



Dr. Christopher Harvey, Mayor
Emily Hill, Mayor Pro Tem, Place 1
Anne Weir, Place 2
Maria Amezcua, Place 3
Sonia Wallace, Place 4
Aaron Moreno, Place 5
Deja Hill, Place 6

City Council Workshop

Wednesday, November 20, 2024 at 6:00 PM

Manor City Hall, Council Chambers, 105 E. Eggleston St.

AGENDA

CALL TO ORDER AND ANNOUNCE A QUORUM IS PRESENT

A. Discussion on Manor Downtown Master Plan.

ADJOURNMENT

In addition to any executive session already listed above, the City Council reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Section §551.071 (Consultation with Attorney), §551.072 (Deliberations regarding Real Property), §551.073 (Deliberations regarding Gifts and Donations), §551.074 (Personnel Matters), §551.076 (Deliberations regarding Security Devices) and §551.087 (Deliberations regarding Economic Development Negotiations).

CONFLICT OF INTEREST

In accordance with Section 12.04 (Conflict of Interest) of the City Charter, "No elected or appointed officer or employee of the city shall participate in the deliberation or decision on any issue, subject or matter before the council or any board or commission, if the officer or employee has a personal financial or property interest, direct or indirect, in the issue, subject or matter that is different from that of the public at large. An interest arising from job duties, compensation or benefits payable by the city shall not constitute a personal financial interest."

Further, in accordance with Chapter 171, Texas Local Government Code (Chapter 171), no City Council member and no City officer may vote or participate in discussion of a matter involving a business entity or real property in which the City Council member or City officer has a substantial interest (as defined by Chapter 171) and action on the matter will have a special economic effect on the business entity or real property that is distinguishable from the effect on the general public. An affidavit disclosing the conflict of interest must be filled out and filed with the City Secretary before the matter is discussed.

POSTING CERTIFICATION

I, the undersigned authority do hereby certify that this Notice of Meeting was posted on the bulletin board, at the City Hall of the City of Manor, Texas, a place convenient and readily accessible to the general public at all times and said Notice was posted on the following date and time: Friday, November 15, 2024, by 5:00 PM and remained so posted continuously for at least 72 hours preceding the scheduled time of said meeting.

/s/ Lluvia T. Almaraz, TRMC
City Secretary for the City of Manor, Texas

NOTICE OF ASSISTANCE AT PUBLIC MEETINGS:

The City of Manor is committed to compliance with the Americans with Disabilities Act. Manor City Hall and the Council Chambers are wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 10 days prior to this meeting. Please contact the City Secretary at 512.215.8285 or e-mail lalmaraz@manortx.gov



People. Principles.
Purpose. Partnerships.

MANOR DOWNTOWN MASTER PLAN

NOVEMBER 2024



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ACKNOWLEDGMENTS

Mayor and City Council

Dr. Christopher Harvey, Mayor
Emily Hill, Mayor Pro Tem, Council Member, Place 1
Anne Weir, Council Member, Place 2
Maria Amezcua, Council Member, Place 3
Sonia Wallace, Council Member, Place 4
Aaron Moreno, Council Member, Place 5
Deja Hill, Council Member, Place 6

Planning and Zoning Commission

Julie Leonard, Place No. 1, Commissioner
Prince Chavis, Place No. 2, Vice-Chair
Gabrielle Orion, Place No. 3, Commissioner
Felix Paiz, Place No. 4, Chairperson
Jeff Stensland, Place No. 5, Commissioner
Cecil Meyer, Place No. 6 (ETJ Resident), Commissioner
James M. Terry, Jr., Place No. 7 (ETJ Resident), Commissioner
Gabriel Nila, Alternate No. 1, Alternate Commissioner

Staff

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Scott Dunlop, Planning Director
Scott Jones, Economic Development Director
Lluvia T. Almaraz, City Secretary
Melissa Sanchez, Administrative Assistant, Streets and Parks
Lance Zeplin, Streets/Parks Superintendent
Matthew Woodard, Public Works Director
Yalondra Valderrama Santana, Heritage & Tourism Manager

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Rob Parsons, TBG, Senior Associate
Erin Welch, BGE, Project Manager
Marissa Wyrick BGE, Project Manager
Gregory Miller, Bickerstaff Heath Delgado Acosta LLP, Partner



Introduction

In 2024, Catalyst was retained to create a comprehensive approach for Downtown Manor by combining community vision with policies, regulations, and investments that can assist with implementation through a market-based and context-sensitive approach. This Master Plan represents the vision for the historic Downtown of Manor. This plan builds upon the 2023 Comprehensive Plan and provides a validated vision and guidance on steps for implementation for Downtown Manor. The Master Plan is comprised of several key elements: Preservation, connectivity, infrastructure, natural areas, parks, open space; and economic development. These plan elements are detailed within this Downtown Master Plan. This Plan provides a framework to realize Manor's vision, which encompasses goals and objectives developed during the master planning process.

Building Upon an Authentic Downtown

Downtown Manor is rich in history and is surrounded by a community experiencing exponential growth. Manor is within Austin's Metropolitan Statistical Area (MSA) and the Austin MSA's growth outpaced the State of Texas, growing 37% from 2000 to 2010 and 46% from 2010 to 2023. The Austin MSA is expected to continue this growth with an additional 10% total growth from a population of 2.5M in 2023 to 2.7M in 2028. As a result, Manor has also experienced rapid population growth, growing from 1,858 in 2000 to 18,373 in 2023.

Manor was named for James B. Manor who settled on Gilleland Creek, just west of Downtown. Manor was founded as a significant agricultural hub exporting cotton, cottonseed, and grain to the region. Today, Manor still functions as a significant hub and is positioned to serve as hub for various regional trail connections and as a potential gateway for commuter passengers with the planned CapMetro station.

Today, Downtown Manor consists of predominantly residential uses with commercial and civic uses concentrated along Parsons Street and Lexington Avenue. The commercial and housing stock encompasses a wide range of styles and quality. Some new, incremental development and redevelopment has occurred in pockets of Downtown Manor, but there are a number of vacant lots and structures in disrepair.

This Master Plan builds off of Manor's historic character while exploring a context-sensitive approach to creating a contemporary Downtown that can accommodate Manor's current needs, address significant infrastructure challenges, and promote needed public and private investment.

This Master Plan, organized by the Character Areas, guides the implementation recommendations and policies to realize the market potential within a community vision. One-on-one discussions and meetings with the City Council, Planning & Zoning Commission, City staff, and a range of community stakeholders to establish the priorities for the Master Plan. From these discussions, three key opportunities emerged for the Master Plan:

- A connected, pedestrian-friendly street network is necessary to provide access and mobility throughout Downtown. Thus, this Master Plan establishes a comprehensive connectivity framework including pedestrian-focused linkages to new public spaces and expanded locations for parking that supports Downtown as a destination of connected places.
- Many of the buildings on Parsons and Lexington have historic architecture; but several properties are candidates for redevelopment—thus, this Master Plan provides guidance on the scale of redevelopment and its relationship to improved public spaces within Downtown.
- As discovered through the market analysis, Downtown has the potential to be a premier historic center offering regionally significant business, entertainment and diverse living options—the proposed redevelopment program establishes distinct areas for a unique and sustainable Downtown. At the same time, this plan provides recommendations for streets, trails, public spaces, parking, and drainage improvements.

This process resulted in several key implementation strategies:

- Building-scale catalytic plans within the Character Area framework were created, including a proposed Civic Core that can serve as the transition area between the historic Downtown and adjacent neighborhoods;
- Improvement of streets and the creation of gateways within a design hierarchy to accommodate future development, maintain neighborhood integrity, and establish a sense of place;

- A strategy for combining the historic Downtown with the greater Manor brand.

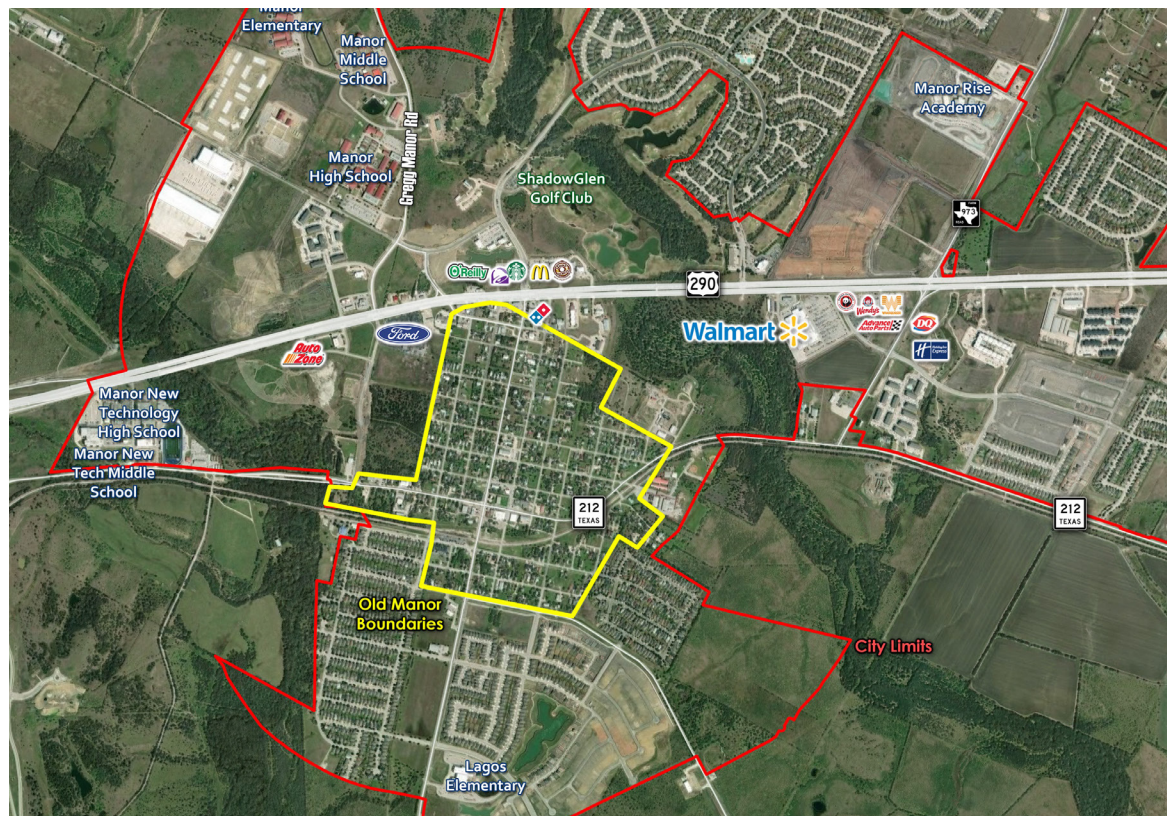
Advancing an Authentic Place

Downtown plans often advance vision, design, and policy direction for regulation. This Downtown Plan provides additional guidance for strategic public investment to encourage private investment. The following summarizes both the traditional elements and the business-focused elements to maximize economic development and create a virtuous cycle of reinvestment.

Development Opportunities

The market analysis establishes substantial demand for a range of commercial, retail, entertainment, and a variety of housing to make a complete Downtown. Manor has a strong income base with median household incomes higher than the State of Texas and similar to the Austin region. Manor's median household income is expected to grow 12% over the next five years from \$85,408 to \$95,689 and the average household income is expected to grow 16% from \$99,885 to \$115,605.

The Austin market has failed to keep up with demand for new retail space, keeping vacancy low (currently 2.8% in the Austin MSA) and contributing to rent growth. Increased consumer spending has kept demand for retail goods and services high, but increased development costs make it difficult to deliver space at competitive rents. A lack of available space has kept leasing activity constrained, however current market findings show that Downtown Manor could capture approximately 27,732 square feet of retail annually.



Texas continues to attract and grow corporate jobs with available talent from its strong population growth and a business-friendly economy. It is estimated that Downtown Manor can capture and absorb 4,860 square feet of office space annually, mostly in small office format or second floor spaces.

Population growth will increase the need for housing. Based upon the market analysis, it is estimated that Downtown Manor could capture and absorb 953 owner-occupied units annually (811 units of these being traditional detached single-family housing) and 582 renter-occupied units annually (447 units of these being traditional multifamily housing).

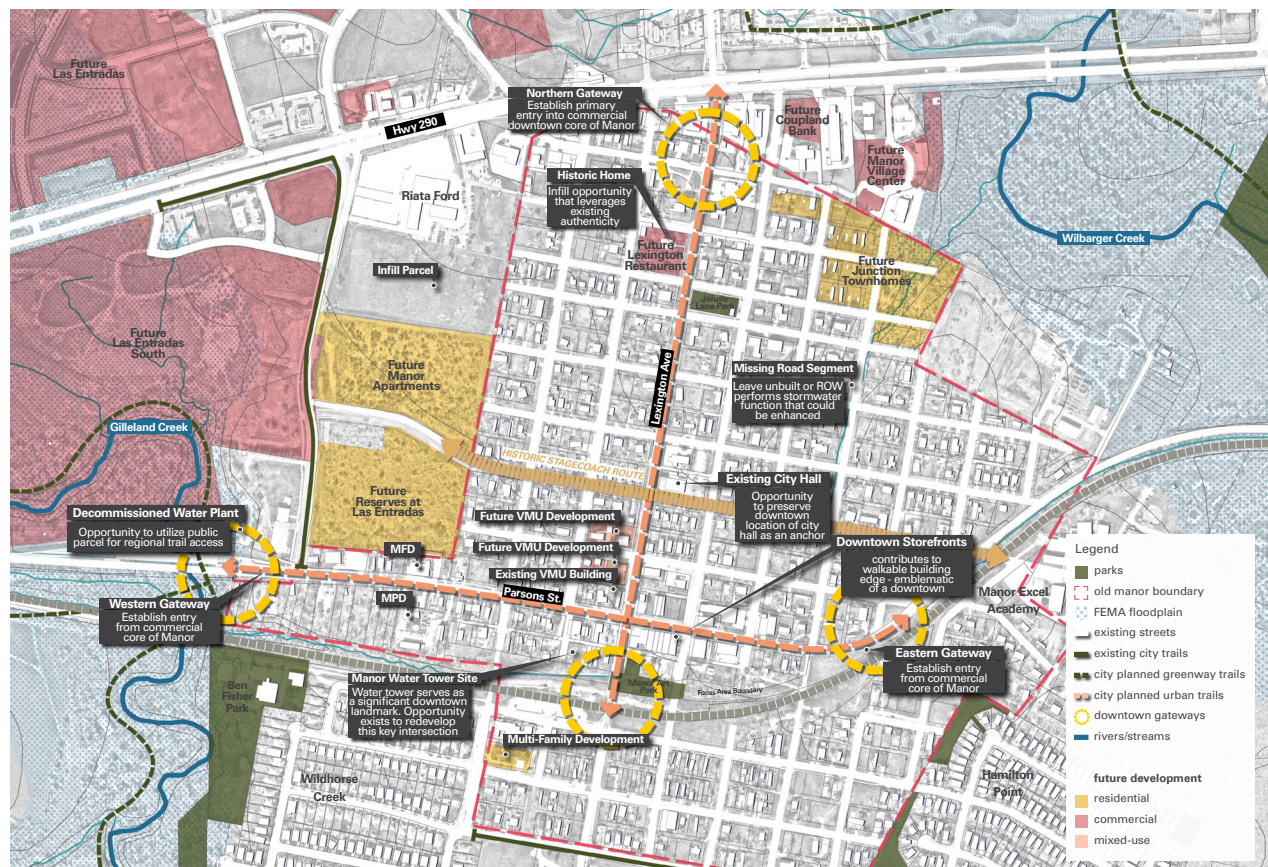
As evidenced, Manor has substantial capacity for new commercial and retail. A significant share of this spending power can be captured in Downtown. The Master Plan and its Character Area framework provides a design and programmatic context to capture that local and regional spending power. A compelling opportunity to address this leaking spending power is establishing a mixed-use Civic District between the historic core at Lexington and Parsons, which would take advantage of public investment as a catalyst to attract greater private investment.

