ONE
McKinney **2040**
comprehensive
plan

ACKNOWLEDGMENTS

CONTENTS

Appendix:

    A. Alternate Scenario
    B. Public Outreach Process
    C. Transportation Modeling Analysis
    D. Psychographics and Industry Trends
    E. Implementation Matrix

1

INTR

McKINNEY Office Suppl
RODUCTION

PLAN
FOUNDATION

The foundation of the overall policy direction for the ONE McKinney 2040 Comprehensive Plan is built upon two important components:

[Vision Statement]
[A Set of Guiding Principles]

The vision statement describes the future that is desired by the McKinney community in terms of its physical, social and economic conditions. It was developed by stakeholders and represents the goals and aspirations envisioned by the community.

The guiding principles provide overall guidance across all plan components and explain the most important general principles that should be followed in order to achieve the vision described in the plan. Guiding principles apply at both the citywide and district level, and also shape more detailed strategies that apply to each element of the plan, such as mobility or community design.

These two components serve as the foundation and provide the framework for the major elements of the plan, which include the preferred scenario, master thoroughfare plan, land use diagrams, and the investment and implementation strategies. The principles and policies found in each of the plan's elements should help the city achieve the vision and should be consistent with the guiding principles.

VISION
STATEMENT

We are ONE McKinney – a united community that supports the *DIVERSITY* of its economy and people. We celebrate our natural & cultural *ASSETS* & invite private developments that create *PLACES* of lasting value. Smart public & private *INVESTMENTS* ensure that McKinney remains a top choice for people to live, work, play & visit through 2040 & beyond.

ONE | COMMUNITY VISION
McKinney 2040

GUIDING
PRINCIPLES

DIVERSITY
[SUPPORTING OUR ECONOMY AND PEOPLE]

1| Diverse economic engines, such as the McKinney National Airport, McKinney Corporate Center, Southgate District, and business/entertainment corridors form the foundation of McKinney's strong economy. As such, the City encourages new businesses and developments that support these economic engines, broaden the tax base, and make the city's economy more adaptable and resilient.

2| Private development, public investments, and community engagement support the people of McKinney by making available housing options and neighborhood choices that are accessible, attainable and appealing to people at all stages of their lives.

3| City leaders and decision-makers focus attention and investment in each of the distinctive Districts throughout the city, so each one can appeal to its targeted market and achieve the vision described in this plan.

ASSETS
[CELEBRATING OUR CULTURE AND LANDSCAPE]

4| McKinney's cultural and historical heritage is retained and emphasized in the historic Town Center, and is included in the identity of other places in McKinney so it can be shared with future generations.

5| McKinney's natural landscape (its trees, open spaces, topography, streams, and natural areas) continues to enhance the character of the city and the daily experience of residents, employees and visitors throughout McKinney.

PLACES
[TO LIVE, WORK, PLAY, AND VISIT]

6| Private sector development and redevelopment meet McKinney's expectations for excellence in design and create places with market support and long-term economic viability.

7| McKinney's public spaces, including its streets, support and enhance the distinctive character of individual neighborhoods and business Districts while strengthening the connections throughout the city in order to unify the entire McKinney community.

8| Today's neighborhoods remain vibrant and desirable places that meet the needs of existing residents and appeal to future residents.

INVESTMENTS
[CREATING LASTING VALUE]

9| McKinney invests in public facilities, services and infrastructure that are located, timed and sized to meet the expected needs of current and future residents and businesses within the city.

10| Public capital investments are made strategically, using finite funds in order to build the facilities needed to support new development, respond to market opportunities and create the desired community envisioned in this plan.

11| Investments in infrastructure systems, public facilities, economic incentives and community programs are made when the life-cycle benefits to the public outweigh the life-cycle costs, and when the areas that these investments support are expected to remain vital and desirable until 2040 or longer.

DEVELOPING THE ONE McKINNEY PLAN

STATE OF
THE CITY

INTRODUCTION

The City of McKinney is a unique place with a booming economy and a burgeoning residential population. An understanding of its socioeconomic characteristics helps frame the comprehensive planning effort in terms of the community it aims to serve. The following section details the state of the City in demographic terms, from its tremendous growth to the diversity of the many communities that comprise it.

POPULATION

McKinney's residential population has been growing since its inception as a predominantly agricultural community in the mid-19th century. Prior to the 1980s, however, growth was largely limited to a net gain of a couple hundred or thousand residents every decade. Between 1980 and 1990, however, McKinney posted a net gain of just over 5,000 people—an early sign of the unprecedented growth that the City would experience in the 1990s, 2000s, and 2010s. By 2010 McKinney had grown to become a community with a population over six times its size in 1990.

U.S. Census Bureau estimates pinned the population of McKinney at 181,220 for 2017—an increase of 38% or more than 50,000 people since 2010. While the rate of change has dropped significantly during the 2010s thus far, McKinney continues to post similar growth figures in absolute terms as it was at this point in the previous decade.

Figure 2.1

Decennial Population Estimates and Percent Change
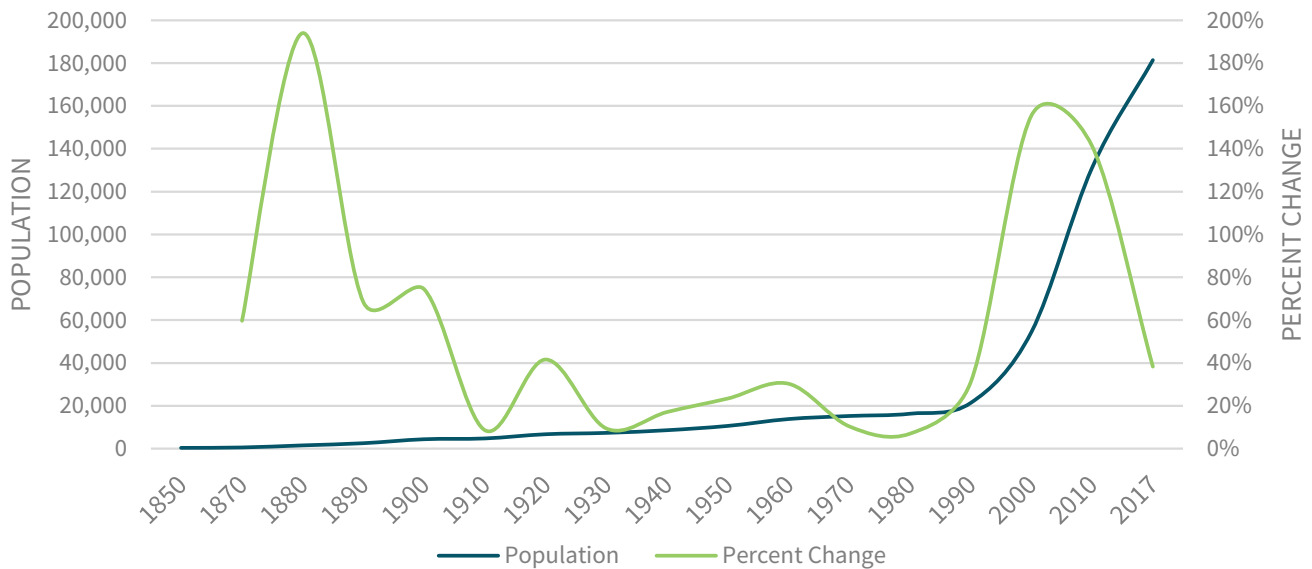
Source: U.S. Census Bureau, Decennial Census and 2017 Population Estimates

ETHNICITY

McKinney is a diverse place, a description that fits its unique ethnic landscape. Sixty-three percent of the City is single-race, non-Hispanic white. The largest ethnic minority are those of Hispanic or Latino descent, who account for roughly one-in-five McKinnians. Black or African American residents account for about 11% of the City while Asian Americans amount to 5% of the population. Other races or ethnicities or those of multiracial descent account for 1% of the City of McKinney.

Figure 2.2

Decennial Population Estimates and Percent Change

Hispanic
20%

Black*†
11%

Asian*†
5%

Other*
1%

White*†
63%
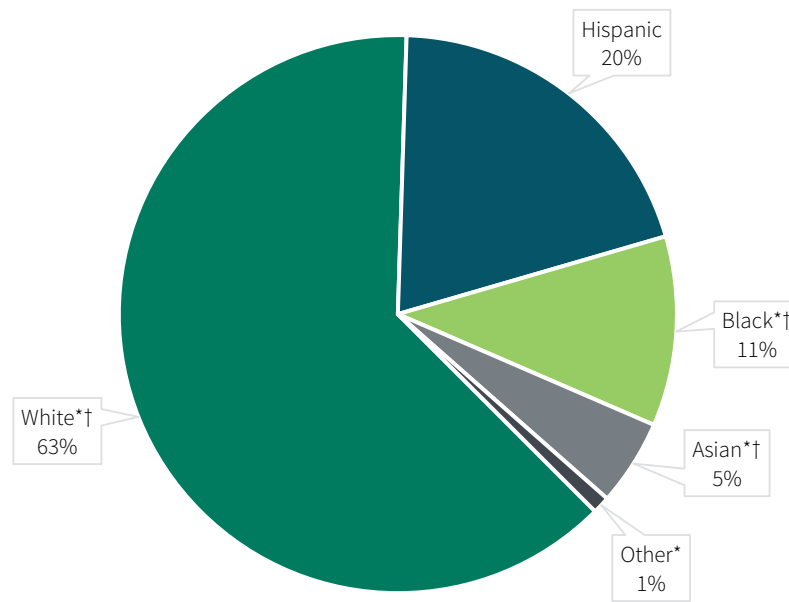
Source: American Community Survey, City of McKinney, and Ricker Cunningham; Notes: *Single-race, †Non-Hispanic

HOUSEHOLDS AND TENURE

There were 52,700 households in the City of McKinney in 2015, up from 44,353 just five years prior. This corresponds to an average annual household growth rate of 3.5%—more than double the rate of DFW (1.6%). Most of these households own the home in which they live, as renters only account for an estimated 30% of all households in the City. In DFW, renting households are 41% of the metropolitan area's total households.

Household composition is also significantly different between the City of McKinney and the DFW area at large. The average household in McKinney has 2.99 persons, which is a little higher than the metropolitan area's figure of 2.80 persons per household. Twenty-one percent of McKinney households are non-family households, about ten percentage points lower than the DFW average. One- and two-person households are also much less prevalent in McKinney, accounting for 42% of the total. In the Metroplex, one- and two-person households make up 56% of all households in the area.

EDUCATION AND INCOME

Incomes are generally higher in the City of McKinney than the Dallas-Fort Worth Metroplex as a whole. The median household income in McKinney is an estimated $81,118 compared to the DFW-wide figure of $53,600. Only 9% of McKinney households earn less than $25,000 while 46% have incomes exceeding $100,000; the estimates for DFW are 21% and 23%, respectively.

Education largely parallels incomes, and McKinney's educational attainment rates tend to be higher than those for the entire metropolitan area. An estimated 49% of McKinnians over the age of 24 have attained a bachelor's degree or more; in the Dallas-Fort Worth Metroplex, that figure is 29% of the 25-and-older resident population.

Figure 2.3

Educational Attainment and Income
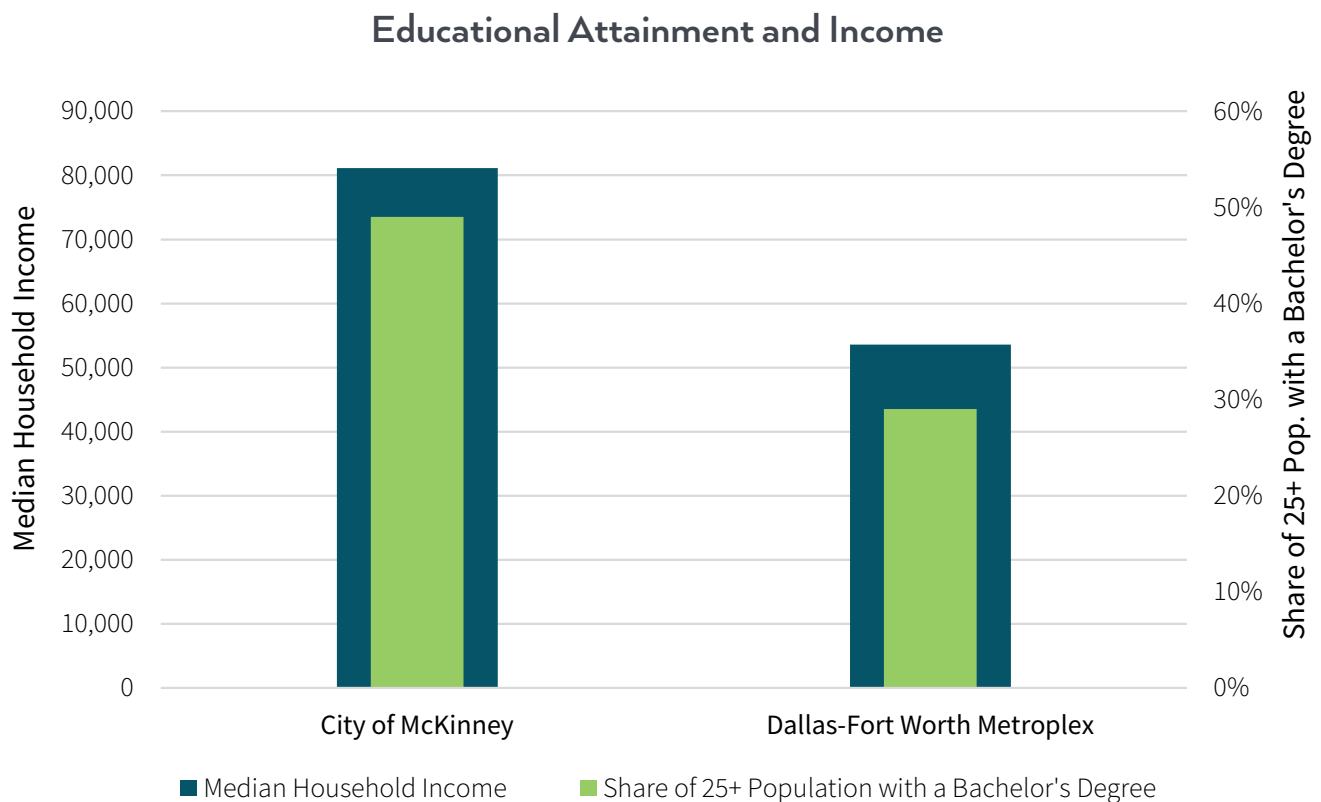
Source: American Community Survey, City of McKinney, and Ricker Cunningham

AGE

The average McKinnian is slightly younger than the average resident in the Dallas-Fort Worth Metroplex. The median age in the City of McKinney is an estimated 33.0 years, compared to a slightly higher figure of 33.8 years for the larger metropolitan area. Thirty-two percent of the City is under the age of 18, which is a little larger than that cohort's proportion of the DFW area as a whole—30%. Residents 65-and-older account for 7% of the City of McKinney's population, which falls below the DFW average of 9%.

EXISTING
CONDITIONS

EXISTING LAND USE

Most of the developed land in the plan area lies west of State Highway 5 and south of U.S. 380. Outside of that lies a lot of unincorporated territory that is largely undeveloped, agricultural, or otherwise reserved for rural space. The smallest parcels and, thus, some of the most intense uses of land in the City lie around Downtown McKinney in the central-southeastern corner of the study area. With the exception of notable, commercial development along major highways and arterials, the southwestern quadrant of the plan area is predominantly residential with larger lot sizes than the more urbanized blocks around the downtown area. The graphic below depicts the existing land use inventory within the City of McKinney and its ETJ. This map is developed using the state codes, which are provided by the Collin Central Appraisal District for all parcels of land.

Figure 2.4

Legend: Single-Family Residential, Multi-Family Residential, Industrial, Office, Retail / Service, Open Spaces, Institutional, Airport (Stripe)
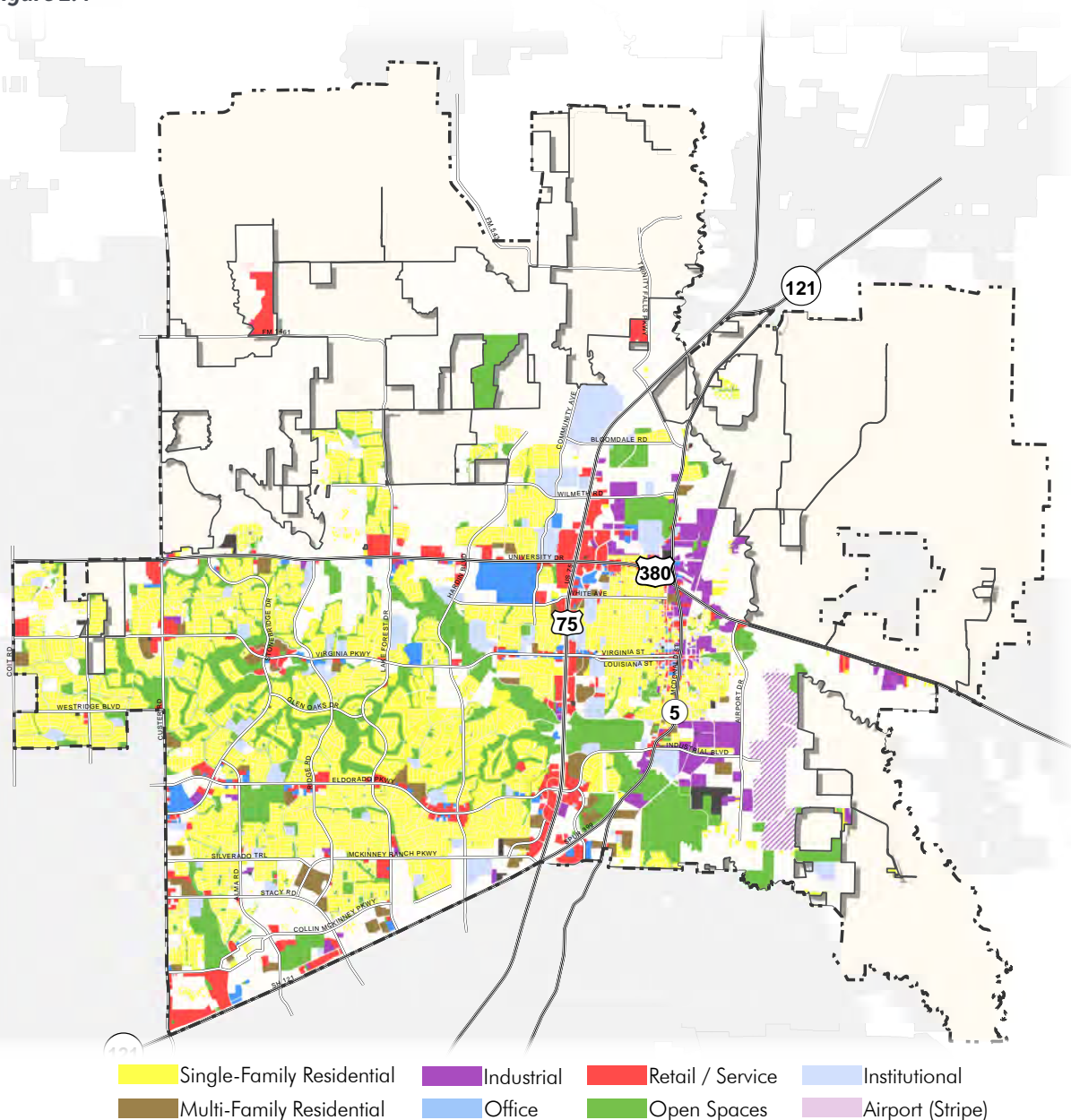
Existing Natural Features/Topography

McKinney, like much of the Dallas-Fort Worth Metroplex, is largely flat, with some gently rolling hills dispersed among the area. Wilson Creek and the East Fork of the Trinity River are the two major riparian corridors in the area, flowing from the northwest to the southeast. Tree canopy coverage and 100-year floodplains generally follow these rivers through the plan area in a diagonal direction. The downtown area south of U.S.380, north of El Dorado Parkway, west of State Highway 5, and east of the Central Expressway also contains a significant amount of urban, tree canopy coverage. Generally speaking, rural areas in the ETJ have more undeveloped natural assets.

Figure 2.5

Tree Canopy   Water Bodies   Flood Plain
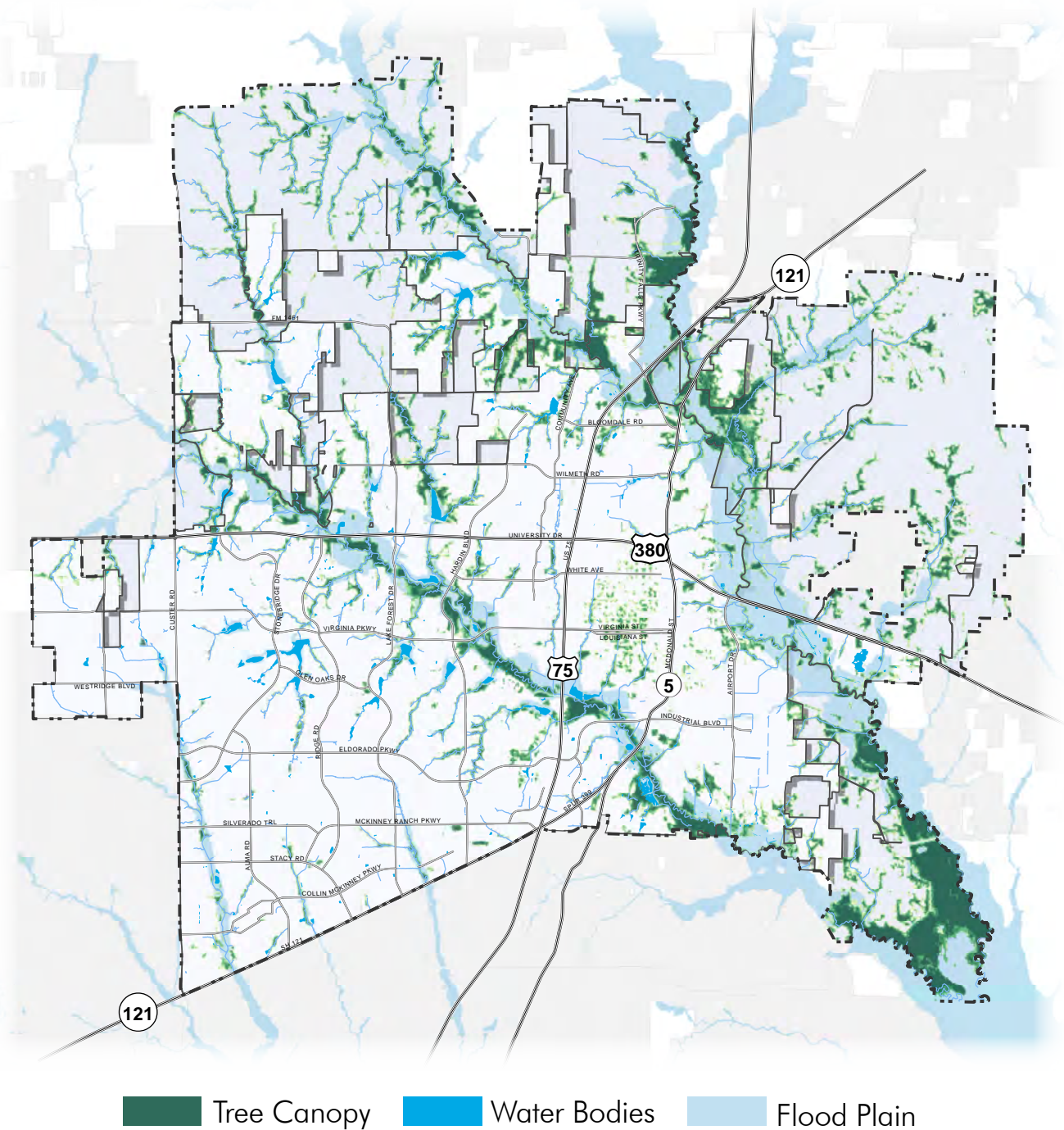
PARKS AND OPEN SPACE

The McKinney parks and recreation system encompasses 36 community parks, nine athletics facilities or fields, two disc golf courses, one dog park, one community center, and one complex of stand-alone trails. A series of proposed hike and bike trails would generally follow the East Fork of the Trinity River and Wilson Creek through the City, connecting with the street grid west of the Central Expressway to facilitate a multi-modal recreation and transportation system in McKinney. All of the golf courses in the City exist to the west of State Highway 5, particularly around the large-lot planned communities south of U.S. 380. Many residential developments have incorporated parks and open spaces as a component of their projects.

Figure 2.6

Parks — Existing Bike Trail — Flood Plain
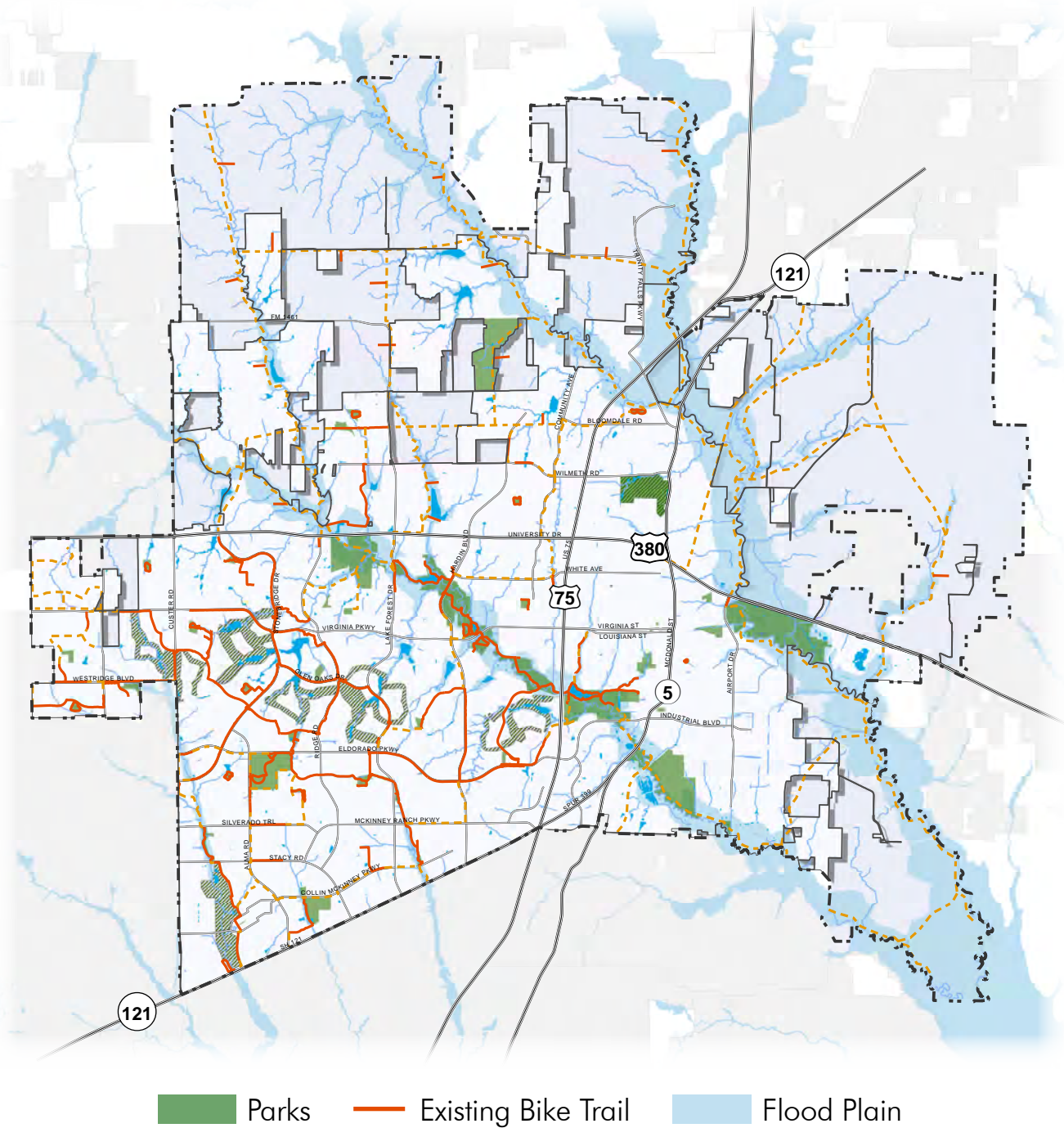
THE
PROCESS

INTRODUCTION

Over the course of three years, City staff, industry experts, and concerned citizens have worked diligently to draft this plan on behalf of the people of McKinney—a task that commanded an exceptional commitment from all involved. Community input and the future of the City's main east-west thoroughfare, U.S. 380, played exceptionally important roles in the process. The result is the City of McKinney's first major comprehensive plan update since 2004, when a similar document was last drafted to guide its future development. The following sub-sections detail many of the events and milestones that punctuated key moments in the planning process. Most of the work, however, was conducted outside of these meetings as planning team members worked diligently and meticulously to constantly incorporate feedback and craft a plan based on the desires, needs, and hopes of community members for their city.

Community Stakeholders

Community stakeholders are the residents, visitors, employees, neighborhoods, community groups, businesses, and developers who invest their time, money and interest in the City of McKinney. These stakeholders are the creators of the vision for McKinney.

Advisory Committee

The Comprehensive Plan Advisory Committee (CPAC) was a group of community leaders and engaged citizens appointed by the City Council to serve as a guiding voice for the development of the plan. The project team met with members of CPAC multiple times and regularly updated committee members on the Planning process as it unfolded. These meetings acted as venues for the collection of miscellaneous feedback on the progress of the plan and its elements as they were developed by either the planning team or members of the community.

City Council, P&Z, and City Staff

City Council, the Planning and Zoning (P&Z) Commission, and City Staff were all intimately involved in the creation of this plan, helping to guide it to fruition and coordinate all its moving parts. City Council and the P&Z Commission formally met over ten times during the planning process to approve pieces of the plan or receive updates as they happened. City staff also played an instrumental role behind the scenes by serving as technical advisors, event support, and providers of feedback themselves.

STAFF WORKING SESSION (9/1/15)

In preparation of a public kick-off, the Project Team hosted a city staff working session in September 2015 to review the initial findings of the initial data gathering and general "state of the city." The purpose of this working session was to get important feedback on some of the community assets and challenges from staff's perspective. This initial interaction with city staff from across departments helped the Project Team better understand some of the needs and opportunities in McKinney from the organization's perspective.

STAKEHOLDER INTERVIEWS (8/31/15 - 9/3/15)

Over two dozen individuals were interviewed as part of the ONE McKinney 2040 Initiative, convening stakeholders from around the City to discuss their diverse perspectives on the future of the community. Questions asked included "What word or phrase would you use to describe the most desirable future for McKinney by 2040?" and "How important is it that people have travel choices in addition to driving a car?" Answers were often varying, providing an impetus for the Project team to extract a consensus that would appease most community members and embody their ideal, shared future for McKinney.

COMMUNITY SUMMITS (9/16/15 - 9/17/15)

Two Community Summits were held in mid-September of 2015 as public brainstorming sessions, gathering ideas about transportation corridors, resiliency, quality of life, fiscal stability, and key words or phrases to generally describe the City's future. Planning team members prepared presentations to give an overview of the basics of a comprehensive plan and things to come in the process. Copious feedback showed an outstanding level of community investment and interest in the plan.

COMMUNITY CHARRETTE (10/24/15)

A Community Charrette in late 2015 provided a structured venue for the funneling of public input into the comprehensive planning process, with opportunities for creative feedback such as writing and drawing. Tables were set up across the Collin College Higher Education Center, forming groups of participants who worked together to craft maps, answer questions, and discuss issues of importance to the community together. Groups then reported the results of their discussions to one another with appointed speakers and presenters to give an overview of the team consensus and provide context

DFW TOUR (1.8.16)

In January 2016, the City Council and CPAC were able to visit a number of areas within the DFW area to help frame the planning process within the larger, metropolitan context. Attendees visited peer cities and sites such as Addison Circle, Lakeside DFW in Flower Mound, the Venue at Hometown in North Richland Hills, and Vitruvian Park in Addison.

COMMUNITY WORKSHOP (1/21/16)

Roughly 95 participants attended the Community Workshop in early 2016 to evaluate the merits of three alternative growth scenarios. These participants were then divided into 14 teams who made their way through the event workbook to collaboratively discuss scenario performance, responses to community issues, support for ideas proposed by community members, and important features for a preferred land use scenario. A reporter was then elected by team members to be the spokesperson for their group, presenting their findings to the entire room. The Project team took the results of these group sessions and used them to weigh the pros and cons of each particular growth scenario.

COMMUNITY OPEN HOUSES PART 1 (5/18/16 AND 5/19/16)

The Community Open Houses provided an opportunity to see the vision for the future of specific areas across McKinney. Approximately 100 participants attended over both nights and were able to discuss key components of the ONE McKinney 2040 Comprehensive Plan. There was an area dedicated to citywide topics such as foundational policy direction and mobility. Members of the project team were available to answer questions and collect feedback.

TxDOT FEASIBILITY STUDIES (2015-2018)

The Texas Department of Transportation (TxDOT) conducted two feasibility studies as part of its analysis of potential new alignments for U.S. 380 through Collin County. The first of these studies took place between 2015 and 2016, ultimately recommending that freeway improvements be considered for the existing alignment. The ongoing second study began in 2017, prompting a pause in the development of the ONE McKinney 2040 Plan as the planning team weighed the potential impacts of a new alignment on land use and the City's transportation system. Planning resumed in 2018 after TxDOT released a series of draft alignments for public consideration and comment. TxDOT held three public meetings in McKinney, Princeton, and Prosper during the spring of 2018, offering residents an opportunity to provide input on alignment options and corridor improvements.

COMMUNITY OPEN HOUSES PART 2 (6/14/18 AND 8/9/18)

The comprehensive planning process resumed its momentum in mid-2018, continuing to plan for the future while keeping an eye out for new developments from TxDOT or elsewhere. The first of two Open Houses on June 14, 2018 served as a catch-up event for community members and those interested in guiding the plan around the proposed alternative alignments for U.S. 380. About 50 attendees interacted with exhibits on the preferred scenario, market conditions, and transportation infrastructure in McKinney. The final Open House was held August 9, 2018. This event, which took place at the McKinney Performing Arts Center, gave citizens one last update before the document moved to the end of the planning process and entered the finalization, adoption, and implementation stages.

OTHER ENGAGEMENT ACTIVITIES

Although there were a number of outreach events held specifically for the ONE McKinney 2040 Comprehensive Plan Initiative, the planning team also recognized the importance of engaging with the community at other events in the City. Throughout the planning process, in addition to the dedicated outreach events, members of the planning team also attended, spoke and engaged with the public at community events such as the State of the City, Oktoberfest, PRIDE neighborhood meetings, presentations to the Chamber of Commerce and Leadership McKinney groups, and presentation to other various boards and commissions meetings. Even in these settings, the planning team encouraged interactive discussions by using visual preference surveys, keypad polling, and comment boards.

PLAN ADOPTION (10/2/18)

On October 2nd, 2018, the ONE McKinney 2040 Plan was officially adopted by City Council, solidifying years of work and community support to guide growth in the coming decades. The second, critical piece to the planning puzzle, implementation, will be the key focus for City staff over the next few years, organizing policies, programs, and people to inch closer towards the ambitious objectives laid out in this plan.

November 5
State of the City Booth

November 16
Joint City Council / P&Z Meeting
Project Update

December 3
Leadership McKinney

December 9
Joint City Council / CPAC Workshop

January 4
City Council Work Session

January 8
Joint City Council / CPAC DFW Tour

January 21
Community Workshop

January 28
P.R.I.D.E. Neighborhood Meeting

February 5
Chamber of Commerce
Meeting

February 18
Advisory Committee
Meeting

June 16
City Council Meeting
Budget and Scope Approval

August 3
City Council Meeting

August 18
City Council Meeting
Advisory Committee
Appointed

June 16
MEDC Board Meeting

June 20
City Council Work Session

June 23
MCDC Board Meeting

July 25
City Council Work Session

July 26
MCVB Board Meeting

August 15
City Council Work Se

August 23
Planning & Zon
Commission Me

Project Initiation

Community Wide Vision

Vision Framework

Summer 2015

Winter 2015

Summer 2016

Fall 2015

Spring 2016

Fall 2016

State of the City | Community Wide Vision

Vision Framework

Vision Framework

October 24
Community Charrette

October 14
Advisory Committee Meeting

October 5
City Council Meeting
Project Update

September 25 - 27
Oktoberfest Booth

September 16 - 17
Community Summits

September 3
Stakeholder Interviews

September 2
Stakeholder Interviews
Advisory Committee Meeting

September 1
Staff Working Session

August 31
Stakeholder Interviews

June 6
Joint City Council / CPAC Meeting

May 18 & 19
Community Open Houses

April 28
P.R.I.D.E. Neighborhood Meeting

April 11
Joint City Council /
CPAC Meeting

Septem
City Cou

August 31
Advisory Commit

Joint City Council / Other Body Meeting

Advisory Committee (CPAC) Meeting

Public Input

City Council Meeting

Planning & Zoning Commission Meeting

November 4
State of the City Booth

January 5
Leadership McKinney

January 23
City Council Work Session

February 7
City Council Meeting

February 16
P.R.I.D.E. Neighborhood Meeting

February 20
City Council Work Session

February 27
Joint City Council / McKinney ISD Meeting

Crafting the Plan

Winter 2016

January 22
City Council Work Session

February 13
Planning & Zoning Commission Meeting

February 19
City Council Work Session

Crafting the Plan

Winter 2017

July 30
Advisory Committee Meeting

August 9
Community Open House #3

August 20
City Council Work Session

August 28
Planning & Zoning Commission Work Session

August 29
McKinney Economic Development Corporation

Crafting the Plan

Summer 2018

September 23 - 25
Oktoberfest Booth

ber 19
uncil Work Session

ttee Meeting

Crafting the Plan

Spring 2017

May 18
P.R.I.D.E. Neighborhood Meeting

May 2
City Council Meeting

Crafting the Plan

Spring 2018

June 14
Community Open House #2

June 6
Advisory Committee Meeting

April 26
Advisory Committee Meeting

April 11
Information Meeting

Implementation & Adoption

Fall 2018

October 2
City Council Meeting

September 26
Planning & Zoning Commission Meeting

September 11
Planning & Zoning Commission Meeting

ONE | COMMUNITY VISION
McKINNEY 2040

MARKET
SUPPORT

PSYCHOGRAPHICS

Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic (age, race, income, etc), speak more to attitudes, interests, opinions, and lifestyles. Tapestry is a leading system for categorizing day- and night-time populations into one of 67 distinct lifestyle segments based on these factors. Many commercial retail developers rely on psychographics to measure a market's depth for certain consumer preferences and its propensity to spend across specific set of retail categories. Similarly, a growing number of residential developers are interested in an area's psychographic profile because it can serve to eliminate some of the uncertainty associated with delivering unproven product types to a market.

Tapestry organizes the segments into "LifeMode" groups, which represent markets that share common experiences or significant demographic traits, and "Urbanization" groups, markets that share a common locale.

McKinney's psychographic profile is dominated by upper class lifestyle segments, indicating high incomes, high disposable retail spending and a predominant desire for suburban living. While the City's top segments (e.g., Boomburbs, Up and Coming Families, Soccer Moms, Professional Pride) reinforce the affluent, family-oriented lifestyle that has characterized McKinney throughout its history, the highest-growth segments over the past few years have been those which bring more social and economic diversity to McKinney's profile. These high-growth segments include:

Barrios Urbanos – family-centric, predominately Hispanic, multi-generational, primarily blue collar employment.

Enterprising Professionals – well-educated, mobile, ethnically diverse, higher-density housing.

Retirement Communities – many live alone, over half are renters, primarily middle-income, higher-density housing.

Given its lifestyle segment characteristics, and the fact that the it is surrounded by attractive exurban neighborhoods, where single family housing dominates development growth, McKinney is poised to compete for residential diversity – providing housing products with high demand that are not being provided in th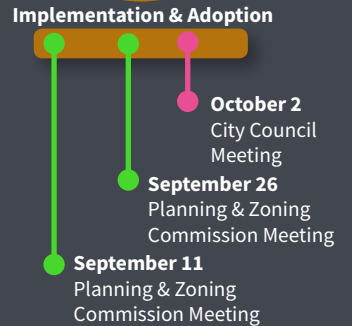e market (e.g., smaller lot single family, paired homes, townhomes, rowhouses, patio homes, condominiums, lofts, apartments, etc.).

Figure 2.7 City of McKinney Psychographic Overview

TAPESTRY SEGMENT	2018 Households	% of Total Households	U.S. Index=100*
Boomburbs	23,513	37.9%	2,247
Up and Coming Families	13,438	21.6%	892
Soccer Moms	5,479	8.8%	304
Professional Pride	3,969	6.4%	395
Middleburg	2,216	3.6%	124
Bright Young Professionals	2,198	3.5%	158
Enterprising Professionals	2,127	3.4%	240
Barrios Urbanos	1,629	2.6%	252
Retirement Communities	1,170	1.9%	156
Fresh Ambitions	1,020	1.6%	258
Total Above Segments	**56,759**	**91.4%**	**--**
Total Trade Area	**62,076**	**100.0%**	**--**

LIFE MODE GROUP	2018 Households	% of Total Households	U.S. Index=100*
Affluent Estates	28,379	45.7%	461
Ethnic Enclaves	15,825	25.5%	360
Family Landscapes	7,695	12.4%	166
Middle Ground	2,691	4.3%	40
Upscale Avenues	2,127	3.4%	61
Total Above Groups	**56,717**	**91.4%**	**--**
Total Trade Area	**62,076**	**100.0%**	**--**

URBANIZATION GROUP	2018 Households	% of Total Households	U.S. Index=100*
Suburban Periphery	49,709	80.1%	252
Urban Periphery	5,378	8.7%	52
Semirural	2,980	4.8%	51
Metro Cities	2,967	4.8%	26
Principal Urban Center	1,020	1.6%	23
Total Above Groups	**62,054**	**100.0%**	**--**
Total Trade Area	**62,076**	**100.0%**	**--**

Detailed descriptions of the most prevalent lifestyle groups (psychographic segments) in the City are presented in Appendix D.

INDUSTRY
TRENDS

Understanding current and anticipated trends in real estate development and the conditions that drive them, are essential for any long-term civic planning initiative. With this information, communities like McKinney will be better able to plan for appropriate levels of capital investment, and work more effectively with their "delivery system" to ensure product types mirror the preferences of local consumers.

To this end, several imminent and ongoing trends that will impact development and influence its character are presented in the narrative below. Each one should be consider in the context of later discussions regarding place-types and centers of investment activity. Ultimately, this plan and the initiatives identified to advance its objectives is intended to provide a path toward a community that is uniquely McKinney, reflecting its past and supporting its future.

LEADING TRENDS

The real estate industry, like the energy, finance and technology industries, is often characterized as a series of cycles, each one driven by a variety of "moving parts" such as: availability of capital for investment, supply conditions, demographic and social preferences, local policies and regulations, and capacity of individual markets to accommodate development. Its complexity, and their inability to control impactful outside forces, has historically led many in the industry to take a more commodity-driven approach to investment and development. In other words, they have relied too heavily on internal drivers they could influence, rather than spending equal time considering the preferences of their consumers, much less the sustainability of their products. Post Great Recession, some have begun to adopt an increasingly "outward looking" approach, with greater attention and more deliberate efforts to deliver uses in formats that more closely reflect what employees, residents, and consumers desire from the environments where they work, live and shop.

INVESTOR DISCIPLINE

Unlike the behavior that followed nearly every other boom – bust episode of the last several decades, real estate investors today are taking a more "defensive posture" that has translated into somewhat "greater discipline" in investment and development. Previously, these individuals and groups have exhibited what is known as a "late-cycle optimism" that resulted in over-leveraged portfolios and over-developed markets.

Additional caution is being driven by concern regarding national public policies that have led to greater divisions between income groups and how they might affect local markets. As reported in the ULI report, "The long-term strength of the U.S. economy has historically been a reflection of the stability and growth among individuals and families in middle income categories." Upward mobility in both the blue-collar and white-collar sectors traditionally fueled housing demand, consumer spending, and office sector growth. Growing income-inequality, wage stagnation, and regional economic disparities are trends being monitored as possible "threats" to demand.

EMPLOYMENT SPACE AND PRODUCTIVITY

Nearly every major real estate category experienced significant changes in its product inventories following the Great Recession, with the most noteworthy realized by the commercial office and retail industries. Circumstances that prompted these changes have largely been attributed to demographic shifts, evolving consumer expectations, the "re-urbanization" of America, and growth in technological infrastructure; rather than portfolio performance, lending practices, and monetary policies. For instance, in 1980 office buildings were built to provide 250 square feet of space per employee. In 2017, several new office developments were constructed to provide 100 square feet per employee, and with significantly more space for collaboration. This change is largely seen as an outgrowth of pressure from non-Baby Boomer generations for flexible work schedules which allow employees to divide their time between home and work. In reality, it was also a function of more energy efficient construction practices and willingness of multiple companies to share space.

Consumer preferences are also impacting retail space design, which is becoming more urbanized, regardless of whether it is located in an urban or suburban environment. Smaller retail spaces are being made possible by stronger connections to industrial facilities that are now housing inventories previously found in stores, as well as distribution centers that are making "just-in-time" deliveries of commercial products possible.

At a macro level, and with several years of production behind them, developers and employers are now evaluating the impact of these format changes on employee productivity and output levels. They are finding that in goods-producing sectors such as construction and manufacturing are benefiting less from evolutions in work space design, than those in service sectors are benefiting from technological advances. With a nearly diminished void in the employee-work connection, the traditional "work day" has all but been eliminated and totaled hours worked has increased. Buildings that foster "wellness" (i.e., on-site fitness facilities, fresh air circulation, and healthy food offerings) are also producing higher productivity and satisfaction levels among employees which is translating into higher levels of output.

GENERATIONAL PRIORITIES

Much has been written about the working and living priorities of Millennials, among the most noteworthy being the fact that 67% percent of Millennials believe they will be in a new job in a new city within five years of starting their current one. This reality, for many in other generational groups, is seen as a lack of commitment and consistency, and a loss of investment in human capital. Perhaps in conflict with this perception is the fact that Millennials are credited with making today's society more mindful of the environment and value of community assets such as historic structures, community gathering places, and natural and man-made open spaces.

The next generation, referred to as Generation Z, is considered somewhat similar to Millennials with regard to social sensitivity, mobility, and technological connectedness; but differ in key ways that could reveal itself in yet another shift in real estate product types. Gen Z's, having observed the impact economic conditions have had on Millennials' ability to live independently of their parents; acquire, much less pay-off student loans; or find fulfillment in their careers, appears to be manifesting in a cohort that seeks order, structure and predictability. Considered in concert with their obvious technical prowess, this group could either tamp down current forces that are shaping these spaces, or drive adaptations in a new direction. In terms of their influence on retail development, most industry experts intend to deliver "more of the same," with an emphasis on experience and social interaction. Forward thinking municipalities, and representatives of their development delivery systems, would be well-advised to find ways to create environments that leverage this understanding, while continuing to pursue greater sustainability, and preservation of their historic and valued assets.

BOOMERS' NEW REALITY

By 2030, 75.5 million Americans will be over the age of 65. While much has been written about their impact on the labor force, health care, and retirement benefits, little has been discussed about their impact on real estate. At one time, because Baby Boomers possessed the majority of the country's disposable income, they were thought to be well on their way to retiring by the age of 55. This presumption was disproven during the latter part of the last decade when lending and banking practices devastated the earnings and savings of individuals in this group and others; and their ongoing presence in the workplace may have caused some property owners to delay adapting their properties for the emerging workforce. The "hangover affect" of the Great Recession will likely continue to affect retirement rates among the youngest Boomers who are approaching 60; but so too will advances in technology that make it possible to work remotely, while staying connected.

Financial realities which have caused Boomers to adjust their retirement plans, are not only evident in the evolution of non-residential property types over the last decade, but residential property types, as well. Their desire to live in smaller, more maintenance-free communities, is as much a function of the fact that with more hours spent at work, Boomers have less time for leisure, as the need to rebuild their retirement resources. While this group alone may not have been sufficient for developers to risk adapting existing spaces, older individuals in combination with Gen X'ers and some Millennials who desired similar spaces, yet for different reasons, made town center, lifestyle center and mixed-use development a more feasible alternative to traditional housing types.

Whereas the pace with which smaller products and maintenance-free communities have been delivered is different in every market; what remains an ongoing challenge in nearly every market is the ability of homeowners to sell over-sized and over-priced homes in suburban locations. A residential broker interviewed for the Emerging Trends publication was reported as saying, "Boomers bought and now price their homes based on size. Gen X'ers and Millennials, buy based on the qualities of the house." Understanding these preferences is critical for communities to understand, so as to avoid over-building of obsolete product types.

Secondary Markets

The cyclical nature of real estate is both a curse and a blessing. The curse, which often results in overbuilding, is often realized first, by lenders, then developers, and then consumers. The blessing, which is perspective, while realized second, often occurs to representatives of the delivery system in a similar order. Following the Great Recession, Real Capital Analytics CPPI, a national analytics group that predicts real estate activity, reported that activity and the value of assets in primary markets started returning to pre-Recession levels in early 2014. Comparatively, using these same matrices, secondary markets like Tulsa, San Antonio, and Salt Lake City, did not realize their recovery until early 2016. Additionally, while activity in primary markets has accelerated, albeit at rates more modest than in previous decades, activity in secondary markets has remained steady.

With a relatively shared belief that there are no obvious "crises" on the horizon, many in real estate are looking to secondary markets for long-term investment opportunities. According to ULI, values in secondary markets are expected to increase by nearly 12 percent over the near-term, primarily because of their expected stability, while values in primary markets are expected decline by 6 percent (on average) as a circumstance of heightened activity and greater competition.

While McKinney is obviously a component of the larger Dallas-Fort Worth metro area, given its location on the fringe and proximity to smaller markets beyond, it has the potential to position and market itself as a secondary market within a primary market.

Cost Matrices of Homebuilding

Productivity levels among employees, as measured by the value of goods produced per job, have declined across nearly every industry group in recent years, with the greatest declines realized by the construction industry. An analysis of U.S. worker output relative to employment growth between 2009 and 2017 showed that the construction industry generated among the lowest levels of output at 0.1%, compared to employment growth of 1.55%. Contributing factors were led by the lack of "applicable automation and stream of technology."

Equity in homebuilding is a function of land, labor, lumber and lending. Forces which impact a somewhat fragile balance among these dynamics include outdated local policies and regulations, inexperience among developers and builders, and limited awareness about how to translate market preferences into feasible product types and formats. Inequities in construction practices are an additional factor that until recently, seemed unsolvable. The idea of off-site construction and greater use of robotics, two solutions which could lower delivery costs, goals among those in the industry for many decades that are just now being realized. These, and other positive influences including: a greater acceptance of manufactured (or pre-fab) home construction units, the use of tablets to immediately communicate changes in construction documents, and better monitoring of on-site progress by drones, are generating savings that could either result in greater housing affordability, or new and different formats more in-line with growing lifestyle preferences. While advances will help with some aspects of the cost of homebuilding; they will not necessarily affect the cost of "dirt," or the ability to assemble significant acreages. While both are essential components to "narrowing the delta" between the cost of delivery, and the buyer's ability to pay; communities should reconsider their role in ensuring a healthy residential market, in ways similar to those practiced when fostering healthy non-residential markets.

Changing Face of Retail

As one expert put it, "Retail is in the midst of an identity crisis." Among the mixed-messages contributing to angst in the industry are forecasts in annual retail sales of 4.0 to 4.5 percent, yet limited new construction. Another is increasing obsolescence among existing formats, yet a desire by the largest age cohorts for "main-street" shopping experiences. Industry representatives are reportedly reconsidering both their on-line, and on-street presence. They are working to understand how technology and intimacy can co-exist, and what should become of existing inventories that support neither. Whereas their planning will eventually evolve into product development, forward thinking communities that value a retail presence, will create or encourage environments that support an industry that will never cease to change.

MARKET
SUPPLY & DEMAND

The market supply and demand portion of the planning process, summarized here, focused on identifying and quantifying market opportunities within the City of McKinney (the City) and larger representative trade areas, for a range of real estate products. The purpose of the market analysis in the context of a community planning effort such as this is fourfold:

- To provide a "reality check" for the conceptual planning effort;

- To ensure that recommendations are grounded in market and economic reality;

- To set the stage for implementation; and

- To provide an accurate and independent "story" to tell potential development and investor audiences, the entities that will ultimately implement the community's vision.

The analysis showed that there is both short-term and long-term market demand in the surrounding trade area(s), and that with strategic public and private investment and supportive policies, the City could be successfully positioned to capitalize on select niche and destination opportunities.

TRADE AREA DEFINITION

The City has the potential to support the development of a variety of product types, so broad trade areas were defined for each of the major land use types (residential, retail, office, and industrial). A trade area is the geography from which projects in a certain location will draw and compete for the majority of their residents, customers, or tenants. Several factors are used to define the boundaries of a trade area, some unique to the specific use or product type, and others more universally applicable. The most common are:

- Physical Barriers – presence of certain physical improvements including highways, arterials, and significant structures, all of which influence driving and shopping patterns; also the availability, condition, and capacity of infrastructure;

- Location of Possible Competition – inventory of potentially competitive projects which can diminish a venture's potential market share, and be an indicator of market acceptance;

- Proximity to Population, Employment and/or Activity Centers – concentrations of neighborhoods, employment centers, service providers, and commercial entertainment venues which attract target markets that will support development and redevelopment;

- Zoning – regulatory designations which will influence investment decisions;

- Market Factors – conditions which will set sale and lease prices, influence capital flows, suggest excesses and voids, and ultimately impact potential project values; and

- Drive Times, Spending and Commuting Patterns – consumer habits and biases which can inform the project's potential for success.

Based on consideration of these factors, McKinney's trade areas were determined to include most of Collin County and portions of Hunt County. These trade areas encompass all or a portion of the North DFW suburbs of Frisco, Plano, Allen, McKinney, Fairview, Melissa, Anna, Prosper, and Wylie.

An analysis of the current performance of real estate products within an overall market, as well as competitive projects within a trade area, provides an indication of whether a property or area may be ready for new development and/or redevelopment. It also helps to identify potential gaps in the market—niches that new development and/or redevelopment could fill. In order to identify potential future market opportunities given the City's competitive position and prevailing market conditions, market demand estimates were prepared for residential, retail, office, and industrial land uses over the next 22 years (2018 to 2040). The information that follows presents a summary of demand conditions for competitive land uses within McKinney's respective trade areas.

RESIDENTIAL DEMAND

McKinney's residential trade area was determined to include all of Collin County, extending into Western Hunt County (see Figure 2.8).

Demand for residential units in McKinney is a function of projected household growth across the McKinney Trade Area. In other words, McKinney will compete with other locations in the Trade Area as a potential home for newly formed households, whether they arise through natural increase or net in-migration.

The 2018 base of 324,400 trade area households is expected to grow at approximately 2.3 percent annually to 539,600 households by 2040—an addition of 215,200 units. Applying a 1 percent factor to account for a vacancy/turnover buffer, demolition, and a modest amount of second-home purchase activity, results in an adjusted 22-year demand for approximately 216,300 units for the Trade Area. Based on current and anticipated home ownership and rental rates, there should be demand for approximately 60,200 additional rental units and 156,100 additional ownership housing units by 2040 in the McKinney Trade Area.

This total demand for units is further allocated into approximate income-qualified rent and home price groups. The analysis assumes a moderate increase in household incomes over time (using constant 2018 dollars). In other words, new households are expected to be somewhat more affluent than existing households. Figure 2.9 summarizes these demand estimates.

Figure 2.8 McKinney Residential Trade Area
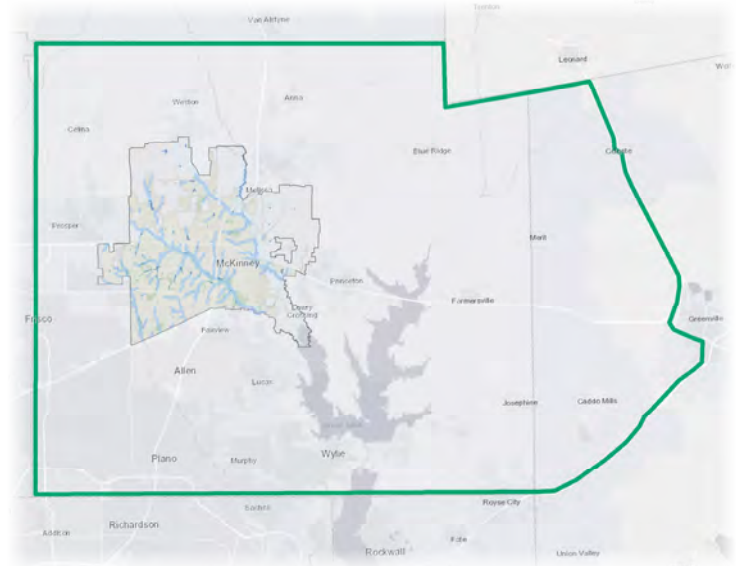
Figure 2.9 Residential Demand for New Units. McKinney Trade Area

RESIDENTIAL DEMAND ANALYSIS

McKinney Trade Area
22-yr Demand Estimates

HOUSEHOLDS

2018	-	324,400	Annual Growth Rate	2.34%
2028	-	408,823		
2040	-	539,610		
Household Growth (2018-40)	-	215,210	Adjust for 2nd homes, demolition,	0.50%
Adjusted Unit Requirement		216,286	% Rental	28.00%

TRADE AREA DEMAND FROM NEW HOUSEHOLDS (22-YR)

Annual Household Income Range (2018 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units
Up to $15K	Up to $375	Up to $75K	6%	12,977	90%	11,679	1,298
$15-25K	$375 - $625	$75 to $100K	5%	10,814	90%	9,733	1,081
$25-35K	$625 - $875	$100 to $150K	7%	12,977	80%	10,382	2,595
$35-50K	$875 - $1,000	$150 to $200K	11%	21,629	60%	12,977	8,651
$50-75K	$1,000+	$200 to $250K	16%	32,443	15%	4,866	27,576
$75-100K	$1,000+	$250 to $350K	13%	28,117	12%	3,374	24,743
$100-150K	$1,000+	$350 to $500K	21%	45,420	10%	4,542	40,878
$150K and up	$1,000+	$500K and up	21%	51,909	5%	2,595	49,313
Totals			100%	216,286	28%	60,149	156,137

Source: NCTCOG; U.S. Census; ESRI; and Ricker|Cunningham.

Figure 2.10 shows reasonable attainable demand for single-family detached units in the trade area for households earning at least $15,000 per year. This analysis assumes that detached single-family homes will account for approximately 75 percent of all ownership demand, with the balance coming in the form of attached products (condominium, townhome, rowhome, loft, duplex, triplex, quadraplex, etc.); therefore, over the next 22 years, the Trade Area could support approximately 116,100 new single-family detached units.

Figure 2.10 Single-Family Detached Demand. McKinney Trade Area

Annual Household Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Incomes $15K+)	Estimated % Single Family Detached	Single Family Detached Demand
$15-25K	$75 to $100K	1,081	75%	811
$25-35K	$100 to $150K	2,595	75%	1,947
$35-50K	$150 to $200K	8,651	75%	6,489
$50-75K	$200 to $250K	27,576	75%	20,682
$75-100K	$250 to $350K	24,743	75%	18,557
$100-150K	$350 to $500K	40,878	75%	30,659
$150K and up	$500K and up	49,313	75%	36,985
Totals		**154,839**	**75%**	**116,129**

Source: NCTCOG; U.S. Census; ESRI; and Ricker|Cunningham.

Generally speaking, infill neighborhood areas are more suitable for attached ownership housing, particularly near a downtown or central business district. Neighborhoods in and around Downtown McKinney, which include significant areas of detached residential development and vacant or underutilized land, would be potential candidates for this type of infill housing. Over the next 22 years, the Trade Area could support approximately 38,700 new single-family attached units.

Figure 2.11 Single-Family Attached Demand. McKinney Trade Area

Annual Household Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Incomes $15K+)	Estimated % Single Family Attached	Single Family Attached Demand
$15-25K	$75 to $100K	1,081	25%	270
$25-35K	$100 to $150K	2,595	25%	649
$35-50K	$150 to $200K	8,651	25%	2,163
$50-75K	$200 to $250K	27,576	25%	6,894
$75-100K	$250 to $350K	24,743	25%	6,186
$100-150K	$350 to $500K	40,878	25%	10,220
$150K and up	$500K and up	49,313	25%	12,328
Totals		**154,839**	**25%**	**38,710**

Note: Assumes Townhome/Condo development stabilizes at 25% of all ownership demand

Source: NCTCOG; U.S. Census; ESRI; and Ricker|Cunningham.

Figure 2.12 shows projected rental apartment demand for the trade area of 48,500 new units by 2040 (for households earning over $15,000).

Figure 2.12 Rental Apartment Demand. McKinney Trade Area

Annual Household Income Range	Approximate Rent Range	Trade Area Rental Demand (Incomes $15K+)
$15-25K	$375 - $625	9,733
$25-35K	$625 - $875	10,382
$35-50K	$875 - $1,000	12,977
$50-75K	$1,000+	4,866
$75-100K	$1,000+	3,374
$100-150K	$1,000+	4,542
$150K and up	$1,000+	2,595
Totals		**48,470**

Source: NCTCOG; U.S. Census; ESRI; and Ricker|Cunningham.

As with attached ownership housing, new apartments could be created by redesigning existing commercial space, built on smaller scattered-site underutilized lots, or developed on larger underutilized tracts as part of a residential mix.
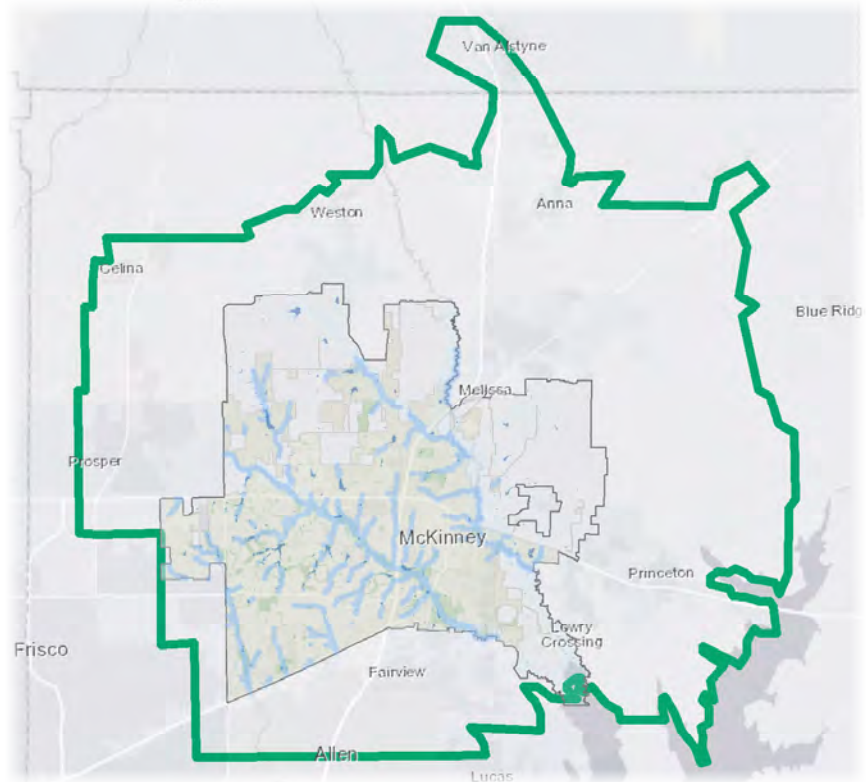
RETAIL DEMAND

McKinney's retail trade area was determined to include most of Collin County and extending into Grayson County.

Future demand for retail space (including restaurant, entertainment, service, etc.) is deter¬mined by the potential level of retail expenditures in a given trade area from two sources: those dollars spent by trade area residents outside the trade area (leakage) and those generated by new household growth. Figure 2.13 summarizes the cal-culations of both of these sources of retail demand. For each major category, current household retail expenditures (demand) are compared to current retail sales (supply) in the McKinney Retail Trade Area to determine if there is a retail surplus (supply exceeds de-mand) or leakage (demand exceeds supply). Figure 2.13 shows that leakage exists in all of the major retail categories.

Figure 2.4 McKinney Retail Trade Area

Projected demand from new household formation over the next 22 years is determined by multiplying growth in households with that portion of household income typically spent on general retail and service purchases. Figure 2.13 also shows the level of demand by retail category that will be generated by new household formation.

As shown, there is considerable leakage in the Trade Area for all retail categories. The level of leakage estimated in current retail categories is approximately $2.6 billion in retail spending, which could potentially support an additional 6.7 million square feet of space. This indicates a substantial void or gap in the current market for all retail store types. An additional $2.7 billion in retail spending is anticipated from new household growth. Together, current leakage and future household spending could potentially support a total of 13.3 million square feet of new retail space over the next 22 years.

Figure 2.13 Retail Demand. McKinney Trade Area

RETAIL CATEGORY	Estimated 2018 Household Retail Demand	Estimated 2018 Retail Sales (Supply)	Estimated 2018 Retail Void (Leakage)	Estimated Retail Sales/s.f.	New Retail Space Needed to Recapture Void/Leakage	Annual Household Growth Rate (2018-2040)	Net New Household Retail Demand	New Retail Space Needed for Household Growth
Furniture & Home Furnishings	$144,921,751	$60,514,288	$84,407,463	$300	281,358	2.34%	$96,142,411	320,475
Electronics & Appliance	$123,889,571	$27,287,813	$96,601,758	$325	297,236	2.34%	$82,189,471	252,891
Bldg Materials, Garden Equipment	$668,733,046	$171,512,640	$497,220,406	$400	1,243,051	2.34%	$443,643,601	1,109,109
Food & Beverage (Grocery)	$707,482,633	$237,726,308	$469,756,325	$475	988,961	2.34%	$469,350,430	988,106
Health & Personal Care	$315,733,760	$110,787,045	$204,946,716	$425	482,228	2.34%	$209,460,656	492,849
Clothing and Accessories	$338,420,091	$48,666,297	$289,753,794	$325	891,550	2.34%	$224,510,975	690,803
Sporting Goods,Hobby, Book, Music	$134,044,167	$35,176,940	$98,867,227	$325	304,207	2.34%	$88,926,122	273,619
General Merchandise	$747,770,962	$388,298,413	$359,472,549	$400	898,681	2.34%	$496,078,075	1,240,195
Miscellaneous Stores	$166,212,449	$34,839,863	$131,372,586	$300	437,909	2.34%	$110,266,854	367,556
Foodservice & Drinking Places	$679,263,714	$284,407,840	$394,855,874	$475	831,276	2.34%	$450,629,742	948,694
Total	**$4,026,472,144**	**$1,399,217,447**	**$2,627,254,696**		**6,656,456**		**$2,671,198,337**	**6,684,297**

Source: The Retail Coach; Urban Land Institute; and Ricker|Cunningham.

OFFICE DEMAND

McKinney's office trade area was determined to include most of Collin County and extending into Grayson County (see Figure 2.14).

Demand for new office space is derived from two primary sources: expansion of existing industry and the relocation of new companies into the market. Employment projections by industry classification for the McKinney Trade Area were used to estimate demand over the next 22 years. As shown in Figure 2.15, applying current growth rate estimates by industry category nets an overall 2.4% sustained annual employment growth rate, resulting in demand for approximately 121,400 new office employees over the next 22 years. Assuming differing levels of office space needed across various industry categories, the analysis revealed demand for over 21.8 million square feet of new office space over this period.

Figure 2.14 McKinney Office Trade Area

Figure 2.15 Office Demand. McKinney Trade Area

INDUSTRY CATEGORY	Estimated 2018 Employees	Estimated Growth Rate 2018-2040	Estimated 2040 Employees	Estimated New Employees	Estimated % in Office Space	Estimated Net New Office Employees	Sq Ft per Office Employee
Natural Resources, Mining and Construction	24,200	2.8%	44,429	20,229	40%	8,091	180
Manufacturing	25,600	1.1%	32,566	6,966	5%	348	180
Trade, Transportation and Utilities	75,100	2.1%	118,633	43,533	10%	4,353	180
Information	16,200	2.1%	25,591	9,391	80%	7,513	180
Financial Activities	44,900	2.5%	77,299	32,399	90%	29,159	180
Professional and Business Services	80,900	2.6%	142,295	61,395	80%	49,116	180
Educational and Health Services	91,500	2.6%	160,940	69,440	20%	13,888	180
Leisure and Hospitality	50,600	2.4%	85,261	34,661	10%	3,466	180
Other Services (includes Self-Employed)	20,600	2.3%	33,973	13,373	30%	4,012	180
Government	8,500	2.1%	13,427	4,927	30%	1,478	180
Totals	**438,100**	**2.4%**	**734,413**	**296,313**	**41%**	**121,425**	**180**

Source: NCTCOG; U.S. Census; Bureau of Labor Statistics; and Ricker|Cunningham.

Figure 2.16 McKinney Industrial Trade Area

INDUSTRIAL DEMAND

McKinney's industrial trade area was determined to include most of Collin County and extending into Grayson County (see Figure 2.16).

Demand for new industrial space is derived from two primary sources: expansion of existing industry and the relocation of new companies into the market. Employment projections by industry classification for the McKinney Trade Area were used to estimate demand over the next 22 years. As shown in Figure 2.17, applying current growth rate estimates by industry category nets an overall 2.4% sustained annual employment growth rate, resulting in demand for approximately 72,300 new industrial employees over the next 22 years. Assuming differing levels of industrial space needed across various industry categories, the analysis revealed demand for over 35.1 million square feet of new industrial space over this period.

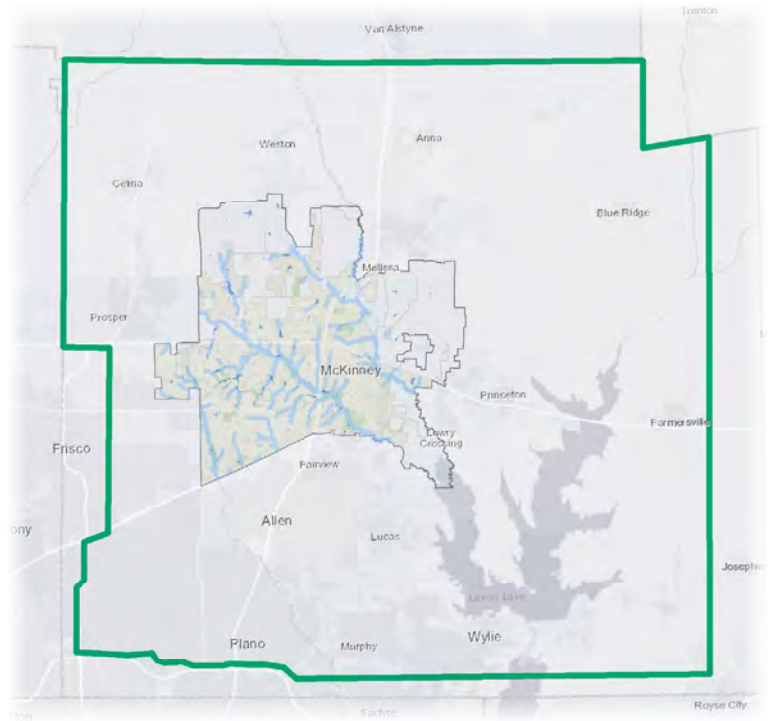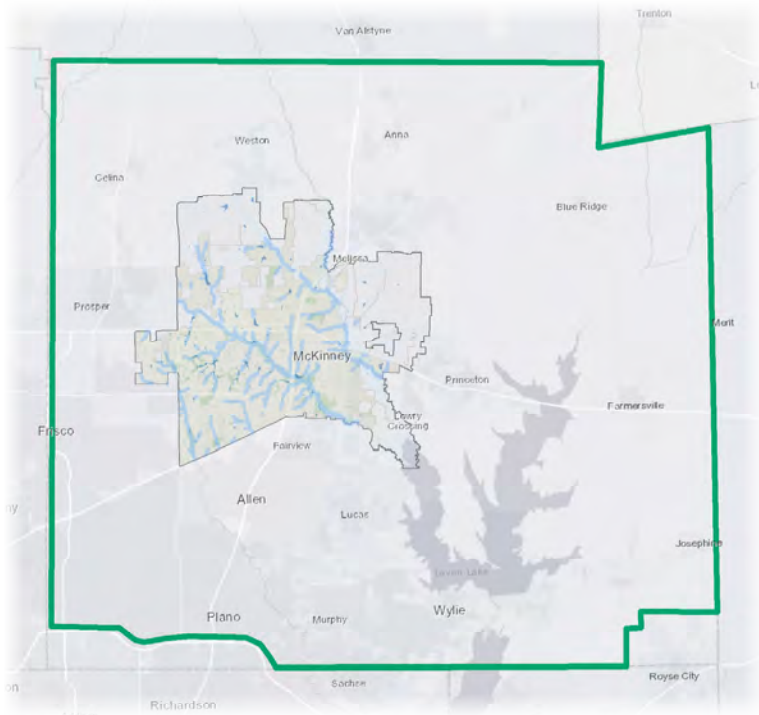**Figure 2.17 Industrial Demand. McKinney Trade Area**

INDUSTRY CATEGORY	Estimated 2018 Employees	Estimated Growth Rate 2018-2040	Estimated 2040 Employees	Estimated New Employees	Estimated % in Industrial Space	Estimated Net New Industrial Employees	Sq Ft per Industrial Employee
Natural Resources, Mining and Construction	24,200	2.8%	44,429	20,229	20%	4,046	600
Manufacturing	25,600	1.1%	32,566	6,966	80%	5,573	400
Trade, Transportation and Utilities	75,100	2.1%	118,633	43,533	60%	26,120	600
Information	16,200	2.1%	25,591	9,391	20%	1,878	400
Financial Activities	44,900	2.5%	77,299	32,399	15%	4,860	400
Professional and Business Services	80,900	2.6%	142,295	61,395	15%	9,209	400
Educational and Health Services	91,500	2.6%	160,940	69,440	20%	13,888	400
Leisure and Hospitality	50,600	2.4%	85,261	34,661	5%	1,733	400
Other Services (includes Self-Employed)	20,600	2.3%	33,973	13,373	30%	4,012	400
Government	8,500	2.1%	13,427	4,927	20%	985	600
Totals	**438,100**	**2.4%**	**734,413**	**296,313**	**24%**	**72,304**	**486**

Source: NCTCOG; U.S. Census; Bureau of Labor Statistics; and Ricker|Cunningham.

McKINNEY
SHARE

A number of factors influence an area's ability to capture investment dollars. These can be categorized as top-down considerations, bottom-up considerations, external considerations, and others. Some of these the public sector (or stakeholder entities) can control, and others they cannot.

TOP DOWN CONSIDERATIONS

- Demand for certain land uses
- Demographic and psychographic conditions which support certain product types
- Untapped market niches (product voids)
- Competitive projects (proposed, planned and under construction)

BOTTOM UP CONSIDERATIONS

- Physical capacity of the community / individual parcels to accommodate market-supported product types – fewer physical constraints
- Vision and desire for certain uses and product types
- Size of parcels, parcel ownership (public and private), owner investment objectives

EXTERNAL CONSIDERATIONS

- Delivery system – who are the area's builders / developers, what are they willing and able to offer
- Financing markets – availability of capital with reasonable funding terms for certain product types
- Market forces beyond those currently in the market (e.g., migration to Metroplex by an estimated 80,000 persons annually over the next decade who do not represent the existing profile of residents and consumers)

OTHER CONSIDERATIONS

- Available resources to position and promote investment in the community
- Public support for a long-term vision

Based on the market analysis summarized herein, the land uses in Figure 2.18 are supportable within the larger respective trade areas and specifically in McKinney. Ideally, a mix of uses will be configured in a manner that encourages synergy and an integration of activities and product types. When effectively integrated, these multi-use developments yield higher values over a sustained period of time. Rather than addressing the needs and interests of single markets, collectively, the land uses tend to become destinations and draw on the interest of individuals beyond their respective trade areas. Beyond its land uses, successful development in McKinney will depend on a commitment to quality over quantity as reflected in a unified program of urban design elements, including signage, gathering places, and landscaped features as well as appropriate transitions between uses, access to and preservation of natural amenities, and improvements constructed at a suitable scale.
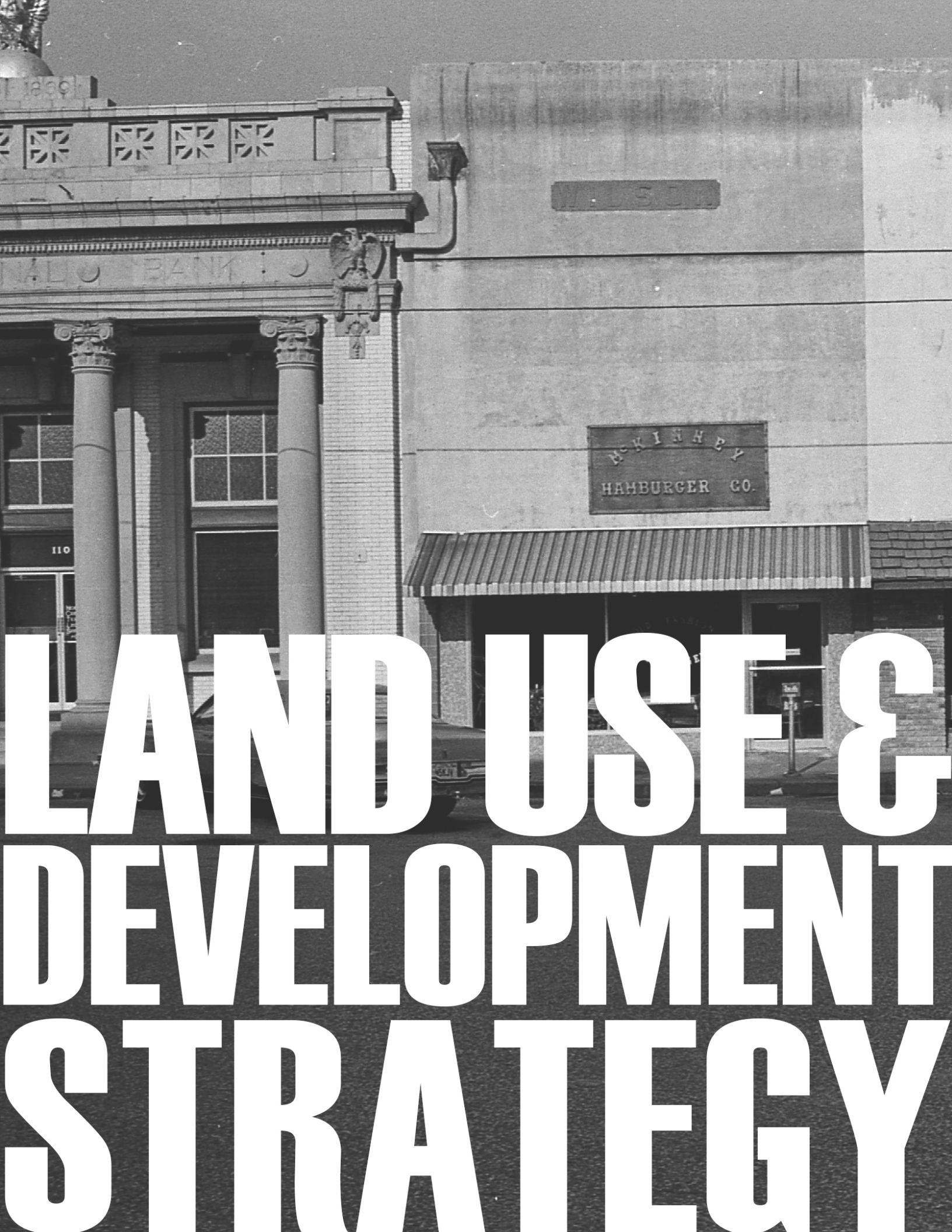
The City is well-positioned to compete for market share with attainable capture rates ranging from 20% to 50% depending on the land use/product type. McKinney's anticipated residential market share is similar to its historical share of growth in the Trade Area, although it is expected that the City could capture a higher share of housing products that represent alternatives to single family detached units. McKinney's position as an emerging regional center for both shopping and employment will support higher than typical market shares for retail, office and industrial space.

