

EXHIBIT A

CARROLLTON TEXAS

Trails Master Plan

Prepared for

the

CARROLLTON CITY COUNCIL

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EXECUTIVE SUMMARY

With the goal of establishing a common vision for pedestrian and bicyclist transportation and recreation, Carrollton has seized the opportunity to enhance the quality of life for its residents, businesses and visitors. By utilizing its abundant greenway resources and establishing transit-oriented development opportunities, the City is setting the stage for the arrival of Dallas Area Rapid Transit (DART) light rail service in 2010.

The overall focus of this plan is to strategically identify, develop and evaluate corridors for both a current and future network of multi-use trails, on-street bikeways and sidewalks, thereby improving non-motorized mobility for both work-related and recreational purposes. Plan development emphasizes early access to the DART light rail stations, as well as a future Denton County Transit Authority (DCTA) commuter rail station. Already, the City has established transit-oriented zoning around its planned Downtown and Trinity Mills stations.

The plan identifies corridors that can be developed rapidly in conjunction with other capital improvement projects at reasonable costs. The plan also guides the City in providing Carrollton residents, employees and visitors with additional facilities needed to encourage and support active lifestyles. Enhancing the quality-of-life by providing access to greenbelts was another important factor in developing alternatives set forth in the plan. Finally, assessing potential development cost was a dominant factor in selecting corridors included in the plan.

As the non-motorized network is developed, pedestrians and bicyclists will have alternative routes to recreational, civic, cultural, educational, commercial and employment destinations. Future developments will also benefit by integrating pedestrian and bicyclist facilities into their plans and tying into the citywide system.

Trails, together with on-street bicycle routes and sidewalks will connect Carrollton neighborhoods to the future DART Downtown and Trinity Mills Light Rail Transit (LRT) stations via Hutton Branch and Furneaux Creek. In later phases, trails may be extended along additional greenbelts, utility easements and rail corridors. Implementation of the regional Trinity Trail along the Elm Fork of the Trinity River will provide inter-jurisdictional connections to Lewisville, Coppell and Irving.

1. INTRODUCTION

The City of Carrollton is in the midst of developing plans for the arrival of DART LRT in 2010. This advanced planning should help prepare the City along with its current and future businesses and residents to take advantage of tremendous commercial, residential and cultural/leisure redevelopment opportunities.

A major focus of this planning effort, initiated in May 2004, has been to envision how residents and employees can incorporate light rail into their daily life. Not only is the City preparing for the new rail stations by planning for enhanced non-motorized access, but it has also established mixed-use zoning around its future Downtown Carrollton and Trinity Mills rail stations and along Belt Line Road from Downtown Carrollton to Josey Lane.

In addition, the City can create new recreational opportunities within its greenbelts – Hutton Branch, Furneaux Creek, Dudley Branch, Indian Creek, and the Trinity River's Elm Fork corridor.

2. PLAN GOALS AND OBJECTIVES

The goal of the Trails Master Plan is to establish a common vision for pedestrian and bicyclist transportation and recreation with the support of area stakeholders comprised of the City of Carrollton's leaders, residents, businesses, DART, and other transportation and municipal agencies. The objectives are to create an adopted plan that can be implemented as part of other planned capital improvement projects in the near-term and to envision an integrated network of trails, sidewalks and on-street bikeways which may be implemented in the future as funds become available.

This Plan is also intended to support active lifestyles for Carrollton families, whether they are heading to the park, school, nearby shopping, the bus, rail station, or other civic destinations.

3. CURRENT CONDITIONS

Carrollton is located about 14 miles north-northwest of downtown Dallas, and lies in three counties – Collin, Dallas, and Denton. Carrollton, with a land area of approximately 37 square miles, had an estimated population of 118,700 residents in January 2006, according to the North Central Texas Council of Governments' (NCTCOG) annual estimate. More than 128,000 residents are forecast for 2030.

Although Carrollton's population grew 33.4 percent between 1990 and 2000 (from 82,169 to 109,576) according to the 2000 Census, growth is expected to slow in the next decade due to 'build out' of the city. NCTCOG projects the city's population to increase

9 percent between 2000 and 2010, 1.4 percent between 2010 and 2020 and 2.7 percent between 2020 and 2030.