Implementation

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

Connectivity and Open Space

Unlike suburban development, successful downtown redevelopment requires the strategic combination of multimodal transportation options with parking that serves a district rather than single uses. Also necessary is a variety of public spaces linked by the street/pedestrian network so that they provide a safe and inviting environment for people to walk and bike. This walkable context is critical to encourage a pedestrian environment context in Downtown. This updated Master Plan establishes a connected system of streets, public spaces (plazas, parks and open spaces), and parking at Lexington



and Parsons Street, to create a complete street, acting as the east-west and north/south spines. The area has several existing parks and open spaces nearby, including Art Park and Jennie Lane Park, as well as the Gilleland Creek and Wilbarger Creek corridors. These spaces are accessible via the existing and planned network of local streets, sidewalks and trails. In addition, a new Town Plaza would function as a new east/west connector and serve as a second anchor in the Downtown's overall connectivity framework. This plaza also is intended to serve as a catalyst for new Downtown restaurants, spaces for community gatherings and events. Specific improvements are also proposed in this connectivity system to create continuity between mobility and walkability, including local connections to regional trails, and improved trailheads to enable greater functionality of Downtown Manor

as a “hub.” Finally, this plan proposes stronger trail connections that would also function as “signature gateways” and improve multimodal access within the Downtown and linkages to existing regional connections. This connected system transitions adjacent neighborhoods, regional destinations, public spaces, and parking through pedestrian-friendly, multimodal streets and trail connections, resulting in a distinct and connected Downtown.

The City Council, the Planning & Zoning Commission, and staff met on multiple occasions to discuss several critical elements of the Master Plan. The following objectives were proposed to achieve this vision:

- To achieve a Western Downtown Gateway, add secondary Downtown monumentation for the trail corridor entering Ben E. Fisher Park and along Parsons St after the Gilleland Creek bridge.
- To achieve a Northern Downtown Gateway, improve the gateway with landscape improvements and monumentation features to establish a sense of arrival and branding for Downtown from the north.
- To create an Eastern and Southern Downtown Gateway, construct wayfinding features along Parsons St and Lexington St. Construct trail-hub pocket parks where trail corridors intersect with the eastern and southern gateways.

Street Infrastructure and Drainage

The ability to reinvent portions of the existing street infrastructure, utilities, and drainage systems will require an alignment of substantial redevelopment and the community’s support for investment in that infrastructure. The Master Plan relates the infrastructure improvements with the redevelopment potential at the block level and pedestrian perspective. The Downtown Master Plan enables multiple ownership interests adjacent to one another to invest and redevelop under a common infrastructure plan that can be phased in over time. The Master Plan provides urban design details of an updated infrastructure strategy, including a turnback of Lexington to enable greater infrastructure modifications of Lexington to accommodate pedestrian-oriented improvements. The TxDOT controlled roads of Lexington and Parsons emerged as a major focus, as anticipated. The infrastructure goals include:

- Maintaining a pedestrian-focused character in Downtown by advancing the turnback and reconstructing Lexington St and Parsons St to enhance

walkability, mobility, and accommodate greater downtown-oriented design elements

- Update the Master Thoroughfare Plan to create better harmony between pedestrians and vehicles. Use the existing wide ROW to provide on-street parking for existing and future businesses
- Developing strategies to utilize some of the alleyways for pedestrian ways to create new connections and serve a greater pedestrian environment such as utilizing existing unpaved ROW in Downtown for trail corridors
- Addressing regional infrastructure to accommodate greater development scale and enable individual lots to participate toward the unified vision in this updated Master Plan

Catalytic Infill

Implementation of this plan should follow the guidelines below:

- Redevelopment of City Hall in Downtown into a new civic use maintains a civic presence that is important to maintain Downtown as a central place. To do so, this plan explored several alternatives to accommodate a new city hall, library, and public spaces.
- Take advantage of vacant and underutilized parcels within Downtown to activate the vision, including the catalyst area at Parsons & Lexington.
- Promote residential infill development with some increased density in the form of “missing middle” housing. Explore policies to allow live-work and first floor retail on units fronting primary corridors such as Lexington Street.

Additional Key Thrusts

Additional strategies for the success of Downtown include:

- Organization - Create a management structure to oversee Downtown efforts including cultivating partnerships, programming, coordinating prospects, and meet the needs of existing residents and business
- Marketing and branding - Promote Downtown to a wider audience beyond Manor, positioning it as a community hub and highlight unique elements
- Incentives - Develop a policy to coordinate public-private partnerships, capital investment, and incentives for key projects
- Regulations and standards - Implement codes and policy that maintain a vibrant, first class Downtown

An integrated approach

The vision, goals, and strategies outlined in this Plan represent the culmination of a process to understand opportunities and challenges facing Downtown Manor and how this area can contribute to Manor's core values and strategic objectives. The city staff created a link between the project team, ongoing work tasks, and community goals. The project team held numerous meetings and workshops to gather general input over a period of several months, including visioning meetings, design workshops, and stakeholder sessions aimed to identify future development scenarios to test against city-wide objectives and key design principles outlined during the process. Based on the feedback received, the project team created a final development framework and drafted the Master Plan document with additional oversight from City staff and local stakeholders. The drafts were then refined through a process of meetings with Planning & Zoning and City Council for adoption.



Mobilization & Visioning

Prepare for and participate in site visits, stakeholder engagement, and internal workshops to discuss goals, objectives and strategies.

Market Assessment

Conduct a high-level analysis to explore the capacity for future development. This will be prepared in context with the City's regional market position and current market conditions.

Catalyst Area Analysis

Align market needs with preliminary program justification to inform policy, governance, and regulations framework for scenario planning.

Activation Framework

Refine scenarios, conduct user testing, create preferred plan, and provide recommendations to activate the project.

Implementation

Provide fundable and constructable recommendations to implement the plan including public-private partnerships, updated policies, updated code/regulations, financing options, and economic strategy.

Developing and Testing the Vision

Listening well, educating the public, and collaboration are all strategies to create long-term advocates for the planning areas. The Downtown Plan included an internal kickoff, design meetings to synthesize ideas, and continuous engagement to inform the planning process. The planning process included a number of workshops, stakeholder and City Council and Planning & Zoning meetings, community, and developer testing and each included an interactive series of design workshops to solicit feedback and direction.

The Planning Team met with city staff over the course of the project to discuss and review land use, placemaking, transportation, and market components of the plan prior to public distribution.

Vision

As part of the planning process, a vision statement was created. The vision for Downtown is that “Downtown Manor is the heart of the city and holds the historic assets that Manor was founded on - a safe and vibrant hub for history, culture, activity, and recreation. Downtown is a nexus of activity. A highly-desirable place to live, visit, and shop due to a diverse and inclusive collection of businesses, housing, and connections.”



To achieve the vision, the following Core Values were defined:

- Welcoming and Safe
- Authentic and Historic
- Vibrant and Active
- Diverse and Mixed-Uses
- Sustainable and Resilient
- Connected Hub



As part of the visioning process, Catalyst conducted a visioning exercise that explored core values, priorities, challenges, big moves, and economic priorities with staff and City Council.

The workshop results described Downtown as:

- Underutilized
- A place for small businesses
- Family-oriented
- City center
- Active
- Diverse
- Needs a relaunch

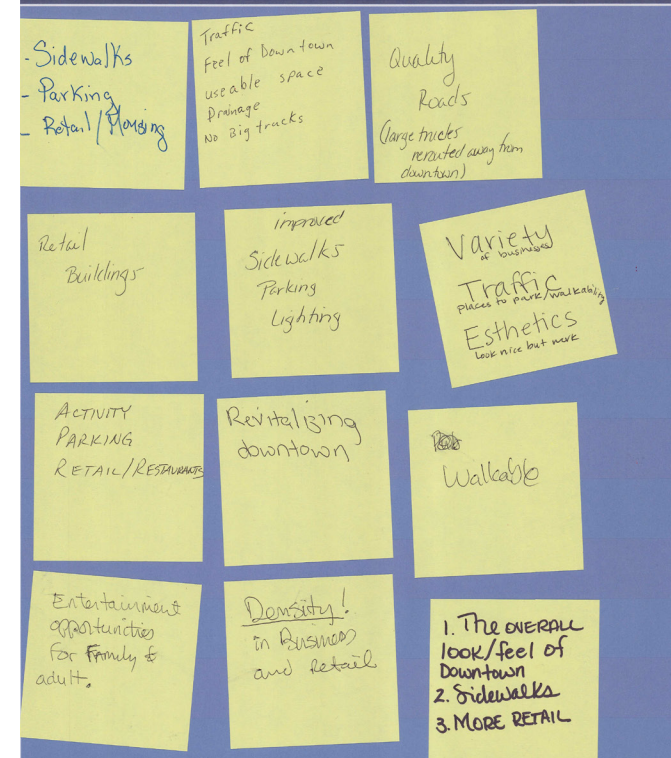
The top priorities for Downtown include:

- Sidewalks
- Parking
- Retail shopping
- Traffic management
- Aesthetics
- More activity
- More entertainment options
- Increased density of commercial
- Better roads
- More housing options
- Storm water management
- More diversity of businesses

What is one word you would use to describe the Downtown?



What are the top 3 things that need to be changed in the next 5-10 years?



Some of the biggest challenges discussed included:

- Existing context and lack of vision
- Public private partnerships
- No process to protect historical structures
- Lack of parking
- Lack of pride and ownership

The top moves to improve Downtown include:

- Increasing walkability
- Improving mobility and traffic management
- A central plaza or town square
- Increase attractive businesses that can generate revenues
- Create funding mechanisms to attract public and private investments
- Create a family-friendly Downtown

The top economic priorities include:

- Infill development
- Revitalization
- Create vibrancy
- Create a vision
- Create design standards
- Create a policy for incentives
- Create funding mechanisms
- Landbank strategic properties
- Maintain existing businesses and increase new businesses
- Protect the character of Downtown by improving existing historical structures

1. TOPIC #1

What challenges does Downtown face that could impede or impact economic opportunity?

Inability to see downtown in a different light. Old perspectives

Opportunities
P3

1. Downtown is not defined
2. No historical designation
3. No parking
4. Lack of space (comp plan)
5. Existing businesses have no ownership of the area
6. Not an official Downtown
7. No official zone (DCA)

2. TOPIC #2

What big moves do you think would help improve economic development in Downtown?

Walkability
Clear traffic flow
family friendly
revenue producing

We need a Town Square

Bring in businesses that families can enjoy - but also generate revenue

Funding on projects

2 OUTCOMES

3. TOPIC #3

What do you feel are the top 3 economic priorities for Downtown (i.e. fostering small business, attracting more retail, redevelopment of existing structures)?

- Infill development
- Revitalization of downtown

Vibrant Plan that people can visualize happening

#1
- Uniform design standards
- Incentive Policy

Pathway towards funding and land accrual

Getting new businesses to Manor & keep our current local business with us so we grow
Create a flow design downtown that both be driven & walked
Preserve our old structures



Lack of sidewalks. Lack of building maintenance. Overhead utilities.



Lack of sidewalks. Lack of building maintenance.



Truck traffic. Lack of parking. Vacant lots. Unsafe pedestrian crossing.



Overhead electric. Limited park maintenance. Vacant structures.

Catalyst participated in Manorpalooza with approximately 4,100 attendees to solicit input on the Downtown Master Plan. The following is a summary of issues identified through this input.

Biggest issues affecting Downtown are:

- Condition of the buildings
- Truck traffic
- Aesthetics
- Empty buildings
- Road design
- Lack of shopping and tourist attractions
- Conditions of paths and sidewalks.
- Lack of quality retail, restaurants, and entertainment
- Lack of historical character
- Available spaces for businesses

The missing items in Downtown include:

- Walkable sidewalks
- New streetscapes and landscaping
- Quality housing
- Mixed-use developments that give people reason to actually visit
- More businesses - family friendly and “third space” type. Brewery, coffee shop, cafes.
- Community center, dog park, splash pad, coffee shop
- More amenities and local businesses to attract people to go there.
- A nice green space or park would do a lot
- More shopping facilities, variety of restaurants
- Updated utilities, smart-city features, cultural center/ art installs
- Modernization
- Lack of experiential retail



Population

The State of Texas has experienced consistent population growth for the last two and a half decades, crossing the 20 million resident mark around 2000 and 30 million in 2022. Texas is home to many of the fastest growing counties in the nation as home to six of the top ten fastest growing counties by percent and eight of the top ten fastest growing counties by total numeric change. As a whole, an attractive business environment and relatively lower cost of living than many coastal states make it an ideal location for corporate (re)location.

The Austin Metropolitan Statistical Area (MSA) grew at an even quicker pace than the State, growing 37% from 2000 to 2010 and 46% from 2010 to 2023. In 2024, the Austin MSA's 12-year streak as the fastest growing MSA was broken, outpaced by Jacksonville, Florida. The Austin MSA still held the second spot and continues to grow at a rapid pace. The Austin MSA is expected to continue this growth with an additional 10% total growth from a population of 2.5M in 2023 to 2.7M in 2028.

The City of Manor has experienced rapid population growth since 2000. The population in year 2000 was 1,858 and grew 2.75 times to 5,123 by 2010. Manor continued this rapid trajectory reaching 21,327 by July of 2024 by city estimates and is expected to continue to grow to 24,479 by 2028. Much of this rapid growth

	Manor	Austin MSA	Texas
2000 Population	1,858	1,249,739	20,851,820
2000-10 Growth	176%	37%	21%
2010 Population	5,123	1,716,289	25,145,561
2010-20 Growth	166%	33%	16%
2020 Population	13,652	2,283,371	29,145,505
2020-23 Growth	35%	9%	5%
2023 Population*	21,327	2,499,236	30,506,523
2023-28 Growth	33%	10%	5%
2028 Population	24,479	2,739,628	32,021,944

Source: Esri, City of Manor
*April 2024 population estimates for Manor were provided by the City

is due to population growth in the Austin-Round Rock-Georgetown MSA moving outwards towards cities like Manor where land was available for new housing growth. Areas of Manor's ETJ are expected to grow up to 2.8 times their current population over the next five years.

Income

Income is an additional factor in attracting new development or reinvestment in the Downtown. Income is an element of calculating the purchasing power of a region and its ability to support new development. Manor has a strong income base with median household incomes higher than the State of Texas and in line with Austin MSA incomes. Manor's median household income is expected to grow 12% over the next five years to \$95,689, and the average household income is expected to grow 16% to \$115,605. Some areas of Manor's ETJ are expected to grow median household incomes 20-30% over the next five years.