Actual investment levels will be dictated by numerous factors, including the physical capacity of the area to accommodate development, the desires of property owners, the community's vision, and the City's ability to position itself and its assets and ready the environment for investment. Figure 2.18 summarizes potential market demand for various land uses in the City over the next 22 years.

Figure 2.18 McKinney Market Share Summary

| | | CITY OF MCKINNEY | | | |
| | Trade Area Demand | Market Share | | Absorption (Units/Sq Ft) | |
LAND USE TYPE	(2018 to 2040)	Low	High	Low	High
Residential (Units):					
Low-Density	116,100	20%	25%	23,220	29,025
Medium-Density	38,700	20%	25%	7,740	9,675
High-Density	48,500	20%	25%	9,700	12,125
Residential Subtotal	203,300			40,660	50,825
Non-Residential (Sq Ft):					
Retail/Service/Restaurant	13,300,000	40%	50%	5,320,000	6,650,000
Office	21,800,000	40%	50%	8,720,000	10,900,000
Industrial	35,200,000	15%	25%	5,280,000	8,800,000
Non-Residential Subtotal	70,300,000			19,320,000	26,350,000

Source: Ricker|Cunningham.

LAND USE & DEVELOPMENT STRATEGY

3

LAND USE &
DEVELOPMENT

OVERVIEW

The One McKinney 2040 Land Use and Development Component is intended to provide direction related to desired development patterns around the City, and to inform decisions related to the timing and phasing of future infrastructure investments in the City. The component is built upon a series of districts, each district focuses on an existing built or natural community asset. The benefit of the district approach is that it creates a series of unique community districts, each with a distinct purpose, focus and market. This approach helps to prevent developments and uses that are redundant, and that ultimately could compete with each other for the same businesses.

Each district consists of a series of place-types. Place types identify a predominate land use, as well as supporting uses allowed within each type. This approach provides flexibility in the zoning process by allowing market forces to drive locations of supporting land uses. Additionally, place-types are allocated in each district with an additional level of flexibility so that transition zones between the place-types to shift to better accommodate increasing or decreasing demand in specific product types. These unique approaches to McKinney's Land Use element provide flexibility for the City to take advantage of changing market trends while protecting the community from potential incompatibilities between development types.

INTENDED
OUTCOMES

DEVELOPMENT IMPLICATIONS

ESTABLISH A LAND-USE AND DEVELOPMENT PATTERN THAT:

- Creates unique districts that capitalize and enhance existing assets in the community;
- Offers a variety development types and patterns within the individual districts to allow multiple experiences around the community;
- Encourages a balance of land uses to serve the needs of citizens and visitors, and to ensure a diverse economic base;
- Respects the community's unique environmental features and supports innovative design;
- Establishes transitions between land uses to encourage compatibility, while providing flexibility to respond to real estate market trends; and
- Provides new neighborhoods that offer more housing choices to McKinney residents.

ATTRACTION OF MARKET AND INDUSTRY PREFERENCES

LAY THE FOUNDATION FOR A STRONG AND RESILIENT ECONOMY THAT:

- Is well-equipped to weather regional, national, and global market fluctuations;
- Captures a sizable share of the growth currently being directed toward secondary real estate markets;
- Appeals to the preferences of burgeoning Millennials and Generation Z;
- Positions McKinney as a leading voice in the Dallas-Fort Worth Metroplex economic development community; and
- Retains and enhances the City's stock of high-quality jobs in growing industries.

QUALITY OF LIFE

EXPAND UPON THE EXCEPTIONAL QUALITY OF LIFE IN MCKINNEY IN A MANNER THAT:

- Creates distinctive destinations that attract people and encourage social interaction;
- Incorporates natural assets in the open space system, and utilizes that system to connect the individual districts;
- Uses design themes to establish unique identities for new districts;
- Encourages gateways at entrances and identity features to the City and districts to build community character and support wayfinding;
- Enhances McKinney's strong system of parks and recreational facilities for residents of all ages; and
- Expands the trail system so residents, employees and visitors can use it for travel, exercise, and enjoyment.

HISTORIC PRESERVATION

CONTINUE MCKINNEY'S CULTURE OF HISTORIC PRESERVATION IN A MANNER THAT:

- Celebrates McKinney's history by retaining and explaining its historic assets;
- Protects and enhances those assets, which represent distinctive elements of the City's historic, architectural and cultural heritage;
- Ensures the harmonious, orderly and efficient growth and development of the City;
- Stabilizes and improves the values of historic properties.
- Continue promoting McKinney's Historic Town Center as a unique place to visit, live, and work;
- Encourage infill development that enhances and is consistent with the historic nature, character, and architecture within the Historic Town Center; and
- Promote and encourage unique development and architecture that incorporates McKinney's historic character in appropriate areas throughout the city.
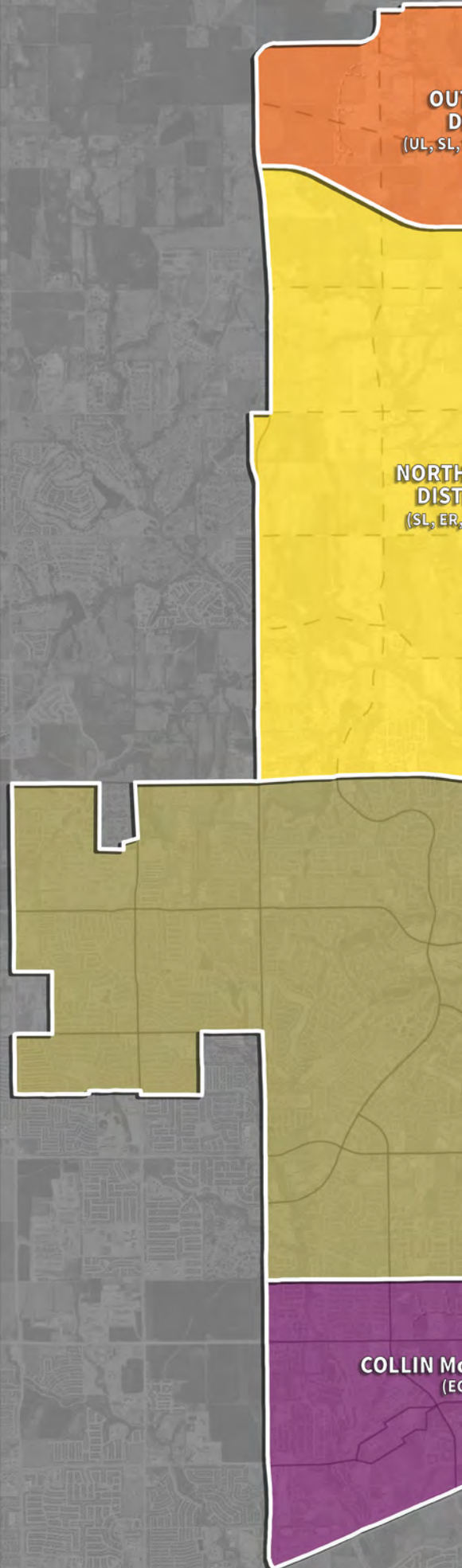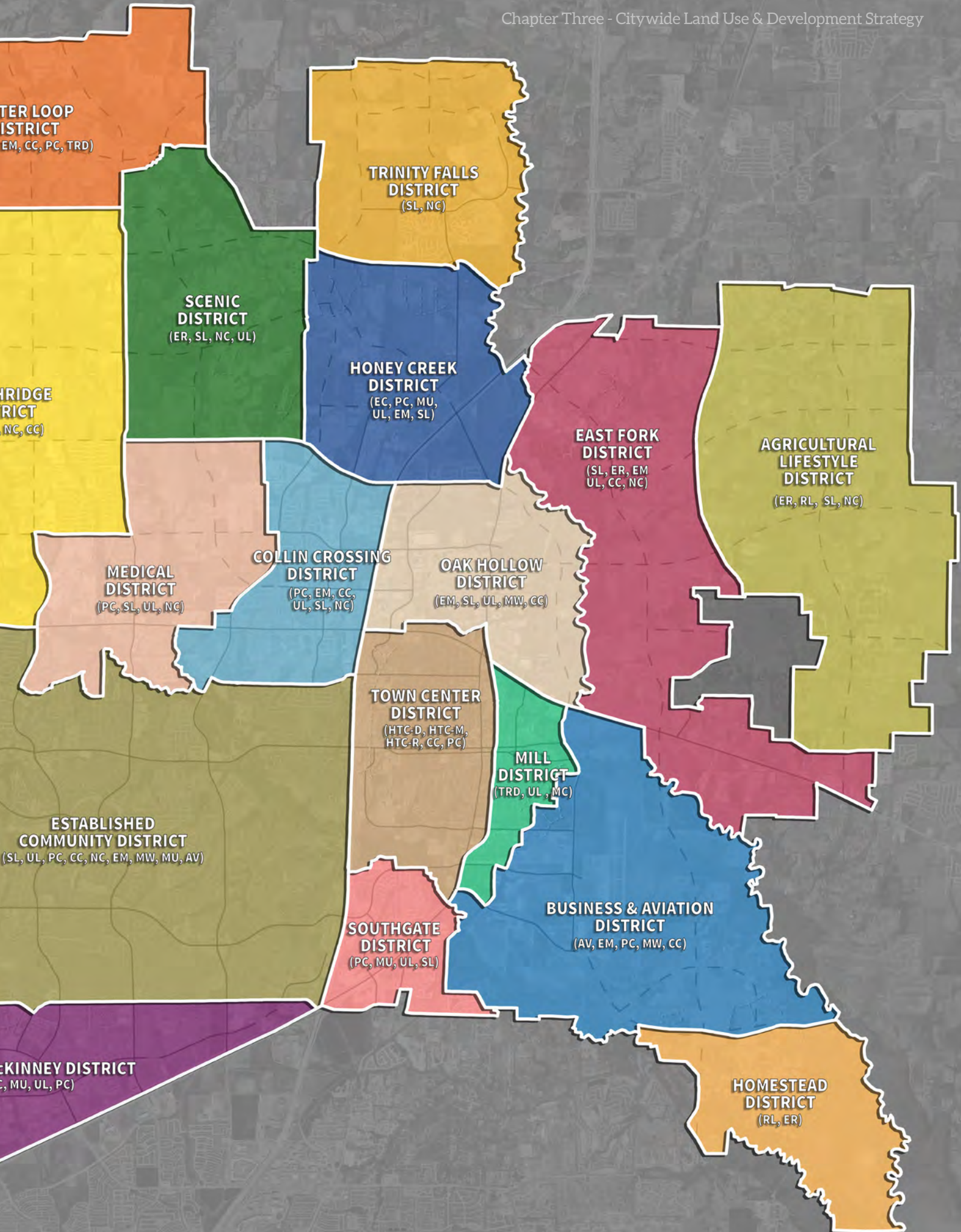
STRATEGIC
DIRECTION

PREFERRED SCENARIO

The Preferred Scenario, has been developed based on numerous interactive work sessions with the community, Advisory Committee, City Council, and City Staff. It is the graphic depiction as it would exist if the vision and guiding principles are realized. As with the vision and guiding principles, the preferred scenario provides additional guidance for investors and decision-makers. By illustrating the general geographic development pattern the community hopes to achieve, the preferred scenario establishes the basic framework that is detailed in the strategies for individual areas.

The Preferred Scenario graphically depicts 17 unique Districts in McKinney, each with an opportunity to attract the different Psychographic Segments that will be attracted to live and work in McKinney in the future. The Preferred Scenario also identifies the different placetypes that reflect the type of built environment that is expected to locate in each District. The placetypes abbreviated with bold letters indicate the placetypes that will form the basic character envisioned for each District.

The following sections of this report further define the placetypes envisioned to occur in McKinney by 2040, and provide more detail related to the specific market, land use, infrastructure and implementation strategies envisioned for each District. Together, these materials should be used by the City to guide future decisions on proposed zoning, development and redevelopment applications and development standards. The placetype descriptions, corresponding map colors and representative pictures on the next few pages are provided to clarify the various placetypes identified on the Preferred Scenario for future land use.

TER LOOP DISTRICT
(EM, CC, PC, TRD)

TRINITY FALLS DISTRICT
(SL, NC)

SCENIC DISTRICT
(ER, SL, NC, UL)

HONEY CREEK DISTRICT
(EC, PC, MU, UL, EM, SL)

EAST FORK DISTRICT
(SL, ER, EM UL, CC, NC)

AGRICULTURAL LIFESTYLE DISTRICT
(ER, RL, SL, NC)

RIDGE RICT
NC, CC)

MEDICAL DISTRICT
(PC, SL, UL, NC)

COLLIN CROSSING DISTRICT
(PC, EM, CC, UL, SL, NC)

OAK HOLLOW DISTRICT
(EM, SL, UL, MW, CC)

TOWN CENTER DISTRICT
(HTC-D, HTC-M, HTC-R, CC, PC)

MILL DISTRICT
(TRD, UL , MC)

ESTABLISHED COMMUNITY DISTRICT
(SL, UL, PC, CC, NC, EM, MW, MU, AV)

SOUTHGATE DISTRICT
(PC, MU, UL, SL)

BUSINESS & AVIATION DISTRICT
(AV, EM, PC, MW, CC)

KINNEY DISTRICT
, MU, UL, PC)

HOMESTEAD DISTRICT
(RL, ER)

PLACETYPES FOR
McKINNEY's FUTURE

Placetypes represent the various categories of land use permitted in the city. Placetypes are assigned to general areas of the City that are expected to exhibit characteristics similar to those outlined below and consistent with the overarching policies and land planning policies which have been developed. The Preferred Scenario builds upon 14 different placetypes which are identified and described on the following pages.

ESTATE RESIDENTIAL

Predominately single-family housing on the urban fringe in large lot development. Unlike rural living, home sites are located in platted subdivision that has water service, but may have septic wastewater treatment. Residential uses oriented interior to the site and may or may not have farm and livestock restrictions. Lot sizes in the Estate Residential Place Type range from ½ acre to 2 acre lots.

URBAN LIVING

Urban Living areas support a mix housing options in a walkable development pattern. Urban neighborhoods are relatively compact and easy to get around by car, bike or walking. They may contain one or more of the following housing types: small lot, single-family detached, townhomes, duplexes, condominiums, or apartments. The design and scale of the development in an urban neighborhood encourages active living, with a complete and comprehensive network of walkable streets. Although minimal, urban residential neighborhoods provide a small amount of local retail and services that serves the smaller and low intensity neighborhood.

SUBURBAN LIVING

Suburban Living areas are found in close proximity to neighborhood commercial and commercial centers, and provide rooftops necessary to support the commercial and professional office uses within the corridors. These neighborhoods are generally formed as subdivisions. Residential uses oriented interior to the site are typically buffered from surrounding development by transitional uses or landscaped areas. Lot sizes in a Suburban Living areas typically less than ½ acre.
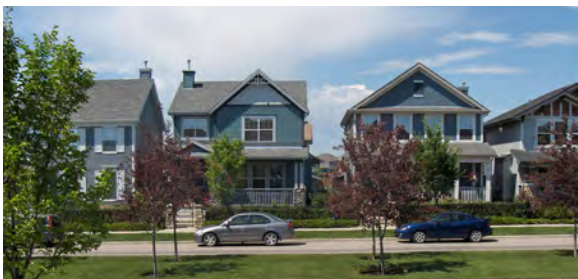
RURAL LIVING

Rural Living areas are characterized by very large lots, abundant open space, pastoral views, and a high-degree of separation between buildings. The lots are typically larger than 2 acres and residential home sites are located randomly throughout the countryside, which helps to maintain the rural character, scale, and scenic values of the surrounding area. This Place Type is associated with either farmland or pastureland.

Transit Ready Development

Transit Ready Developments (TRD) are regional-serving areas of economic, entertainment, and community activity. The size of TRD makes it an employment center and shopping destination for surrounding areas. Its focus on being a transit hub makes it a regional destination. The design and scale of the development in a TRD area encourages active living, with a comprehensive and interconnected network of walkable streets.

Entertainment Center

Entertainment centers are emerging commercial centers planned or developed with large-scale master plans. These centers include a horizontal mix of uses including destination retail, restaurants, employment opportunities, and commercial uses that serve a regional scale. These centers typically include a variety of housing types, though not always. The master plan for a regional entertainment center reinforces the interdependence of uses in the development, even though the uses are typically designed as separate pods or neighborhoods. The regional entertainment center may have a traditional shopping mall, event center or lifestyle area as an anchor of the Place Type.

COMMERCIAL CENTER

A Commercial Center is characterized by big box stores or multi-tenant commercial uses. They are typically located at high volume intersections and sometimes along both sides of a highway or arterial. Commercial Centers are accessible primarily by one mode of travel, the automobile. Buildings are typically set back from the road behind large surface parking lots, with little or no connectivity between adjacent businesses.

MIXED-USE CENTER

A Mixed-Use Center offers people the ability to live, shop, work, and play in one community. They include a mixture of housing types and multiple residential housing choices within close proximity to the goods and services residents need on a daily basis. This Place Type typically includes a higher intensity of uses developed in an urbane style that are supported by nodes of activity. The design and scale of development in a mixed-use center encourages active living, with a complete and comprehensive network of walkable streets.

Professional Campus

The Professional Campus Place Type generally provides office jobs and keeps people in the city during normal work hours. A Professional Campus is typically well-landscaped and provides opportunities for a number of employment uses such a corporate headquarters, institutional facilities and medical campuses. They typically locate near major transportation corridors and may include office parks or technology centers.

Aviation

The Aviation Place Type emphasizes employment types and uses that are related aviation. Proximity to airports is essential for the purpose of transportation needs and logistics. Aviation uses can range in scale and intensity and can vary in employment types. Large buildings and hangars may be seen in Aviation areas, but also small shops and aviation office services.

MANUFACTURING & WAREHOUSE

Manufacturing and Warehouse areas provide basic jobs and keep people in the city during different working hours. The employee per square foot of building space is usually low in these areas due to the large buildings that are needed for storage and logistics. They typically locate near major transportation corridors (e.g., highways and railways) and may include manufacturing centers, warehousing, or logistic hubs.

EMPLOYMENT MIX

Employment Mix includes professional and service uses typically on smaller sized parcels with lower intensities than business campuses. This type of development may support a variety of occupations including offices, research and development facilities, medical clinics, and business incubators. These uses are typically located with access to arterial thoroughfares, and street frontage of the businesses are appealing and have an increased level of aesthetics and landscaping.

NEIGHBORHOOD COMMERCIAL

Neighborhood Commercial development is typically characterized as small, freestanding buildings containing one or more businesses. Unlike larger shopping centers that may attract regional commercial sites primarily provide services for the surrounding neighborhoods and city. Business types may include restaurants, local retail, medical offices, banks, and other services.

HISTORIC TOWN CENTER (HTC)

Town centers are locally serving areas of economic, entertainment, and community activity. The size of a town center makes it an employment center and shopping destination for surrounding mixed-use or urban neighborhoods. The design and scale of the development in a town center encourages active living, with a comprehensive and interconnected network of walkable streets.

The Historic Town Center is a group of sub-placetypes that are located solely within the Town Center District. There are three in total: Town Center - Downtown, Town Center - Mix, and Town Center - Residential. These sub-placetypes were created in order to better describe the nuances of the Historic Town Center—from bustling McKinney Square to the quiet residential streets that surround it—and plan and preserve the area's assets appropriately.

Historic Town Center (HTC) - Downtown

Historic Town Center - Downtown is the sub-placetype that represents downtown: the city's historic seat of government, commerce, and community activity. The size of downtown also makes it a major destination for shopping and entertainment for the surrounding neighborhoods, city, and region. The design and scale of development encourages active living and a mix of uses within a comprehensive and interconnected network of walkable streets. In addition to its role as the community's traditional center of business and social life, downtown is also home to a burgeoning residential population. Residences are often intermingled within larger structures, and buildings typically stand two or more stories tall with condominiums or apartments over storefronts.

Historic Town Center (HTC) - Mix

Historic Town Center - Mix represents a transitional area between the relatively intense use of land downtown and along the highway corridors and the surrounding, urban neighborhoods. These areas display an intermediate density in both residential and commercial offerings that transition from an urban to suburban development pattern as development approaches the HTC – Residential sub-placetype. Commercial buildings tend to be multi-tenant. Residential structures are typically compact. While less dense than HTC - Downtown, streets and sidewalks are still navigable on foot and scaled to the pedestrian experience.

Historic Town Center (HTC) - Residential

The Historic Town Center - Residential sub-placetype describes the established urban neighborhoods surrounding downtown. Medium-lot, single-family detached homes are the predominant use of land in this placetype. Attached residential structures, including townhomes, patio-homes, and duplexes, are less common but still a presence. Many of the community's oldest and most historic homes are found here, requiring a layer of municipal protection so as to maintain their integrity and historic character.
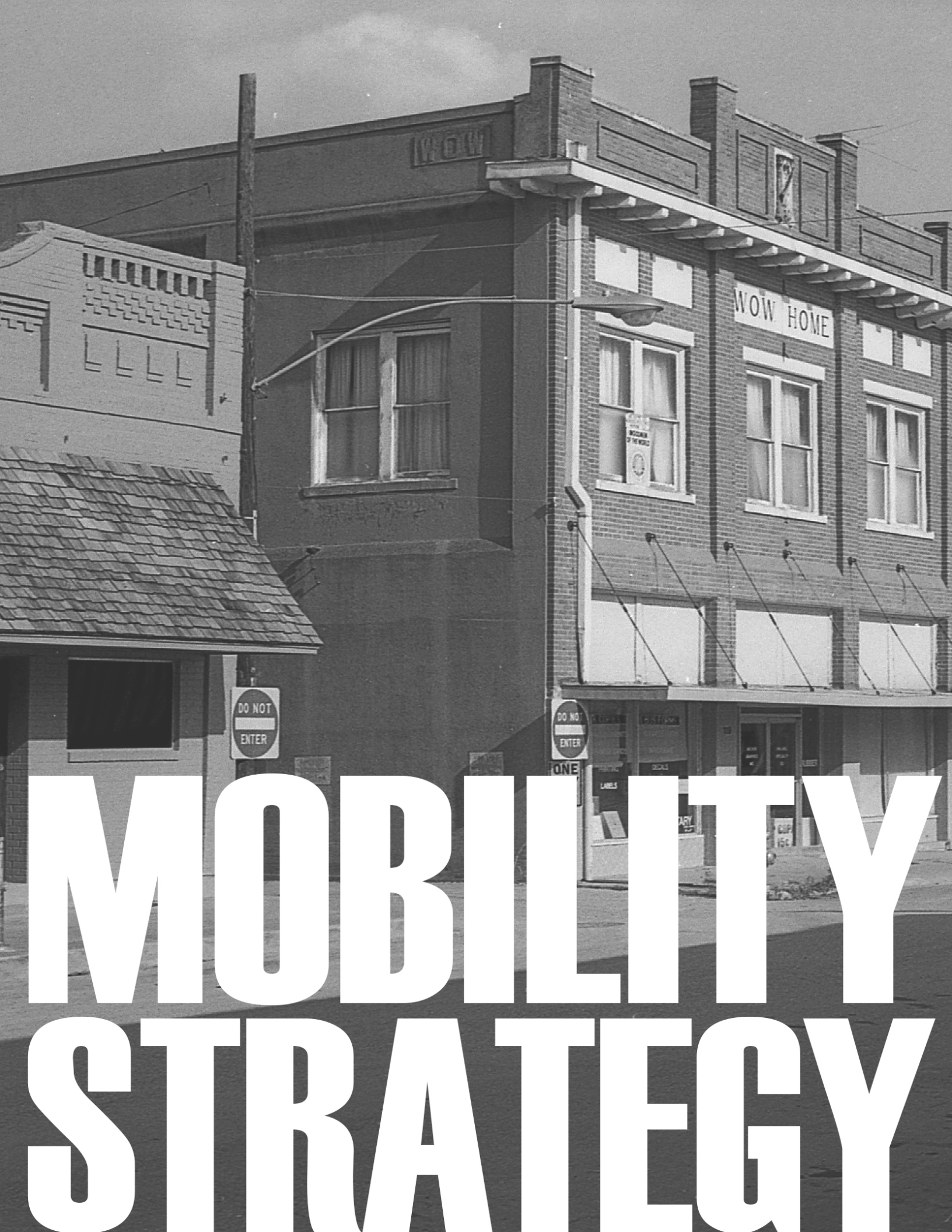
CITYWIDE DECISION
MAKING CRITERIA

In evaluating development proposals, capital investments and requests for financial participation in projects, the City should determine that a project meets the majority of the following criteria in order for it to be considered compatible with this Land Use Diagram.

The project should:

1. Help McKinney achieve the Comprehensive Plan's Vision and Guiding Principles;

2. Advance the District's intent;

3. Demonstrate compatibility with the District's identity and brand;

4. Include uses compatible with the Land Use Diagram;

5. Leverage and protect natural and built amenities and infrastructure;

6. Strengthen or create connections to activity centers within and beyond the District;

7. Create a positive fiscal impact for the City through the timeframe of the Plan (2040);

8. Demonstrate that the project's travel demand estimates can be accommodated by the planned transportation network;

9. Demonstrate that the project's demand on other public infrastructure can be accommodated by planned facilities;

10. Demonstrate that the life-cycle costs to the public of constructing, maintaining and operating infrastructure included in the project is consistent with this plan's fiscal responsibility policies.

Projects proposing placetypes other than those shown in the Land Use Diagram may be deemed consistent with this plan if they meet a majority of the decision-making criteria identified above.

MOBILITY STRATEGY

MOBILITY
STRATEGY

Intended Outcomes

Develop a safe and efficient transportation network that:

- Manages traffic flow and maintains an appropriate level of service for all modes of transportation and users;
- Addresses regional and local needs by creating a connected and integrated transportation system;
- Contributes to the context and character of the area it serves;
- Promotes opportunities for desired economic growth and development; and
- Promotes mode choice (transit, biking, walking, etc.) to reduce dependency on a single mode of travel.

Overview

The OneMcKinney2040 Mobility Component identifies the long-range planning vision and tools to provide the City with guidance for making smart, strategic transportation investments in alignment with the development goals of the community. The City's thoroughfares and local streets provide a structural network that is essential to the community's daily life and commerce. To date, these facilities have primarily been developed to support vehicular travel, and appropriate connectivity for vehicles remains a central objective of this plan. However, a complete mobility network should consider the needs of all transportation users in the community and create multi-modal connectivity that supports the City's goals for not only efficient travel, but also health, safety, quality of life, economic vitality, and community character.

The Dallas-Fort Worth region, and in particular Collin County, is anticipating continued growth in population, housing, and employment, and it will be critical to provide the necessary transportation infrastructure to support this growth. Those who live, work or travel in McKinney understand the everyday challenges that occur when trying to get from one place to another. The existing auto-oriented development pattern creates long distances between trip destinations and often leads to area highways and arterials becoming congested during peak travel periods. Additionally, there are currently few alternative transportation options available to those seeking other modes of traveling in the McKinney area. Recent regional planning efforts have recognized that additional major highway routes are needed to support future growth and vehicular trip demand throughout Collin County. When these lanes are added to accommodate growing travel demand, it will be important to consider ways to ensure that the benefits from these system improvements are not short-lived with area roads becoming congested once again. These efforts should include strategies to reduce travel times, shorten trip distances, and provide more viable multi-modal options.

Many of the strategies and tools outlined in this Mobility component are intended to support connectivity and efficiency across the City's entire transportation network in conjunction with regional transportation plans. However, transportation improvements should also be planned with a regional mindset and implemented at the corridor and neighborhood level to best complement varying land uses. The OneMcKinney2040 Future Land Use district strategy will support the creation of a diverse mix of neighborhood types and activity centers across the City. The mobility strategy supports this approach by encouraging the City to consider the unique transportation needs of varied development contexts. Future transportation investment decisions should take a balanced approach that considers the relationship between transportation and land use, incorporates new transportation trends and technology, and meets the desires of the community, including changing preferences for transportation mode choices. This forward-thinking, multi-modal approach to connectivity will not only help movement within the area but will continue to make McKinney a desirable place to live, work, and play.

FUNCTION &
FOUNDATION

Master Thoroughfare Plan

McKinney's Master Thoroughfare Plan (MTP) is the foundation of the community's transportation policy direction and provides a long-term vision of the major street network necessary to meet future travel needs. The MTP is the tool that enables the City to preserve future roadway corridors and to protect or acquire the necessary right-of-way to improve the local transportation system. The Thoroughfare Plan includes information for each thoroughfare in the city related to roadway classification, right-of-way requirements, the number of through travel lanes, and other basic design criteria, which can include options for multi-modal facilities.

McKinney's thoroughfare system is comprised of a variety of streets with standard functional classifications. The overall system is designed to maintain a balance between mobility (the through movement of trips) and access to destinations. McKinney's functional classification system is structured in a hierarchical manner, with the goal of providing a balanced network with appropriate roadway capacity, access, and efficiency.

Local Network

McKinney's local network is comprised of collectors, residential streets, and alleys to support trip movements between destinations and the thoroughfare network. Collector streets collect and distribute traffic between residential streets, other collector streets, and the arterial network. These facilities support connectivity within and between neighborhoods and other developed areas. Collectors must balance providing access to destinations with traffic circulation, and are not intended to carry significant through trips compared to arterials. Residential streets provide the most direct access to adjacent land uses, are designed for the lowest traffic speeds and volumes, and are used for the beginning and ends of many trips. Alleys may supplement the local street network in both commercial and residential areas to provide rear access to properties, garages, loading areas, or off-street parking.

Recommended practices for improving transportation, access, and mobility with connectivity of the collector and local street network in developing areas of the City, includes the following principles:

- Collector streets should offer easy access to and from various neighborhoods and non-residential developments in order to reduce the need to access arterial roadways.
- Local and collector streets should serve principally to provide neighborhood connections within and between subdivisions.
- Utilize sound street design principles (context-sensitive design, complete streets) to establish a roadway network that moves vehicular traffic with a high-quality level of service while offering safe mobility opportunities for pedestrians and bicyclists.
- Roadways should be planned to maximize specific characters or amenities within a particular district.

Collector and residential streets should provide access to residential property, small commercial areas and community amenities such as schools, parks and churches. This should be further supplemented with adequate and convenient trail, bicycle, and pedestrian accommodations. Planning of collectors and residential streets should consider the circulation and accessibility to destinations, and incorporate frequent intersections and short block lengths to make travel routes more efficient and improve walkability.

Additionally, The local street network shall aim to create an integrated street system within the arterial network that provides an overall connectivity strategy to encourage a mix lot types, preserve and enhance natural features, and create viewsheds to natural features, amenities, landmark buildings, or other important features. This network shall promote linkages between streets, alleys, and trails should be purposeful and enhance connectivity for pedestrians and bicyclists.

SAFETY

The function of roadways and efficient movement of traffic must also be balanced with providing a safe environment for all transportation system users, including those that are most vulnerable such as pedestrians and bicyclists. McKinney can make advances toward safer mobility by evaluating and implementing effective transportation design and policies that promote the effective function of roadways for everyone using them.

Intersection design is a critical component of a City's approach to transportation safety. Street intersections can be the most challenging aspect of street design due to the need to provide appropriate through capacity for traffic while also minimizing the number of conflicts between drivers, pedestrians, and bicyclists. When designed appropriately, intersections can find a successful balance between reducing delay, reducing crashes, and creating a predictable space for roadway crossings of all users. Existing accident-prone locations can be improved through a variety of techniques, including improved signal timing, signage, or high-visibility crossings. Intersection design in developing areas should also account for future land uses and intended modes of travel. For example, in urban and mixed-use areas where high pedestrian activity is expected, intersections should be as compact as possible to reduce pedestrian crossing distances and create increased visibility. Roundabouts may also be a suitable intersection design alternative in a variety of land use contexts. Modern roundabout design provides a variety of benefits over traditional intersections by encouraging slower speeds through the intersection while also allowing continuous traffic flow. This design alternative also provides unique opportunities for intersection aesthetics through the use of landscaping or pavement materials. McKinney should consider adopting a Roundabout first policy as part of the Engineering Design Manual.

Traffic safety in residential areas can be improved with the combination of implementing appropriate residential collector design and connectivity, along with the effective use of traffic calming measures as needed. Collector streets should be designed using a maximum target speed of 30 miles per hour, in order to encourage drivers to operate at intended safe speeds. Designing roadways for lower travel speeds can be achieved through a variety of design techniques including narrower lane widths, roadside landscaping, and other traffic calming techniques, which have the benefit of improving the level of comfort for bicyclists and pedestrians. Traffic calming is intended to mitigate cut-through traffic and speeding through a variety of physical and non-physical techniques aimed at slowing down vehicle traffic. As speeding and vehicular volume increases, walking and bicycling in residential areas can become an uncomfortable activity. Traffic calming techniques seek to reduce the impacts of excessive traffic volumes and speed, and address concerns about safety, noise, and quality of life by slowing down or "calming" motor vehicles.

BICYCLE AND PEDESTRIAN NETWORK

The use of sidewalks and trails promotes bicycle and pedestrian modes and facilitates transportation choices that benefits personal health, reduces traffic congestion, and air pollution, and enhances quality of life by creating opportunities for cost savings and social interaction. Throughout the City, the primary facilities for bicycles and pedestrians include off-street trails and sidewalks. McKinney has pro-actively planned and implemented a variety of trail and bikeway routes connecting parks, neighborhoods, and community destinations. Much of the current network has been implemented in the southwest portion of the City, with the Wilson Creek trail corridor as a highlight of the City's trail system. McKinney expanded its vision for additional trail and bikeway connectivity for the growing community with the adoption of the 2017 Parks, Recreation, Open Space, Trails and Streetscape Master Plan.

This plan envisions a network of dedicated facilities separated from moving traffic to accommodate active transportation users of all ages and abilities. Providing an interconnected system of separated and protected bike facilities can appeal to a broader range of people and can contribute to increases in bicycling volumes. The planned trail and side path system will include spine trails that connect through parks, floodplain and creek corridors, and other open space areas. Arterial trails and sidepaths will supplement this network with shared-use paths designed adjacent to roadway alignments. Additionally, neighborhood connector bikeways will provide connections between trails, neighborhoods, and other destinations with a variety of on-street bicycle facilities on low-stress collectors and local streets. The Parks Plan includes recommended locations for each of these facility types throughout the City and ETJ. Guidance also includes design best practices for width of facilities, crossings, and signage.

Design and Context

Complete Streets is a concept that supports the idea that streets should be designed for everyone, with safe access for pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. There is no single design for a Complete Street. Each one is unique and should relate to the surrounding community context. This design process is known as context-sensitive design and is focused on determining the most appropriate street cross section by taking into account not only the functional class of the road, but also the character of the surrounding development, future goals for each corridor, and the existing or future need for different modes of transportation. Each district identified in the City's Comprehensive Plan will have different land use, multi-modal, and urban design character priorities. These priorities can be reflected in adapting typical street design to better accommodate transportation goals at a local level. It is important to note that not every mode will need to be integrated into every street design to be considered a "Complete Street," but the thoroughfare design process should consider the needs of all roadways users to increase options for safe, alternative modes of travel appropriate for the local context.

Functional Classification System

The City's thoroughfare network is made up of five general classifications of roadways: Freeways and Major Regional Highways, Principal and Major Arterials, Minor or Greenway Arterials, Collectors, and Local Streets. Major highways within the City, such as US 75, US 380, and the Sam Rayburn Tollway, provide regional mobility with connectivity to surrounding communities and are designed to handle the highest traffic volumes. The City's arterial and collector system provides a balance between traffic movement and access to local destinations, and travel is typically dependent on utilizing a variety of routes and roadway types. The functional classification helps define the role of each roadway, both with the level of traffic flow it should serve and the amount of access it provides to adjacent property. The following graphic summarizes the mobility/access relationship across the thoroughfare network.

STRATEGIC
DIRECTION

Master Thoroughfare Plan

McKinney's Master Thoroughfare Plan (MTP) locates and classifies major streets by needed capacity for through traffic and access to adjacent land uses. This tool should also reflect compatibility with each street's development character with street design guidance that provides the ability to better integrate context-sensitive design elements and networks of other mode choices. The MTP map illustrates the existing and proposed thoroughfare system for the City and its Extraterritorial Jurisdiction(ETJ).

Completion of the system will occur over time as the facilities are warranted, either as development-initiated projects advanced as adjacent lands develop or as capital improvement projects to improve connectivity or capacity. The MTP provides generalized locations for thoroughfares. Alignments may shift as roads are engineered to accommodate natural or developmental constraints, and to meet sound engineering and urban planning principles.

The Master Thoroughfare Plan is comprised of a variety of standard street types, with the overall system designed to maintain a balance between mobility (the through movement of trips) and access to destinations. The mapped thoroughfare system is comprised of a network of regional highways, arterials, and town thoroughfares. This system is further supported by the collector and local street network which provides the most direct access to adjacent property and carries lower traffic volumes. The standards and criteria for all streets in McKinney are set forth in the City's Engineering Design Standards Manual (EDM). The thoroughfare cross-section designs illustrated below are to be followed for future construction, along with the design requirements for the roadway classifications found in the EDM. The following summarizes the classification of MTP roadways:

Town Thoroughfare is the designation of roadway that provides land access and traffic circulation through a variety of context based design option within the Town Center and Mill Districts, and is not a classification designated for future thoroughfares.
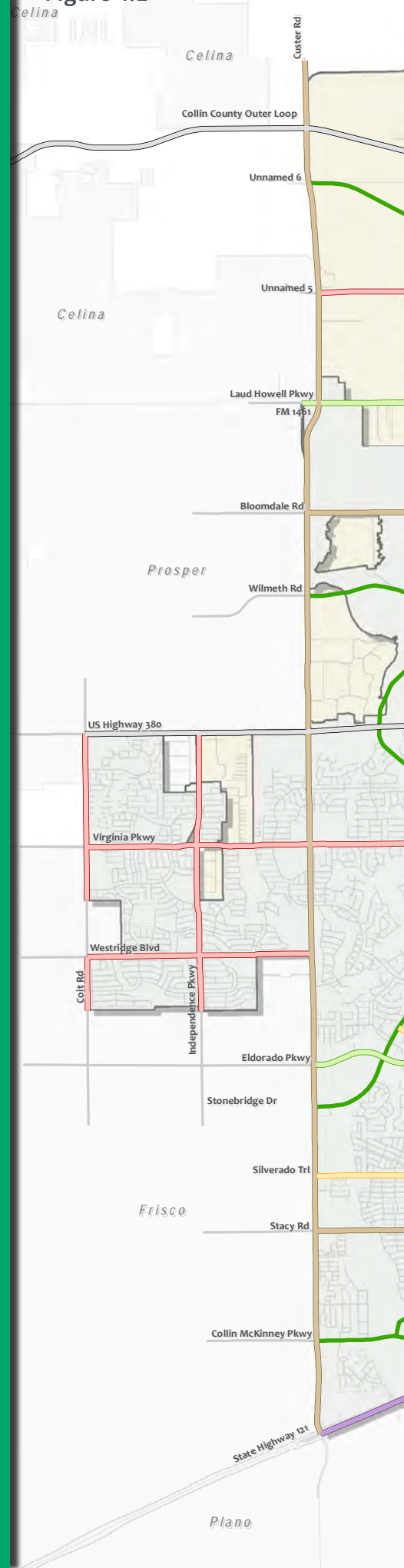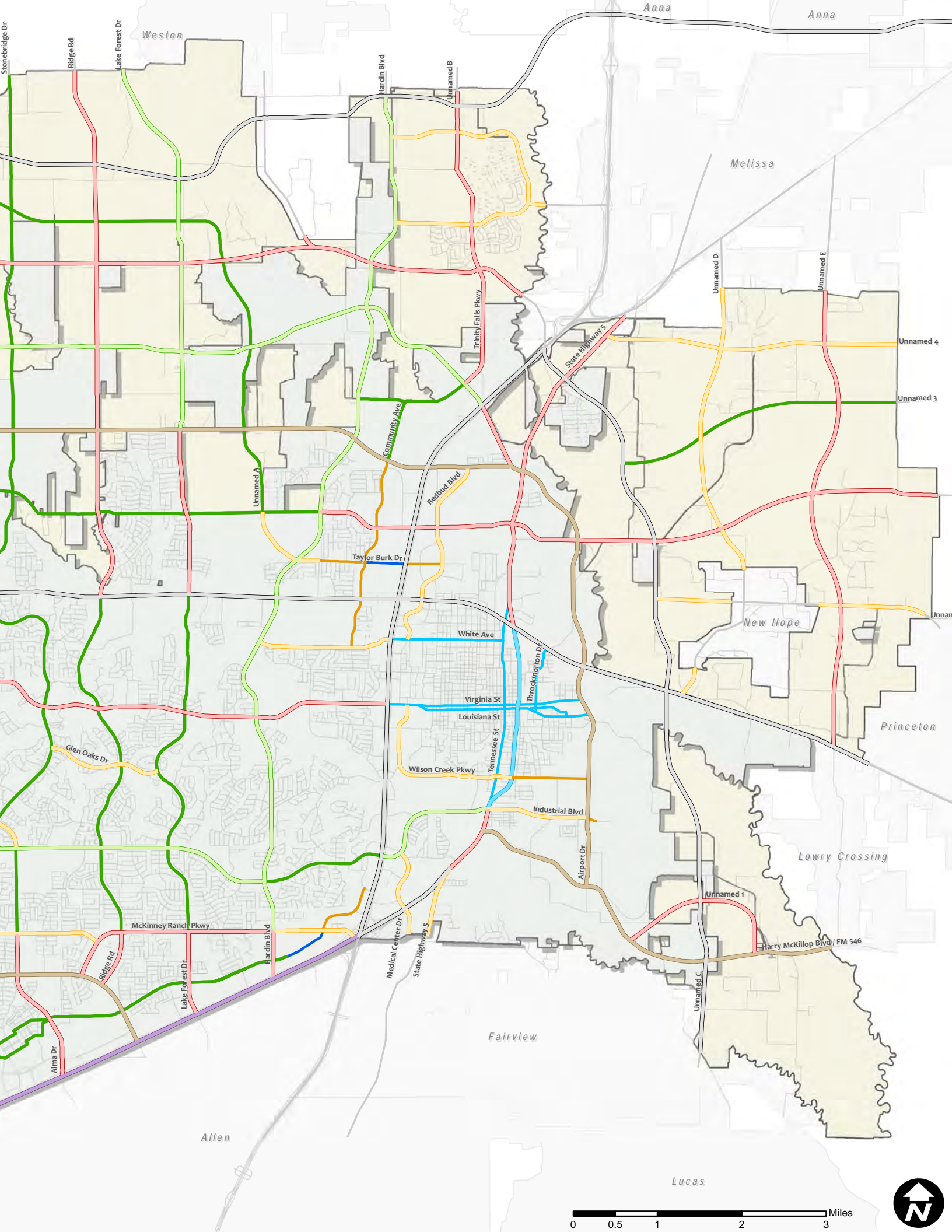
Figure 4.1

Weston

Anna Anna

Stonebridge Dr
Ridge Rd
Lake Forest Dr

Hardin Blvd
Unnamed B

Melissa

Unnamed D
Unnamed E

Trinity Falls Pkwy

State Highway 5

Unnamed 4

Unnamed 3

Community Ave

Unnamed A

Redbud Blvd

Taylor Burk Dr

New Hope

Unnam

White Ave

Throckmorton Dr

Virginia St
Louisiana St

Glen Oaks Dr

Tennessee St

Wilson Creek Pkwy

Princeton

Industrial Blvd

Airport Dr

Lowry Crossing

Unnamed 1

McKinney Ranch Pkwy

Hardin Blvd

Ridge Rd

Lake Forest Dr

Medical Center Dr

State Highway 5

Harry McKillop Blvd / FM 546

Alma Dr

Unnamed C

Fairview

Allen

Lucas

Miles
0   0.5   1   2   3

ILLUSTRATIVE CROSS-SECTIONS

G6D Greenway Arterial Divided (140')

ROW: 140'

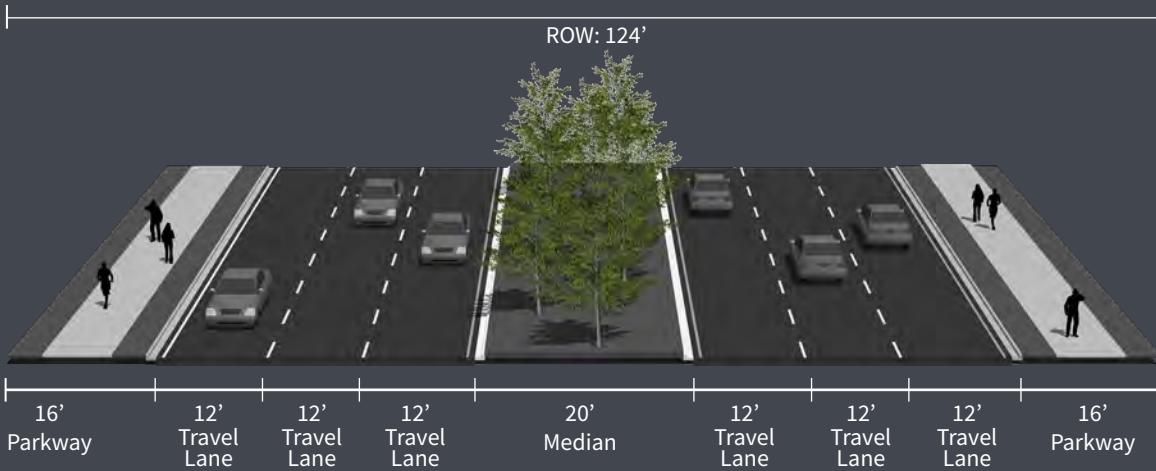| 19' Parkway	11' Travel Lane	11' Travel Lane	11' Travel Lane	36' Median	11' Travel Lane	11' Travel Lane	11' Travel Lane	19' Parkway
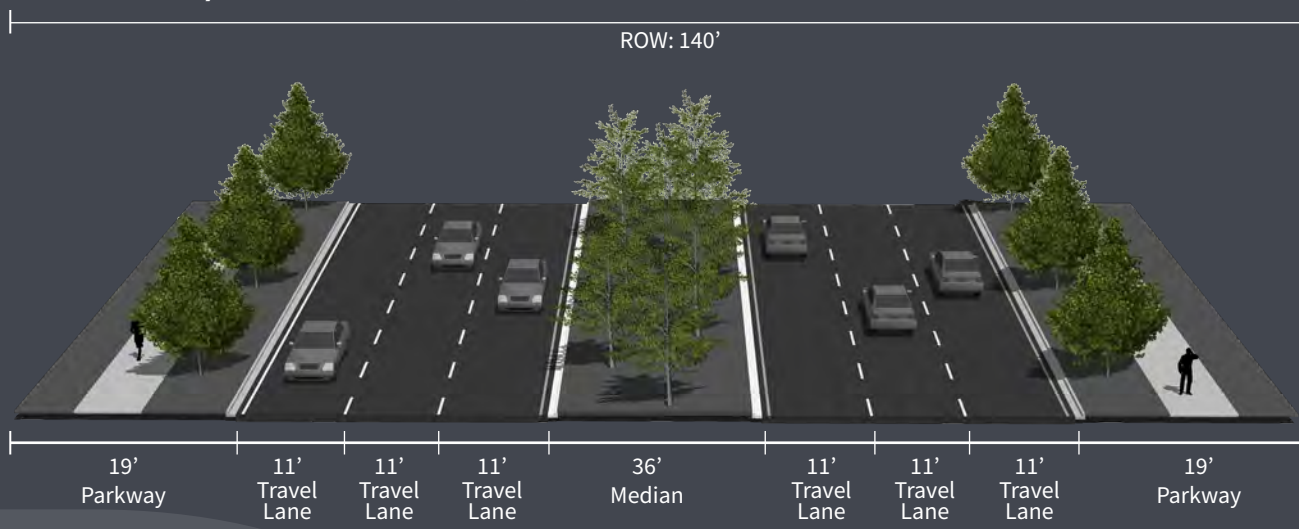
G6D greenway arterials have a minimum ROW width of 140 feet with an ultimate cross section of six lanes. The pavement section consists of two 33-foot roadways separated by a 36-foot center median to accomodate landscaping and trees.

P6D Principal Arterial Divided (130')

ROW: 130'

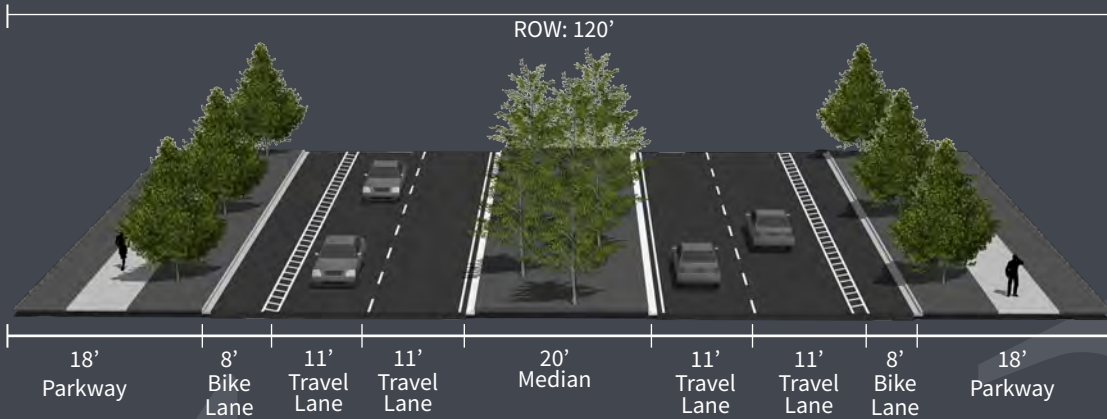| 19' Parkway	12' Travel Lane	12' Travel Lane	12' Travel Lane	20' Median	12' Travel Lane	12' Travel Lane	12' Travel Lane	19' Parkway
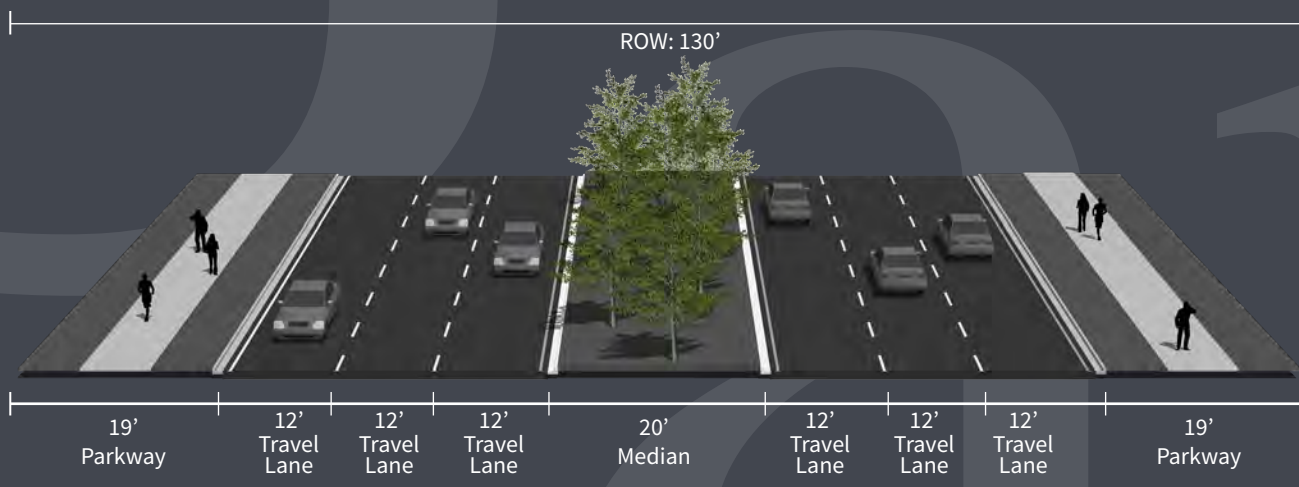
Principal arterials have a minimum ROW width of 130 feet and an ultimate cross-section of six lanes. The pavement section consists of two 36-foot roadways with a 20-foot center median. The parkway area is intended to accommodate deceleration lanes into driveways and intersecting streets.

M6D Major Arterial Divided (124')

ROW: 124'

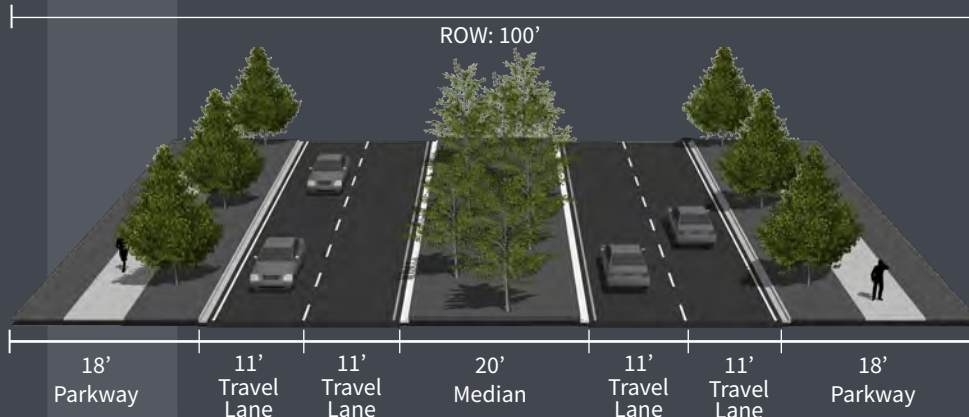| 16' Parkway | 12' Travel Lane | 12' Travel Lane | 12' Travel Lane | 20' Median | 12' Travel Lane | 12' Travel Lane | 12' Travel Lane | 16' Parkway |

Major aeterials have a minimum ROW width is 124 feet, but may be increased at intersections. The pavement section consists of two 36-foot wide roadways with a 20-foot center median. The ultimate cross-section of a major arterial is six travel lanes.

G4D Greenway Arterial Divided (120')

ROW: 120'

| 18' Parkway | 8' Bike Lane | 11' Travel Lane | 11' Travel Lane | 20' Median | 11' Travel Lane | 11' Travel Lane | 8' Bike Lane | 18' Parkway |

G4D greenway arterials have a minimum ROW width of 120 feet and an ultimate cross-section of four lanes. The pavement section consists of two 22-foot roadways with an adjacent 8-foot bike lane and a 20-foot center median.
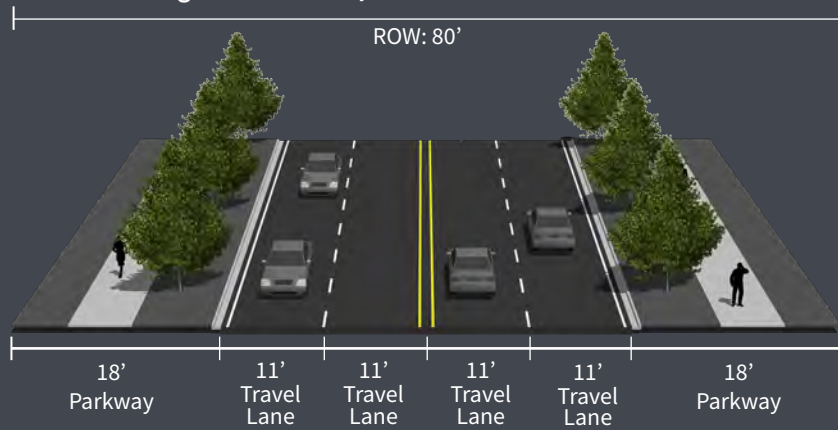
M4D Minor Arterial Divided (100')

ROW: 100'

| 18' Parkway | 11' Travel Lane | 11' Travel Lane | 20' Median | 11' Travel Lane | 11' Travel Lane | 18' Parkway |

Minor arterials are a secondary thoroughfare used to move traffic. They include two 22-foot wide pavement sections, divided by a 20-foot wide median. The minimum ROW is 100 feet.
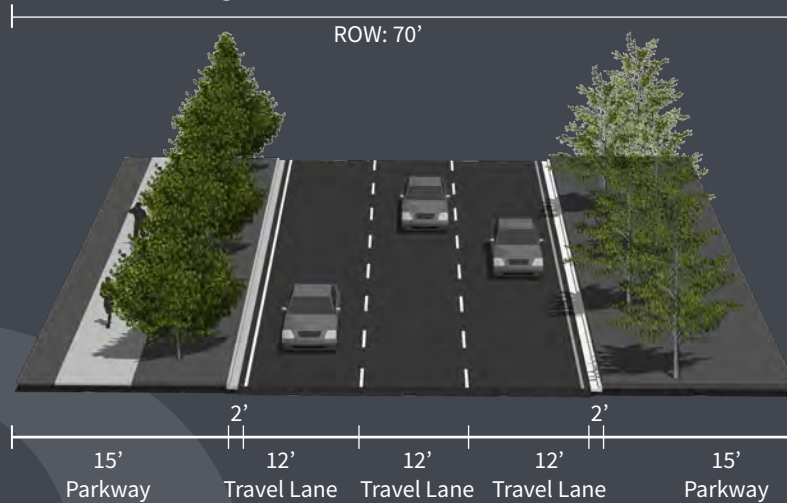
M4U Minor Arterial Undivided (80')
Note: This cross section for existing conditions only

| 18'
Parkway | 11'
Travel
Lane | 11'
Travel
Lane | 11'
Travel
Lane | 11'
Travel
Lane | 18'
Parkway |

Minor arterials are a secondary thoroughfare used to move local traffic. Minor undivided arterials include 22-foot wide pavement sections, with no median. The minimum ROW width is 80 feet.
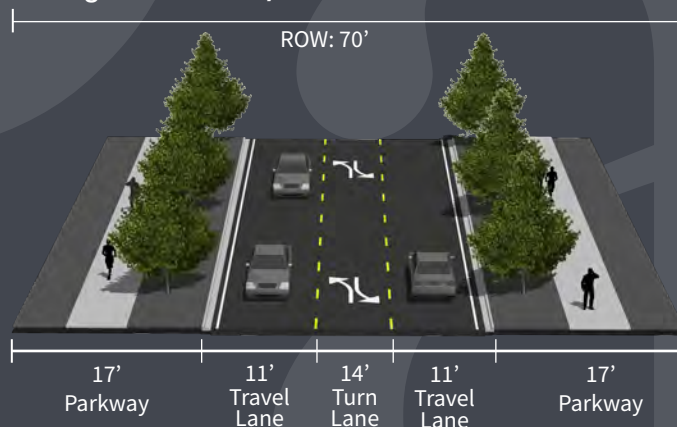
M3U Minor Arterial Undivided (70')
Note: This Cross Section is for the frontage road section

| 15'
Parkway | 2'
12'
Travel Lane | 12'
Travel Lane | 12'
Travel Lane | 2'
15'
Parkway |

Minor arterials are a secondary thoroughfare used to move traffic. They include three 12-foot wide lane sections with a 2-foot shoulder area and a 15-foot parkway sections on both sides. The minimum ROW is 70 feet.

M3U Minor Arterial Undivided (70')
Note: This cross section for existing conditions only

| 17'
Parkway | 11'
Travel
Lane | 14'
Turn
Lane | 11'
Travel
Lane | 17'
Parkway |

Minor arterials are a secondary thoroughfare used to move local traffic. Minor undivided arterials include 11-foot wide pavement sections, with shared lane for deceleration and turning. The minimum ROW width is 70 feet.

TRAVEL
DEMAND ANALYSIS

Figure 4.2

Travel demand modeling involves the forecasting of traffic volumes on a transportation network based on land use, population, and network characteristics. Forecasting future traffic demand on a roadway network is an essential element in mobility planning. This section highlights the travel demand modeling process implemented as part of this plan as a basis for recommending updates to the Master Thoroughfare Plan, including an overview of the modeling process and methodology used to develop the model.
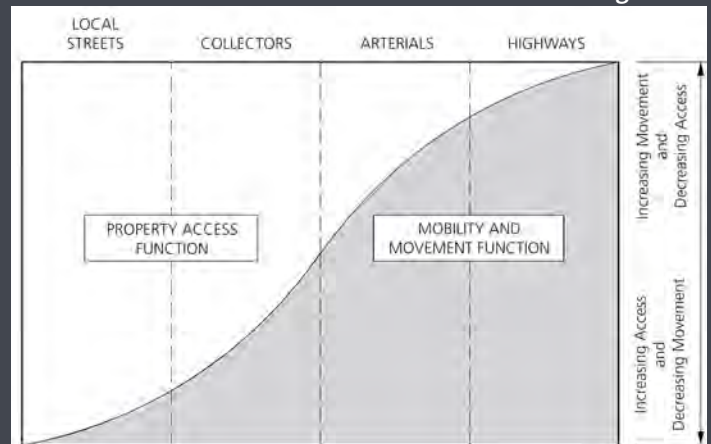
The model used for analysis of the OneMcKinney2040 preferred scenario was adapted from the Dallas-Fort Worth Regional Travel Model (DFWRTM) created by the NCTCOG. The updated model incorporated demographic estimates based on the OneMcKinney2040 recommended land uses and analyzed potential alternatives to future US 380 limited-access roadway alignments, as well as alternatives to the City's thoroughfare network. The travel demand modeling process follows the traditional four step gravity model, which is a nationally recognized standard in travel demand modeling.

The four steps in the gravity model include:
- Trip Generation – Estimate the number of trips that each zone will produce and attract
- Trip Distribution – Determine the number of trips from each zone that will be attracted by each of the remaining zones
- Modal Split – Determine the number of trips that will travel by each transportation mode to reach their destination
- Traffic Assignment – Estimate the route for each mode that will be used to travel from origin to destination

LEVEL OF SERVICE

The model provides the City with a useful analysis output to predict the traffic impacts of various land use decisions and what the thoroughfare system will need to look like to accommodate future transportation needs. Level of Service (LOS) is a tool that is used to quantify traffic congestion along segments of a roadway and is a key performance measure to understand how well a planned thoroughfare can handle expected travel demand. Roadways are designated as LOS A, B, C, D, E, or F based on the volume-to-capacity ratio, which compares the estimate daily volume expected on a roadway to its intended maximum amount of traffic a roadway can handle. LOS A represents a roadway where traffic volumes are much lower than the capacity of a roadway while LOS F represents a roadway where traffic volumes are greater than the capacity of roadway. LOS A roadways have low traffic volumes with free-flowing conditions while LOS F roadways are extremely congested with stop-and-go traffic conditions. The City of McKinney's policy is to plan and design thoroughfares to function at Level of Service D or better to balance vehicle movement and implementation cost.

ECONOMIC DEVELOPMENT STRATEGY

ECONOMIC
DEVELOPMENT

INTENDED OUTCOMES

Promote and position McKinney for desired and quality investment through these actions:

- Evaluate and modify existing incentive offerings in order to ensure the judicious use of municipal resources;

- Establish proactive initiatives to better encourage property investment and reinvestment redevelopment, as well as business expansion and attraction.

- Leverage partnerships with organizations and institutions that support the vision expressed here.

- Protect and enhance those attributes of the community that are unique to McKinney and valued by existing and future populations.

- Coordinate and align efforts and messaging regarding McKinney's Vision and Guiding Principles.

- Amend policy, regulations, and strategic resources to ensure consistency.

- Balance flexibility and certainty when considering land use applications and product design.

OVERVIEW

The intent of this section is to provide the city with strategic initiatives in support of policies which will serve to guide growth and development over the near- and long-term. Generally, the recommendations which follow are intended to capitalize on opportunities and overcome obstacles, collectively in an effort to "ready the market for investment." As shown in Figure 5.1 below, the overall framework for an effective approach to advancing economic development objectives relies on an understanding of market opportunities, adherence to a set of guiding principles, and ongoing community support.

Figure 5.1: Economic Development Framework

An economic development strategy is the logical first step in the development of an integrated approach which can succeed in attracting new investment and reinvestment. The ONE McKinney 2040 Comprehensive Plan establishes the policy framework to achieve sustained development and redevelopment over the next 20 plus years. It's intend is to provide the "road map" for ensuring the city utilizes its land use resources to strengthen and propel McKinney's economy over the near-, mid- and long-term.

Connection to the Plan

As explained in Section 3 of this plan, the strategic approach to land use planning and development described herein was designed to ensure fiscal stability and a high quality of life for McKinney residents. As such, it is intended to assist city leaders in making informed decisions regarding land use and development pattern in the community. With this understanding and guidance, staff will not only be able to anticipate how land use decisions will impact municipal services, but their efforts to enhance its economic resiliency.

The Preferred Scenario represented by combinations of land uses and development types, or placetypes, is intended to illustrate where and what type of investment will most effectively leverage its surrounding environment and complementary assets. Each one of the 14 placetypes (described in Chapter 3: Land Use and Development Strategy)establishes the types of environments within each districts that are consistent with the overarching policies and land planning policies developed in support of the plan.

Fiscal Stability

Among the responses to a survey of institutional real estate investors conducted by the Urban Land Institute (ULI) and reported on in their Emerging Trends in Real Estate, 2018, regarding community-based issues that affect their investment returns, several cited "fiscal health." They explained that policy decisions regarding growth and development largely stem from conditions affecting their fiscal resiliency, as well as their ability to participate in, and support, desired development. During the past three decades, municipalities throughout the United States have significantly increased their efforts to foster and inform real estate development, rather than take a wait and see approach. Among those that succeeded, most did so because they understood that, "Private investment follows public commitment." To that end, they sought to understand how they could most effectively leverage their resources to attract new investment, encourage reinvestment, and be a productive partner to the private sector.

Another effort by communities to foster positive partnerships with an eye towards fiscal sustainability, is hiring a resiliency officer tasked with establishing systems that ensure its resiliency in the wake of environmental forces, equity gaps in schools, transportation system deficiencies, and economic cycles.

A cities resiliency rating is predicated on multiple factors, some which municipalities can control, and others which they have less influence over. Among those they can more directly impact is their approach to allocating and assigning land uses, and their response to zoning requests. The connection between a community's land use mix, product inventories, and municipal budget is often overlooked, but must be understood in order to ensure informed decision-making by its leaders. This is particularly true for communities that are near or at buildout, but similarly important for communities planning for long-term growth and impacts resulting from their annexation policies and practices.

Just as different land uses translate into both revenues and expenses for government entities, so too do the various product types among land uses. For example, multi-family rental properties, if for no other reason than the average density of this product type versus either a single family detached or attached unit, will impact revenues and expenses differently. Similarly, the manner in which different uses are organized, combined, or clustered will also impact revenues and expenses. Therefore, as important as local preferences are in terms of land use and product offerings, so too are the impacts these preferences have on community resources, their ability to maintain service levels, and provide public amenities. Land use decisions should, if possible, be made from a comprehensive understanding of their implications, including from a fiscal impact perspective.

PARTNERSHIPS

Economic development initiatives in the city are led by the McKinney Economic Development Corporation (MEDC). Created in 1993, MEDC supports the development, expansion and relocation of new and existing companies. It is an organization that partners with the City to create an environment in which community-oriented businesses can thrive.

In May of 2017, MEDC commissioned assistance with preparing the McKinney – Advancing Our Vision 2022, Five-Year Strategic Plan (referred to as the "Strategic Plan"). This document defines their direction and priority work through 2022 in the following four fundamental areas – business retention and expansion, business attraction, entrepreneurship, and competitiveness. Clear tactics populate an action plan for each strategic initiative, along with key performance indicators.

MEDC Vision
To make McKinney the most desirable location in North Texas for business by attracting and retaining companies committed to growing and investing in McKinney.

MEDC Mission
The MEDC will work to create an environment in which community-oriented businesses can thrive. We will do this by identifying, coordinating and realizing high-impact opportunities that promote job and wage growth as well as a diversified and expanding tax base.

Business Retention and Expansion Performance Indicators
By 2022, the 5-year outcome of MEDC's work in Business Retention and Expansion will yield:
- 25 businesses expanded
- 1,000 jobs created
- $100m capital investment

Business Attraction
By 2022, the 5-year outcome of MEDC's work in Business Attraction will yield:
- 70 business locations
- 5,000 jobs created
- $300m capital investment

Particularly relevant, as it relates to the Vision and Guiding Principles of this ONE McKinney 2040 Plan, are efforts associated with leveraging the community's competitive assets. Within the Strategic Plan, objectives related to "competitiveness" are described as follows:

"Enhance McKinney's assets in a manner that ensures business attraction and expansion wins, let alone retain existing employers. In particular, the Competitiveness Initiative focuses on innovative incentive offerings and readiness of available real estate – sites and buildings."

Among several tactics identified to advance this initiative are:

1. Speculative building development
2. Strategic site acquisition
3. Infrastructure construction
4. Comprehensive package of incentives
5. Cultural readiness and professionalism
6. Airport expansion

Competitiveness
By 2022, the 5-year outcome of MEDC's work in Competitiveness will yield:
- 1m SF Class A office space built
- 400,000 SF light industrial/flex building space built

With an understanding of McKinney's preferred pattern of development, and appropriateness of certain uses and products by geography, MEDC in partnership with the City, will be better able to identify parcels for strategic acquisition and development, and pro-actively plan for supporting infrastructure and other capital improvements.

ECONOMIC DEVELOPMENT INFRASTRUCTURE

Successful economic development programs communicate a holistic view of their investment climate. To this end, their efforts to foster a favorable environment for businesses consider not only the needs of the corporation, but those of the employees, as well. While business siting decisions tend to place the greatest emphasis on conditions associated with supply, operational costs, and personnel linkages; similar consideration is given to the availability of a diverse mix of housing product types, opportunities for entertainment and physical activity, and access to cultural resources. As revealed in the list below, a community's "economic development infrastructure" is comprised of its people, places, and policies, not just its sites and service levels.

People – a community's resident and non-resident employees, its labor force, and its employers

Sites and Buildings - opportunity sites and buildings which can effectively leverage public incentives for development and redevelopment

Housing Choices – housing products that serve a wide range of age, income and lifestyle stages

Incentives and Business Support - public programs, projects, and policies which overcome limited resources and facilitate private investment

Infrastructure - physical networks such as transportation (roadways, mobility, service, coordination, connections, etc.) and utility systems (power, water, sewer, cable, etc.) which support private investment

Quality of Life - recreation amenities, social services, public facilities, etc., which both visitors and residents can access

COMPETITIVE POSITION

Attributes of the McKinney market that offer a competitive advantage over other North Texas communities for business development and private sector investment include those listed here:

- *Strategic location in North Texas and access to the SH 121, US 75, and US 380 transportation corridors*

- *Access to area training and educational facilities*

- *Regional and interstate access via multiple modes of transportation*

- *Attractive physical setting and natural amenities*

- *Favorable school ratings across multiple grade levels*

- *Strong educational programming from institutions including MISD, Collin College, UT Dallas and others*

- *Ample and redundant power necessary for data centers*

- *Advantageous tax structure for business and employees*

- *Quality of life desired by highly educated and technically skilled workers seeking a live/work balance*

- *"Front door" to the Metroplex from points north and east*

- *Expanding and diverse population with significant levels of disposable income*

- *Location within a nationally-recognized high growth market*

- *Central location and connectivity to other parts of the county*

- *Presence of McKinney National Airport and proximity to DFW and Love Field*

- *"Unique by Nature" brand that promotes healthy, active lifestyles*

- *Sizable assemblages able to accommodate master planned development*

- *Vacant land with visibility from and access to region-serving infrastructure*

- *Comparatively modest land and operating costs*

- *Unique downtown that positively contributes to the ability to attract talent*

- *Proximity to the DFW Metroplex labor pool*

INVESTMENT TARGETS

In addition to preparing the Five-Year Strategic Plan, MEDC also investigated the city's potential to attract and grow certain industry groups. The findings of this work are documented in the McKinney Target Industries Report, dated March 17, 2017. Research and analyses employed to for determine McKinney's most viable prospects for investment were almost entirely business within basic industry groups, In other words, industries that bring new wealth to the local economy in the form of property investment, job creation, payroll income and enhanced purchasing power. Since basic industries have the greatest economic impact on a local economy, they are often the priority targets of economic development organizations.

The process used to identify McKinney's industry targets involved two principle steps – industry trends research, and market capacity analyses. The first looked at those groups that exhibited a presence and potential for growth in Collin County, the Dallas-Fort Worth metropolitan area, state of Texas, and nation. The second investigated McKinney's assets (or attributes) in terms of their ability to accommodate individual businesses and clusters[1] of businesses associated with these growing groups. Finalist industries are presented below by NAICS[2] code.

Computer Technology and Services

NAICS Code 334111 Electronic Computer Manufacturing

NAICS Code 334511 Search and Detection Systems and Instrument Manufacturing

NAICS Code 518210 Data Processing, Hosting and Related Services

NAICS Code 541511 Custom Computer Programming Services

NAICS Code 541512 Computer Systems Design Services

Wholesale Trade

NAICS Code 424210 Drugs and Druggists' Sundries Merchant Wholesalers

NAICS Code 425120 Wholesale Trade Agents and Brokers

Vehicle Manufacturing / Transportation

NAICS Code 336320 Motor Vehicle Electrical and Electronic Equipment Manufacturing

NAICS Code 488190 Other Support Activities for Air Transportation

Finance and Insurance

NAICS Code 524114 Direct Health and Medical Insurance Carriers

NAICS Code 551112 Offices of Other Holding Companies

Professional Services

NAICS Code 541611 Administrative and General Management Consulting Services

NAICS Code 541614 Process, Physical Distribution and Logistics Consulting Services

---

[1] Across Texas, specific regions host a unique array of advanced industries where supportive infrastructure and knowledge has developed. Within these workforce development regions, industries are highly concentrated, resulting in clusters of firms that lead to the creation and maintenance of a trained labor force from which related businesses can draw.

[2] NAICS stands for North American Industry Classification System and is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing and publishing statistical data related to the U.S. business economy. NAICS replaced the Standard Industry Classification (SIC) system in 1997.

Market Demand Forecast

The figures presented in Figure 5.2 below, represent potential demand for certain land uses within the larger McKinney market (trade area) over the next 20 years, along with an attainable share (or capture rate) for the city or each land use / product type. While actual development totals will be influenced by numerous factors including – local policies and regulations, location and capacity of available sites, and the city's approach to economic development (proactive vs. reactive); these are intended to provide an understanding of scale or order of magnitude.

Figure 5.2. McKinney Trade Area Demand by Land Use and Market Share

LAND USE TYPE	TRADE AREA DEMAND (2018 TO 2040)	MARKET SHARE LOW	MARKET SHARE HIGH	ABSORPTION (UNITS/SQ FT) LOW	ABSORPTION (UNITS/SQ FT) HIGH
Residential (Units):					
Low-Density	116,100	20%	25%	23,220	29,025
Medium-Density	38,700	20%	25%	7,740	9,675
High-Density	48,500	20%	25%	9,700	12,125
Residential Subtotal	203,300			40,660	50,825
Non-Residential (Sq Ft):					
Retail/Service/Restaurant	13,300,000	40%	50%	5,320,000	6,650,000
Office	21,800,000	40%	50%	8,720,000	10,900,000
Industrial	35,200,000	15%	25%	5,280,000	8,800,000
Non-Residential Subtotal	70,300,000			19,320,000	26,350,000

Source: Ricker|Cunningham.

Additional conditions which could increase these estimates include the city's openness to consider product types that do not currently exist in the market, commitment by the city's leaders to maintain a consistent commitment to the preferred development concept described here, and their ability to successfully position the community as a high-quality environment for sustainable investment.

Industry Product Types

Business and industry targets described in the previous discussion will require a range of product types, given the diversity of products they produce and services they provide. One of the most significant changes realized in the real estate industry following the Great Recession (the period of time following the failure of multiple financial institutions during the latter part of the last decade) was a blurring of lines between previously autonomous product types. Among the most pronounced is the evolving employment space. While the extremes in this category remain relatively intact -- Class A Office buildings and raw material Manufacturing facilities – just about everything in between could be housed within a range of product types. What seems to be an essential strategy for communities, is one of flexibility. Cities with development and building codes that de-emphasize specific use categories, and instead focus on limiting adverse impacts from the occupant's operations, will realize greater success and attract better business partners.

Product (or facility) types that will support McKinney's industry targets include:

- Value-Added Assembly and Manufacturing
- Data Center (Warehouse)
- Sales and Distribution
- Research and Development
- Office
- North American and Regional Headquarters

Figure 5.3 here reflects the relative weight assigned to various site criteria by relocating businesses operating within different facility types. McKinney's understanding of its attributes and challenges within these criteria categories will inform their ability to attract investment desiring these products formats.

Figure 5.3. Facility Citing Factors

CRITERIA	Research & Development	High Technology	Light Industrial	Administrative Office	Corporate Headquarters
Labor Market	18%	14%	23%	18%	12%
Access to Markets	5%	5%	10%	6%	8%
Transportation	7%	6%	9%	6%	6%
Telecommunication	9%	9%	4%	11%	11%
Education	13%	13%	8%	8%	10%
Utilities	6%	7%	8%	4%	3%
Sites / Buildings	8%	6%	10%	12%	10%
Financial / Capital	3%	3%	3%	3%	5%
Resources	n.a	n.a	n.a.	n.a	n.a.
Business Incentives	12%	19%	17%	16%	14%
Business Climate	19%	19%	8%	16%	21%
Quality- of-Life					

n.a. = not available since negotiated on a case-by-case basis.   **Source: Ricker|Cunningham.**

PRIORITY INITIATIVES

1. *Design and development standards which emphasize quality over use or product type*

2. *Protect the vision through policies and codes*

3. *Allow for flexibility in use designations – particularly among office and industrial uses*

4. *Assist with infrastructure cost financing*

5. *Develop consistent messaging and collateral materials that communicate vision*

6. *Prepare a program to encourage a greater delivery of housing product types*

7. *Establish incentive protocols in advance of imminent investment*

8. *Annually re-commitment to long-term vision for strategic investment areas within community*

9. *Partner with local, regional and state entities governmental, institutional, and private entities*

10. *Master plan public improvements, infrastructure, streets, etc.*

11. *Continually monitor product and use mix to ensure consistency with intended development patterns*

12. *Elevate role of fiscal analyses in land of use requests*

13. *Regularly evaluate meaning of sustainability in the context of ongoing planning and development in the city and related impacts*

FISCAL HEALTH STRATEGY

FISCAL
HEALTH STRATEGY

INTENDED OUTCOMES

Promote a stable and resilient fiscal health strategy for McKinney by:

1. Understanding the fiscal impacts of land use decisions;

2. Encouraging a harmonious balance between revenue-producing and service cost-producing product types (or placetypes);

3. Incorporating fiscal considerations into near- and long-term capital investment planning;

4. Maintaining market awareness regarding the timing and absorption among land uses and the corresponding impact on city service costs; and

5. Establishing policies and practices which support ongoing monitoring of, and refinements to, the city's fiscal model to ensure that it remains relevant in the context of changing market conditions.