According to NCTCOG, Carrollton became increasingly diverse between 1990 and 2000, with 154.2% population growth of Hispanics of all races (from 8,420 to 21,400); and 114.7% growth of the Asian and Pacific Islander population (from 5,598 to 12,019). During this same period the Black or African American population grew 71% (from 4,014 to 6,862), while the White population grew 15.3% (from 68,300 to 78,758). The 2000 Census identifies 12,338 persons in Carrollton with a disability (civilian non-institutionalized persons five years and older), 11.2% of the total population.

The 2000 Census shows school enrollment for the population 3 years and over to be 29,869. Of these, 46.6% are in elementary school (grades 1-8) and 20.7% are in high school (grades 9-12). In reviewing population by age, 64.2% of the population are between the ages of 20 and 64; 30.3% are under 20; and 5.3% is 65 years or older. Forty-three percent have a Bachelor's degree or higher.

The population is served by three independent school districts: Carrollton/Farmer's Branch ISD, Dallas ISD and Lewisville ISD.

The Carrollton workforce is spread over a wide array of industries in more than 5,000 businesses. According to NCTCOG, Carrollton is estimated to have about 75,000 employees distributed as 92% in the private sector and 8% in the public sector. Within the private sector workforce, nearly 72% are employed in services, wholesale and retail trade, and manufacturing. Occupational classifications are predominately management and professional (42.3%) or sales and office (31.5%). NCTCOG projects approximately 20% growth in Carrollton employment by 2030, to almost 90,000 jobs.

Employers with more than 1,000 workers include the Carrollton/Farmers Branch ISD, Halliburton Energy Services and ST Microelectronics Semiconductors. In addition there are seven employers with 500 to 1,000 employees, and twenty-one with 150 to 500 employees.

Carrollton is home to five major business parks: Valwood Industrial Park, the East Belt Line Road Industrial Area, Frankford Trade Center/Eisenhower Road Area, International Business Park and Carrollton Commerce Center.

Carrollton has less than 600 acres of available land for future development, or about 0.4% of total land area.

The 2000 Census shows that 772 people walked to work which accounts for only 1.3% of the working population; 588 people (1%) commuted by means other than car and vanpool. The regional goal for bicycling and walking is 8%; the national goal is 15% of total trips.

Currently, Carrollton has about 1,250 acres of developed parkland, which ranks among the highest parkland supply in the Dallas/Fort Worth metropolitan area. The City of Carrollton adopted *A Lifetime of Leisure Carrollton: Parks Master Plan* in March 2004 to meet diverse resident needs, develop and maintain facilities and encourage community interest.

Interstate Highway 35E (Stemmons Freeway) runs roughly north-south bisecting Carrollton, while the President George Bush Turnpike runs east-west, then turns southwesterly at its junction with Stemmons Freeway.

Four major railroads run through the city: the Union Pacific (UP) and Cotton Belt (CB) Railroads; the Burlington Northern Santa Fe (BNSF) Railroad; and the Kansas City Southern (KCS) Railroad. Three of these (UP, Cotton Belt and BNSF) intersect just north of Belt Line Road and the city's historic downtown. All four lines may be used for commuter rail or light rail in the future, as shown in NCTCOG's regional long-range transportation plan, the *Mobility 2025 – 2004 Update*. The North Crosstown Study of potential future light or commuter rail includes the KCS and BNSF Railroads.

DART plans to initiate light rail service along the UP line by 2010, with three proposed stations in Carrollton: one immediately north of Belt Line Road (Downtown Carrollton Station), one just south of Trinity Mills Road/President George Bush Turnpike (Trinity Mills Station) and one at Frankford Road (North Carrollton Station). This line would connect Carrollton to downtown Dallas, and extend to the southeast past Dallas' Fair Park.

- Project Initiation

This planning project was begun on May 28, 2004 with a kick-off meeting and driving tour of city park facilities. At this meeting, city staff emphasized the importance of non-motorized rail station access, station area redevelopment plans, and potential projects to be coordinated in the City's Five-Year Work Plan. The staff team – including representatives from the Parks & Recreation, Urban Development and Engineering departments – coordinated with the consultants throughout this planning process.

During the driving tour, the team visited both developed and undeveloped parks and greenbelts, including an active channel improvement project along Furneaux Creek between Cemetery Hill Road and Crooked Creek Lane.