	Manor	Austin MSA	Texas
Median HH Income	\$85,408	\$89,695	\$69,529
Average HH Income	\$99,885	\$126,053	\$102,636
Per Capita Income	\$30,989	\$48,981	\$37,264
Disposable Income	\$71,380	\$75,857	\$58,527

Source: Esri

Education

The Manor population is similarly educated compared to the State of Texas and less educated than the Austin Metropolitan Statistical Area (MSA). A well-educated population generally translates to higher income earners and discretionary spending. With changes in education level also come cultural changes and changes to the choices and preferences in retail merchandising.

	Manor	Austin MSA	Texas
High School Graduate	81.6%	92.4%	86.8%
Bachelor's Degree	30.1%	50.7%	34.9%
Graduate/Professional Degree	9.1%	18.0%	12.1%

Source: Esri

Race and Ethnicity

The population in Manor has become increasingly diverse since 2010, with White and Black populations both decreasing in proportion of the population. Changes in the population might require diversification of offerings to better meet the needs and tastes of a more diverse or changing population.

	Manor	Austin MSA	Texas
White	31.5%	55.8%	49.0%
Black/African American	21.1%	7.2%	12.5%
American Indian/Alaska Native	1.5%	1.0%	1.0%
Asian	3.5%	7.5%	5.8%
Pacific Islander	0.1%	0.1%	0.1%
Other/Two or More	42.3%	28.5%	31.7%
Hispanic (of any race)	54.1%	33.1%	39.7%

Source: Esri

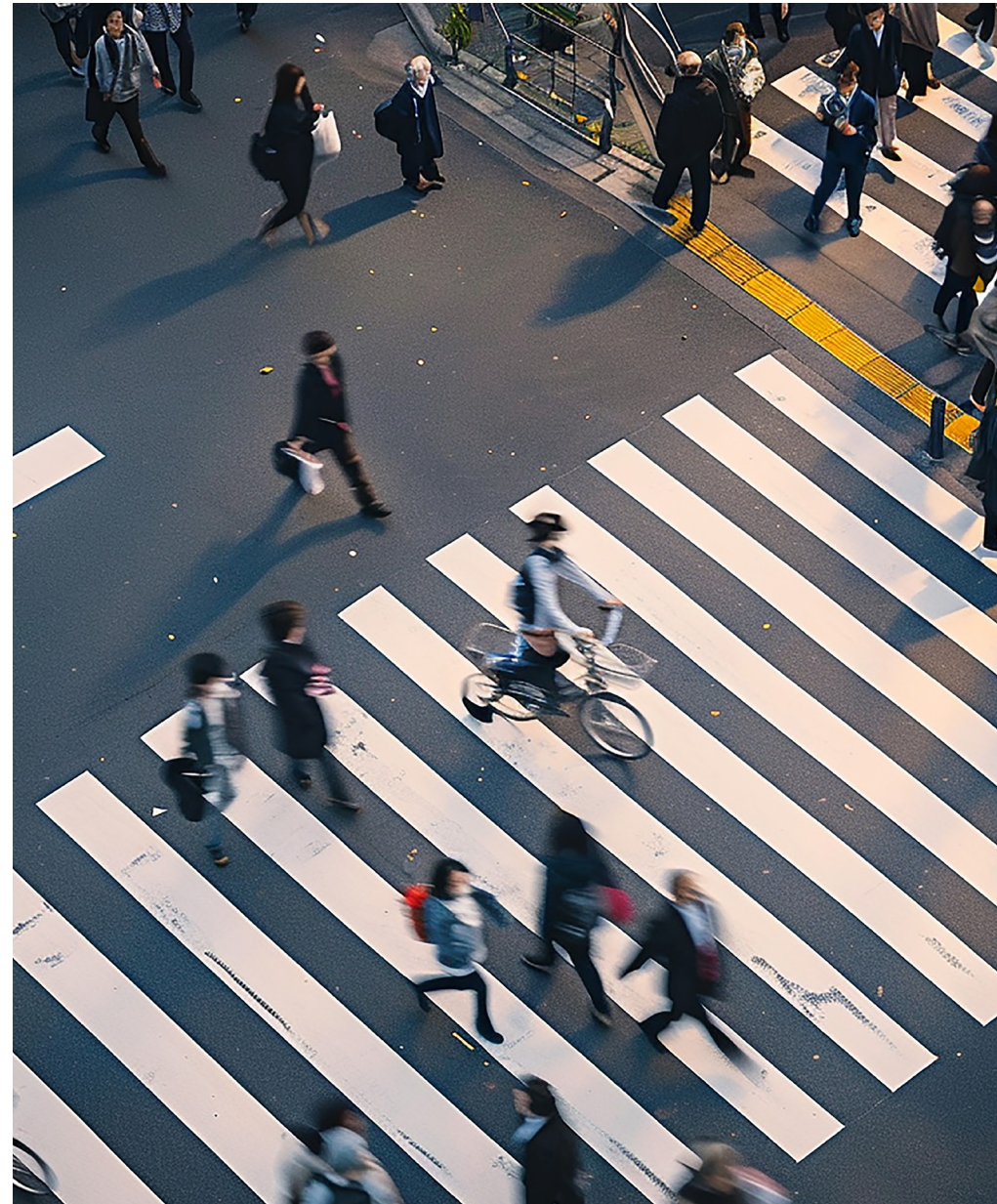
Psychographic Profile of Manor

Psychographics are developed through quantitative and qualitative methodology to further understand the nuances of consumers' psychological attributes. Psychographics study personality, values, opinions, attitudes, interests, and lifestyles in concert with traditional demographic factors. This includes a wide range of topics — from health, to politics, to technology adoption. Each consumer's unique attitudes influence his or her lifestyle choices. And their lifestyles impact their purchasing decisions on housing, clothing, food, entertainment, and more.

Psychographics are critical in understanding a population's attitudes and interests rather than being limited by "objective" demographics. Although demographics can tell us about a household's size and average income, psychographics can help to paint a picture of why that family may purchase a particular item or have preferences related to technology.

The segmentation profile is based on the Esri Tapestry lifestyle segmentation. A psychographic segment is assigned to each household, based on the dominant lifestyle segment. Once aggregated, a descriptive snapshot of the customer base can be derived. Tapestry classifies residential neighborhoods across the US into 67 unique segments based on demographic and socioeconomic characteristics. The most prevalent segments within the city limits are summarized as follows with detailed descriptions from Esri.

Note: The "Index" represents the ratio of the segment rate to the US rate multiplied by 100.



UP AND COMING FAMILIES

US Households:
2,901,200

67.4%
of Manor Households

Median Age:
31.4

Average
Household Size:
3.12

Median Household Income:
\$72,000

Who are we?

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

Our Neighborhood

- New suburban periphery: new families in new housing subdivisions.
- Building began in the housing boom of the 2000s and continues in this fast-growing market.
- Single-family homes with a median value of \$194,400 and a lower vacancy rate.
- The price of affordable housing: longer commute times (Index 217).

Socioeconomic Traits

- Education: 67% have some college education or degree(s).
- Hardworking labor force with a participation rate of 71% (Index 114).
- Most households (61%) have two or more workers.
- Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by others' opinions.
- Seek the latest and best in technology.
- Young families still feathering the nest and establishing their style.

Market Profile

- Rely on the internet for entertainment, information, shopping, and banking.
- Prefer imported SUVs or compact cars, late models.
- Carry debt from credit card balances to student loans and mortgages but also maintain retirement plans and make charitable contributions.
- Busy with work and family; use home and landscaping services to save time.
- Find leisure in family activities, movies at home, trips to theme parks or the zoo, and sports, from golfing and weight lifting to taking a jog or run.
- Live in single family housing with a median value of \$194,400.

URBAN EDGE FAMILIES

US Households:
1,824,900

30.0%
of Manor Households

Median Age:
32.5

Average
Household Size:
3.19

Median Household Income:
\$50,900

Who are we?

Located throughout the South and West, most Urban Edge Families residents own their own homes, primarily single-family housing—out of the city, where housing is more affordable. Median household income is slightly below average (Index 91). The majority of households include younger married-couple families with children and, frequently, grandparents. Many residents are foreign born. Spending is focused more on the members of the household than the home. Entertainment includes multiple televisions, movie rentals, and video games at home or visits to theme parks and zoos. This market is connected and adept at accessing what they want from the internet.

Our Neighborhood

- Urban Edge Families residents are family-centric. Most are married couples with children of all ages or single parents; multigenerational homes are common (Index 201).
- Average household size is higher at 3.19 (Index 123).
- Residents tend to live farther out from urban centers—more affordable single family homes and more elbow room.
- Tenure is slightly above average with 64% owner occupancy; primarily single family homes with more mortgages (Index 114) and slightly higher monthly costs (Index 115).
- Three quarters of all housing were built 1970 or later.
- Many neighborhoods are located in the urban periphery of the largest metropolitan areas across the South and West.
- Most households have one or two vehicles available and a longer commute to work.

Socioeconomic Traits

- Nearly 17% have earned a college degree, and 63% hold a high school diploma only or have spent some time at a college or university.
- Labor force participation is higher at 66%.
- Most Urban Edge Families residents derive income from wages or salaries.
- They tend to spend money carefully and focus more on necessities.
- They are captivated by new technology, particularly feature-rich smartphones.
- Connected: They use the internet primarily for socializing but also for convenience, like paying bills online.

Market Profile

- When dining out, these residents favor fast-food dining places such as Taco Bell or Little Caesar's, as well as family-friendly restaurants like Olive Garden, Denny's, or IHOP.
- Cell phones are preferred over landlines. Favorite channels include Animal Planet, MTV, Freeform, Bravo, and Nick Jr., as well as programming on Spanish TV.
- Residents listen to urban or Hispanic radio.
- During the summer, family outings to theme parks are especially popular.
- Live in single family housing with a median value of \$145,900.

GREEN ACRES

US Households: 3,923,400	2.3% of Manor Households	Median Age: 43.9	Average Household Size: 2.7	Median Household Income: \$76,800
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Who are we?

The Green Acres lifestyle features country living and self-reliance. Avid do-it-yourselfers, they maintain and remodel their homes with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf.

Our Neighborhood

- This large segment is concentrated in rural enclaves in metropolitan areas.
- Primarily (not exclusively) older homes with acreage; new housing growth in the past 15 years.
- Single-family, owner-occupied housing, with a median value of \$235,500.
- An older market, primarily married couples, most with no children.

Socioeconomic Traits

- Education: More than 60% are college educated.
- Labor force participation rate is high at 66.8% (Index 107).
- Income is derived not only from wages and salaries but also from selfemployment (more than 13% of households), investments (27% of households),and increasingly, from retirement.
- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the internet is not viewed as entertainment.
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.

Market Profile

- Purchasing choices reflect Green Acres residents' country life, including a variety of vehicles, from trucks and SUVs to ATVs and motorcycles, preferably late model.
- Homeowners favor DIY home improvement projects and gardening.
- Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden.
- Green Acres residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- Residents are active in their communities and a variety of social organizations,from charitable to veterans' clubs.
- Live in single family housing with a median value of \$235,500.

Retail Demand

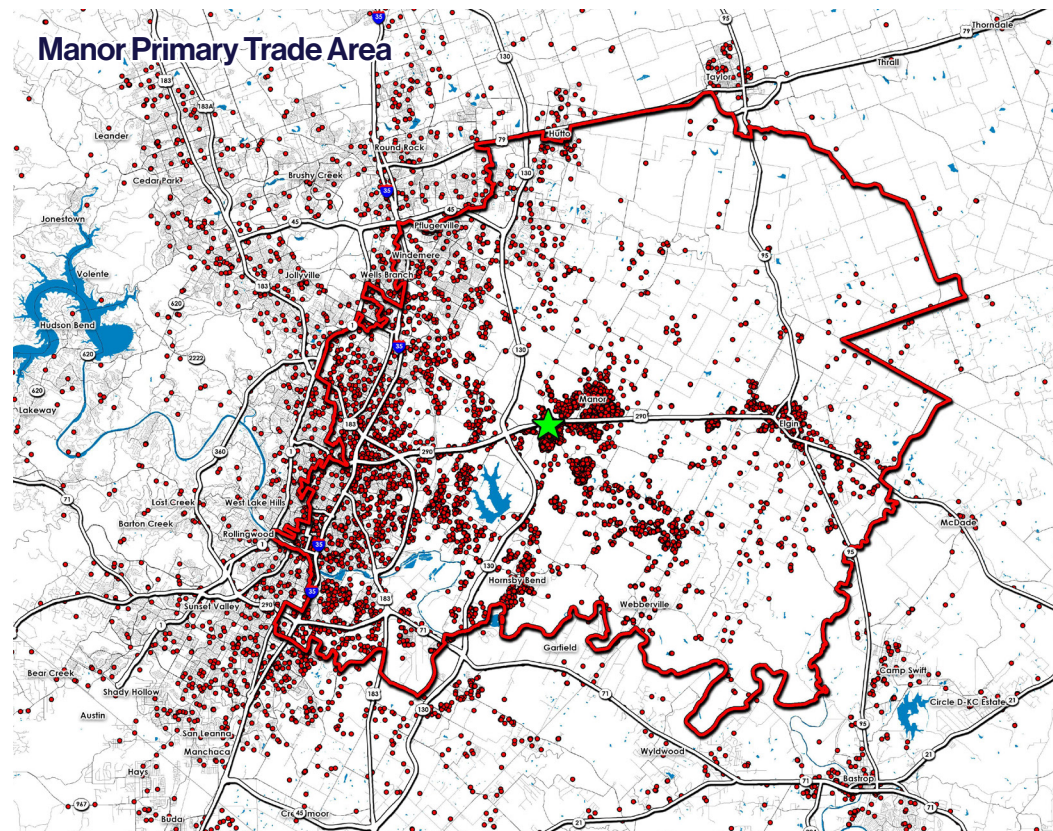
Retail markets across the United States have failed to keep up with the demand for new space, which keeps retail vacancies low and fuels rent growth. Retail space in Manor has a low vacancy rate of 1.3%, indicating there may be some amount of existing retail demand that is not being satisfied or absorbed in Manor due to a lack of available retail inventory. Retail rents in Manor have grown over 40% over the last ten years from \$20.00 PSF in 2014 to \$28.49 today. Increased consumer spending has kept demand for retail goods and services high nationally, but a lack of available space has kept leasing activity constrained in many markets, including Manor.

To understand the reach of Downtown Manor, an analysis was performed on customers visiting Downtown to understand where they are coming from. The closest 65% of these customer samples were used to delineate a Primary Trade Area (PTA) for Downtown. As seen in the map to the right, the Downtown Primary Trade Area has a large reach, much larger than traditional suburban retail, and reaches Downtown Austin in the west and past Elgin in the east. This PTA reaches a customer base of 671,817 residents that have a median household income of \$79,412 and an average household income of \$107,961.

Manor is expected to grow by over 33% in the next five years, and consumer spending is expected to grow with the population. Total growth of the consumer spend within Manor is expected to be \$76.2M. Total growth of the consumer spend within the Downtown Manor PTA is estimated to be \$1.9B over the next five years, which would require an additional 6.3M square feet of retail above what currently exists to satisfy that consumer demand.

It is estimated that Downtown Manor can capture an annual demand of 27,732 square feet over the next five years.