OVERVIEW

A community's fiscal environment can be described as a three-legged stool, where the harmonious balance between nonresidential development, municipal services and amenities, and residential development forms the foundation of a healthy system. The first leg of the stool -- nonresidential development -- provides the majority of revenues (property, sales and use taxes) that support the cost associated with providing municipal services. Municipal services and amenities -- the second leg of the stool – are the things that attract residents and maintain their quality of life. This includes things like, roadway and utility infrastructure, parks, libraries, etc. The third leg -- residential development -- generates the spending and employees that support nonresidential businesses and the community overall. In order for a community to operate in a fiscally sound manner, there must be a harmonious balance between these 3 legs, especially through changing economic cycles. Too much reliance on any single revenue stream could put a community's long term fiscal health at risk.

Over the past decade, community planning efforts have increasingly considered the impacts of land use mix on public sector operating revenues and expenditures. Consideration of these fiscal implications ensures that the community vision is grounded in market and economic reality, and the City's future fiscal health is maintained. However, because large-scale community planning efforts require a long-term perspective, oftentimes 20 years or more, it is difficult to achieve precision in estimating municipal revenues and expenditures over the community's expected buildout. As McKinney continues to evolve as a community, the City recognizes the need for additional revenue-generating, nonresidential development to offset the costs of providing a high level of service and amenities to its residents.

In carrying out the ONE McKinney 2040 Comprehensive Plan Update Initiative, an analysis of potential long-term fiscal operating impacts was completed at a macro level to determine the Plan's ability to generate stability between fiscal revenues and expenditures. The analysis considered a 22-year market cycle (2018 to 2040) and not the City's ultimate buildout. Considering new development growth only, it focused on operating revenues and expenditures to the City and how they would be affected by the market-supported level of development over that period.

METHODOLOGY

General assumptions used in the fiscal analysis included:

- The City's current budget (2017-18) reflects a reasonable balance between revenues and expenditures.

- Future revenues (taxes and fees) are based on current (2018) market values for various development types (housing, retail, office, industrial, other).

- Future expenditures are based on current (2017-18) service costs per capita, including residents and employees.

The fiscal impact analysis consisted of the following components:

- Development Program resulting from the 20-year growth projections
- Buildout of residential (single family and multifamily) and non-residential (retail, office and industrial) land uses
- Mix of land uses
- Overall balance between residential and nonresidential development
- Development timing and absorption of uses (relates to market factors)
- Location and direction of development
- Efficiency of infrastructure to support development
- Value of new development (on a per unit or per square foot basis)
- Considers fiscal operating revenues/expenses only (general fund)
- Fiscal Revenue Estimates
- Tax revenues (property, sales, use)
- Franchise fees
- Licenses and permits
- Fees and charges
- Fines and forfeitures
- Other revenues
- Service Cost Estimates
- Calculated on a per capita basis, including both residents and employees
- Net Fiscal Surplus/Deficit
- Difference between anticipated fiscal revenues and service costs

In completing the fiscal analysis, the following information was obtained and analyzed:

- Market, economic and fiscal information from City Staff;
- Secondary research related to the real estate development industry; and
- Data regarding local market conditions from area property managers, brokers, appraisers and other real estate professionals.

Figure 6.1 summarizes the level of development that the City of McKinney could capture over the next 22 years within the surrounding Trade Areas identified for various land use types.

Figure 6.1. Potential City of McKinney Market Absorption

LAND USE TYPE	Trade Area Demand (22-yr)	Preferred Scenario Market Share	Estimated Absorption
Residential (Units):			
Low-Density	116,100	22	22,500
Medium-Density	38,700	25	9,700
High-Density	48,500	20	9,700
Residential Total	203,300	22	44,900
Non-Residential (Sq Ft):			
Retail/Service	13,300,000	50	6,650,000
Office/Employment	57,000,000	35	19,950,000
Non-Residential Total	70,300,000	38	26,600,000

Source: Ricker|Cunningham.

As shown, The City is well-positioned to compete for market share with attainable capture rates ranging from 20% to 50% depending on the land use/product type. McKinney's anticipated residential market share is similar to its historical share of growth in the Trade Area, although it is expected that the City could capture a higher share of housing products that represent alternatives to single family detached units. McKinney's position as an emerging regional center for both shopping and employment will support higher than typical market shares for retail, office and industrial space.

SUMMARY

Given this level of market absorption captured by the City of McKinney over the next 22 years, quantitative fiscal impacts to the City were then calculated, based on the following inputs:

Population and Employment Estimates
Population based on average household size by land use type
Employment based on square feet per employee by land use type

Revenue Estimates
Based on development value by land use type (property tax)
Sales tax based on dollars per square foot in taxable retail sales
Other revenues = licenses/permits, charges and fines, etc.

Service Cost Estimates
Service population = residents and employees
Employees assumed to have 1/3 impact of residents
Additional adjustment for employees who live in McKinney (to avoid double-counting)

Considering new development growth only, the anticipated 22-year land use mix appears to generate a fiscal surplus for the City in terms of operating revenues (Figure 6.2) and expenditures (Figure 6.3).

Figure 6.2. Potential Annual Fiscal Revenues

PRODUCT TYPE	ADDED TAXABLE VALUE @ 2040	ADDED PROPERTY TAX REVENUE
Residential (Units):		
Low-Density	$10,200,000,000	$55,100,298
Medium-Density	$2,910,000,000	$15,719,791
High-Density	$1,455,000,000	$7,859,895
Non-Residential (Sq Ft):		
Retail/Service	$1,330,000,000	$7,184,647
Employment (Office/Industrial)	$3,491,250,000	$18,859,698
Property Tax*		$104,724,329
Sales Tax**		$16,625,000
Total Tax Revenues		$121,349,329
Other Revenues***		$14,714,648
Total Revenues		$136,063,977

 *Based on City .540199 property tax rate.

 **Based on estimated retail sales of $250 per square foot and 1% sales tax rate.

***Based on 2017-2018 general fund revenues from permits, fees, licenses, fines, etc. -- per capita of $168.

Source: Ricker|Cunningham.

Figure 6.3 Potential Annual Fiscal Expenditures

PRODUCT TYPE	ADDED RESIDENTS /EMPLOYEES	ADDED ANNUAL SERVICE COSTS*
Residents	120,150	$105,597,101
Retail Employees	4,117	$3,618,045
Office/Industrial Employees	8,645	$7,597,894
Total Service Costs		$116,813,039
Total Revenues		$136,063,944
Total Surplus/Deficit		$19,250,937
% Surplus/Deficit		16%

*Based on 2017-2018 general fund expenditures per capita of $879 (includes debt service).

Note: Service cost impacts of employees estimated at 1/3 of residents.

Source: Ricker|Cunningham.

In summary, the Plan's more compact development pattern, with higher density uses in targeted investment areas, should result in a more attractive value-to-cost relationship for the City. It represents a balanced mix of revenue-generating and cost-producing land uses designed to maintain the City's long-term fiscal health. Lastly, this analysis can be utilized as a tool to measure impacts from development/redevelopment projects as they come forward. In this way, the City will be able to "benchmark" revenue and expenditure impacts on a periodic basis.

PUBLIC INVESTMENT STRATEGY

PUBLIC
INVESTMENTS

INTENDED OUTCOMES

Lay the foundation for smart physical and policy infrastructure that:
- Achieves the community's shared vision while appropriately preparing for growth and other, external challenges;
- Makes a measurable difference in the quality for life of McKinney residents, workers, students, and other members of the community;
- Meets the needs of different neighborhoods, districts, and groups;
- Spurs and supports economic development and a financial return on investment; and
- Expands and reinvests appropriately as the City itself expands and reinvests in the existing, developed area.

INTRODUCTION

In 2040, McKinney will be leading the way in smart public investment in the DFW area. These investments will be integral in the creation of one-of-a-kind public assets that significantly enhance the quality of life in McKinney. From parks to educational facilities, the City of McKinney will set the pace for forward-thinking planning in Collin County. This section will detail the broad policy direction that must be taken in order to achieve this ambitious goal.

DESTINATION ASSETS

Public investment can take a variety of different forms, the most noticeable of which is the creation of physical, destination assets that serve as gathering places for the community. Examples of these assets include public squares, large structures, parks, libraries, and recreation centers. Destination assets are often some of the first things that come to mind when a resident, worker, or visitor thinks about life in the city. They are often a critical component of people's decision to locate either themselves or their business in a particular place—in this case, a municipality like McKinney.

McKinney has 38 parks and trails, seven athletics complexes, two disc golf courses, and a community center. These public assets form the backbone of the City's parks and recreation system and are magnets for economic development. Private sector investment tends to follow quality-of-life amenities that people are keen to enjoy and utilize.

Other destination assets include the public library system, which houses hundreds of thousands of media for the enjoyment and benefit of McKinney residents. The McKinney Independent School District is also a key piece of the landscape of public assets that attracts people to the City. These two systems, in addition to the parks and recreation system, will find expansion necessary in the near future in order to continue to sufficiently serve a growing residential population that is particularly young and family-oriented.

LEVELS OF SERVICE

Maintaining McKinney's famously high quality of life for residents as they experience the benefits and changes that accompany economic growth will be a challenge, but one that the City is well-equipped to tackle. Proactive policy tailored to a variety of different needs—levels of service—will provide the best path forward for the community to serve its diverse citizenry.

The Fire Department's Community Healthcare Program, an innovative solution to the needs of residents who rely heavily on the Emergency Medical System (EMS), is a great example of proactive policy currently in effect. This program helps elderly and at-risk members of the community maintain their standard of living by providing ongoing personal care for these populations, encouraging them to consider options outside of the emergency room. It is a level of public service that is currently unavailable to many parts of Collin County outside of McKinney, a testament to the City's excellent municipal policy and management.

While universal public services available to all qualified residents are usually the best way to craft effective and efficient government programs, a diversifying McKinney will require a diversified network of public policy. This network can provide tiered levels of service—all of which are excellent in their own right, but each of which is tailored to different clients and areas with different needs.

ADEQUACY AND TIMING FOR EXPANSIONS

Investment in the expansion of public services and community assets ought to be conducted with great care and forethought. An early expansion of municipal services to areas of the extraterritorial jurisdiction (ETJ) that are not ready or otherwise unable to support a return on investment for the City would be fiscally imprudent and costly to taxpayers in the existing, developed portions of the plan area. On the other hand, a late expansion could discourage real estate and economic development outside of the existing city proper by neglecting to furnish new neighborhoods, districts, and projects with necessary municipal services and amenities.

Private sector investors are often wary of projects—especially commercial development—that will not receive police and fire protection, transportation infrastructure, and other hallmarks of suburban life that consumers and workers have come to expect. Investors are also keen on locating developments close to desirable public amenities like parks, libraries, and schools. At the same time, however, the market must have the demand to support those private sector projects on its own before the City of McKinney can be expected to furnish those areas of the ETJ slated for expansion with its own investment.

REINVESTMENT IN EXISTING SYSTEMS

Reinvestment is a critical component of this plan. This reinvestment must take place not only in the streets and physical infrastructure of older parts of the City, but also in the municipal goods and services being provided to those areas. Reinvestment shows an equal and unwavering commitment on behalf of the City to all its residents, new and old.

An example of proactive reinvestment in the existing service delivery system is the Water Service Line Replacement Project, which will replace over half of the City's outdated copper lines. This amounts to a prudent use of public dollars and smart, practical policy that will improve the lives of most residents and businesses in the City in very real terms.

Reinvestment in public assets like parks, library facilities, and schools in need of repair should be a top priority for the City and its partners. These amenities bring the community together, instill a sense of purpose and place in its people, and offer many opportunities for the adaptive reuse or revitalization of properties in the existing City.

PUBLIC
SERVICES

WATER/WASTEWATER

Integrated Park & Trail System

The 2004 Comprehensive Plan addressed water and wastewater services as one of several concurrent efforts to plan for McKinney's increasing demand for utility services, including the Water Distribution Master Plan and the Wastewater Collection System Master Plan.

The previous plan encouraged the development of a water conservation plan in order to reduce per capita water consumption and improve system-wide efficiency. Education efforts, in schools or through advertisements, were also listed as an effective method for encouraging public awareness of water resources. The plan requested that the City use local, well-adapted shrubbery, trees, and greenery when possible, increase lawn irrigation regulations, and adjust the water bill rate structure so as to discourage excessive use.

Existing System Overview

The City of McKinney municipal drinking water system is rated "superior" by the Texas Commission on Environmental Quality (TCEQ), the commission's highest award. In addition, in 2017 TCEQ awarded the City with a Compliance History Rating of 0.0—a perfect score.

Drinking water is purchased from the North Texas Municipal Water District (NTMWD), a cooperative agency facilitating the purchase and distribution of much of the DFW area north and east of Dallas. NTMWD collects water from five main sources, the primary of which is Lavon Lake in southeastern Collin County. Lakes Texoma, Jim Chapman, and Tawakoni and the East Fork Water Reuse Project in western Kaufman County also provide NTMWD with the water it needs to service the McKinney community. Once purchased, the water is delivered and stored in the City's ground storage tanks for personal and commercial consumption.

The McKinney Public Works Department oversees the Water Utility Division, which supervises the distribution of clean, public water and the collection of wastewater for local residents and businesses in the City. Over the next decade, it plans to replace around 14,500 copper service lines in the City that contribute to an average monthly water loss of 23% in McKinney. This ambitious plan will ultimately replace 54% of the City's existing service connections, necessitating a street-by-street approach that aims to complete each street in two weeks and approximately 1,440 copper service lines in a year.

Future Direction

Many of the recommendations from the 2004 plan are and will still be applicable to McKinney through 2040. In 2017, the Dallas-Fort Worth area experienced its warmest year on record, and the region experiences periodic severe droughts. These trends are likely to continue, complicating water issues and placing new pressures on the delivery, storage, and collection of water and wastewater in North Texas. The City of McKinney is known for its proactive planning, making it well-equipped to face these new and unique challenges with innovative policy solutions and inter-local partnerships.

The City should continue to educate the public about the importance of conserving water resources, relating the demand on long-term supply to the expected municipal population growth, planning for changes in weather and climate, and the critical role every citizen plays in the future of the community. In addition to these vital public outreach efforts, the City should consider examining policy that could discourage the overconsumption of water, specifically with regards to irrigation, billing structures, and corporate and personal use. Water reuse is an increasingly popular strategy that returns treated wastewater back to the local system for beneficial purposes, such as irrigation or even drinking water. Green infrastructure—such as green or white roofs—could protect also against the heat during summer and offer the sort of pleasant, natural scenery that the City seeks to cultivate in its image. Such infrastructure also has the added benefit of being more environmentally efficient and using less water resources (e.g., reducing surface runoff, encouraging groundwater recharge). Additionally, the City should continue its efforts with its pipeline replacements program to identify the water and wastewater lines in the system in need of replacement first. Adequately funding replacement projects is a continual challenge to meet the needs of the system.

Parks & Trails

The Plans

The McKinney 2040 Plan is designed to coordinate with and reinforce the McKinney Parks, Recreation, Open Space, Trails & Streetscape 2017 Visioning Master Plan. The Parks Plan is intended to provide a framework for the maintenance and expansion of the current system of parks, trails, and recreation facilities to support and enhance the community's high quality of life, as well as a framework for the development of a gateway and streetscape program. The Parks Plan recognizes that maintaining the community's livability and quality of life is essential to the City's continued development and ability to attract new residents and businesses. As such, the Parks Plan is an essential part of McKinney's strategy for strategic and economic growth. The McKinney 2040 Plan guides development patterns in the City to ensure that new growth and development aligns with the goals and vision of the community, and the two plans support each other with the Parks Plan fulfilling the McKinney 2040 plan's goals to support this growth, better connect various neighborhoods and districts throughout the City, leverage recreational facilities to support redevelopment, and enhance the community's aesthetic character and sense of place.

Key Plan Components

The McKinney Parks, Recreation, Open Space, Trails, and Streetscape Plan is organized around several key concepts and components. These include the following topics.

Integrated Park & Trail System

McKinney residents place a high value on the parks, trails, and bikeways within the community. The City currently has a network of 58.4 miles of bikeways and trails connecting neighborhoods, schools, businesses, and parks, and a park network consisting of 24 neighborhood parks, 8 community parks, 5 special purpose parks, 3 linear parks/open spaces, and 2 regional parks. The community also has several large greenway systems that follow various creeks and rivers, linking greenspaces and neighborhoods together.

The vision for the parks and trails system is built around McKinney's "String of Pearls" concept, which envisions the expansion of the park system northward along the City's greenbelt corridors. The parks are the "pearls" while the trails and bikeways are the strings that knit everything together. This plan reinforces the ONE McKinney 2040 vision of a more connected city by linking neighborhoods and districts more strongly together, while also strengthening the ability of the system to serve as a viable alternative transportation system that connects neighborhoods, schools, retail, downtown, parks, and neighboring cities. The strategic location of new parks and trails throughout the City will be leveraged to provide additional value to surrounding areas, serving as anchors for new development and aiding in the revitalization of older areas, while beautifying the City and enhancing its imageability.

Gateways / City Portals / Streetscapes

The establishment of a system of streetscape treatments and gateway monuments and portals is a key component of the plan. The monumentation plan envisions a series of primary gateways into the City as well as a series of portals between districts, with a ring of monuments around central McKinney known as "The Four Pillars of McKinney." The streetscape treatments will create a cohesive look along the City's important corridors through the use of paving treatments, planting zones, and site furnishings. Together, these elements will enhance community branding and identity and strengthen the sense of place for the City's unique districts and neighborhoods.

Aquatics and Indoor Facilities

McKinney provides a high level of service to residents, including a variety of aquatics and indoor recreational facilities. The City is committed to maintaining existing facilities, as well as developing new facilities when necessary to keep up with continued population growth. Providing these services, and ensuring that they are easily accessible to all groups within the community, will contribute to the high quality-of-life that attracts residents and businesses to McKinney.

PUBLIC SAFETY

Safety is one of the most basic human needs. Without it, other aspects of quality of life or well-being are far less important. In McKinney, the safety of people, structures and outdoor areas is an important public concern. The City's Fire Department (including the Office of Emergency Management) and its Police Department are charged with the primary responsibility for safety in this community. Their current programs, facilities and services form the foundation upon which to build the investments to meet safety concerns in the McKinney of 2040.

Existing System Overview

Fire

The City of McKinney's Fire Department "promotes and protects the health and safety of the community through dynamic programs, professional services and continuous quality improvements". It had 191 full-time authorized employee positions in FY17. Staff and equipment are located at the Public Safety Building and at 9 fire stations throughout the City.

During FY17, the department responded to 14,033 calls for service. As Figure 7.1 shows, the vast majority of these calls were for rescue or Emergency Medical Service (EMS) incidents. Calls to fires were slightly more than 2% of the department's demand.

Figure 7.1

Type of Calls, FY17

Legend:
- Rescue and EMS incident
- False alarm and false calls
- Service call
- Good intent call
- Hazardous condition (no fire)
- Fire (all fire)
- Special incident type
- Overpressure rupture, explosion, overhead (no fire)
- Severe weather and natural disaster

Values: 73.6%, 9.1%, 6.9%, 5.3%, 2.6%, 2.1%, 0.1%, 0.1%, 0.1%
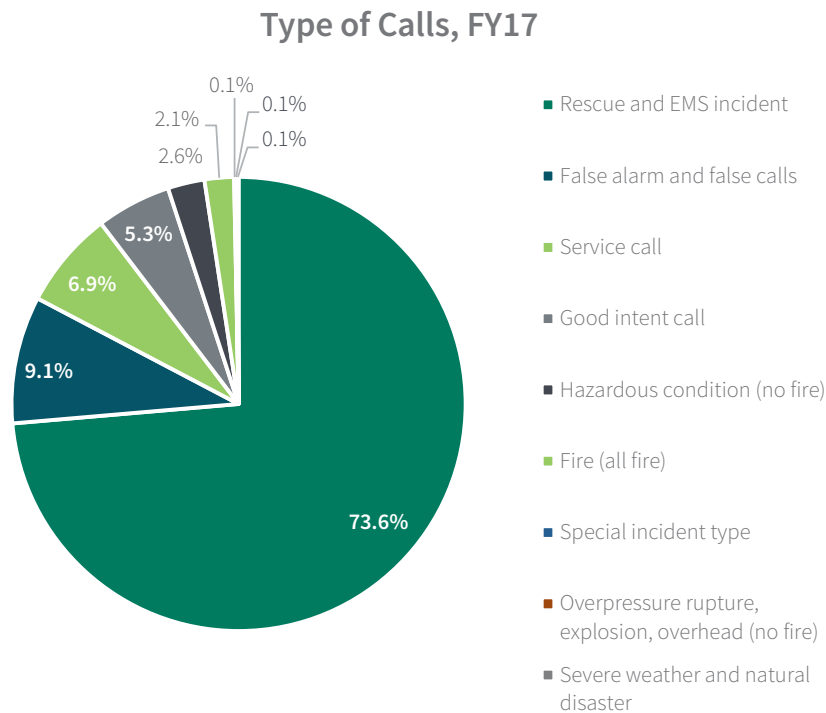
The Department has been recognized for its best practices and has received the top Public Protection Classification (PPC) rating of 1. In addition to its fire protection, Fire Marshall and EMS services, the department's Community Healthcare Program is an innovative approach to serving McKinney's residents. By providing ongoing healthcare assistance to qualified residents, this program provides a better quality of life for the resident, reduces demands on hospital emergency rooms and uses Fire/EMS personnel more effectively. McKinney's nine existing fire stations are shown on Figure 7.2. Station #9, on Summit View Road, opened in early 2018.

Figure 7.2
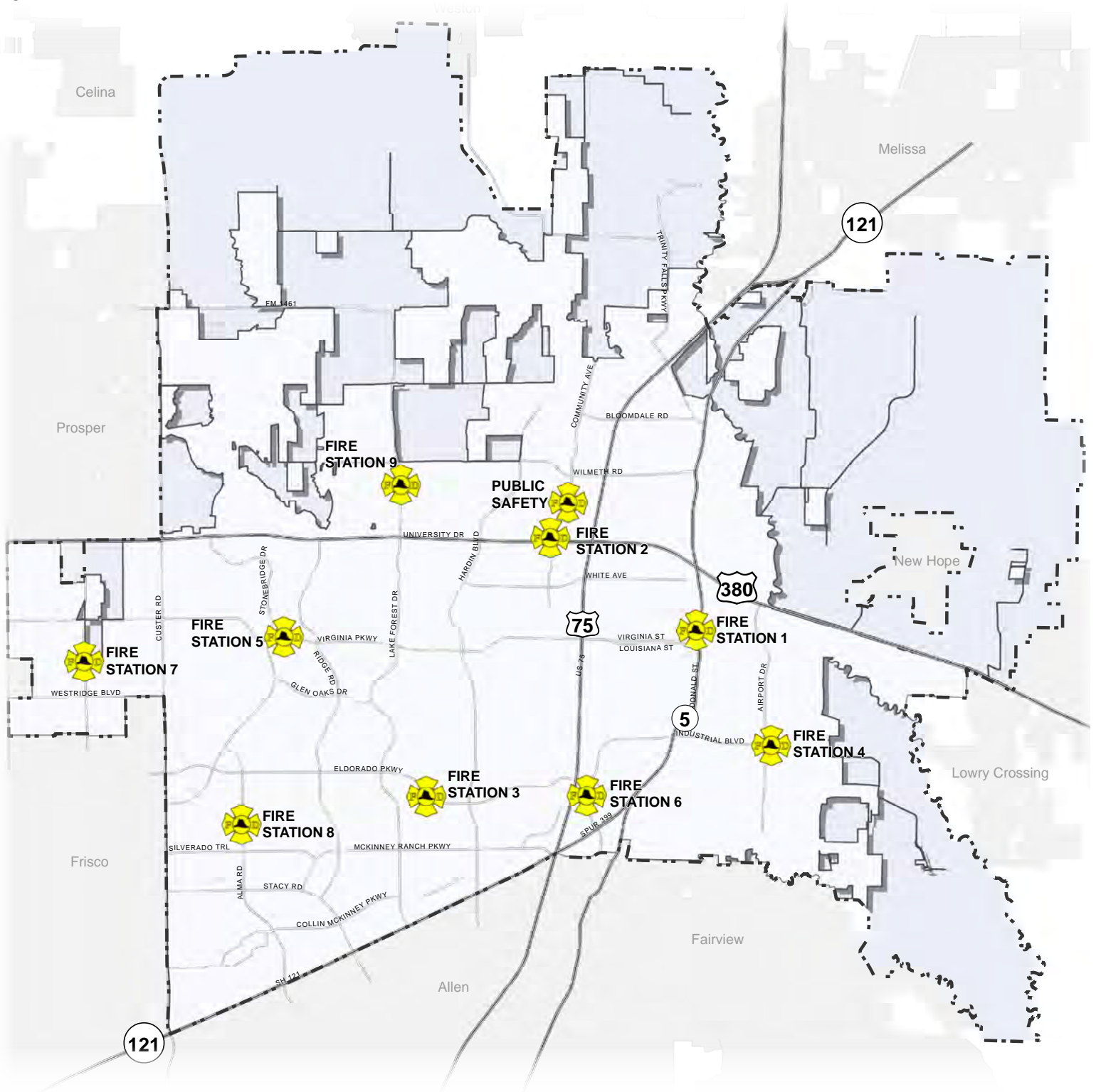
Emergency Management

Within the Fire Department, the City of McKinney's Office of Emergency Management has three employees located at the City's Public Safety Building. The Office "supports and protects the citizens of McKinney by improving our capability to prepare for, respond to, recover from and mitigate against the hazards we face".[3] This office manages all of McKinney's systems that alert residents in the case of an emergency. It trains and manages the Community Emergency Response Team (CERT) and conducts a range of public awareness campaigns and programs to help McKinney residents address emergencies. Information for the community addresses earthquakes, energy shortages, hazardous materials, pandemics/epidemics, severe weather and terrorism.

Police

The mission of the City of McKinney Police Department is "to make McKinney a safe place to live, work and visit". Based in the Public Safety Building, the department has 202 authorized sworn officer positions and 59 non-sworn civilian employees. The Police Department is also accredited and recognized for its best practices.

The Police Department responds to calls, patrols, carries out other field operations, conducts investigations, provides victim assistance and maintains records. It also has a range of programs that support community interaction, including education and awareness programs, Citizens on Patrol, Neighborhood Night Out and Neighborhood Watch.

In 2017, 261 violent crimes and 2,422 property crimes were reported in McKinney. These levels of crime represent a rate of 14.92 major crimes per 1,000 population. This rate is very similar to the rate reported in 2016 and represents a decline from the rates reported in 2012 through 2015. There were 78,360 calls for service in 2017, including 911 calls, non-emergency calls and officer-initiated activities. This level of demand represents 436 calls per 1,000 residents; it is slightly higher than calls for service in 2016.

Future Direction

As McKinney's growth continues, new residents and businesses will continue to demand public safety services from the Police and Fire Departments and the Office of Emergency Management. For Police and Emergency Management, increases in staffing to keep pace with population growth and changing demands will be needed. For all these departments, continual investment will be necessary to keep up with changing technology for communication, response, monitoring and other activities. For the Fire Department, new fire stations will also be needed to meet response time goals in the newly-developing parts of the City.

Fire Station Additions

The Fire Department's 2017 Annual Report summarizes the plans for station expansions based on the 10-year CIP approved in 2015. These plans include:

- Station #10 near Trinity Falls, with design of the station to begin in 2018
- Other future sites:
  - » City-owned property on Redbud Boulevard between Wilmeth Road and Bloomdale Road (adjacent to the Collin College Public Safety Training Facility)
  - » A site in the general vicinity of the Hardin Road – Virginia Parkway intersection
  - » A site in the general region of Collin McKinney Parkway/TPC in Craig Ranch.

Future capital improvement plans will be needed to meet the demands of growth between 2025 and 2040. Planning for the location and design of these facilities should be based on the Preferred Scenario in this plan and the actual development that occurs in the years following the plan's adoption. The scenario and the detailed plans for each of the Districts found in Chapter 8 of this document should be used as the basis for modeling to identify appropriate fire station locations. Once a general area has been identified, the specific fire station site and design should be consistent with the Strategic Direction of the District in which it is located.

[1] www.mckinneytexas.org/385/About-Emergency-Management; accessed 7/22/18.
[2] www.mckinneytexas.org/485/Mission-Statement; accessed 7/23/18.
[3]Source: "McKinney Police Department UCR Activity and Crime Comparison, December 2017".

Urban Design Strategies for Safety

Creating a safe community is not limited only to the provision of public safety services. The design of buildings and streets can also contribute to the safety of the people who will live and work in McKinney in the future. The concept of 'crime prevention through environmental design' (CPTED) provides guidance for design techniques that improve personal safety. Some of these techniques include the use of lighting on walkways, landscape design that creates defensible spaces and removes potential hiding places near doors and windows, location and sizing of windows so people inside buildings can watch activities outside and provide 'eyes on the street' for security. These and other techniques should be considered in new developments to increase security and reduce demand on public safety services.

Environmental Safety

The Fire Department and Office of Emergency Services are responsible for addressing hazards in McKinney. Sites with known environmental hazards, such as chemicals or toxic materials, should be identified and monitored. As new development occurs near these sites, land uses should be limited to those that do not place residents at risk. Design of nearby development should provide buffers or other appropriate protections, and should facilitate access by emergency personnel should an incident arise.

Natural Hazards

In recent years, the US has experiences a number of natural disasters that have damaged property and taken lives. Incidents such as earthquakes, tornadoes, hurricanes, wildfires and floods can quickly alter a life and a community. The preparedness programs of the Office of Emergency Services will be important for the safety of McKinney residents, as they help people anticipate and prepare for such incidents. Community design can also help reduce the impact of some of these natural disasters. Building standards that meet earthquake codes are essential in some parts of the country, and limitations on building on steep and unstable slopes can also reduce damage from landslides. Inclusion of a safe room in homes and businesses provides protection in the event of a tornado.

Predictions indicate that storm events are becoming less predictable and more intense over time. One of the major impacts of this trend for a city like McKinney is related to protection from flooding. While the Federal Emergency Management Agency (FEMA) provides maps delineating areas of designated floodplains, many communities are finding that there are parts of the community beyond these federally-designated floodplains that experience severe flooding, stream bank erosion, damage to public infrastructure and private property, and harm to residents and first responders. As development continues near McKinney's rivers and streams, design of buildings, streets and infrastructure should follow design practices such as those recommended in the integrated Storm Water Management program of the North Central Texas Council of Governments (iSWM). Mapping of additional flood-prone areas should also be considered. Taking these steps at the beginning of the development process provides more certainty to a developer and the ability to incorporate these floodplains into the project's design as amenities. They also provide safety to the project's ultimate residents and reduce the risks to the City's public safety personnel.

Healthy Communities

Recent research demonstrates that the design of neighborhoods has important implications for the health and well-being of residents. Development within the Districts described in the ONE McKinney 2040 Plan should include features that encourage a healthy lifestyle. These include trails, sidewalks and parks close to home so residents can get regular exercise. Natural open spaces close to home, even if they are small, give residents – particularly children – benefits that improve learning, reduce stress and provide other health advantages. Opportunities to walk or bike instead of driving provide numerous health benefits for residents, as well as reductions in emission that benefit the region's air quality.

Availability of fresh healthy food is a second component of healthy communities. By ensuring that fresh food is readily available to residents in all neighborhoods, the community can support the health of its residents. Community gardens, farmers markets and initiatives that encourage locally grown food all contribute to healthy communities.

Access to health care is a third vital component. The Fire Department's innovative Community Healthcare Program supports this concern. Initiatives that address traditionally under-served communities and environmental justice concerns also help to create a healthy community that improves the well-being of the people who live and work here.

PUBLIC LIBRARY

The library system is one of McKinney's public investments that contribute to the City's reputation as a great place to live. As McKinney continues to grow through 2040, its libraries will continue to provide access to knowledge and services.

Existing System Overview

The City of McKinney has two library branches. The Roy and Helen Hall Memorial Library is located in downtown at 101 E. Hunt Street. It has approximately 33,000 square feet of space and includes collections for adults and youth, materials using diverse technology, community meeting rooms, a Spanish language collection, and a genealogy/regional history center. The John and Judy Gay Branch Library is located in Gabe Nesbitt Park at 6861 W. Eldorado Parkway. It provides adult and youth collections, particularly for McKinney residents west of U.S. 75.

As of 2015, the McKinney library system reported over 1.9 million customer interactions, including checking out books, using reference materials, attending programs and visiting the library. Over 9,000 library cards had been issued to patrons, and over 56,000 Technology Center transactions were reported.

Three levels of service for library systems are set by the Texas State Library and Archives Commission: basic, enhanced, and exemplary. The "2018-2022 Long Range Plan for the McKinney Public Library System" reports that the system is currently in the Enhanced level of service for circulation per capita, in the Basic level of service for collection items per capita and materials expenditure per capita, and above the Exemplary level of service for its collection turnover rate.

Future Direction

The "2018-2022 Long Range Plan for the McKinney Public Library System" establishes goals and priorities for action and investment in the library system. It recommends new facilities and increases in the collections at both library branches. It also sets goals for increases in circulation, program attendance, and number of library card holders. Significant enhancements are proposed for technology, including digital resources, web presence, and innovation as technology changes.

This plan recommends expansion of library facilities to achieve a target of 0.42 square feet per capita by 2022. To reach this target, the library would need four branches and an outreach services vehicle. These branches are described as:

- The Roy and Helen Hall Memorial Library (existing library)

- The John and Judy Gay Branch Library (existing library with a 19,000-square-foot expansion)

- A Storefront Branch with approximately 7,000 square feet, to be located in leased space along the U.S. 380 corridor

- A secondary Storefront Branch, including a small business reference library, located in a future City Hall or Parks and Recreation facility

These recommended investments in the next five years will improve McKinney's library services. By 2040, the City's population will be much larger and residents will be living in neighborhoods further from the existing library branches. The four branches described above will be an important part of the 2040 library system. The Memorial Library will continue to be the centerpiece of the system and part of the appeal of downtown as a major destination. With the development anticipated in the Town Center, Mill, Oak Hollow, and other central districts, this central location will provide convenient library access. Continued investment in the Established Community means that this part of McKinney will continue to be a desirable place to live; residents here will benefit from the expanded Gay Branch Library.

The ONE McKinney 2040 Plan envisions significant growth to the north and west of the existing community. Residents in districts such as Northridge, Medical and Scenic will benefit from the proposed 380 Corridor Storefront Branch Library. If located downtown, the secondary Storefront Branch will support nearby residents and businesses. If not, it should be located so it serves additional areas of planned growth described in this plan. This location should be coordinated with the planned expansions of the City's parks and recreation system.

Between 2022 and 2040, McKinney will continue growing. If the desired 2022 library facility standard is applied to the expected 2040 population, the City would need almost 120,000 square feet of library space by 2040. During this time, the library will need to monitor trends in usage to determine whether this ratio is still appropriate; changes in technology and user preferences may mean that the best library service in 2040 will involve a different combination of physical and online resources. New library branches should be located to serve developing areas of the City, with expansion coordinated to provide adequate service as growth occurs. This plan's Guiding Principles, particularly those related to Assets and Investments, can also guide the location and design of new library facilities.

The direction established by the "2018-2022 Long Range Plan for the McKinney Public Library System" provides quality library service that will benefit McKinney's future residents and businesses. This direction—which includes maximizing the use of technology, offering materials in multiple languages, providing assistance for small businesses and entrepreneurs, and making resources available at convenient locations—will help the library system contribute to the future envisioned by ONE McKinney 2040.

MᴄKɪɴɴᴇʏ Eᴅᴜᴄᴀᴛɪᴏɴ

*I*n Texas, cities are not responsible for education; separate Independent School Districts (ISD's) provides the public school facilities and staff to educate primary and secondary students. But the quality of individual schools, and of school districts, is often a primary factor in a family's decision on where to live. Also, the education and training students receive determine whether they will have the skills needed to fill the jobs available with businesses in the community. From the dual standpoints of labor force for economic development and quality of life for residents, a city's planning must consider the assets of its school districts.

Existing System Overview

Seven ISD's serve the City of McKinney and its ETJ. Of these, the largest district is Frisco ISD, followed by McKinney ISD. Exhibit # presents the number of schools in each of the seven districts. Figure 7.3 shows that the McKinney ISD has the largest number of schools located inside the City of McKinney itself. With 20 elementary schools, 5 middle schools, 3 high schools and 2 special campuses, it is clearly the largest district in terms of its presence in McKinney.

Figure 7.3
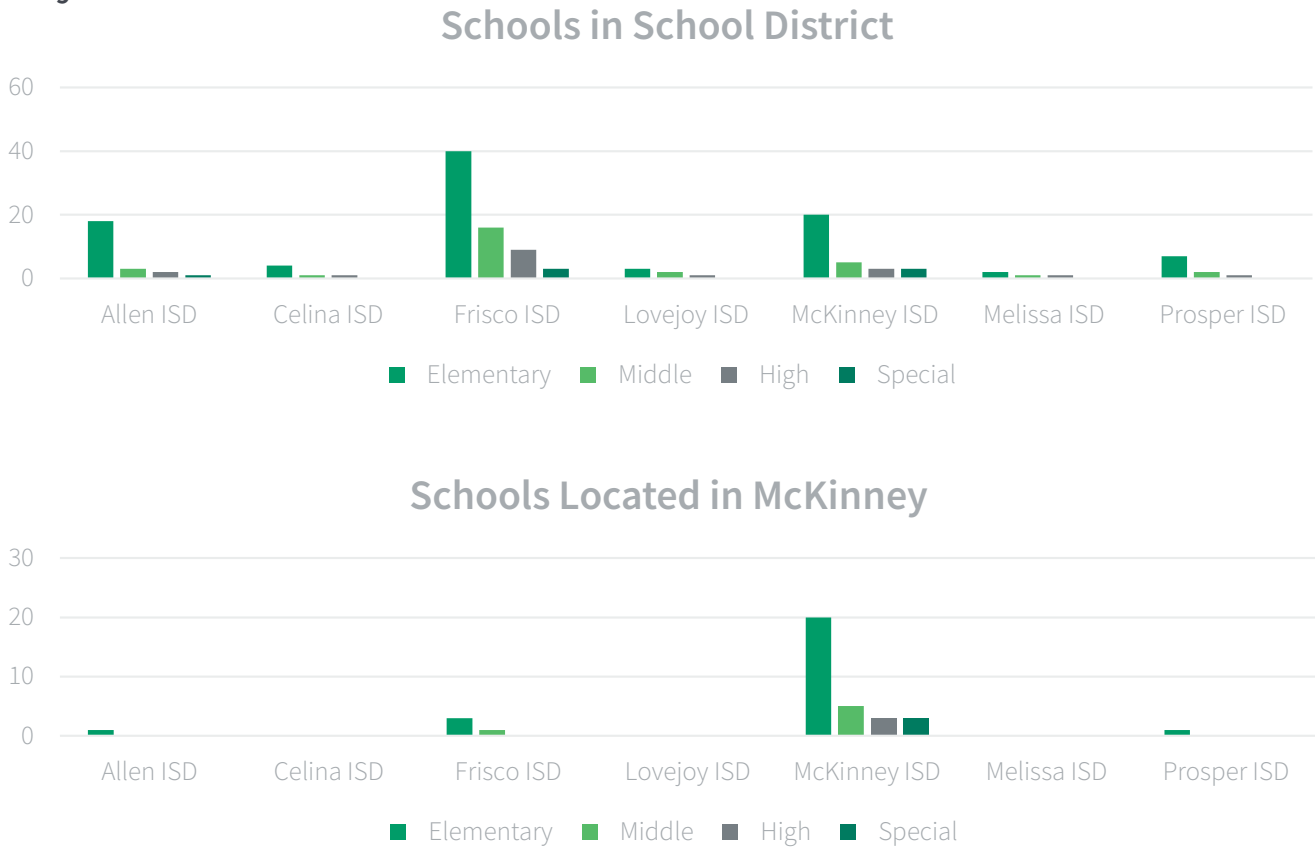
These districts and their schools are shown on Figure 7.4. All of McKinney ISD's schools are located in the City or its ETJ. Other elementary schools located within the area addressed by this comprehensive plan are Lindsey Elementary School in Allen ISD; Comstock, Elliott and Ogle Elementary Schools in Frisco ISD; and Baker Elementary School in Prosper ISD. Frisco ISD's Scoggins Middle School is also located in McKinney.

All of these districts are rated 'Met Standards' for all four of the Texas Education Agency's indices.

Collin College is the only public college in Collin County. It serves about 53,000 credit and continuing education students each year. It offers more than 100 degrees and certificates in a wide range of disciplines.[1] Three campuses are located in McKinney. The Central Park Campus is the original campus. It provides programs in law enforcement, nursing and health sciences, and general education. The Collin Higher Education Center provides a multi-institutional higher education setting for students. Collin College's partners at this center include Texas A&M University – Commerce, Texas Woman's University, The University of Texas at Dallas, The University of North Texas, and Texas Tech University. A Public Safety Training Center will open in Fall 2018 for Fire Science and Law Enforcement programs.

Figure 7.4
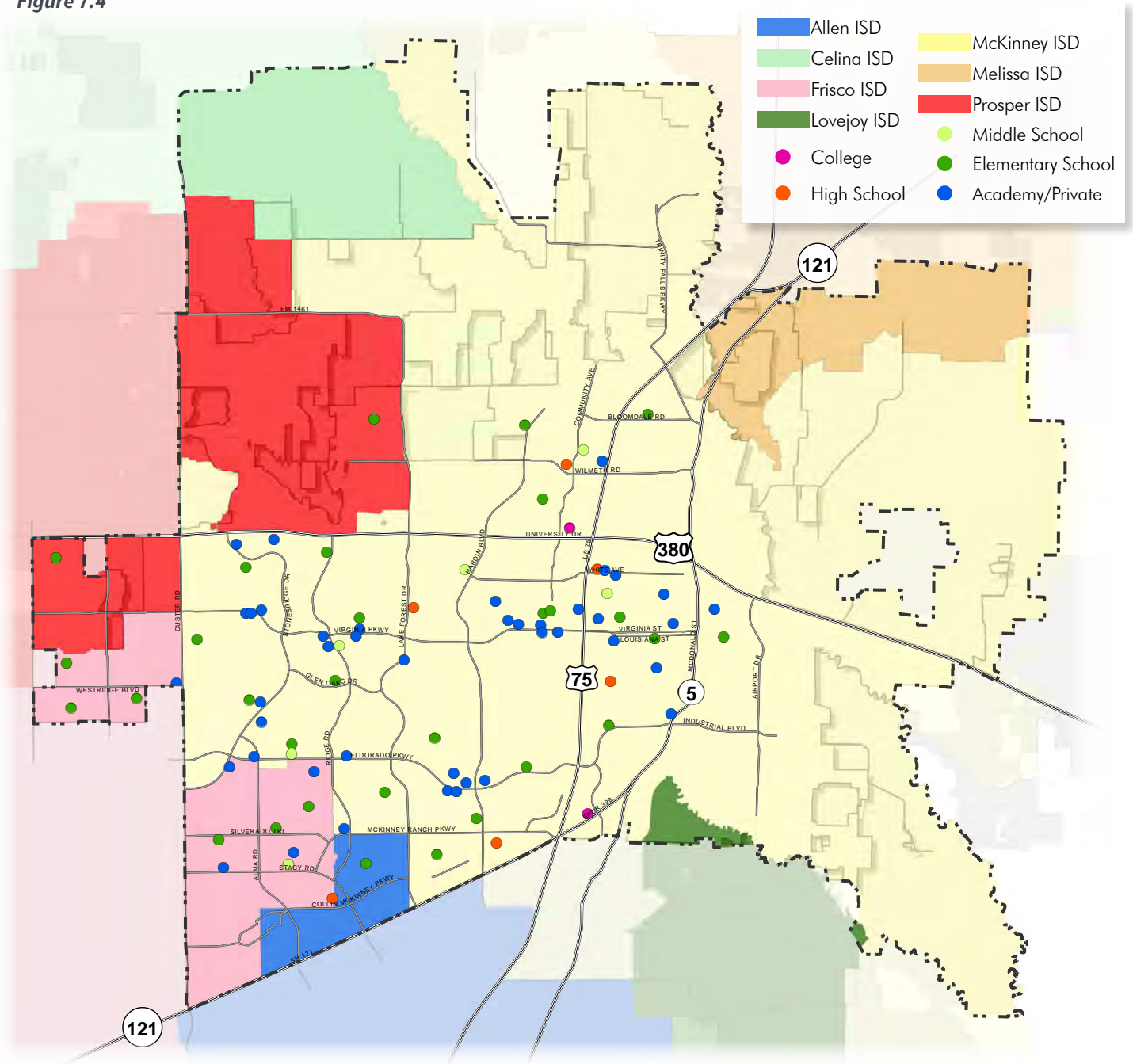
FUTURE DIRECTION

Much of McKinney's future growth is expected to include households with school-age children. For this reason, the community's success in achieving the vision of this Comprehensive Plan depends on the continued excellence of the schools and school districts that serve the community. Coordination with the schools is also important if the City is to accomplish the economic development objectives described in this Plan. Attracting targeted businesses requires not only the City's assets like the Airport and the McKinney Corporate Center; the availability of a skilled labor force is also essential. So the educational institutions in McKinney must also focus on educational and training programs that prepare McKinney residents to fill the jobs in future McKinney companies.

Future partnerships and collaboration between the City of McKinney, its ISD's and Collin College should focus on five areas:

- Location of future school sites where they best serve the development pattern described by this Preferred Scenario and the Plan's recommendations for the individual Districts;
- Design of school sites to be compatible with the character and intent of the District in which the site is located;
- Collaboration between City and school district staff members to monitor growth and coordinate projections for future population growth in the individual Districts described in this Comprehensive Plan, and in the ISD's and school attendance areas as a result;
- Collaboration between the City, McKinney Economic Development Corporation, the ISD's and Collin College to monitor labor force needs of area businesses and targeted industries and to ensure that the programs at the ISD's and Collin College will give McKinney residents the skills they need to fill these jobs; and
- Innovation and partnership in providing other opportunities for McKinney residents to be successful – in areas
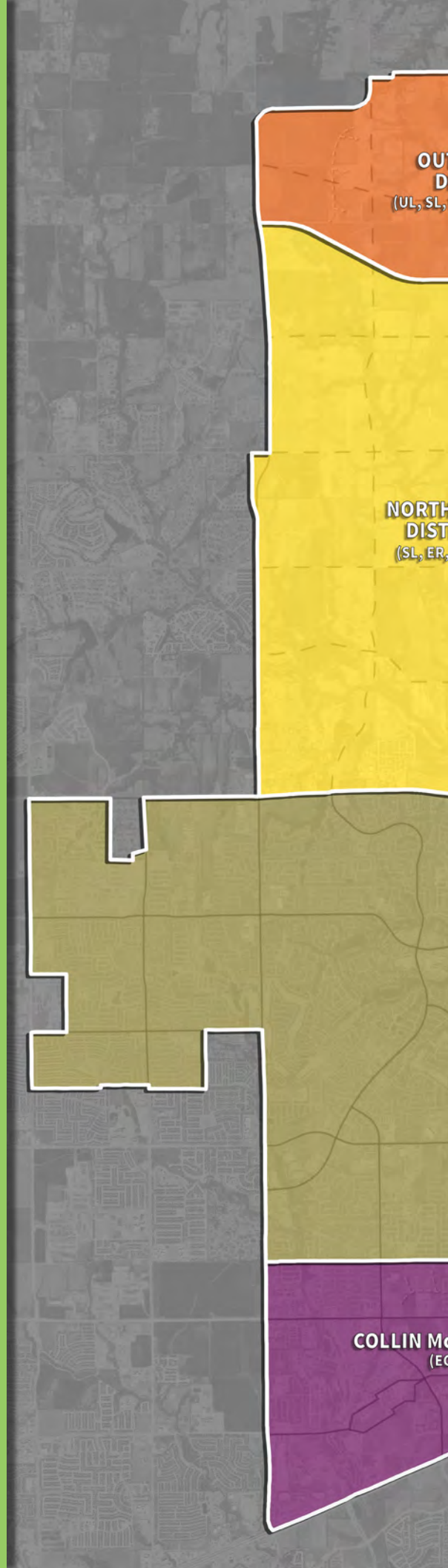
INDIVIDUAL DISTRICT STRATEGIES
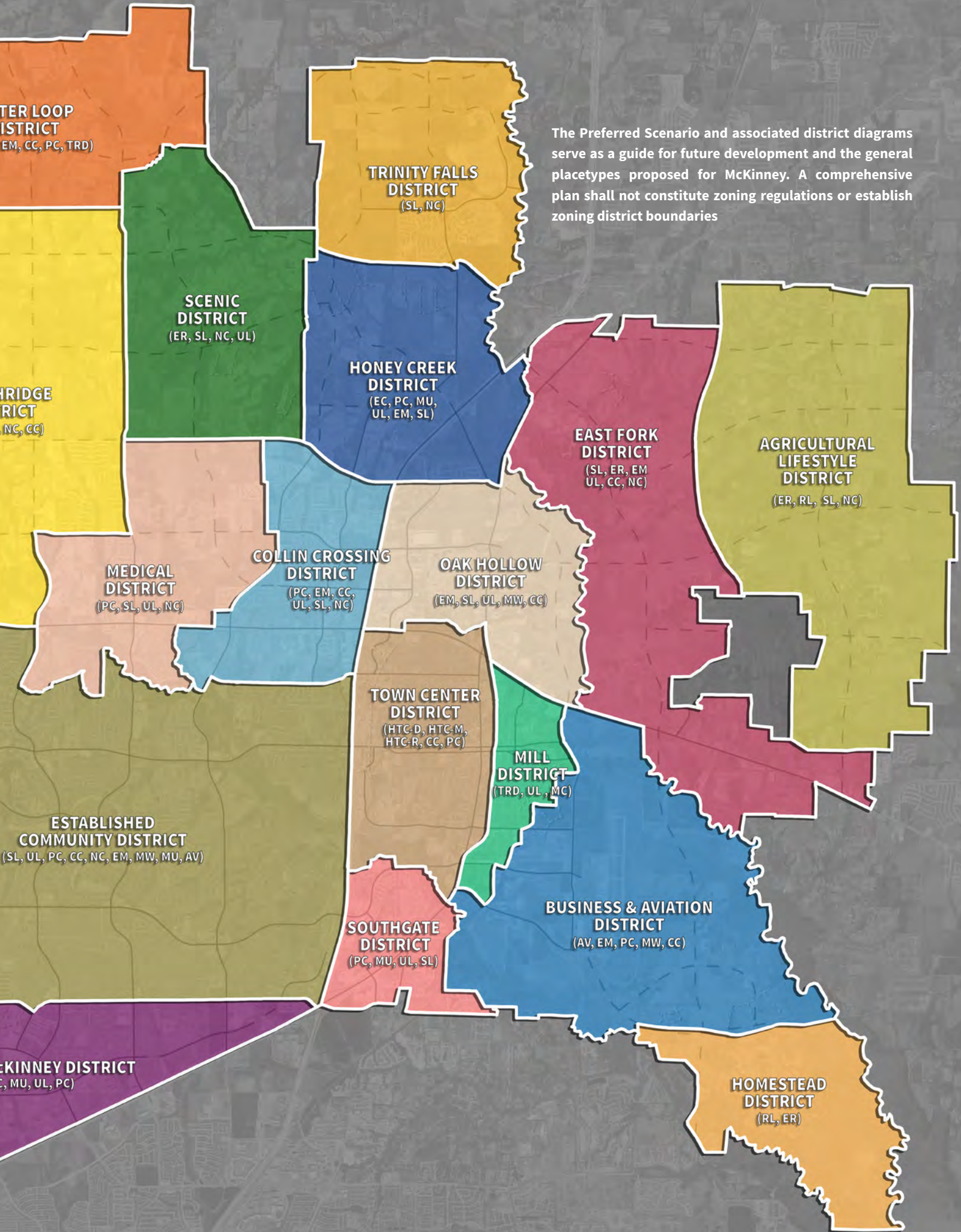
STRATEGIC
DIRECTION

PREFERRED SCENARIO

The ONE McKinney Individual District Strategies component is intended to provide direction related to the desired development patterns for each district, and to inform decisions related to the timing and phasing for future infrastructure investments within the Districts. This component expands upon the Land Use and Development Strategy from chapter 3. It utilizes the information from the market analysis to provide a description and strategy that creates a unique environment that captures the purpose and intent of each district that will continue to attract people to McKinney through 2040 and beyond.

Each District consists of an intent statement, description, market analysis, and strategic direction, which provides the framework for the character and development patterns of the district. The strategic direction provides a land use diagram showing the development pattern of the identified placetypes. The development pattern combined with the intent statement, psychographics, and industry trends help to characterize the types of built environments, amenities, public spaces, and mobility options in each District. Along with the strategic direction, decision making, location, and specific use criteria were established help to provide direction related to development within the District. This approach helps to provide flexibility to changing market demand while still providing clear direction that furthers the purpose and intent of each District.

The following pages detail the individual districts and provides the Intent, description, market analysis, and strategic direction.

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries

TER LOOP DISTRICT
(EM, CC, PC, TRD)

TRINITY FALLS DISTRICT
(SL, NC)

SCENIC DISTRICT
(ER, SL, NC, UL)

HONEY CREEK DISTRICT
(EC, PC, MU, UL, EM, SL)

EAST FORK DISTRICT
(SL, ER, EM, UL, CC, NC)

AGRICULTURAL LIFESTYLE DISTRICT
(ER, RL, SL, NC)

HRIDGE RICT
(NC, CC)

MEDICAL DISTRICT
(PC, SL, UL, NC)

COLLIN CROSSING DISTRICT
(PC, EM, CC, UL, SL, NC)

OAK HOLLOW DISTRICT
(EM, SL, UL, MW, CC)

TOWN CENTER DISTRICT
(HTC-D, HTC-M, HTC-R, CC, PC)

MILL DISTRICT
(TRD, UL , MC)

ESTABLISHED COMMUNITY DISTRICT
(SL, UL, PC, CC, NC, EM, MW, MU, AV)

BUSINESS & AVIATION DISTRICT
(AV, EM, PC, MW, CC)

SOUTHGATE DISTRICT
(PC, MU, UL, SL)

KINNEY DISTRICT
(C, MU, UL, PC)

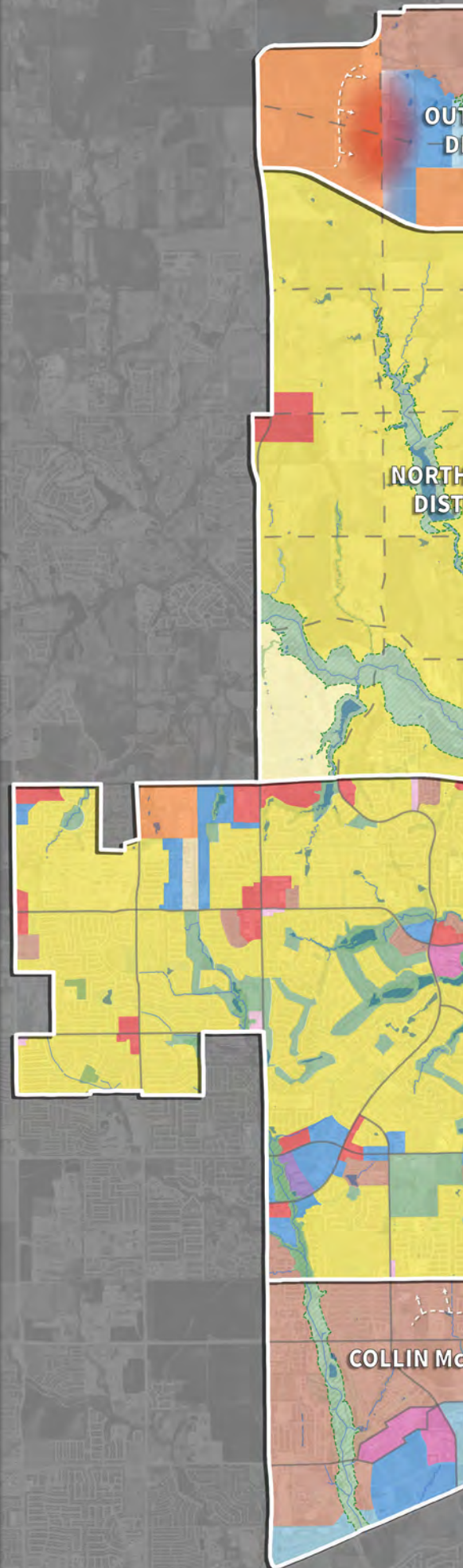**HOMESTEAD DISTRICT**
(RL, ER)

FUTURE
LAND USE
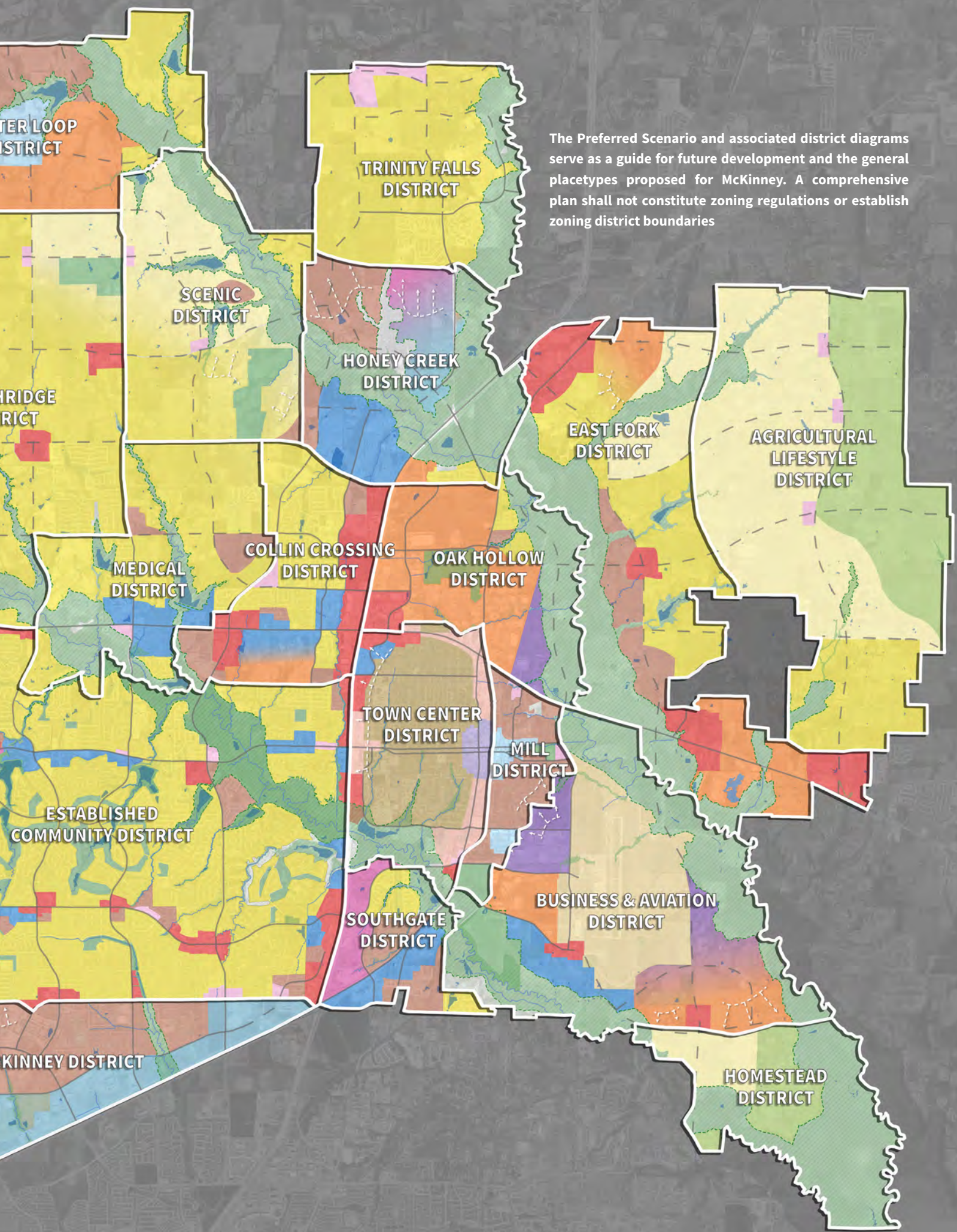## *Citywide Decision Making Criteria*

In evaluating development proposals, capital investments and requests for financial participation in projects, the City should determine that a project meets the majority of the following criteria in order for it to be considered compatible with this Land Use Diagram.
The project should:

> *1. Help McKinney achieve the Comprehensive Plan's Vision and Guiding Principles;*
>
> *2. Advance the District's intent;*
>
> *3. Demonstrate compatibility with the District's identity and brand;*
>
> *4. Include uses compatible with the Land Use Diagram;*
>
> *5. Leverage and protect natural and built amenities and infrastructure;*
>
> *6. Strengthen or create connections to activity centers within and beyond the District;*
>
> *7. Create a positive fiscal impact for the City through the timeframe of the Plan (2040);*
>
> *8. Demonstrate that the project's travel demand estimates can be accommodated by the planned transportation network;*
>
> *9. Demonstrate that the project's demand on other public infrastructure can be accommodated by planned facilities;*
>
> *10. Demonstrate that the life-cycle costs to the public of constructing, maintaining and operating infrastructure included in the project is consistent with this plan's fiscal responsibility policies.*

Projects proposing placetypes other than those shown in the Land Use Diagram may be deemed consistent with this plan if they meet a majority of the decision-making criteria identified above.

TER LOOP
DISTRICT

TRINITY FALLS
DISTRICT

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries

SCENIC
DISTRICT

HONEY CREEK
DISTRICT

EAST FORK
DISTRICT

AGRICULTURAL
LIFESTYLE
DISTRICT

RIDGE
RICT

COLLIN CROSSING
DISTRICT

OAK HOLLOW
DISTRICT

MEDICAL
DISTRICT

TOWN CENTER
DISTRICT

MILL
DISTRICT

ESTABLISHED
COMMUNITY DISTRICT

BUSINESS & AVIATION
DISTRICT

SOUTHGATE
DISTRICT

KINNEY DISTRICT

HOMESTEAD
DISTRICT

CRITERIA FOR SPECIFIC USES AND LOCATIONS

The criteria below apply in addition to the Citywide Criteria.

1. Neighborhood Commercial Location Criteria

a. These criteria apply to proposals for neighborhood commercial developments within areas shown as Suburban Living or Urban Living on the District's Land Use Diagram.

b. Neighborhood Commercial uses are intended to serve residents and employees within an area of 2.5 mile radius.

c. Neighborhood Commercial may be considered at intersections of two Principal, Major or Greenway Arterials.

d. Neighborhood Commercial projects should be designed with vehicular access from adjacent arterials and with non-vehicular access to surrounding residential neighborhoods.

e. Neighborhood Commercial projects should demonstrate future market support, after considering other existing and previously-approved projects in the service area.

f. The design of Neighborhood Commercial projects should enhance the identity and brand of the District in which they are located.

2. Gateway Location Criteria

a. These criteria apply to projects and investments at locations identified as citywide or district gateways.

b. Project design should include distinctive architecture, signage or public art that communicates the arrival into McKinney or the District's unique identity.

c. Gateways should include elements that communicate to people arriving on foot or by bicycle as well as in vehicles.

d. Private investment at gateways should connect to planned networks of trails and public spaces and should include those elements designated for the project area.

3. Urban Living Criteria

a. The Urban Living placetype includes a range of housing options that offer McKinney's resident's choices that are accessible, attainable and appealing.

b. The overall residential density of Urban Living projects should be above 12 units per acre.

c. Urban Living areas shall offer a mix of housing products and densities to avoid the over-concentration of a single housing product.

d. A development project within an Urban Living area is encouraged to offer a mix of housing products and densities.

e. Residential units in Urban Living projects should be designed for pedestrian appeal and community connectivity; the design of garages and vehicular access should be secondary to this primary design objective, and should be located at the rear of the buildings.

f. Urban Living projects are encouraged to include neighborhood-serving non-residential or public uses of a design and scale compatible with the overall project.

g. Urban Living projects should include plazas, open spaces or other features that create gathering places and community identity.

h. Urban Living projects should provide connections for pedestrians and cyclist within the project and to destinations in the surrounding community. Where appropriate, locations for future public transportation stops should be included as well.

i. The design of Urban Living projects should create identifiable places within the project and should reinforce the identity and brand of the District in which they are located.

4. Estate Residential and Suburban Living Criteria

a. Developments over 100 acres in size and within areas identified with Estate Residential or Suburban Living placetypes may propose a mix of these two residential placetypes within a single project.

b. The overall project density must be consistent with the placetype shown in the District Land Use Diagram.

c. The design, character and mobility components of the proposed project should provide a consistent overall community character and connectivity between areas of various development types.

Team Exercise – Teams Evaluate Scenarios

11

AGRICULTURAL LIFESTYLE DISTRICT

Intent- This District broadens the residential options for McKinney residents by retaining the choice of the rural lifestyle that exists in the area.

"A range of moderate, traditional, estate and rural neighborhoods"

DISTRICT
DESCRIPTION

The Agricultural Lifestyle District is intended to offer a choice within McKinney that achieves objectives of residents within the city as well as residents of the rest of the community. The existing development pattern in this District includes working agricultural properties, rural residential parcels, and other residential and business uses that are compatible with these activities. This is the part of McKinney where holdings are large enough to support future agricultural uses, whether traditional ranching or newer uses like local produce production and distributed energy generation. This District makes these options feasible for future McKinney residents and investors.

At the same time, there is also a market for larger lot residential communities. These may be equestrian-oriented neighborhoods or areas of rural 'ranchettes'. The Agricultural Lifestyle District makes it possible for McKinney to offer these residential and lifestyle choices in the future.

Planning for an agricultural character in this area benefits the residents and taxpayers of the entire McKinney community. By investing in the continued success of agricultural businesses and lifestyles, this District makes a positive contribution to the overall McKinney community without the burden of urban-scale infrastructure investment by McKinney taxpayers. This District establishes a policy that does not over-extend McKinney's fiscal resources by expanding urban scale infrastructure into this area.

MARKET
ANALYSIS

The Agricultural Lifestyle District represents the planning area's northeastern edge and is the second largest residential District. A range of moderate, traditional, estate and rural neighborhoods will be located in relatively close proximity of each other. Despite fairly easy access to both US Highways 380 and 75 from select locations within the District, employment offerings will be largely service and retail oriented. As a fringe location within the community, and given the presence of natural open space, existing concentrations of Rural Residential are expected to expand. With the completion of enhanced trail connections along Big Branch Creek, existing and future neighborhoods will be afforded connections to commercial nodes, thereby allowing for alternative modes of transportation. Mitas Hill Vineyard, located in the northernmost portion of the District, will continue to be a destination and illustration of the area's agricultural roots, yet afford residents with the potential for an "agrihood" demonstration neighborhood for the region.

Similar to those in the Northridge District, residents of the Agricultural Lifestyle District can be described as family-centric with a desire for access to recreational activities, both natural and manmade. Unlike the Northridge District, however, householders in this district fall across a broader spectrum of incomes, from first time home owners to executives. Individuals and families that choose this District over another residentially-dominated District will do so because access to employment centers outside of the local market will be a less important factor, while diversity among its residents and building stock will be a more important factor.
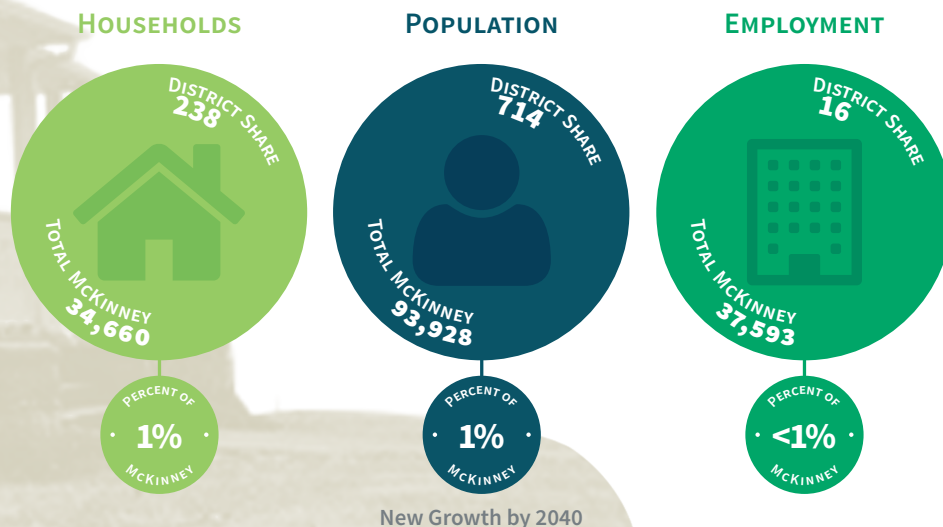
IDENTITY, AMENITIES, & INFRASTRUCTURE

1. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with the creeks and related open space amenities, as well as the lower density residential context of the District.

2. Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

The City of McKinney intends to consider the following major public investments to support the success of the Agricultural Lifestyle District.

1. Update the City's infrastructure plans to ensure that they support the desired character of this District's development.

2. Engage residents and property owners of this area to determine whether or how public amenities and initiatives (trails, community gardens, active recreation, business assistance and others) should be provided to support the desired character of this District.

3. Consider economic development incentives and initiatives that support the economic vitality of agricultural and related uses in this District.

The graphic that follows provides a profile of the Agricultural Lifestyle District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS

DISTRICT SHARE
238

TOTAL McKINNEY
34,660

PERCENT OF
1%
McKINNEY

POPULATION

DISTRICT SHARE
714

TOTAL McKINNEY
93,928

PERCENT OF
1%
McKINNEY

EMPLOYMENT

DISTRICT SHARE
16

TOTAL McKINNEY
37,593

PERCENT OF
<1%
McKINNEY

New Growth by 2040

DEVELOPMENT PATTERN

1. **Estate Residential** is the first of two character-defining placetypes (CDP) in this District. It is intended to provide housing for residents of McKinney that desire larger lot neighborhoods, and begins the transition between the more traditional suburban residential neighborhoods in McKinney and less intensely developed areas of Collin County. In this District, areas of Estate Residential predominately follow and maximize existing natural amenities such of creeks, floodplains and tree stands.

2. **Rural Residential** is the second character-defining placetype (CDP) in this District. It is intended to provide a location for residents of McKinney that want larger parcels of land and a more country atmosphere. This placetype forms a transition between McKinney and adjacent communities with a more rural character.

3. The **Suburban Living** placetype is located on the southern edge of this District and is intended to provide a transition between the low density placetypes that define the majority of this District and the traditional residential neighborhoods and non-residential areas in the adjacent East Fork District. Non-residential development consistent with the Neighborhood Commercial placetype could be within the Suburban Living areas at appropriate locations to offer small-scale and supporting commercial developments compatible with suburban residential neighborhoods.

4. In addition to appropriate locations within the Suburban Living areas, Neighborhood Commercial should primarily be focused around the key intersections indicated on the Diagram and should provide supporting neighborhood services for residents in the District. However, an over-concentration of these uses could create problems with viability and community character over time. As such, some deference should be shown to the market for determining the appropriate amount and specific location of this placetype around these intersections.

PLACETYPES

Character Defining Placetype — Rural Living

Character Defining Placetype — Estate Residential

Neighborhood Commercial

Suburban Living
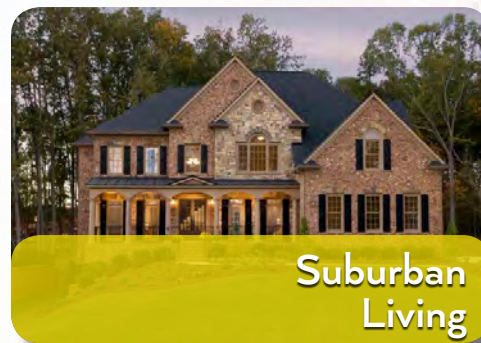
Psychographics

BB **Boomburbs**

MB **Middleburg**

SM **Soccer Moms**

PP **Professional Pride**

Industry Trends

Employment Trends

Green Tendencies

Residential Trends

Agrihoods Neighborhoods

Starter & Retirement Homes

Floodplain / Amenity Zone

District Boundary

District Identity Feature

Amenity Feature

Community Asset

Intensity Transition

Neighborhood Commercial

Neighborhood Commercial

Neighborhood Commercial

Estate Residential

Rural Living

WILMETH ROAD

Suburban Living

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.
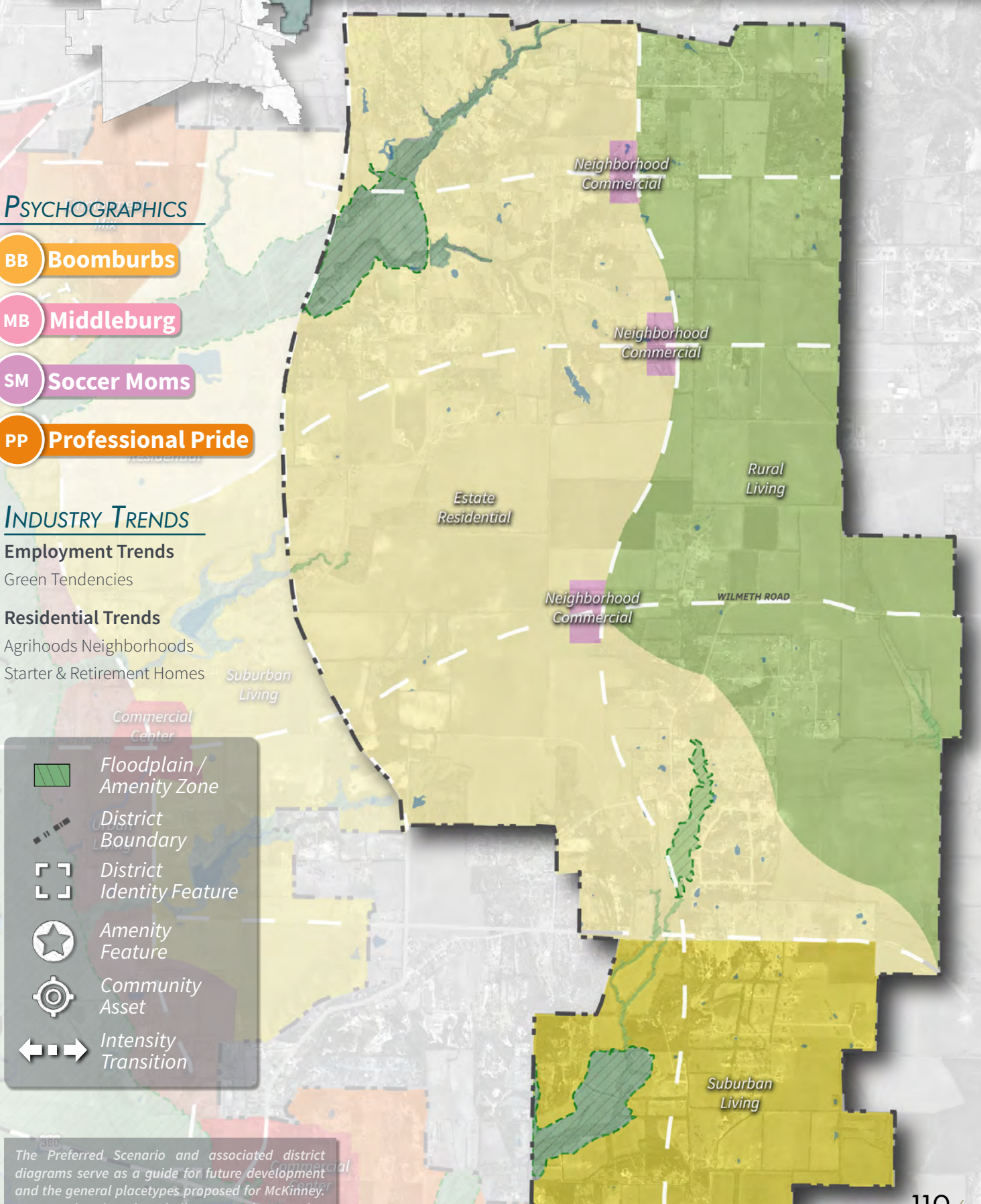
BUSINESS & AVIATION DISTRICT

Intent - This area is a major employment center based on the distinctive asset of the McKinney National Airport. It provides business locations and job opportunities related to aviation support and services as well as a range of other businesses.

DESCRIPTION

The Business & Aviation District is anchored by McKinney National Airport, an asset that makes McKinney unique. The character of this District is defined by large areas for aviation-related uses in the central part of the District. This is the only area in McKinney, and indeed in Collin County, where such economic development can be attracted. For this reason, encroachment by incompatible uses (such as suburban-style residential) is strongly discouraged. The future development pattern takes advantage of the airport's current level of operations, which will be even more important if the City chooses to expand its aviation services.

Given the community's desire to pursue a more diverse economic base and a stronger jobs-housing balance, this District also includes opportunities for businesses that may not need the airport proximity, but will be attracted to it because of the District's business focus and region-serving roadways including SH 5, SH 121, US 75, and FM 546. For these businesses, the Business & Aviation District offers areas where the infrastructure and character will appeal to targeted business and industry sectors. The area west of the Airport includes some existing businesses, such as Encore Wire, as well as undeveloped areas. The area also benefits from an amenity feature – the location of a future transit stop. This part of the District is expected to be desirable to a wide range of businesses. It should offer locations for companies that include both an office and a manufacturing or distribution component. The buildings here should be designed with flexibility so the mix of these employment types can change over time in response to the market. Since existing neighborhoods are located west of this area, development must provide an appropriate buffer and travel patterns that do not reduce the livability of these neighborhoods.

> *"Locations for companies that include both an office and a manufacturing or distribution component"*

Despite potential development of a transit station near Industrial Boulevard, the Business & Aviation District is the only one within the planning area where additional residential units are neither programmed nor encouraged. Rather, housing associated with future rail is being promoted in adjacent Districts while uses in this District are primarily manufacturing and warehouse facilities, along with light industrial and flex products - many of which will be able to leverage their proximity to McKinney National Airport. At an annual average rate of growth ranging from 3.5% to 4.0%, the Business & Aviation District is anticipated to be host to the city's largest concentration of businesses and industries. By 2040, this District's employment base is expected to grow by 9,700, or approximately 16% of all net new employees in the planning area.