Early in the planning process, walking tours with city staff were also conducted in the vicinity of the future DART light rail stations.

- Data Collection

An abundance of information from the City's existing data was used in the development of the plan. Information considered included census data, relevant city ordinance chapters related to transportation infrastructure design standards and the park land

dedication requirement, plans, listings and maps related to land use, thoroughfares and sidewalks, traffic counts, bond program projects, DART station area plans, major corridor redevelopment plans and design standards, the Parks Master Plan, and current subdivision plans.

In addition, trail plans were collected for the cities of Addison, Dallas, Irving, Coppell, Lewisville, Farmers Branch, Plano, and The Colony, as well as from Dallas County. No trail plan was available from Denton County. Land use plans were collected for the cities of Irving, Plano and The Colony, as well as for Denton County. A zoning map for Addison was obtained. Land use plans for other surrounding cities or Dallas County were not available.

- Assessment of Current Conditions

Current conditions were assessed utilizing collected data, along with site visits to familiarize the planning team with parks, greenbelts, streets, sidewalks, barriers to non-motorized travel and current development patterns. In addition, a meeting was held with DART staff to discuss the potential inclusion of a trail along the DART Northwest Corridor line which runs through Carrollton from Farmers Branch to Lewisville (along the UP corridor). Early in the process, information was organized on the citywide base map for analysis of conditions for bicyclists to utilize a subset of city streets.

- Mapping

The City's mapping data from AutoCAD was used to develop the non-motorized plan base map in ESRI ArcView. Information showing existing, programmed, or planned trails within and adjacent to Carrollton was mapped. Other information, such as schools, parks, and civic destinations, was added to the base map where needed. DART rail stations and future station feeder bus routes were also added.

During this planning phase, current and planned origins/destinations the plan should serve were identified, including parks, schools, commercial areas, civic destinations, future DART rail stations and bus routes, and adjacent cities' trails. Programmed sidewalks in N.O.T.I.C.E. neighborhoods – neighborhoods where financial resources for street, alley, sidewalk, and water and sewer line projects are targeted at one time – were mapped for Rollingwood Estates and Holiday Park subdivisions.

-- Bicycle Level of Service (BLOS) Analysis; Potential On-Street Bikeways

Following the assembly of information (traffic counts, thoroughfare plan roadway widths, and speed limits) necessary to conduct the Bicycle Level of Service (BLOS) analysis for primarily collector streets, the BLOS analysis was conducted and results were mapped for future consideration.

The BLOS analysis helps to identify factors that cause bicyclists' stress. The assessment of primary factors (traffic volume, lane width and traffic speed) is used to

determine the bicycle level of service for a street or road segment; BLOS A being least stressful followed by B, C, D and F. Streets scoring a BLOS B are considered to be 'bicycle friendly' or suitable for novice adult cyclists or child cyclists who have learned basic bicycle skills and 'rules of the road.'

BLOS C is suitable for trained or experienced adult cyclists who know how to operate their vehicles in the normal flow of traffic. Streets with a BLOS D or F are considered to be highly stressful for bicyclists, and fail to accommodate them in an appropriate manner. Secondary BLOS factors (street parking turn-over rates, truck traffic levels, commercial driveway spacing) were not evaluated for this master plan but should be evaluated prior to signing any bike route.

- Figure 3-1 Bicycle Level of Service (BLOS) Characteristics

| <u>BLOS</u> | <u>Map Legend</u> | <u>Traffic Characteristics</u> |
|-------------|-------------------------------------|--|
| A | Bike Friendly | Free traffic flow with bicyclists virtually unaffected by the presence of other types of vehicles in traffic. |
| B | Bike Friendly | Stable flow with a high degree of freedom for bicycle operation but with some influence from other vehicles. May have some on-street parking. |
| C | Suitable for Experienced bicyclists | Restricted flow which remains stable but with significant interaction between bicyclists and motorists. May have sporadic on-street parking and a moderate level of mid-block commercial driveways. |
| D | Inaccessible to bicyclists | High speed, high density flow in which freedom to maneuver is severely restricted and congestion is noticeable, although flow is stable. Interaction at intersections is unfavorable. Trucks, street parking and commercial driveways may be common. |
| F | Inaccessible to bicyclists | High speed flow with traffic volume at capacity or exceeding capacity with multiple conflicts at intersections. There may be frequent trucks, on-street parking and commercial driveways. |

Adapted from NCTCOG's 1995 *Bicycle and Pedestrian Facilities Planning and Design Guidelines*.