- 20,310 square feet are from population growth and an increase in consumer spending
- 7,422 square feet of demand is from turnover and aging of existing retail space



Retail Demand

Retail demand from population growth	20,310 SF
Retail demand from market turnover	7,422 SF
Total	27,732 SF

Source: Catalyst Commercial, Esri, CoStar

Office Demand

Economic uncertainty and a changing workforce model over the last few years has changed the dynamics of the office market. Net absorption of office space across the United States has been negative since the beginning of 2020. Across the nation, companies are becoming ever more efficient with their office space and the average lease size has dropped 17% when compared to leasing activity in 2017-2019. Since 2020, many companies have delayed or canceled renewals and/or expansion. During this time there has been a flight of office users to quality, as companies attempt to provide additional amenities to retain and attract employees.

The Austin office market is currently made up of 135M square feet of office space, with a vacancy of 17.0% and market asking rents of \$43.75 per square foot.

Texas has long seen net positive job growth and been a top importer of jobs from across the nation for over a decade. Recently released data from the Federal Reserve Bank of Dallas shows that over the period from 2010 to 2019, only Florida outranked Texas for net gains of businesses and Texas was number one in net gains of jobs over the same period.

A number of factors make Texas ideal for businesses looking to relocate in search of environments more conducive to their organizations' goals:

- Educated population and access to talent
- Population growth
- Economic growth
- Business-friendly regulations
- Business-targeted incentive programs
- Lower cost of living than coastal metros
- Central location for logistics and travel
- Lower taxes

To understand the capacity of the office market, an analysis was performed to understand Downtown Manor's ability to capture future office demand within the region. Factors analyzed included:

- Current office inventory
- Population growth
- Economic growth
- Office vacancy

Due to parcels in Downtown Manor generally being smaller, it isn't a fit for a large corporate (re)location but rather a better fit for small office, live-work units, or executive suites.

It is estimated that Downtown Manor could capture and absorb approximately 4,860 square feet of new office space annually. A large majority of this demand comes from small-format office as a function of population and economic growth of the region. It is estimated that 2% of retail space becomes obsolete annually (a conservatively assumed 50-year lifecycle for new space) and Downtown Manor could capture 2% of the new demand created by turnover, resulting in an additional annual demand of 551 square feet.

Annual Office Demand

Office demand from market growth	4,309 SF
Office demand from market turnover	551 SF
Total	4,860 SF

Source: Catalyst Commercial, Esri, CoStar

Housing Demand

To understand the capacity of the owner- and renter-occupied residential market, a regional analysis was performed to understand the following factors within Manor and the surrounding region:

- Historical population growth
- Projected population growth
- Historical building permits
- Projected deliveries of multifamily units
- Projected demographic changes

From the understanding of the region underwritten by this analysis, projected owner- and renter-occupied demand was calculated to determine the number of units the market could absorb without becoming oversupplied. From this regional demand, a capture rate was applied to estimate the amount of the regional demand that Downtown Manor could capture and absorb.

It is estimated that Downtown Manor could capture 811 units annually of traditional single family detached as well as an additional 142 units annually of owner-occupied housing in other formats such as townhomes or condos.

It is estimated that Downtown Manor could capture 447 units annually of traditional multifamily as well as an additional 135 units of renter-occupied housing in other formats such as duplex, triplex, fourplex, or single-family build-to-rent.

These demand numbers do not represent what Manor must absorb but the demand that could be absorbed by Manor without oversupplying the market if all product types and price points were targeted. Other factors such as spacing, adjacency, and land availability will also play into which types of housing can be built in Downtown Manor.

Owner-Occupied Housing Demand

Single-Family Detached Demand	811 units
Homes < \$200k	96 units
Homes \$200k - \$250k	106 units
Homes \$250k - \$350k	272 units
Homes \$350k - \$450k	208 units
Homes \$450k+	129 units

Alternative Owner-Occupied Product Demand	142 units
Homes < \$200k	21 units
Homes \$200k - \$250k	19 units
Homes \$250k - \$350k	46 units
Homes \$350k - \$450k	34 units
Homes \$450k+	21 units

Total Annual Owner-Occupied Demand 953 units

Renter-Occupied Housing Demand

Multifamily Demand	447 units
Rental Rate <\$1,000	63 units
Rental Rate \$1,000 - \$1,500	40 units
Rental Rate \$1,500 - \$2,000	79 units
Rental Rate \$2,000+	265 units

Alternative Renter-Occupied Product Demand	135 units
Rental Rate <\$1,000	18 units
Rental Rate \$1,000 - \$1,500	11 units
Rental Rate \$1,500 - \$2,000	24 units
Rental Rate \$2,000+	82 units

Total Annual Renter-Occupied Demand 582 units

Source: Catalyst Commercial, US Census Bureau, Esri

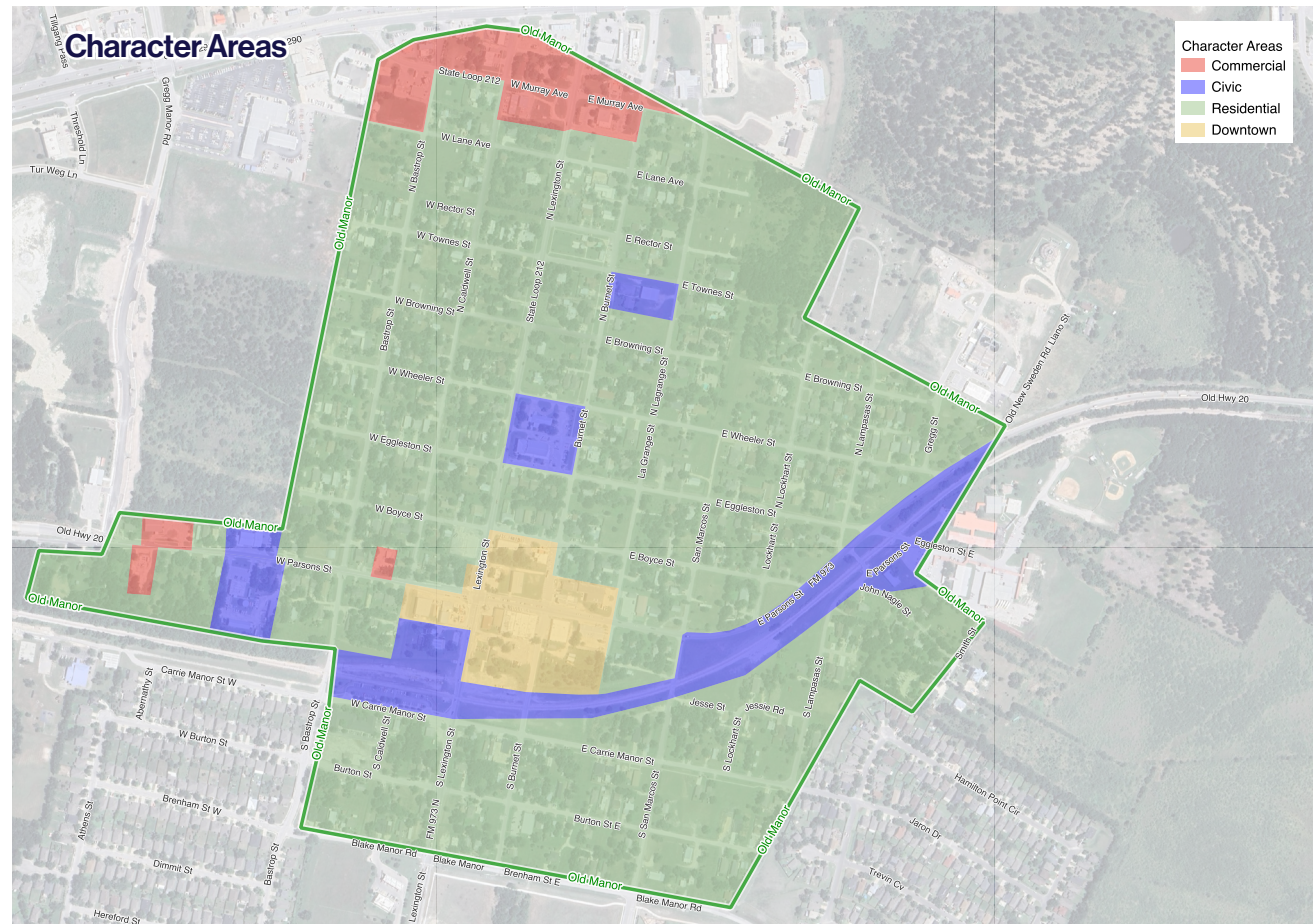
Program Justification

The table below is a summary of the market demand discussed in the document. This demand is shown in annual, 5-year, 10-year, and 20-year increments.

Program Justification						
	Annual Demand	Targeted Uses and Justification	Annual Demand	5 Year Demand	10 Year Demand	20 Year Demand
Retail	27,732 SF	<ul style="list-style-type: none"> • Infill • Destination restaurants and retail: void in the market for destination uses, target local or regional restaurants • Entertainment (also includes "eatertainment") 	27,732 SF	138,660 SF	277,320 SF	554,640 SF
Office	4,860 SF	<ul style="list-style-type: none"> • Small office • Executive suites • Live-work space • Favorable local and state climate for corporate expansion and relocation • "Flight-to-quality" office space 	4,860 SF	24,300 SF	48,600 SF	97,200 SF
Residential	<ul style="list-style-type: none"> • Owner-Occupied: 953 units • Renter-Occupied: 582 units 	<ul style="list-style-type: none"> • Multifamily: \$2.00 PSF rents or higher (59% of renter-occupied demand) • Townhomes • Adjacency to Austin and job centers 	1,535 units	7,675 units	15,350 units	30,700 units

Source: Catalyst Commercial

Downtown Manor largely consists of residential uses bookended by commercial uses in the north along US Hwy 290 and Downtown-oriented commercial in the south around the intersection of Parsons St and Lexington St. Some civic uses exist with the police and fire facilities on the west edge of Downtown along Parsons St, the Manor City Cemetery to the northeast, and the Manor City Hall in the center at the intersection of Eggleston St and Lexington St.



Redevelopment Opportunity

To understand the issues and opportunities within Downtown Manor, a driving tour was conducted along each roadway within Downtown. Parcels were then categorized by their likelihood to be redeveloped over the next 10-15 years.



Roadways

Based on coordination with TxDOT, the widening project for FM 973 from two travel lanes to six travel lanes between US Hwy 290 and SH 130 has been environmentally cleared, and right-of-way purchasing can begin. However, there are no funds available for construction at this time. Improvements to South Loop (SL) 212 between US Hwy 290 and Wilbarger Creek will consist of a right-of-way overlay (repaving) that is scheduled for completion by the end of 2024. Improvements to US Hwy 290 between Gregg Manor and FM 973 will consist of a right-of-way overlay (repaving) slated for construction January 2027; as of April 2024, this has not yet been designed. SL 212 and FM 973 from US Hwy 290 to the future connections with Blake Manor currently have no widening plans, but there are plans to repave those street sections sometime in 2024.

Based on coordination with the City of Manor's Public Works Department on existing improvement plans, Gregg Manor from US Hwy 290 south to Parsons Street has been newly improved earlier in 2024. Additionally, Blake Manor from Lexington to the future connection at FM 973 will consist of widening this section to 3 travel lanes, though there are no known current plans for this improvement. Additional coordination with Manor staff and TxDOT will impact the timing of these future improvements.

Regarding the TxDOT Turnback, this is a program that can be utilized to allow Manor to make improvements to existing TxDOT roadways, such as FM 973 and portions of Parsons Street (SL 212 / FM 973 / Old TX 20). Funding for the improvements proposed for roadways, such as trail connections and gateways, is not available from TxDOT, and therefore Manor could create a fund (through the city's CIP or bond funding) to make these improvements without TxDOT.

Trails

Manor's Hike & Bike Trails Master Plan reflects a mobility hub at the intersection of Parsons and Lexington Street. Crossing through that mobility hub is a major multiuse urban trail planned along Parsons Street east-to-west starting at a proposed major multiuse path at the future extension of Gregg Manor Road then continuing through Downtown Manor and along Old TX 20 as a major multiuse path. Another major multiuse urban trail planned along Lexington

north-to-south starting at a proposed major multiuse path along US Hwy 290 continuing through Downtown and connecting to both a major multiuse path along Brenham Street/Blake Manor Road and a minor multiuse path along FM 973 heading south. The Downtown Manor project proposes to generally align on- and off-street trail connections with these proposed multiuse path locations, while also providing additional trail nodes throughout the heart of Downtown. The project proposes gateways and trailheads at specific locations at the edge of and within Downtown to create a sense of place and arrival to the area. A trailhead at Ben E Fisher Park was recently opened that connects the park and Manor to the regional trail system.

Transit

The Destination Manor 2050 Comprehensive Plan reflects a potential station for the Green Line, a commuter rail line, to connect Manor to Downtown Austin as part of Project Connect, potentially as soon as 2036. With this potential future station in Manor, residents could have more opportunities for reliable and affordable transportation, connections to employers and activity centers, and an improved quality of life for pedestrian- and bike-friendly development along the transit corridor. The Comprehensive Plan describes a desire to develop Downtown Manor with mixed-use and transit-oriented development to take advantage of future transportation nodes associated with the potential future Green Line and other transit improvements. Additionally, the Comprehensive Plan specifies the need for a complete street policy to accommodate multimodal transportation for pedestrians, cyclists, and vehicles. This would be beneficial not only to Downtown, but the city in general. Though the timeline for rail is long, it is advantageous for the city to maintain the option for transit-oriented development at and near the potential station.

Manor is currently analyzing the viability of a pilot program for a rideshare system to provide an interim transportation option for residents and visitors that can address residents' mobility needs and develop an effective local and regional transit system.