As reflected in the associated Diagram, lower density employment uses are programmed closest to the airport, whereas these are often the least affected by potential adverse impacts, and most likely to capitalize on their proximity. Conversely, higher profile products are envisioned within one of the District's numerous employment centers or professional campuses. Future commercial centers are planned at the intersection of region-serving roadways, primarily serving the area's employment population; and to a lesser degree, the residents of established neighborhoods.

MARKET ANALYSIS

DEVELOPMENT PATTERN

1. **Aviation** is the first of two character-defining placetypes and is located immediately to the east and west of McKinney National Airport. The area developed with this placetype should be at least as large as that shown on the Land Use Diagram. On the east side of the existing airport, the aviation placetype should extend from the airport boundary to a new roadway that will provide the transition between this placetype and the Manufacturing & Warehousing placetype to the east. On the west side of the existing airport, the Aviation placetype should generally be located between the airport and Airport Drive to the west.

2. **Employment Mix** is the second character-defining placetype in this District. It is intended to provide locations for businesses that provide aviation supporting services that desire a location with close proximity to the airport. On the west side of the airport, this placetype should infill undeveloped parcels west of Airport Drive and to the south of Industrial Boulevard. Employment Mix should also occur in the far southeast corner of the District adjacent to the floodplain associated with the East Fork of the Trinity River. This location of Employment Mix will serve as a much needed transition in scale and intensity from the Manufacturing & Warehousing land uses to the north to the residential uses south in the Homestead District.

3. Like the manufacturing and warehouse area, the **Professional Campus** locations are focused on meeting the needs of a particular segment of business and of these companies' employees. This part of the District should include a mix of supportive activities for the higher employment intensity found in a professional campus setting. These include additional restaurants, gyms and consumer-oriented services, so employees working here find it a convenient and attractive location. Visibility along FM 546 should help these areas become very desirable for new and existing McKinney companies. The Professional Campus placetype should be located and oriented towards Wilson Creek to take advantage of the amenity that this resource offers.

4. The area east of the Airport offers locations geared toward **Manufacturing & Warehousing** businesses. It has excellent transportation access (both to regional roadways and to the airport) and includes a development pattern that supports companies' manufacturing, distribution and logistics activities.

5. **Commercial Centers** should be located at major intersections in the District and are intended to provide supporting retail services and restaurants for the significant employment base that will develop in this District.
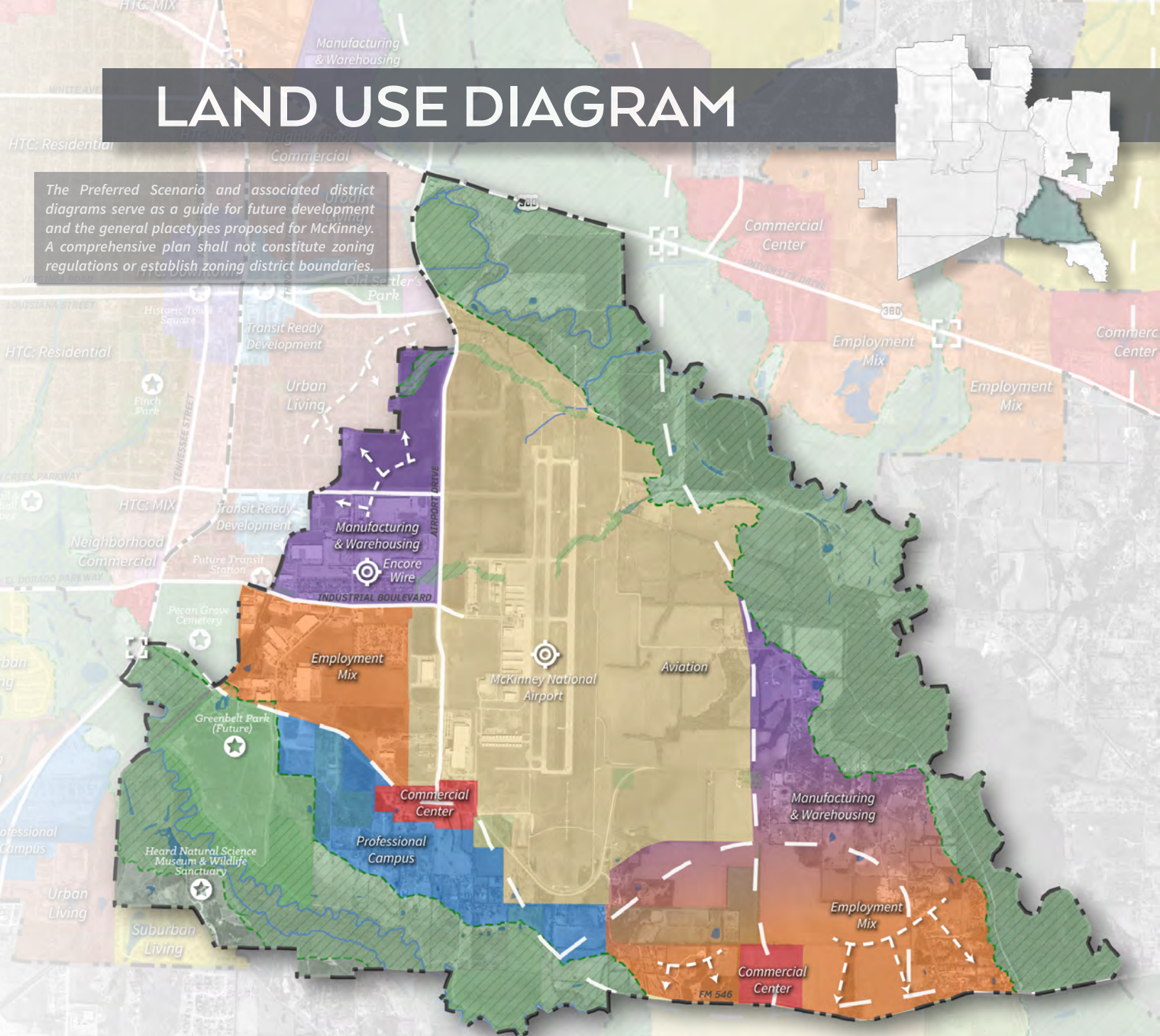
6. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

PLACETYPES

Character Defining Placetype — Aviation

Character Defining Placetype — Employment Mix

Character Defining Placetype — Commercial Center

Manufacturing & Warehousing

Professional Campus

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Legend:

- Floodplain / Amenity Zone
- District Boundary
- District Identity Feature
- Amenity Feature
- Community Asset
- Intensity Transition

PSYCHOGRAPHICS

Since the focus of the district is exclusively non-residential and the discussion of psychographic groups is largely related to residential product preferences, no groups have been identified.

INDUSTRY TRENDS

Employment Trends

- Mobile Workforce
- Office Space Contraction
- Encore Careers
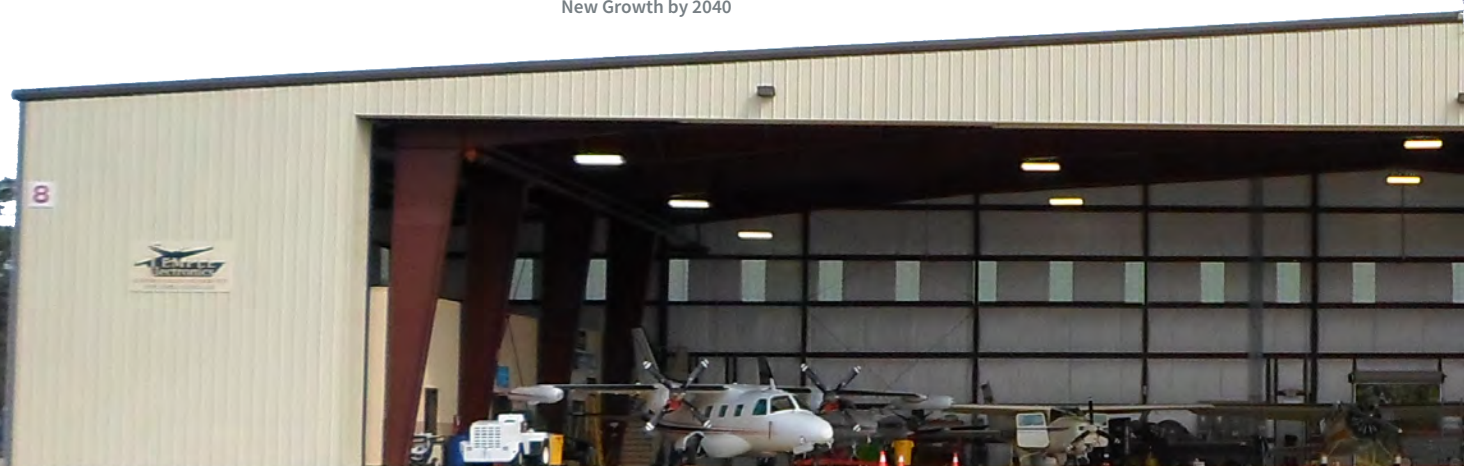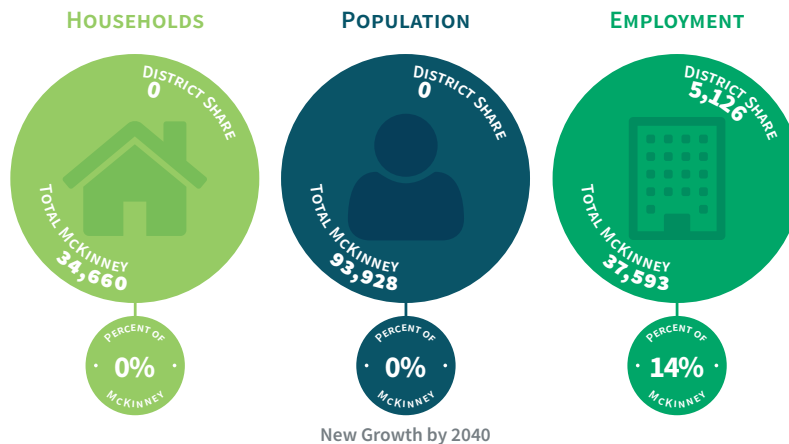
Business Trends

- Logistics Sector Growth
- Texas Economic Growth
- Return to Manufacturing
- Flexible Use Space
- High-Growth High-Tech

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. Key Amenity Features in this District include a future greenbelt park on the southwestern edge of the District. Future development in the District should take full advantage of the unique opportunities created by this and other amenities.

2. Key Community Assets in this District include McKinney National Airport and the Encore Wire campus. Future development in the District should take full advantage of these unique economic engines by creating a compatible business and employment environment that provides support and ancillary services for aviation and related uses and industries.

3. The District is bounded on the east and southwest by future open space areas along the East Fork of the Trinity River and Wilson Creek. These natural areas should buffer the District's employment uses from less intense uses to the east and south. They also create amenities for the employees of businesses located in the District.

The graphic that follows provides a profile of the Business & Aviation District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS

DISTRICT SHARE
0

TOTAL MCKINNEY
34,660

PERCENT OF
0%
MCKINNEY

POPULATION

DISTRICT SHARE
0

TOTAL MCKINNEY
93,928

PERCENT OF
0%
MCKINNEY

EMPLOYMENT

DISTRICT SHARE
5,126

TOTAL MCKINNEY
37,593

PERCENT OF
14%
MCKINNEY

New Growth by 2040

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Maintenance and enhancement of McKinney National Airport infrastructure to meet current and future customer demand.

2. Targeted economic development incentives for aviation-related businesses and those that benefit from Airport proximity.

3. Active participation in regional dialogue about funding and location of transit service in Collin County.

4. Active participation in regional dialogue about funding and location of limited access roadways along the FM 546 alignment and major north-south alignment as shown on the Master Thoroughfare Plan.

5. Zoning, design guidelines, infrastructure planning and economic development programs geared to the distinct needs of aviation, manufacturing, warehouse, and professional businesses in their respective parts of this District.

6. Design and alignment studies for the regional roadway connecting FM 546 and SH 5

7. Trail connections from business areas to the open spaces bordering this District.

8. Partnerships with MISD, Collin College and others to ensure that McKinney residents have the skills and expertise to offer the District's businesses a trained labor force.

COLLIN CROSSING DISTRICT

Intent - This area capitalizes on the existing business and educational opportunities created by Raytheon and the Collin College Central Park Campus. Residents of existing neighborhoods and the students and faculty of Collin College can also benefit from appropriate and convenient employment, retail and housing choices.

DESCRIPTION

The Collin Crossing District builds on two important existing Community Assets – the Collin College Central Park Campus and Raytheon's business campus. Due to these assets, the character-defining placetype of this District is Professional Campus. In this particular District, this Professional Campus placetype encourages job growth by companies similar to Raytheon – office, technology and knowledge worker employment. Employment Mix provides a location for businesses that combine the employment found in a Professional Campus area with some lighter manufacturing or distribution functions. In this District, businesses can find locations to commercialize new technologies and students from the College can find jobs in their fields. US 75 and US 380 also make these desirable and visible business locations.

A significant part of this District is already developed. Therefore, the businesses that locate in the remaining vacant areas should provide job opportunities close to home for District residents - an advantage that should help these neighborhoods remain desirable and thriving over time. New areas for Urban Living uses are proposed south of US 380 and the Districts northeast corner in locations that already have momentum for developing as such. Walking and biking connections should make it easy for people who live in these areas to reach the Collin College campus without driving.

While the Collin Crossing District is not envisioned as a major regional commercial center, it does include a location for a Commercial Center at US 380 and Hardin Boulevard. This center should serve residents of this District and areas to its north.

Collin Crossing is envisioned as one of McKinney's primary destinations for 'Creative Class' people and companies. To appeal to this group, the development quality must be high and the District must be a place with a memorable character. High quality public improvements will establish desired quality levels in private investment.

"McKinney's primary destination for 'Creative Class' people and companies"

Among the 17 Districts which comprise the planning area, this District is one of only five with a non-residential use as the character-defining placetype. The emphasis on non-residential product types is supported by the fact that the Collin Crossing District is forecasted for the third fewest number of households and population totals, yet the fourth highest number of employees.

New Housing planned in this District is limited to urban residential product types, consistent with multi-story market rate rental projects, but also potentially including row homes, townhouses, and stacked flats. Employers within the District will be located in a variety of building types ranging from mid-rise office buildings to lower impact industrial buildings, including flex office, light industrial, research and development, and incubator space, the latter tailored to the cost-sensitive needs of young and retired entrepreneurs. Commercial stores, restaurants and lodging facilities will be among several supportive uses primarily targeting the District's daytime population.

Whereas new housing in this District is largely limited to urban product types at densities higher than those found in most of the other Districts with any sizable concentration of housing, the development emphasis is on growing the community's primary job base. Among its limited number of residents, they primarily fall within the Millennial and Generation Y age cohorts. They are diverse in their ethnic profile, primarily single, living in one- and two-person households, and the latter are generally unrelated individuals.

MARKET ANALYSIS
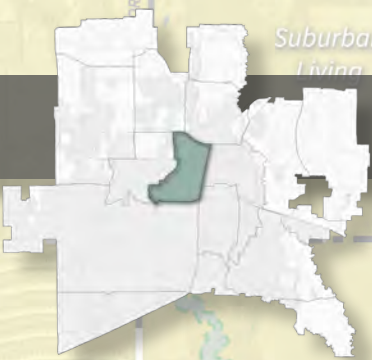
The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.
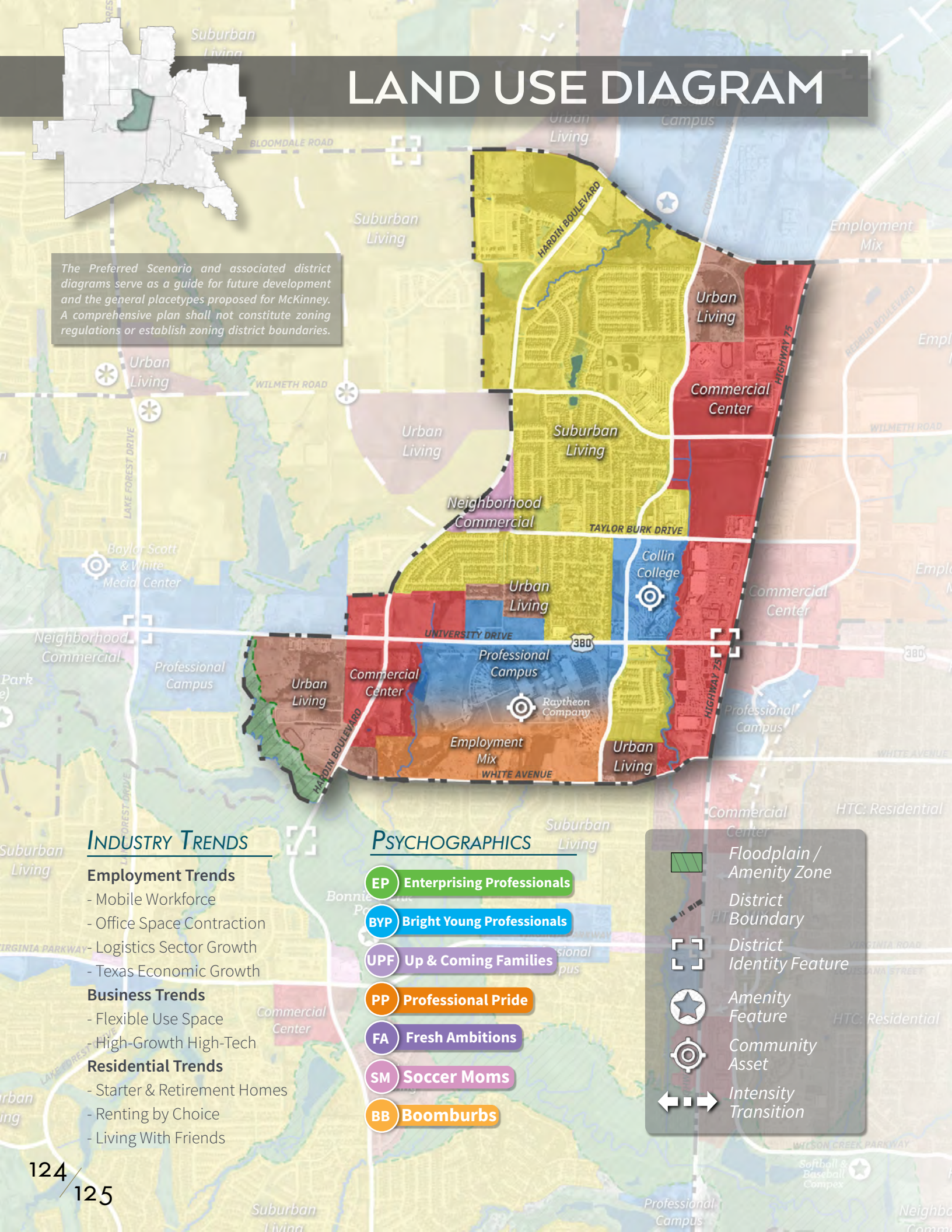
Industry Trends

Employment Trends
- Mobile Workforce
- Office Space Contraction
- Logistics Sector Growth
- Texas Economic Growth

Business Trends
- Flexible Use Space
- High-Growth High-Tech

Residential Trends
- Starter & Retirement Homes
- Renting by Choice
- Living With Friends

Psychographics

- **EP** Enterprising Professionals
- **BYP** Bright Young Professionals
- **UPF** Up & Coming Families
- **PP** Professional Pride
- **FA** Fresh Ambitions
- **SM** Soccer Moms
- **BB** Boomburbs

Floodplain / Amenity Zone

District Boundary

District Identity Feature

Amenity Feature

Community Asset

Intensity Transition

STRATEGIC DIRECTION

DEVELOPMENT PATTERN

1. **Professional Campus** is the character-defining placetype in this District and is predominately characterized by the Raytheon campus and Collin College Central Park Campus. In this particular District, the Professional Campus placetype is intended to attract companies desiring close proximity to the Collin County Government Center, Collin College or Raytheon. Design standards and technology infrastructure should be high to attract these employers.

2. Although not a character-defining placetype, **Employment Mix** in this District should include businesses that provide supporting services to Raytheon and other new corporations that will locate in the District that desire a location with close proximity to those corporations.

3. The **Commercial Center** placetype is shown at the intersection of US 380 and Hardin Boulevard and along US 75 from Bloomdale Road to White Avenue. Given the District's central location in McKinney along two of the community's major regional arteries (US 75 and US 380), developments in these locations should provide major retail services and restaurants for the significant residential and employment base in this area.
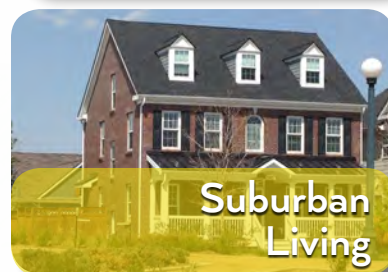
4. **Neighborhood Commercial** in this District should be located along White Avenue and Hardin Road, and should provide smaller, neighborhood supporting businesses for the existing residential areas in this District, as well as the adjacent Medical District and Established Community to the west and south.

5. The **Urban Living** and **Suburban Living** placetype shown in this District is intended to provide housing choices for employees of Raytheon and for the nearby Collin County Government Center just north of the District. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. This placetype should be located in a manner that utilizes floodplain / amenity areas, and existing or future commercial developments as a transition to existing suburban neighborhood development. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Urban Living areas at appropriate locations that offer support and integration with urban residential development types.

6. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

PLACETYPES

Character Defining Placetype — Professional Campus

Employment Mix

Commercial Center

Neighborhood Commercial
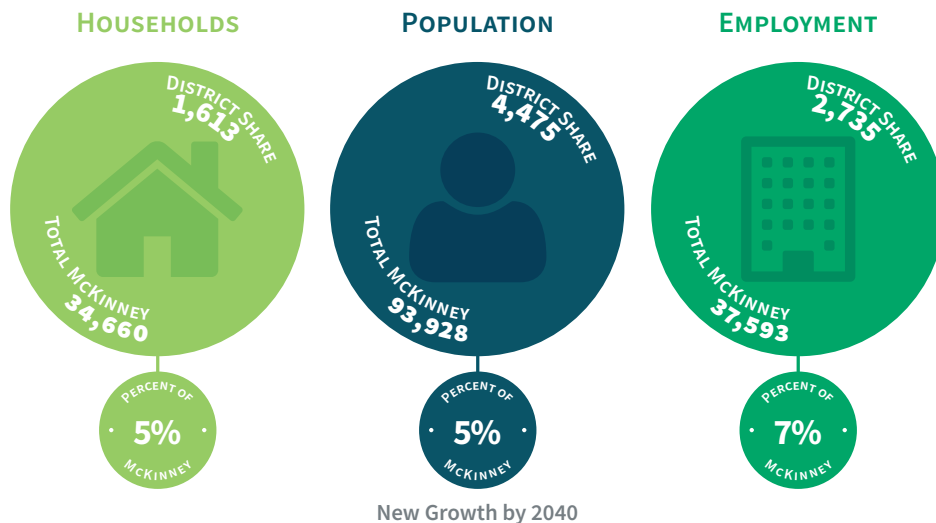

Urban Living

Suburban Living

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. The Community Assets on the Diagram denote the Collin College Central Park Campus and the Raytheon campus. New development in this District should be focused on the synergies created by having these assets in the District.

2. A District Identity Feature should be located at the intersection of US 380 and US 75. This feature should serve as a key gateway and should establish an overall character and brand for the district. More information about this and other gateway features can be found in the Parks and Recreation Master Plan.

3. A multi-purpose trail should be located along the floodplain area adjacent to the Urban Living placetype. This trail will provide additional amenity to the future development in the area, and should provide connectivity to the regional system.

4. Mobility networks in this District should focus on providing capacity to support the employment base desired in the area while also focusing on creating character that brands the overall Collin Crossing District.

The graphic that follows provides a profile of the Collin Crossing District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS	POPULATION	EMPLOYMENT
DISTRICT SHARE 1,613	DISTRICT SHARE 4,475	DISTRICT SHARE 2,735
TOTAL McKINNEY 34,660	TOTAL McKINNEY 93,928	TOTAL McKINNEY 37,593
PERCENT OF 5% McKINNEY	PERCENT OF 5% McKINNEY	PERCENT OF 7% McKINNEY

New Growth by 2040

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Creation of a Major Gateway for McKinney at US 75 and US 380.

2. Extension and expansion of Hardin Boulevard and Wilmeth Road.

3. Way-finding, streetscape design and other investments that encourage non-automobile travel between Collin College, employment centers and neighborhoods within the District.

4. Partnerships between the College, MISD, the City and area employers to offer job training and placement, mentoring and similar opportunities for District residents and College students to find jobs with companies in the District.

5. Partnerships between the College and area employers to offer support technology transfer based on Collin College research and development.

COLLIN McKINNEY
COMMERCIAL DISTRICT

Intent - This District provides a highly desirable location for major corporations, regional retail centers and other businesses that prefer a location along a major regional highway and offers McKinney residents substantial job opportunities and many choices for shopping, dining and entertainment.

DESCRIPTION

The Collin McKinney Commercial District will accommodate the majority of new and expanding regional and national retail and commercial service operators. This District is expected to have the highest number of new jobs by 2040. Customers for these businesses will include employees in the McKinney Corporate Center, residents of the Craig Ranch master-planned community, and commuters using the Sam Rayburn Tollway for daily trips between home and work. The character-defining placetypes of this District are Mixed-Use Center and Entertainment Center. The Mixed-Use Center and other placetypes along SH 121 continue the current development pattern with significant regional commercial, office, and vertical mixed-use opportunities. Professional Campus areas could accommodate major corporate headquarters as well. The Urban Living placetype provides convenient housing for people working in this District, commuting to other parts of the North Texas region, or who are looking for a more urbane residential footprint.

MARKET ANALYSIS

Building on the success and momentum of the McKinney Corporate Center at Craig Ranch, the growing resident base within the existing Craig Ranch master-planned community, and its frontage along SH 121, this District will be McKinney's primary target for region-serving commercial retail and office space. It should include supporting lodging and entertainment uses, surrounded by concentrations of residential uses at densities highest near the highway corridor and lowest adjacent to existing neighborhoods. Given the District's extensive frontage and visibility along SH 121, businesses and office tenants will include those able to support higher than market average rents and those seeking a high-profile regional location in a mixed-use environment. While maintaining a mix of uses similar to those found in the Honey Creek District, overall development levels in this District (despite a higher employee population) will be more modest than those found in Honey Creek, if for no other reason than its fewer developable acres.

"Given the District's extensive frontage and visibility along SH 121, businesses and office tenants will include those... seeking a high-profile regional location in a mixed-use environment"

In addition to access and visibility from SH 121, the future extension of Collin McKinney Parkway will further define this District's identity as a regional activity center. Urban scale residential developments will provide greater diversity to the community's residential inventory, while raising the District's physical profile. The Ballfields at Craig Ranch, McKinney Soccer Complex at Craig Ranch, and TPC Golf Course will serve as amenities for both employers and residents of the District, as well as visitors to the region-serving commercial operators.

The households that will find the Collin McKinney Commercial District can generally be described as smaller households of single and married individuals, some with and others without children; the latter two-earner households employed in jobs requiring professional or semi-professional skills, and incomes, either earned or investment, at or above the regional median; and, a preference for renting higher-end products within urban centers, or owning either attached or detached housing product types, either in new urban centers or modest neighborhoods located on the fringe of the community, but in the path of development.

LAND USE DIAGRAM
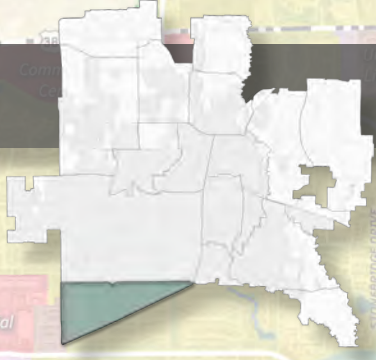
PLACETYPES

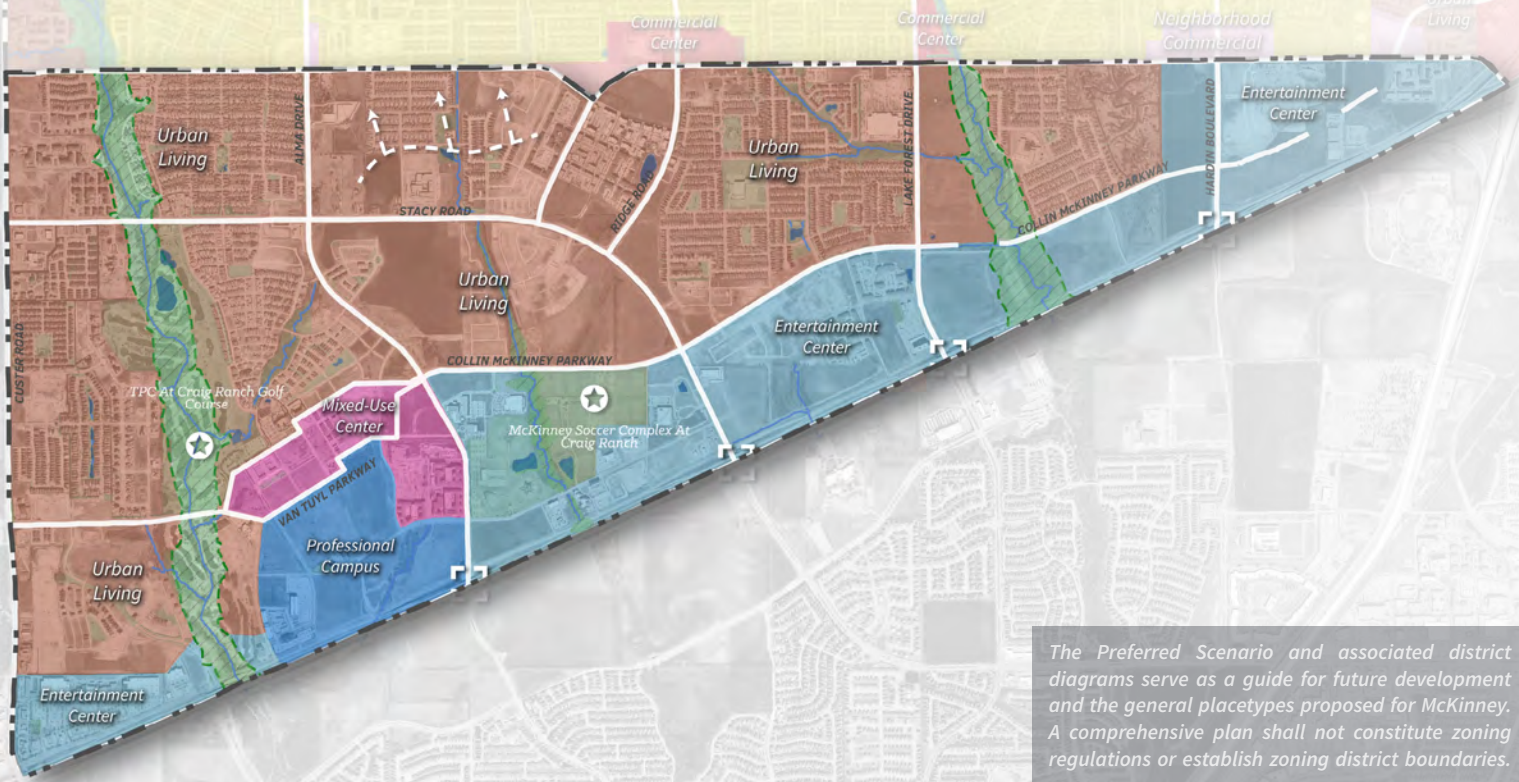**Character Defining Placetype** — Entertainment Center

Character Defining Placetype — Mixed-Use Center

Urban Living

Professional Campus

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

STRATEGIC DIRECTION

DEVELOPMENT PATTERN

1. The **Entertainment Center** placetype is the first of two character-defining placetypes in this District. It is intended to provide a variety of regional entertainment venues that support the needs of residents in southwest McKinney and beyond.

2. The **Mixed-Use Center** placetype is the second character-defining placetype in this District. As denoted on the diagram, Mixed-Use should be located to provide supporting retail, office and residential uses in a mixed-use environment and in synergy with the professional campus development that the Corporate Center provides. The design and density of the Mixed-Use Center development should create a walkable, pedestrian-friendly environment that has strong connections to the key amenities in the District.

3. The **Professional Campus** placetype is generally in the location of McKinney Corporate Center at Craig Ranch, and

is intended to attract a variety of corporations desiring to take advantage of the site's prominent location along SH 121. Design standards and technology infrastructure should be enhanced to support the needs of corporation and supporting businesses locating in this area.

4. The **Urban Living** placetype is intended to provide housing choices for employees of the Professional Campus and Entertainment Center placetypes. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Urban Living areas at appropriate locations that offer support and integration with urban residential development types.

INDUSTRY TRENDS

Development Trends
- 18-Hour Environments
- Suburban Centers
- Mixed-Use Environments

Employment Trends
- Mobile Workforce

Social Trends
- Traditional Neighborhood Design
- Aging Baby Boomers

Residential Trends
- Starter & Retirement Homes
- Renting by Choice
- Living With Friends

PSYCHOGRAPHICS

EP | Enterprising Professionals

BYP | Bright Young Professionals

RC | Retirement Communities

UPF | Up & Coming Families

FA | Fresh Ambitions

MB | Middleburg

Floodplain / Amenity Zone

District Boundary

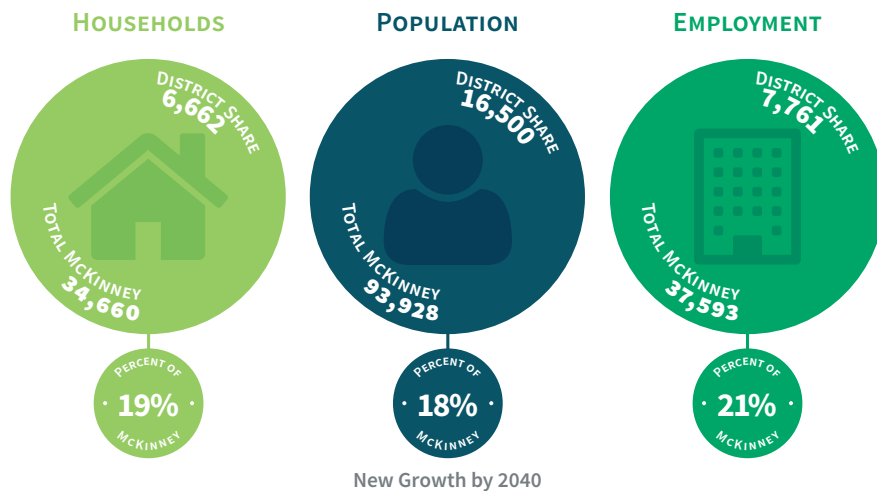District Identity Feature

Amenity Feature

Community Asset

Intensity Transition

IDENTITY, AMENITIES,
& INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. District Identity Features should be located where the District's major roadways intersect with the regional frontage of SH 121. These identity features signify locations for gateways/monuments into the City of McKinney with a focus on creating an overall character and brand for the Collin McKinney Commercial District. More information about these and other gateway features can be found in the Parks and Recreation Master Plan

2. Multi-purpose trails should be located along the floodplain areas of Watters Creek, Rowlett Creek, and Cottonwood Creek to provide non-motorized connectivity to the rest of McKinney and to the region.   This District should also have additional trails connecting the various placetypes to the regional systems.

3. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with the creeks and related open space amenities, but should also specifically support the critical mass created by the Professional Campus / Mixed-Use development context of the District.

4. Key Amenity Features in this district include the McKinney Soccer Complex at Craig Ranch , TPC Ranch Golf Course, and the Ballfields at Craig Ranch. Future development in this District should take advantage of the unique opportunities created by these amenity features.

The graphic that follows provides a profile of the Collin McKinney Commercial District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS

DISTRICT SHARE
6,662

TOTAL MCKINNEY
34,660

PERCENT OF
19%
MCKINNEY

POPULATION

DISTRICT SHARE
16,500

TOTAL MCKINNEY
93,928

PERCENT OF
18%
MCKINNEY

EMPLOYMENT

DISTRICT SHARE
7,761

TOTAL MCKINNEY
37,593

PERCENT OF
21%
MCKINNEY

New Growth by 2040

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Introduction of cultural venues and community amenities that diversify the entertainment mix in McKinney.

2. Design and finance of identity features at public locations within the District (i.e., creek crossings), consistent in design and character with those in adjacent private projects.

3. Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.

4. Consider the creation of a specific development code or other mechanism to ensure the desired development pattern within this District.

EAST FORK DISTRICT

Intent - One of the most distinctive, nature-oriented Districts, East Fork provides opportunities for people to live close to natural areas yet have a choice of housing and neighborhood types. Commercial and employment uses continue current patterns, with designs that provide compatibility and transition to the residential and natural areas of the District.

DESCRIPTION

The East Fork District (so named because the East Fork of the Trinity River creates its spine from south to north) seeks to make the river and related natural areas an important and distinctive amenity for the area's neighborhoods and business areas. Immediately east of the East Fork floodplain, Urban Living placetypes offer choices for people who prefer an active outdoor lifestyle or the freedom of a low-maintenance home. To the east, residential densities are reduced so they transition to the lower densities found in adjacent Districts. In the central part of the District, these areas provide for Suburban Living neighborhoods and local-serving commercial. Areas in the northeastern part of the District offer neighborhoods with larger lot Estate Residential.

Non-residential areas in the northern and southern portions of the East Fork District are designed to take advantage of regional transportation routes and continue existing development patterns. US 75 and State Highway 5 in the north offer easy access for major commercial development, while the rail line offers transportation options for Employment Mix uses. US 380 provides the same benefits in the south.

"Placetypes offer choices for people who prefer an active outdoor lifestyle"

The East Fork District is located in the northeastern portion of the planning area, largely surrounded by non-residential-dominant Districts to the west and the Agricultural Lifestyle District to the east. Despite its internal location within the community, its dominant placetypes are residential. With the East Fork of the Trinity River running along the western edge of the District, residences benefit from this unifying amenity and its associated open space. Additional attributes in the area include its access to, and frontage along US 380 and SH 5, which favors development of retail centers supporting nighttime populations in this District as well as the Oak Hollow and Agricultural Lifestyle Districts.

Residential densities within the District are programmed at levels supporting estate and suburban product types, with price points concentrated in the middle and higher end of market averages. In the near- to mid-term, this District's more urban residential products will develop near commercial centers.

Most households that will find this District appealing can generally be described as family-centric, with moderate to high household incomes over the regional median, possessing jobs in the technology sector or other fields requiring professional skills, and a preference for locating near family-oriented recreational activities. A much smaller group includes individuals in the Millennial age cohort, most of which are single and without children, and have varying levels of educational attainment, yet incomes insufficient to live alone.

MARKET ANALYSIS

DEVELOPMENT PATTERN

1. **Estate Residential** is the first of two character-defining placetypes in this District. It is intended to provide housing for residents of McKinney that desire larger lot neighborhoods. It begins the transition between the more traditional suburban residential neighborhoods in McKinney and less intensely developed areas of Collin County. As shown on the Diagram, Estate Residential uses should focus on the areas surrounding Fitzhugh Branch and other natural features.

2. The **Suburban Living** placetype is the second character-defining placetype in this District. It is located on the eastern edge of the District and is a transitional placetype between the denser urban residential placetype located along the East Fork of the Trinity River and the lower density residential placetypes in the Agricultural Lifestyle District. Non-residential development consistent with the Neighborhood Commercial placetype could be distributed at appropriate locations within the Suburban Living placetype.

3. The **Urban Living** placetype is located along the East Fork of the Trinity River and is intended to provide an additional housing option for employees working in this District, the Oak Hollow District, and the Business & Aviation District. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. Non-residential development consistent with the Neighborhood Commercial placetype could
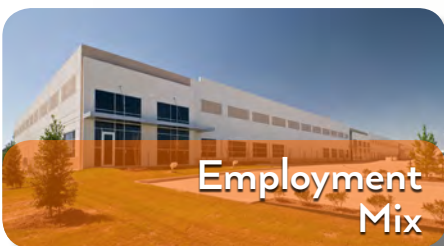
also be included within the Urban Living areas at appropriate locations that offer support and integration with urban residential development types.

4. The **Employment Mix** placetype is located along the highly accessible US 380 corridor and is intended to provide opportunities for businesses to locate along this major east/west corridor through Collin County. There is also space reserved for Employment Mix in the northern portion of the District along State Highway 5 and the rail line.

5. The US 380 Corridor is also an attractive location for Commercial Centers that will provide regional retail and services to residents and employees in this District, as well as those in eastern Collin County. US 75 and SH 5 also provide access and visibility for Commercial Centers. Special care should be taken to balance highway frontage development with the residential development south of SH 5. The intersection of Wilmeth Road and the future North-South regional highway is also a key location for this type of development to serve population of the surrounding residential placetypes as well as those in the Agricultural Lifestyle District to the east.

6. In addition to appropriate locations within the Suburban Living areas, **Neighborhood Commercial** should be located where indicated on the Diagram and is intended to provide supporting neighborhood services for residents in this District.

PLACETYPES

Character Defining Placetype — Estate Residential

Suburban Living

Urban Living

Employment Mix

Commercial Center

Neighborhood Commercial

LAND USE DIAGRAM

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

INDUSTRY TRENDS

Employment Trends
- Mobile Workforce

Business Trends
- Broad Retail Market

Social Trends
- Expanding Millennial Market
- Aging Baby Boomers

Residential Trends
- Starter & Retirement Homes
- Renting by Choice
- Living With Friends

PSYCHOGRAPHICS

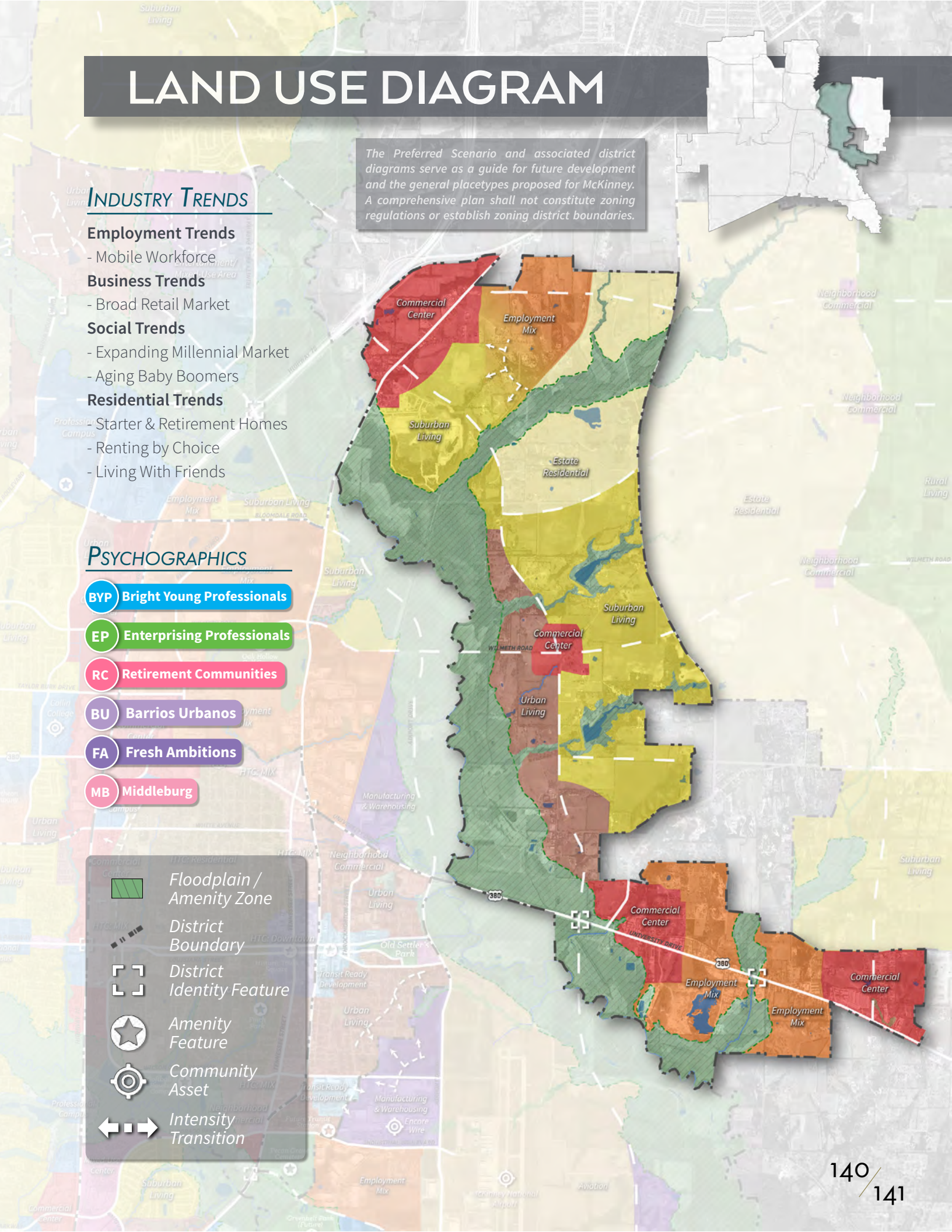**BYP** Bright Young Professionals

EP Enterprising Professionals

RC Retirement Communities

BU Barrios Urbanos

FA Fresh Ambitions

MB Middleburg

Floodplain / Amenity Zone

District Boundary

District Identity Feature

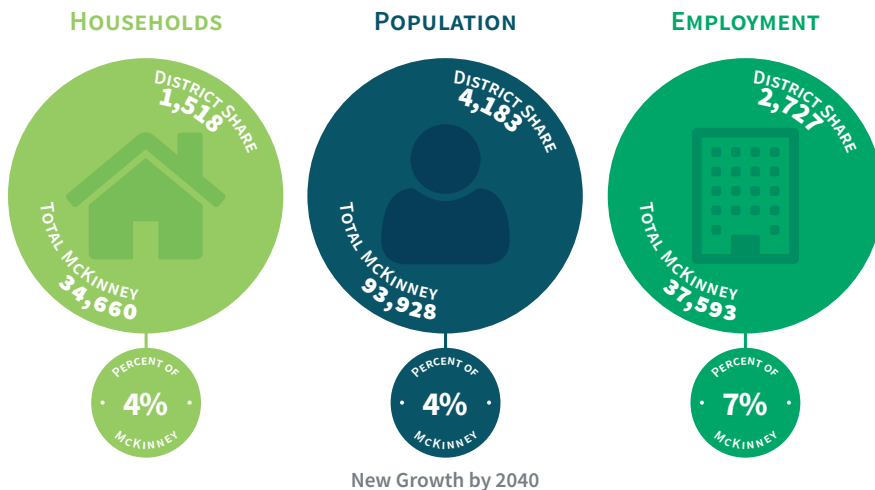Amenity Feature

Community Asset

Intensity Transition

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. District Identity Features should be located along US 380. These identity features should focus on creating an overall character and brand for the East Fork District. Specifically, US 380 is the main route to and through McKinney from eastern Collin County and a major gateway should signify the entrance to McKinney. More information about this and other gateway features can be found in the Parks and Recreation Master Plan.

2. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with the creeks and related open space amenities, and should respond to the multiple residential densities in the District.

3. Multi-purpose trails should be located along the floodplain areas of the East Fork of the Trinity River and its tributaries to provide non-motorized connectivity to the rest of McKinney and to the region.

The graphic that follows provides a profile of the Collin McKinney Commercial District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS

DISTRICT SHARE
1,518

TOTAL MCKINNEY
34,660

PERCENT OF
4%
MCKINNEY

POPULATION

DISTRICT SHARE
4,183

TOTAL MCKINNEY
93,928

PERCENT OF
4%
MCKINNEY

New Growth by 2040

EMPLOYMENT

DISTRICT SHARE
2,727

TOTAL MCKINNEY
37,593

PERCENT OF
7%
MCKINNEY

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Introduction of cultural venues and community amenities that diversify the entertainment mix in McKinney.

2. Design and finance of identity features at public locations within the District (i.e., creek crossings), consistent in design and character with those in adjacent private projects.

3. Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.

4. Consider the creation of a specific development code or other mechanism to ensure the desired development pattern within this District.

ESTABLISHED COMMUNITY DISTRICT

Intent - McKinney is a highly-desirable place to live, work and visit because of the strengths of the community that exists today. The continued success and vitality of these areas must make an important contribution to the McKinney community.

DESCRIPTION

The Established Community represents the area of McKinney that is predominately built-out. While this Comprehensive Plan offers strategies and a Preferred Scenario for Districts within 'significantly undeveloped areas', it also supports the continued vitality of McKinney's existing neighborhoods. City leaders understand that the community's appeal to residents, consumers, and businesses will depend on a sustained commitment to quality development and a diverse product mix in all of McKinney, not just the new growth areas.

The Established Community sets the standard of quality development and level of service that residents, consumers, and businesses have come to expect in McKinney. The development pattern for the district is primarily composed of existing residential neighborhoods which is supported by the existing retail, office, and light industrial uses. The character-defining placetype for the Established Community District is Suburban Living. Any undeveloped land that remains will continue to develop in a manner that supports, promotes and enhances the existing neighborhoods.

> *"Support the continued vitality of McKinney's existing neighborhoods"*

Opportunities within the McKinney market are limited and largely concentrated along the major arterials that traverse the District including, Eldorado Parkway, McKinney Ranch Parkway, Virginia Parkway, and Custer Road. There are no single parcels or assemblages that would allow for a new development project of any significant size; but rather single parcels, primarily in locations that would support a further densification of existing commercial retail centers and possibly low profile primary employment products. Leveraging the Districts location near the confluence of SH 121 and US 75, users that cannot afford a site with frontage along one of these highly sought after roadways might consider an infill site with limited visibility, but easy access.

Any additional residential development in the District should complement, rather than compete with, the existing single family detached inventory. Possible products that could effectively diversify and strengthen the area mix include attached products such as townhomes, rowhomes, and stacked flats, the latter if an appropriate urban environment is developed to support this format; and, market rate multi-family rental or other urban residential uses.

Potential threats to the high quality environment that has been established include significant stretches of commercial retail development that effectively "strip" out the commercial corridors. While small scale commercial enclaves located within residential neighborhoods and along smaller arterials rarely experience sustained success; in appropriate locations, they can serve to "break-up" the visual clutter and monotony often associated with commercial thoroughfares.

MARKET ANALYSIS

LAND USE DIAGRAM
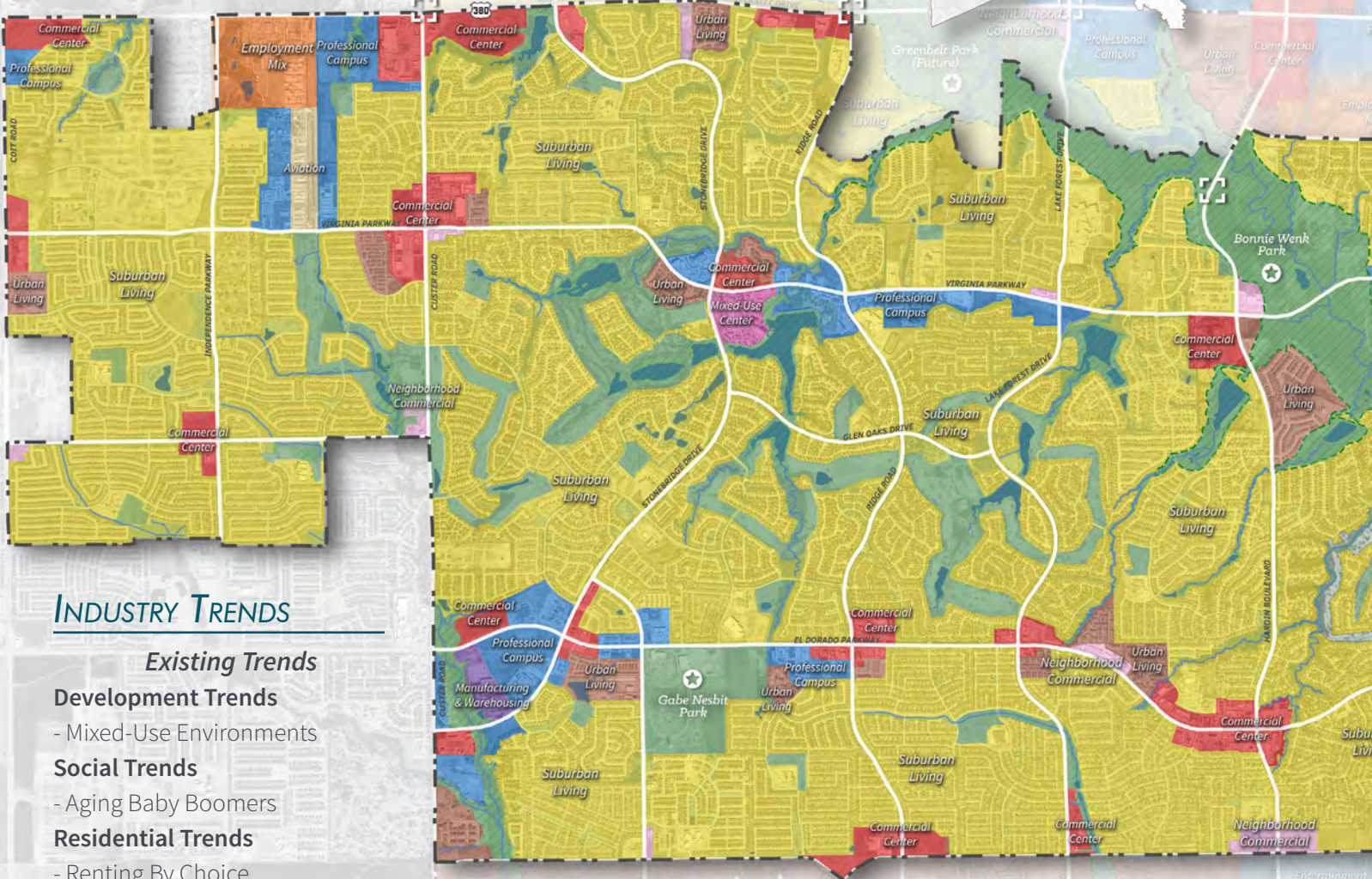
Industry Trends

Existing Trends
Development Trends
- Mixed-Use Environments

Social Trends
- Aging Baby Boomers

Residential Trends
- Renting By Choice

Untapped Trends
Development Trends
- 18-Hour Environments
- Suburban Centers

Employment Trends
- Encore Careers
- Office Space Contraction

Social Trends
- Traditional Neighborhood Design
- Demand for "Third Places"

Business Trends
- Broad Retail Market
- Boutique Hotel Growth

Residential Trends
- Starter & Retirement Homes

Legend
- Floodplain / Amenity Zone
- District Boundary
- District Identity Feature
- Amenity Feature
- Community Asset
- Intensity Transition

Psychographics
- **UPF** Up & Coming Families
- **PP** Professional Pride
- **SM** Soccer Moms
- **BB** Boomburbs

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.
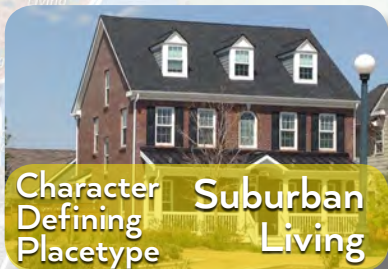
DEVELOPMENT PATTERN

1. **Suburban Living** is the character-defining placetype in this District. It provides significant areas for single family development that set the standard for McKinney's reputation of high quality residential neighborhoods. The residential character and branding established by the existing neighborhoods should be continued and promoted throughout the District. Any infill development that occurs within this District should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the land use diagram.

2. The other non-residential placetypes: Commercial Center, Professional Campus, Neighborhood Commercial, Mixed-Use, Employment Mix, Manufacturing and Warehousing, and Aviation, should be located where indicated by the Diagram. These non-residential placetypes are intended to provide retail amenities and employment opportunities for residents in this District and neighboring communities.

Any infill development that occurs within this District should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the land use diagram

3. The Urban Living Placetype is predominantly built out within the district and provides additional housing choice for residents, professionals, and employees living and working in this District. Any infill development that occurs within this District should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the land use diagram.

PLACETYPES

Character Defining Placetype — Suburban Living

Employment Mix

Commercial Center

Neighborhood Commercial

Urban Living

Professional Campus

Mixed-Use Center

Manufacturing & Warehousing

Aviation

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. A District Identify Feature should be located at the intersection of US 75 and Virginia Parkway. This feature should serve as a key gateway and should establish an overall character and brand for the City of McKinney. More information about this and other gateway features can be found in the Parks and Recreation Master Plan.

2. Key Amenity Features in this District include the Gabe Nesbitt Park and Bonnie Wenk Park along with a future greenbelt park south of US 380 and west of Lake Forest Drive. Future development and infill development should take full advantage of the unique opportunities created by these amenity features.

ANTICIPATED PUBLIC INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Investment to ensure that the infrastructure in the established parts of McKinney is able to provide the same quality of service to their residents and businesses as are available in newly-development areas.

2. Engage the residents, property owners and businesses in the implementation of this Comprehensive Plan, so they choose to make their own household and business investments here.

3. Develop and fund the implementation of a Community Housing Plan to address the housing needs of McKinney's residents.

4. Retrofit the Established Community with routes for walking and biking that connect residents to businesses, shopping and other destinations where those connections do not yet exist.

5. Invest to meet transportation needs and reduce congestion in the Established Community with design that is compatible with the character of the adjacent neighborhoods and business areas.

6. Where possible, create natural areas, community gardens, public gathering places and other amenities within the Established Community.

HOMESTEAD DISTRICT

Intent - This District provides a continued focus on the rural character and lifestyle that currently exists in the area today.

DESCRIPTION

This District contains agricultural uses and single family detached homes on large lots. Residents choose this area because of its estate and rural lot sizes and pastoral character. They travel to other parts of McKinney or the region for jobs and shopping. As such, the character-defining placetype of this District is Rural Residential. Much of the area is expected to remain rural through 2040.

MARKET ANALYSIS

The Homestead District represents the planning area's southeastern edge and pastoral lifestyle. As a fringe location within the community, and given the presence of natural open space and significant topographical features, the number of rural residential properties is expected to grow. New estate and rural homes will be located in low-intensity environments, concentrations and neighborhoods, with commercial service and employment centers aggregated in adjacent Districts to the north and west (including along the future expansion of FM 546). Complementing rural preferences among the District's residents, is the presence of the East Fork of the Trinity River which represents an opportunity to both leverage its visual appeal and provide for enhanced trail connections within a natural amenity. Yet significantly untested in the Dallas-Fort Worth Metroplex, the Homestead and Agricultural Lifestyle Districts afford the community and region with an ideal setting for a demonstration conservation subdivision and/or "agrihood" development.

Residents of the Homestead District can be described as family-centric with a desire for access to recreational activities, both natural and manmade. The rural lifestyle afforded within the District will be the primary motivator for the individuals and families that choose to live here.

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.
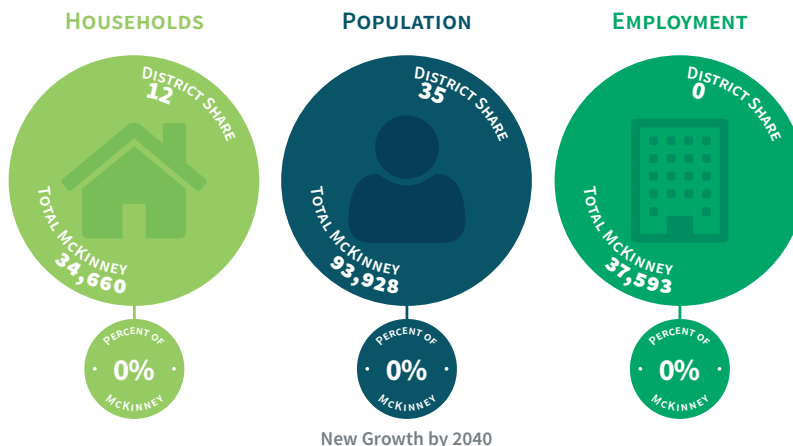
1. Multi-purpose trails should be located along the floodplain areas of the East Fork of the Trinity River to provide non-motorized connectivity to the rest of McKinney and to the region.   This District should have additional trails connecting the adjacent neighborhoods to the regional systems.

2. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with the East Fork of the Trinity River and related open space amenities.

3. Mobility networks in this District should focus on providing capacity to support the residential neighborhoods desired in the area while also focusing on creating character that brands the overall Homestead District as a rural area.

ANTICIPATED PUBLIC INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Adoption of development and design standards that retain the pastoral character of this District's rural and estate neighborhoods.

2. Investment in infrastructure appropriate to support and continue rural and estate development patterns.

3. Explore the opportunities for equestrian, hiking and similar outdoor recreational activities in the East Fork floodplain at the southerly end of the District; including partnerships with other organizations such as MISD.

The graphic that follows provides a profile of the Homestead Business District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS

DISTRICT SHARE
12

TOTAL MCKINNEY
34,660

PERCENT OF
0%
MCKINNEY

POPULATION

DISTRICT SHARE
35

TOTAL MCKINNEY
93,928

PERCENT OF
0%
MCKINNEY

EMPLOYMENT

DISTRICT SHARE
0

TOTAL MCKINNEY
37,593

PERCENT OF
0%
MCKINNEY

New Growth by 2040

DEVELOPMENT PATTERN

1. **Rural Living** is the character-defining placetype in this District. It is intended to continue the trend of very low intensity residential or agricultural uses that currently exists in the area.

2. The **Estate Residential** placetype is located adjacent to FM 546, and is intended to provide an appropriate transition in density from the non-residential uses located in the Business & Aviation District to the north. Adequate buffering from the future regional highways shown on the Master Thoroughfare Plan should be provided.

PLACETYPES

Character Defining Placetype

Rural Living

Estate Residential

INDUSTRY TRENDS

Employment Trends
- Green Tendencies

Residential Trends
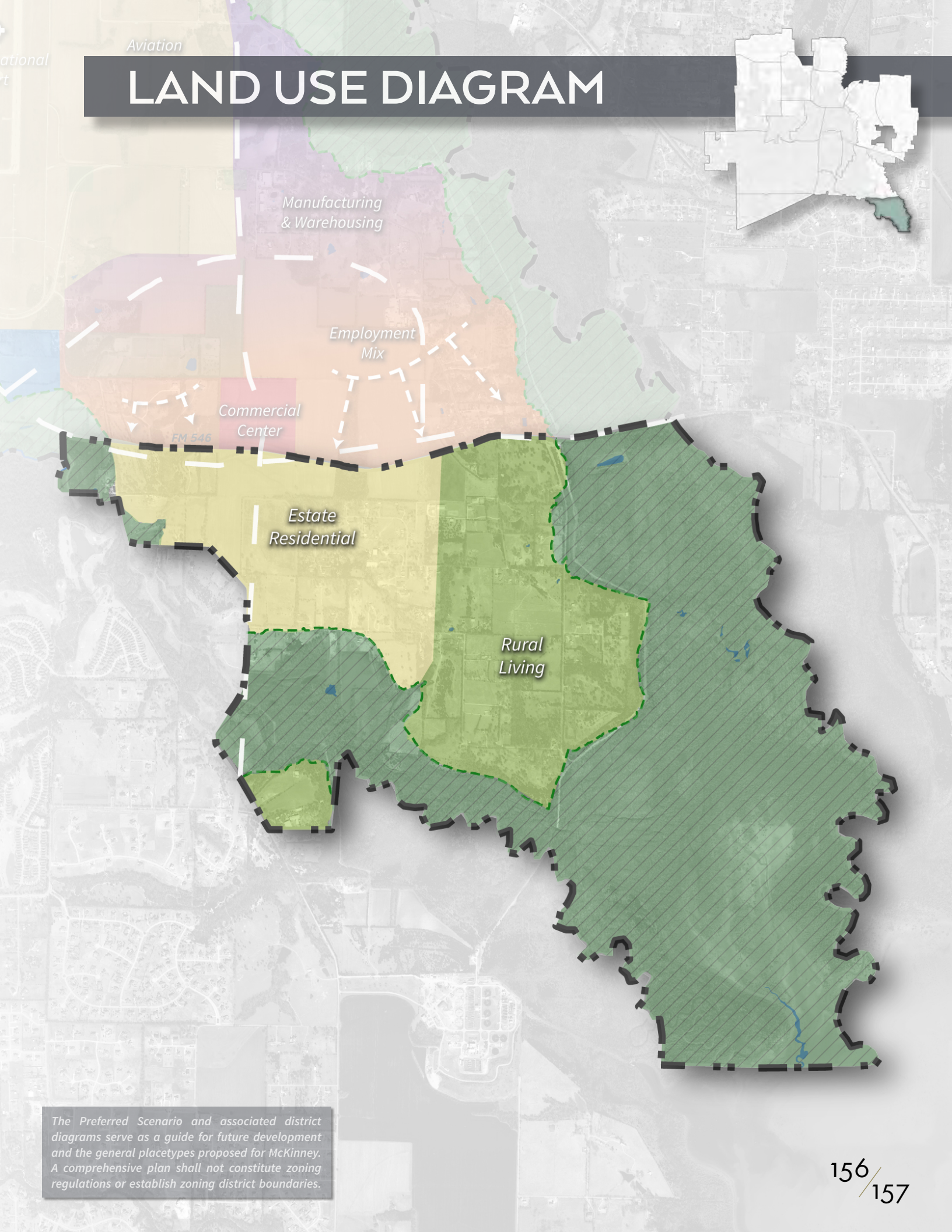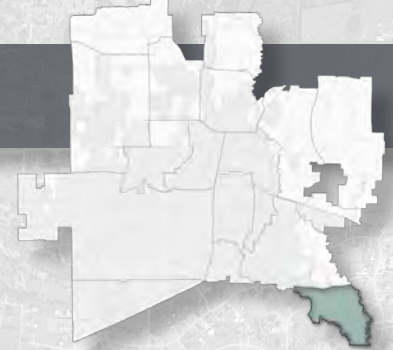- Starter & Retirement Homes
- Agrihoods Neighborhoods

PSYCHOGRAPHICS

RC Retirement Communities

MB Middleburg

Floodplain / Amenity Zone	
District Boundary	
District Identity Feature	
Amenity Feature	
Community Asset	
Intensity Transition	

LAND USE DIAGRAM

Manufacturing
& Warehousing

Employment
Mix

Commercial
Center

FM 546

Estate
Residential

Rural
Living

Aviation

HONEY CREEK ENTERTAINMENT DISTRICT

Intent - This area is designated to become a major new center for activity, including shopping, entertainment, recreation, restaurants and other regional attractions programmed together in a mixed-use environment.

DESCRIPTION

The Honey Creek Entertainment District will be comprised of two character-defining areas – a mixed-use entertainment center and a professional campus area.

Within the Mixed-Use entertainment center, private and public uses (including cultural and recreational offerings) appeals to a diverse range of residents and visitors. While many of McKinney's current entertainment, recreational and cultural offerings appeal to families with children, uses in this District will attract young and retiring professionals as well as entrepreneurs. Supporting uses include retail stores, restaurants, office spaces and residences for individuals employed within the Entertainment Center or Professional Campus areas. Commercial uses include free-standing stores visible from US 75, as well as smaller spaces, vertically and horizontally integrated with office and residential uses.

The professional campus area is centered southwest of the mixed-use entertainment center, near the intersection of US 75 and Bloomdale Road. Low- and moderate-profile buildings (single- and multi-tenant) will be found here along with corporate headquarters, all supported by local- and region-serving natural and built amenities.

"Uses in this District will attract young and retiring professionals"

Retail and service tenants in the Entertainment Center area will draw consumers from markets beyond McKinney, including those in Prosper and Sherman, portions of Frisco and Allen, and points north to the state line. Residential areas will include a variety of products at densities that support Mixed-Use and entertainment centers.

Businesses which locate in the Professional Campus area will be seeking an attractive setting with connections to US 380 and US 75 and proximity to the Collin County Government Center,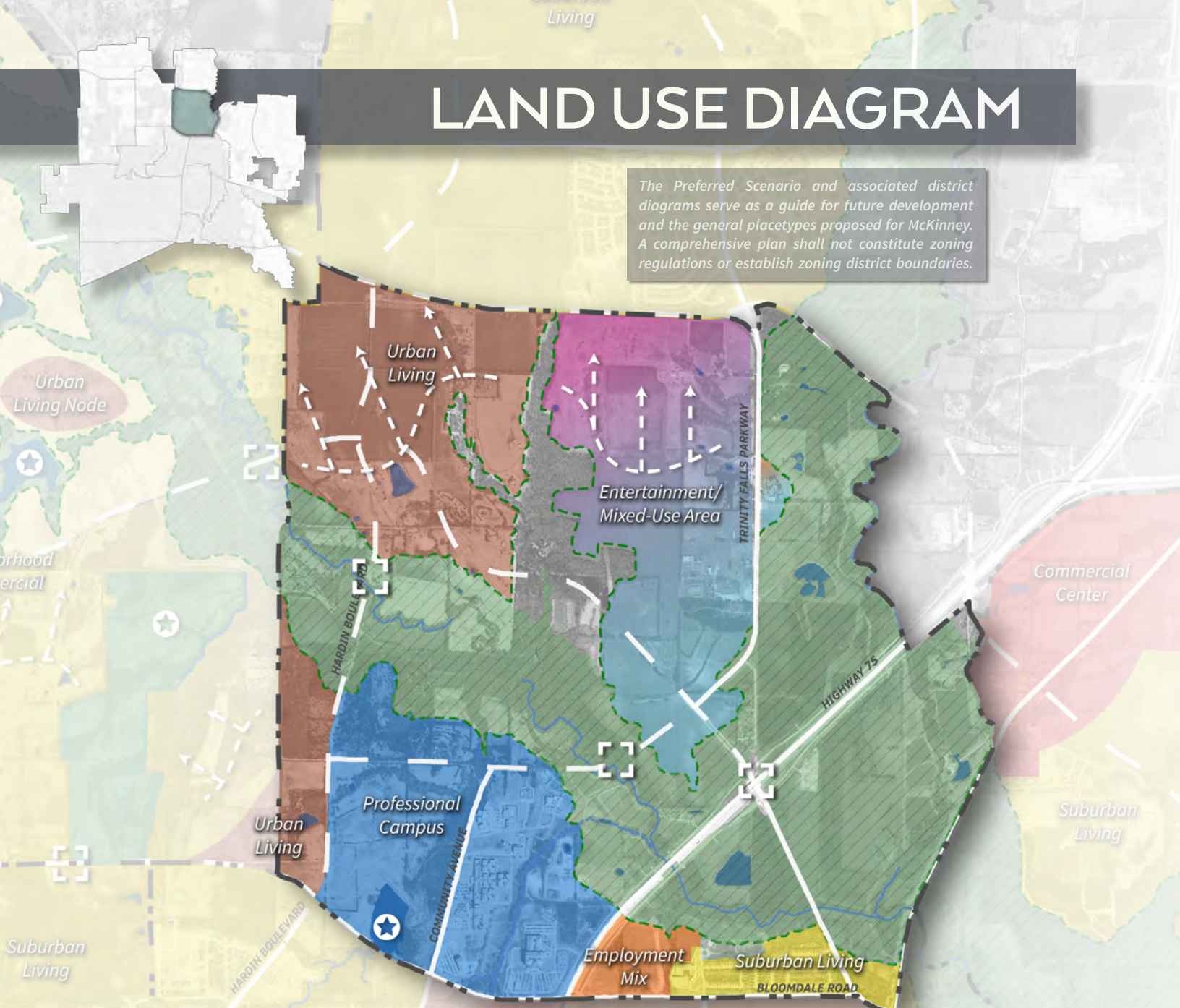 Raytheon and the Baylor, Scott & White Medical Center. Retail stores and restaurants will primarily serve the area's daytime population and supplement commercial developments located within the entertainment center.

The households that will find this district appealing can generally be described as smaller households of single and married individuals, with jobs requiring professional and semi-professional skills, with incomes above the regional median, and a preference to rent or own in either established neighborhoods or urban centers.
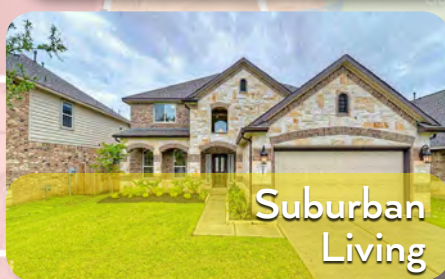
MARKET ANALYSIS

LAND USE DIAGRAM

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Urban Living Node

Urban Living

Entertainment/ Mixed-Use Area

TRINITY FALLS PARKWAY

Commercial Center

HARDIN BOULEVARD

HIGHWAY 75

Suburban Living

Urban Living

Professional Campus

COMMUNITY AVENUE

Suburban Living

Employment Mix

BLOOMDALE ROAD

HARDIN BOULEVARD

Suburban Living

Commercial Center

Urban Living

Professional Campus

PLACETYPES

Character Defining Placetype

Entertainment Center

Professional Campus

Urban Living

Employment Mix

Suburban Living

Mixed-Use Center

STRATEGIC DIRECTION

DEVELOPMENT PATTERN

1. **Entertainment Center** is the first of two character-defining placetypes. Its success is most critical to Honey Creek's desired character. The primary focal point for this placetype should be located along Laud Howell Parkway, between Trinity Falls Parkway and US 75. Depending on market support, the mixed-use placetype would be appropriate to locate in the northernmost areas if they are not supportable as entertainment center. The color gradient in the Entertainment Center and Mixed-Use Area on the diagram indicates that the darker shaded areas should have the highest intensity of uses, with a transition to less intense products in the lighter shaded areas next to adjoining single-family residential Districts.

2. Three sides of the **Entertainment Center** area are bounded by floodplain. Future development at and around the intersection of US 75 and Laud Howell Parkway should integrate these natural areas into project design and development. Any floodplain reclamation or modification in this area should be designed to enhance the Entertainment Center placetype and its natural setting. Due to this desired integration, no other placetypes should be allowed to locate between the Entertainment Center and the amenity zone.

3. **Professional Campus** is the second character-defining placetype in this District. It is intended to attract companies that want proximity to the Entertainment Center as part of their identity or because of their customer base. This is a unique location for businesses interested in sites near natural amenities, for companies desiring close proximity to the Collin County Government Center, and for companies whose employees want nearby choices for urban living. Design standards and technology infrastructure should be enhanced to compete for these employers.

4. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

5. The **Urban Living** placetype offers residential choices for people who work in the Entertainment Center or who choose to live close to its attractions. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. While it includes a mix of housing types, lower-density and auto-oriented residential uses do not take full advantage of the area's potential and thus should be a minor part of the development pattern and should only be considered as a means by which to transition to existing residential uses. Accordingly, the color gradient in the Urban Living areas on the diagram indicates that the darker shaded areas should have the highest density of Urban Living uses, with a transition to less dense products in the lighter shaded areas next to adjoining single-family residential neighborhoods.

6. The Entertainment Center and the Urban Living areas should share adjoining open space amenities and should be connected with streets and pathways that encourage walking and biking between the two areas.

▨	*Floodplain / Amenity Zone*
⋰	*District Boundary*
⌐⌐	*District Identity Feature*
★	*Amenity Feature*
◎	*Community Asset*
◄••►	*Intensity Transition*

INDUSTRY TRENDS

Development Trends
- Mixed-Use Environments
- 18-Hour Environments

Employment Trends
- Mobile Workforce
- High-Growth High-Tech

Social Trends
- Expanding Millennial Market

Residential Trends
- Starter & Retirement Homes
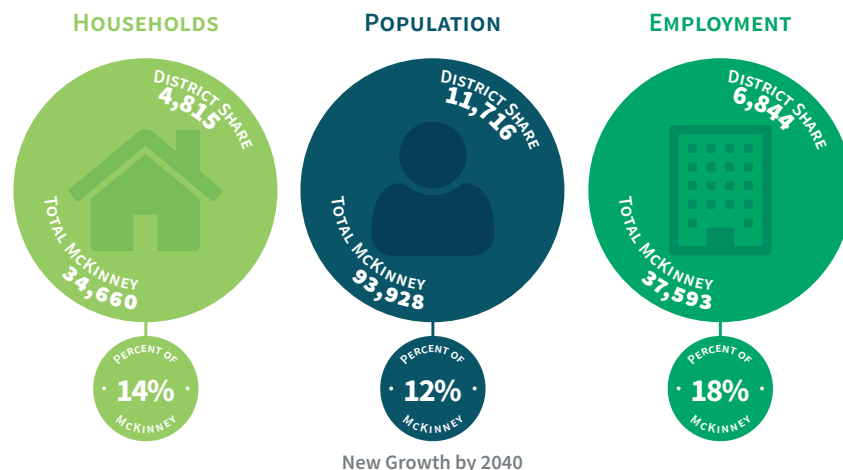- Renting By Choice

PSYCHOGRAPHICS

EP Enterprising Professionals

BYP Bright Young Professionals

UPF Up & Coming Families

FA Fresh Ambitions

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. District Identify Features (including specially enhanced bridges) should establish an overall character and brand for the Honey Creek District. Specifically, the feature identified at US 75 and Laud Howell Parkway should serve as a major gateway and should focus on creating an overall character and brand for the City and / or the Honey Creek Entertainment District. More information about this and other gateway features can be found in the Parks and Recreation Master Plan.

2. The Amenity Feature on the Diagram denotes an existing lake that should be maximized as an amenity feature for future developments in this area.

3. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with the creeks and related open space amenities, as well as the mixed-use development context of the District.

4. Mobility networks in this District should balance two different objectives. The major thoroughfares must provide adequate capacity to meet vehicular travel demand to regional destinations. At the same time, a network of streets and paths should provide convenient and inviting choices for non-auto travel between destinations within the District. This balance is particularly critical in this District because its compact, mixed-use character results in a high number of short trips, which will be feasible on foot or by bike if the area's design is appropriate and appealing.

5. The design of roadways in this District should enhance the visibility and community value of the floodplain and open space areas. For example, single-loaded roadways along the District's creeks could provide amenity value to those using the roads and higher property value to the properties facing the road and amenity.

The graphic that follows provides a profile of the Honey Creek Entertainment District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS

DISTRICT SHARE
4,815

TOTAL MCKINNEY
34,660

PERCENT OF
14%
MCKINNEY

POPULATION

DISTRICT SHARE
11,716

TOTAL MCKINNEY
93,928

PERCENT OF
12%
MCKINNEY

EMPLOYMENT

DISTRICT SHARE
6,844

TOTAL MCKINNEY
37,593

PERCENT OF
18%
MCKINNEY

New Growth by 2040

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Introduction of cultural venues and community amenities that diversify the entertainment mix in McKinney.

2. Design and finance of identity features at public locations within the District (i.e., creek crossings), consistent in design and character with those in adjacent private projects.

3. Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.

4. Consider the creation of a specific development code or other mechanism to ensure the desired development pattern within this District.