The preliminary BLOS evaluation was conducted on selected road segments within the city. For lane width, this analysis was based on the City's current Transportation Plan Map and *General Design Standards* for streets by classification. Primary focus in the analysis was on collector streets. Later, additional streets - including selected residential and arterial streets - were analyzed while developing an interconnected on-street and trail system for bicyclists, and these streets were also mapped.

For the traffic speed factor in the BLOS analysis, "speed" from the City of Carrollton Master Thoroughfare Plan Listing was utilized. Existing traffic counts were used, where available. Traffic counts were estimated in locations where data had not been acquired. The BLOS analysis was supplemented with several site reviews of problem areas,

primarily where collector and residential streets require jogs along arterials for connectivity.

A BLOS summary and analysis map were reviewed. Suggestions were provided for additional treatments or project placeholders at key locations, including DART stations. Potential solutions to specific issues reviewed by City staff included strategies such as expansions to existing Capital Improvement projects; spot improvements (such as lowering the speed limit); street restriping; adding pavement through an arterial jog; and incorporating an element with future overall roadway construction.

Preliminary route segment prioritization, including cost, improved mobility, and quality of life / environmental factors was undertaken during plan refinement.

- DART LRT Station Area Plans & Carrollton Renaissance Initiatives

In June 2002 the Carrollton City Council adopted a set of plans for the Downtown Carrollton, Trinity Mills and North Carrollton DART station areas, as well as plans for the redevelopment of the Belt Line Road Corridor, Belt Line Road at Josey Lane Retail Area, and Old Downtown Carrollton. The goal of these plans was to address the need for redevelopment in a nearly built-out city to accommodate future growth and to support the region's air quality improvement initiatives.

The Downtown Carrollton and Trinity Mills station areas, including Carrollton's historic downtown, are being planned to support mixed-use, transit-oriented development. The Belt Line Road Corridor plan anticipates mixed-use redevelopment from Old Downtown Carrollton to Josey Lane.

- Carrollton Comprehensive Subdivision Ordinance

Other City standards, including *Article X, Design Standards* and *Article XI, Construction and Improvements*, were reviewed in order to gather pertinent information including sidewalk requirements and parkland dedication fees.

The City's *Design Standards, Article X Section G. Sidewalks* requires sidewalks along any street upon which a lot abuts **except:**

- along local streets in a Freeway District (FWY), Light Industrial District (LI), Heavy Industrial District (HI), or Industrial Park District (IP).
- along IH-35E frontage roads (Ordinance No. 2573, 11/07/00)
- when developing property that was a legal lot of record prior to April 2, 1962
- in existing subdivisions previously accepted without sidewalks.

For residential subdivisions, sidewalks are currently required to be constructed by the developer along all collector and arterial thoroughfares as well as subdivision perimeter streets. The developer or individual homebuilder is responsible for sidewalk

construction along the frontages (including side and rear) of individual lots along collector or arterial streets.

For non-residential subdivisions, sidewalks are currently required to be constructed along all streets, except as noted above. Temporary sidewalk waivers may be granted by the Planning & Zoning Commission under specific circumstances.

Specifically called out is the requirement for providing sidewalks deemed necessary by the Planning & Zoning Commission for circulation or access to schools, public parks and playgrounds, shopping centers, transportation or community facilities, or to provide pedestrian circulation within a subdivision. These sidewalks are to be built by the developer in accordance with the *General Design Standards* of the City. More detailed information about sidewalk construction can be found in the *Carrollton Comprehensive Subdivision Ordinance, Article X, Section G*.

Article X, Design Standards Section J, Public Sites and Open Spaces, outlines the City requirement to provide parks as a part of residential subdivision development. Land subdivided for residential development must include either dedicated parkland or the payment of a fee in lieu of dedication, as determined by the Planning & Zoning Commission based on standards and guidelines in the *Comprehensive Land Use Plan*. The purpose is to provide for the subdivision's neighborhood park and recreational facilities. The City has the option not to accept a developer-proposed parkland dedication if the City determines the proposed park is not appropriate in that location, and may require other land to be dedicated or payment of a fee in lieu of dedication.