Utilities

Manor has existing utility infrastructure within the study area for the Downtown

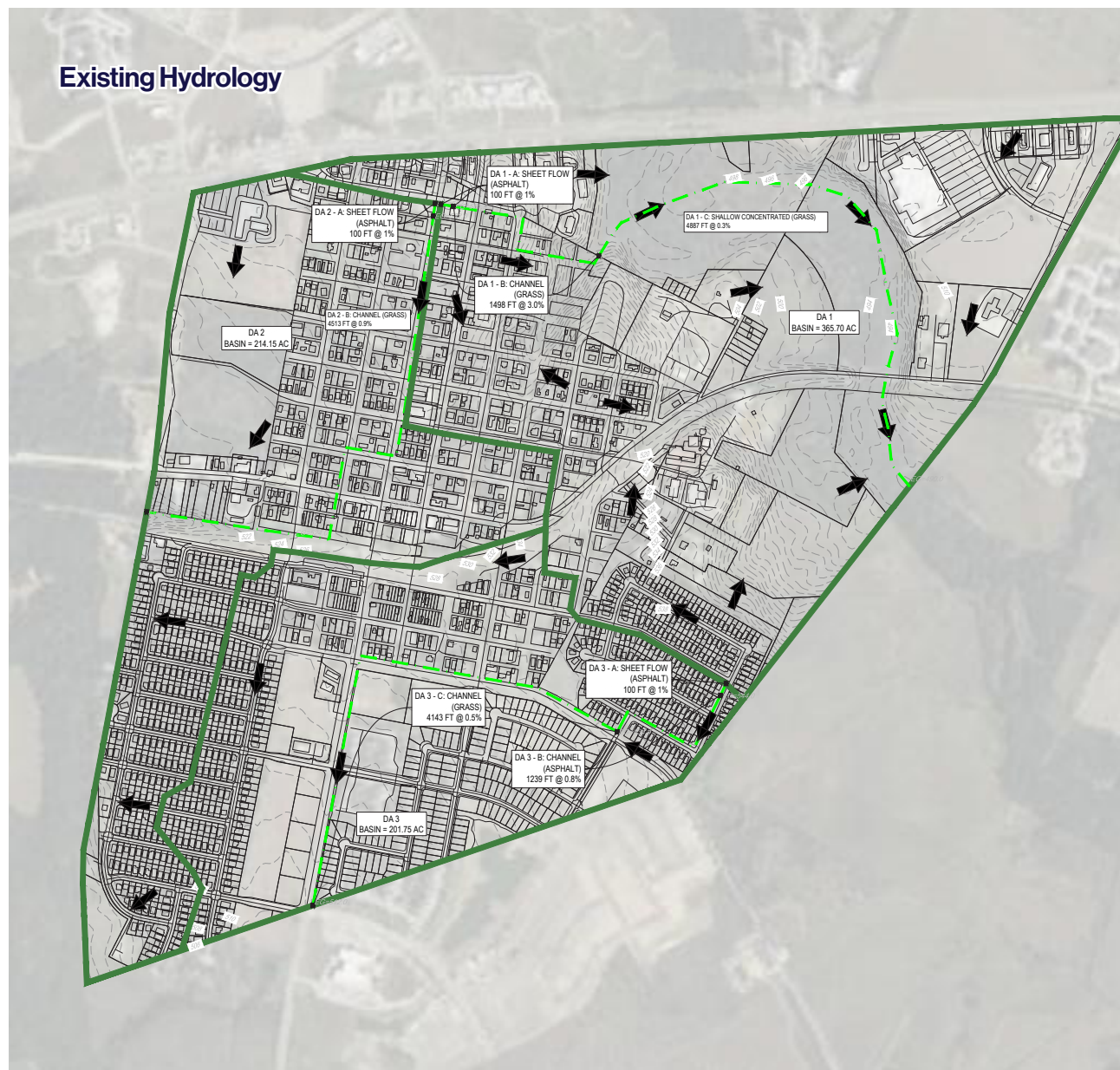
Manor improvements project, including water, wastewater, and electric lines, sufficient to serve existing development.

Water

Manor's current water system includes 6" waterlines generally throughout the study area, with a 12" transmission line along the western boundary of Downtown, an elevated storage tank west of Downtown, and a water treatment plant on the south side of Parsons Street on the west side of Downtown. The Water Capital Improvement Plan (CIP) reflects future water system improvements within the study area, including water main improvements on the eastern edge of the study area at Parsons Street (where it becomes Old TX 20), south of the study area along Lexington Street and Blake Manor Road, and north of the study area along FM 973.

Wastewater

Manor's current wastewater system includes Lift Station #1 west of the study area, Lift Station #11 southwest of the study area, 6" and 8" gravity mains throughout the study area, and a 12" gravity main along Parsons Street. The Wastewater Capital Improvement Plan (CIP) reflects future wastewater system improvements within the study area, including a 12" gravity main (S-32) "to correct current capacity issues and serve additional growth."

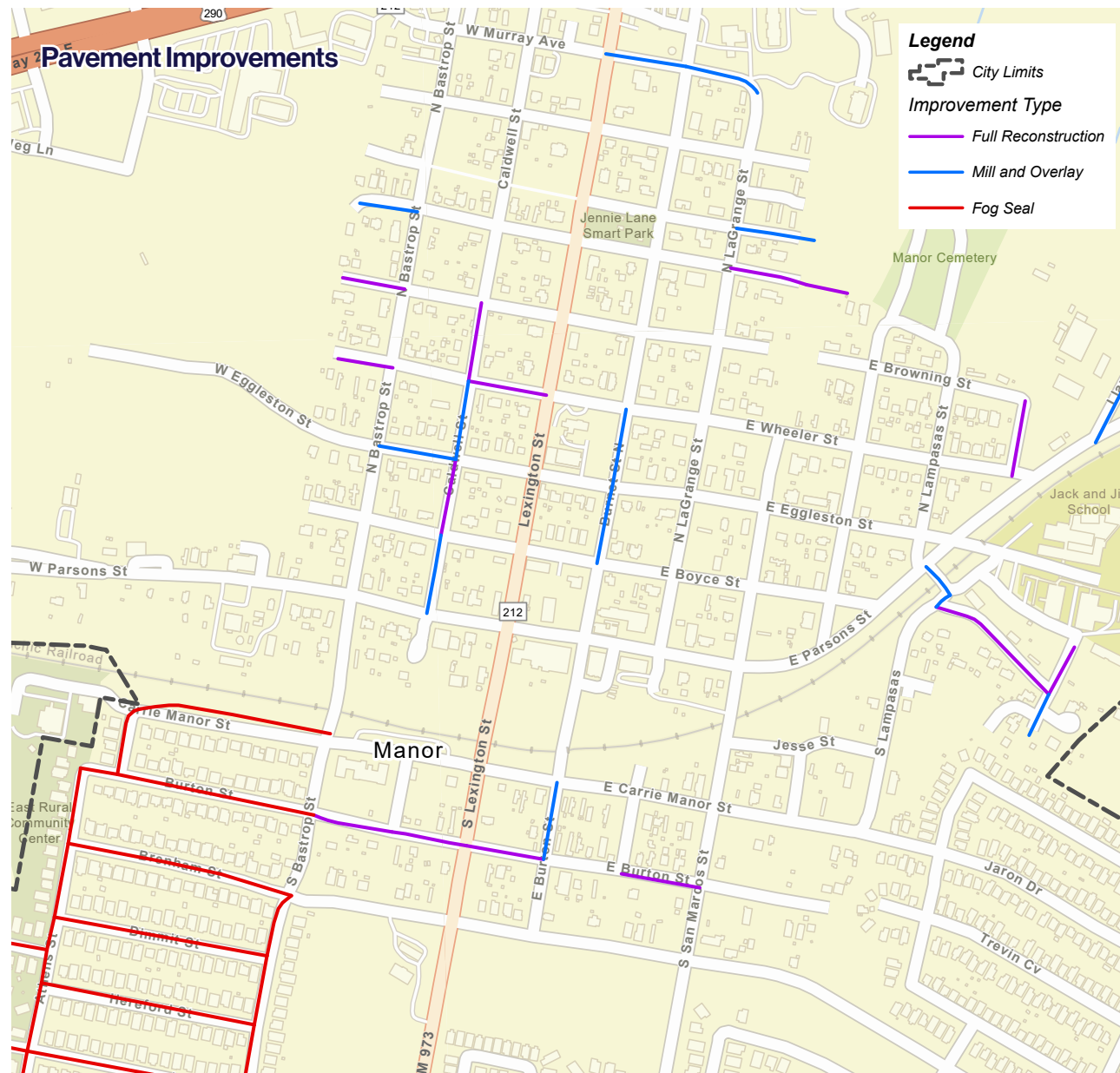


Topography and Drainage

Three major drainage areas were determined based on the existing design of the city. The exhibit provided shows the three overall drainage areas along with each area's approximate flow paths. Drainage Area 1, which diagonally bisects the heart of Downtown and encompasses the northeast portion of the city, is approximately 365 acres and stormwater from this area ultimately conveys to Wilbarger Creek. The southern and western portions of the city are divided in two. The westernmost 215 acres makes up Drainage Area 2 and the southernmost 200 acres makes up Drainage Area 3. Stormwater from Drainage Areas 2 and 3 both flow in a southwesterly direction, ultimately conveying to Gilleland Creek. Preliminary regional detention pond volumes were estimated and a table within the exhibit (provided under separate cover) provides approximate storage volume requirements for 65% and 85% impervious cover.

Floodplain

Portions of the site will be within the boundaries of the 100-year floodplain as per FEMA Flood Insurance Rate Map community panel numbers 48453C0480J and 48453C0485J. West of the city is the existing floodway and 100-year floodplain centered around Gilleland Creek. While little development is expected here, upstream improvements will be required as Drainage Areas 2 and 3 are draining towards it. Development on the eastern side of the city, as represented by Drainage Area 3, is also constrained by the existence of another 100-year floodplain.



A critical element of vibrant downtowns is the presence of diverse and integrated land uses such as neighborhood retail, office, and a wide range of housing types. Manor's existing platted alleys and small block sizes are ideal for incremental infill development of single and multifamily housing stock, along with appropriately scaled neighborhood retail. An effective strategy to address barriers to these patterns of development is through the utilization of a form-based code. This plan recommends the creation and adoption of a well-calibrated zoning tool, like a form-based code, for Manor's historic Downtown as an overlay district. The existing zoning for the Downtown area is comprised of mostly single-family suburban (SF-1), which limits the infill development consistent with the comprehensive plan's vision. Adoption of a form-based code would allow by-right development of a diversity of housing types and neighborhood-scale retail; both of which contribute to an increased vitality in Downtown Manor. Until a form-based code is formed and adopted, the following code recommendations are proposed under the existing zoning as a stop-gap solution.

Urban Core Development and Urban Form

Building setbacks:

Per Sec. 14.02.020 - Non-residential and mixed-use development standards, minimum front and side setbacks for C-1 and Downtown Business (DB) zoning types should be reduced to accommodate the large existing Downtown right of way (ROW) dimensions. A minimal front- and side-setback requirements would allow the required building setback and parkways to be absorbed within the existing 80' Downtown ROW, consistent with the street section recommendations in this document.

Minimum lot area and dwelling unit size:

Minimum lot area restrictions for C-1 and Downtown Business (DB) in Sec. 14.02.020 restrict development flexibility for retail and office. It is recommended that this area is minimized to allow for smaller retail development patterns. Additionally, reducing the minimum dwelling unit size of C-1 and DB zoning types would allow for a better retrofit of existing underutilized parcels Downtown.

Minimum open space requirements:

With the limited development space of Downtown infill lots and the need for

Downtown streetscape improvements, consideration should be made to grant streetscape improvements as satisfying the 5% open space requirements outlined in Sec. 14.02.064 (18), with council approval.

Parking requirements

The minimum parking requirement of 1 stall per 250 square feet for retail and restaurants limits smaller-scale retail and commercial development in Downtown. An overlay is recommended to limit parking requirements within the boundaries of Downtown Manor. To address this issue where parking minimums still stand, with the completion of on-street parking improvements, on-street parking should be considered to satisfy the minimum parking requirements in the code, and shared parking agreements should be promoted and encouraged.

Infill Residential Development and Missing Middle Housing

The comprehensive plan's vision promotes the need for diversity of housing choice in the City of Manor. This includes cottages, townhomes, duplexes, multiplexes, and accessory dwelling units. Downtown Manor provides the greatest opportunity for addressing this issue. Appropriate architectural and form standards can ensure a "gentle density" through the addition of missing middle housing types in the Downtown area. Several provisions within the current code limit the by-right development of these housing types.

General housing development restrictions

Per Sec. 14.02.019 - Non-residential and mixed-use land use conditions, only permitting condominiums in tandem with first floor commercial sets an unrealistic standard that limits development of appropriately scaled condominium units. The current scale of Downtown Manor only supports a modest amount of neighborhood commercial, therefore, requiring additional commercial in allowance for condominiums hinders the much needed development of condominiums as a missing middle housing type.

To address diverse housing options and increase vibrancy of Downtown, Sec. 14.02.005 should allow single-family attached (2 units), single-family attached (3 or more units) in SF-1 and C-1 zoning areas. Allowance of smaller units would accommodate housing needs identified in the comprehensive plan.

Additionally, minimum dwelling unit size and maximum units per structure restrictions in Sec. 14.02.007, limit flexibility for innovative infill development to address market needs. Lastly, to increase housing affordability and limit gentrification in Downtown Manor, consideration should be made to allow up to 2 dwelling units per lot in SF-1 zoned areas within the Downtown boundary, opposed to the current limitation of 1 dwelling unit per lot listed in Sec. 14.02.007. Revision of this code element would promote development of accessory dwelling units within SF-1 zoned lots, ensuring access to affordable rental units in the Downtown area without disturbing neighborhood character through the construction of large multifamily units.

Setbacks

Per Sec. 14.02.007 - Residential development standards, reducing the front setback from 25' to 10' on single family buildings within the Downtown study area will greatly enhance the urban realm by creating a more enclosed, walkable streetscape by pulling architecture and porches closer to the sidewalk. Additionally, reducing the minimum 7.5' side setback for lots within the SF-1 designation would help to address this issue. Allowing as little as 10' minimum front setbacks (to accommodate greenspace, sidewalks, and an urban building rhythm) on SF-1 and SF-2 zoned lots allows the remainder of the building setback and parkway to fall within the existing 80' ROW on Downtown streets.

Parking Requirement

Parking requirements limit infill development on underutilized lots due to the limited size of infill lots. With developer funded completion of on-street parking improvements, on-street parking shall satisfy the minimum parking requirements for SF-1 zoning areas. An example of this can be seen in the Rector Street and Parsons Street recommended sections of this document.

Minimum lot sizes

Per Sec. 14.02.007 - Residential development standards, this plan recommends reducing the minimum lot width of SF-1 and SF-2 from 70' and 60' (reduce lot width to 40' if served with an alley loaded garage on anything less than 60') respectively, to encourage a more appropriate downtown block length. Additionally, a reduction of minimum dwelling unit sizes in both SF-1 and SF-2 would provide more flexibility for retrofitting housing units into underutilized

Downtown parcels.

General Placemaking Elements

Historic building protection

A main theme that was identified during the public input sessions was the desire to preserve and enhance the existing historic building stock in Downtown Manor. While Downtown Manor is limited in its number of historic buildings, an effort should be made to retain the existing character of architecture of the remaining structures. City Council should consider voting on adoption of a historic building preservation overlay district that requires an additional level of review before demolition of buildings more than 50 years old. In addition to this, funding sources should be identified for restoration of structures where private investment is limited.

Tactical urbanism

A fast, effective, and low-cost way of improving the pedestrian realm of Downtown Manor is through tactical urbanism efforts. Tactics such as open streets, temporary bike lanes, temporary trails, public art, pop-up parks, and low-cost traffic calming can catalyze public interest and private investment in Downtown before funds exist for major capital improvements. An effort should be made to limit hurdles from code standards when implementing pilot projects. It is recommended to establish an administrative process for implementing tactical urbanism plans.

Pop-up Parks

Pop-up parks are a great fast, low-cost way to activate public spaces Downtown before resources are available for large scale capital park improvements. These parks can be implemented within underutilized city parcels, within street rights-of-way, or on private parcels through a joint effort. Pop-up parks are a useful way to pilot park programs within public spaces before committing to a fixed design. Low-cost materials such as milk crates, hay bales, shipping pallets, and surplus city benches can be used in the spaces to encourage residents and visitors to stop within the space, adding body heat to the Downtown overall. Lastly, post occupancy assessments can help assess which of the design elements are the most desired among residents.

To increase visual interest and walkability within Downtown Manor, murals at



key intersections can be implemented within the Downtown core. Intersection murals, crosswalk art, and painted plazas can result in a significant decrease in crashes involving pedestrians, according to a 2021 Asphalt Art Initiative study. This low-cost traffic controlling tactic not only increases Downtown pedestrian safety, but also beautifies the community overall.