MEDICAL DISTRICT

Intent - With Baylor, Scott & White Medical Center as an anchor, the Medical District provides jobs in the fast-growing health care industry, locations for medical facilities and their support services and housing options for the people who work in these facilities.

DESCRIPTION

The Medical District will evolve as a multi-use health District with a mix of medical, commercial, business, institutional and residential uses in a supportive built environment. At its center is the Baylor, Scott & White Medical Center. Close to the Medical Center are areas for Professional Campus development. While this placetype is used in many Districts, it is intended to have a specific medical focus here. These areas should provide locations for smaller medical offices, specialty clinics, labs, health and wellness facilities and similar businesses that provide conveniently-located services to the Medical Center's patients and practitioners.

A number of neighborhoods already exist in this District. These existing housing choices will be supplemented by new housing in areas that are currently undeveloped. The character-defining placetype of this District is Suburban Living. New Suburban Living neighborhoods should add to McKinney's supply of housing and should provide the opportunity for people who work at the Medical Center or nearby businesses to live close to their jobs. Urban Living uses are also envisioned in this District. These should appeal to the health care professionals in the early stages of their career.

Several large floodplain areas cross this District. These areas will provide an amenity to residents and employees. They should include trails and facilities that support wellness and exercise initiatives. Similarly, the District should be well-connected with mobility choices in addition to automobile travel. Medical Center employees who live in the District should be able to get to work without adding vehicle trips to the major roadways that cross this District.

"Suburban Living neighborhoods should add to McKinney's supply of housing"

Capitalizing on a growing trend among medical facility developers and operators, the Baylor, Scott & White Medical Center will serve as an anchor to an environment of related and supporting operators and facilities, surrounded by enclaves of housing designed and priced to meet the needs of employees within multiple income groups and consumers of medical services who will benefit from their proximity. Developments within the District will reflect the overall theme of "healthy living" with ample public improvements that promote non-vehicular mobility and outdoor recreation. A significant portion of the District's residential base will be comprised of empty nesters and older individuals who have left their single family detached homes for a maintenance free, yet highly-amenitized, housing alternative. Another significant portion will include medical employees, both professional and service workers, the former either in the early years of their profession or still in school. Commercial stores, restaurants and lodging facilities will serve the District's day- and nighttime populations, including residents, visitors and as medical service consumers and providers.
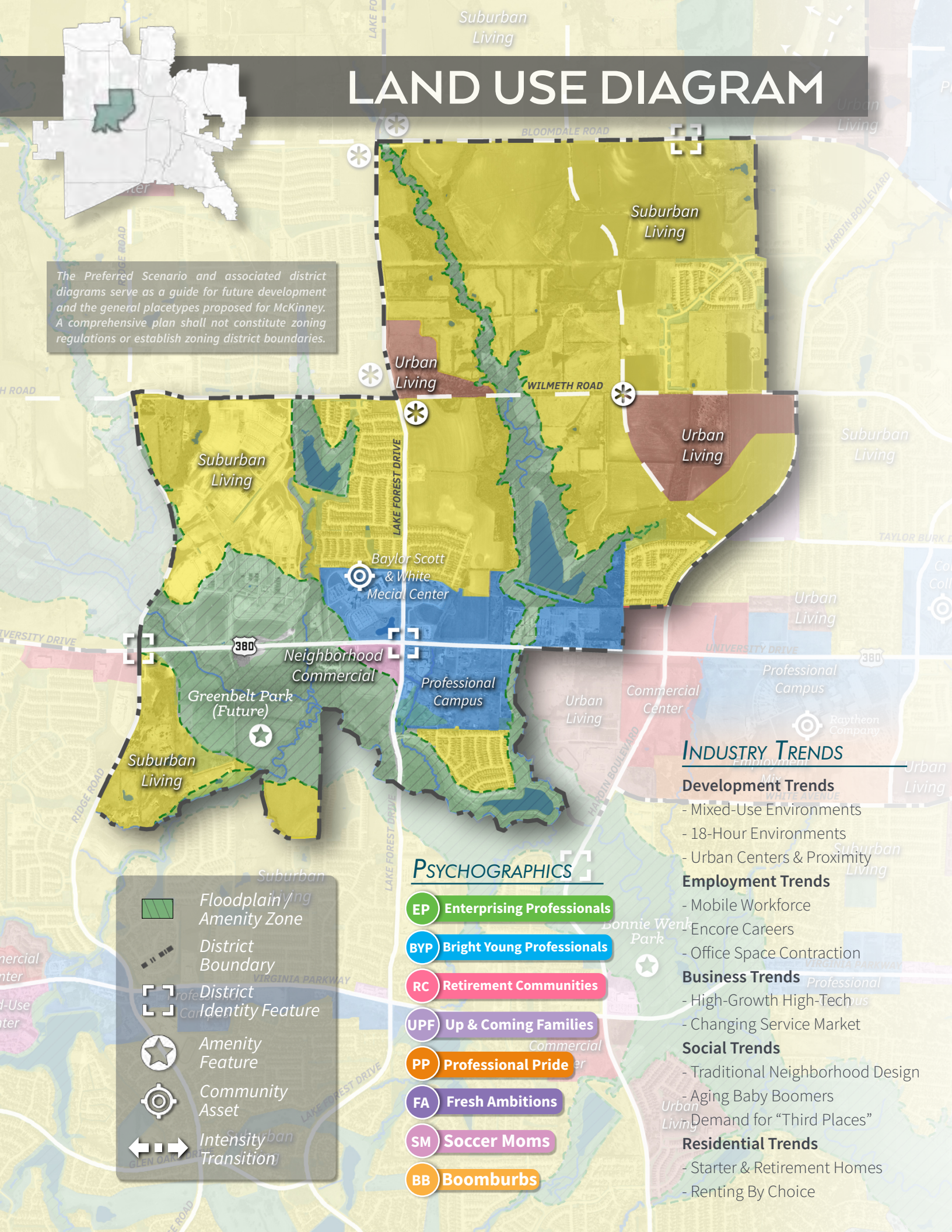
Residential product types include urban apartments and independent living facilities within a compact, urbane setting and both attached and detached single family products at densities most typical of those found in similar suburban locations. Although the Medical District is located fairly close to the community's central core, it will eventually become an infill location once development on the fringe of the community accelerates. By 2040, housing development within this District will be neither among the highest or lowest, but rather average; while non-residential development activity will be among the highest, compared to similar activity in other Districts.

The households that will find the Medical District appealing can generally be described as a mix of younger and older households, diverse in their ethnic profile and mostly one- or two-person. Regardless of age, residents in these groups are active, with advanced degrees and currently or once employed in professional position, and they prefer physical connections between residential and non-residential land uses.

MARKET ANALYSIS

LAND USE DIAGRAM

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Suburban Living

Urban Living

WILMETH ROAD

Urban Living

BLOOMDALE ROAD

LAKE FOREST DRIVE

Suburban Living

Baylor Scott & White Mecial Center

Neighborhood Commercial

380

Greenbelt Park (Future)

Suburban Living

Professional Campus

Urban Living

Commercial Center

Professional Campus

Raytheon Company

UNIVERSITY DRIVE

TAYLOR BURK

HARDIN BOULEVARD

Bonnie Wenk Park

VIRGINIA PARKWAY

RIDGE ROAD

Legend

- ▨ Floodplain / Amenity Zone
- District Boundary
- ⌐⌐ District Identity Feature
- ★ Amenity Feature
- ◎ Community Asset
- ◄┅► Intensity Transition

PSYCHOGRAPHICS

- **EP** Enterprising Professionals
- **BYP** Bright Young Professionals
- **RC** Retirement Communities
- **UPF** Up & Coming Families
- **PP** Professional Pride
- **FA** Fresh Ambitions
- **SM** Soccer Moms
- **BB** Boomburbs

INDUSTRY TRENDS

Development Trends
- Mixed-Use Environments
- 18-Hour Environments
- Urban Centers & Proximity

Employment Trends
- Mobile Workforce
- Encore Careers
- Office Space Contraction

Business Trends
- High-Growth High-Tech
- Changing Service Market

Social Trends
- Traditional Neighborhood Design
- Aging Baby Boomers
- Demand for "Third Places"

Residential Trends
- Starter & Retirement Homes
- Renting By Choice

DEVELOPMENT PATTERN

1. **Suburban Living** is the character-defining placetype in this District. It is intended to provide for a variety of single-family housing products to support the needs of the employees at Baylor, Scott & White Medical Center and supporting medical facilities. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Suburban Living areas at appropriate locations to offer small-scale and supporting commercial developments compatible with suburban residential neighborhoods.

2. The **Professional Campus** placetype is located along US 380 in close proximity to the Baylor, Scott & White Medical Center, the major employer in this District. It is intended to attract medical oriented businesses that would typically support major hospitals. Design standards and technology infrastructure should be enhanced to support the needs of the medical center and supporting businesses.

3. The **Urban Living** placetype is located along Wilmeth Road adjacent to Franklin Branch, and is intended to provide an additional housing choice for healthcare professionals working in this District. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. The

color gradient in the Urban Living Areas on the diagram indicates that the darker shaded areas should have the highest density of Urban Living uses, with a transition to less dense products in the lighter shaded areas next to adjoining Suburban Living development. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Urban Living areas at appropriate locations that offer support and integration with urban residential development types.

4. In addition to appropriate locations within the Suburban Living areas, **Neighborhood Commercial** should primarily be focused around the key intersections indicated on the Diagram and should provide supporting neighborhood services for residents in this District. However, an over-concentration of these uses could create problems with viability and community character over time. As such, some deference should be shown to the market for determining the appropriate amount and specific location of this placetype around these intersections.

5. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

PLACETYPES

Character Defining Placetype — Suburban Living

Professional Campus
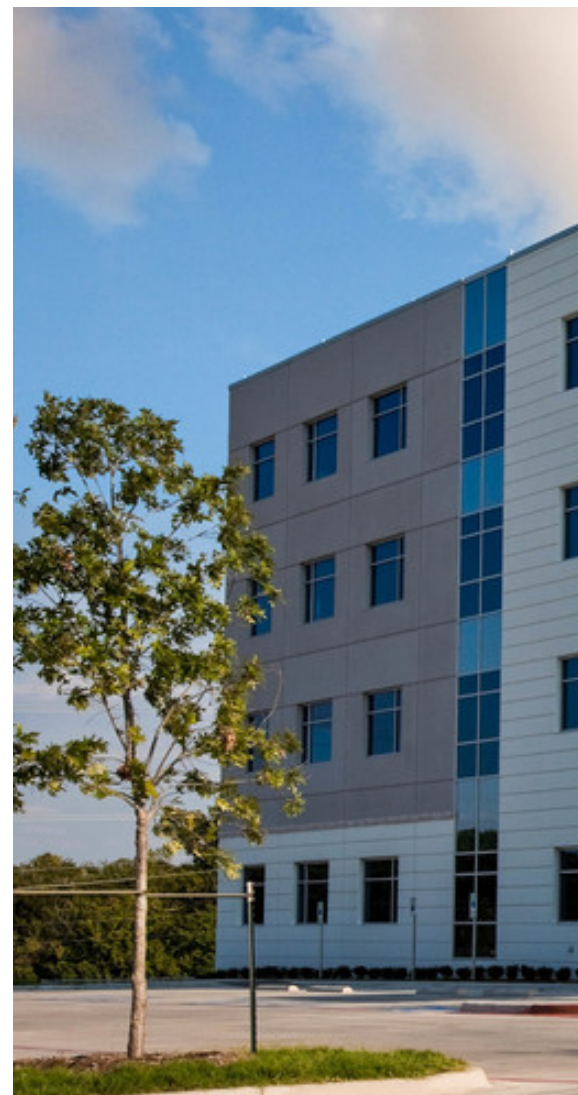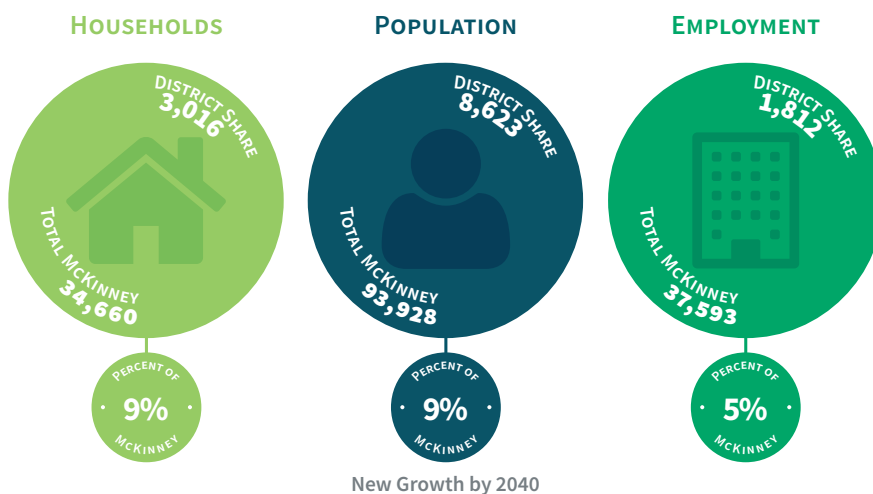

Urban Living

Neighborhood Commercial

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. The Community Asset on the Diagram denotes Baylor, Scott & White Medical Center which is the primary employment driver in the District.

2. A District Identify Feature should be located at the intersection of US 380 and Lake Forest Drive. This feature should serve as a key gateway and should establish an overall character and brand for the district. More information about this and other gateway features can be found in the Parks and Recreation Master Plan.

3. Transportation, water, wastewater, stormwater, and other infrastructure in this District should maximize compatibility with Wilson Creek and Franklin Branch and related open space amenities. Infrastructure should also support new development similar to that of Baylor, Scott & White Medical Center.

4. Mobility networks in this District should focus on providing capacity to support the employment base desired in the area while also focusing on creating character that brands the overall Medical District.

The graphic that follows provides a profile of the Collin McKinney Commercial District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS
DISTRICT SHARE
3,016

TOTAL MCKINNEY
34,660

PERCENT OF
9%
MCKINNEY

POPULATION
DISTRICT SHARE
8,623

TOTAL MCKINNEY
93,928

PERCENT OF
9%
MCKINNEY

EMPLOYMENT
DISTRICT SHARE
1,812

TOTAL MCKINNEY
37,593

PERCENT OF
5%
MCKINNEY

New Growth by 2040

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Creation of a gateway at US 380 and Lake Forest Drive.

2. Construction of streetscape improvements on Wilmeth Road.

3. Construction of connected trails, bikeways paths and other facilities to encourage residents and employees of this District to use these travel modes.

4. Partnerships between Baylor, Scott & White Medical Center, MISD, Collin College, the City of McKinney, and other organizations and the City to offer job training and placement, mentoring and similar opportunities so District residents can benefit from job opportunities in the health and wellness industry.

MILL DISTRICT

Intent - The vision for a transit village and urbanized State Highway 5 corridor is anchored by the respected heritage and vitality of the surrounding neighborhoods.

DESCRIPTION

Most of this District is already developed; its existing neighborhoods are vital to the District's thriving future. Public infrastructure in these neighborhoods, among the oldest in McKinney, may need repair or rehabilitation so it can continue to support the neighborhood's residents and businesses. Old Settlers Park is a valuable amenity for this District and provides an excellent opportunity for loft living, townhomes and live / work uses that provide density in an urbane and comfortable way. The District's existing neighborhoods are complemented and strengthened by Transit Ready Development (TRD) around the future transit stop between Virginia and Louisiana streets. Along with other priorities stated in the Town Center Study Phase I Report, new construction and redevelopment in the Mill District should be balanced with preservation of existing neighborhoods in the area, both in terms of uses and scale.

The City's Town Center Study Phase I Report and associated Illustrative Vision (collectively known as the Town Center Master Plan) largely establishes the design criteria, development approach and implementation program for this area. The character-defining placetypes for the Mill District's new development are Transit Ready Development and Urban Living. The historic Flour Mill site provides a distinctive anchor for a potential transit village, and the immediate surrounding area is ideally situated for Transit Ready Development that will create new and distinctive choices within the District. This area around the potential transit stop provides an expanded "downtown development pattern" east of Highway 5. The other potential transit stop sits on the border of the neighboring Business & Aviation District. This stop is better suited for a park-and-ride facility due to its close proximity to the TRD area to the north. As such, development near this transit stop should cater to commuters and others utilizing the transit.

Adaptive reuse of historic buildings should be encouraged in the Mill District and several structures have been noted as having potential for reuse. Revitalization must be done in a way that is compatible with the existing neighborhoods and that makes them even better places to live. Densities of redevelopment should be reduced from west to east to ensure compatibility with existing neighborhoods.

"Transit Ready Development that will create new and distinctive choices within the District"

With anchors such as Old Settlers Park, the historic Flour Mill, the historic Cotton Mill, and the future potential rail stop - the Mill District is a prime target for redevelopment initiatives that both densify existing neighborhoods and introduce new housing product types. The walkable street pattern that runs through the Historic Town Center District is replicated here, and public transit services should be available throughout the District. The Mill District is often described as the most distinctive and representative of what makes McKinney unique in the region. Among the 17 Districts that comprise the larger planning area, it is the only one slated for any significant level of redevelopment.

Given the limited number of opportunities for any sizable new development, residential and non-residential future investment and reinvestment activity will likely replicate what is already in place - perhaps with greater intensity in the vicinity of public transportation or transit improvements. Whereas a community's urban core is frequently the ideal setting within which to introduce otherwise untested residential product types, the mix of formats envisioned here include row houses, townhomes, stacked flats, zero lot line and potentially transitional housing for seniors.

Households in this District are a healthy mix of young and old, single and married individuals, with and without children, from various ethnic groups, that find diversity an essential neighborhood quality. Household incomes are comparatively modest, as are home prices. However, what housing products may lack in profile and value, is made up for in public amenities. As a District largely comprised of established neighborhoods, schools, churches, shopping opportunities and service providers are largely accessible via non-vehicular mobility options. The households that have children tend to be family-centric. Households with individuals that are either empty nesters or retirees prefer to spend their time on leisure activities including golf and dining out, rather than home maintenance.

MARKET ANALYSIS

LAND USE DIAGRAM

PLACETYPES

Character Defining Placetype — Transit Ready Development

Character Defining Placetype — Urban Living

Neighborhood Commercial

Map labels

Manufacturing & Warehousing

Neighborhood Commercial

Urban Living

Old Settler's Park

Transit Ready Development

Urban Living

Transit Ready Development

Manufacturing & Warehousing

Encore Wire

Future Transit Station

Pecan Grove Cemetery

Greenbelt Park (Future)

HTC: MIX

HTC: Downtown

HTC: MIX

Historic Town Square

Finch Park

THROCKMORTON STREET

TENNESSEE STREET

UNIVERSITY DRIVE

AIRPORT DRIVE

INDUSTRIAL BOULEVARD

McKinney National Airport

Urban Living

Employment Mix

Employment Mix

Aviation

Neighborhood Commercial

DEVELOPMENT PATTERN

1. **Transit Ready Development** is the first of two character-defining placetypes and is located east of SH 5 between Virginia and Louisiana Streets along the rail corridor and a potential future transit station. This TRD designation is as envisioned by the Town Center Master Plan. The area developed with this placetype would occur through redevelopment and adaptive reuse of existing buildings in the area and new construction. The limits of this placetype should mirror that of the Transit Village Core Character District of the McKinney Town Center Zoning District and should create a strong connection to Old Settlers Park.

2. A second location for **Transit Ready Development** placetype is along the rail corridor just north of the future potential transit station located between Wilson Creek Parkway and Industrial Boulevard. While this station is currently envisioned to be a park-and-ride facility, opportunities for a higher intensity of Transit Ready Development in this area should be maximized in accordance with the Cotton Mill Core Character District of the McKinney Town Center Zoning District.

3. **Urban Living** is the second character-defining placetype in this District and is located immediately north of the Transit Ready Development and Old Settlers Park. This placetype is intended to provide a transition in intensity between the Transit Ready Development (which includes retail and office uses in a mixed-use environment) and the existing residential uses in the District. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures.

4. **Neighborhood Commercial** should be located at the intersection of US 380 and Throckmorton, and at Greenville Street and Airport Boulevard. These sites are intended to provide supporting retail services and restaurants for the significant employment base that will develop in this District, as well as the current and future residents.

5. Any infill development or adaptive reuse that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

Legend:

- Floodplain / Amenity Zone
- District Boundary
- District Identity Feature
- Amenity Feature
- Community Asset
- Intensity Transition

PSYCHOGRAPHICS

- **RC** Retirement Communities
- **BYP** Bright Young Professionals
- **UPF** Up & Coming Families
- **FA** Fresh Ambitions
- **BU** Barrios Urbanos
- **MB** Middleburg

INDUSTRY TRENDS

Development Trends
- Mixed-Use Environments
- 18-Hour Environments
- Suburban Centers

Employment Trends
- Mobile Workforce
- Green Tendencies

Social Trends
- Traditional Neighborhood Design
- Aging Baby Boomers
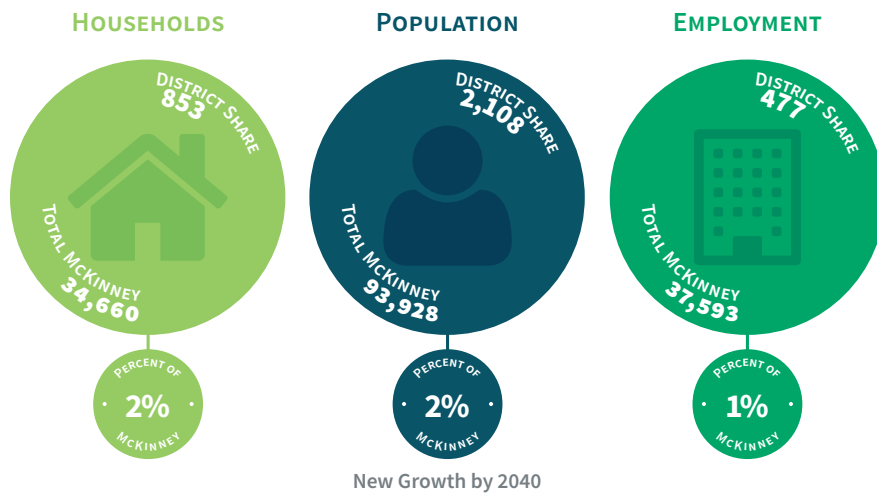- Expanding Millennial Market

Residential Trends
- Starter & Retirement Homes
- Renting By Choice

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. Key Amenity Features in this District include two potential transit stations and two historic cemeteries. Future development in the District should take full advantage of the unique opportunities created by these amenities. The cemeteries should be properly protected from nearby development.

2. As transportation, water, wastewater and stormwater infrastructure in this District is upgraded to support the existing neighborhoods and future development envisioned in the area, a focus should be placed on the appearance of these improvements in order to create a high-quality public realm in the area that is attractive to new investment.

3. Multi-purpose trails and enhanced pedestrian amenities should be among the priorities in this areas in order to encourage and promote an active, truly urbane environment at and around the Transit Ready Development.

The graphic that follows provides a profile of the Collin McKinney Commercial District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS
DISTRICT SHARE
853
TOTAL MCKINNEY
34,660
PERCENT OF
2%
MCKINNEY

POPULATION
DISTRICT SHARE
2,108
TOTAL MCKINNEY
93,928
PERCENT OF
2%
MCKINNEY

EMPLOYMENT
DISTRICT SHARE
477
TOTAL MCKINNEY
37,593
PERCENT OF
1%
MCKINNEY

New Growth by 2040

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Investment in needed repair and rehabilitation of infrastructure in the Mill District's existing neighborhoods.

2. Initiatives to record and celebrate the history of the neighborhoods and buildings in the Mill District.

3. Active participation in regional dialogue about funding and location of transit service in Collin County.

4. Focused planning, design and economic development incentives for Transit Ready Development in the area surrounding the future transit station.

5. Continued refinement of the TIRZ program to encourage rehabilitation of aging structures, adaptive reuse, and other private improvements.

6. Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.

7. Redesign State Highway 5 through the Mill District as consistent with the State Highway 5 Corridor Master Plan and Town Center Master Plan in order to improve connectivity to the Town Center District, as well as safety for all users of the roadway.

NORTHRIDGE DISTRICT

Intent - Anchored by an NRCS lake, new neighborhood developments in the Northridge District continue McKinney's high quality of life and housing choices.

DESCRIPTION

One of McKinney's strengths is its quality neighborhoods that are great places to raise families. By including neighborhoods developed over many decades, McKinney can offer families a choice of housing styles, neighborhood designs, public spaces and community character. These choices help the appeal to diverse families and households as times and needs change, and they enhance McKinney's long-term desirability and tax base stability of the City. The Northridge District builds on this strength and will play an important role in the future retaining this vitality since it will be the home of new family-oriented neighborhoods.

The character-defining placetype of the Northridge District is Suburban Living. This is the District that continues the successful and popular pattern of single family neighborhoods found today in Stonebridge Ranch and Tucker Hill. With the largest amount of undeveloped land of any District, Northridge has the ability to accommodate new neighborhoods for many years to come. Most of the District is expected to reflect the character of the Suburban Living placetype, with single family homes sited on individual lots. In addition to this neighborhood style, the Northridge District also includes some areas intended for Estate Residential development. Like Suburban Living, this placetype features single family detached homes. It offers a larger lot size to appeal to households that may want more space for gardens, horses, outdoor entertaining or other pursuits; this placetype also supports preservation of natural features and woodlands within new neighborhoods.

The Neighborhood Commercial placetype includes the ability to develop small retail, service and office centers to serve adjacent neighborhoods, but the scale of this District supports larger centers as well. In addition, Custer Road, Stonebridge Drive, Ridge Road and Lake Forest Drive are important commuter routes for McKinney and the cities to its north. The Northridge District includes Commercial Center and Neighborhood Commercial nodes at key intersections to capture the demands of the District's residents and those who drive through the District to and from work.

Since the Northridge District is located in the city's Northwest Sector, it has been considered as McKinney plans its expansions of water, sewer and other infrastructure systems. Timing and phasing of these systems will be an important aspect of assuring a steady, fiscally-sustainable level of growth over time.

The Wilson Creek and Stover Creek floodplains give the District some opportunities to incorporate natural open space as an amenity for residents. Trail connections along these creeks help link these newer neighborhoods to the jobs in the Medical District and the people and amenities in Stonebridge Ranch and other existing neighborhoods.

"Larger lot size to appeal to households that may want more space"

The Northridge District is located in the planning area's northwest sector, benefiting from natural amenities including Wilson and Stover Creeks, and related open space. Planned improvements that will complement these ecological features include a system of trail amenities designed to connect neighborhoods and commercial centers. As the area's largest residential district, Northridge should provide a location for families and executives seeking access to urban services in a suburban setting.

Housing products should be primarily developed at estate and suburban residential densities. Residents will benefit from access to US Highways 380 and 75, which offer direct connections to local employment centers, as well as those in Frisco, Plano and Richardson. As its residential population grows, the Northridge District will inevitably be a target for commercial center developments, particularly at key intersections such as Custer Road and FM 1461 and Lake Forest Drive and FM 1461.

The households that will find the Northridge District appealing can generally be described as family-centric, with moderate to high household incomes over the regional median, with professional jobs in the technology sector or other fields, and a preference for locating near family-oriented recreational activities. Northridge will be home to the area's "move up" market, with highly-amenitized neighborhoods and access to higher-end retail development enclaves.

MARKET ANALYSIS

LAND USE DIAGRAM
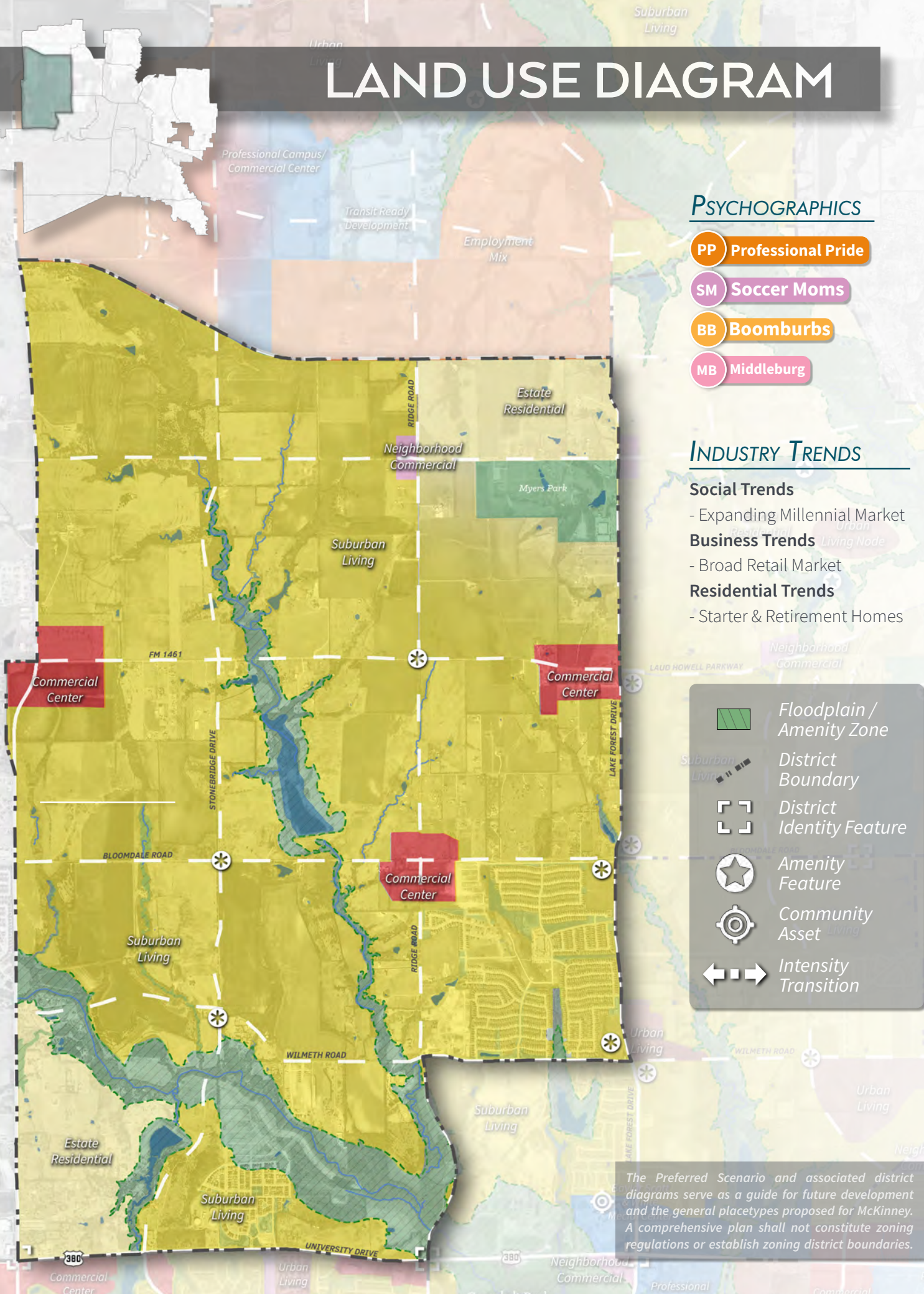
PSYCHOGRAPHICS

- **PP** Professional Pride
- **SM** Soccer Moms
- **BB** Boomburbs
- **MB** Middleburg

INDUSTRY TRENDS

Social Trends
- Expanding Millennial Market

Business Trends
- Broad Retail Market

Residential Trends
- Starter & Retirement Homes

Legend

- Floodplain / Amenity Zone
- District Boundary
- District Identity Feature
- Amenity Feature
- Community Asset
- Intensity Transition

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Professional Campus/Commercial Center

Transit Ready Development

Employment Mix

Urban Living

Suburban Living

Ridge Road

Estate Residential

Neighborhood Commercial

Myers Park

Suburban Living

FM 1461

Commercial Center

Commercial Center

Laud Howell Parkway

Neighborhood Commercial

Stonebridge Drive

Lake Forest Drive

Bloomdale Road

Commercial Center

Ridge Road

Suburban Living

Wilmeth Road

Estate Residential

Suburban Living

Urban Living

Wilmeth Road

Urban Living

Suburban Living

University Drive

380

Commercial Center

Urban Living

Neighborhood Commercial

Greenbelt Park

DEVELOPMENT PATTERN

1. **Suburban Living** is the character-defining placetype in this District. It is intended to provide significant areas for single family development that continue McKinney's reputation for high quality residential neighborhoods. The continuation of Stonebridge Drive and Ridge Road in this District will assist in branding the area as a predominantly residential District. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Suburban Living areas at appropriate locations to offer small-scale and supporting commercial developments compatible with suburban residential neighborhoods.

2. The **Estate Residential** placetype located in the northeastern portion of the District is intended to form a transition from Suburban Living to lower density residential placetypes in the adjacent Scenic District. The southwest corner of the Northridge District should continue to develop in this manner, as consistent with the existing neighborhoods in this area. Pockets of Estate Residential could also be appropriate within Suburban Living areas, especially around significant natural amenities (i.e. lakes, creeks, areas with major tree stands).

3. The **Commercial Center** placetype should be located where indicated by the Diagram, particularly at major intersections: FM 1461 at Custer Road, FM 1461 at Lake Forest Drive, Bloomdale Road at Ridge Road, and US 380 at Custer Road. These Commercial Centers are intended to provide retail amenities for residents in this District and neighboring communities.

4. In addition to appropriate locations within the Suburban Living areas, **Neighborhood Commercial** should primarily be focused around the key intersections indicated on the Diagram and should provide supporting neighborhood services for residents in the District. However, an over-concentration of these uses could create problems with viability and community character over time. As such, some deference should be shown to the market for determining the appropriate amount and specific location of this placetype around these intersections.

5. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

PLACETYPES

Character Defining Placetype — Suburban Living

Estate Residential

Neighborhood Commercial

Commercial Center

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. The Amenity Feature on the Diagram denotes an existing NRCS Lake (Natural Resource Conservation Service lake) that should be the focus of surrounding residential development in order to create neighborhoods that take advantage of this major amenity feature.

2. District Identify Features should be located along US 380 to serve as key gateways for the City of McKinney. These district identify features should establish an overall character and brand for the district. More information about these and other gateway features can be found in the Parks and Recreation Master Plan.

3. Multi-purpose trails should be located along the floodplain areas of Wilson Creek and Stover Creek to provide non-motorized connectivity to the rest of McKinney and to the region. These trails should serve the extensive residential development that is expected in this District.

4. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with Wilson Creek and Stover Creek, and related open space amenities.

5. Mobility networks in this District should focus on providing capacity to support the residential neighborhoods desired in the area while also focusing on creating character that brands the overall Northridge District. FM 1461, Bloomdale Road, and Custer Road will be major commuter routes through the District.

6. The aesthetic style and appeal of existing Stonebridge Drive (i.e. enhanced landscaping, curvilinear alignment) should be continued as the road is extended north of US 380.

The graphic that follows provides a profile of the Northridge District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS	POPULATION	EMPLOYMENT
DISTRICT SHARE 9,987	DISTRICT SHARE 29,962	DISTRICT SHARE 545
TOTAL MCKINNEY 34,660	TOTAL MCKINNEY 93,928	TOTAL MCKINNEY 37,593
PERCENT OF 29% MCKINNEY	PERCENT OF 32% MCKINNEY	PERCENT OF 1% MCKINNEY

New Growth by 2040
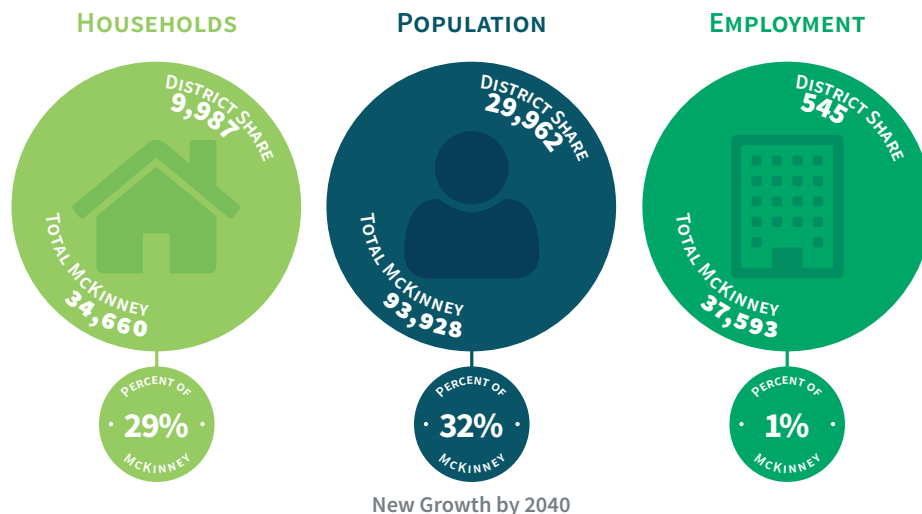
ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Creation of Gateways at US 380 and Custer Road and US 380 and Ridge Road.

2. Expansion of infrastructure that is phased, sized and timed to be adequate as development occurs.

3. Greenway Arterial design and streetscape improvements on FM 1461, Stonebridge Drive and Wilmeth Road and Lake Forest Drive.

4. Trails and open space amenities along Wilson Creek and Stover Creek.

OAK HOLLOW DISTRICT

Intent - Situated just north of the center of McKinney and along the US 75 corridor, non-residential and employment heavy uses will likely continue to dominate the landscape of the Oak Hollow District.

DESCRIPTION

The character-defining placetype of this District is Employment Mix, offering locations for new non-residential uses including office, distribution and other businesses. Office suites and business incubators could locate here. In addition, supporting commercial uses such as retail, restaurant, hotel and meeting facilities could be a part of the new development in this District. These types of businesses can benefit from proximity to major regional highways (US 75 and SH 5) as well as the rail line.

The Oak Hollow Golf Course is an important amenity for the District, and will help differentiate this District from the other employment locations in McKinney.

This District includes a substantial amount of existing development, including a major UPS training facility. These retail, office and industrial businesses contribute to the City's tax base and provide jobs and services needed by McKinney residents. These existing business areas should be supported so they maintain or increase their investment value.

The area east of State Highway 5 and north of Wilmeth Road is planned for Suburban Living neighborhoods, while the area between US 75 and Redbud Boulevard is planned for Urban Living. Since it is close to the mixed-use and entertainment destinations of the Honey Creek Entertainment District, this is an appropriate location for compact, walkable urban neighborhoods.

"The Oak Hollow Golf Course is an important amenity for the District"

Building on its central location within McKinney and existing concentrations of office and industrial product types, the Oak Hollow District should continue to attract businesses seeking a highly visible location along US 75, as well as those looking for a secondary location along SH 5, US 380, and possibly a future transit line. Surrounded by region-serving roadways, this District will attract a diverse mix of users desiring manufacturing, warehousing, office, and flex space supported by public amenities and accessible by its resident-employees. Retail, restaurant and lodging uses within the District should support businesses and their employees, while neighborhood shopping centers should target the needs of area residents, particularly along its northern boundary. Concentrations of Suburban and Urban Residential product types should be located independent of each other. Price points will be broad, recognizing the diversity of incomes in the area.

Oak Hollow Golf Course should continue to serve as a recreational amenity for both employees and residents of the area. Additional amenities, both natural and man-made, include planned physical connections and supporting facilities between residential and employment concentrations of a caliber sufficient to draw visitors from the region.

The households that will find the Oak Hollow District appealing can generally be described as smaller households of single and married individuals, some beginning families, with jobs requiring professional and semi-professional skills, with incomes at or above the regional median, and a preference to rent or own in either established neighborhoods or urban centers.

MARKET ANALYSIS

DEVELOPMENT PATTERN

1. **Employment Mix** is the character-defining placetype of this District, and is intended to build upon the employment base that already exists in much of the District. The remaining placetypes in this District are intended to support the primary intent of creating an employment base with supporting housing for employees and supporting commercial uses. The area developed with the Employment Mix placetype should be at least as large as that shown on the Land Use Diagram, and should generally infill the undeveloped areas shown.

2. The **Suburban Living** placetype is located northeast of the intersection of Wilmeth Road and State Highway 5. It is acceptable for development in this District to transition towards higher density Suburban Living uses immediately adjacent to the Employment Mix placetype. In this District, non-residential development consistent with the Neighborhood Commercial placetype could be included within the Suburban Living areas to offer small-scale, and supporting commercial developments compatible with suburban residential neighborhoods; however, should be limited.

3. The **Urban Living** placetype is located at the intersection of US 75 and Bloomdale Road, and is intended to provide an additional housing choice for employees working in this District. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. In this particular District, non-residential development should be discouraged within Urban Living due to its relatively small footprint here.

4. **Neighborhood Commercial** uses should be located where indicated by the Diagram. This placetype is intended to provide supporting retail services and restaurants for both the employees and residents in this District.

5. **Manufacturing & Warehousing** uses with higher intensities should be limited to the area between Airport Drive and the rail line. Access points should be located to provide access to US 75 via routes along Airport Drive and Wilmeth Road as to not overwhelm US 380.

PLACETYPES

Character Defining Placetype — Employment Mix

Suburban Living

Commercial Center

Urban Living

Manufacturing & Warehousing

LAND USE DIAGRAM

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Map labels:
- BLOOMDALE ROAD
- REDBUD BOULEVARD
- Employment Mix
- Suburban Living
- Urban Living
- Commercial Center
- WILMETH ROAD
- Oak Hollow Golf Course
- Commercial Center
- TAYLOR BURK DRIVE
- Collin College
- Employment Mix
- Commercial Center
- Urban Living
- AIRPORT DRIVE
- HTC: MIX
- Manufacturing & Warehousing
- UNIVERSITY DRIVE
- Professional Campus
- Urban Living
- HTC: Residential
- HTC: MIX
- Neighborhood Commercial
- VIRGINIA ROAD
- LOUISIANA STREET
- Old Settler's Park
- Urban Living
- Transit Ready Development
- HTC: MIX
- WILSON CREEK PARKWAY
- Softball & Baseball Complex
- Professional Campus
- Neighborhood Commercial
- Future Transit Station
- Manufacturing & Warehousing
- Encore Wire

INDUSTRY TRENDS

Development Trends
- Mixed-Use Environments
- 18-Hour Environments
- Urban Centers & Proximity

Employment Trends
- Green Tendencies
- Mobile Workforce
- Office Space Contraction

Business Trends
- Return to Manufacturing
- Texas Economic Growth

Social Trends
- Expanding Millennial Market
- Aging Baby Boomers

Residential Trends
- Starter & Retirement Homes

PSYCHOGRAPHICS

- **EP** Enterprising Professionals
- **BYP** Bright Young Professionals
- **UPF** Up & Coming Families
- **FA** Fresh Ambitions
- **BU** Barrios Urbanos
- **BB** Boomburbs
- **MB** Middleburg

Legend:
- Floodplain / Amenity Zone
- District Boundary
- District Identity Feature
- Amenity Feature
- Community Asset
- Intensity Transition

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. The Amenity Feature on the Diagram denotes the Oak Hollow Golf Course which will offer a unique amenity for both businesses and residents that choose to locate in this District.

2. Transportation, water, wastewater and stormwater infrastructure in this District should be planned to adequately support and maximize the desired non-residential uses that are planned here.

3. Mobility networks in this District should focus on providing capacity to support the employment base desired in the area while also focusing on creating character that brands the overall Oak Hollow District.

4. The design of Wilmeth Road, SH 5 and Airport Drive in this District should enhance the visibility and community value of the floodplain and open space areas.

5. A district identify feature should be located at the intersection of US 380 and State Highway 5. This feature should serve as a key gateway and should establish an overall character and brand for the City of McKinney. More information about this and other gateway features can be found in the Parks and Recreation Master Plan.

The graphic that follows provides a profile of the Oak Hollow District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS
DISTRICT SHARE
89
TOTAL MCKINNEY
34,660
PERCENT OF
0%
MCKINNEY

POPULATION
DISTRICT SHARE
257
TOTAL MCKINNEY
93,928
PERCENT OF
0%
MCKINNEY

EMPLOYMENT
DISTRICT SHARE
2,893
TOTAL MCKINNEY
37,593
PERCENT OF
8%
MCKINNEY
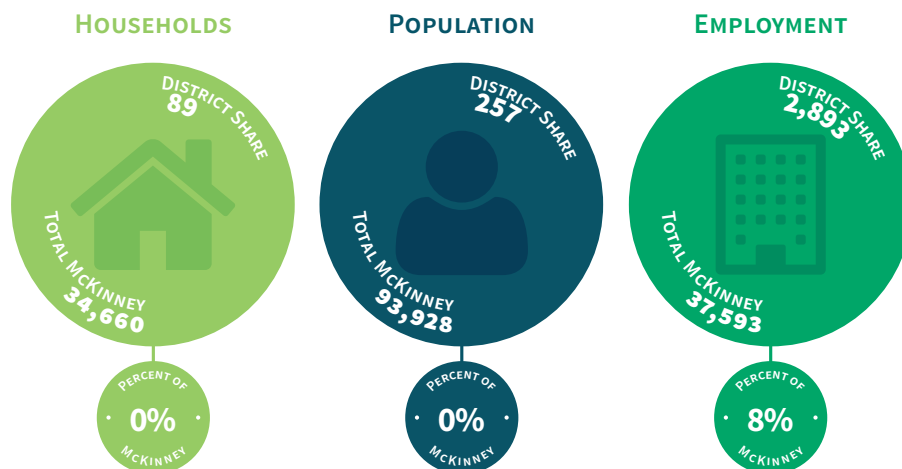
New Growth by 2040

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Creation of a Secondary Gateway at US 380 and SH 5.

2. Extend Wilmeth Road east of SH 5 and Airport Drive north of US 380 to provide new connections to US 75 and to the Business & Aviation District.

3. Conduct outreach to the businesses located in the Oak Hollow District to determine if there are opportunities for the City, the Chamber of Commerce, the McKinney Economic Development Corporation, or other entities to support business growth and attraction in this District.

4. Continue to invest in capital improvements, programming and maintenance to ensure that the Oak Hollow Golf Course retains its desirability among golfers.

OUTER LOOP COMMERCIAL DISTRICT

Intent - Largely shaped by the future Collin County Outer Loop, this District is envisioned as a place for high intensities of regional commercial, employment, and urban living opportunities.

DESCRIPTION

As currently envisioned, the Collin County Outer Loop will include major routes for cars, trucks and transit. The facility is not expected to be constructed until late in the timeframe of this plan. The development patterns envisioned in this plan maximize the benefits from such a major public transportation investment. The character-defining placetype in this District is Urban Living, while Employment Mix and Professional Campus placetypes create new locations for business office parks and for distribution or logistics companies. Transit Ready Development patterns at the likely location of a transit stop – the intersection of the Outer Loop and a future extension of Ridge Road – reserve these areas to take advantage of anticipated transit proximity. The eastern part of this District offers a natural amenity and recreational opportunities along Honey Creek.

> *"These areas to take advantage of anticipated transit proximity"*

The future Collin County Outer Loop and related extension of Custer Road, will not only provide additional mobility options to residents, but will inform the type and scale of new development within the District. Representing one of McKinney's longest-term, yet highest value economic development opportunities, it will be critical for the City to allow for a certain level of flexibility in terms of the timing and location of public improvements, so that it doesn't compromise its long-term potential. Although existing homes are largely Rural Residential or Estate Residential in character, it is somewhat inevitable that as urban level improvements are introduced, land prices will necessitate the development of higher value residential and non-residential product types at appropriate densities. Businesses that locate in the District will likely be concentrated along regional transportation routes with frontage along the Collin County Outer Loop and in highly-visible locations. Potential future development of a transit village will drive the introduction of residential products at densities supporting transit improvements and price points serving a wide range of income levels along with employment, shopping and entertainment offerings. Despite being among the fourth largest District in the planning area (as measured in acres and anticipated density) employment levels in the District by 2040 are expected to be among the lowest, of which approximately 60% will be service workers employed in office space. This is because the planning and development potential in this particular district is not expected to peak until late in the planning horizon of this plan (2040).

Supporting product types that could be found during the District's mid- to long-term phases of development will include retail, restaurant, service, and lodging facilities supporting both day- and nighttime employment, resident and visitor populations. Despite land prices reflective of expected densities, product values in the area will be enhanced by access to existing natural open spaces, thereby necessitating thoughtful planning and preservation of these desirable amenities.

The households that will find the Outer Loop Commercial District appealing can generally be described as smaller households of single and married individuals, many either pursuing or employed in positions requiring professional or semi-professional skills. The ethnic profile of individuals in these groups are among the most diverse, and their preference is largely to own rather than rent, in either established urban centers or in locations with accessibility to transit improvements.

MARKET ANALYSIS

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Suburban Living

Urban Living

Employment Mix/ Commercial Center

Professional Campus/ Commercial Center

Transit Ready Development

Employment Mix

Estate Residential

Neighborhood Commercial

Neighborhood Commercial

Myers Park
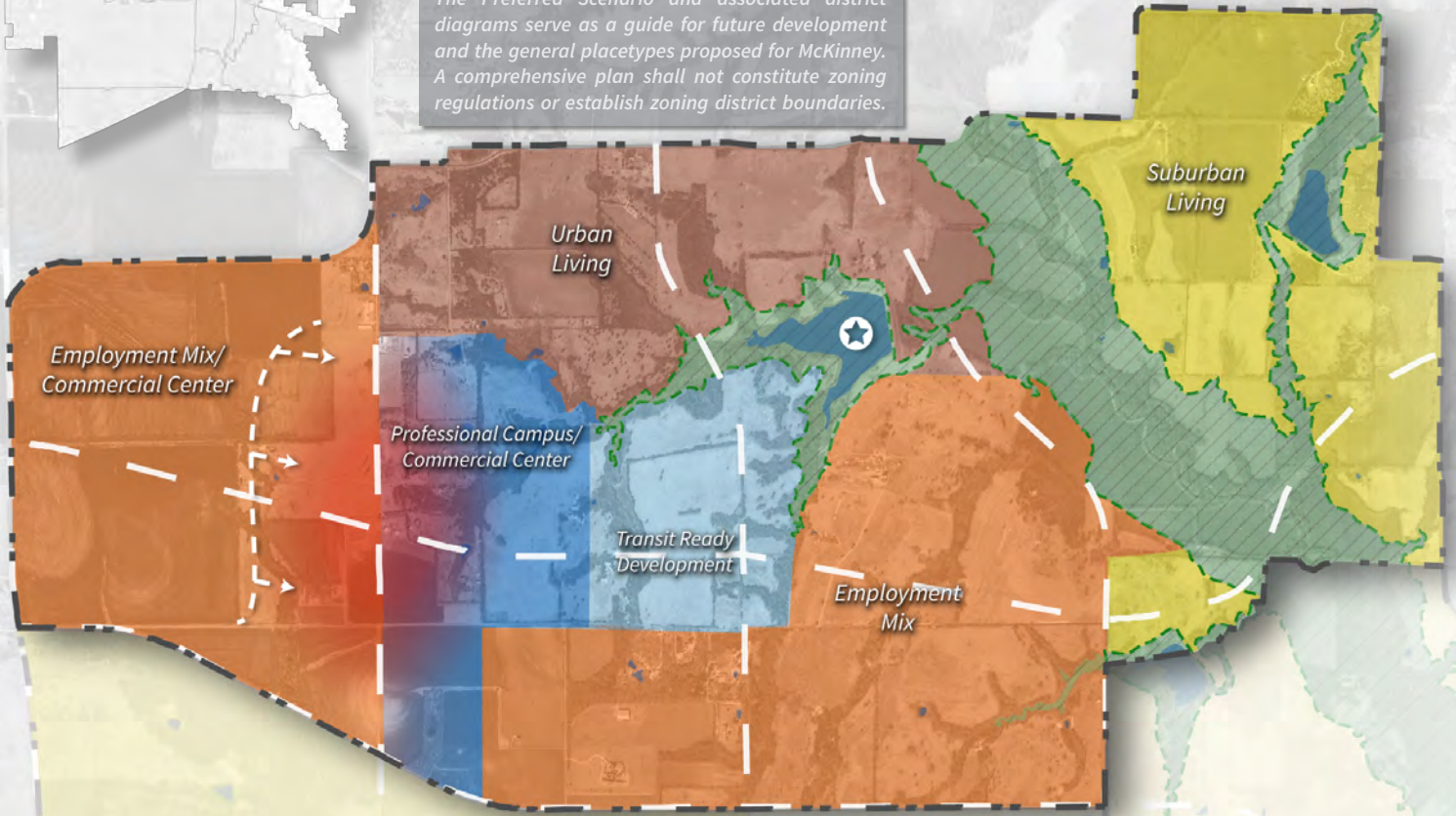
PSYCHOGRAPHICS

- **EP** Enterprising Professionals
- **BYP** Bright Young Professionals
- **FA** Fresh Ambitions
- **BB** Boomburbs
- **MB** Middleburg

Floodplain / Amenity Zone

District Boundary

District Identity Feature

Amenity Feature

Community Asset

Intensity Transition

INDUSTRY TRENDS

Development Trends
- Mixed-Use Environments
- 18-Hour Environments
- Urban Centers & Proximity

Employment Trends
- Mobile Workforce
- Business Office Contraction

Business Trends
- High-Growth High-Tech

Social Trends
- Traditional Neighborhood Design

Residential Trends
- Starter & Retirement Homes
- Renting By Choice
- Living With Friends

STRATEGIC DIRECTION

DEVELOPMENT PATTERN

1. **Urban Living** is located along the southern edge of the District and is intended to provide a residential base for this highly employment-oriented District. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Urban Living areas at appropriate locations that offer support and integration with urban residential development types.

2. More intense development, including higher densities of residential associated with **Transit Ready Development**, large-scale offices or **Professional Campuses**, and the regional retail of **Commercial Center**, should be located along the frontage of the Outer Loop in order to maximize economic development opportunities in the area while minimizing its impact on the natural environment.

3. The **Transit Ready Development** placetype is located at the intersection of the Outer Loop and Ridge Road, in the heart of the District. It is intended to provide employment and residential uses that will take advantage of the future rail component of the proposed Outer Loop corridor. Given its location near an existing Natural Resource Conservation Service lake, any Transit Ready Development that occurs in this area should take full advantage of the close proximity to this amenity feature.

4. The **Professional Campus** placetype in this District provides additional employment-oriented opportunities along the new Outer Loop corridor. The location along a major regional highway and potential transit corridor, along with proximity to a mixed-use environment of Transit Ready Development make the areas shown on the diagram ideal for future corporate headquarters and multi-tenant high-rise offices.

5. **Commercial Center** developments should provide supporting retail services and restaurants for the significant employment base and urban residential uses that will develop in this District.

6. **Employment Mix** should be located throughout the District and will house businesses that need access to, but not necessarily a high level of visibility from the Outer Loop.

PLACETYPES
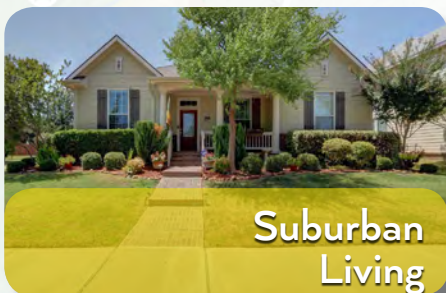
Character Defining Placetype — Urban Living

Transit Ready Development

Commercial Center

Suburban Living

Employment Mix

Professional Campus

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. The Amenity Feature on the Diagram denotes an existing Natural Resource Conservation Service lake, which should be the focus of surrounding Transit Ready Development and Urban Living area in order to create places that take advantage of this unique feature.

2. Multi-purpose trails should be located along the floodplain areas of Honey Creek to provide non-motorized connectivity to the rest of McKinney and to the region. This District should have additional trails connecting the various placetypes to the regional systems. Trails should also provide connections into areas of Transit Ready Development, Professional Campus, and Commercial Center.

ANTICIPATED PUBLIC INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. This District's development pattern assumes a major public investment in transportation infrastructure. More specific area plans and design standards should be adopted when the timing and design of the Outer Loop are determined.

2. Extension of urban or suburban-scale public infrastructure timed in accordance with the construction of the Outer Loop.

3. If the region's plans for the Outer Loop change, a revised District planning process will be needed to provide appropriate land use and development direction.

The graphic that follows provides a profile of the Outer Loop Commercial District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS	POPULATION	EMPLOYMENT
DISTRICT SHARE 282	DISTRICT SHARE 710	DISTRICT SHARE 536
TOTAL MCKINNEY 34,660	TOTAL MCKINNEY 93,928	TOTAL MCKINNEY 37,593
PERCENT OF 1% MCKINNEY	PERCENT OF 1% MCKINNEY	PERCENT OF 1% MCKINNEY

New Growth by 2040
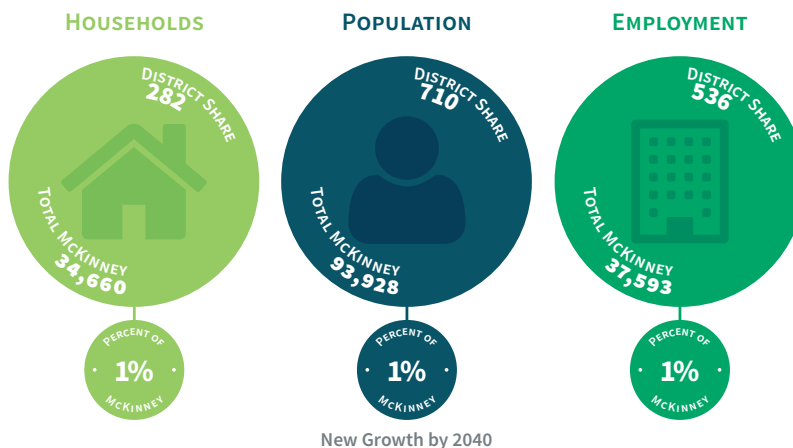
SCENIC DISTRICT

Intent - With distinctive topography, the city's largest park, and a significant creek corridor, the Scenic District offers a unique neighborhood character with convenient connections to destination activities and amenities.

DESCRIPTION

The Scenic District, anchored by Erwin Park and including an extensive natural area along Honey Creek, will host an expanded system of trails and other outdoor amenities. The natural beauty of this area and the range of recreational activities it offers make it a desirable location for unique neighborhoods. The character-defining placetypes of this District are Suburban Living and Estate Residential. South of Laud Howell Parkway, most new development will be of suburban residential character, with neighborhoods of single family homes connected to Erwin Park through trails and open space corridors and supported by local-service commercial uses. Neighborhoods north of Laud Howell Parkway will feature larger estate lots or development clustered to retain substantial areas of open space linked to the Honey Creek natural areas. In addition to the single family neighborhoods that will characterize much of the Scenic District, there is also the potential for small pockets or nodes of higher density Urban Living within the District located to capitalize on existing natural features.

"Retain substantial areas of open space linked to the Honey Creek natural areas"

The Scenic District is located in the north-central portion of the planning area and is recognized for its abundance of natural features, open spaces, rolling terrain, ponds and floodplains. Improvements planned to complement these ecological features should include enhancements where major roadways cross Honey Creek and at the entrance to Erwin Park; along with a multi-purpose system of trails located along the floodplain areas of Honey Creek, connecting neighborhoods within the District, as well as activity centers in the larger community.

While supporting a mix of uses and product types similar to those programmed in the Northridge District, the design of neighborhoods in the Scenic District should be consistent with the natural setting. Emphasis should be placed on the quality, rather than quantity, of residential and non-residential development. Non-residential development should be limited to neighborhood-supporting services.

The households that will find the Scenic District appealing can generally be described as family-centric, with household incomes over the regional median and possessing professional jobs in the technology sector or other fields. Given its highly-amenitized neighborhoods and proximity to higher-end retail development enclaves, the Scenic District will host products considered desirable by the area's "move-up" market.

MARKET ANALYSIS

DEVELOPMENT PATTERN

1. **Suburban Living** is the first of two character-defining placetypes in this District. It is intended to provide significant areas for single family development and support the housing needs of employees in the Medical District and Honey Creek District. The primary areas for the Suburban Living placetype in this District are located south of Laud Howell Parkway and in the areas adjacent to the Honey Creek District. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Suburban Living areas at appropriate locations to offer small-scale, and supporting commercial developments compatible with suburban residential neighborhoods.

2. The second character-defining placetype in this District is **Estate Residential**. This placetype is located primarily north of Laud Howell Parkway and is intended to take advantage of the significant scenic character presented in this area by rolling topography and existing ponds and floodplain areas. Like the Suburban Living placetype, Estate Residential is intended to provide significant areas for single family development and support the housing needs of employees in the Medical District and Honey Creek District.

3. A pocket or node of **Urban Living** is identified on the diagram in between the two lakes north of Laud Howell Parkway. Though not a predominate placetype in this District, Urban Living in this location could provide a unique opportunity for active lifestyle housing choices of individuals who desire close proximity to the amenities of Erwin Park or the adjacent Honey Creek Entertainment District. The design and density of Urban Living development should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. This placetype is located in a manner that utilizes floodplain / amenity areas, and existing or future commercial developments as a transition to less intense development patterns. If market demand does not support walkable, pedestrian-friendly, active lifestyle urban living choices, this location should develop as Estate Residential.
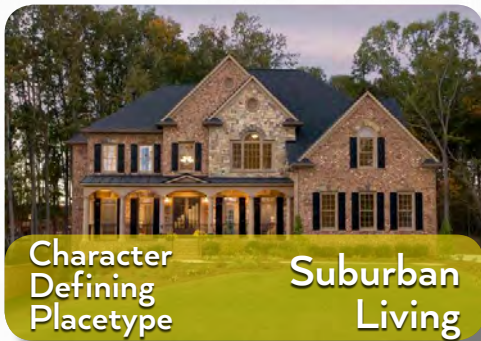
PLACETYPES

Character Defining Placetype — **Suburban Living**

Character Defining Placetype — **Estate Residential**

Neighborhood Commercial

Urban Living (Node)

LAND USE DIAGRAM

Legend

- **Floodplain / Amenity Zone**
- **District Boundary**
- **District Identity Feature**
- **Amenity Feature**
- **Community Asset**
- **Intensity Transition**

PSYCHOGRAPHICS

- **UPF** Up & Coming Families
- **PP** Professional Pride
- **BB** Boomburbs

INDUSTRY TRENDS

Employment Trends
- Green Tendencies

Residential Trends
- Starter & Retirement Homes

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Neighborhood Commercial

Estate Residential

Urban Living Node

Neighborhood Commercial

LAUD HOWELL PARKWAY

LAKE FOREST DRIVE

Commercial Center

Suburban Living

BLOOMDALE ROAD

Urban Living

Suburban Living

HARDIN BOULEVARD

RIDGE ROAD

Myers Park

Commercial Center
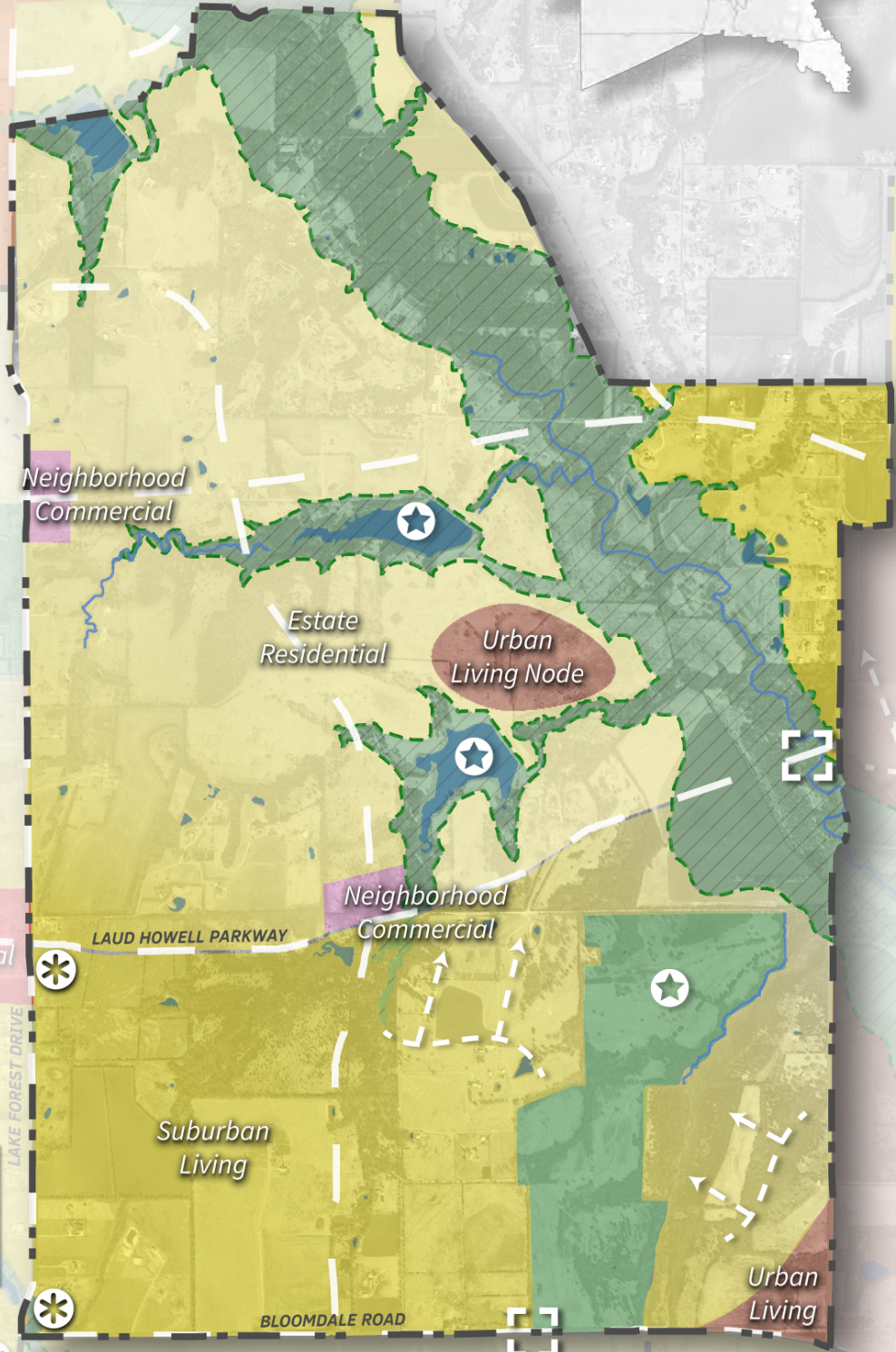
IDENTITY, AMENITIES,
& INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. The Amenity Features on the Diagram denote existing Natural Resource Conservation Service lakes and Erwin Park, each of which should be the focus of surrounding residential development in order to create neighborhoods that take advantage of these major amenity features.

2. District Identity Features (including specially enhanced bridges) should be located where the District's major roadways cross Honey Creek and at the entrance of Erwin Park along Bloomdale Road.

3. Multi-purpose trails should be located along the floodplain areas of Honey Creek to provide non-motorized connectivity to the rest of McKinney and to the region. This District should have additional trails connecting the adjacent neighborhoods to the regional systems.

4. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with Honey Creek, and related open space amenities.

5. Mobility networks in this District should focus on providing capacity to support the residential neighborhoods desired in the area while also focusing on creating character that brands the overall Scenic District.

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Greenway Arterial design and streetscape improvements on Laud Howell Parkway and other designated greenways.

2. Continue to maintain and enhance Erwin Park as a major asset for this District.

3. Creation of trails and other amenities in the Honey Creek natural areas.

The graphic that follows provides a profile of the Scenic District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS	POPULATION	EMPLOYMENT
DISTRICT SHARE 1,245	DISTRICT SHARE 3,609	DISTRICT SHARE 46
TOTAL McKINNEY 34,660	TOTAL McKINNEY 93,928	TOTAL McKINNEY 37,593
PERCENT OF 4% McKINNEY	PERCENT OF 4% McKINNEY	PERCENT OF <1% McKINNEY
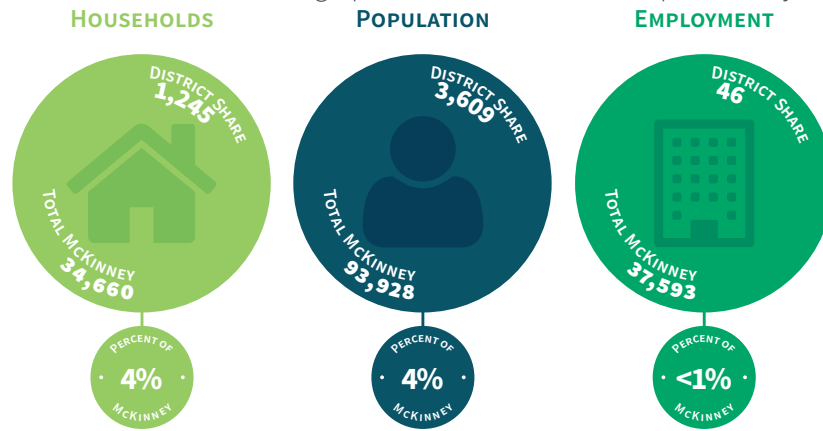
New Growth by 2040

SOUTHGATE DISTRICT

Intent - This District is one of the entryways into the City of McKinney. It establishes a distinctive urban character of high quality, high value places for urban living and working.

DESCRIPTION

The Southgate Business District, including the interchange of US 75 and Spur 399 between SH 121 and SH 5, is easily the community's principal gateway and "front door." This is where people from most of the Metroplex arrive in McKinney, so the Southgate Business District should communicate McKinney's desired community character and identity to these travelers. The existing Medical Center of McKinney and the Sheraton Hotel provide landmarks immediately at the interchange; the introduction to the McKinney community should be continued with distinctive public design and private development along Spur 399 throughout this District.

The character-defining placetypes of this District are Professional Campus and Mixed-Use Center. As the gateway in to McKinney, it is essential to capitalize on large land holdings, particularly those at the intersection of US 75, SH 121 and Spur 399. High profile locations for Professional Campus and Mixed-Use Center will take advantage of visibility and access to the regional transportation network. The quality of public improvements such as gateway treatments, wayfinding programs, landscaping, and street enhancements in this District should inform and establish the desired quality and character of private improvements. The Mixed-Use Center areas should attract retail stores, restaurants, and other commercial uses on the ground floors and residential and/or employment uses on upper floors. Urban Living areas provide additional locations for compact and walkable residential development.

"Where people from most of the Metroplex arrive in McKinney"

Businesses which locate in the Professional Campus areas will be seeking a high-profile setting with frontage along US 75, SH 121 and Spur 399. Proximity to major economic assets such as the Medical Center of McKinney, the Collin College Higher Education Center, Sheraton Hotel and Conference Center, and Emerson Process Management will also be a desirable factor that drives new businesses to this area. Although likely considered an asset by area residents, the retail stores and restaurants within this District will find their primary support from the daytime employment and visitor populations.

Product types found within the Mixed-Use Center should include retail, service, office, institutional, and residential. Urban residential developments should offer a variety of products at price points supporting both service and retail employees, at densities compatible with anticipated concentrations of supporting and related uses.

The households that will find the Southgate Business District appealing can generally be described as smaller households of single and married individuals, with jobs requiring professional and semi-professional skills, incomes at or above the regional median, and a preference to rent or own in either established neighborhoods or urban centers.

MARKET ANALYSIS

STRATEGIC DIRECTION

DEVELOPMENT PATTERN

1. The **Mixed-Use Center** placetype is the first of two character-defining placetypes in this District. As denoted on the Diagram, this placetype should be located in close proximity to the area's assets, and should provide a variety of commercial use types ranging in size and form; including retail, office, dining, entertainment, hospitality, institutional and others. In order to provide the overall District with a mixed-use character. The design and density of the Mixed-Use Center development should create a walkable, pedestrian-friendly environment that has strong connections to the key assets in the District.

2. The **Professional Campus** placetype is the second character-defining placetype in this District. Located at the intersection of SH 5 and SH 121, it is intended to attract a variety of corporations desiring to take advantage of the area's assets including a major medical center, hotel, and higher education facility. Design standards and technology infrastructure should be high to support the needs of corporation and supporting businesses locating in this area.

3. The **Urban Living** placetype is located along the City's boundary with Fairview and along Medical Center Drive in support of the Mixed-Use Center area. It is intended to provide housing options for healthcare professionals and employees of corporations locating in this District. The design and density of Urban Living should create a walkable, pedestrian-friendly environment in the public and private spaces between the residential structures. In this particular District, non-residential development should be discouraged within Urban Living.

4. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

PLACETYPES

Character Defining Placetype — Mixed-Use Center

Character Defining Placetype — Professional Campus

Urban Living

Suburban Living

LAND USE DIAGRAM

Mixed-Use Center

Suburban Living

Commercial Center

Professional Campus

Urban Living

Urban Living

Medical Center Drive

Urban Living

Collin County Community College

Professional Campus

Sheraton

Medical City McKinney

Urban Living

Suburban Living

Professional Campus

Neighborhood Commercial

Pecan Grove Cemetery

Greenbelt Park (Future)

Heard Natural Science Museum & Wildlife Sanctuary

HIGHWAY 75

WILSON CREEK PARKWAY

Softball & Baseball

EL DORADO PARKWAY

PARKWAY

Legend

- Floodplain / Amenity Zone
- District Boundary
- District Identity Feature
- Amenity Feature
- Community Asset
- Intensity Transition

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

PSYCHOGRAPHICS

- **EP** Enterprising Professionals
- **BYP** Bright Young Professionals
- **UPF** Up & Coming Families
- **FA** Fresh Ambitions
- **MB** Middleburg

INDUSTRY TRENDS

Development Trends
- Mixed-Use Environments
- 18-Hour Environments

Employment Trends
- Mobile Workforce
- Business Office Contraction

Business Trends
- High-Growth High-Tech

Residential Trends
- Starter & Retirement Homes
- Renting By Choice
- Living With Friends

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. Significant Identity Features (including specially enhanced bridges) should be located where the District's major roadways and its important creeks intersect. The Identity Feature located at Medical Center Drive signifies the gateway into the primary Mixed-Use Center development. The Identify Features located at SH 5 and Wilson Creek and at US 75 and SH 121 signify the locations for gateways into the City of McKinney. Both gateways should focus on creating an overall character and brand for the City and/or Gateway District. More information about these and other gateway features can be found in the Parks and Recreation Master Plan.

2. The Community Assets on the Diagram denote the Collin College Higher Education Center, Sheraton Hotel and Conference Center, and the Medical Center of McKinney. Each of these have a unique opportunity to support additional Professional Campus and Mixed-Use development in the District.

3. Key Amenity Features in this District include the Heard Natural Science Museum and Wildlife Sanctuary and future greenbelt park (located just outside of the District). Future development in this District should take full advantage of the unique opportunities created by these amenity features.

4. Multi-purpose trails should be located along the floodplain areas of Wilson Creek to provide non-motorized connectivity to the rest of McKinney and to the region. This District should have additional trails connecting the various placetypes to the regional systems.

5. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with the creeks and related open space amenities, as well as the Professional Campus / Mixed-Use development context of the District.

The graphic that follows provides a profile of the Southgate Business District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS	POPULATION	EMPLOYMENT
DISTRICT SHARE 2,102	DISTRICT SHARE 5,043	DISTRICT SHARE 4,551
TOTAL MCKINNEY 34,660	TOTAL MCKINNEY 93,928	TOTAL MCKINNEY 37,593
PERCENT OF 6% MCKINNEY	PERCENT OF 5% MCKINNEY	PERCENT OF 12% MCKINNEY

New Growth by 2040
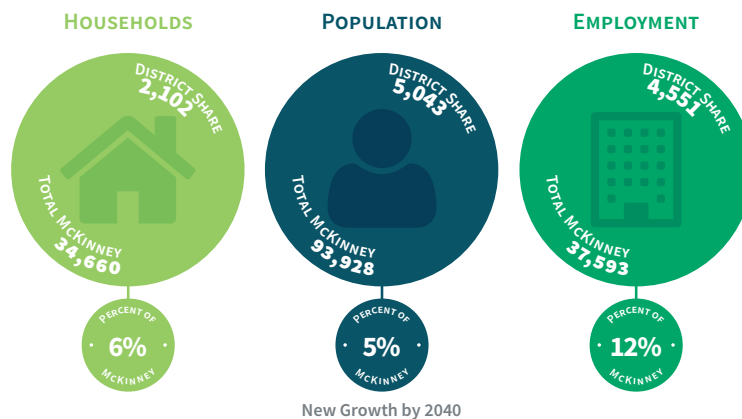
ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Creation of a Gateway to the Mixed-Use Center at SH 121 and Medical Center Drive.

2. Creation of a Gateway where SH 5 crosses Wilson Creek.

3. Improvements and expansions to Eldorado Parkway.

4. Design and finance of identity features within the District to communicate McKinney's identity.

5. Zoning and design guidelines or requirements to ensure high quality, pedestrian oriented development within the Urban Living and Mixed-Use Center placetype areas.

6. Identification of areas within the District (such as along SH 5) where revitalization may be desirable and economically feasible.

TOWN CENTER DISTRICT

Intent - The Historic Town Center remains the heart of McKinney, celebrating the community's past and attracting the residents, businesses and visitors of the future.

DESCRIPTION

The Town Center District includes the community's historic commercial core and its surrounding neighborhoods west of State Highway 5. Since this is the oldest part of McKinney, it is largely developed. The area will continue to thrive through investment in adaptive reuse of existing buildings and infill development on currently-vacant or underutilized parcels. It is also the center of the McKinney community. This historic downtown square is one of the North Texas region's most established and recognized destinations. New uses and buildings in the Town Center District must retain the area's character and supplement the retail, restaurants, offices and other uses around the Square and in the rest of the Town Center area.

The City's Town Center Study Phase I Report and associated Illustrative Vision (collectively known as the Town Center Master Plan) establishes the design criteria, development approach and implementation program for this area. The character-defining placetype of this District is Historic Town Center. This Placetype refers to the approved vision and emphasizes the importance of its continued implementation. Adopted in 2013, the McKinney Town Center Form-Based Zoning District and associated Regulating Plan provides the regulatory guidance for continued development and redevelopment in the core of the Town Center District.

"Town Center will continue to be the community's most obvious and genuine mixed-use center"

McKinney's historic Town Center has long been recognized as a regional destination for shopping and entertainment. In recent years, however, it has become equally thought of for its traditional neighborhoods and historic housing inventory. Unlike many communities throughout the Metroplex, McKinney not only preserved, but protected this most authentic and valued asset. While hundreds of communities have sought to create urban cores within suburban settings, few have the essential elements necessary for success including: a history; connection to its residents' pasts; social infrastructure such as churches and schools; and, consistently designed and maintained urban fabric.

While the city of McKinney will continue to grow in every direction outward from the Town Center District, as it always has, Town Center will continue to be the community's most obvious and genuine mixed-use center. Further, commercial and residential uses will continue to be co-located along and within several major arterials, yet at greater densities than existed in the past, with both vertical and horizontal integration. The scale of spaces with potential for development or adaptive reuse are such that only small- and medium-sized businesses will be accommodated over the near- and long-term, in the company of boutique stores and those typically found in a "main street" environment, non-chain lodging facilities, restaurants, public offices and community spaces.