Section J.7 states that fees collected must be credited to the service area account in which the residential subdivision is located. *Section J.8* states that park fees collected in lieu of land acquisition must be used solely for acquisition and/or development of park facilities for the subdivisions where the fees were collected.

The *Carrollton Comprehensive Subdivision Ordinance, Article XI Construction and Improvements, Section K, Sidewalks* requires a one-foot wide pedestrian/utility easement on private property where a five-foot sidewalk abuts the property line. *This section also* states that when future right-of-way improvements are planned, it may be appropriate to delay sidewalk construction and that funds may be placed in an escrow account. An escrow account may also be established if sidewalks are to be built on city park or greenbelt property, as designated in the *Comprehensive Land Use Plan*.

Potential changes in Carrollton's *Comprehensive Subdivision Ordinance* are suggested in Chapter 5.

4. HIKE AND BIKE MASTER PLAN REFINEMENT

The development of the Trails Master Plan followed the completion of base mapping and the Bicycle Level of Service analysis. This phase identified existing, programmed and planned routes throughout the city along greenbelts, rail corridors, undeveloped land and on-street bikeways. Schools, parks, and other civic destinations were also shown.

Once potential routes were identified, additional BLOS analysis was conducted as needed to evaluate the level of service on streets. The City's high resolution aerial photographs from September 2002 were utilized to further evaluate potential trail corridors and identify the existence or absence of sidewalks. Potential trail intersection issues, which could not be resolved through aerial reviews, were mapped and several site reviews were made to further evaluate these locations. This resulted in some routes being eliminated from the current study and identified for future consideration.

During plan development, several site visits were made with City staff to review intersection issues related to trails and greenbelts. In addition, general conditions of the sidewalk system and on-street conditions for bicyclists were noted. City staff and the consultant team visited the sites of the proposed DART rail stations. Additional visits assessed concerns at specific locations regarding the feasibility of trail/road crossings and on-street bikeway connectivity across potential barriers such as railroads, roads and bridges.

A meeting was held with DART personnel at their offices on October 13, 2004, and DART staff confirmed the suitability of timelines for DART's accommodation of this plan as preliminary engineering for the Northwest DART LRT line began in late 2005.

- Community Input Meeting

Following the development of the conceptual system, the City Council was briefed and a community meeting was held on November 16, 2004, with approximately 60 people in attendance.

A slide presentation introduced attendees to the planning process, purpose and benefits of an integrated non-motorized system plan. Maps of a conceptual plan were laid out around the room and attendees were encouraged to mark up these maps to show additional desirable destinations or areas of concern. In addition to marking up the maps, citizens were encouraged to make both oral and written comments. Staff advised attendees that they could view the map at City offices and make further comments. After several weeks, the post-meeting comments and map mark-ups were provided for further evaluation.

Citizen input was incorporated into the mapping as needed beginning in early 2005. During this phase, the conceptual system was reviewed with City staff.

5. GUIDANCE, RECOMMENDATIONS AND OPPORTUNITIES

- Multi-Trail Design Guidelines

Multi-use trails – generally referred to as hike and bike trails – are intended to serve a variety of user groups. They may travel through highly urbanized areas as a side path along a roadway, or be placed along a tree-lined creek. They may be a key connector in a city or regional system or provide access to a remote bird watching loop.

For detailed guidance on multi-use trails, implemented at least partly with federal transportation funds, refer to the 1999 American Association of State Highway and Transportation Officials' (AASHTO) *Guide for the Development of Bicycle Facilities*. For regional guidance, refer to the North Central Texas Council of Governments' (NCTCOG) *Bicycle and Pedestrian Facilities Planning and Design Guidelines*. For trail-associated signage, refer to the *Manual on Uniform Traffic Control Devices (MUTCD) for Streets and Highways*, 2003 Edition, Part 9, *Traffic Controls for Bicycle Facilities*.

- Ordinance Review Recommendations

A review of the Carrollton *Comprehensive Subdivision Ordinance* related to sidewalks and parkland dedication fees resulted in several instances where the City may want to evaluate the appropriateness of its standards.