Pop-up Bike Lanes

An effective, low-cost method of increasing bikes as a mode of transport through, to, and from Downtown is through the use of temporary bike lanes to reclaim underutilized pavement Downtown and to connect key park spaces. These bike lanes can be used as pilot projects to assess how traffic reacts to potential future permanent bikeway facilities within Downtown before capital funds support permanent construction of this infrastructure. These can be implemented using different physical barrier types that range in cost from simple traffic cones to concrete jersey barriers. Additionally, using large planters with, or in lieu of these barriers can add visual interest to the Downtown. Choice of barrier material used is contingent on the span of the project. Many public works departments already have an inventory of traffic barriers that can be used in the short term.

Open Streets

Open Streets are a temporary activation of a downtown street by closing the street to automobiles to allow residents and visitors to walk, bike, skate, dance and



play within the public rights-of-way while still allowing local residential vehicular access. Using local streets as public park space can increase public health by encouraging residents to be physically active through walking. Historically, when existing open streets projects were located within a downtown or central business district, there was an increased interest in local vendors, musicians and artist to occupy these spaces, in turn creating wider participation across the community creating significant secondary benefits to Downtown businesses. Lastly, open streets should not be confused with weekend Downtown events or street fairs, as open streets are implemented for a longer interval and promote community activation 7 days per week.



Downtown Themes

The recommendations on the following pages follow the below themes in their aim toward the betterment of Downtown Manor.

Mobility and infrastructure

Existing streets and mobility corridors should serve more users than just commercial and personal motor vehicle traffic.

Connections and open space

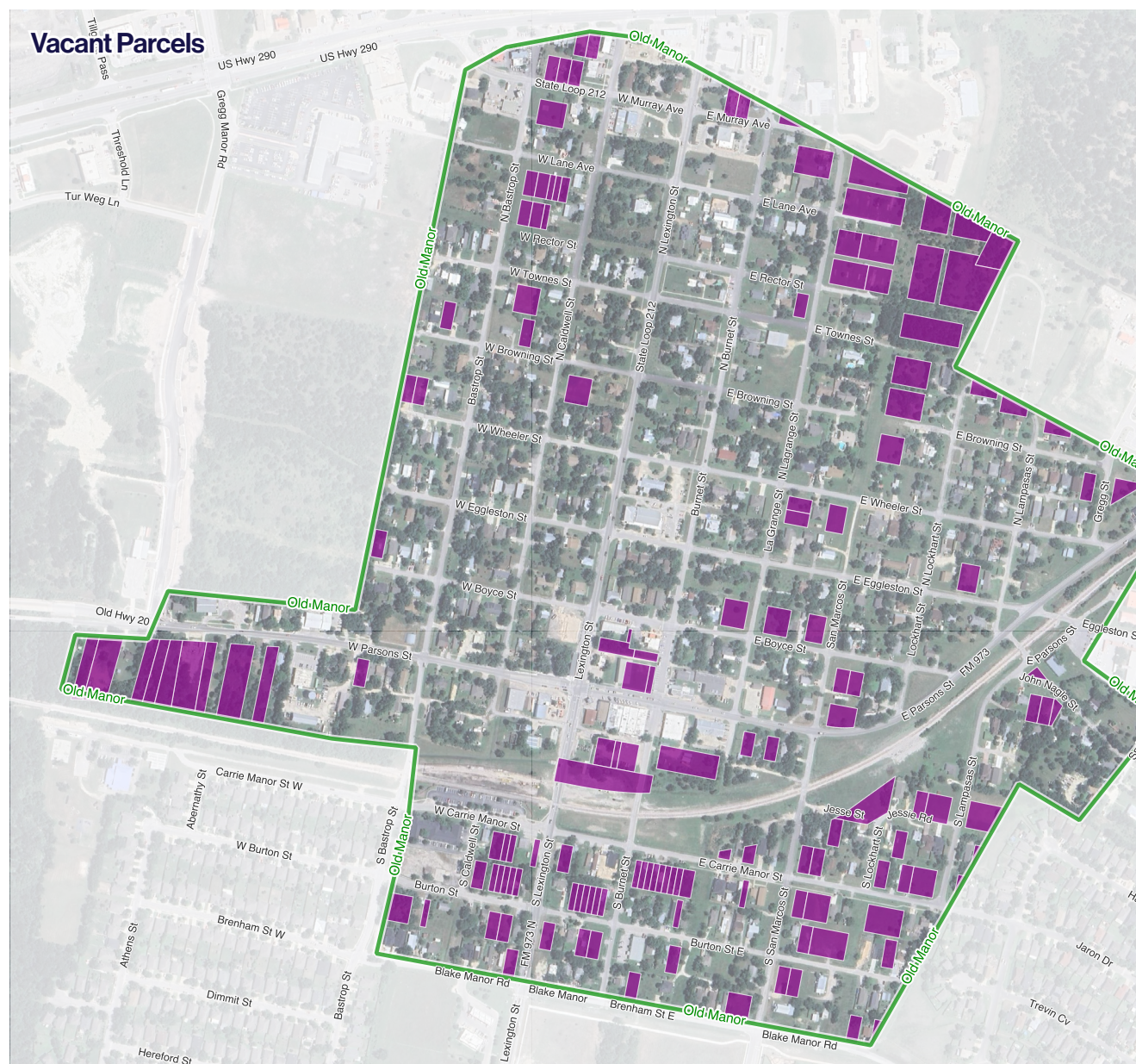
Downtown should be accessible from existing residential within Downtown as well as the neighborhoods adjacent to or near Downtown. Connecting to regional trails and providing open space are also important.

Livability and economic development

Downtown Manor should be a place where residents and visitors desire to travel to, spend money in, and live within.

Catalytic infill

Infill development should contribute visually and fiscally to the health of the Downtown area. The map to the right shows those parcels that are most immediately available for infill development as they are currently vacant.



Downtown Manor is uniquely positioned in Central Texas at the nexus of regional trails and open space. With fledgling park space, and soon to come multimodal regional trails, opportunity to utilize these amenities as opportunities for recreation and connection will only continue to grow. Furthermore, there is unpaved existing ROW in the Downtown grid that can be utilized as trail corridors to connect Downtown residents internally and externally to various parks and open spaces.

The existing Downtown park spaces – Manor Art Park, Jennie Lane Park and Ben E. Fisher Park are quality spaces that can be enhanced or expanded to better serve as Downtown destinations.

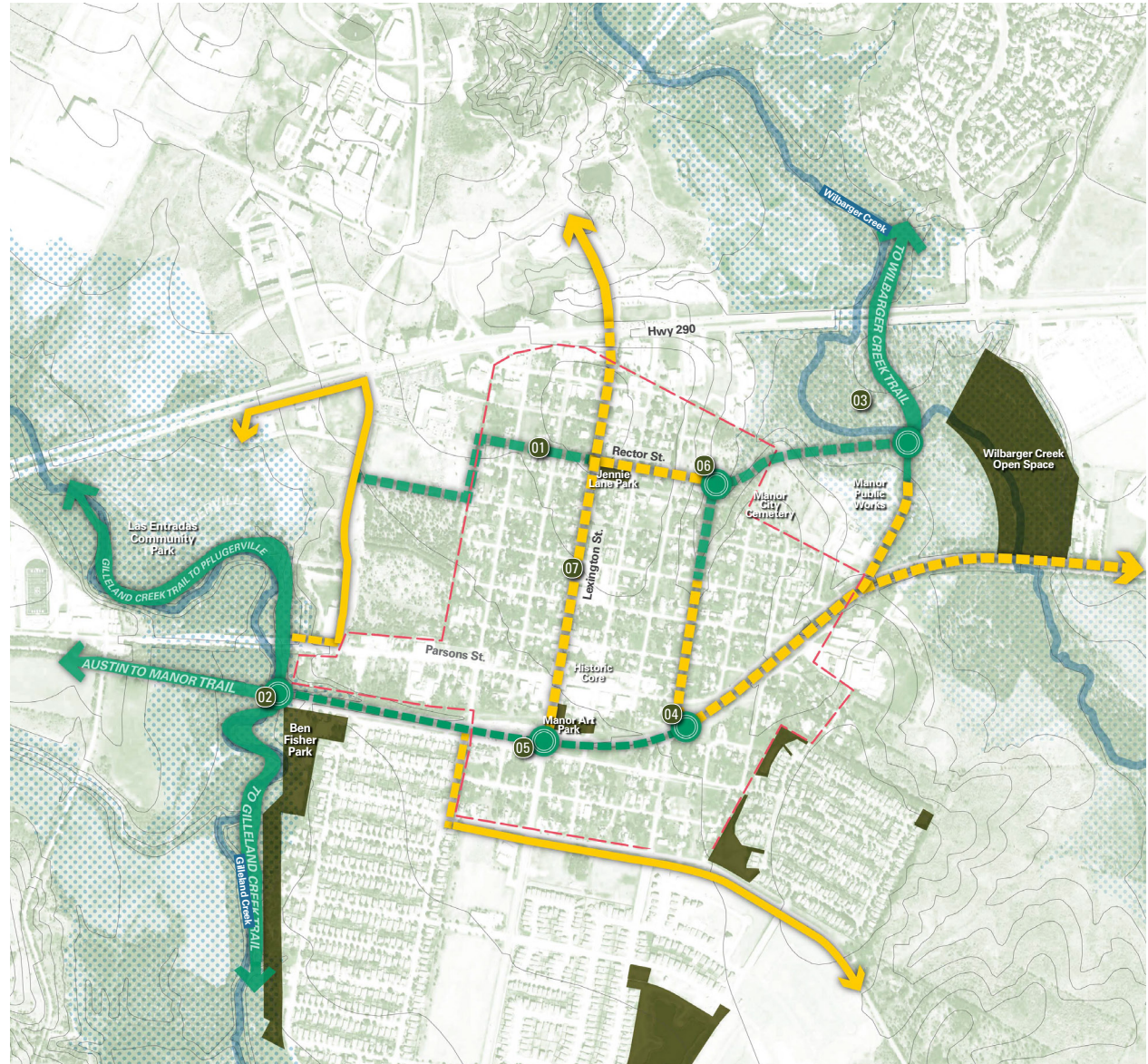
KEY PARK SYSTEM STRATEGIES

- 01 RECTOR STREET CONNECTION
- 02 TRAIL HUB AT BEN FISHER PARK
- 03 POTENTIAL FUTURE PARK EXPANSION
- 04 TRAILHEAD AT EASTERN GATEWAY
- 05 ART PARK TRAIL HUB
- 06 NE TRAIL HUB
- 07 LEXINGTON STREET IMPROVEMENTS*

Legend

- parks
- city limits
- FEMA floodplain
- rivers/creeks
- proposed trail node
- proposed off-street trail connection
- proposed on-street trail connection
- existing on-street trail connection

*6' sidewalk in the intermediary, 10' sidewalk improvement post TXDOT turn-back



Recommendations - Overall Connectivity Plan

Item A.

One of Downtown Manor's greatest assets is the historic street grid that provides high levels of connectivity. However, one of the limitations of that is that for the most part the existing streets are designed to only serve vehicle and commercial truck traffic. Over time, there is the opportunity to update these streets to serve all user types and discourage large semi-truck traffic. In addition, the recent investment in trails can be paired with the street improvements to create a complete network that can provide the opportunity to spur redevelopment and infill development.

STREETSCAPE DEVELOPMENT STRATEGIES

- 01 MUNICIPAL SPINE IMPROVEMENT
- 02 RECTOR STREET IMPROVEMENT
- 03 DOWNTOWN GATEWAY ENHANCEMENTS
- 04 POST TXDOT TURN-BACK IMPROVEMENTS

KEY PARK SYSTEM STRATEGIES

- 01 TRAIL HUB AT BEN FISHER PARK
- 02 RECTOR STREET GREENWAY CONNECTION
- 03 SAN MARCOS GREENWAY CONNECTION

Legend

- parks
- FEMA floodplain
- old manor boundary
- proposed off-street trails
- proposed - near term improvements
- proposed - post turn-back improvements



Although many of the Downtown parcels in Manor provide opportunities for infill development, the 4-block "Main & Main" intersection of Parsons Street and Lexington Street provides the greatest opportunity for catalytic infill development. The north-east and south-west quadrants of this block are not currently under best-use conditions. Infill development of vertical mixed use including office, commercial, and civic buildings can help enclose the pedestrian realm while providing a sense of arrival to Manor's "core". Additionally, the existence of the historic Downtown storefronts, Manor Art Park, water tower, and future trail connections to Austin make this focus area a top priority for redevelopment. Improvement of the Art Park, with potential for expansion, can provide a communal space for Downtown events, tying the Downtown core to the larger future trail network.

LEGEND

- 01 INFILL CIVIC/COMMERCIAL BUILDING
32,000 SF, 16,000 SF FLOOR PLATE
- 02 DOWNTOWN PARKING GARAGE
- 03 INFILL CIVIC/COMMERCIAL BUILDING
26,000 SF, 13,000 SF FLOOR PLATE
- 04 WATER TOWER PLAZA
- 05 INFILL VERTICAL MIXED USE
40,000 SF, 20,000 SF FLOOR PLATE
- 06 EXISTING DOWNTOWN STOREFRONTS
- 07 CIVIC/COMMERCIAL BUILDINGS
11,000 SF EACH, 5,500 SF FLOOR PLATE
- 09 PARK EXPANSION + IMPROVEMENTS



With Downtown Manor's advantageous proximity to Austin, coupled with Austin's growth pressures and housing affordability crisis, Manor is poised to see an increase in demand for infill housing development. The urban block structure and historic platted alleys provide ample opportunity for a variety of infill housing types to meet the demand of current and future residents of Manor. With the incremental development of "missing middle" housing, gentle density can help address housing affordability while increasing the overall activation of Downtown by adding residents within its boundaries. Additionally, the opportunity exists to allow live-work and first floor retail on units fronting primary corridors such as Lexington Street.

LEGEND

- 01 LIVE-WORK TOWNHOMES
Opportunity for more intense multi-family infill in Neighborhood & Downtown Mixed-Use areas.
- 02 DETACHED FLATS
- 03 ACCESSORY DWELLING UNITS (ADU)
- 04 DUPLEX
- 05 MULTI-PLEX
- 06 EXISTING BUSINESS
- 07 ON-STREET PARKING





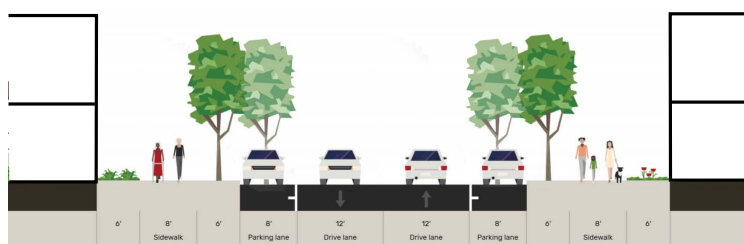
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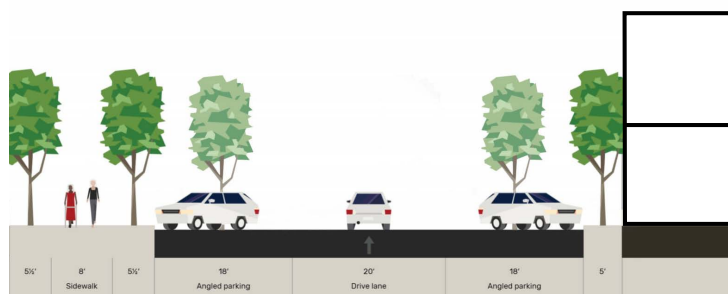
Recommendations - Street Improvements

Item A.