Residential developments will complement the massing of new and redeveloped structures, offering a variety of products at price points supporting service, retail and professional employees at a range of income levels. While the Mill District is the only one programmed for any significant level of redevelopment activity, this Town Center District is likely to receive interest in adapting existing or building new infill product types. The health of the community's urban core is among the top economic development citing criteria used by expanding and relocating companies. To this end, the Downtown Square is an invaluable asset and should continue to be thought of as such, particularly while development on the fringe of the community continues to command the attention and resources of staff and public officials.

Householders in this District are headed by individuals at the beginning and end of their earning years, both married and single, but the majority with one or two children. Traditional single family homes are the preference among families with those in the higher income brackets owning their homes, and those in the lower income brackets renting them. Younger individuals in the District chose this location for its proximity to the Town Square area, character of its established neighborhoods, and existing infrastructure that supports alternative modes of transportation including walking, biking, and riding public transportation. Educational attainment among area residents largely range from high school graduates to completion of advanced degrees, explaining the presence of retail and service workers, white collar professionals, educators and retirees. Among those individuals either in or near retirement, many lived in the District when they were raising their now adult children, but will inevitably relocate when their lifestyle choices or needs change.

MARKET ANALYSIS

LAND USE DIAGRAM

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Commerce Center

Employment Mix

380

HTC: MIX

Professional Campus

WHITE AVENUE

HTC: Residential

HTC: MIX

Neighborhood Commercial

Commercial Center

HTC: MIX

VIRGINIA ROAD

HTC: Downtown

Urban Living

LOUISIANA STREET

Historic Town Square

Transit Ready Development

HTC: Residential

Finch Park

Urban Living

Tennessee Street

WILSON CREEK PARKWAY

Softball & Baseball Complex

HTC: MIX

Transit Ready Development

Manufacturing & Warehousing

Neighborhood Commercial

EL DORADO PARKWAY

Future Transit Station

Pecan Grove Cemetery

Mixed-Use Center

Employment Mix

Suburban Living

Urban

Greenbelt Park (Future)

McKinney National Airport

Industry Trends

Development Trends
- Mixed-Use Environments

Employment Trends
- Mobile Workforce
- Suburban Centers
- Green Tendencies
- Social Trends
- Traditional Neighborhood Design
- Aging Baby Boomers

Residential Trends
- Starter & Retirement Homes

Psychographics

- **EP** Enterprising Professionals
- **BYP** Bright Young Professionals
- **UPF** Up & Coming Families
- **FA** Fresh Ambitions

Floodplain / Amenity Zone

District Boundary

District Identity Feature

Amenity Feature

Community Asset

Intensity Transition

DEVELOPMENT PATTERN

1. **Historic Town Center** is the character- defining placetype in this District which includes three sub-placetypes; Downtown, Mix and Residential that represents the existing development pattern. It is intended to accommodate a variety of building types that are in keeping with the existing character in the Historic Town Center. Any infill development or redevelopment of sites in this District (residential or non-residential) should be in keeping with this placetype.

2. The intensity and historic form/character will likely transition to more traditional development patterns in areas near US 75 and US 380 and Redbud Boulevard area.

3. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

PLACETYPES

Historic Town Center Downtown

Historic Town Center Mix

Historic Town Center Residential

Professional Campus

Commercial Center

Neighborhood Commercial

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. The Amenity Features on the Diagram denote the Historic Town Square and the Grady Littlejohn Softball Complex. These features have the ability to provide amenity for infill or redevelopment that occurs in the District.

2. District identify Features should be located at the intersection of State Highway 5 and FM 546, at US 75 and US 380, and where US 75 crosses Wilson Creek. These features should serve as key gateways and should establish an overall character and brand for the City of McKinney. More information about this and other gateway features can be found in the Parks and Recreation Master Plan.

3. Multi-purpose trails should be located along the floodplain areas of Wilson Creek to provide non-motorized connectivity to the rest of McKinney and to the region. This District should have additional trails connecting the various placetypes to the regional systems.

4. Transportation, water, wastewater and stormwater infrastructure in this District should maximize compatibility with Wilson Creek and Franklin Branch, and related open space amenities.

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Continued public investments in infrastructure for the Town Center area, in accordance with the Town Center Master Plan.

2. Implement a solution to provide additional parking in appropriate locations for the Town Center.

3. Refine the economic development incentives, marketing and other programs encouraging Town Center investment to ensure that they are effective and responsive to current market conditions.

4. Create bicycle and pedestrian connections from the Town Center to other parts of the McKinney community.

5. Update and expand the marketing and outreach to engage McKinney residents and visitors with the Town Center area.
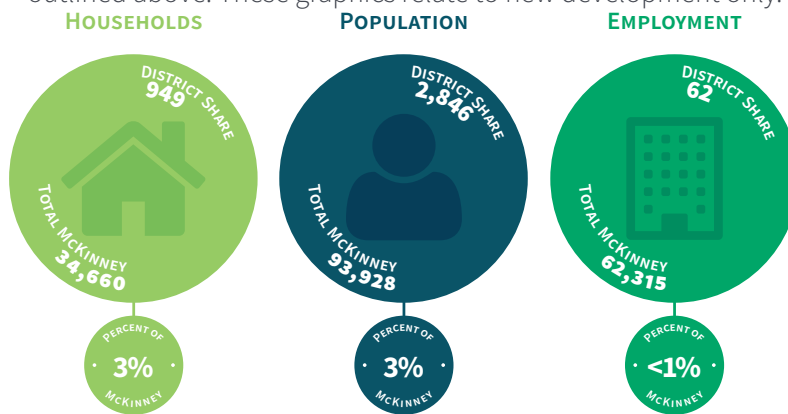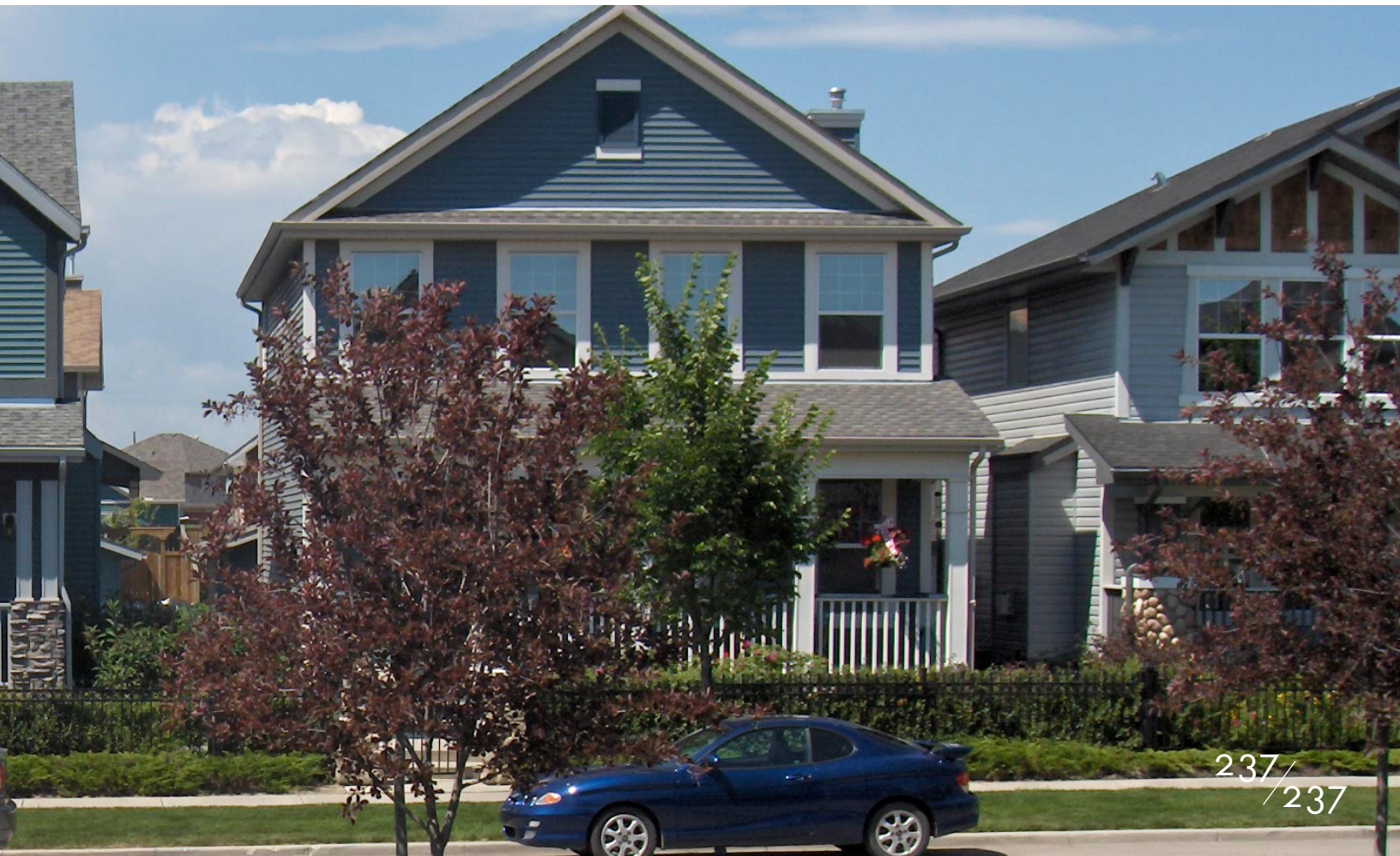
6. Provide regular and engaging updates on the progress of Town Center revitalization to the McKinney community, visitors and future investors.

7. Continue to refine the TIRZ program to encourage reinvestment in private property throughout the Town Center District.

8. Investigate the use of special District or other mechanisms that fund the costs associated with public improvements requiring higher service levels that provided citywide.

9. Redesign State Highway 5 through the Town Center District as consistent with the State Highway 5 Corridor Master Plan and Town Center Master Plan in order to improve connectivity to the Mill District, as well as safety for all users of the roadway.

10. Redesign US 380 to improve safety for all users and improve access to the retail service uses along both sides of the corridor.

11. Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.

The graphic that follows provides a profile of the Town Center District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS
DISTRICT SHARE
1,279
TOTAL McKINNEY
34,660
PERCENT OF
4%
McKINNEY

POPULATION
DISTRICT SHARE
3,145
TOTAL McKINNEY
93,928
PERCENT OF
3%
McKINNEY

EMPLOYMENT
DISTRICT SHARE
1,461
TOTAL McKINNEY
37,593
PERCENT OF
4%
McKINNEY

New Growth by 2040
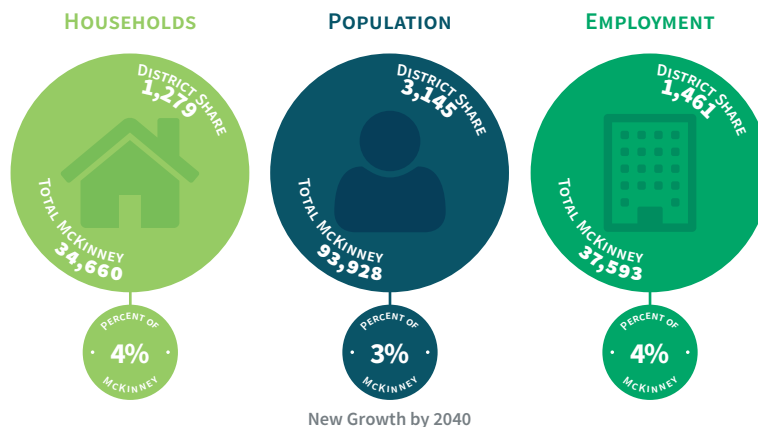
TRINITY FALLS DISTRICT

Intent - New development in this District reflects and supports the Trinity Falls Municipal Utility District master plan and also capitalizes on the natural features of the East Fork of the Trinity River.

DESCRIPTION

The Trinity Falls District reflects the development planned for the Trinity Falls Municipal Utility District (MUD) neighborhoods of single family detached homes with local-serving neighborhood commercial areas. The character-defining placetype in this District is Suburban Living. Development throughout the District should continue this pattern whether or not the property is included in the MUD. Residential development in this District should maximize the benefits offered by the abundant natural resources in the area, such as the Trinity River and varied topography. These features should be used to create unique open spaces within the traditional suburban development pattern.

"Features should be used to create unique open spaces within the traditional suburban development"

The Trinity Falls District represents McKinney's northernmost neighborhood-based District, providing concentrations of residential units across a fairly narrow spectrum of product types. Given its location within the planning area and proximity to Erwin Park, it will also draw the attention of builders serving buyers looking for move-up products in the McKinney market, with access to family-oriented resources. The Trinity Falls MUD will largely inform the types of housing products developed in the District. Although direct access to US 75 is not yet available, it is considered close enough to afford employees of businesses located outside and south of the market to choose housing alternatives in this northernmost District.

The households that will find the Trinity Falls District appealing can generally be described as family-centric, with moderate to high household incomes, relative to the regional median. They are equal parts one- and two-earners, with jobs requiring professional skills. Housing preferences among individuals in these groups are largely single family detached ownership units, with the majority living in their second, "move-up" residence.

MARKET ANALYSIS
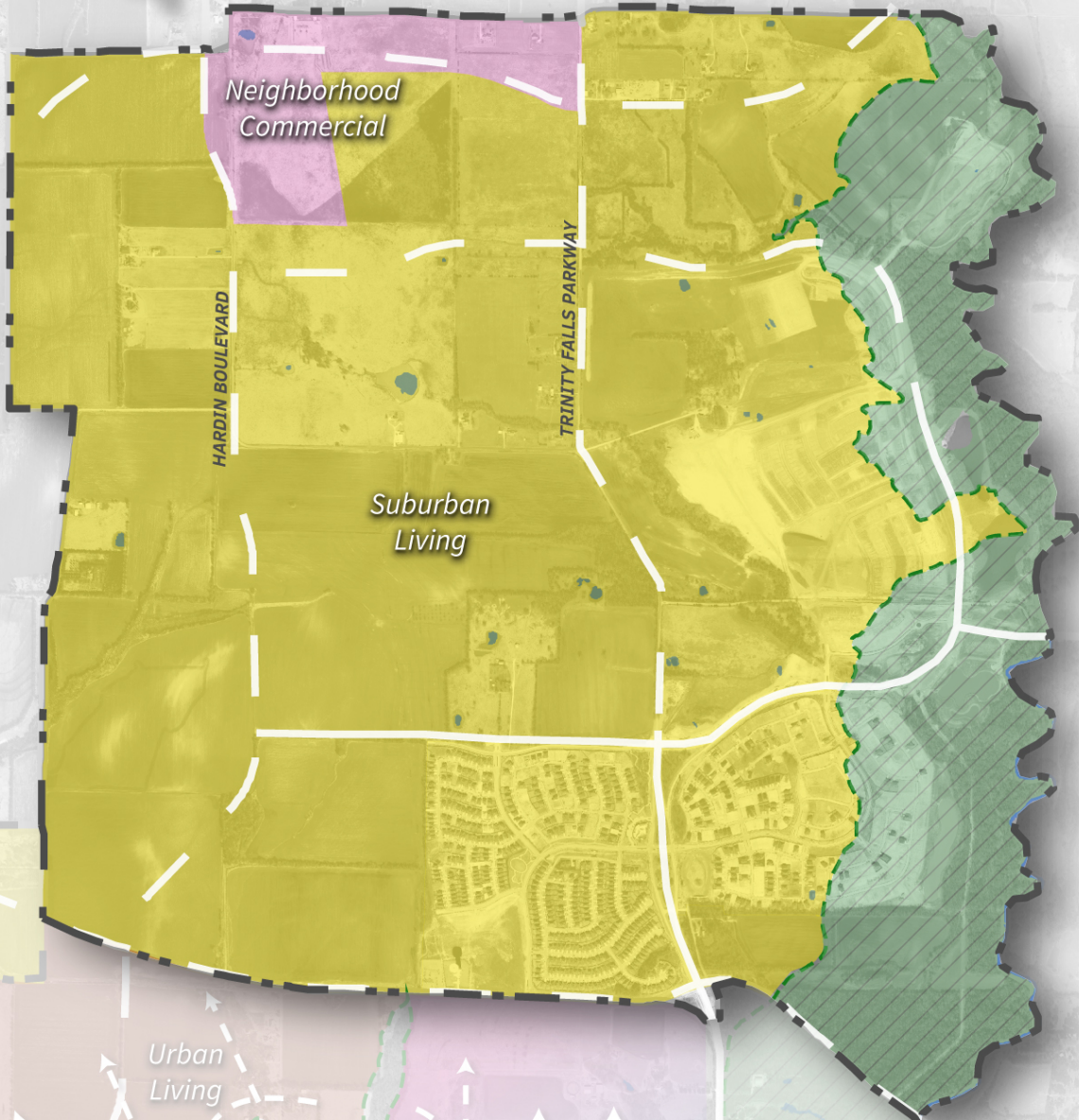
LAND USE DIAGRAM

Neighborhood
Commercial

HARDIN BOULEVARD

TRINITY FALLS PARKWAY

Suburban
Living

Urban
Living

Entertainment/
Mixed-Use Area

TRINITY FALLS PARKWAY

Commercial
Center

HIGHWAY 75

The Preferred Scenario and associated district diagrams serve as a guide for future development and the general placetypes proposed for McKinney. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

DEVELOPMENT PATTERN

1. **Suburban Living** is the character-defining placetype in this District. It is intended to continue the current development pattern already present in the District with additional single family neighborhoods that reinforce McKinney's reputation for high quality places to live. Non-residential development consistent with the Neighborhood Commercial placetype could also be included within the Suburban Living areas at appropriate locations to offer small-scale, and supporting commercial developments compatible with suburban residential neighborhoods.

2. In addition to appropriate locations within the Suburban Living areas, **Neighborhood Commercial** should primarily be focused around the key intersections indicated on the Diagram and should provide supporting neighborhood services for residents in the District. However, an over-concentration of these uses could create problems with viability and community character over time. As such, some deference should be shown to the market for determining the appropriate amount and specific location of this placetype around these intersections. Commercial development should also be prioritized along the frontage of the future Collin County Outer Loop in order to capitalize on the visibility and access that this large-scale transportation facility provides.

3. Any infill development that occurs within these areas should be consistent and/or compatible with the existing built conditions and/or should demonstrate compatibility with the placetypes and priorities shown in the Land Use Diagram.

PLACETYPES

Character Defining Placetype — Suburban Living

Neighborhood Commercial
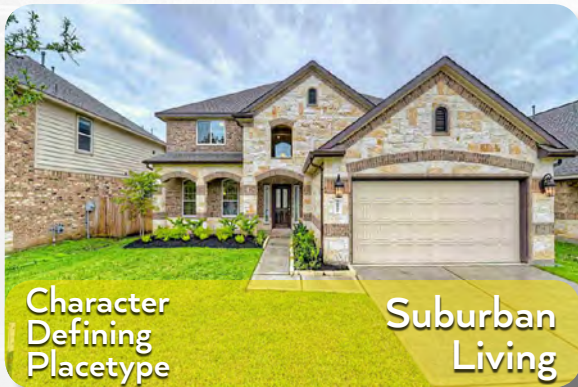
Floodplain / Amenity Zone

District Boundary

District Identity Feature

Amenity Feature

Community Asset
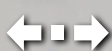
Intensity Transition

PSYCHOGRAPHICS

UPF Up & Coming Families

PP Professional Pride

SM Soccer Moms

BB Boomburbs

INDUSTRY TRENDS

Social Trends
- Aging Baby Boomers

Residential Trends
- Starter & Retirement Homes

IDENTITY, AMENITIES, & INFRASTRUCTURE

Key identity and amenity features such as gateways, trails and parks are described in detail in the City of McKinney Parks and Recreation Master Plan. Additionally, the following considerations are key to reinforcing the vision for and intent of this District.

1. Multi-purpose trails should be located along the floodplain areas of the East Fork of the Trinity River to provide non-motorized connectivity to the rest of McKinney and to the region. This District should have additional trails connecting the adjacent neighborhoods to the regional systems.

ANTICIPATED PUBLIC
INVESTMENTS & INITIATIVES

The City of McKinney intends to consider the following major public investments to support the success of the Business & Aviation District.

1. Investment in trails and other amenities along the East Fork floodplain consistent with the Parks Master Plan.

2. Connectivity between the neighborhoods and commercial areas within the District for people walking or biking.

The graphic that follows provides a profile of the Trinity Falls District if the District develops as outlined above. These graphics relate to new development only.

HOUSEHOLDS
DISTRICT SHARE
949
TOTAL MCKINNEY
34,660
PERCENT OF
3%
MCKINNEY

POPULATION
DISTRICT SHARE
2,846
TOTAL MCKINNEY
93,928
PERCENT OF
3%
MCKINNEY

EMPLOYMENT
DISTRICT SHARE
62
TOTAL MCKINNEY
62,315
PERCENT OF
<1%
MCKINNEY

New Growth by 2040

IMPLEMENTA

TION 9

IMPLEMENTATION
STRATEGY

OVERVIEW

A crucial part of any Comprehensive Plan is its implementation. Without a clear and realistic approach to action, the vision expressed by a community through its plan may never be realized. While a plan cannot mandate all the specific actions that will be taken during the years and decades of its implementation, the Implementation Strategy should give a community's leaders and stakeholders a set of specific priorities for immediate action, a menu of potential future actions, identification of partners for implementation, and a structure that relates the various action items to one another.

This chapter provides the framework of key action steps to achieve McKinney's vision of its preferred future. It begins by explaining the process used to identify action items. Then it describes the role of various partners in plan implementation. Next, it provides a framework for organizing the many potential action items that help McKinney achieve its vision. An Implementation Matrix lists the action items that are most important for immediate, short-term action. Finally, the chapter recommends a process for modifying and refining the ONE McKinney 2040 Plan over time.

The communities that successfully achieve their long-term visions have a reputation for collaboration, partnership and accountability In McKinney, supportive, long-term relationships should begin with the elected and appointed leaders at City Hall. They should involve McKinney residents, businesses, non-profits, property owners and other local, regional, state and federal government agencies. Strong relationships leads to productive collaboration. This collaboration, in turn, brings additional resources of funding and expertise to the table. Additional resources and community support for the plan's implementation continues political support and encourages continuing investment and implementation. Since the ultimate goal of a comprehensive plan is a community that remains desirable and thriving over time, actions by all partners must contribute to this success.

DEVELOPMENT PROCESS

Potential implementation strategies for this Plan were identified throughout the planning process, and suggestions were received from a wide variety of stakeholders. These suggestions were received through methods including:

- Input and brainstorming with the public via community events, online surveys and individual discussions;
- Stakeholder interviews;
- Planning team technical analysis and review of best practices from other communities;
- Coordination with concurrent planning efforts involving the City and other agencies;
- Discussion and direction from staff; and
- Discussion with the Comprehensive Plan Advisory Committee (CPAC), the City of McKinney Planning and Zoning Commission, and the City of McKinney City Council.

As policy components of the plan were developed, potential action items were identified. These included the recommendations found in the strategies for the 17 Districts. As direction on citywide strategic sections was determined, the consultant team developed action items for these topics as well. Community input on priorities was secured through an iPad survey at the June 2018 Community Open House, through an online survey and through a ranking exercise at the August 2018 Community Open House. CPAC provided input at meetings during the summer of 2018. The recommendations presented below reflect CPAC and public input as well as the professional judgment of the consultant and City staff.

IMPLEMENTATION PARTNERS

A desirable and long-lasting community is the result of many individual choices made over time by many people and organizations. The local government's actions play an important part, of course. But many other choices also contribute to the community's long-term success. Each time an individual or a family decides between renovating a home in an existing neighborhood and moving to a new neighborhood (or another community), the vitality of that existing neighborhood is strengthened or challenged. When a business or industry decides to locate in a particular community, that business decision affects the community's ability to attract related businesses and employees. A community group's annual celebrations may be the foundation for a distinctive community identity as well as economic benefits from tourism.

The support and commitment of the major partners listed below play a significant role in the implementation process for ONE McKinney 2040.

THE CITY OF MCKINNEY

The City of McKinney is the key implementer of this plan. The City will have a role in implementing all items in the Implementation Matrix. In many cases, the City of McKinney has the primary role. In other cases, a different partner has the primary role. If an action item is important to the plan's goals, but is not an area of City responsibility, the City should play a support role, assisting the primary entity with accomplishing that task. For example, the City does not control primary and secondary education, so it will play a support role to the Independent School Districts on action items that relate to schools.

Within the City of McKinney organization, these leaders and agencies are expected to have significant involvement in the plan implementation:

- Mayor and City Council
- City Manager
- Aviation
- Communications and Marketing
- Development Services
- Fire Services
- Housing and Community Development
- Library
- McKinney Community Development Corporation
- McKinney Economic Development Corporation
- Parks and Recreation
- Police Services
- Public Works

OTHER LOCAL AND REGIONAL GOVERNMENT ENTITIES

Coordination with other local governmental entities will assist with the provision of the quality services and facilities necessary for the prosperity of the community. Such local governments include:

- Collin College
- Collin County
- Independent School Districts – Allen, Celina, Frisco, Lovejoy, McKinney, Melissa and Prosper
- Neighboring communities, such as Allen, Celina, Fairview, Frisco, Melissa and Prosper
- North Central Texas Council of Governments
- North Texas Municipal Water District

State and Federal Agencies

State and Federal agencies provide funding for plan implementation, particularly for capital improvements such as roads or parks. Their programs and regulations may also help achieve the community's vision. These agencies include, but are not limited to:

State of Texas

- Commission on Environmental Quality
- Department of Housing and Community Affairs
- Department of Transportation
- Governor's Office of Economic Development
- Historical Commission
- Parks and Wildlife Department

Federal Agencies

- Commerce Department
- Environmental Protection Agency
- Housing and Urban Development Department
- Department of Transportation

Businesses and Private Sector Partners

A community cannot achieve a successful future without investment by businesses and non-residential property owners and developers. These individual decision-makers and the investments they make create job opportunities, grow the tax base and provide the goods and services needed by local residents. Major employers can play an important role in defining economic development priorities and opportunities for additional business attraction. Small businesses and local entrepreneurs provide insight into the community's ability to attract and retain the individuals who are creating tomorrow's companies. Developers and builders shape the future of the community's new development and revitalization. Real estate agents, brokers and bankers affect the community's ability to make change and to attract new owners and investors.

Many of these private sector interests are represented by organizations. The McKinney Chamber of Commerce, Collin County Association of Realtors and Dallas Builders Association are among the private sector organizations that should partner in implementing this plan for the McKinney community.

Community and Non-profit Organizations

Community and non-profit organizations have a particular issue or area of focus that make them valuable partners for plan implementation. Their leadership and members may contribute time, energy, expertise and other resources to programs and initiatives that make a community special. Arts and cultural organizations often play an important role in this way. Homeowners Associations and other neighborhood groups can bring attention to issues in their area and can mobilize members to take action in support of the plan's implementation. Lastly, groups of people who enjoy a common activity can help implement the plan. For example, cycling groups can be instrumental in providing insight into the locations for most effective new investment in bike lanes or facilities.

Individuals, Households and Families

This plan describes a vision for the City of McKinney's future that reflects the wishes and desires of the many McKinney residents who participated in its creation. Those individuals, and their friends and families, must continue to be partners in carrying out the plan. Individuals can play a role through their own investments and buying decisions. They can participate on committees and volunteer for events that complete plan projects. In addition, they should remain involved as active champions and should provide feedback on progress through regular communications (in person, in print and online) with the City of McKinney.

MEASUREMENT
FRAMEWORK

Within the Implementation Matrix, the individual Action Items are grouped into eight categories, so similar actions can be coordinated. These categories are explained below.

Capital Investments (C)

The public sector itself makes significant investments that help implement this plan. Facility master plans that determine major capital improvements, such as water or sewer system expansions, should locate and size facilities in accordance with the Land Use and Development Strategy and the strategies for each District. Individual capital projects should support the plan in both their location and their design. By following this plan in making capital investments, the community can be sure that its limited funds are being used in a fiscally responsible matter to achieve the community's established goals. Efficient and effective capital investment gives the community essential infrastructure for its future, and if this infrastructure is designed and sized according to the plan, it will also achieve the community's desired character. Land acquisition for capital projects is included in this category.

Education and Engagement (E)

Education is an important part of plan implementation because the vision this plan describes requires a change from 'business as usual'. Making that change means that residents, property owners, businesses, non-profit organizations and local governments will all need to think and act in ways that differ from past practice. Educational programs provide the information all these decision-makers need so they can choose to act in ways that achieve the plan. Community engagement will continue to be important as the plan is implemented. It builds awareness, benefits from the best ideas and energy of people throughout the community and broadens participation and action.

Financial Incentives (F)

The public sector can use incentives so private property owners and developers can more economically build projects that achieve the community's desired character. These incentives range from reductions in development fees or processing times, to tax abatements, to investment in a project's infrastructure or other features. Economic development incentive programs should be evaluated and refined so they support and encourage the development envisioned by this plan, and so they discourage development that is contrary to this vision.

Guidelines (G)

Guidelines provide decision-makers and investors with direction and information about the community's desired development pattern and design, community character or priorities. They are recommendations, not requirements. For this reason, City Council, Planning and Zoning Commission and City staff will consider them but must use judgment to determine whether a particular proposal is consistent with the community's desires reflected in the guidelines.

Programs & Partnerships (P)

The programs and operations provided by local government or the private sector also play a role in implementing the community's plan. Activities and programs create the attractions and excitement that bring people to events in a revitalized gathering place. Maintenance of streets and parks demonstrates the city's commitment to ensure that its residents enjoy the quality of life envisioned by the plan. Annual budgets are usually the means to fund these programs, so decisions must be made each year about the appropriate level of investment in this aspect of plan implementation.

Many plan implementation programs require a partnership with organizations in addition to the City of McKinney. These partnerships are included here.

Regulations (R)

Unlike guidelines, regulations are adopted by City ordinance. They establish requirements to be followed in the design and construction of public or private developments. The City's zoning and subdivision ordinances are important tools for implementing the comprehensive plan, so refinements or amendments to these or other regulations may be needed to encourage the development envisioned by the plan.

Studies (S)

For some of the capital investments, new incentives or programs, the first step is to conduct a more detailed study of the issues to determine the most effective actions to take. These studies are included as individual implementation measures. Until they are completed, the specific actions that will have the greatest benefit investment or program design cannot be determined.

Tracking (T)

No matter how thoroughly considered a plan has been, its implementation will be affected by changes that occur after its adoption. These may be national or global events, such as an economic boom or bust; they may be changes in the funding sources for specific action items. As implementation occurs, the actual experience may demonstrate that projects can move more quickly or need to take more time. For all these reasons, a comprehensive plan should have a mechanism to track progress and to review and revise its implementation approach over time.

TOP PRIORITY IMPLEMENTATION MEASURES

The City of McKinney does not have the resources to carry out all these recommended actions at the same time. So, priorities must be established. The implementation matrix below shows the items that are recommended for immediate action. Action on these items should begin immediately after plan adoption. Funding for these items should be identified now, and there should be notable accomplishment on these items within the first five years after the plan is adopted.

The implementation matrix lists each of these top priority action items identified for implementation of this plan. These action items are organizing according to the Implementation Framework described above. The matrix also indicates which of the Comprehensive Plan strategies benefit from each action item. These strategies are abbreviated as: Citywide Land Use and Development (LU), Mobility (M), Economic Development (ED), Fiscal Health (FH), Public Investment (PI), District Strategies (D), and Implementation (I).

Top Priority Implementation Measures	Plan Strategy
Capital Investments	
4.10 Design and implement a new system of pedestrian and bicycle wayfinding signs for hike and bike trails.	Mobility
7.01 Prepare a new Capital Improvements Program for capital projects in the next five years that implement this plan and catalyzes desired growth.	Public Investment
7.10 Land/ROW Acquisition - Evaluate land purchase strategies and ensure that park, open space, and trail development is ahead of development pressure and supports the connectivity goals of the 2040 Plan.	Public Investment
8.02.01 Maintenance and enhancement of McKinney National Airport infrastructure to meet current and future customer demand.	District Strategies
8.03.02 Extension and expansion of Hardin Boulevard and Wilmeth Road.	District Strategies
8.10.01 Investment in needed repair and rehabilitation of infrastructure in the Mill District's existing neighborhoods.	District Strategies
Education and Engagement	
3.05 Communicate with the North Texas development community, property owners, realtors, brokers and other stakeholders about the new opportunities resulting from this Plan's development policies.	Land Use and Development
8.06.02 Engage the residents, property owners and businesses in the implementation of this Comprehensive Plan, so they choose to make their own household and business investments here.	District Strategies
8.12.01 Conduct outreach to the businesses located in the Oak Hollow District to determine if there are opportunities for the City, the Chamber of Commerce, the McKinney Economic Development Corporation, or other entities to support business growth and attraction in this District.	District Strategies

Financial Incentives	
8.04.01 Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	District Strategies
8.08.01 Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	District Strategies
Programs and Partnerships	
3.04 Establish a partnership with neighborhood leaders to develop programs, infrastructure priorities, regulatory changes and code compliance strategies to keep existing neighborhoods desirable.	Land Use and Development
7.22 Work with ISD's to coordinate their long-term planning for schools with the development envisioned in the McKinney 2040 Comprehensive Plan.	Public Investment
7.26 Establish partnerships with Collin College, the ISD's and others to support the innovation and entrepreneurship of McKinney residents.	Public Investment
Regulations	
3.01 Update development regulations (e.g. zoning ordinance, subdivision ordinance) to: a) ensure consistency with the McKinney 2040 Comprehensive Plan; b) remove provisions or restrictions that create barriers to the development patterns and character envisioned by the McKinney 2040 Comprehensive Plan; and c) provide tools and techniques to give developers and staff flexibility in designing and reviewing projects that meet the intent of the McKinney 2040 Comprehensive Plan.	Land Use and Development
8.15.01 Zoning and design guidelines or requirements to ensure high quality, pedestrian oriented development within the Urban Living and Mixed-Use Center place type areas.	District Strategies
8.16.08 Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.	District Strategies
Studies	
4.07 Develop a multi-modal component of the Master Thoroughfare Plan that identifies preferred multi-modal roadway design and connections necessary to accommodate alternative modes of travel.	Mobility
5.02 Evaluate the City's Economic Development Strategy and update it to effectively implement this plan.	Economic Development
5.03 Investigate use of innovative financing solutions (such as Tax Increment Financing Districts and Public Improvement Districts).	Economic Development
6.03 Evaluate the life-cycle costs and benefits of City capital investments when designing infrastructure to meet community needs.	Fiscal Health
7.05 Create a water plan for the City that addresses ways to mitigate the new and evolving challenges that McKinney will face in the near future, to include periodic, severe droughts, warming weather, and exponential population growth.	Public Investment
Tracking	
6.01 Create an updated fiscal impact model tailored to McKinney.	Fiscal Health
9.06 Educate staff about the policy direction and use of the McKinney 2040 Plan, particularly those on the 'front line' working with customers.	Implementation
9.07 Develop a McKinney 2040 Plan checklist for use in evaluating development proposals, zoning applications and infrastructure projects for consistency with the Plan's principles and direction.	Implementation
Guidelines	
7.24 In partnership with the ISD's, develop design guidelines for schools that support and enhance the character of the District where they are located.	Public Investment

COMPLETE IMPLEMENTATION MATRIX

Appendix E provides a list of all identified implementation measures. It includes the top priority, short term action items listed above, but adds the other action items that should occur over time. The appendix indicates the expected timing for action:

- Short-Term items are those included in the exhibit above. They should begin this year (2018), or in the first five years after plan adoption (2019 – 2023).

- Mid-Term action items should see accomplishment in years six through ten after plan adoption (2024 – 2028). These items may have a lower priority or may require additional funding from a bond program or other means that cannot be secured in the short-term.

- Long-Term action items should be accomplished during the remaining years of plan implementation – from 2029 through the Plan's target year of 2040.

- On-going action items are items that require continuing attention and investment, year after year.

MONITORING PROGRESS

Annual Review

A regular process for tracking progress in implementing this plan provides transparency, accountability and recognition of results. Transparency means that McKinney residents and property owners can easily learn how the City is using this plan in its decision-making and what the results are. Accountability means that each of the partners responsible for some aspect of plan implementation is reporting results and evaluating effectiveness. Recognition of results is important because progress on long-term projects is often overshadowed by attention to minor, short-term activities or concerns.

An annual review process should be structured so it provides a quick review of results that is informative but does not create an undue burden on those who are responsible for plan implementation. Typically, this process includes a brief report on the status of the top priority items, a summary of growth and development, and key conclusions about the past year's experience. Often, these reports are provided on the City's website and social media. They can be printed and provided to residents and property owners at City facilities or through the mail. A briefing of City Council should be included in the process so the Council can provide direction to staff on any refinements for the following years. The public should have opportunities to comment and provide feedback on the year's efforts.

Plan Update

After about five years, a more extensive review of the plan is recommended. By this time, there will be a track record of results based on the plan's recommendations. These results may confirm that the direction in the plan is working as anticipated. They may suggest refinements or redirection that will be even more successful in achieving McKinney's vision.

External events and changes may also affect the feasibility and outcomes of the plan's policies and recommendations. Changes in the national or global economy, new technologies and regional decisions and investments could all affect McKinney.

A five-year review and update process should include an analysis of progress and impacts of any external changes. It should provide for community input and public dialogue about how the plan is working, and it should consider whether amendments to the plan are needed.
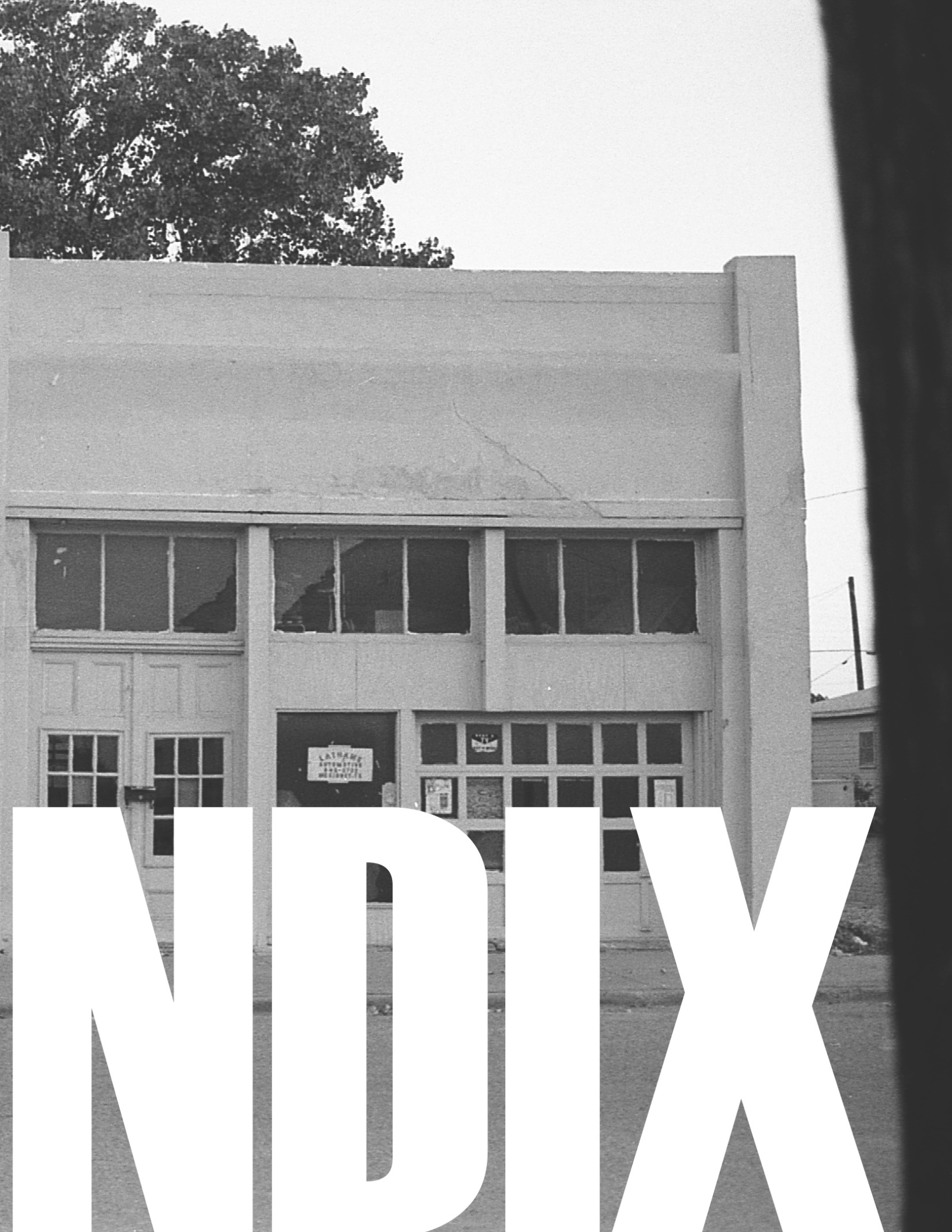
APPENDIX A:

ALTERNATE
SCENARIOS

OVERVIEW

The Dallas-Fort Worth metropolitan area is one of the fastest growing regions in the United States. Collin County is expected to absorb a large portion of this growth, with some population projections showing the County adding as many as one million new residents by 2030. In response, regional planning efforts have recognized the need for new transportation infrastructure to support this growth, particularly the need for new highway routes to absorb increased vehicular traffic and mitigate current and future congestion.

In the summer of 2017, TxDOT initiated a study to analyze various roadway alternatives for US Highway 380 through Collin County and the City of McKinney. The goal of the study is to identify routes and preserve land and right of way for a new highway before development pressures limit roadway design options and increase potential future impacts to adjacent residential and commercial development. To date, the study includes 5 alignment alternatives, which can be broadly grouped into two categories based upon their impact to the city of McKinney; 3 bypass options (Red, Blue, and Yellow Alignments) and 2 options that use the existing US 380 Right of Way (Pink and Green Alignments). Each of these alignments will have differing impacts on regional traffic patterns and land development, the implications of which must be considered as part of the McKinney 2040 Plan.

A PROACTIVE APPROACH

When TxDOT initiated the US 380 feasibility study, the City of McKinney immediately recognized that regardless of which specific alignment was eventually selected, the new highway would have significant impacts on land use patterns and development pressures within the community. The City wanted to ensure that the McKinney 2040 plan would remain current and responsive to community needs once a final route was determined, necessitating a future land use plan that could respond appropriately to whichever alignment was ultimately chosen. To realize this goal, the City took a proactive approach to the planning process by reaching out to the community to gather public input on how the Future Land Use Plan might change under each of the alignment options. The feedback that was received was then used to create alternate future land use maps for each option, which have been included in this appendix. This ensures that no matter which alignment is ultimately selected, the city will have a map and a plan in place that respond appropriately, without the need for a new comprehensive plan or significant plan update.

COMMUNITY FEEDBACK

Public input and community feedback was an essential part of the development process for the Future Land Use Map alternatives for each roadway alignment option. An open house was held on June 14, 2018 to present the various alignments under consideration to the public, as well as provide an opportunity for the public to give input regarding potential highway configuration styles, the effects each alignment might have on neighborhood character, and how they felt the preferred future land use plan should respond to each of the roadway alignment options. The feedback received indicated that the community recognized the potential opportunities for new mixed use or commercial development nodes at interchanges created by the various alignment options and major thoroughfares. However, the broad consensus that was ultimately conveyed to the planning team was a desire by the community to maintain a future land use plan for each of the alignment options as similar as possible to the Preferred Future Land Use Map that had already been developed.

BYPASS
ALIGNMENTS

APPENDIX USE

The City Council has adopted this appendix to ensure that the City of McKinney has a land use direction set that corresponds to whichever alignment is ultimately chosen for the roadway expansion. The specifics of each alignment will influence the community's Master Thoroughfare Plan, district boundaries, and placetype distribution, and the changes that have been made to these elements as part of each Future Land Use Map Alternative reflect the will and vision of the community as it stands today. This does not, however, preclude the community from reevaluating the Land Use Map in the future once a final road alignment has been selected and various other feasibility and environmental studies have been completed; as with all long-range planning documents, the map should be reviewed regularly to ensure that it remains in alignment with the community's needs and vision.

ALIGNMENT OPTIONS

As of the summer of 2018, TxDOT is considering 5 alternative roadway alignments for the future expansion of US Highway 380. The differences between the Preferred Future Land Use Plan and the land use map alternatives, consisting of 3 bypass alignment options and two alignments using the current US 380 route, are outlined below:

RED ALIGNMENT

- The Commercial Center place type at the intersection of Bloomdale Rd and Ridge Rd is shifted to follow the interchange of Ridge Rd and the Red Alignment
- A Mixed-Use Center place type occurs on the southeastern corner of the interchange created by the Red Alignment and Lake Forest Dr in the Medical Center District
- An Urban Living node moves north from the intersection of Wilmeth Rd and Lake Forest Dr so it is adjacent to the Mixed-Use Center next to the Red Alignment
- The boundary of the Medical District expands northwest to include everything south & east of the Red Alignment and Stover Creek
- The southern edge of the boundary between the Scenic District and the Honey Creek District shifts westward to follow the Red Alignment
- The district boundary between Honey Creek and Oak Hollow shifts slightly south to follow the altered alignment of Bloomdale Rd
- Community Commercial along Wilmeth Rd in the East Fork District shifts slightly westward to encompass the interchange between Wilmeth Rd and the Red Alignment
- Portions of the Urban Living place type south of Wilmeth and east of the Red Alignment changes to the Suburban Living place type
- The southeasternmost node of Commercial Center in the Business & Aviation District moves to the east side of the interchange between FM546 and the Red Alignment
- The westernmost portion of the district boundary between the Business & Aviation District and the Homestead District shifts south to follow the Red Alignment
- The boundaries of the Employment Mix place type in the Business & Aviation District and the Estate Residential place type in the Homestead District shifts to follow the adjusted district boundaries

BLUE ALIGNMENT

- A Mixed-Use Center place type occurs on the southeastern corner of the interchange created by the Blue Alignment and Lake Forest Dr in the Medical Center District

- An Urban Living node moves north from the intersection of Wilmeth Rd and Lake Forest Dr to be adjacent to the Mixed-Use Center next to the Blue Alignment

- The boundary between the Honey Creek District and the Collin Crossing and Oak Hollow districts shifts slightly south to follow the Blue Alignment

- The boundary between the Professional Campus and Commercial Center place types in the Honey Creek and Collin Crossing Districts shifts to follow the revised district boundaries

- The boundary between the Suburban Living and Urban Living place types in Honey Creek and Oak Hollow shifts to align with the new district boundary along the Blue Alignment

- The Urban Living place type on the southwest corner of Bloomdale Rd and Tennessee St is extended north and east to the interchange of Tennessee St and the Blue Alignment

- The Commercial Center place type at the intersection of FM546 and Airport Drive shifts northwest along FM546 to the southeastern side of the interchange with the Blue Alignment

YELLOW ALIGNMENT

- A Mixed-Use Center place type occurs on the southeastern corner of the interchange created by the Yellow Alignment and Lake Forest Dr in the Medical Center District

- An Urban Living node moves north from the intersection of Wilmeth Rd and Lake Forest Drive so it is adjacent to the Mixed-Use Center next to the Yellow Alignment

- The southern edge of the boundary between the Scenic District and the Honey Creek District shifts westward to follow the Yellow Alignment

- Community Commercial along Wilmeth Rd in the East Fork District shifts westward to encompass the interchange between Wilmeth Rd and the Yellow Alignment

- The Commercial Center place type at the intersection of FM546 and Airport Dr shifts northwest along FM546 to the southeastern side of the interchange with the Yellow Alignment

EXISTING 380 CORRIDOR ALIGNMENT

* The Pink and Green corridor alignments are identical along the portions that pass through the McKinney City Limits and ETJ, and are thus shown here as a single future land use map alternative.

PINK/GREEN ALIGNMENT

- The boundary between the Historic Town Center District and the Oak Hollow District shifts south to follow the Pink and Green Alignments

- The portion of the Historic Town Center place type north of the Pink and Green alignments is replaced with a combination of Suburban Living and Employment Mix place types

- The Commercial Center place type at the intersection of FM546 and Airport Dr shifts northwest along FM546 to the southeastern side of the interchange with the Pink and Green Alignments

Alternative Scenario For Red Alignment
August 6, 2018

ONE COMMUNITY **VISION**

MCKINNEY 2040

Place Types

Aviation	Estate Residential	Professional Campus	
Commercial Center	Historic Town Center	Rural Residential	
Employment Mix	Manufacturing & Warehousing	Suburban Living	
Entertainment Center	Mixed Use Center	Transit-Ready Development	
	Neighborhood Commercial	Urban Living	

Other Features

- Amenity Zone
- Park
- District Boundary
- McKinney Thoroughfares
- Floodplain

Draft US 380 Alignment Options

- PINK
- GREEN
- BLUE
- RED
- YELLOW

252/253

McKinney Texas — Unique by nature.℠

Alternative Scenario For Blue Alignment
August 6, 2018

ONE COMMUNITY VISION — McKinney 2040

NORTH

Place Types

- Aviation
- Commercial Center
- Employment Mix
- Entertainment Center
- Estate Residential
- Historic Town Center
- Manufacturing & Warehousing
- Mixed Use Center
- Neighborhood Commercial
- Professional Campus
- Rural Residential
- Suburban Living
- Transit-Ready Development
- Urban Living

Other Features

- Amenity Zone
- Park
- District Boundary
- McKinney Thoroughfares
- Floodplain

Draft US 380 Alignment Options

- PINK
- GREEN
- BLUE
- RED
- YELLOW

Place Types

				Other Features	Draft US 380 Alignment Options
Aviation	Estate Residential	Professional Campus		Amenity Zone	PINK
Commercial Center	Historic Town Center	Rural Residential		Park	GREEN
Employment Mix	Manufacturing & Warehousing	Suburban Living		District Boundary	BLUE
Entertainment Center	Mixed Use Center	Transit-Ready Development		McKinney Thoroughfares	RED
	Neighborhood Commercial	Urban Living		Floodplain	YELLOW

McKinney™ TEXAS
Unique by nature.℠

Alternative Scenario For Pink & Green Alignments
August 6, 2018

ONE COMMUNITY VISION
McKinney 2040

NORTH

Place Types

Aviation	Estate Residential
Commercial Center	Historic Town Center
Employment Mix	Manufacturing & Warehousing
Entertainment Center	Mixed Use Center
	Neighborhood Commercial

Professional Campus
Rural Residential
Suburban Living
Transit-Ready Development
Urban Living

Other Features

- Amenity Zone
- Park
- District Boundary
- McKinney Thoroughfares
- Floodplain

Draft US 380 Alignment Options

- PINK
- GREEN
- BLUE
- RED
- YELLOW

APPENDIX B:
PUBLIC
OUTREACH PROCESS
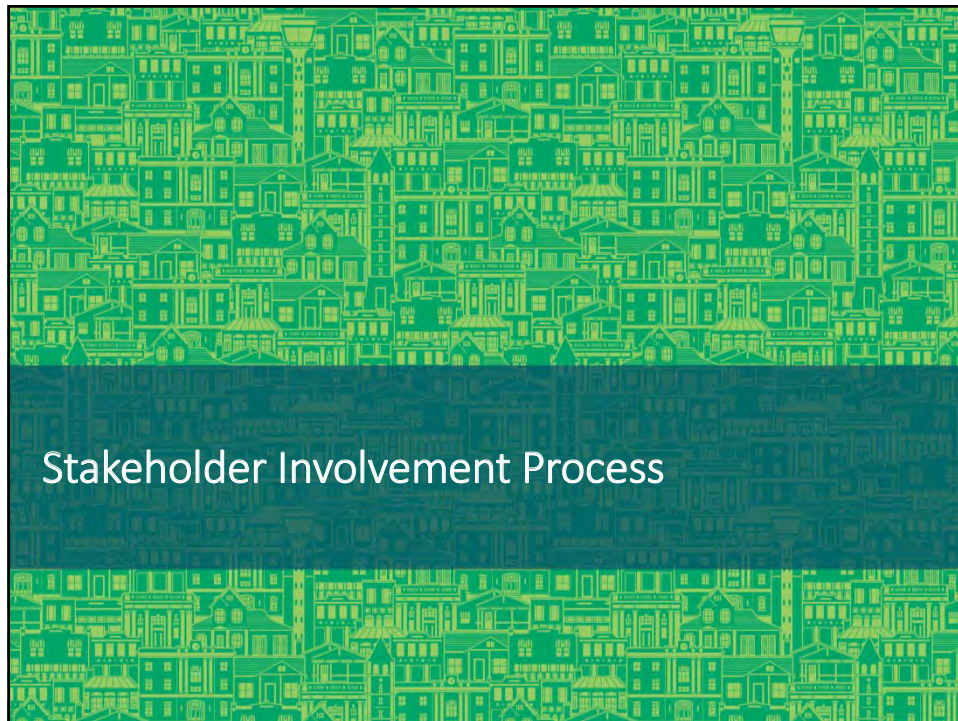
ONE COMMUNITY VISION
McKinney 2040

Appendix: Summary of Community Input
2015 - 2018

McKINNEY
TEXAS
Unique by nature.

Stakeholder Involvement Process

Engagement in Detail

- Individual and Small Group Interviews (Fall 2015)
- Staff Working Session (Fall 2015)
- Comprehensive Plan Advisory Committee (2015 - 2018)
- CC/CPAC DFW Tour (Winter 2015)
- Community Summits (Fall 2015)
- Community Charrette (Fall 2015)
- Community Workshop (Winter 2015)
- Community Open Houses (Spring 2016 & Summer 2018)
- Oktoberfest (Fall 2015 & Fall 2016)
- Online Surveys (Periodic throughout process)
- www.onemckinney2040.com

ONE COMMUNITY. ONE VISION. ONE McKINNEY 2040
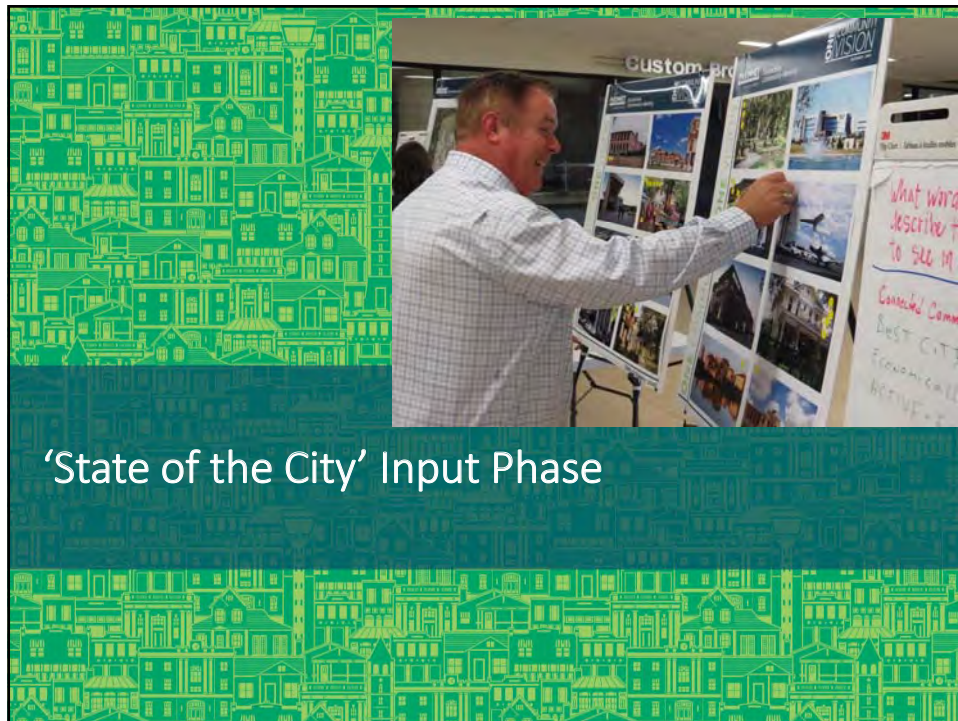
'State of the City' Input Phase

Public Outreach

- Individual and Small Group Interviews (Aug 31 – Sept 3)
- Staff Working Session (September 1)
- Comprehensive Plan Advisory Committee (September 2)
- Community Summits (September 16-17)
- Oktoberfest (September 25-27)
- Online Surveys
- www.onemckinney2040.com

Community Summits

- 150 participants
- Keypad Polling
- Station Activities
- Summit Dialogue
- Table Discussions
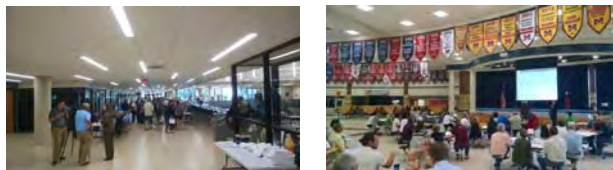
Issues with 'Very Important' Ratings

Q #		Staff	AC	Summit 1	Summit 2	Q #		Staff	AC	Summit 1	Summit 2
1	Keeping existing neighborhoods vital	58.3%	66.7%	79.3%	82.9%	13	Providing public transportation choices, to regional destinations	16.7%	13.3%	38.7%	30.6%
2	Keeping up with growth in population and jobs	91.7%	78.6%	69.0%	81.1%	14	Having a strong and diverse employment base	33.3%	20.0%	67.7%	66.7%
3	Growing the tax base	75.0%	66.7%	72.7%	64.7%	15	Creating walkable places with a mix of uses	18.2%	40.0%	62.5%	43.2%
4	Maintaining City infrastructure (streets, parks, buildings, etc.) over time	91.7%	60.0%	86.7%	89.2%	16	Retaining natural assets	66.7%	40.0%	74.2%	77.1%
5	Providing public transportation choices, to destinations in McKinney	0.0%	0.0%	54.8%	34.3%	17	Having quality schools (Kindergarten to college)	41.7%	93.3%	90.3%	89.2%
6	Using energy, water & other resources efficiently	50.0%	53.3%	93.3%	77.8%	18	Being environmentally sustainable (desirable or resilient) over the long term	27.3%	20.0%	71.0%	58.3%
7	Determining what happens on remaining vacant lands	58.3%	80.0%	81.3%	75.0%	19	Attracting major new companies	41.7%	35.7%	61.3%	64.9%
8	Managing traffic congestion	25.0%	33.3%	80.0%	83.8%	20	Helping McKinney small businesses to stay here as they grow	8.3%	20.0%	78.1%	70.3%
9	Improving quality of life	50.0%	14.3%	79.3%	67.6%	21	Creating connected biking & walking routes	16.7%	6.7%	51.5%	61.1%
10	Having a balance of jobs and housing	41.7%	20.0%	66.7%	69.4%	22	Having lifelong learning opportunities	16.7%	20.0%	66.7%	47.2%
11	Having a strong Downtown	27.3%	26.7%	48.4%	48.6%	23	Having high quality city services & facilities	58.3%	20.0%	76.7%	58.8%
12	Being economically sustainable (desirable or resilient) over the long term	90.9%	53.3%	76.7%	83.3%						

ONE COMMUNITY VISION
MCKINNEY 2040

Oktoberfest

- Collected over 75 online survey responses.
- Collected over 100 email addresses.
- Visual preference survey activity.

ONE COMMUNITY VISION
MCKINNEY 2040

Oktoberfest Visual Preference Survey Results

Online Survey Summary Responses

Online Survey Summary Responses

How important are these public transportation benefits to McKinney?

Online Survey Summary Responses

How important are these aspects of mobility to McKinney residents and businesses? (Oktoberfest)

Online Survey Summary Responses

The list below suggests ways the natural environment could benefit the McKinney community. How important are they to McKinney's future?

Online Survey Summary Responses

How important are these features to downtown's success in the future?

Preliminary Results Summary

Early input suggests that the following issues are important amongst a majority of the stakeholders:

- Maintaining City infrastructure (streets, parks, buildings) over time

- Providing comparable city services and amenities city wide

- Growing the City's tax base in order to be economically sustainable and resilient over the long term

- Inventing/Reinventing major corridors

- Using energy, water, and other resources efficiently

- Keeping existing neighborhoods vital

- Continuing to embrace downtown as the historic jewel of McKinney

- Maximizing the opportunity presented by the airport

- Providing quality schools and educational opportunities

- Respecting natural features and topography

- Maintaining a sense of community and quality of life as the city grows

- Determining the development pattern for the future of currently undeveloped areas

- Providing efficient transportation infrastructure

ONE COMMUNITY VISION
McKINNEY 2040

Results Summary

- Issues that require further evaluation include:

  - What role should public transportation play in McKinney, either for trips to McKinney destinations or for regional connection

  - What types of businesses will be best for increasing tax base and job growth

  - What is the best approach to creation and location of walkable, mixed use areas within McKinney

  - What is an appropriate mix of housing variety and densities

  - Is there enough opportunity for different generations and users to remain in McKinney (i.e. corporate to workforce and young generation to older generation)

ONE COMMUNITY VISION
McKINNEY 2040

'Community Wide Vision' Input Phase

Public Outreach

- City Council Meetings (October 5, November 16 - with P&Z, January 4)
- Comprehensive Plan Advisory Committee (October 14, February 18)
- Community Charrette (October 24)
- State of the City (November 5)
- Joint Sessions for City Council & CPAC (December 9, January 8 DFW Tour)
- Community Workshop (January 21)
- Online Surveys
- www.onemckinney2040.com

October Community Charrette

- Approximately 105 participants.
- All-day community event.
- Multiple activities for participants.

Charrette Strategic Issues Polling Results

How important is this issue or approach to the best possible future for the McKinney community?						
	Very important	Somewhat important	Neutral	Not very important	Very unimportant	I'm not sure
Maintaining City infrastructure (streets, parks, buildings, etc.) over time	89.4%	10.6%	0.0%	0.0%	0.0%	0.0%
Having quality schools (Kindergarten to college)	85.2%	9.1%	1.1%	1.1%	1.1%	2.3%
Being economically sustainable (desirable or resilient) over the long term	80.5%	10.3%	2.3%	2.3%	1.1%	3.4%
Having a strong and diverse employment base	70.1%	20.7%	5.7%	3.4%	0.0%	0.0%
Growing the tax base	66.3%	22.1%	7.0%	1.2%	0.0%	3.5%
Keeping existing neighborhoods vital	51.8%	31.8%	9.4%	3.5%	1.2%	2.4%
Creating walkable places with a mix of uses	47.7%	36.0%	8.1%	5.8%	2.3%	0.0%
Providing public transportation choices, to regional or McKinney destinations	40.7%	38.4%	12.8%	7.0%	1.2%	0.0%

Team #1 Scenario Concept
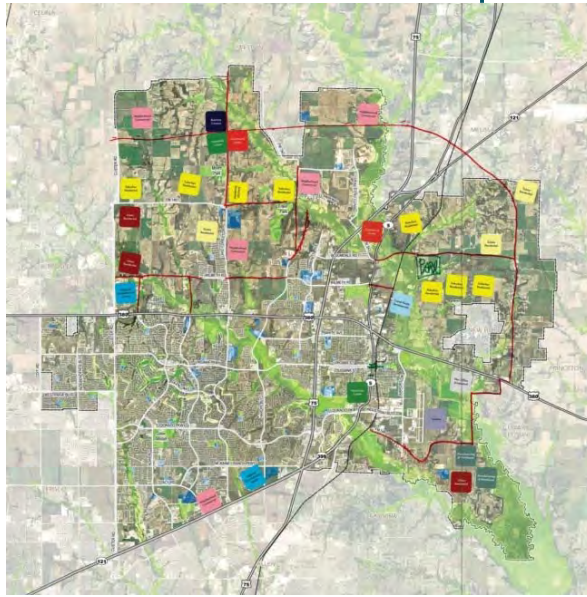
A diverse community that respects community, historic heritage, and embraces balanced growth.

Team #2 Scenario Concept
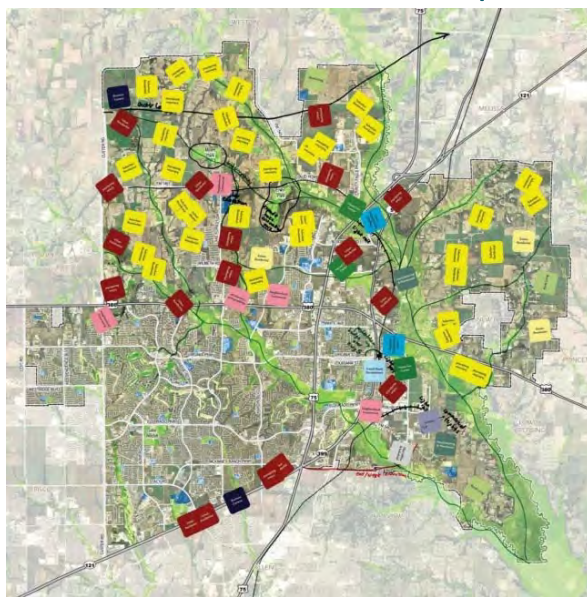
We envision a city that promotes a high quality of life that balances live, work, play opportunities for an interconnected and economically sustainable community, while respecting the give natural environment.

Team #3 Scenario Concept
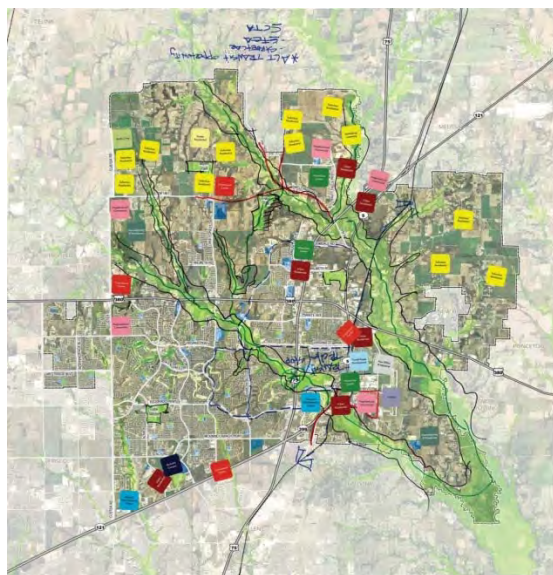
A city utilizing our existing attributes by preserving the unique qualities and characteristics and open space, while recognizing growth and development as important factors to future opportunities.

Team #4 Scenario Concept
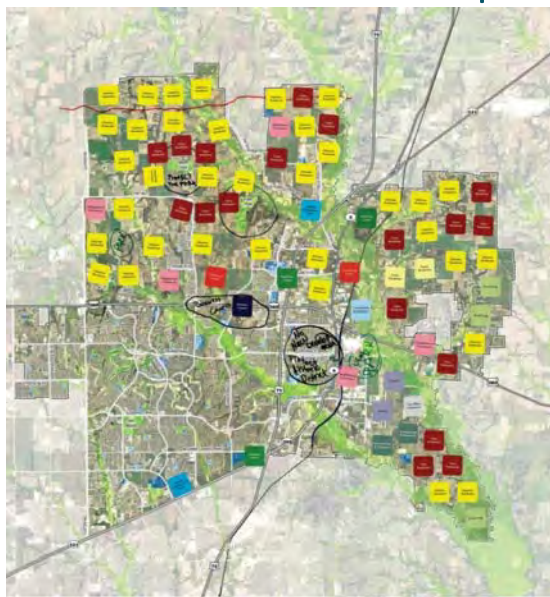
Respecting the past, while growing the future; Recognizing our unique heritage and culture, while embracing diversity and community, and respecting the sustainability or growth, the City of McKinney will be a vibrant place to live, work, and play.

Team #5 Scenario Concept
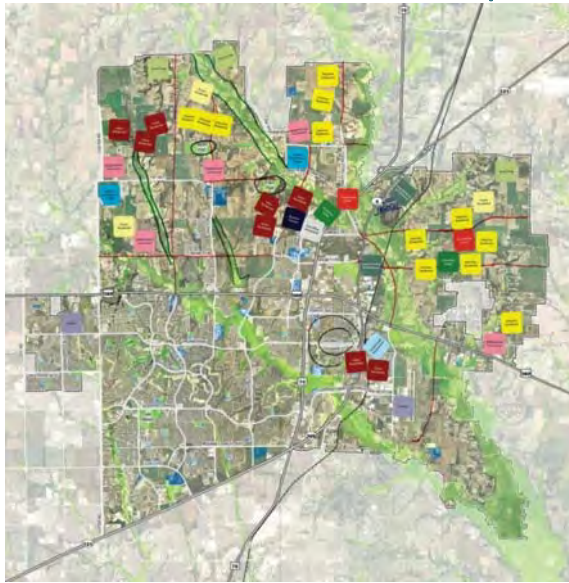
- City to attract all ages to remain
- Balance all ages in residing or living McKinney
- City of McKinney work, live, play plan for balance living, working, and playing, education and entertainment for all ages. Keep transportation, living and Healthcare available for all
- Incorporate all parts of McKinney
- Support aging in place

Team #6 Scenario Concept

Build an inclusive, sustainable community by maximizing local resources and creating long term solutions.

Team #7 Scenario Concept
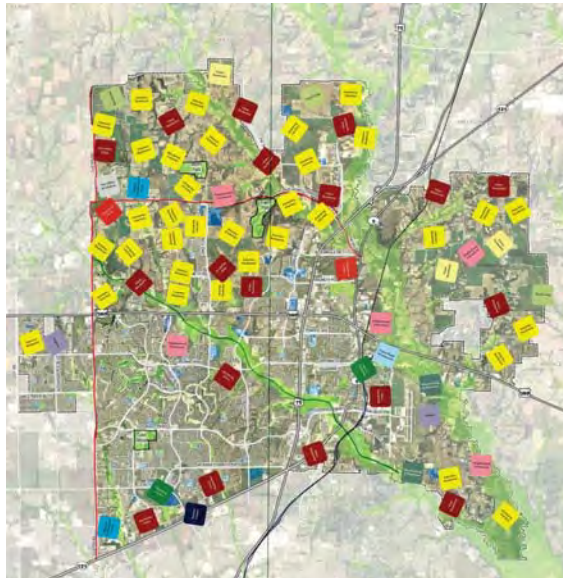
- All people can grow
- Develop residences in North
- Custer into Hwy-commercial/flex office
- More jobs at Airport

Team #8 Scenario Concept
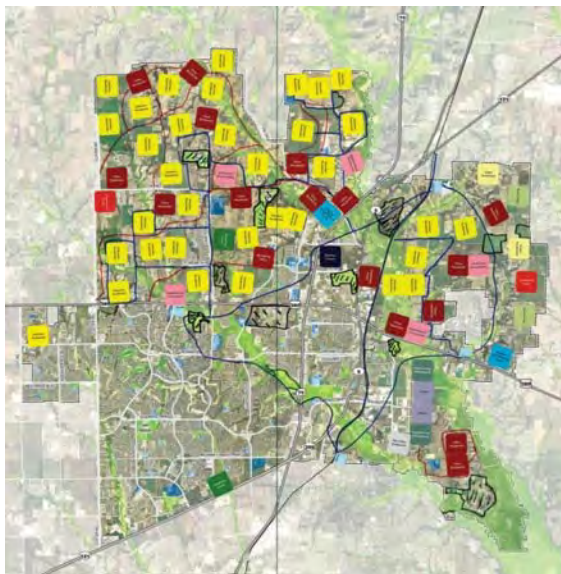
A unified, economically sustainable, well-educated city: meeting the needs of its diverse citizenry

Team #9 Scenario Concept
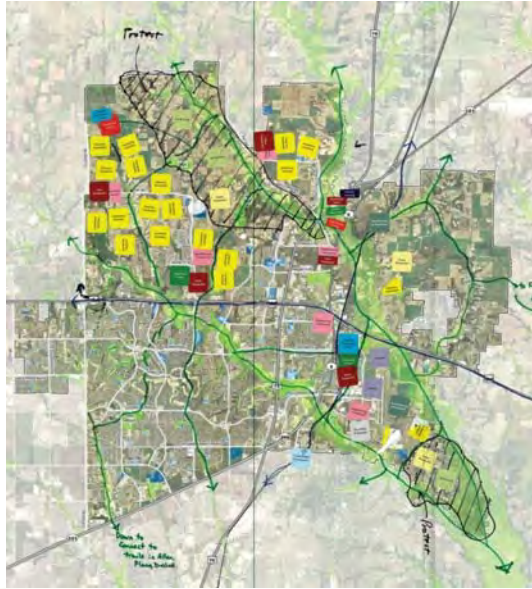
- Growing the future, Respecting the past
- Growing a diverse community and respecting historic in a sustainable way providing transportation options and housing options.
- Preserve and promote McKinney's cultural, natural, and human resources while growing sustainably.

Team #10 Scenario Concept
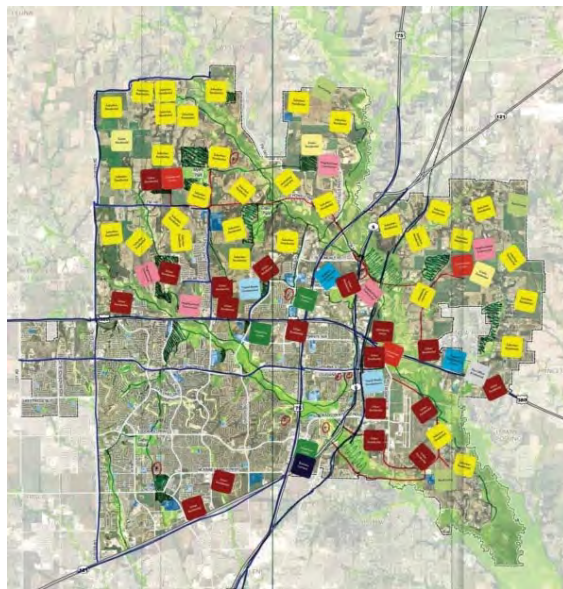
Create/build an environment that engages the youth that will drive the opportunities and protect the historic and natural landscapes while developing and embracing diversity and encouraging business growth.

Team #11 Scenario Concept
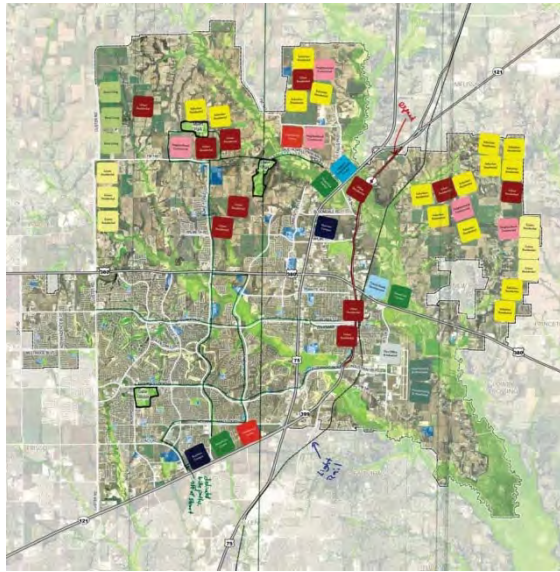
Plan for McKinney's future growth and needs while maintaining current quality of life.

Charrette Scenarios Polling Results

Does this team's scenario reflect a future we should consider for McKinney?						
Team	Definitely	Probably	Maybe	Probably Not	Definitely Not	I'm not sure
1	31.3%	32.8%	21.9%	4.7%	3.1%	6.3%
2	25.0%	34.7%	26.4%	6.9%	4.2%	2.8%
3	24.1%	32.9%	32.9%	5.1%	2.5%	2.5%
4	37.7%	31.2%	16.9%	9.1%	5.2%	0.0%
5	22.2%	34.7%	25.0%	9.7%	8.3%	0.0%
6	27.5%	20.3%	37.7%	11.6%	1.4%	1.4%
7	45.1%	22.5%	21.1%	2.8%	8.5%	0.0%
8	23.5%	42.6%	27.9%	4.4%	1.5%	0.0%
9	46.5%	21.1%	21.1%	4.2%	5.6%	1.4%
10	41.9%	24.3%	20.3%	5.4%	8.1%	0.0%
11	N/A	N/A	N/A	N/A	N/A	N/A

Charrette Preferred Scenario Polling Results

How important is it that a Preferred Scenario do the following?						
	Very important	Somewhat important	Neutral	Not very important	Very unimportant	I'm not sure
Meet the needs of people at all stages of their lives?	86.5%	9.5%	1.4%	1.4%	1.4%	0.0%
Manage traffic congestion in McKinney?	86.4%	8.6%	1.2%	0.0%	2.5%	1.2%
Provide a mix of housing choices?	80.8%	15.4%	1.3%	2.6%	0.0%	0.0%
Have a positive fiscal balance for the City (benefits are greater than costs)?	79.2%	15.3%	4.2%	0.0%	0.0%	1.4%
Accommodate McKinney's expected employment growth?	78.5%	11.4%	7.6%	2.5%	0.0%	0.0%
Provide transportation choices?	76.3%	14.5%	5.3%	1.3%	2.6%	0.0%
Have a positive fiscal balance for other public entities such as Collin County and the school districts (benefits are greater than costs)?	74.3%	13.5%	5.4%	2.7%	0.0%	4.1%
Accommodate McKinney's expected population growth?	65.3%	16.7%	4.2%	8.3%	5.6%	0.0%
Reduce vehicle trips per capita in McKinney?	62.5%	23.8%	3.8%	3.8%	5.0%	1.3%
Support jobs with high wage potential?	61.5%	19.2%	9.0%	7.7%	1.3%	1.3%

ONE | COMMUNITY VISION
McKINNEY 2040

Visual Preference Feedback, Charrette

WHAT DO **YOU** WANT FOR MCKINNEY'S *FUTURE?*

Results of Keypad Polling taken at the Community Charrette (October 24, 2015)

Potential Composite Scenarios

Growth Indicators

Conservative/Balanced Growth Group

Table 1 Table 2 Table 11

	Additional Population	Additional Households	Housing Mix	Employment	Job Mix	Add. Trips	Water Consumption
TABLE 1	44,700	18,600	41% SF 21% TH 38% URB	77,400	60% OF 28% RE 12% IND	77% Auto	11,870,000 (GPD)
TABLE 2	141,600	59,000	40% SF 25% TH 35% URB	94,300	68% OF 22% RE 10% IND	79% Auto	32,000,000 (GPD)
TABLE 11	83,300	36,000	34% SF 27% TH 39% URB	89,400	67% OF 25% RE 8% IND	77% Auto	20,100,000 (GPD)

MCKINNEY 2040

Growth Indicators

Business Plan Growth Group

Table 3 Table 6

	Additional Population	Additional Households	Housing Mix	Employment	Job Mix	Trips	Water Consumption
TABLE 3	63,700	27,100	37% SF 24% TH 39% URB	92,500	58% OF 32% RE 10% IND	77% Auto	16,325,000 (GPD)
TABLE 6	137,100	57,000	41% SF 24% TH 35% URB	95,000	61% OF 27% RE 12% IND	79% Auto	31,307,000 (GPD)
TABLE 7	135,800	56,400	41% SF 24% TH 35% URB	90,200	60% OF 27% RE 13% IND	77% Auto	30,887,000 (GPD)
TABLE 10	136,100	56,900	40% SF 24% TH 36% URB	117,400	72% OF 27% RE 1% IND	78% Auto	31,108,000 (GPD)

MCKINNEY 2040

Growth Indicators

Table 7   *Table 10*

Business Plan Growth Group

	Additional Population	Additional Households	Housing Mix	Employment	Job Mix	Trips	Water Consumption
TABLE 3	63,700	27,100	37% SF 24% TH 39% URB	92,500	58% OF 32% RE 10% IND	77% Auto	16,325,000 (GPD)
TABLE 6	137,100	57,000	41% SF 24% TH 35% URB	95,000	61% OF 27% RE 12% IND	79% Auto	31,307,000 (GPD)
TABLE 7	135,800	56,400	41% SF 24% TH 35% URB	90,200	60% OF 27% RE 13% IND	77% Auto	30,887,000 (GPD)
TABLE 10	136,100	56,900	40% SF 24% TH 36% URB	117,400	72% OF 27% RE 1% IND	78% Auto	31,108,000 (GPD)

McKinney 2040

Growth Indicators

Table 4   *Table 8*

Asset-Driven Growth Group

	Additional Population	Additional Households	Housing Mix	Additional Employment	Job Mix	Trips	Water Consumption
TABLE 4	141,400	59,000	40% SF 25% TH 35% URB	119,700	68% OF 22% RE 10% IND	79% Auto	32,852,000 (GPD)
TABLE 8	132,900	55,000	42% SF 24% TH 34% URB	89,700	60% OF 27% RE 13% IND	79% Auto	30,262,000 (GPD)

McKinney 2040

Growth Indicators

Table 5   *Table 9*

The Option Growth Group

	Additional Population	Additional Households	Housing Mix	Additional Employment	Job Mix	Trips	Water Consumption
TABLE 5	65,800	28,000	36% SF 26% TH 38% URB	82,100	63% OF 27% RE 10% IND	77% Auto	16,291,000 (GPD)
TABLE 9	73,200	29,500	47% SF 19% TH 34% URB	75,300	59% OF 26% RE 15% IND	80% Auto	17662,000 (GPD)

MCKINNEY 2040

OVERALL SUMMARY:
Do these scenarios reflect a future we should consider for McKinney?