Design Standards, Article X, Section G, Sidewalks should be reviewed related to exemptions for sidewalks along freeway frontage roads, as well as in industrial areas. In particular, sidewalks along freeway frontage roads within one-half mile of DART rail stations, along streets with DART bus stops and within one-quarter to one-half mile of bus stops, are recommended to support transit use and increase safety to transit patrons. Additionally, Sidewalk waivers should **not** be granted within one-half mile of schools, parks, civic and shopping areas.

Article X, Design Standards, Section J, Public Sites and Open Spaces requires that fees in lieu of parkland dedication be used within the service area collected for neighborhood parks. This requirement should be reviewed due to the overall build-out of the city and the opportunity to serve future developments by utilizing these funds for development of the city-wide trail system.

- Funding Opportunities

Trail system development strategies may include volunteer-built nature trails in greenbelts, developer-built trails in new subdivisions, or use of regional air quality funds for AASHTO-compliant trails.

The on-street bikeway and/or sidewalk system may be extended by the private sector with future development, or the City may need to retrofit previously developed areas in conjunction with other roadway improvements. Public funds may be available through

bond programs, annual maintenance budgets or on a competitive basis through federal or state programs under specific conditions.

A list of funding sources and, where available, source of additional information is listed below:

City Funds

U.S. Department of Transportation / Federal Highway Administration

Statewide Transportation Enhancement Program (STEP) -
<http://www.dot.state.tx.us/des/step/>

Safe Routes to School Program (SRS) -
<http://www.dot.state.tx.us/trafficsafety/srs/>

Congestion Mitigation and Air Quality Improvement Program (CMAQ) -
<http://nctcog.org>

Recreational Trails Program (RTP) -
<http://www.tpwd.state.tx.us/grants/trails>

Texas Parks and Wildlife Department
(Texas Recreation and Parks Account Program) -
<http://www.tpwd.state.tx.us/grants/>

Dallas County Park and Open Space Program -
<http://www.dallascounty.org>

Foundation Support -
<http://www.fdncenter.org>.

6. ADOPTED TRANSPORTATION PLAN

Following a thorough review of conceptual opportunities, City staff determined the elements that could feasibly be included as part of the overall Transportation Plan and have presented such on Exhibit "A". Prioritization is a City Council decision. The City currently has identified \$2.4 million in funds available for trail development.

The focus of the recommended trail network is along Hutton Branch, Furneaux Creek, Dudley Branch, the utility easement from the Indian Creek golf course to the Indian Creek greenway and along Eisenhower Street, east of Indian Creek. Several on-street bicycle connections are included along Broadway Street, Crosby Road, Scott Mill Road, Nimitz Drive, Trade Center Drive and Spurwood Drive. A connection between the proposed Downtown Carrollton and Trinity Mills DART LRT stations is proposed,

