered, comprehensive, and carefully crafted to provide a realistic trajectory that works with the Downtown Master Plan to facilitate realization of the vision it lays out.