Conservative/Balanced Growth

Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
1	31.3%	32.8%	21.9%	4.7%	3.1%	6.3%
2	25.0%	34.7%	26.4%	6.9%	4.2%	2.8%
11	N/A	N/A	N/A	N/A	N/A	N/A

The Business Plan

Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
3	24.1%	32.9%	32.9%	5.1%	2.5%	2.5%
6	27.5%	20.3%	37.7%	11.6%	1.4%	1.4%
7	45.1%	22.5%	21.1%	2.8%	8.5%	0.0%
10	41.9%	24.3%	20.3%	5.4%	8.1%	0.0%

Asset-Driven Growth

Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
4	37.7%	31.2%	16.9%	9.1%	5.2%	0.0%
8	23.5%	42.6%	27.9%	4.4%	1.5%	0.0%

The Option

Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
5	22.2%	34.7%	25.0%	9.7%	8.3%	0.0%
9	46.5%	21.1%	21.1%	4.2%	5.6%	1.4%

January Community Workshop

- About 95 participants
- Worked together in 14 teams
- Review the implications of three alternative scenarios
- Teams' agreement on their scenario assessments
    - Scenario Performance
    - Scenario Response to Community Issues
    - Scenario Support for Ideas Proposed by Community Members
    - Important Features for a Preferred Scenario
- Share assessments from all teams
- Obtain individual comments and suggestions

MCKINNEY 2040

Alternative Scenario 1 – Current Trend

- Illustrates and evaluates the anticipated outcome of the existing Future Land Use Plan
- Primary attributes include:
    - Employment opportunities along major transportation corridors
    - Continued single family residential development north of US 380
    - Neighborhood cores and villages that meet nearby residents' commercial needs
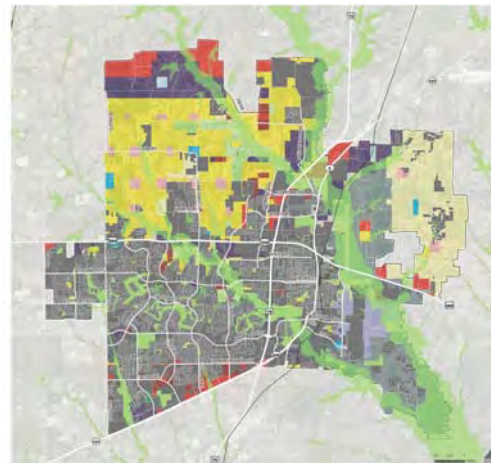
ONE COMMUNITY VISION
McKINNEY 2040

Alternative Scenario 2 – Distinctive Districts

- Identifies place-specific community assets as defining anchors for different place types and development patterns.
- Places created around each asset would vary in size, scale and intensity based on the asset.
- Creates a variety of community forms in intentional locations that support the central function of the asset.
- Creates opportunities for business locations and private investment by businesses that benefit from proximity to particular assets.
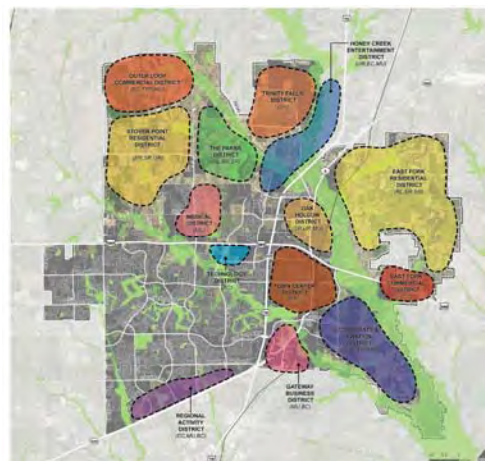
Alternative Scenario 3 – Focused Options

- Focuses on providing choices for McKinney residents and businesses; specifically related to:
  - Housing variety
  - Employment options
  - Mobility choices
  - Entertainment and activity options
  - Improved connectivity to neighboring communities
- Growth and development generally focused around three distinct districts.
- Higher intensity development and business functions located at central point of each district with transitions to less intensity along the peripheries.
- Outside these three districts, this scenario envisions development that provides new single family neighborhoods and neighborhood commercial locations predominately aligned with the current trend.

Scenario Evaluation – Team Feedback

- Scenario 2 was most desirable overall, according to 6 teams
- Scenario 3 was most desirable overall, according to 6 teams
- Scenarios 2 and 3 were equally desirable overall, according to 2 teams
- Scenario 1 was not preferred by any team

ONE COMMUNITY VISION
McKINNEY 2040

Scenario Evaluation – Individuals' Feedback
(ranked by priority order)

	Very important	Somewhat important	Not very important	Very unimportant	I'm not sure
How supportive is this Scenario of the 'Early Understandings' of community priorities?					
Scenario 2	37.50%	44.44%	8.33%	4.17%	5.56%
Scenario 3	29.58%	36.62%	14.08%	9.86%	9.86%
Scenario 1	5.71%	44.29%	30.00%	11.43%	8.57%
How consistent is this Scenario with your own idea of McKinney's best possible future?					
Scenario 2	35.71%	48.57%	8.57%	4.29%	2.86%
Scenario 3	22.22%	43.06%	18.06%	11.11%	5.56%
Scenario 1	4.29%	31.43%	24.29%	37.14%	2.86%
Does this Scenario create a McKinney 2040 that will attract major corporations?					
Scenario 2	26.76%	57.75%	9.86%	4.23%	1.41%
Scenario 3	16.90%	40.85%	29.58%	4.23%	8.45%
Scenario 1	4.17%	18.06%	43.06%	31.94%	2.78%
Does this Scenario create a McKinney 2040 that will appeal to McKinney's kids as they grow up?					
Scenario 2	29.58%	54.93%	12.68%	0.00%	2.82%
Scenario 3	23.94%	50.70%	9.86%	7.04%	8.45%
Scenario 1	4.29%	15.71%	44.29%	28.57%	7.14%

ONE COMMUNITY VISION
McKINNEY 2040

Online Input on Alternative Scenarios

- Same information and questions as at the Community Workshop
- 55 respondents
- Most had not participated in the Community Workshop

How involved have you been in the ONE McKinney 2040 project?

This is my first involvement.

I have provided online comments in the past.

I participated in the Community Open Houses in September 2015.

I participated in the Community Charrette in October 2015.

I participated in the January 21st Community Workshop.

I have heard presentations about it.

I have reviewed the materials posted online.

0%   10% 20% 30% 40% 50% 60% 70% 80%

Scenario Performance

Please rate each scenario's performance -- how well does it do in making the McKinney of 2040 desirable? Use '5' for best performance and '0' for worst.

Topic	Place to live	Place to work	Place to play	Place for nature	Place for mobility	Place for fiscal responsibility
Scenario 1	2.53	2.57	2.22	2.09	2.24	2.58
Scenario 2	3.37	3.36	3.42	3.06	3.06	3.62
Scenario 3	3.29	3.31	3.69	3.91	3.55	3.70

Which Scenario performs best?						
Topic	Place to live	Place to work	Place to play	Place for nature	Place for mobility	Place for fiscal responsibility
Scenario 1	21.1%	22.2%	8.3%	5.7%	6.3%	16.7%
Scenario 2	39.5%	38.9%	36.1%	17.1%	18.8%	33.3%
Scenario 3	39.5%	30.6%	50.0%	71.4%	56.3%	27.8%
All are equal	0.0%	8.3%	5.6%	5.7%	18.8%	22.2%

Support for Community Priorities

How supportive are the Scenarios of McKinney's 'early understandings' of community priorities?			
Issue	Scenario 1	Scenario 2	Scenario 3
Keeping up with growth in population and jobs	30.4%	72.2%	88.9%
Growing the City's tax base	45.0%	76.5%	70.6%
Being economically sustainable and resilient over time	33.3%	82.4%	83.3%
Using energy, water, and other resources efficiently	28.6%	66.7%	77.8%
Keeping existing neighborhoods vital	38.1%	72.2%	66.7%
Continuing to embrace downtown as the historic jewel of McKinney	76.2%	77.8%	83.3%
Respecting natural features and topography	38.1%	64.7%	88.2%
Maintaining a sense of community and quality of life as the city grows	38.1%	77.8%	94.1%
Determining what happens on remaining vacant lands	33.3%	83.3%	88.9%

Support of Ideas from Community Members

How supportive are the Scenarios of these ideas suggested by McKinney community members for 2040?			
Community Member Idea	Scenario 1	Scenario 2	Scenario 3
A destination small town that retains its historic Texas charm.	59.1%	65.0%	63.2%
Families in neighborhoods throughout McKinney have access to well-maintained parks, sports fields, and trails.	59.1%	75.0%	89.5%
A place with great people enjoying small businesses, farmers markets and other unique, non-corporate finds.	68.2%	70.0%	78.9%
A balance between community, development and nature.	36.4%	65.0%	78.9%
The economic center of Collin County, with headquarters of major companies as well as support for local business.	31.8%	80.0%	73.7%
A city that has retained its natural feel, with lots of mature trees and native plants	63.6%	70.0%	68.4%

'Vision Framework' Input Phase

Public Outreach

- Joint Session for City Council & CPAC (April 11)
- Community Open Houses (May 18 & 19)
- www.onemckinney2040.com

May Community Open Houses

- Over 90 participants.
- May 18 at Senior Recreation Center.
- May 19 at Christ Fellowship Church.
- Presentation followed by discussion at stations.
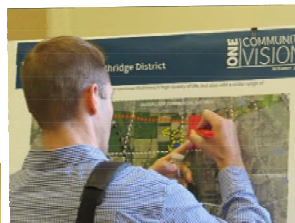
Participants' Involvement in ONE McKinney 2040

0.0% 3.3%

17.8%

46.7%

6.7%

25.6%

- City Council or P&Z member
- CPAC member
- Participated in earlier workshops
- Participated online
- More than one of these
- This is my first involvement
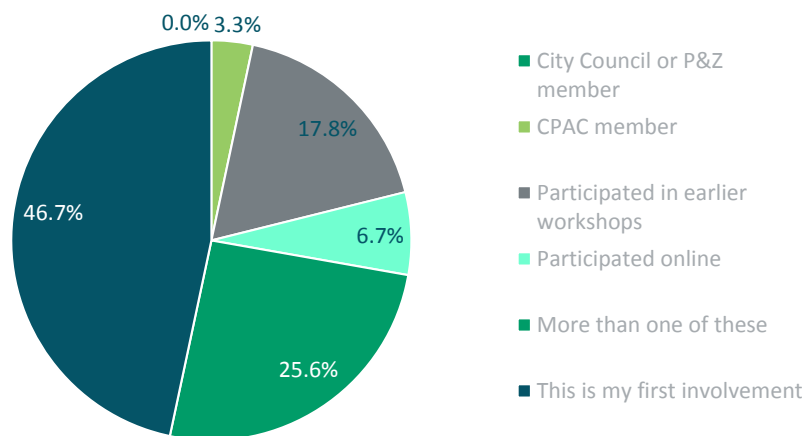
ONE McKinney 2040: Draft Vision Statement

We are ONE McKinney – a community that supports and celebrates all of its people, neighborhoods and districts. We are united by our shared natural assets and heritage, and our community offers neighborhood choices that appeal to people throughout their lives. Smart public and private investments make McKinney resilient and adaptable, so it remains a first choice for business and entertainment through 2040 and beyond.

Preferred Scenario - Summary
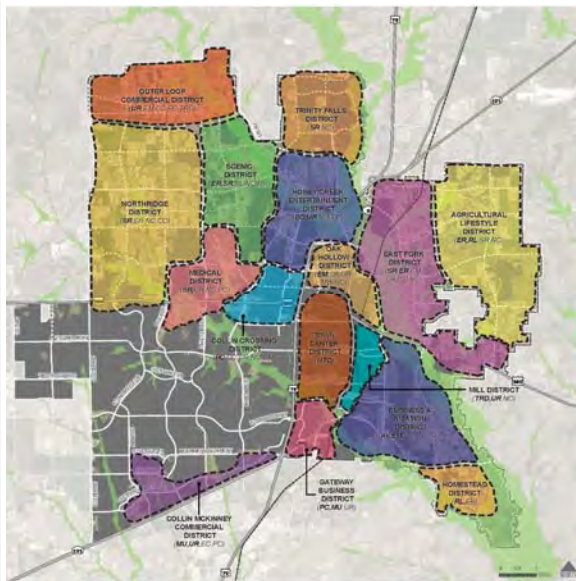
Focuses on distinctive districts, each with a clear vision and market focus; allows for more strategic growth and identities within the community

Results in:

54,900 new residential units
7,700,000 SF new retail
11,000,000 SF new office
8,100,000 SF new industrial

2040 Population: 284,000
2040 Employment: 138,000

Place Types – the Scenario 'Palette'

Rural Living (RL)

Urban Residential (UR)

Neighborhood Commercial (NC)

Estate Residential (ER)

Entertainment Center (EC)

Commercial Center (CC)

Suburban Residential (SR)

Transit Ready Development (TRD)

Mixed-Use Center (MU)

Historic Town Center (HTC)

Employment Mix (EM)

Professional Campus (PC)

Manufacturing & Warehouse (MW)

Aviation (AV)

District Stations

- Cultural and Entertainment Centers
  - Town Center
  - Mill
  - Honey Creek Entertainment
- Economic Assets
  - Business & Aviation
  - Medical
  - Collin Crossing
- Housing and Neighborhood-Oriented
  - Northridge
  - Trinity Falls
  - Homestead

- Natural Assets
  - Agricultural Lifestyle
  - East Fork
  - Scenic
- Transportation-Focused
  - Collin McKinney Commercial
  - Gateway Business
  - Oak Hollow
  - Outer Loop

Preliminary Thoroughfare Plan
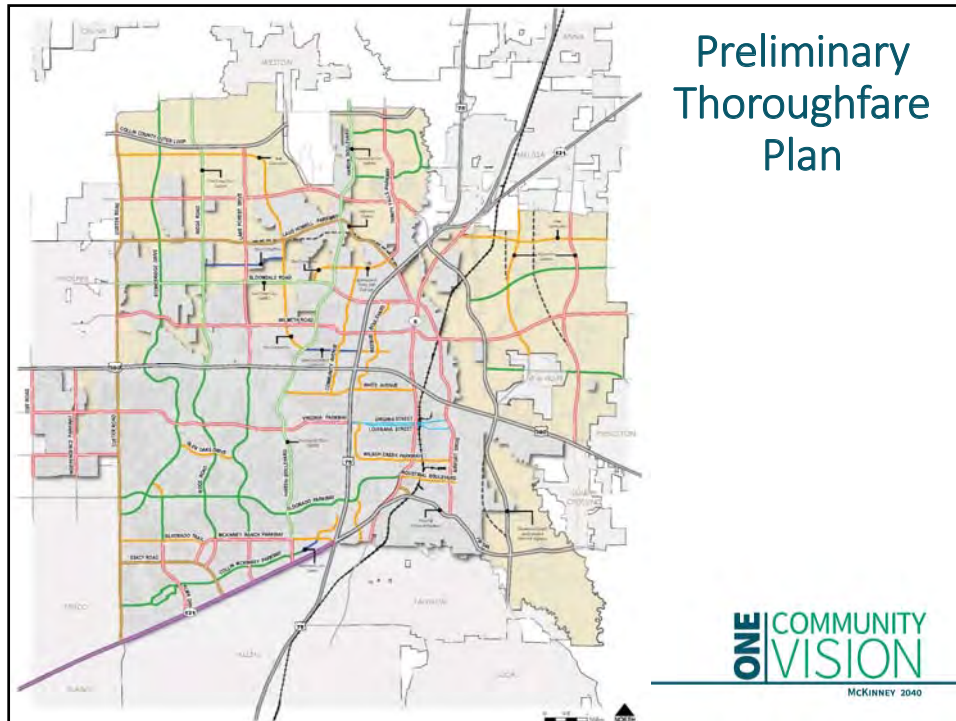
Feedback on Preferred Scenario

How consistent is this aspect of ONE McKinney2040 with McKinney's best possible future?						
	Very Consistent (VC)	Somewhat Consistent (SC)	Somewhat Inconsistent (SI)	Very Inconsistent (VI)	I'm Not Sure (NS)	VC + SC
Vision Statement -- your own idea of McKinney's best possible future	46.5%	34.9%	9.3%	7.0%	2.3%	81.4%
Preferred Scenario -- your own idea of McKinney's best possible future	31.3%	44.6%	8.4%	4.8%	10.8%	75.9%
Preferred Scenario -- your sense of the community's preferences	16.5%	47.1%	7.1%	3.5%	25.9%	63.5%

'Crafting the Plan' Input Phase

June 2018 Community Open House Highlights

- Open House held June 14, 2018 at Collin College Conference Center
- Approximately 50 participants
- Objectives:
  - Update community on status of process
  - Share approach to TXDOT's 380 alternatives
  - Receive input about policy direction & implications of 380 alternatives for the preferred development pattern
- Group input using electronic keypad polling
- Discussion and input at 10 stations
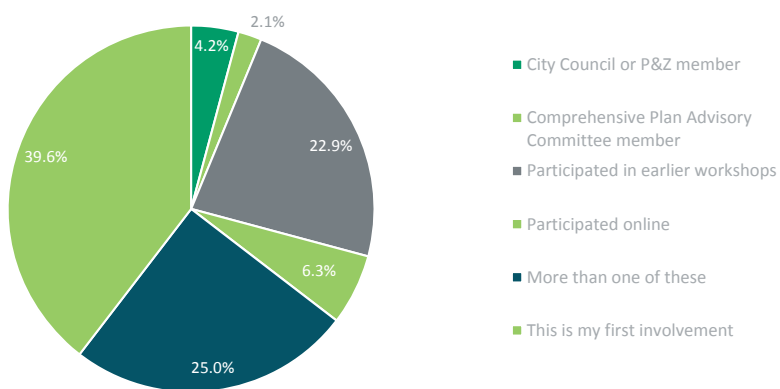

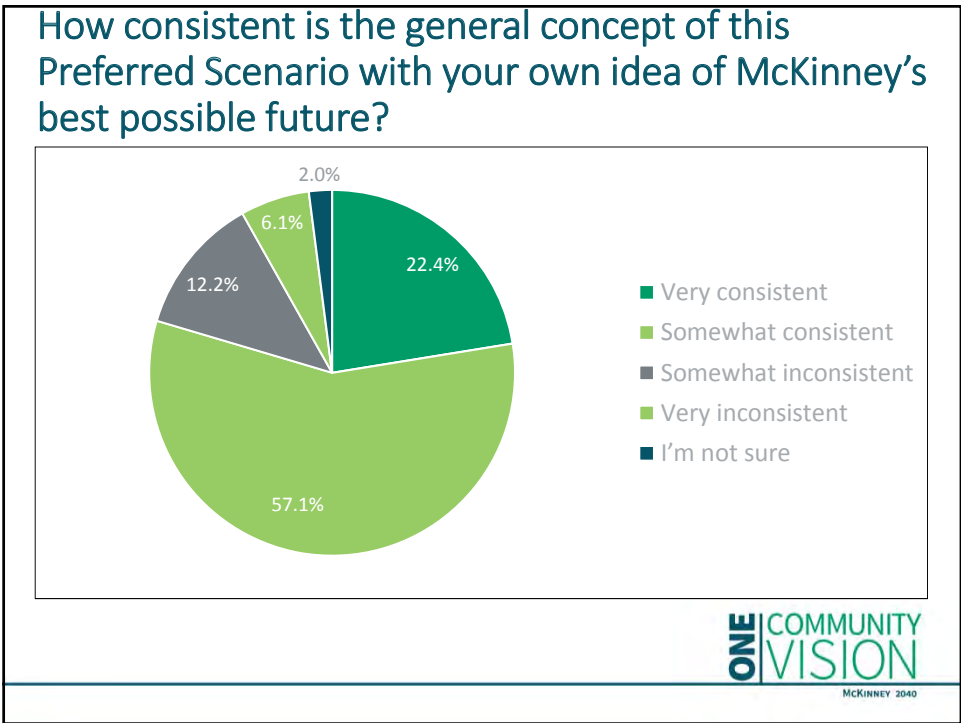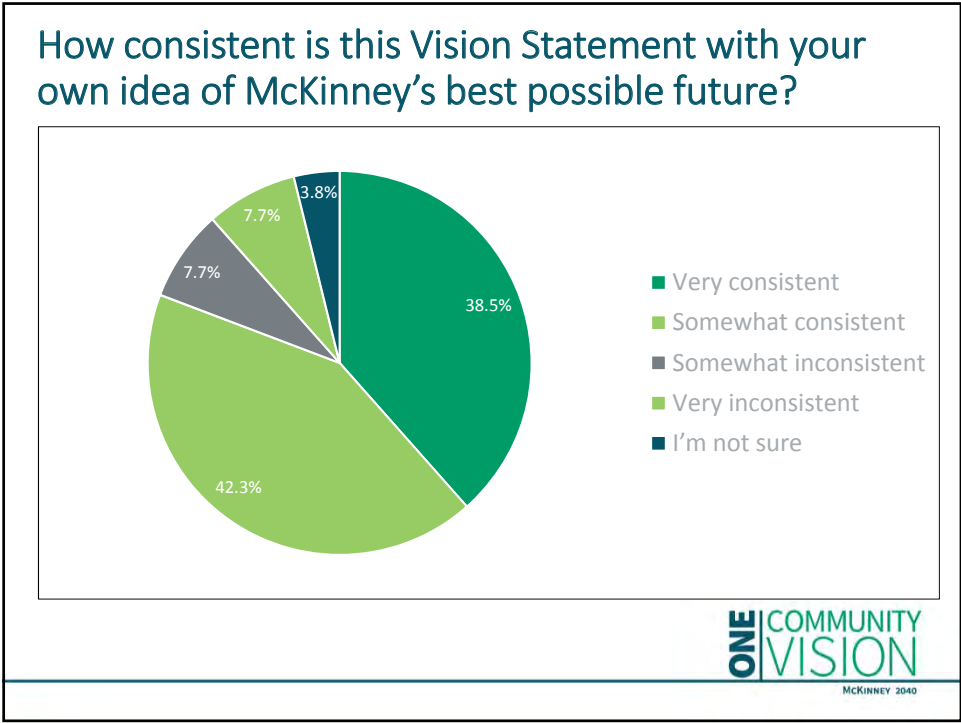McKINNEY 2040

Stations – Development with 380 Options

- Where We're At
- Commercial & Mixed Use Centers
- Existing Community Districts
- Western Developing Districts
- Revitalizing Districts
- Employment Districts
- Eastern Developing Districts
- Limited Access Roadway Design Options
- Investment Priorities
- Other Topics

ONE COMMUNITY VISION
McKinney 2040

Participants' Roles in Process

I have been involved in ONE McKinney 2040 as:

- City Council or P&Z member
- Comprehensive Plan Advisory Committee member
- Participated in earlier workshops
- Participated online
- More than one of these
- This is my first involvement

2.1%
4.2%
39.6%
22.9%
6.3%
25.0%

ONE COMMUNITY VISION
McKinney 2040

How consistent is this Vision Statement with your own idea of McKinney's best possible future?

- Very consistent
- Somewhat consistent
- Somewhat inconsistent
- Very inconsistent
- I'm not sure

3.8%
7.7%
7.7%
38.5%
42.3%

How consistent is the general concept of this Preferred Scenario with your own idea of McKinney's best possible future?

- Very consistent
- Somewhat consistent
- Somewhat inconsistent
- Very inconsistent
- I'm not sure

2.0%
6.1%
12.2%
22.4%
57.1%

Development Pattern and Future US 380

How should the ONE McKinney 2040 preferred development pattern relate to the character of future US 380?	Strong-ly agree	Some-what agree	Some-what disagree	Strong-ly disagr ee	I'm not sure	Agree (Strongly/ Some-what)	Disagree (Strongly/ Some-what)
The character of US 380 improvements should include the 'district identity' features envisioned by ONE McKinney 2040.	43.8%	29.2%	10.4%	12.5%	4.2%	72.9%	22.9%
The character of US 380 improvements should change as it travels through places in McKinney that have different character.	40.8%	28.6%	8.2%	20.4%	2.0%	69.4%	28.6%

ONE COMMUNITY VISION
McKINNEY 2040

LARS Along Current US 380 Alignment

What if US 380 stays in place? (the LARS is along the current alignment)	Strong-ly agree	Some-what agree	Some-what disagree	Strong-ly disagre e	I'm not sure	Agree (Strongly/ Some-what)	Disagree (Strongly/ Some-what)
If US 380 stays in place, the Preferred Scenario's Place Types along the route should stay the same.	38.3%	25.5%	10.6%	19.1%	6.4%	63.8%	29.8%
If US 380 stays in place, then new employment-generating Place Types should be considered along the route.	37.5%	27.1%	6.3%	25.0%	4.2%	64.6%	31.3%
If US 380 stays in place, then new mixed use centers should be considered at major interchanges along the route.	26.1%	37.0%	8.7%	26.1%	2.2%	63.0%	34.8%
If US 380 stays in place, then new commercial centers should be considered at major interchanges along the route.	24.5%	30.6%	14.3%	24.5%	6.1%	55.1%	38.8%
If US 380 stays in place, then new urban residential Place Types should be considered along the route.	11.4%	18.2%	15.9%	50.0%	4.5%	29.5%	65.9%

McKINNEY 2040

LARS Along a Different Alignment

What if another alternative for US 380 is selected? (the LARS is along a different alignment)	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I'm not sure		Agree (Strongly/ Somewhat)	Disagree (Strongly/ Somewhat)
If a different US 380 alternative is identified, the Preferred Scenario's Place Types along the new route should stay the same.	43.5%	15.2%	6.5%	21.7%	13.0%		58.7%	28.3%
If a different US 380 alternative is identified, then new commercial centers should be considered at major interchanges along the new route.	34.0%	21.3%	0.0%	40.4%	4.3%		55.3%	40.4%
If a different US 380 alternative is identified, then new employment-generating Place Types should be considered along the new route.	29.2%	31.3%	0.0%	35.4%	4.2%		60.4%	35.4%
If a different US 380 alternative is identified, then new mixed use centers should be considered at major interchanges along the new route.	22.9%	33.3%	6.3%	35.4%	2.1%		56.3%	41.7%
If a different US 380 alternative is identified, then new urban residential Place Types should be considered along the new route.	21.3%	19.1%	10.6%	42.6%	6.4%		40.4%	53.2%

MCKINNEY 2040

'Implementation Planning' Input Phase

August 2018 Community Open House Highlights

- Open House held August 9, 2018 at McKinney Performing Arts Center
- 37 participants
- Objectives:
  - Share key concepts of draft ONE McKinney 2040 Plan
  - Receive input about recommendations
- Discussion and input at 7 stations
  - Overall Policy Direction
  - Land Use & Development
  - Mobility
  - Economic Development & Fiscal Health
  - Public Investments
  - Implementation
  - Other Topics

MCKINNEY 2040

Input on Implementation Priorities

Overview

- Implementation recommendations relate to:
  - City-wide strategy elements
  - District strategies
  - Monitoring and reporting on progress in carrying out the plan
- Initial input on selected action items was obtained in three ways:
  - Via an iPad survey at the June 14th Open House
  - Via an online survey available from June 28th through July 24th
  - Via a "dot exercise" station at the August 9th Open House
- Each input opportunity included a different segment of the McKinney community so they reflect differing perspectives on the future
- Plan will establish priorities among action items

ONE COMMUNITY VISION
MCKINNEY 2040

Action Items: Ranking of Priority

Action Items Ranked in the Top 5 Twice	June Open House	Online	August Open House
Provide regular and engaging updates on ONE McKinney 2040 progress to the community	1	4	12
Identify places with greatest biking and walking potential and invest in bike and pedestrian networks for these places	2	8	3
Make transportation improvements to reduce congestion in the established community	12	2	5
Partner with MISD, Collin College and others on educational programs so McKinney residents have the skills future McKinney employers need	3	3	11
Seek grant opportunities to support plan implementation	5	5	16

Action Items: Ranking of Priority

Action Items Ranked in the Top 5 Once	June Open House	Online	August Open House
Investments in public infrastructure such as roads, water, and sewer in existing neighborhoods so their level of service is the same as in newly-developing areas	11	1	7
Invest in park and recreational improvements along the East Fork of the Trinity River	13	14	1
Develop design guidelines or standards for areas that retain rural character in the future	10	6	2
Develop design guidelines or standards for new mixed use and urban development areas	4	9	13
City collaboration with private developers/investors via Public/Private Partnerships	16	13	4

Action Items: Ranking of Priority

Action Items Never Ranked in the Top 5	June Open House	Online	August Open House
Update economic development incentives to support the development described by the ONE McKinney 2040 Plan	9	11	6
Update development regulations (e.g. zoning ordinance, subdivision ordinance) to reflect the vision described by the ONE McKinney 2040 Plan	6	10	18
Foster better relationships across jurisdictions and agencies for coordinated regional planning	8	7	17
Establish Greenway Arterial design standards for use on Laud Howell Parkway and similar greenways	7	16	9
Create a Major Gateway into McKinney at US 75 and US 380	19	15	8
Add new regional cultural and cultural amenities and venues	17	17	10
Create design guidelines and economic incentives for 'transit-ready' development	14	12	14
Conduct small area studies in key parts of McKinney	18	19	15
Investigate use of innovative financing solutions (such as Tax Increment Financing Districts and Public Improvement Districts)	15	18	19

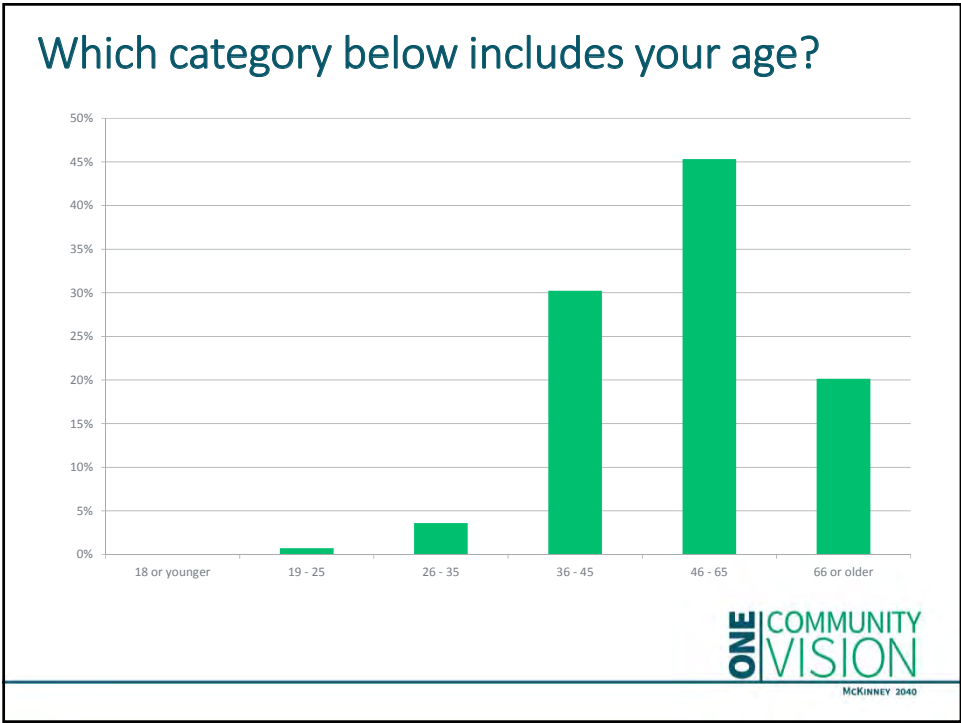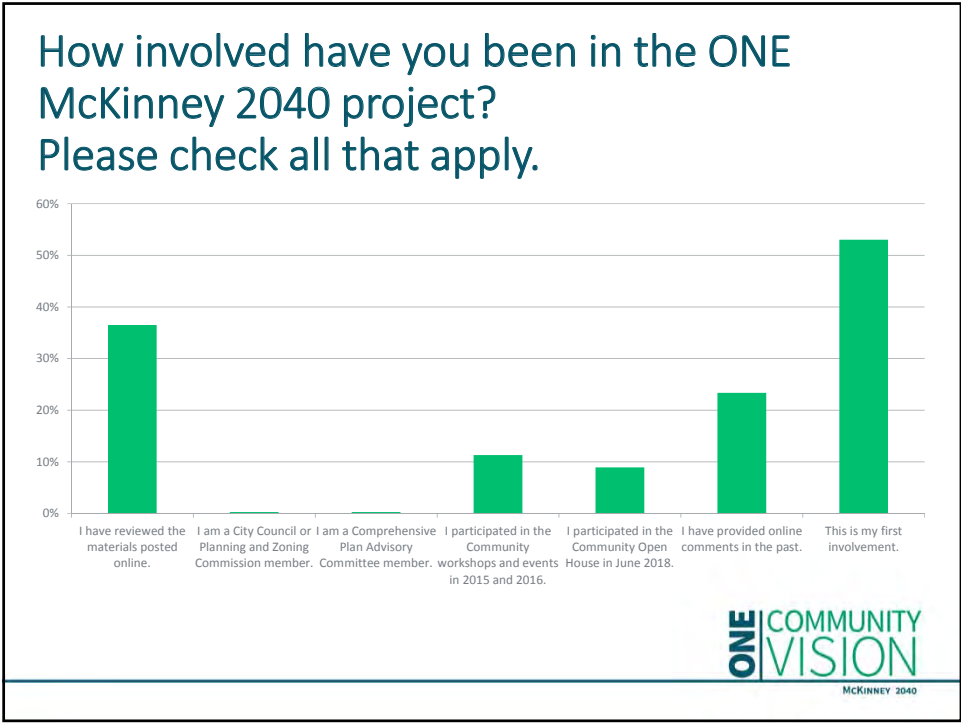## Community Online Feedback

Background

- An online survey was available to any interested person during August and September.
- The survey was structured to gain feedback on the overall direction of the plan, the major concepts in the citywide strategies and the key ideas for each of the Districts.
- Respondents could choose how much input to provide.
- Participants were asked about their involvement in the ONE McKinney 2040 process and about their background.
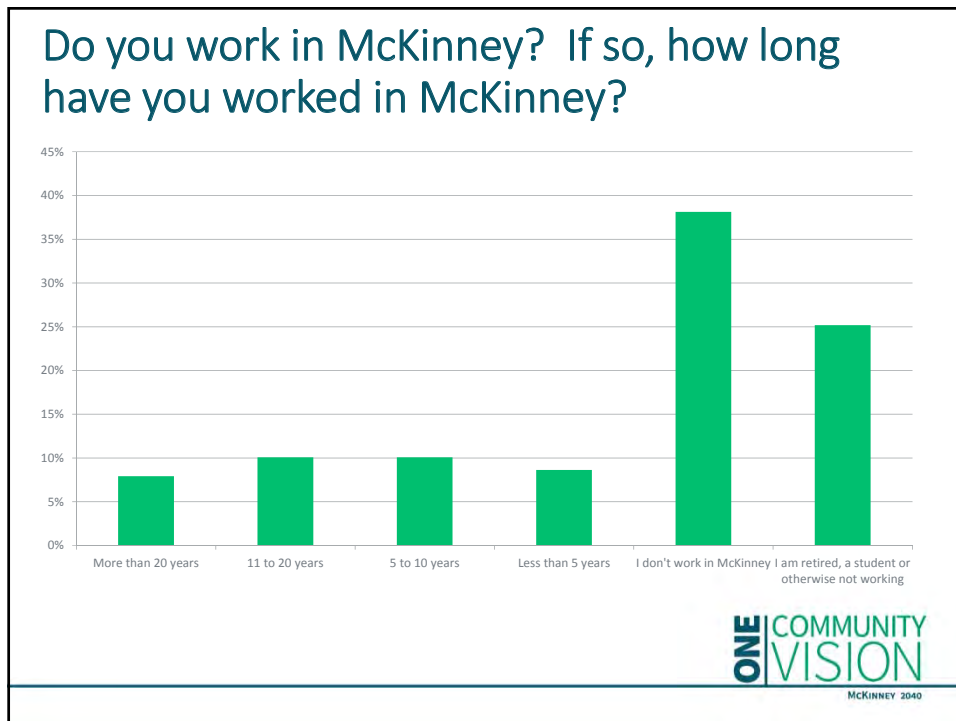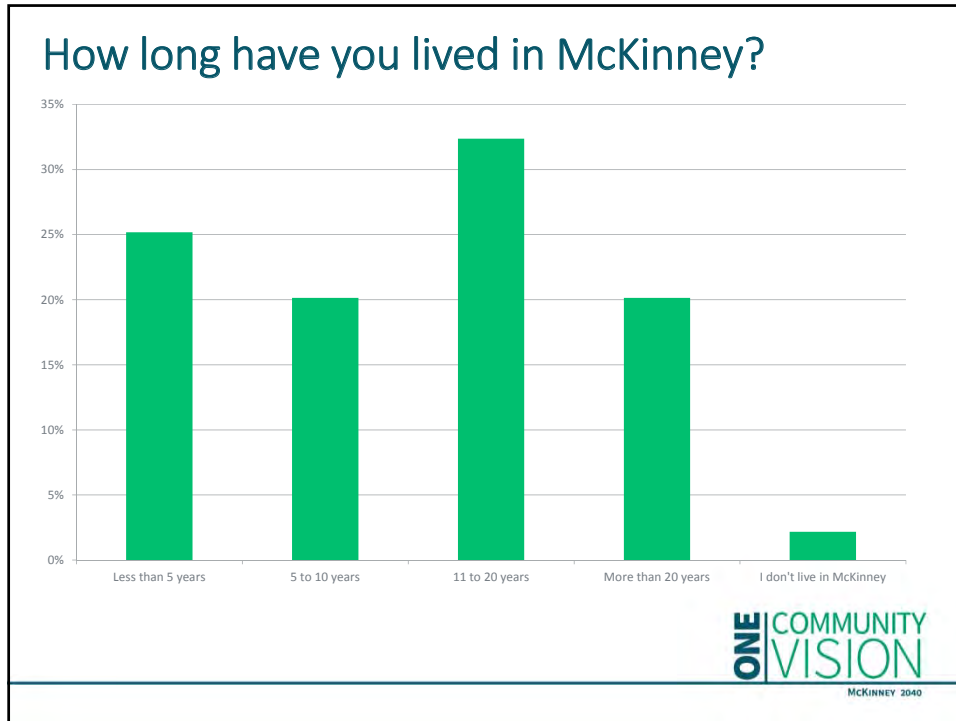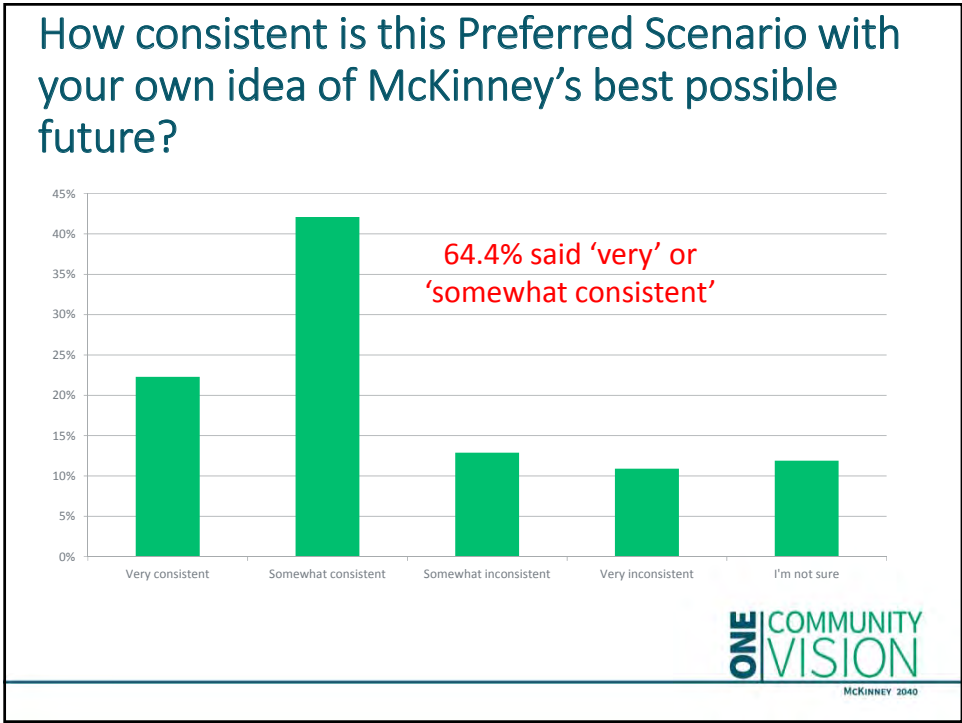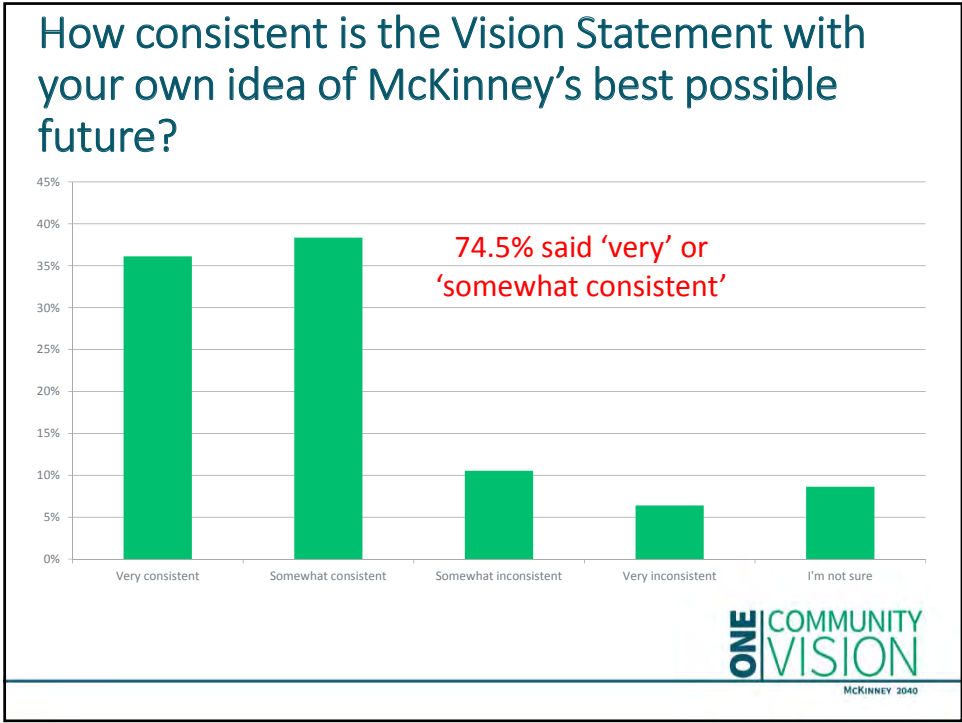
Results

- 383 people participated in the online survey.
- Results show strong overall support for the Plan.
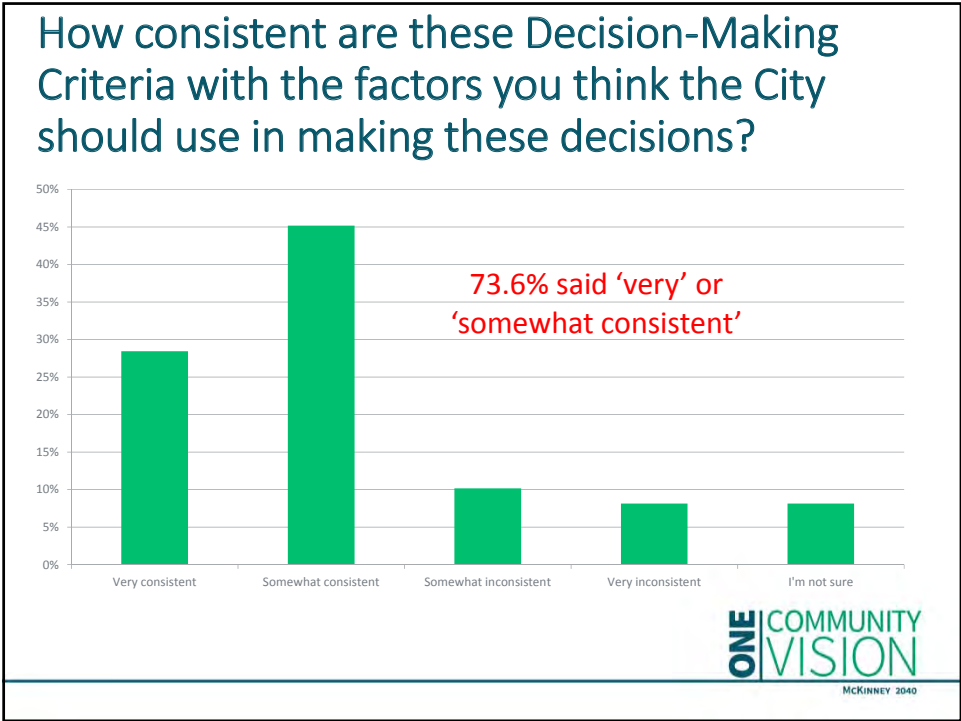- Many individual suggestions and comments provided.

ONE COMMUNITY VISION
McKINNEY 2040

How long have you lived in McKinney?

Do you work in McKinney? If so, how long have you worked in McKinney?

How consistent is the Vision Statement with your own idea of McKinney's best possible future?

74.5% said 'very' or 'somewhat consistent'

How consistent is this Preferred Scenario with your own idea of McKinney's best possible future?

64.4% said 'very' or 'somewhat consistent'

How consistent are these Decision-Making Criteria with the factors you think the City should use in making these decisions?

73.6% said 'very' or 'somewhat consistent'

(Bar chart: Very consistent ~28.5%, Somewhat consistent ~45%, Somewhat inconsistent ~10%, Very inconsistent ~8%, I'm not sure ~8%)

ONE COMMUNITY VISION
MCKINNEY 2040

How consistent are these Guiding Principles with your own ideas of McKinney's best possible future?

	Very consistent	Some-what consistent	Some-what inconsist-ent	Very inconsist-ent	I'm not sure	Consist-ent	Inconsist-ent
Diversity	35.5%	38.7%	19.4%	6.5%	0.0%	74.2%	25.8%
Assets	56.3%	21.9%	6.3%	15.6%	0.0%	78.1%	21.9%
Places	50.0%	26.7%	16.7%	3.3%	3.3%	76.7%	20.0%
Investments	37.9%	44.8%	6.9%	10.3%	0.0%	82.8%	17.2%

ONE COMMUNITY VISION
MCKINNEY 2040

How consistent are these outcomes with the City you hope to see by 2040?

	Very consist-ent	Some-what consist-ent	Some-what inconsist-ent	Very inconsist-ent	I'm not sure	Consist-ent	Inconsist-ent
Citywide Mobility Strategy	34.0%	34.6%	14.2%	14.8%	2.5%	68.5%	29.0%
Citywide Economic Development Strategy	26.9%	41.9%	12.5%	10.6%	8.1%	68.8%	23.1%
Citywide Fiscal Health Strategy	30.4%	48.1%	5.1%	9.5%	7.0%	78.5%	14.6%
Citywide Public Investment Strategy	34.4%	41.9%	13.1%	8.8%	1.9%	76.3%	21.9%

ONE COMMUNITY VISION
MCKINNEY 2040

APPENDIX C:

TRANSPORTATION
MODELING ANALYSIS

OVERVIEW

Travel demand modeling involves the forecasting of traffic volumes on a transportation network based on land use, population, and network characteristics. Forecasting future traffic demand on a roadway network is an essential element in mobility planning. The model used for analysis of the OneMcKinney2040 preferred scenario was adapted from the Dallas-Fort Worth Regional Travel Model (DFWRTM) created by the NCTCOG. The updated model incorporated demographic estimates based on the OneMcKinney2040 recommended land uses and analyzed potential alternatives to future US 380 limited-access roadway alignments, as well as alternatives to the City's thoroughfare network.

This Appendix section presents the travel demand model output for each modeled network alternative to be used as a basis for making additional updates to the Master Thoroughfare Plan upon completion of the US 380 Feasibility Study. Roadways are designated as Level of Service (LOS) A, B, C, D, E, or F based on the volume-to-capacity ratio, which compares the estimate daily volume expected on a roadway to its intended maximum amount of traffic a roadway can handle. LOS A roadways have low traffic volumes with free-flowing conditions while LOS F roadways are extremely congested with stop-and-go traffic conditions. LOS A/B/C/D is considered acceptable under the current Comprehensive Plan.

ALIGNMENT OPTIONS

As of the summer of 2018, TxDOT is considering 5 alternative roadway alignments for the future expansion of US Highway 380, consisting of 3 bypass alignment options and two alignments using the current US 380 route. To measure the impact of the various US 380 alternatives on the McKinney thoroughfare network, the following 3 network alternatives were analyzed using the DFWRTM:

Revised Master Thoroughfare Plan (MTP)
- The Revised MTP maintains the existing US 380 alignment as a Major Regional Highway with an additional north-south limited-access roadway east of US 75 and the McKinney Airport.
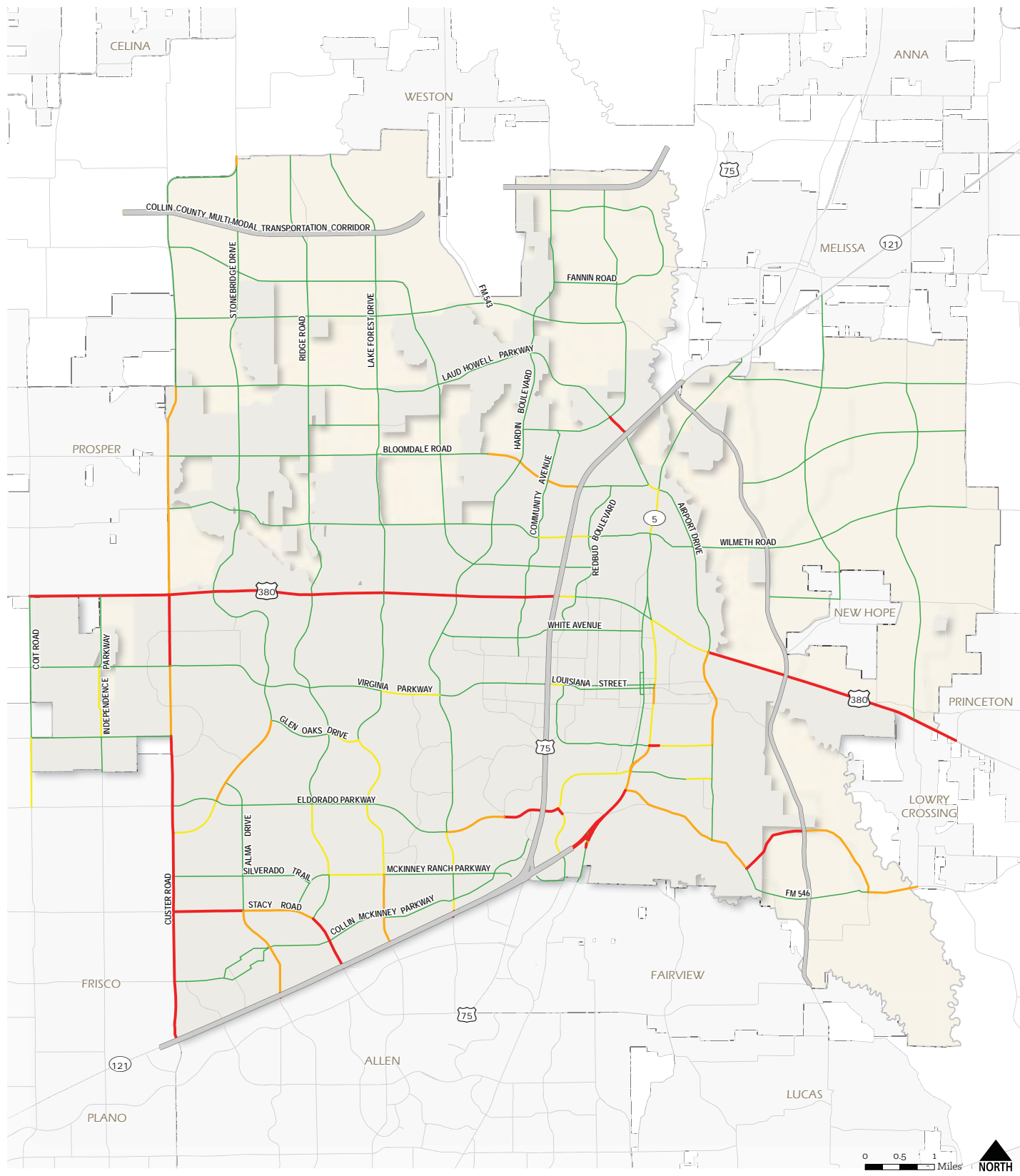
Blue/Red US 380 Bypass Alignment
- For the purpose of the travel demand model, the US 380 Blue and Red alignments provide similar highway connectivity and was modeled as a combined alternative, with a limited-access roadway bypass alignment following much of existing Bloomdale Road and Airport Drive, with an east-west connection at existing US 380 east of US 75.

Yellow Alignment
- The US 380 Yellow alignment is a limited-access roadway bypass that follows much of existing Bloomdale Road and Airport Drive, with an east-west connection north of US 380.
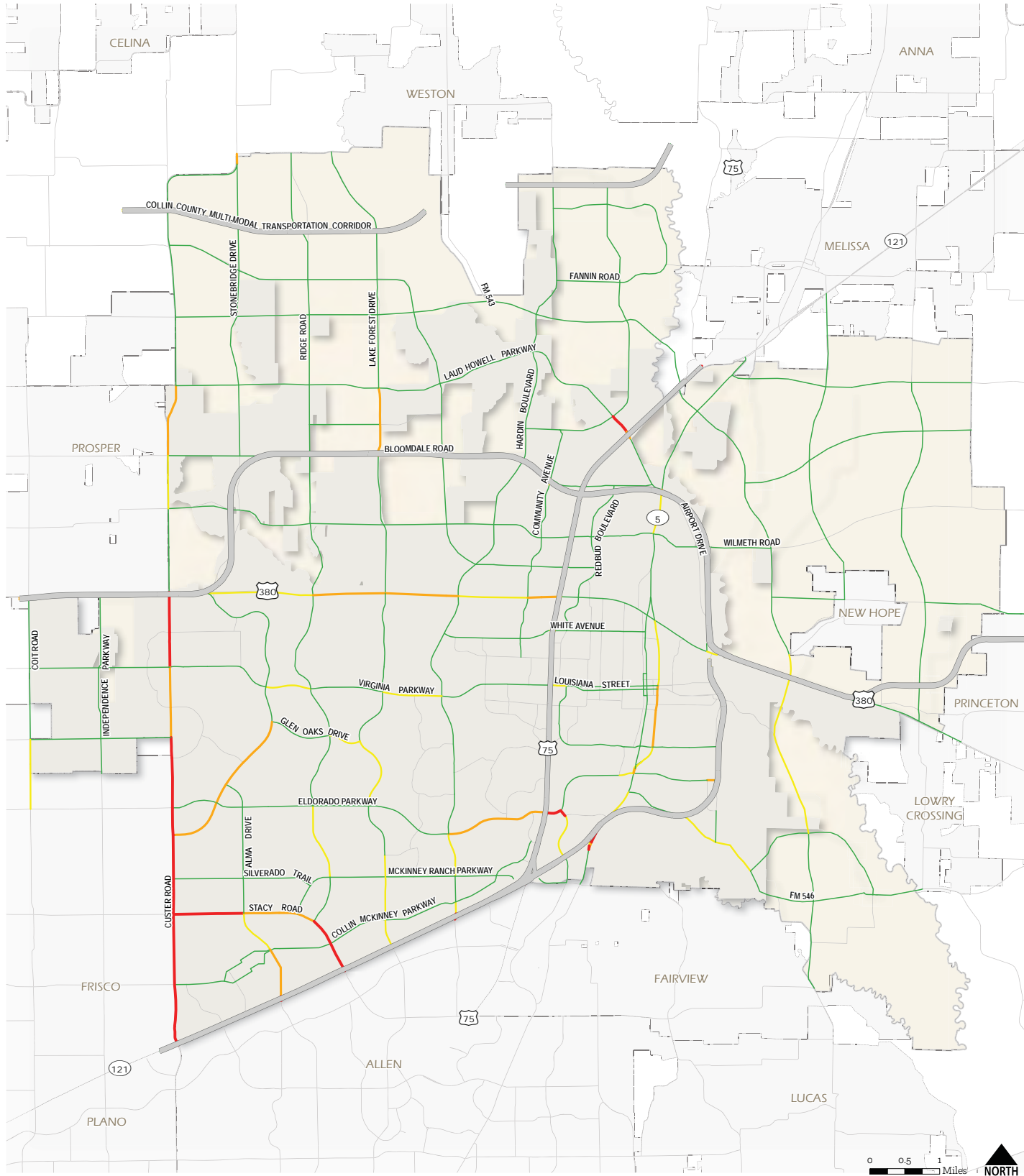
McKinney™ TEXAS
Unique by nature.℠

ONE | COMMUNITY
VISION
MCKINNEY 2040

ONE COMMUNITY. ONE VISION.

CELINA
ANNA
WESTON
MELISSA [121]
[75]
COLLIN COUNTY MULTI-MODAL TRANSPORTATION CORRIDOR
STONEBRIDGE DRIVE
RIDGE ROAD
LAKE FOREST DRIVE
FM 543
FANNIN ROAD
LAUD HOWELL PARKWAY
HARDIN BOULEVARD
PROSPER
BLOOMDALE ROAD
COMMUNITY AVENUE
REDBUD BOULEVARD
[5]
AIRPORT DRIVE
WILMETH ROAD
NEW HOPE
COIT ROAD
INDEPENDENCE PARKWAY
[380]
WHITE AVENUE
[380]
PRINCETON
VIRGINIA PARKWAY
LOUISIANA STREET
GLEN OAKS DRIVE
[75]
LOWRY CROSSING
ELDORADO PARKWAY
CUSTER ROAD
ALMA DRIVE
SILVERADO TRAIL
MCKINNEY RANCH PARKWAY
STACY ROAD
COLLIN MCKINNEY PARKWAY
FM 546
FAIRVIEW
FRISCO
[75]
[121]
ALLEN
LUCAS
PLANO

0   0.5   1
Miles
NORTH

Legend

Level of Service

Acceptable Under Current Comprehensive Plan

Not Acceptable Under Current Comprehensive Plan

┼┼┼ Railroads

McKinney City Limits

McKinney ETJ

McKINNEY TEXAS
Unique by nature.℠

Travel Demand Model US 380 Alternatives
Blue/Red Alternative August 2018

ONE | COMMUNITY VISION
McKINNEY 2040

ONE COMMUNITY. ONE VISION.

Map labels: CELINA, WESTON, ANNA, MELISSA, PROSPER, NEW HOPE, PRINCETON, LOWRY CROSSING, FAIRVIEW, FRISCO, PLANO, ALLEN, LUCAS

Road labels: COLLIN COUNTY MULTI-MODAL TRANSPORTATION CORRIDOR, STONEBRIDGE DRIVE, RIDGE ROAD, LAKE FOREST DRIVE, FM 543, FANNIN ROAD, LAUD HOWELL PARKWAY, HARDIN BOULEVARD, BLOOMDALE ROAD, COMMUNITY AVENUE, REDBUD BOULEVARD, AIRPORT DRIVE, WILMETH ROAD, COIT ROAD, INDEPENDENCE PARKWAY, WHITE AVENUE, VIRGINIA PARKWAY, LOUISIANA STREET, GLEN OAKS DRIVE, ELDORADO PARKWAY, ALMA DRIVE, SILVERADO TRAIL, McKINNEY RANCH PARKWAY, CUSTER ROAD, STACY ROAD, COLLIN McKINNEY PARKWAY, FM 546

Highway markers: 75, 121, 380, 5

0 0.5 1 Miles
NORTH

Legend

Level of Service

Acceptable Under Current Comprehensive Plan

— LOS A/B/C   *Free Flow/Acceptable (<.65)*

Not Acceptable Under Current Comprehensive Plan

— LOS E   *Significant Delay (.80 - 1.0)*

╫┼╫ Railroads
☐ McKinney City Limits
☐ McKinney ETJ
☐ Other Cities

ONE McKinney 2040

Travel Demand Model US 380 Alternatives
Yellow Alternative
August 2018

ONE | COMMUNITY
VISION
McKINNEY 2040

McKINNEY™
TEXAS
Unique by nature.℠

ONE COMMUNITY. ONE VISION.

Legend

Level of Service
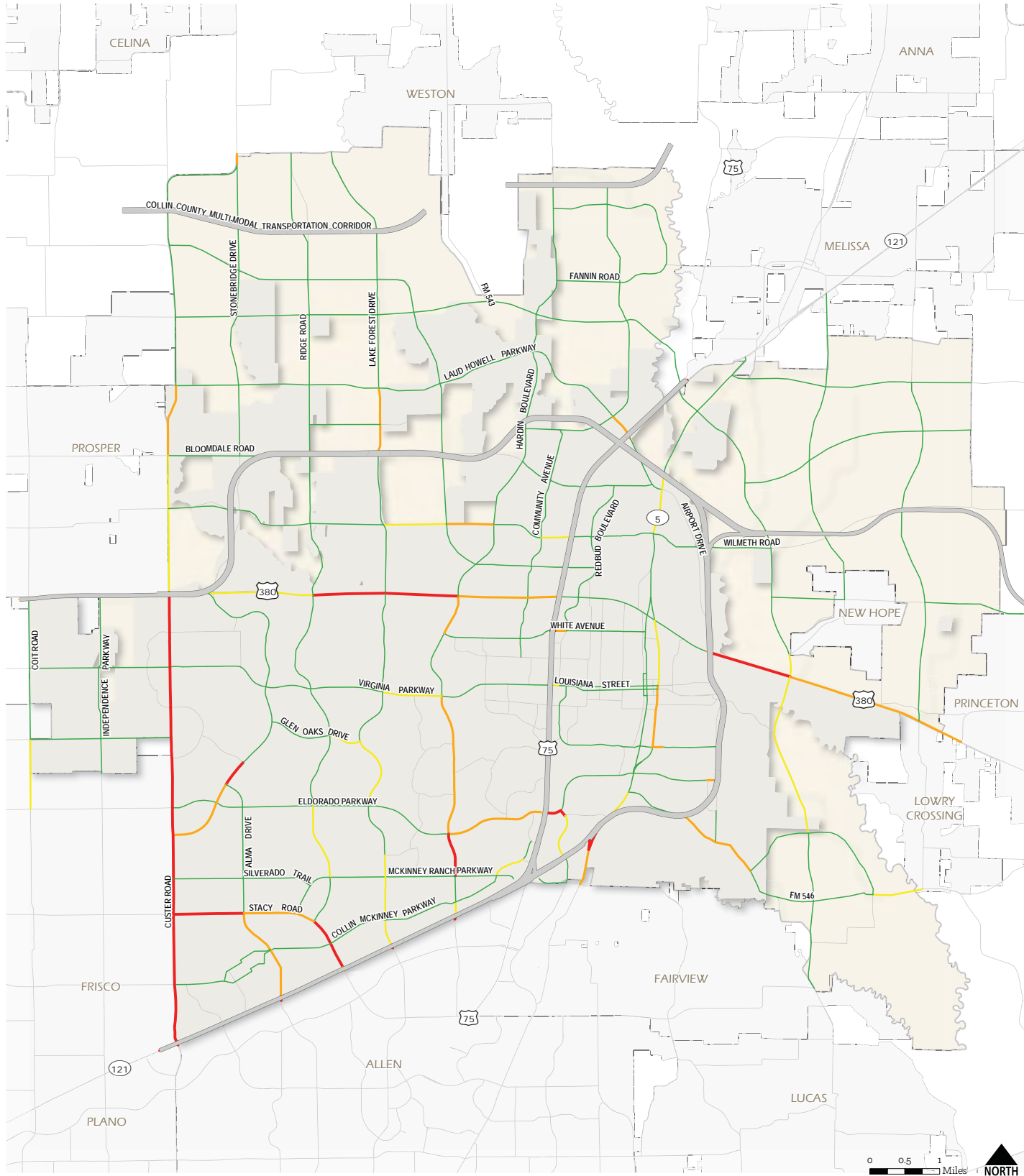
Acceptable Under Current Comprehensive Plan

— LOS A/B/C *Free Flow/Acceptable (<.65)*

Not Acceptable Under Current Comprehensive Plan

— LOS E *Significant Delay (.80 - 1.0)*

┼┼┼ Railroads

▢ McKinney City Limits

▢ McKinney ETJ

▢ Other Cities

APPENDIX D:

INDUSTRY
TRENDS

Changing Service Market

Commercial rent structures that support replacing retail operators with development and real estate offices, along with medical service facilities.

Broad Retail Market

Retail that caters to consumers at either end of the spectrum – price conscious to luxury.

Boutique Hotel Growth

Growth in boutique hotels supported by technology that has replaced advanced booking systems once exclusively maintained by the larger hotel flags or chains

High-Growth High-Tech

Growth among technology companies that has surpassed financial institutions, and exceeded its demand for office space.

Business Trends

Logistics Sector Growth

Growth in logistics space associated with the enhanced relationship between industrial and retail operations, specifically increase in online sales and transfer of commercial inventories to offsite locations.

Texas Economic Growth

Favorable business environment including competitive labor costs and land prices that has Texas leading the nation in job growth and creation.

Return to Manufacturing

National return to manufacturing in the United States following the Great Recession.

Flexible Use Space

Industrial real estate, particularly warehouses, that can house retail inventories and expedite distribution channels.

Social Trends

Aging Baby Boomers
Aging Baby Boomers requiring access to services and mobility alternatives, and / or proximity to adult children and grandchildren.

Expanding Millenial Market
Growing number of Millennials waiting to get married and have children.

Demand for "Third Places"
Necessity for "third places" that are neither home or work, that allow for socialization and exchange of ideas absent in home offices

Traditional Neighborhood Design
Investor and consumer preference for urban living and proximity to work, supported by a comprehensive transit network, driven by lifestyle preferences and deepened sense of nostalgia.

Development Trends

18-Hour Environments
Development of 18 hour-environments, offering the ability to live, work, dine and be entertained within the same neighborhood.

Suburban Centers
Development of urban centers in suburban locations with similar efficiencies and attributes.

Mixed-Use Environments
Emphasis on walkable, mixed-use environments with access to multiple modes of vehicular and non-vehicular transportation.

Urban Centers & Proximity
Business consolidations and development of complex urban centers that allow for greater proximity to work among its employees.

Employment Trends

Green Tendencies
Heightened environmental conscience among young employees that translates into a desire for work and living spaces that are low-impact, with Green features, smaller, and preferably an adaptive retrofit.

Mobile Workforce
Employment choices that support the highly mobile, entrepreneurial and growing Millennial market with an emphasis on cost sensitivity and adaptability.

Encore Careers
Growing number of retirees who have chosen to pursue encore careers as mentors, teachers and innovators.

Office Space Contraction
Office space compression driven by desire for greater efficiencies in cost and space, supported by transit and technology, lifestyle preferences including the desire for flex time, new knowledge of how space can improve productivity, and expansion of creative class.

Residential Trends

Living with Friends
Limited number of employment opportunities for educated and trained individuals with salaries sufficient to cover debt load and allow for living alone.

Agrihood Neighborhoods
Introduction of the "agrihood" neighborhoods built around a working farm.

Starter & Retirement Homes
Housing for individuals at either end of their earning years who desire a home that supports their lifestyle preferences and needs.

Renting By Choice
Renting by choice, rather than need, particularly among individuals and small households seeking a low-maintenance housing alternative.

PSYCHOGRAPHICS

LifeMode Group: Affluent Estates
Boomburbs

1C

Households: 1,695,000

Average Household Size: 3.22

Median Age: 33.6

Median Household Income: $105,000

WHO ARE WE?

This is the new growth market, with a profile similar to the original: young professionals with families that have opted to trade up to the newest housing in the suburbs. The original *Boomburbs* neighborhoods began growing in the 1990s and continued through the peak of the housing boom. Most of those neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the *Boomburbs* neighborhoods, although the boom is more subdued now than it was 10 years ago. So is the housing market. Residents are well-educated professionals with a running start on prosperity.

TAPESTRY SEGMENTATION
esri.com/tapestry

OUR NEIGHBORHOOD

- Growth markets are in the suburban periphery of large metropolitan areas.
- Young families are married with children (Index 221); average household size is 3.22.
- Home ownership is 84% (Index 133), with the highest rate of mortgages, 78% (Index 173).
- Primarily single-family homes, in new neighborhoods, 72% built since 2000 (Index 521).
- Median home value is $293,000 (Index 165).
- Lower housing vacancy rate at 5.3%.
- The cost of affordable new housing comes at the expense of one of the longest commutes to work, over 30 minutes average, including a disproportionate number (34.5%) commuting across county lines (Index 146).

SOCIOECONOMIC TRAITS

- Well educated young professionals, 52% are college graduates (Index 185).
- Unemployment is low at 5.2% (Index 60); high labor force participation at 72% (Index 115); most households have more than two workers (Index 123).
- Longer commute times from the suburban growth corridors (Index 121) have created more home workers (Index 154).
- They are well connected: own the latest devices and understand how to use them efficiently; biggest complaints—too many devices and too many intrusions on personal time.
- Financial planning is well under way for these professionals.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

1C **LifeMode Group:** Affluent Estates
Boomburbs

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 33.6 US: 37.6

❙ Indicates US
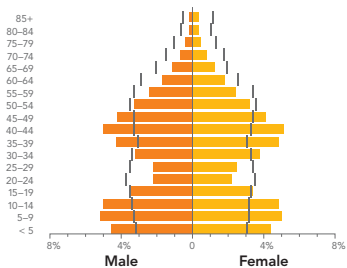
| Male | Female |

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
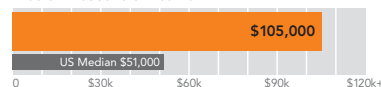
Diversity Index: 60.9 US: 62.1

Hispanic*	14.5%
Multiple	3.9%
Other	3.7%
Asian and Pac. Island	13.9%
American Indian	0.4%
Black	7.7%
White	70.4%

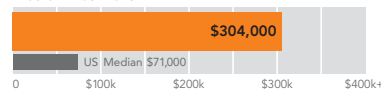* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
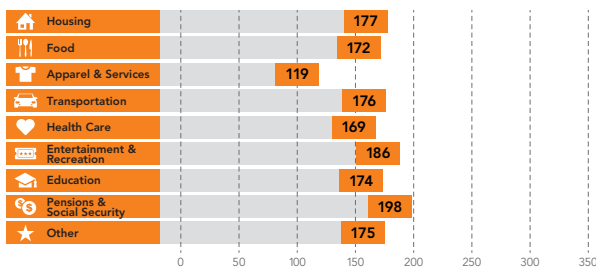
Median Household Income

$105,000
US Median $51,000

0   $30k $60k $90k $120k+

Median Net Worth

$304,000
US Median $71,000

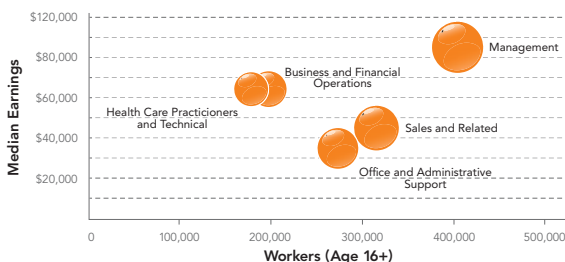0 $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	177
Food	172
Apparel & Services	119
Transportation	176
Health Care	169
Entertainment & Recreation	186
Education	174
Pensions & Social Security	198
Other	175

0   50   100   150   200   250   300   350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

Median Earnings

- Management
- Business and Financial Operations
- Health Care Practicioners and Technical
- Sales and Related
- Office and Administrative Support

Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- *Boomburbs* residents prefer late model imports, primarily SUVs, and also luxury cars and minivans.
- This is one of the top markets for the latest in technology, from smartphones to tablets to Internet connectable televisions.
- Style matters in the *Boomburbs*, from personal appearance to their homes. These consumers are still furnishing their new homes and already remodeling.
- They like to garden but more often contract for home services.
- Physical fitness is a priority, including club memberships and home equipment.
- Leisure includes a range of activities from sports (hiking, bicycling, swimming, golf) to visits to theme parks or water parks.
- Residents are generous supporters of charitable organizations.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family

Median Value:
$293,000

US Median: $177,000
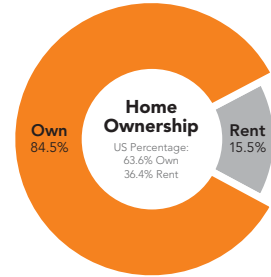
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 84.5%
Rent 15.5%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
5,479,000

Population Growth (Annual %)
-0.5% — 3.0%
2.7%

Population Density (Persons per sq. mile)
0 — 25,000
1000
859

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **192** — 350
Wealth Index

0 — **174** — 350
Socioeconomic Status Index

0 — **186** — 350
Housing Affordability Index
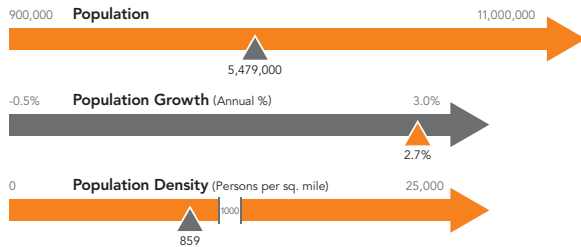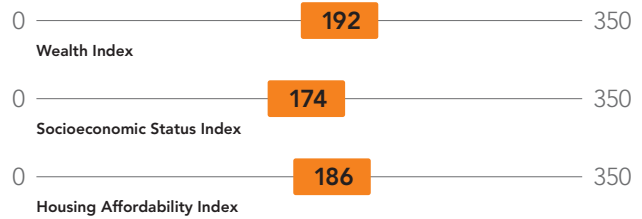
SEGMENT DENSITY

This map illustrates the density and distribution of the *Boomburbs* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
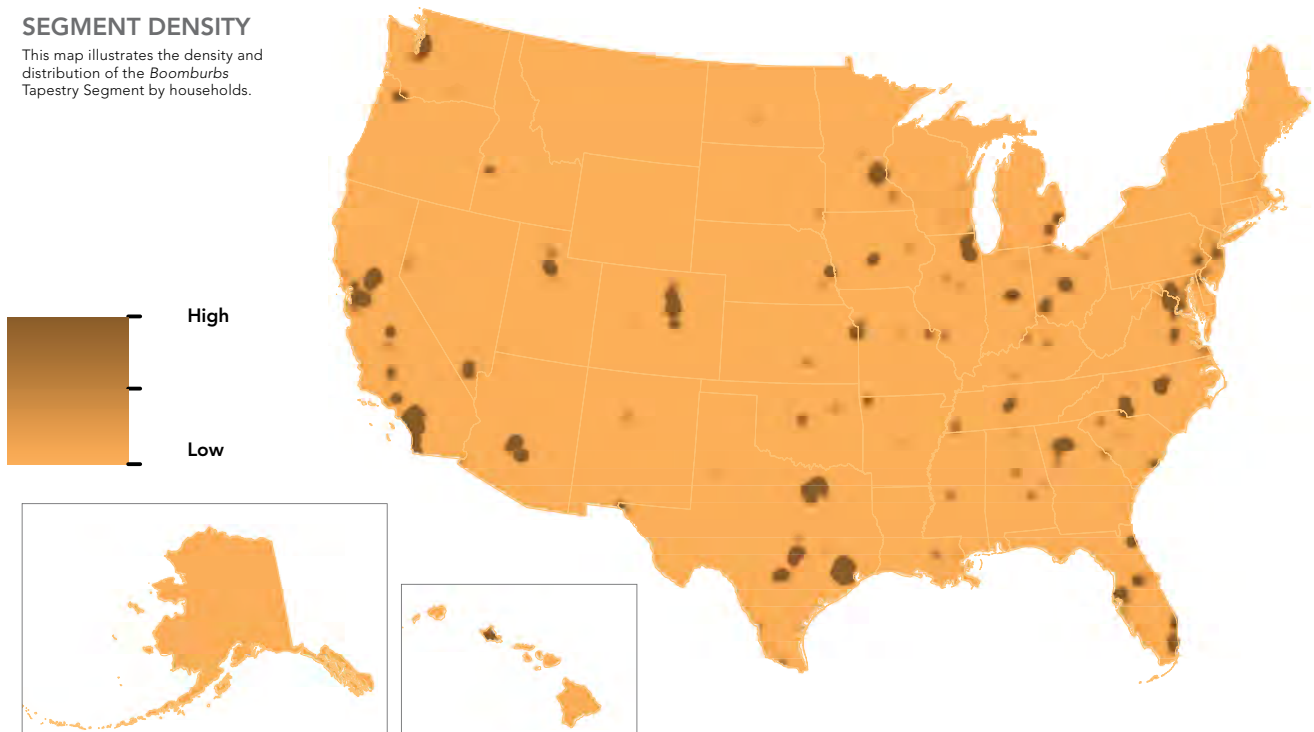
LifeMode Group: Middle Ground

Bright Young Professionals

8C

Households: 2,613,000

Average Household Size: 2.40

Median Age: 32.2

Median Household Income: $50,000

WHO ARE WE?