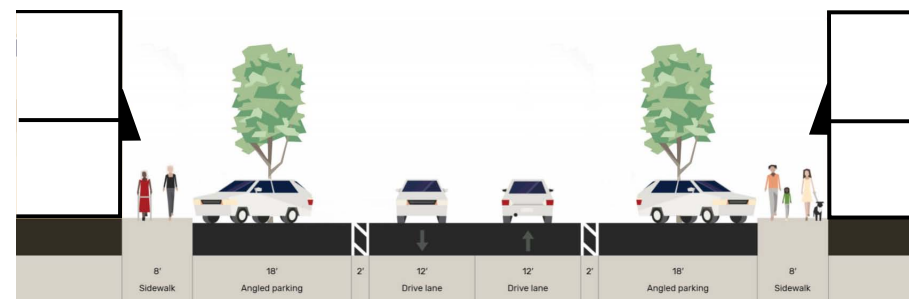
This plan recommends that the city update their Downtown Master Thoroughfare plan to create better harmony between pedestrians and vehicles. The existing conditions of wide pavement sections and limited sidewalks are not conducive to walkability and ultimately, an activated downtown. The recommended roadway improvement sections utilize the existing 80' ROW to provide better pedestrian infrastructure through the implementation of wider parkways. Additionally, the large Downtown right-of-way widths provides opportunity along commercial corridors to serve parking needs of current or future businesses without requiring surface parking lot development – the biggest opportunity for this currently exists on Rector Street and Parsons Street. Lastly, parallel parking on Lexington Street and adjacent Downtown streets addresses the issue of limited Downtown parking while enhancing the pedestrian realm by providing a physical buffer between traffic and pedestrians.



**DOWNTOWN STREETS
LEXINGTON STREET**



**RECTOR ST. EXTENSION
ROW: 80'**



**PARSONS ST.
ROW: 80'**

Recommendations - Western Downtown Gateway

Item A.

The western Downtown arrival involves both vehicular and pedestrian experiences. With future regional hike and bike connections to Manor via the Austin to Manor Trail and Gilleland Creek Trail, arrival to the western end of Downtown at Ben E. Fisher Park will serve as a major bike and pedestrian entry

point. Secondary Downtown monumentation is recommended within both the trail corridor entering Ben E Fisher Park and continuing into Downtown and along Parsons St eastbound after crossing the Gilleland Creek bridge.

Vision Images



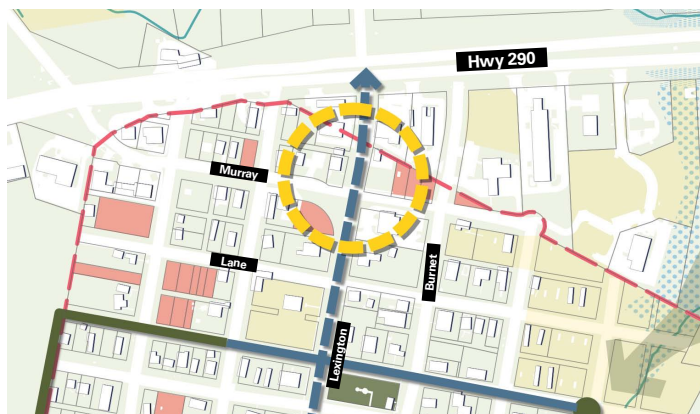
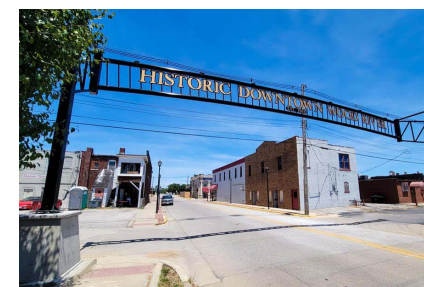
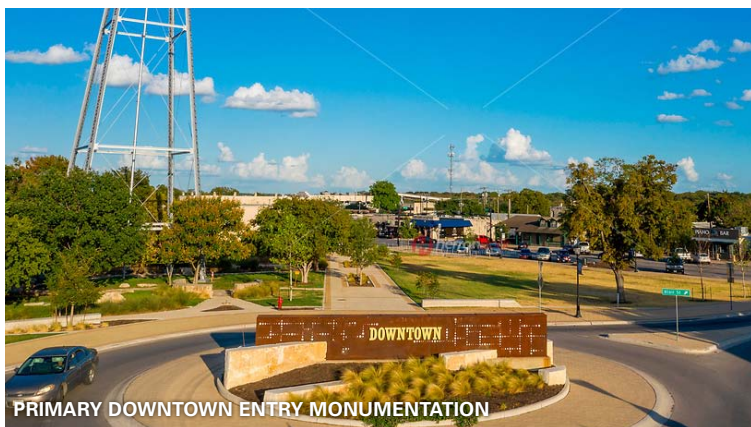
Recommendations - Northern Downtown Gateway

Item A.

The northern and primary gateway of Downtown at Lexington St and US Hwy 290 is the main entry to Downtown for visitors and for residents living on the north side of US Hwy 290. An improvement of this Gateway utilizing landscape improvements

and monummentation features enhances visitor experience as an iconic threshold of entering Downtown.

Vision Images



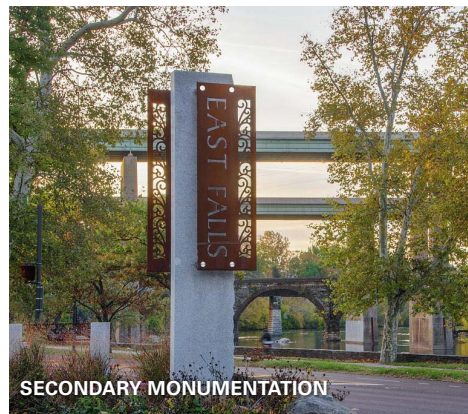
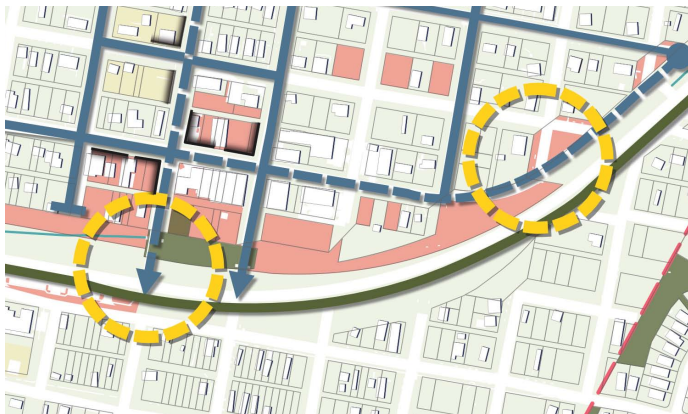
Recommendations - Eastern and Southern Downtown Gateway

Item A.

In other areas where major roads enter the historic core such as the eastern (Parsons St) and southern (Lexington St) entries, wayfinding identifiers can help promote the urban realm for both vehicles and pedestrians. With proposed

trail corridors intersecting the eastern and southern gateways, construction of trail-hub pocket parks in tandem with secondary signage provides enhanced placemaking and vibrancy upon arrival.

Vision Images



INFILL REDEVELOPMENT STRATEGIES

- 01 EXISTING CITY HALL SITE REDEVELOPMENT
- 02 PARSONS & LEXINGTON SW REDEVELOPMENT
- 03 PARSONS & LEXINGTON NE REDEVELOPMENT

STREETSCAPE DEVELOPMENT STRATEGIES

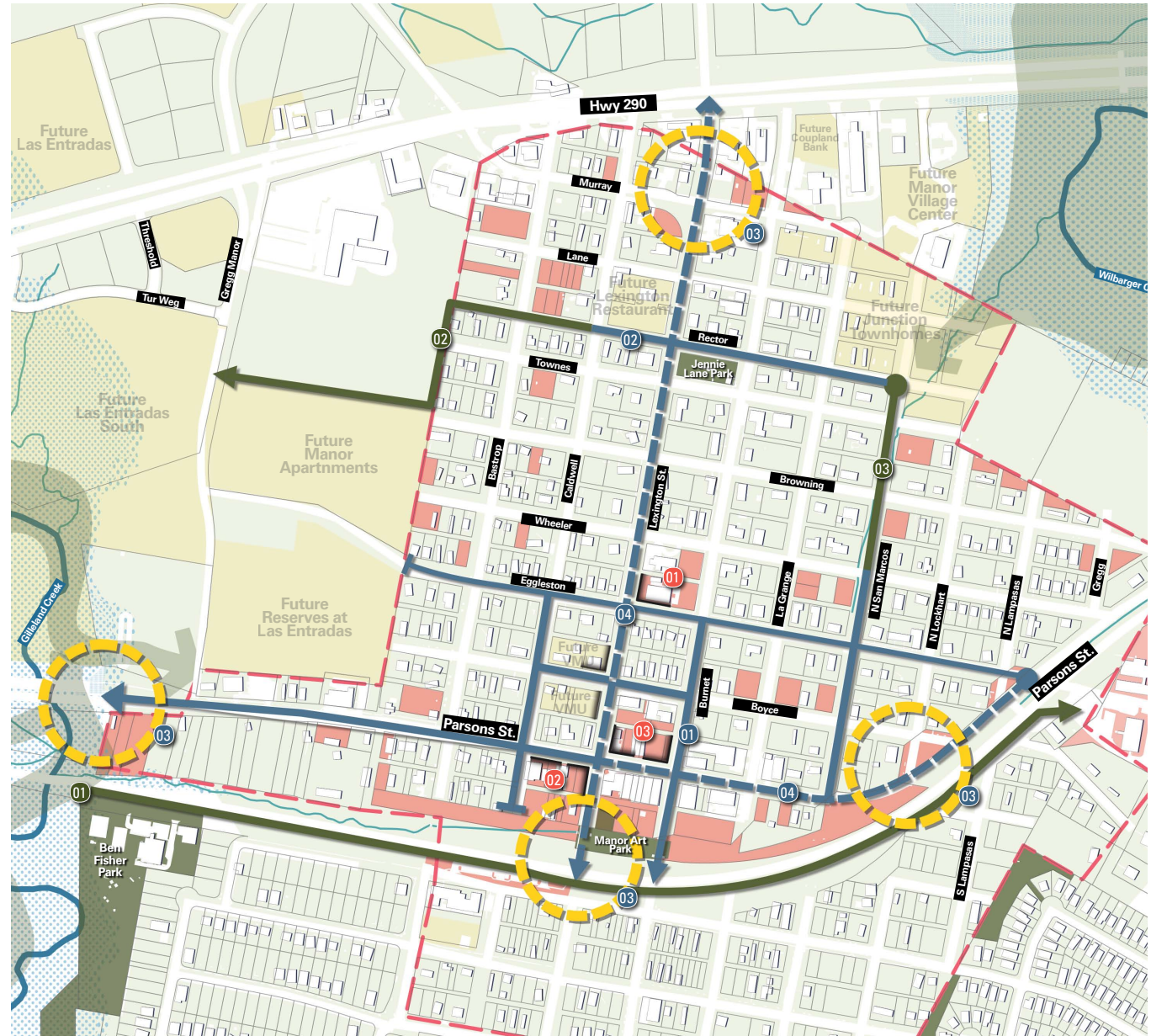
- 01 MUNICIPAL SPINE IMPROVEMENT
- 02 RECTOR STREET IMPROVEMENT
- 03 DOWNTOWN GATEWAY ENHANCEMENTS
- 04 POST TXDOT TURN-BACK IMPROVEMENTS

KEY PARK SYSTEM STRATEGIES

- 01 TRAIL HUB AT BEN FISHER PARK
- 02 RECTOR STREET GREENWAY CONNECTION
- 03 SAN MARCOS GREENWAY CONNECTION

Legend

- future development
- opportunity parcels
- parks
- FEMA floodplain
- old manor boundary
- proposed off-street trails
- proposed - near term improvements
- proposed - post turn-back improvements
- proposed - downtown gateways



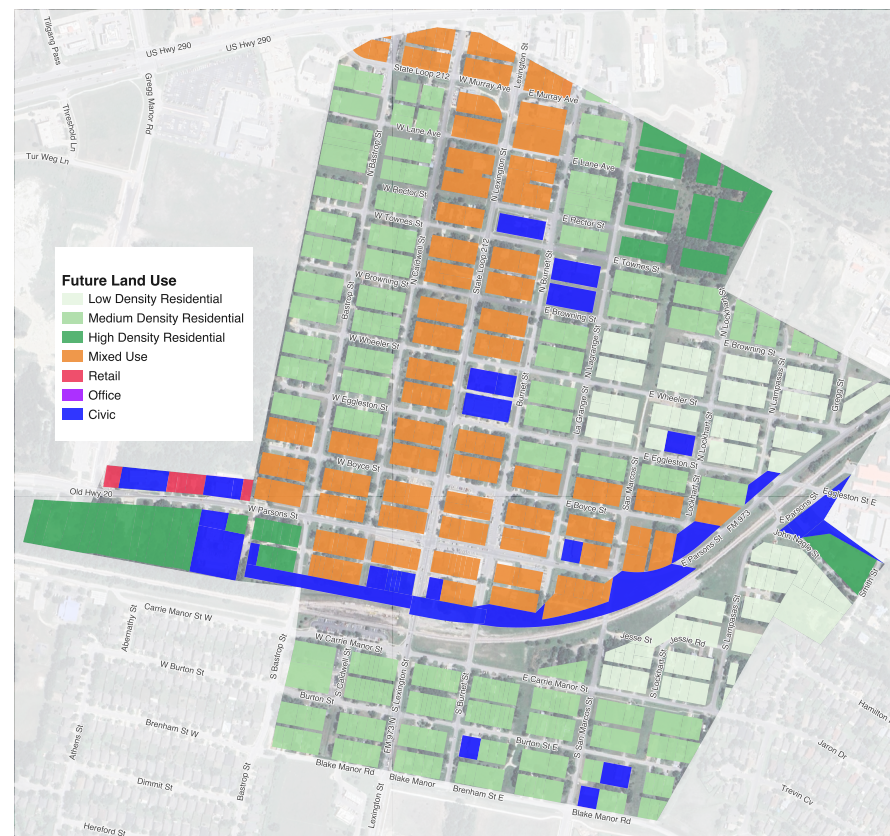
Fiscal Impact of proposed Downtown improvements

Catalyst Commercial conducted a parcel-by-parcel assessment of current conditions and quality to understand and prioritize those parcels and blocks that are likely to redevelop in the near term. Parcels were ranked in quality and condition from the poorest quality and/or in greatest need of repairs or maintenance to the highest quality and/or in excellent condition.

Parcels within the Downtown study area were identified by their likely future land use, in calibration with the City's future land use map. Parcels in poor shape or vacant were then identified as redevelopment opportunities. Using the market demand from earlier in the document, a redevelopment scenario was created to understand the potential fiscal impacts from the scenario over a 20-year period.