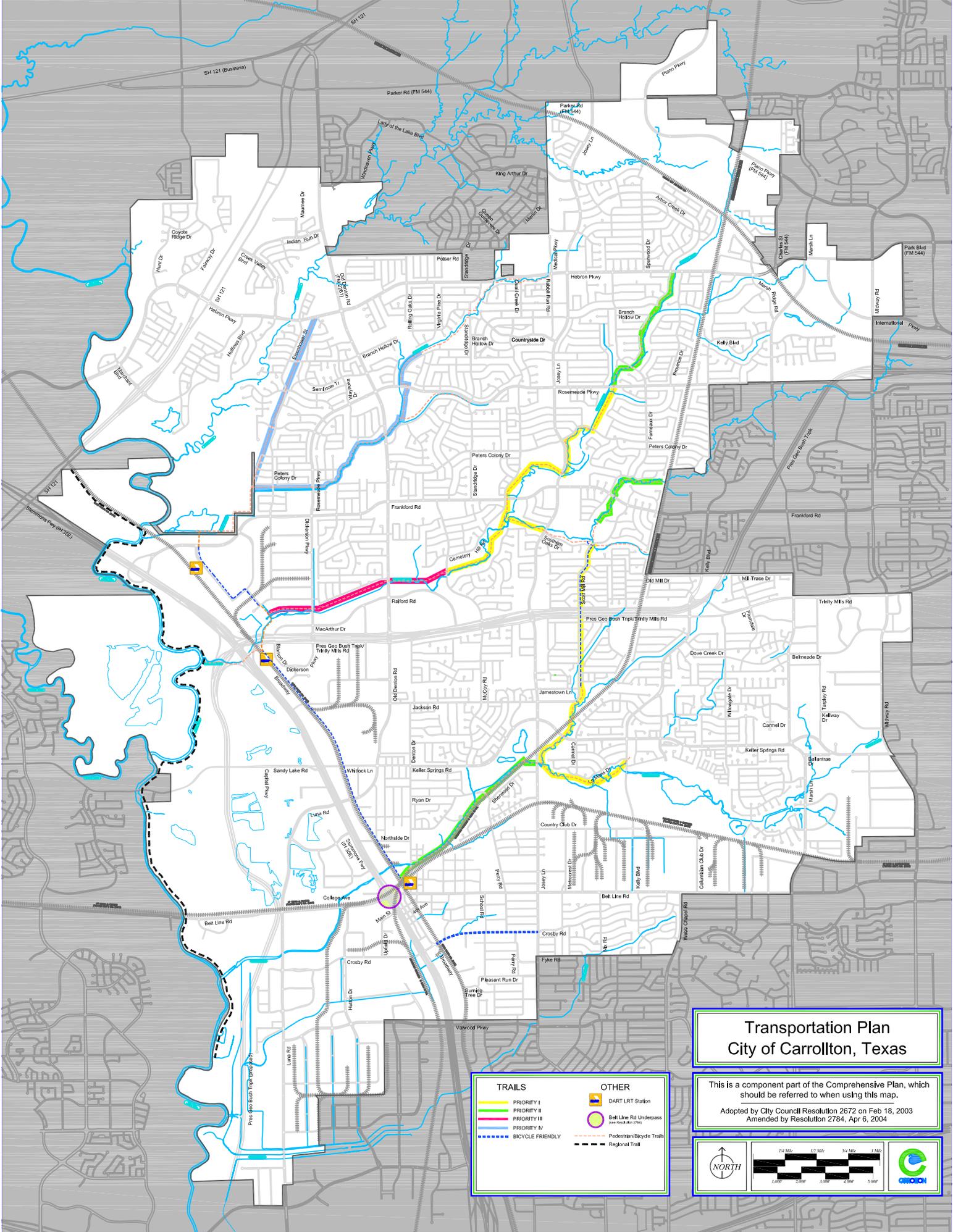
although placing the trail along and abutting the LRT line itself is likely not physically possible and an alternative should be determined.

This plan should be reviewed on a minimum five-year cycle to continually evaluate the City's needs and capabilities for bicycle and pedestrian trail enhancements.

7. CONCLUSION

Carrollton has many opportunities to create a functional and attractive pedestrian and bicycle transportation and recreation system. Specific alignments should be viewed as flexible, and adjusted as needed to achieve the objectives of residents, businesses and developers, while maintaining system connectivity. This Plan will make it easier for land planners and developers to access information necessary to address these quality-of-life and transportation-choice opportunities. While modifications to these conceptual alignments should be expected and accommodated as specific implementation plans are developed, the impacts of proposed modifications should be considered in the context of the overall system, keeping in mind the need for connectivity for both utilitarian and recreational trips.

Each element in the plan – trails, on-street bikeways and sidewalks – is important to the citywide system. Investment in the development of this system as funds become available will create new opportunities for Carrollton residents, businesses, and visitors. This Plan can support and enhance the value of future developments, many of which can have access to light rail or commuter rail service.



Transportation Plan City of Carrollton, Texas

This is a component part of the Comprehensive Plan, which should be referred to when using this map.

Adopted by City Council Resolution 2672 on Feb 18, 2003
Amended by Resolution 2784, Apr 6, 2004

| TRAILS | OTHER |
|--|---|
| — PRIORITY I | DART LRT Station |
| — PRIORITY II | Belt Line Rd Underpass (see location at 2784) |
| — PRIORITY III | Pedestrian/Bicycle Trails |
| — PRIORITY IV | Regional Trail |
| BICYCLE FRIENDLY | |

NORTH

0 1,000 2,000 3,000 4,000 5,000