	Total Net New Taxable Property Value	Annual Net New Property Tax	Annual Net New Sales Tax
Year 1	\$221,199,760	\$1,501,725	\$164,969
Year 2	\$313,298,752	\$2,126,985	\$329,937
Year 3	\$372,281,436	\$2,527,419	\$494,906
Year 4	\$377,968,735	\$2,566,030	\$659,874
Year 5	\$383,656,034	\$2,604,641	\$824,843
Year 6	\$389,343,333	\$2,643,252	\$989,811
Year 7	\$395,030,632	\$2,681,863	\$1,154,780
Year 8	\$400,717,931	\$2,720,474	\$1,319,748
Year 9	\$406,405,229	\$2,759,085	\$1,484,717
Year 10	\$412,092,528	\$2,797,696	\$1,649,686
Year 15	\$440,529,022	\$2,990,752	\$2,474,528
Year 20	\$449,434,142	\$3,051,208	\$2,633,215
Total		\$54,695,118	\$32,962,303

Source: Catalyst Commercial, Travis CAD



Use	Total Program
Low Density Residential	81 units
Medium Density Residential	548 units
High Density Residential	661 units
Retail	442,656 SF
Office	212,861 SF
Civic	9,000 SF

Source: Catalyst Commercial

This section presents the implementation strategy to realize the Downtown Master Plan vision. The implementation strategy establishes an organizational structure to implement the plan; it identifies and evaluates potential funding mechanisms and development incentives and it details a path to enable the implementation strategy. This chapter's implementation strategy builds a framework for strategic investment and provides a range of action items that decision-makers can execute to accomplish the goals established in the plan. This implementation strategy is intended as a living guide and can evolve as Downtown matures and priorities change due to market conditions and activity.

Catalytic Infill

There are many vacant and underutilized parcels within Downtown that warrant redevelopment to a higher or better use. Allowing a mix of housing types will make Downtown attractive to all lifestyles and increase livability.

Goal 1. Establish Downtown as a vibrant destination district with increased commerce, civic uses, restaurants, and entertainment.

- Objective 1.1 Attract and develop one-of-a-kind businesses through a robust recruitment program.
- Objective 1.2 Redevelop city hall, library, public spaces to maintain Downtown as a central civic district.
- Objective 1.3. Leverage vacant and underutilized parcels within Downtown to activate the vision, including catalyst areas at Parsons St & Lexington St.
- Objective 1.4 Consider an incentive program to reduce the cost of development, encouraging additional infill. This program should consolidate all incentives that may be available (city, state, federal) and include promotion of Downtown as a designated Opportunity Zone.

Goal 2. Establish Downtown as a livable residential district, doubling residential population by 2034.

- Objective 2.1. Promote residential infill development with some increased density in the form of "missing middle" housing. Explore policies to allow live-work and first floor retail on units fronting primary corridors such as Lexington Street.
- Objective 2.2. Encourage a mix of housing types, including types that will

appeal to seniors, empty nesters, students, young adults, and families

- Objective 2.3. Ensure well-designed transitions to neighborhoods within Downtown and preserve residential character and connectivity to other districts and other destinations.

Goal 3. Create policies and regulations to enable the Downtown plan.

- Objective 3.1. Establish regulations to create adjacency predictability for infill development and design standards that align with the Downtown Master Plan.
 - Action 3.1.1. Establish regulations to create adjacency predictability that aligns with the Downtown Master Plan using a Form-Based or Character-Based Code. See the following "Enabling Tools to Achieve the Vision" section for general and near-term standards that can be explored to facilitate the type of development desired for Downtown Manor.
 - Action 3.1.2. Create Downtown design standards and establish a process for review and approval of new development and redevelopment. This process that reviews applicability and appropriateness is an essential tool for future Downtown projects. It is recommended that there be a threshold whereby larger projects could be reviewed by a design review committee (or appointed board) and minor projects could be reviewed administratively by City Staff.

Connectivity and Open Space

Connectivity to the adjacent neighborhoods and residents or business outside of Downtown is crucial for success and placement or enhancement of open space will provide quality of life and recreation for residents and visitors to Downtown.

Goal 1. Create a system of streets, public spaces (plazas, parks, and open spaces), and parking to provide a safe, inviting, and connected Downtown.

- Objective 1.1. Explore implementation of a new Town Plaza would enable it as a new east/west connector and serve as a second anchor in the Downtown's overall connectivity framework.
- Objective 1.2. Create continuity between mobility and walkability, including

local connections to regional trails and improved trailheads to enable greater functionality of Downtown Manor as a green and connected “hub.”

- Objective 1.3. Adopt and construct stronger trail connections that would also function as “signature gateways” and improve multimodal access within the Downtown and linkages to existing regional connections, including Gilleland Creek Trail, Austin to Manor Trail, and the Wilbarger Creek Trail.
- Objective 1.4. Create direct walkable routes along Parsons St and Lexington St with a focus on shade, comfort, and intersection safety improvements.
- Objective 1.5. Add pedestrian oriented amenities in the Downtown Core including shade features (awnings), plantings, lighting, benches and seating, refuse receptacles, and decorative pavement.
- Objective 1.6. Develop a master plan for Jennie Lane Park, including landscaping and programming for the park.
- Objective 1.7. Develop a master plan for the Art Park, including landscaping and programming for the park.

Goal 2. Create a “Rail Ready” Plan.

- Objective 2.1. Create a multimodal hub that maximizes a future potential transit stop near the existing Art Park near Lexington St and Parsons St. This area leverages the existing park-and-ride lot adjacent to CapMetro existing rail. Additionally, the proposed station location is within the Downtown Core and would provide multimodal access to the entire Manor and regional populations.

Gateways, Branding and Wayfinding

There is a lack of coordinated efforts for the promotion of Downtown. There is no singular brand for Downtown, no wayfinding, and no defined Downtown district.

Goal 1. Enhance the visibility and branding of Downtown.

- Objective 1.1. To achieve a Western Downtown Gateway, add secondary Downtown monumentation for the trail corridor entering Ben E. Fisher Park and along Parsons St after the Gilleland Creek bridge.
- Objective 1.2. To achieve a Northern Downtown Gateway, improve the gateway with landscape improvements and monumentation features to

establish a sense of arrival and branding for Downtown from the north.

- Objective 1.3. To create an Eastern and Southern Downtown Gateway, construct wayfinding features along Parsons St and Lexington St. Construct trail-hub pocket parks where trail corridors intersect with the eastern and southern gateways.
- Objective 1.4. Create a unifying brand for Downtown to be used in branding, advertising, and iconic features for Downtown events and key places. This branding should tie in to the recent rebranding effort of the City.
- Objective 1.5. Develop strategies for preservation of Manor’s historic assets, including the historic stagecoach route that runs through Downtown.

Infrastructure and Drainage

Ownership of properties Downtown is fragmented with no unified system to address infrastructure and drainage. Maintenance of systems has been intermittent on an as-needed basis, not strategic to infill opportunities or a unified vision for Downtown.

Goal 1. Establish regulations to create adjacency, predictability, and design standards that align with a pedestrian-focused character in Downtown by advancing the turnback and reconstructing Lexington St and Parsons St to enhance walkability, mobility, and accommodate greater Downtown-oriented design elements.

- Objective 1.1. Update the master thoroughfare plan to create better harmony between pedestrians and vehicles. Use the existing wide ROW to provide on-street parking for existing and future businesses.
- Objective 1.2. Develop strategies to utilize some of the alleyways for pedestrian ways to create new connections and serve a greater pedestrian environment such as utilizing existing unpaved ROW in Downtown for trail corridors.
 - Objective 1.3. Address regional infrastructure to accommodate greater development scale and enable individual lots to participate towards the unified vision in this updated Master Plan.

Goal 2. Create a unified network through Downtown with roads, trails, and parking to accommodate a vibrant and active Downtown.

- Objective 2.1 Update the Master Thoroughfare Plan to establish a policy for the trails and road infrastructure.
- Objective 2.2 Expand, Improve, and maintain sidewalks throughout Downtown.
 - Action 2.2.1 Conduct a facility assessment to identify areas that are missing sidewalks and sidewalks in disrepair or in need of maintenance.
- Objective 2.3 Identify future parking facilities that can accommodate existing and future parking needs.
- Objective 2.4 Explore public/private partnerships of future public facilities that can be leveraged through private investment, grants, or projects to expand the availability of parking.

Goal 3. Have a road and trail network that maximizes mobility, safety, and livability.

- Objective 3.1 Create a traffic management strategy that optimizes traffic flow, minimizes congestion, and increases Manor's transportation effectiveness.
 - Action 3.1.1 Explore partnerships to facilitate FM 973 bypass.
 - Action 3.1.1 Explore a turnback process with TxDOT to accommodate traffic calming measures Downtown.

Goal 4. Provide infrastructure that fosters new development and addresses issues in Downtown infrastructure.

- Objective 4.1 Reduce the risk for flooding and pollution from urban stormwater runoff from Downtown.
 - Action 4.1.1 Conduct a stormwater master plan that can explore regional strategies to address runoff from existing and future development areas.
 - Action 4.1.2. Identify improvements to the existing drainage ways to accommodate both existing and planned stormwater needs.
- Objective 4.2. Collect and convey wastewater in a manner that protects the health of both the public and the environment.
- Objective 4.3. Provide wastewater management that maximizes economic development and capacity to support future growth.

Financing

Create policies and guidelines that will address financing gaps and provide

a strategy for future investment in Downtown that will encourage further development that is aligned with this plan.

Goal 1. Create financial mechanisms that can create a sustainable and prosperous Downtown.

- Objective 1.1. Establish financial tools to enable financing of public infrastructure and jumpstart catalytic projects.
 - Action 1.1.1. Establish a TIRZ and other sources of funding mechanisms.
 - Action 1.1.2. Explore small-scale incentives that can assist in creating jobs, bridging market needs, and retaining strategic businesses.
- Objective 1.2. Maintain an annual CIP strategy that continually reinvests in Downtown projects, prioritizing the most immediate needs and those that will make big impacts to safety, quality of life, and return on city investment.

Programming and Activation

Currently there are limited community events and space for events. A unified merchandising strategy is important to attracting additional retail and tourism to Downtown.

Goal 1. Increase the amount of retail in Downtown.

- Objective 1.1. Create a retail strategy and recruitment process that identifies retail development sites, recruitment prospects, supports the review and management and financial incentives to foster retail in key locations in Downtown.
 - Action 1.1.1. Develop a comprehensive database of available sites as a prospecting tool.
 - Action 1.1.2. Create marketing information for Downtown to be used as a recruitment tool.
 - Action 1.1.3. Create a retail recruitment team to assist in marketing and outreach of future developments and retail prospects.
 - Action 1.1.4. Development incentives for retailers and public/private partnerships to encourage retail development.

Goal 2. Increase tourism Downtown.

- Objective 2.1. Create tactical urbanism installations to enable temporary interventions to improve public spaces.
- Objective 2.2 Promote and host festivals and events Downtown to increase visitor count and increase exposure for Downtown.

Enabling Tools to Achieve the Vision

The table below describes the tools to be used to implement the vision of this document and achieve the goals set forth.

Urban Core Development	
Building setbacks	Minimum front and side setbacks for C-1 and Downtown Business (DB) zoning types should be reduced to accommodate the large existing Downtown right of way (ROW) dimensions. A minimal front and side setback requirement would allow the required building setback and parkways to be absorbed within the existing 80' Downtown ROW, consistent with the street section recommendations in this document.
Minimum lot area	Minimum lot area restrictions for C-1 and Downtown Business (DB) in Sec. 14.02.020 restrict development flexibility for retail and office. It is recommended that this area is minimized to allow for smaller retail development patterns.
Unit dwelling size	Additionally, reducing the minimum dwelling unit size of C-1 and DB zoning types would allow for a better retrofit of existing underutilized parcels Downtown.
Open space requirements	With the limited development space of Downtown infill lots and the need for Downtown streetscape improvements, consideration should be made to grant streetscape improvements as satisfying the 5% open space requirements outlined in Sec. 14.02.064(18), with council approval.
Parking requirements	Explore commercial parking requirements, including on-street parking and shared parking, or joint parking near public facilities.
Infill Residential Development and Missing Middle Housing	
Housing limitations	Per Sec. 14.02.019 - Non-residential and mixed-use land use conditions, only permitting condominiums in tandem with first floor commercial sets an unrealistic standard that limits development of appropriately scaled condominium units. The current scale of Downtown Manor only supports a modest amount of neighborhood commercial, therefore, requiring additional commercial in allowance for condominiums hinders the much needed development of condominiums as a missing middle housing type.
Housing diversity	Additionally, to address the need for diverse housing options and increase vibrancy of Downtown, Sec. 14.02.005 should allow single-family attached (2 units), single-family attached (3 or more units) in SF-1 and C-1 zoning areas. Allowance of smaller multi-family units in these districts would accommodate the vision of neighborhood-scale multifamily housing and missing middle housing needs identified in the comprehensive plan.
Unit dwelling size	Additionally, minimum dwelling unit size and maximum units per structure restrictions in Sec. 14.02.007 limit flexibility for innovative infill development to address market needs.

Infill Residential Development and Missing-Middle Housing

Accommodate increased density	Lastly, to increase housing affordability and limit gentrification in Downtown Manor, consideration should be made to allow up to 2 dwelling units per lot in SF-1 zoned areas within the Downtown boundary, opposed to the current limitation of 1 dwelling unit per lot listed in Sec. 14.02.007. Revision of this code element would promote development of accessory dwelling units within SF-1 zoned lots, ensuring access to affordable rental units in the Downtown area without disturbing neighborhood character through the construction of large multifamily units.
Setbacks	Per Sec. 14.02.007 - Residential development standards, reducing the front setback from 25' to 10' on single family buildings within the Downtown study area will greatly enhance the urban realm by creating a more enclosed, walkable streetscape by pulling architecture and porches closer to the sidewalk. Additionally, reducing the minimum 7.5' side setback for lots within the SF-1 designation would help to address this issue. Allowing as little as 6' minimum front setbacks on SF-1 and SF-2 zoned lots allows the remainder of the building setback and parkway to fall within the existing 80' ROW on Downtown streets.
Parking	Parking requirements limit infill development on underutilized lots due to the limited size of infill lots. With developer funded completion of on-street parking improvements, on-street parking shall satisfy the minimum parking requirements for SF-1 zoning areas. An example of this can be seen in the Rector Street and Parsons Street recommended sections of this document.
Minimum lot size	Per Sec. 14.02.007 - Residential development standards, this plan recommends reducing the minimum lot width of SF-1 and SF-2 from 70' and 60' respectively, to encourage a more appropriate Downtown block length. Additionally, a reduction of minimum dwelling unit sizes in both SF-1 and SF-2 would provide more flexibility for retrofitting housing units into underutilized Downtown parcels.

Placemaking

Tactical urbanism	Tactics such as open streets, temporary bike lanes, temporary trails, public art, pop-up parks, and low-cost traffic calming can catalyze public interest and private investment in the Downtown before funds exist for major capital improvements. An effort should be made to limit hurdles from code standards when implementing pilot projects. It is recommended to establish an administrative process for implementing tactical urbanism plans.
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catalyst