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

OUR NEIGHBORHOOD

- Approximately 56% of the households rent; 44% own their homes.
- Household type is primarily couples, married (or unmarried), with above average concentrations of both single-parent (Index 125) and single-person (Index 115) households.
- Multiunit buildings or row housing make up 55% of the housing stock (row housing (Index 182), buildings with 5–19 units (Index 277)); 44% built 1980–99.
- Average rent is slightly higher than the US (Index 102).
- Lower vacancy rate is at 8.9%.

SOCIOECONOMIC TRAITS

- Education completed: 36% with some college or an associate's degree, 30% with a bachelor's degree or higher. Education in progress is 10% (Index 127).
- Unemployment rate is lower at 7.1%, and labor force participation rate of 73% is higher than the US rate.
- These consumers are up on the latest technology.
- They get most of their information from the Internet.
- Concern about the environment, impacts their purchasing decisions.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

8C **LifeMode Group:** Middle Ground

Bright Young Professionals

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 32.2 US: 37.6

▌ Indicates US
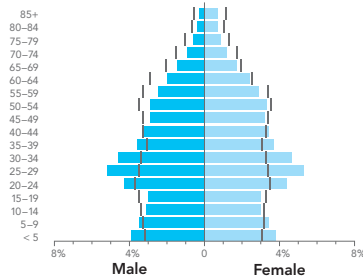
Male   Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
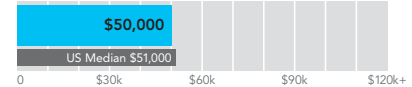
Diversity Index: 65.4 US: 62.1

Hispanic*	16.6%
Multiple	4.2%
Other	6.1%
Asian and Pac. Island	5.6%
American Indian	1.0%
Black	16.0%
White	67.1%

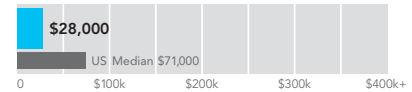* Hispanic can be any race.   ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
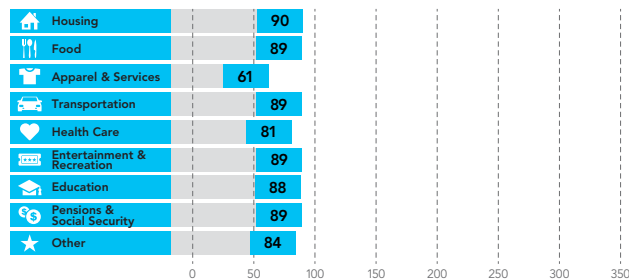
Median Household Income

$50,000

US Median $51,000

0   $30k $60k $90k $120k+

Median Net Worth

$28,000

US Median $71,000
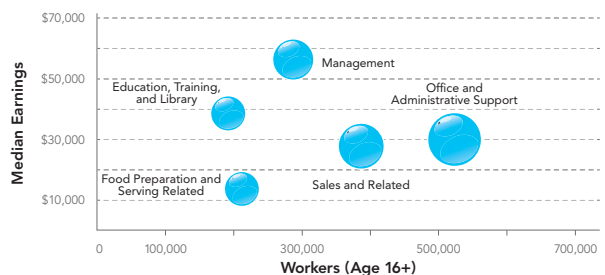
0   $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	90
Food	89
Apparel & Services	61
Transportation	89
Health Care	81
Entertainment & Recreation	89
Education	88
Pensions & Social Security	89
Other	84

0   50   100   150   200   250   300   350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Own US savings bonds.
- Own newer computers (desktop, laptop, or both), iPods, and 2+ TVs.
- Go online to do banking, access YouTube or Facebook, visit blogs, and play games.
- Use cell phones to text, redeem mobile coupons, listen to music, and check for news and financial information.
- Find leisure going to bars/clubs, attending concerts, going to the zoo, and renting DVDs from Redbox or Netflix.
- Read sports magazines and participate in a variety of sports, including backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga.
- Eat out often at fast-food and family restaurants.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family;
Multiunits

Average Rent:
$1,000
US Average: $990
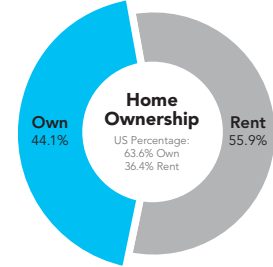
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 44.1%
Rent 55.9%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
6,309,000

Population Growth (Annual %)
-0.5% — 3.0%
0.8%

Population Density (Persons per sq. mile)
0 — 25,000
1000
731

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **66** — 350
Wealth Index
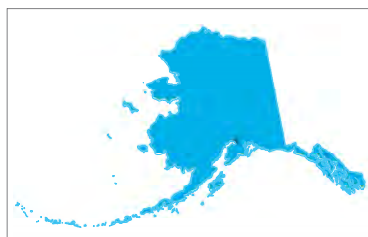
0 — **103** — 350
Socioeconomic Status Index

0 — **152** — 350
Housing Affordability Index

SEGMENT DENSITY

This map illustrates the density and distribution of the *Bright Young Professionals* Tapestry Segment by households.

High

Low

esri
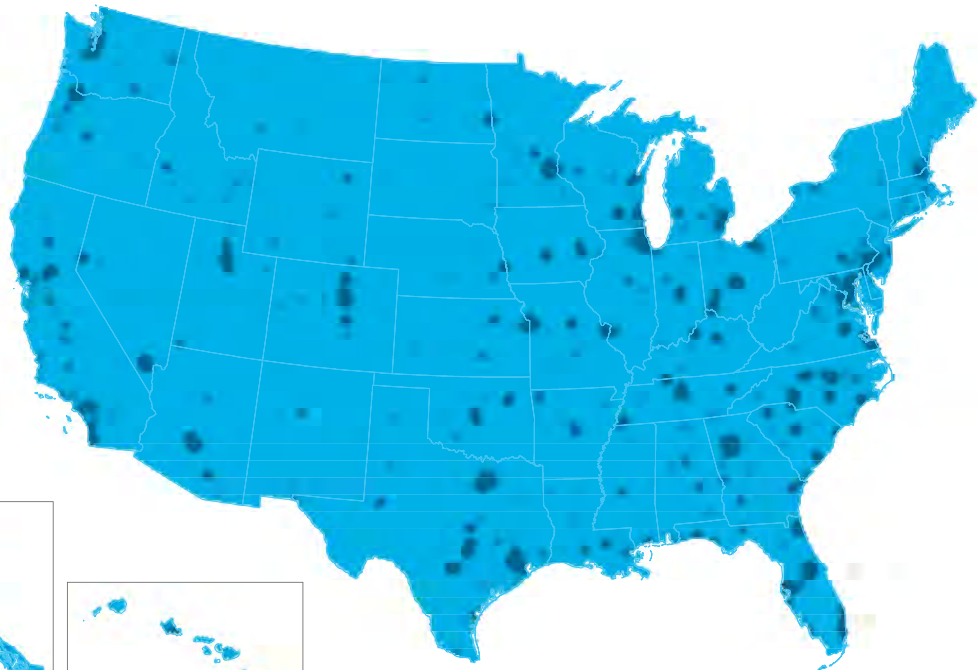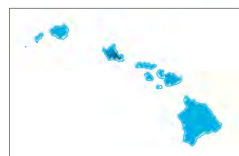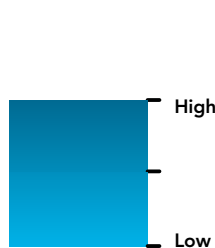
Households: 1,737,200

Average Household Size: 2.48

Median Age: 35.3

Median Household Income: $86,600

WHO ARE WE?

Enterprising Professionals residents are well educated and climbing the ladder in STEM (science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, town homes, or apartments; many still rent their homes. The market is fast-growing, located in lower density neighborhoods of large metro areas. *Enterprising Professionals* residents are diverse, with Asians making up over one-fifth of the population. This young market makes over one and a half times more income than the US median, supplementing their income with high-risk investments. At home, they enjoy the Internet and TV on high-speed connections with premier channels and services.

OUR NEIGHBORHOOD

- Almost half of households are married couples, and 29% are single person households.
- Housing is a mixture of suburban single-family homes, row homes, and larger multiunit structures.
- Close to three quarters of the homes were built after 1980; 25% are newer, built after 2000.
- Renters make up nearly half of all households.

SOCIOECONOMIC TRAITS

- Median household income one and a half times that of the US.
- Over half hold a bachelor's degree or higher.
- Early adopters of new technology in hopes of impressing peers with new gadgets.
- Enjoy talking about and giving advice on technology.
- Half have smartphones and use them for news, accessing search engines, and maps.
- Work long hours in front of a computer.
- Strive to stay youthful and healthy, eat organic and natural foods, run and do yoga.
- Buy name brands and trendy clothes online.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
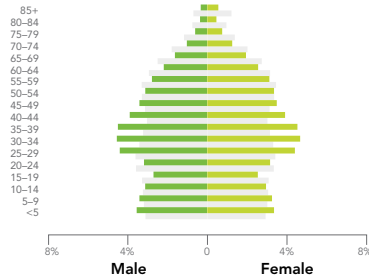
AGE BY SEX (Esri data)
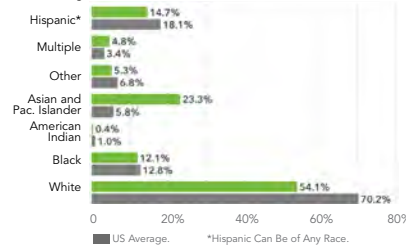
Median Age: 35.3 US: 38.2

Indicates US

Male / Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 73.0 US: 64.0

Group	Segment	US Average
Hispanic*	14.7%	18.1%
Multiple	4.8%	3.4%
Other	5.3%	6.8%
Asian and Pac. Islander	23.3%	5.8%
American Indian	0.4%	1.0%
Black	12.1%	12.8%
White	54.1%	70.2%

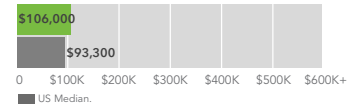US Average.   *Hispanic Can Be of Any Race.

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
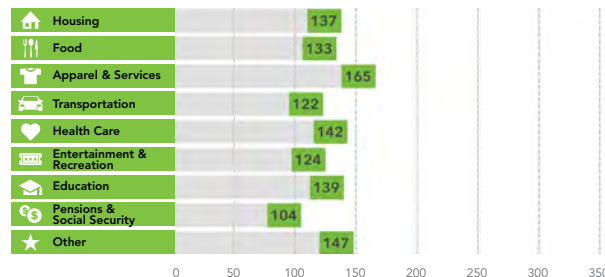
Median Household Income

$86,600
$56,100

0   $100K $200K $300K $400K $500K $600K+

Median Net Worth

$106,000
$93,300

0   $100K $200K $300K $400K $500K $600K+
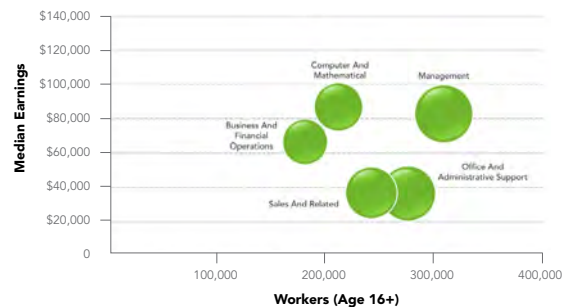
US Median.

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	137
Food	133
Apparel & Services	165
Transportation	122
Health Care	142
Entertainment & Recreation	124
Education	139
Pensions & Social Security	104
Other	147

0   50   100   150   200   250   300   350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Buy digital books for tablet reading, along with magazines and newspapers.
- Frequent the dry cleaner.
- Travel to foreign and domestic destinations common.
- Watch movies and TV with video-on-demand and HDTV over a high-speed connection.
- Convenience is key—shop at Amazon.com and pick up drugs at the Target pharmacy.
- Eat out at The Cheesecake Factory, Chipotle Mexican, and Panera Bread; drop by Starbucks for coffee.
- Leisure activities include gambling, trips to museums and the beach.
- Have health insurance and a 401(k) through work.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Multiunits;
Single Family

Median Value:
$340,200
US Median: $207,300
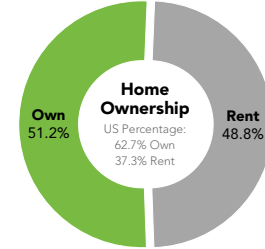
Home Ownership
US Percentage:
62.7% Own
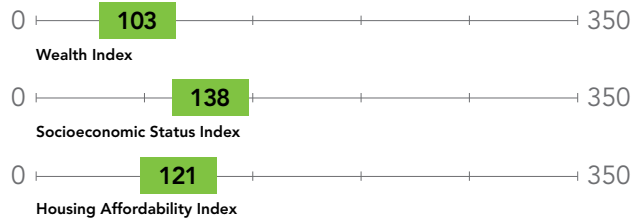37.3% Rent

Own 51.2%
Rent 48.8%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
4,341,400

Population Growth (Annual %)
-0.5% — 3.0%
1.5%

Population Density (Persons per sq. mile)
0 — 25,000
1000
1,427

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **103** — 350
Wealth Index
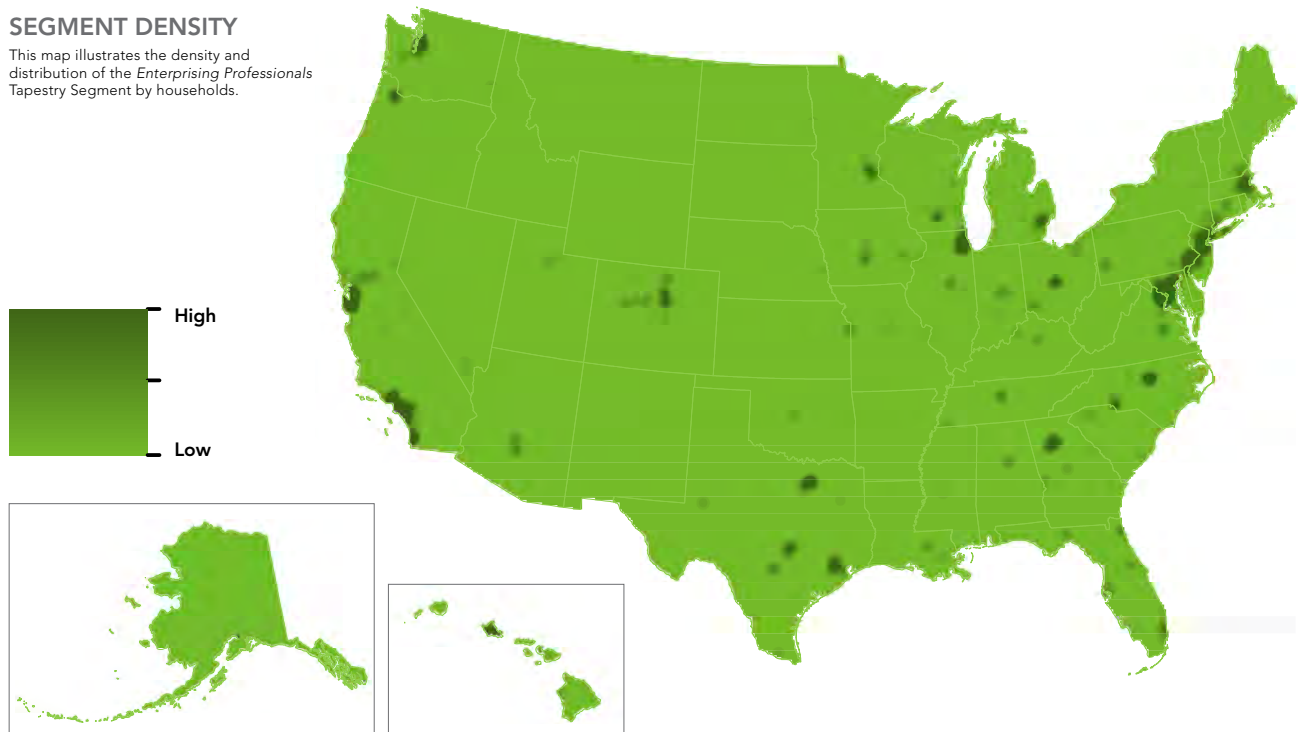
0 — **138** — 350
Socioeconomic Status Index

0 — **121** — 350
Housing Affordability Index

SEGMENT DENSITY

This map illustrates the density and distribution of the *Enterprising Professionals* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri

THE
SCIENCE
OF
WHERE™

Households: 775,000

Average Household Size: 3.13

Median Age: 28.0

Median Household Income: $26,000

WHO ARE WE?

These young families, many of whom are recent immigrants, focus their life and work around their children. *Fresh Ambitions* residents are not highly educated, but many have overcome the language barrier and earned a high school diploma. They work overtime in service, in skilled and unskilled occupations, and spend what little they can save on their children. Multigenerational families and close ties to their culture support many families living in poverty; income is often supplemented with public assistance and Social Security. Residents spend more than one-third of their income on rent, though they can only afford to live in older row houses or multiunit buildings. They budget wisely not only to make ends meet but also to save for a trip back home.

OUR NEIGHBORHOOD

- Resides in mostly row houses or 2–4 unit buildings; many were built before 1950, located in major urban cities.
- They predominantly rent; average gross rent is a little below the US average.
- Most households have at least one vehicle, and commuters drive alone to work. Walking to work or taking public transportation is common too.
- Half of the households have children of all ages and are comprised of more single-parent than married-couple families. There are more than three persons per household; the proportion of multigenerational families is twice that of the US.

SOCIOECONOMIC TRAITS

- One in four is foreign-born, supporting a large family on little income. *Fresh Ambitions* residents live on the edge of poverty but are an ambitious community. They will take on overtime work when they can.
- Unemployment is high for these recent immigrants.
- One in three has overcome the language barrier and earned a high school diploma.
- Price-conscious consumers, they budget for fashion, not branding. However, parents are happy to spoil their brand savvy children.
- These residents maintain close ties to their culture; they save money to visit family, but seek out discount fares over convenience.
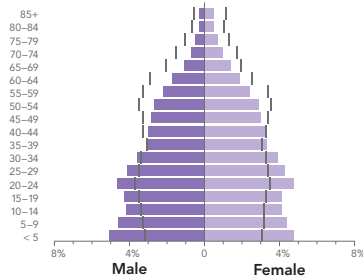
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

TAPESTRY SEGMENTATION
esri.com/tapestry

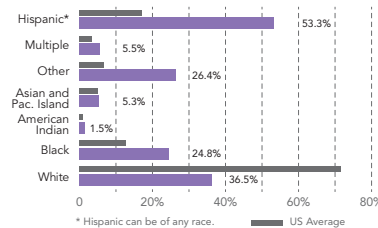## AGE BY SEX (Esri data)

Median Age: 28.0 US: 37.6

| Indicates US

Male / Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
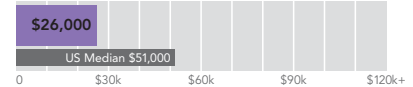
Diversity Index: 90.1 US: 62.1

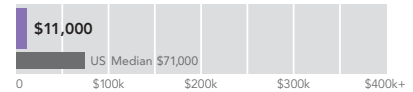| Hispanic* | 53.3% |
Multiple	5.5%
Other	26.4%
Asian and Pac. Island	5.3%
American Indian	1.5%
Black	24.8%
White	36.5%

* Hispanic can be of any race. US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
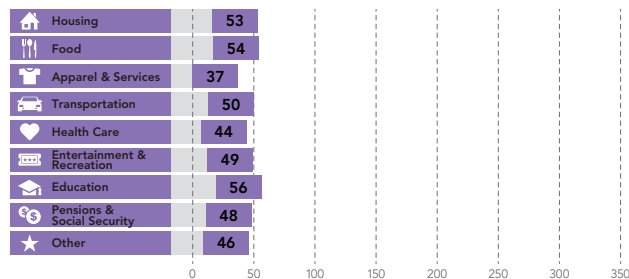
Median Household Income

$26,000

US Median $51,000

0 / $30k / $60k / $90k / $120k+

Median Net Worth

$11,000

US Median $71,000

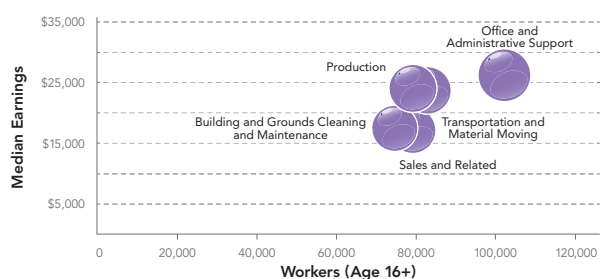0 / $100k / $200k / $300k / $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	53
Food	54
Apparel & Services	37
Transportation	50
Health Care	44
Entertainment & Recreation	49
Education	56
Pensions & Social Security	48
Other	46

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Young families are the focus; *Fresh Ambitions* residents must budget for baby food and disposable diapers. Baby and parenthood magazines are their chosen reading material.

- These young, newly established residents own cell phones, not landlines.

- Almost half of the households can access the Internet via home PC; Spanish-language web sites and chat rooms are popular.

- More than half of the households subscribe to a cable service; Spanish TV networks, BET, and children's shows are popular.

- When their budget permits, they wire money back home. Less than half of consumers own a credit card and only a quarter have opened a savings account.
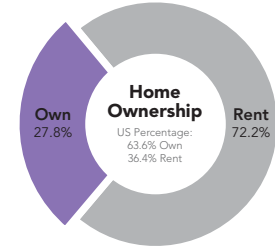
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

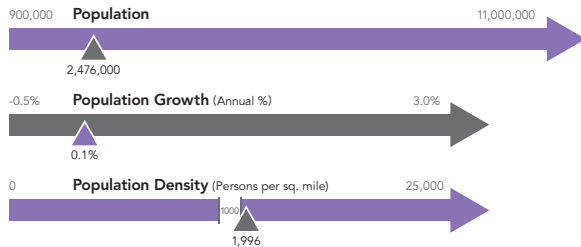**Typical Housing:**
Multiunit Rentals;
Single Family

Average Rent:
$840
US Average: $990

Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 27.8%
Rent 72.2%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
2,476,000

Population Growth (Annual %)
-0.5% — 3.0%
0.1%

Population Density (Persons per sq. mile)
0 — 25,000
1000
1,996

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **31** — 350
Wealth Index

0 — **55** — 350
Socioeconomic Status Index

0 — **106** — 350
Housing Affordability Index
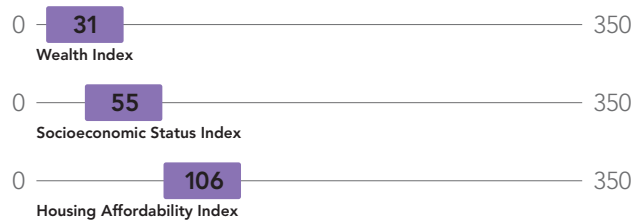
SEGMENT DENSITY

This map illustrates the density and distribution of the *Fresh Ambitions* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
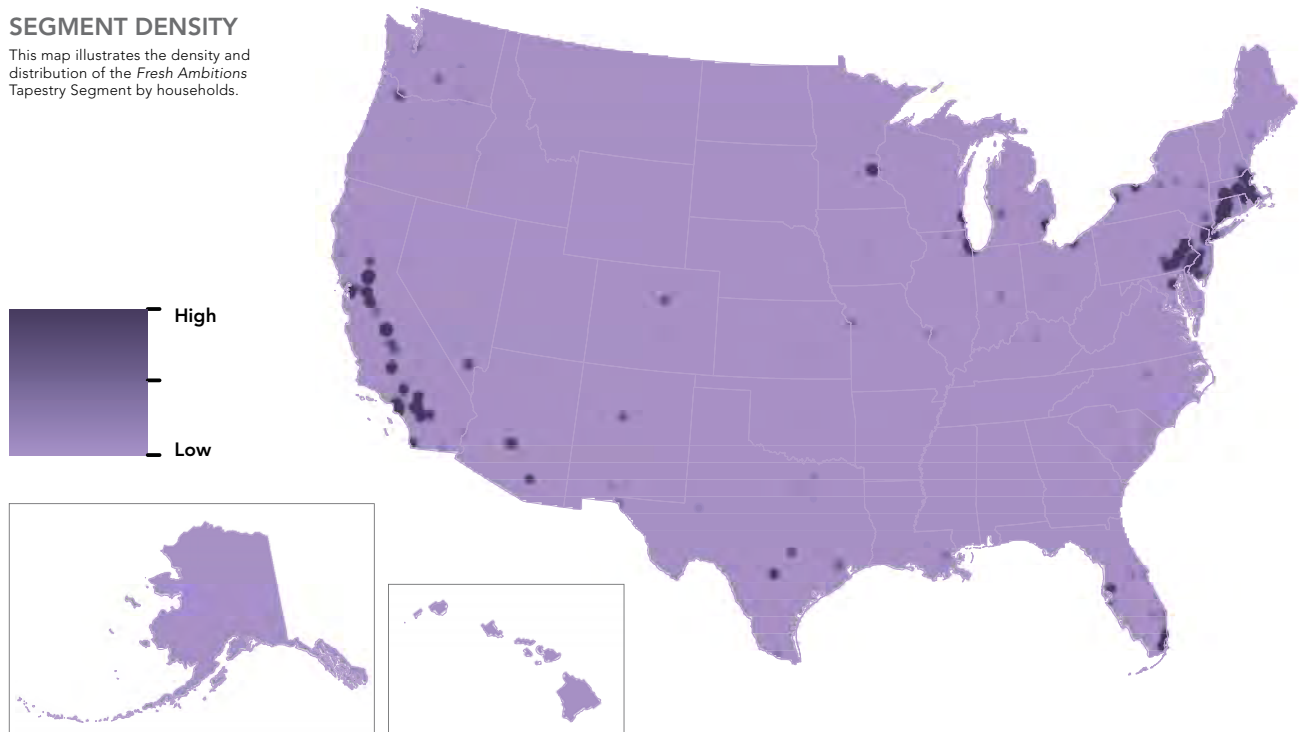
Households: 3,319,000

Average Household Size: 2.73

Median Age: 35.3

Median Household Income: $55,000

WHO ARE WE?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

OUR NEIGHBORHOOD

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 152).
- Affordable housing, median value of $158,000 (Index 89) with a low vacancy rate.
- Young couples, many with children; average household size is 2.73.

SOCIOECONOMIC TRAITS

- Education: 66% with a high school diploma or some college.
- Unemployment rate lower at 7.4% (Index 85).
- Labor force participation typical of a younger population at 66.7% (Index 106).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology, for convenience (online banking or saving money on landlines) and entertainment.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
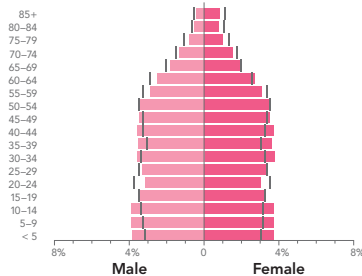

AGE BY SEX (Esri data)
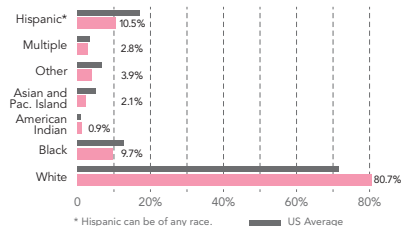
Median Age: 35.3 US: 37.6

| Indicates US

Male   Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
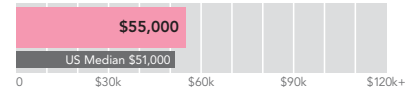
Diversity Index: 46.3 US: 62.1

Hispanic*	10.5%
Multiple	2.8%
Other	3.9%
Asian and Pac. Island	2.1%
American Indian	0.9%
Black	9.7%
White	80.7%

0   20%   40%   60%   80%
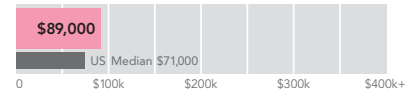
* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
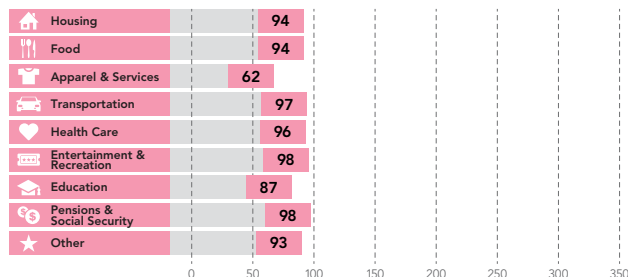
Median Household Income

$55,000
US Median $51,000

0    $30k $60k $90k $120k+

Median Net Worth

$89,000
US Median $71,000
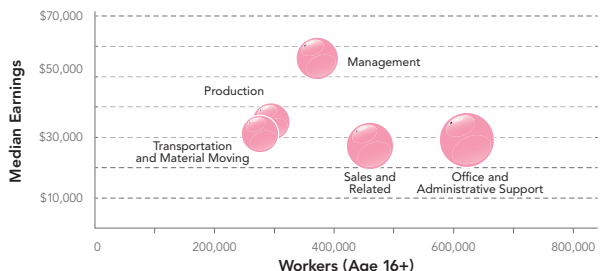
0    $100k $200k $300k $400k+
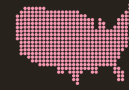
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	94
Food	94
Apparel & Services	62
Transportation	97
Health Care	96
Entertainment & Recreation	98
Education	87
Pensions & Social Security	98
Other	93

0   50   100   150   200   250   300   350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Residents are partial to trucks, SUVs, and occasionally, convertibles, or motorcycles.
- Entertainment is primarily family-oriented, TV and movie rentals or theme parks and family restaurants.
- Spending priorities also focus on family (children's toys and apparel) or home DIY projects.
- Sports include hunting, target shooting, bowling, and baseball.
- TV and magazines provide entertainment and information.
- Media preferences include country and Christian channels.
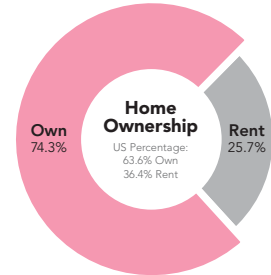
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.
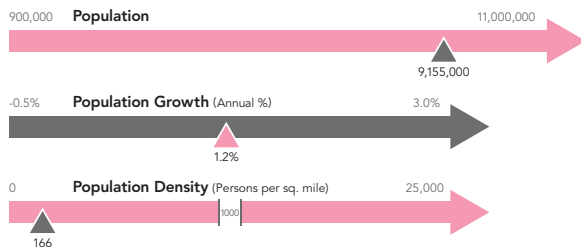
Typical Housing:
Single Family

Median Value:
$158,000

US Median: $177,000

Home Ownership
US Percentage: 63.6% Own 36.4% Rent
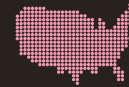
Own 74.3%
Rent 25.7%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
9,155,000

Population Growth (Annual %)
-0.5% — 3.0%
1.2%

Population Density (Persons per sq. mile)
0 — 25,000
1000
166

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

Wealth Index
0 — **89** — 350

Socioeconomic Status Index
0 — **108** — 350

Housing Affordability Index
0 — **185** — 350
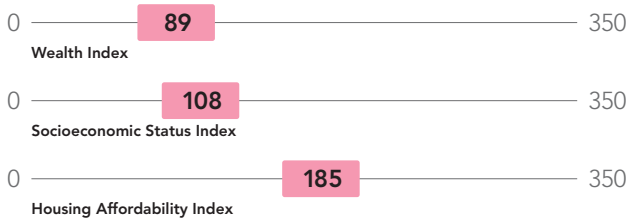
SEGMENT DENSITY

This map illustrates the density and distribution of the *Middleburg* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
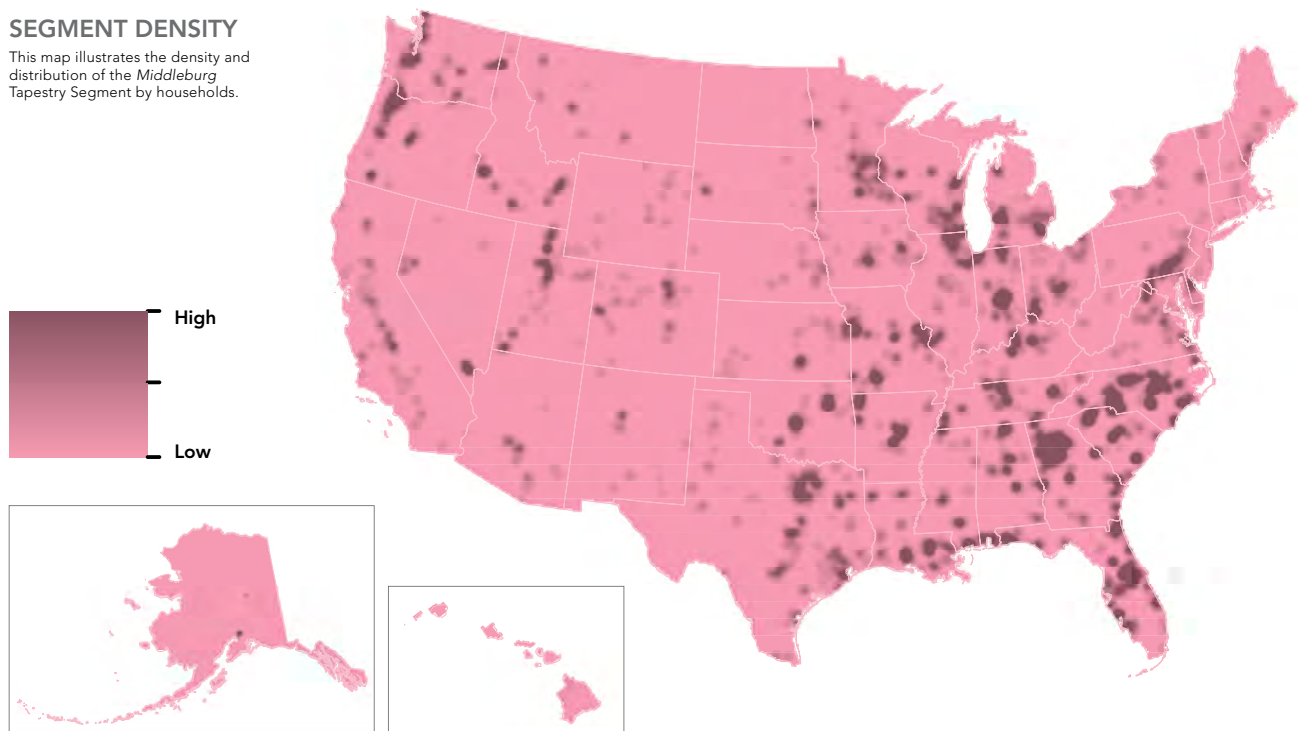
LifeMode Group: Affluent Estates
Professional Pride

1B

Households: 1,878,000

Average Household Size: 3.11

Median Age: 40.5

Median Household Income: $127,000

WHO ARE WE?

Professional Pride consumers are well-educated career professionals that have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal oriented couples work, often commuting far and working long hours. However, their schedules are fine-tuned to meet the needs of their school age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. So far, these established families have accumulated an average of 1.5 million dollars in net worth, and their annual household income runs at more than twice the US level. They take pride in their newer homes and spend valuable time and energy upgrading. Their homes are furnished with the latest in home trends, including finished basements equipped with home gyms and in-home theaters.

TAPESTRY SEGMENTATION
esri.com/tapestry

OUR NEIGHBORHOOD

- Typically owner occupied (Index 173), single-family homes are in newer neighborhoods: 59% of units were built in the last 20 years.
- Neighborhoods are primarily located in the suburban periphery of large metropolitan areas.
- Most households own two or three vehicles; long commutes are the norm.
- Homes are valued at more than twice the US median home value, although three out of four homeowners have mortgages to pay off.
- Families are mostly married couples (almost 80% of households), and more than half of these families have kids. Their average household size, 3.11, reflects the presence of children.

SOCIOECONOMIC TRAITS

- *Professional Pride* consumers are highly qualified in the science, technology, law, or finance fields; they've worked hard to build their professional reputation or their start-up businesses.
- These consumers are willing to risk their accumulated wealth in the stock market.
- They have a preferred financial institution, regularly read financial news, and use the Internet for banking transactions.
- These residents are goal oriented and strive for lifelong earning and learning.
- Life here is well organized; routine is a key ingredient to daily life.
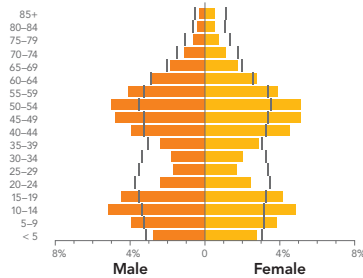
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

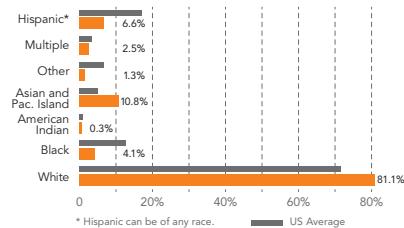**1B** LifeMode Group: Affluent Estates
Professional Pride

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 40.5 US: 37.6

| Indicates US

Male | Female

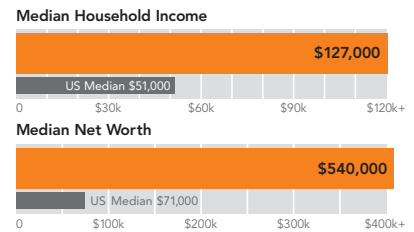## RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 41.2 US: 62.1

Hispanic*	6.6%
Multiple	2.5%
Other	1.3%
Asian and Pac. Island	10.8%
American Indian	0.3%
Black	4.1%
White	81.1%

0   20%   40%   60%   80%
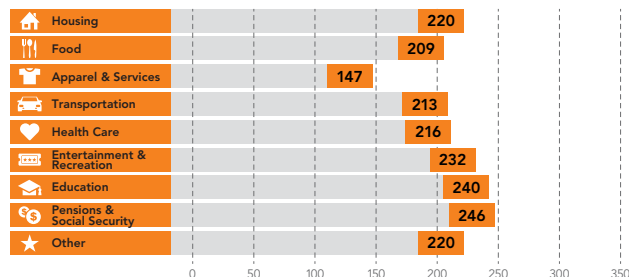
* Hispanic can be of any race. — US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

$127,000
US Median $51,000

0    $30k $60k $90k $120k+

Median Net Worth

$540,000
US Median $71,000

0    $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	220
Food	209
Apparel & Services	147
Transportation	213
Health Care	216
Entertainment & Recreation	232
Education	240
Pensions & Social Security	246
Other	220

0   50   100   150   200   250   300   350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- These frequent travelers take several domestic trips a year, preferring to book their plane tickets, accommodations, and rental cars via the Internet.
- Residents take pride in their picture-perfect homes, which they continually upgrade. They shop at Home Depot and Bed Bath & Beyond to tackle the smaller home improvement and remodeling tasks but contract out the larger projects.
- To keep up with their busy households, they hire housekeepers or professional cleaners.
- Residents are prepared for the ups and downs in life; they maintain life insurance; homeowners and auto insurance; as well as medical, vision, dental, and prescription insurance through work. They are actively investing for the future; they hold 401(k) and IRA retirement plans, plus securities.
- Consumers spend on credit but have the disposable income to avoid a balance on their credit cards. They spend heavily on Internet shopping; Amazon.com is a favorite website.
- Consumers find time in their busy schedules for themselves. They work out in their home gyms, owning at least a treadmill, an elliptical, or weightlifting equipment. They also visit the salon and spa regularly.
- All family members are avid readers; they read on their smartphones, tablets, and e-readers but also read hard copies of epicurean, home service, and sports magazines.
- Residents, both young and old, are tech savvy; they not only own the latest and greatest in tablets, smartphones, and laptops but actually use the features each has to offer.
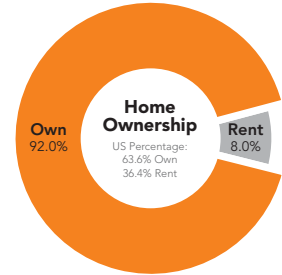
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.
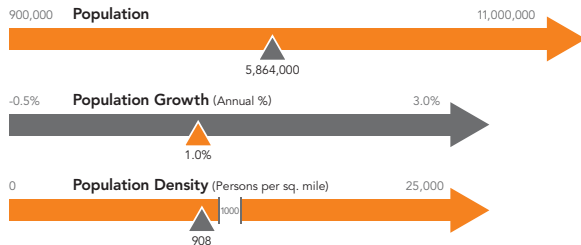
Typical Housing:
Single Family

Median Value:
$387,000
US Median: $177,000

Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 92.0%
Rent 8.0%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
5,864,000

Population Growth (Annual %)
-0.5% — 3.0%
1.0%

Population Density (Persons per sq. mile)
0 — 25,000
1000
908

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

Wealth Index
0 — 266 — 350

Socioeconomic Status Index
0 — 203 — 350

Housing Affordability Index
0 — 166 — 350
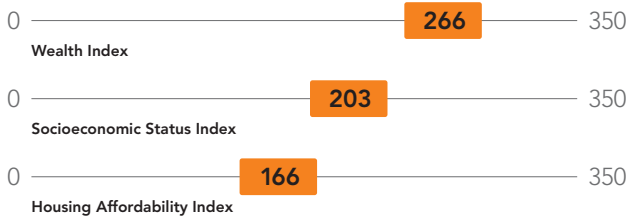
SEGMENT DENSITY

This map illustrates the density and distribution of the *Professional Pride* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
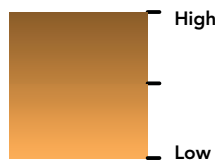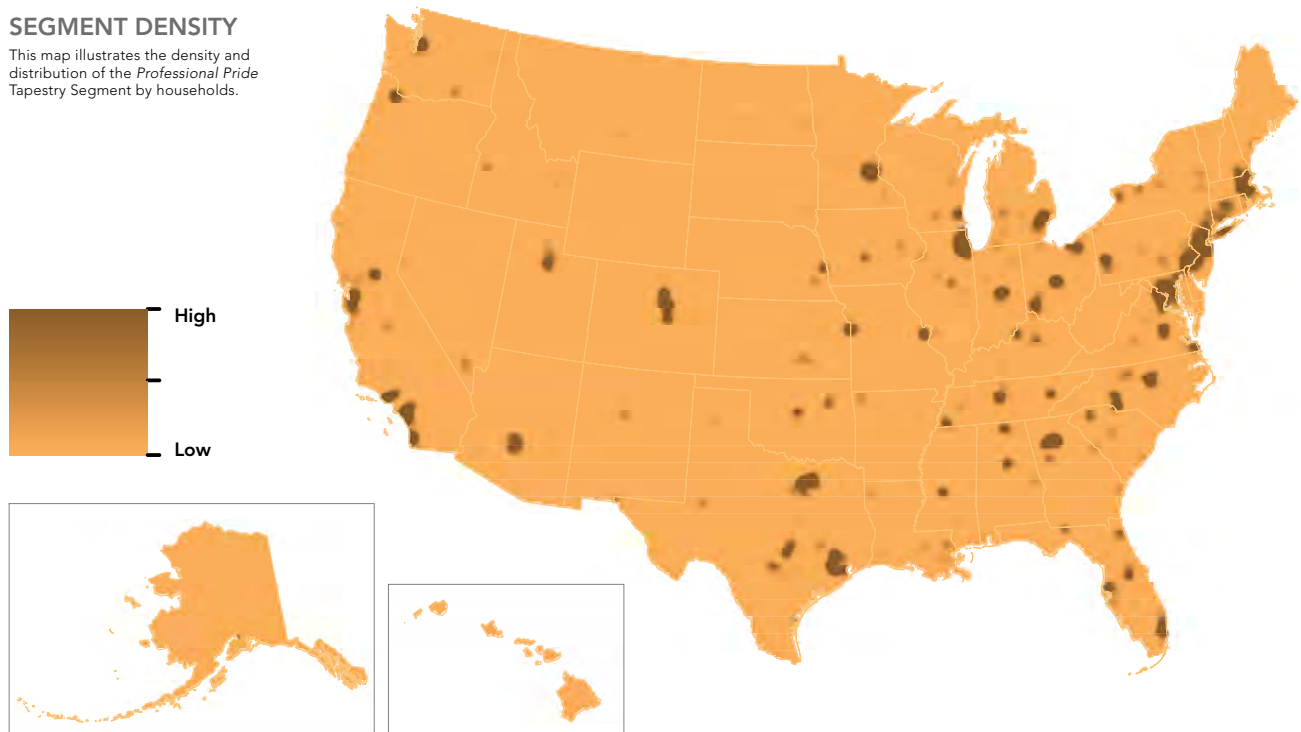
Households: 1,451,000

Average Household Size: 1.86

Median Age: 52.0

Median Household Income: $35,000

WHO ARE WE?

Retirement Communities neighborhoods are evenly distributed across the country. They combine single-family homes and independent living with apartments, assisted living, and continuous care nursing facilities. Over half of the housing units are in multiunit structures, and the majority of residents have a lease. This group enjoys watching cable TV and stays up-to-date with newspapers and magazines. Residents take pride in fiscal responsibility and keep a close eye on their finances. Although income and net worth are well below national averages, residents enjoy going to the theater, golfing, and taking vacations. While some residents enjoy cooking, many have paid their dues in the kitchen and would rather dine out.

OUR NEIGHBORHOOD

- Much of the housing was built in the 1970s and 1980s—a mix of single-family homes and large multiunit structures that function at various levels of senior care.
- Small household size; many residents have outlived their partners and live alone.
- Over half of the homes are renter occupied.
- Average rent is slightly below the US average.
- One in five households has no vehicle.

SOCIOECONOMIC TRAITS

- Brand loyal, this segment will spend a little more for their favorite brands, but most likely they will have a coupon.
- Frugal, they pay close attention to finances.
- They prefer reading magazines over interacting with computers.
- They are health conscious and prefer name brand drugs.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

AGE BY SEX (Esri data)
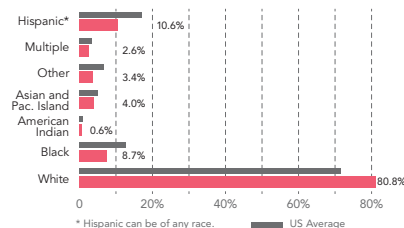
Median Age: 52.0 US: 37.6

▮ Indicates US

Male | Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
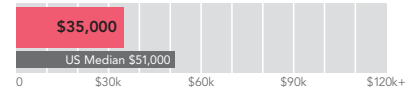
Diversity Index: 46.4 US: 62.1

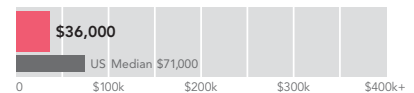| Race/Ethnicity	Percent
Hispanic*	10.6%
Multiple	2.6%
Other	3.4%
Asian and Pac. Island	4.0%
American Indian	0.6%
Black	8.7%
White	80.8%

* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

$35,000

US Median $51,000

0 | $30k | $60k | $90k | $120k+

Median Net Worth

$36,000

US Median $71,000

0 | $100k | $200k | $300k | $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	73
Food	72
Apparel & Services	48
Transportation	70
Health Care	75
Entertainment & Recreation	72
Education	73
Pensions & Social Security	67
Other	70

0 | 50 | 100 | 150 | 200 | 250 | 300 | 350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Enjoy hard-cover books, book clubs, crossword puzzles, and Sudoku.
- Contribute to political organizations and other groups.
- Entertainment preferences: bingo, opera, and the theater.
- Watch QVC, Golf Channel, CNN, and sports on TV.
- Like to travel—including visits to foreign countries.
- Shop at large department stores for convenience.

HOUSING

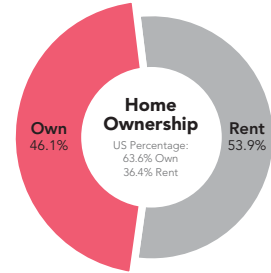Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Multiunits;
Single Family

Average Rent:
$980
US Average: $990

Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 46.1%
Rent 53.9%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
2,878,000

Population Growth (Annual %)
-0.5% — 3.0%
0.4%

Population Density (Persons per sq. mile)
0 — 25,000
1000
404

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **62** — 350
Wealth Index

0 — **91** — 350
Socioeconomic Status Index

0 — **113** — 350
Housing Affordability Index

SEGMENT DENSITY
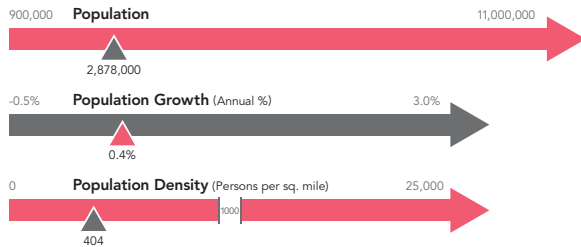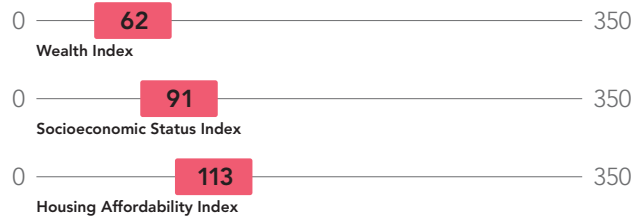
This map illustrates the density and distribution of the *Retirement Communities* Tapestry Segment by households.
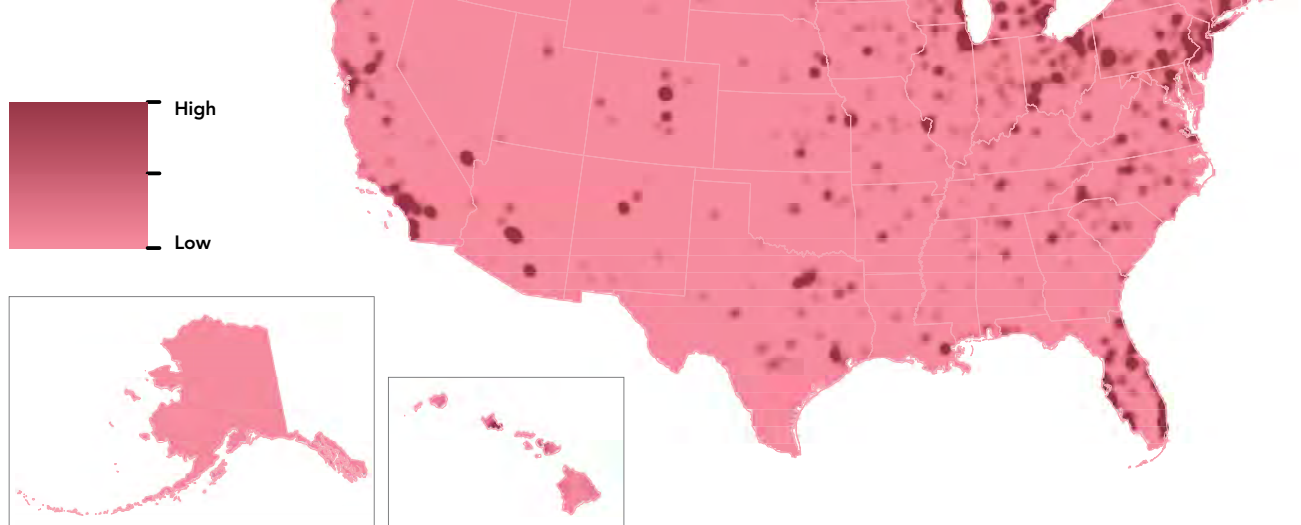
High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri

Households: 3,327,000

Average Household Size: 2.96

Median Age: 36.6

Median Household Income: $84,000

WHO ARE WE?

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

OUR NEIGHBORHOOD

- *Soccer Moms* residents prefer the suburban periphery of metropolitan areas.
- Predominantly single family, homes are in newer neighborhoods, 36% built in the 1990s (Index 253), 31% built since 2000.
- Owner-occupied homes have high rate of mortgages at 74% (Index 163), and low rate vacancy at 5%.
- Median home value is $226,000.
- Most households are married couples with children; average household size is 2.96.
- Most households have 2 or 3 vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 133).

SOCIOECONOMIC TRAITS

- Education: 37.7% college graduates; more than 70% with some college education.
- Low unemployment at 5.9%; high labor force participation rate at 72%; 2 out of 3 households include 2+ workers (Index 124).
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 159) and second mortgages (Index 154) and auto loans (Index 151).

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

AGE BY SEX (Esri data)

Median Age: 36.6 US: 37.6

| Indicates US
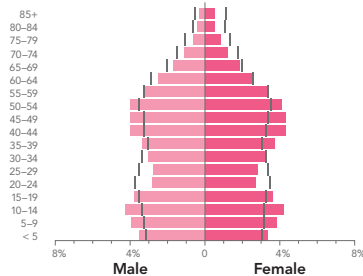
Male / Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 48.3 US: 62.1

Race	%
Hispanic*	11.2%
Multiple	2.9%
Other	3.1%
Asian and Pac. Island	5.5%
American Indian	0.5%
Black	8.2%
White	79.7%

* Hispanic can be of any race.   ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

$84,000

US Median $51,000

Median Net Worth

$252,000

US Median $71,000

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	139
Food	135
Apparel & Services	92
Transportation	138
Health Care	136
Entertainment & Recreation	145
Education	137
Pensions & Social Security	152
Other	137

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions (Index 165), movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos.
- Outdoor activities and sports are characteristic of life in the suburban periphery, like bicycling, jogging, golfing, boating, and target shooting.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like riding mowers and tillers.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family

Median Value:
$226,000

US Median: $177,000
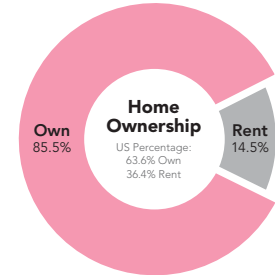
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 85.5%
Rent 14.5%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
9,879,000

Population Growth (Annual %)
-0.5% — 3.0%
1.1%

Population Density (Persons per sq. mile)
0 — 25,000
1000
489

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **157** — 350
Wealth Index

0 — **148** — 350
Socioeconomic Status Index

0 — **192** — 350
Housing Affordability Index
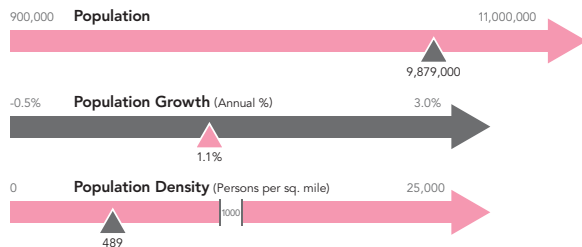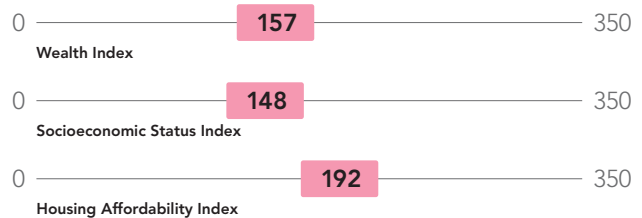
SEGMENT DENSITY

This map illustrates the density and distribution of the *Soccer Moms* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
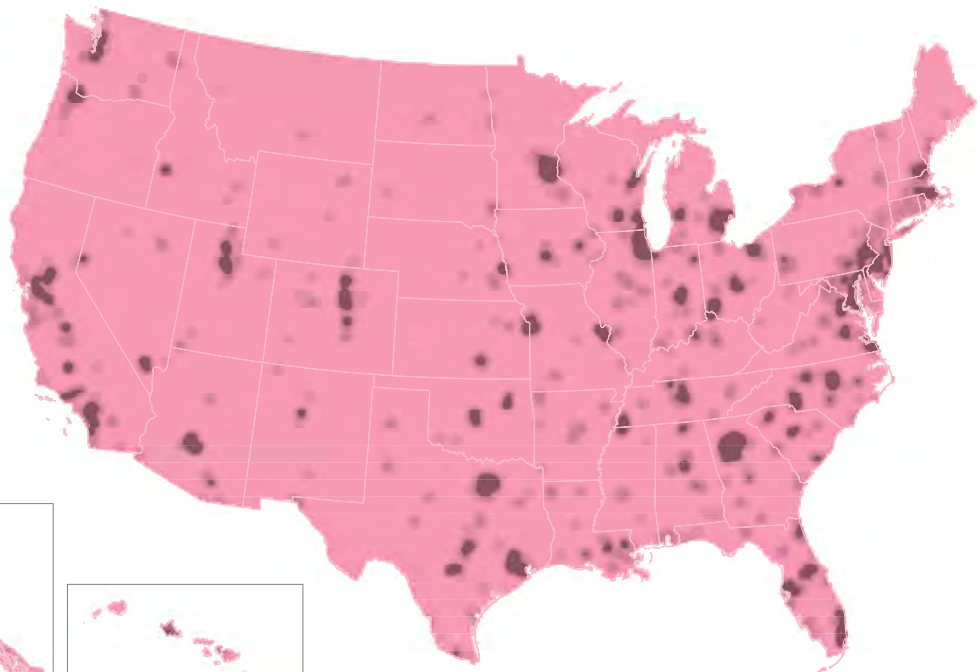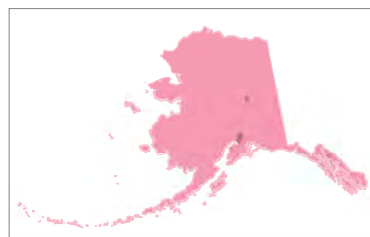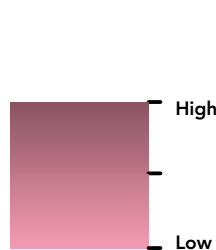
LifeMode Group: Ethnic Enclaves
Up and Coming Families

7A

Households: 2,562,000

Average Household Size: 3.10

Median Age: 30.7

Median Household Income: $64,000

WHO ARE WE?

Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse 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 $174,000 and a lower vacancy rate.
- The price of affordable housing: longer commute times (Index 116).

SOCIOECONOMIC TRAITS

- Education: 66% have some college education or degree(s).
- Hard-working labor force with a participation rate of 71% (Index 114) and low unemployment at 7% (Index 81).
- Most households (63%) have 2 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.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100.
Consumer preferences are estimated from data by GfK MRI.

7A LifeMode Group: Ethnic Enclaves
Up and Coming Families

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 30.7 US: 37.6

| Indicates US
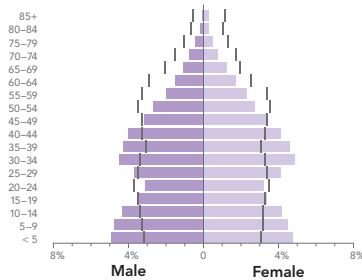
Male   Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 72.4 US: 62.1

Hispanic*	26.7%
Multiple	4.2%
Other	8.7%
Asian and Pac. Island	6.2%
American Indian	0.7%
Black	14.8%
White	65.4%

* Hispanic can be of any race.   — US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income
$64,000
US Median $51,000
0   $30k $60k $90k $120k+

Median Net Worth
$96,000
US Median $71,000
0   $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	108
Food	106
Apparel & Services	72
Transportation	109
Health Care	101
Entertainment & Recreation	111
Education	99
Pensions & Social Security	115
Other	104

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- 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 backpacking and baseball to weight lifting and yoga.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family

Median Value:
$174,000

US Median: $177,000
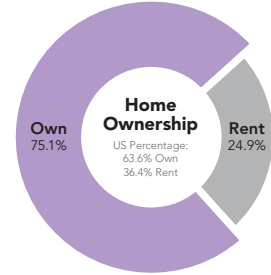
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 75.1%
Rent 24.9%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
8,006,000

Population Growth (Annual %)
-0.5% — 3.0%
2.3%

Population Density (Persons per sq. mile)
0 — 25,000
1000
863

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **95** — 350
Wealth Index

0 — **119** — 350
Socioeconomic Status Index

0 — **193** — 350
Housing Affordability Index
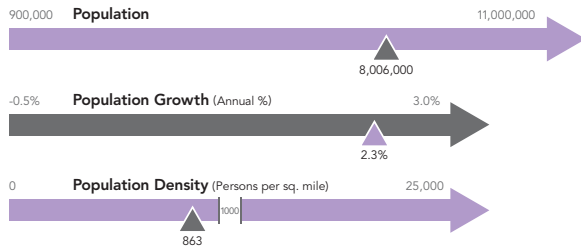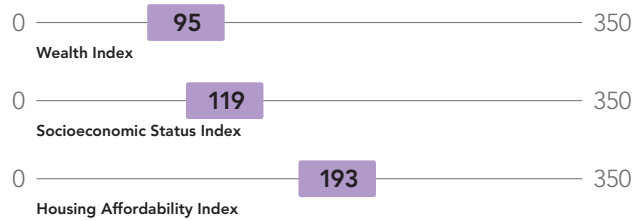
SEGMENT DENSITY

This map illustrates the density and distribution of the *Up and Coming Families* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
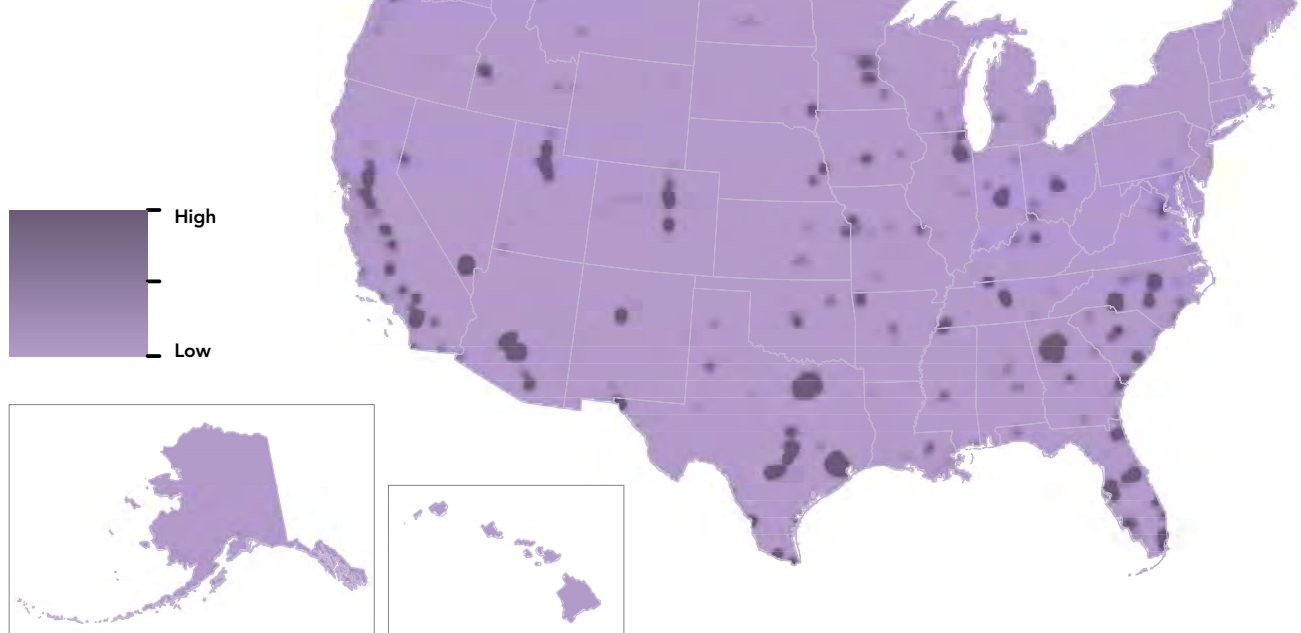
Households: 1,243,000

Average Household Size: 3.59

Median Age: 28.3

Median Household Income: $36,000

WHO ARE WE?

Family is central within these diverse communities. Hispanics make up more than 70% of the residents. More than one in four are foreign born, bringing rich cultural traditions to these neighborhoods in the urban outskirts. Dominating this market are younger families with children or single-parent households with multiple generations living under the same roof. These households balance their budgets carefully but also indulge in the latest trends and purchase with an eye to brands. Most workers are employed in skilled positions across the manufacturing, construction, or retail trade sectors.

OUR NEIGHBORHOOD

- Family market; over a third of all households are married couples with children, with a number of multigenerational households and single-parent families; household size is higher at 3.59.

- While most residents live in single-family homes, almost 10% of householders reside in mobile home parks.

- Homes are owner occupied, with slightly higher monthly costs (Index 106) but fewer mortgages (Index 89).

- Most are older homes, more than 60% built from 1950 to 1989.

- Most households have one or two vehicles; many commuters car pool or walk to work (Index 152).

- *Barrios Urbanos* residents live within the urban periphery of larger metropolitan areas across the South and West.

SOCIOECONOMIC TRAITS

- While a majority finished high school, over 40% have not (Index 303).

- Unemployment is higher at 12% (Index 135); labor force participation is slightly lower at 61%.

- Nearly one in four households is below the poverty level (Index 179).

- Residents balance their budgets carefully by spending only on necessities and limiting activities like dining out.

- Many have no financial investments or retirement savings, but they have their homes.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 28.3 US: 37.6

| Indicates US
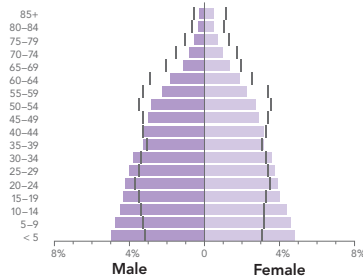
Male   Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 80.3 US: 62.1

Hispanic*	71.7%
Multiple	3.6%
Other	28.2%
Asian and Pac. Island	2.2%
American Indian	1.3%
Black	7.8%
White	57.0%

* Hispanic can be of any race.   ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
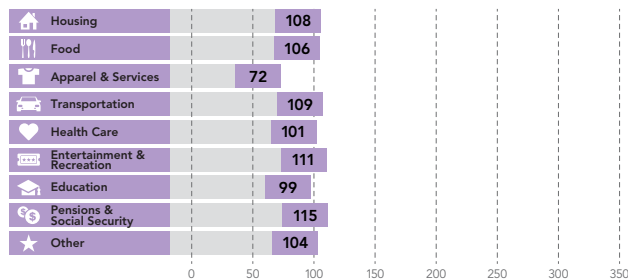
Median Household Income

$36,000

US Median $51,000

0    $30k $60k $90k $120k+

Median Net Worth

$22,000

US Median $71,000

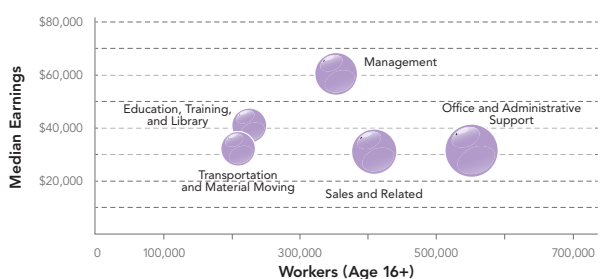0 $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	65
Food	66
Apparel & Services	43
Transportation	66
Health Care	59
Entertainment & Recreation	63
Education	56
Pensions & Social Security	63
Other	60

0   50   100   150   200   250   300   350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

Transportation and Material Moving

Construction and Extraction

Office and Administrative Support

Sales and Related

Production

Median Earnings

Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Residents shop at discount department stores for baby and children's products.
- Many households subscribe to satellite television to watch their favorite Hispanic programs.
- Magazines are extremely popular sources of news and the latest trends, including baby, bridal, and parenthood types of magazines.
- Typical of this diverse segment, Hispanic programming dominates the radio dials.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family

Median Value:
$92,000

US Median: $177,000
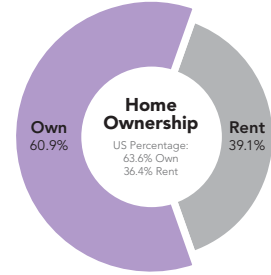
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 60.9%
Rent 39.1%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
4,498,000

Population Growth (Annual %)
-0.5% — 3.0%
0.8%

Population Density (Persons per sq. mile)
0 — 25,000
1000
499

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

0 — **49** — 350
Wealth Index

0 — **72** — 350
Socioeconomic Status Index

0 — **194** — 350
Housing Affordability Index
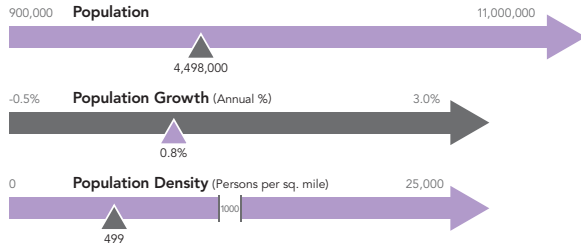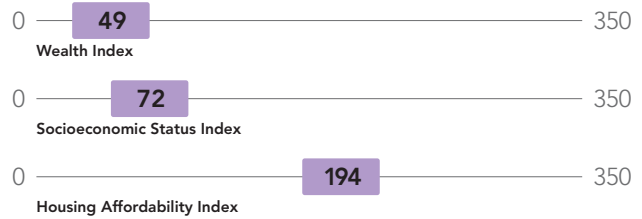
SEGMENT DENSITY

This map illustrates the density and distribution of the *Barrios Urbanos* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
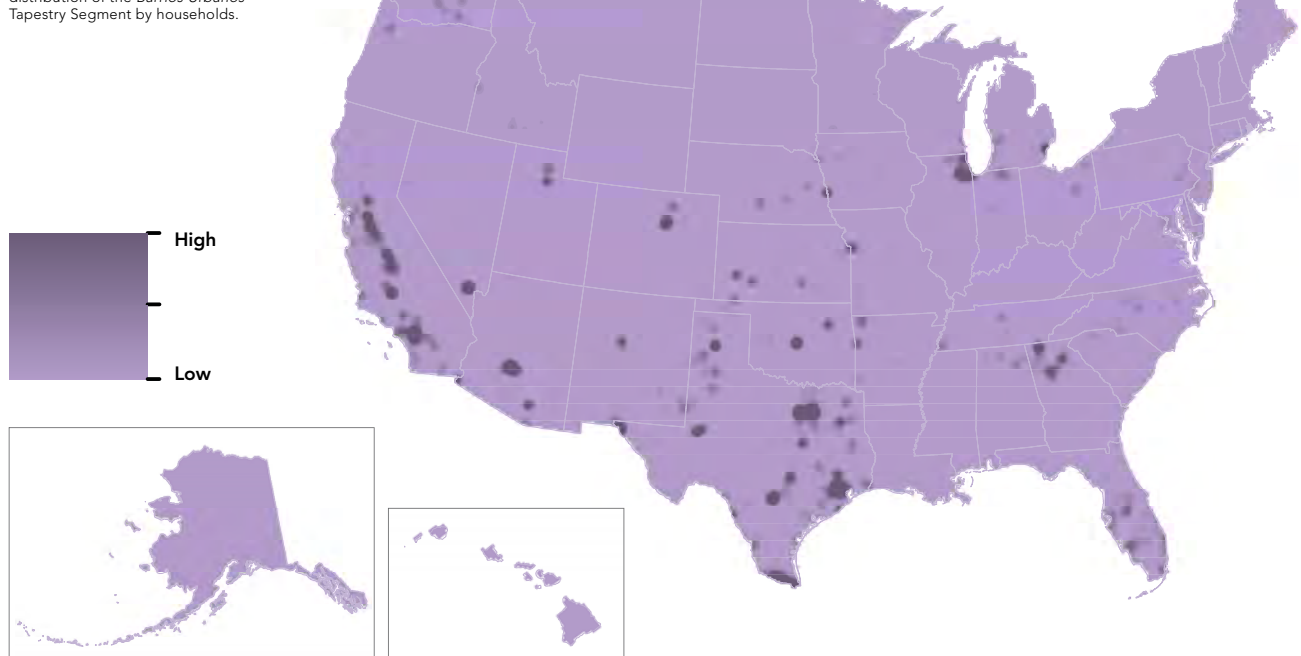
APPENDIX E:

IMPLEMENTATION
MATRIX

Land Use and Development Strategy

Action Item #	Action Item	Implement-ation Category	Plan Strategy	Timing
3.01	Update development regulations (e.g. zoning ordinance, subdivision ordinance) to: a) ensure consistency with the McKinney 2040 Comprehensive Plan; b) remove provisions or restrictions that create barriers to the development patterns and character envisioned by the McKinney 2040 Comprehensive Plan; and c) provide tools and techniques to give developers and staff flexibility in designing and reviewing projects that meet the intent of the McKinney 2040 Comprehensive Plan.	R	LU	Short-term
3.02	Develop design guidelines or standards for new mixed use and urban development areas.	G	LU	Short-term
3.03	Develop design guidelines or standards for areas that retain rural character in the future.	G	LU	Short-term
3.04	Establish a partnership with neighborhood leaders to develop programs, infrastructure priorities, regulatory changes and code compliance strategies to keep existing neighborhoods desirable.	P	LU	Short-term
3.05	Communicate with the North Texas development community, property owners, realtors, brokers and other stakeholders about the new opportunities resulting from this Plan's development policies.	E	LU	Short-term
3.06	Create design guidelines and economic incentives for 'transit-ready' development.	G	LU	Medium-term
3.07	Conduct small area studies in key parts of McKinney.	S	LU	Medium-term
3.08	Create City Neighborhood Preservation Program to use code enforcement, redevelopment, infill and infrastructure investment to retain the vitality of established neighborhoods.	P	LU	Medium-term
3.09	Create incentives for development of vacant properties in existing neighborhoods with a variety of quality housing types appropriate to each neighborhood/place type.	F	LU	Medium-term
3.10	Review construction standards and update to take advantage of modern 'green infrastructure' designs.	S	LU	Medium-term

Mobility Strategy

Action Item #	Action Item	Implement-ation Category	Plan Strategy	Timing
4.01	Coordinate with TxDOT and NCTCOG on a regular basis to maintain support for transportation-related priorities that balance accessibility and connectivity within the region.	P	M	On-going
4.02	Establish a City Staff position to implement neighborhood transportation management to achieve goals such as achieving speed targets and increasing walkability.	P	M	Short-term
4.03	Monitor research and make investments to implement smart technologies for the transportation system.	S	M	Short-term
4.04	Conduct periodic detailed transportation studies to identify potential investments to improve overall traffic operations and vehicular flow.	S	M	Medium-term
4.05	Develop and implement a Capital Improvements Program and maintenance plan for the existing and proposed road network that reflects both mobility metrics and community values.	C	M	Medium-term
4.06	Implement a Complete Streets policy with guidance on implementation procedures, department roles and responsibilities, and public outreach.	R	M	Medium-term
4.07	Develop a multi-modal component of the Master Thoroughfare Plan that identifies preferred multi-modal roadway design and connections necessary to accommodate alternative modes of travel.	S	M	Medium-term
4.08	Identify places with greatest biking and walking potential and invest in bike and pedestrian networks for these places	S	M	Medium-term
4.09	Design new network connections to accommodate multiple modes of travel including vehicles, pedestrians, transit, and bicyclists.	G	M	Medium-term
4.10	Design and implement a new system of pedestrian and bicycle wayfinding signs for hike and bike trails.	C	M	Medium-term
4.11	Conduct a feasibility study of a shuttle, circulator, or small fixed route/fixed schedule bus system, either independently or by partnering with an existing regional transit provider such as DART or DCTA.	S	M	Long-term
4.12	Conduct a feasibility study of extending rail transit service into McKinney.	S	M	Long-term

Land Use and Development Strategy				
Economic Development Strategy				
Action Item #	**Action Item**	**Implementation Category**	**Plan Strategy**	**Timing**
5.01	City collaboration with private developers/investors via Public/Private Partnerships.	P	ED	On-going
5.02	Evaluate the City's Economic Development Strategy and update it to effectively implement this plan.	S	ED	Short-term
5.03	Investigate use of innovative financing solutions (such as Tax Increment Financing Districts and Public Improvement Districts).	S	ED	Short-term
5.04	Update economic development incentives to support the development described by the ONE McKinney 2040 Plan.	F	ED	Short-term
5.05	Create additional TIF & PID districts as needed to fund infrastructure in designated special areas.	F	ED	Medium-term
Fiscal Health Strategy				
Action Item #	**Action Item**	**Implementation Category**	**Plan Strategy**	**Timing**
6.01	Create an updated fiscal impact model tailored to McKinney.	T	FH	Short-term
6.02	Incorporate fiscal impact analysis into the review process for development proposals.	S	FH	Short-term
6.03	Evaluate the life-cycle costs and benefits of City capital investments when designing infrastructure to meet community needs.	S	FH	Medium-term
Public Investment Strategy				
Action Item #	**Action Item**	**Implementation Category**	**Plan Strategy**	**Timing**
Public Services				
7.01	Prepare a new Capital Improvements Program for capital projects in the next five years that implement this plan and catalyzes desired growth.	C	PI	Short-term
7.02	Review the infrastructure departments' processes to ensure that procedures and requirements are consistent with the direction of this Plan.	S	PI	Short-term
7.03	Assess and consider the return on investment of proposed annexations of the extra-territorial jurisdiction, weighing the benefits of incorporating more of the plan area into the City of McKinney with the costs associated with providing municipal services to an extended area.	G	PI	Medium-term
Water / Wastewater System				
7.04	Support the Water Service Line Replacement Project with the resources it requires, financial or otherwise, in order to ensure a timely completion and high quality in the City's water delivery and intake system.	C	PI	Short-term
7.05	Create a water plan for the City that addresses ways to mitigate the new and evolving challenges that McKinney will face in the near future, to include periodic, severe droughts, warming weather, and exponential population growth.	S	PI	Short-term
7.06	Promote the Fire Department's Community Health Care Program to populations that could be diverted from constantly utilizing the City and County's emergency medical system on a regular basis, saving public dollars while educating at-risk people about options outside of a traditional ER.	E	PI	Short-term
7.07	Establish a program that encourages the creation and maintenance of resilient infrastructure where possible and preserve McKinney's livability.	P	PI	Medium-term
7.08	Continue or enhance current water conservation programs for McKinney's residents and businesses.	P	PI	Medium-term
Parks and Trails				
7.09	Evaluate the Parks, Recreation, Open Space, Trails, & Streetscape Plan for consistency with the McKinney 2040 Plan - review and consider any necessary updates to ensure that the existing plan is in alignment with and supports the vision of the McKinney 2040 Plan.	S	PI	Short-term
7.10	Land/ROW Acquisition - Evaluate land purchase strategies and ensure that park, open space, and trail development is ahead of development pressure and supports the connectivity goals of the 2040 Plan.	C	PI	Short-term

	Land Use and Development Strategy			
7.11	Review the parks, recreation, open space, and trail master plan to ensure that procedures, projects, and requirements are consistent with the direction of this Plan.	S	PI	Medium-term
7.12	Gateways and Streetscapes - Evaluate and make any refinements or adjustments to the Monumentation / Gateways / Streetscape recommendations in the Parks Plan to ensure that they align with the district boundaries, placetypes, and overall direction of the McKinney 2040 Plan.	S	PI	Medium-term
7.13	Evaluate Implementation Timelines - Regularly evaluate the action plan and timelines in the "Parks, Recreation, Open Space, Trails, & Streetscape Visioning Master Plan" to ensure that the prioritization of plan elements remains in alignment with the 2040 plan as development continues to occur in McKinney.	T	PI	Medium-term
Public Safety				
7.14	Update the Fire Department's plans for new station locations to reflect development according to the McKinney 2040 Comprehensive Plan.	C	PI	Medium-term
7.15	Review design guidelines and requirements and revise them as necessary to incorporate CPTED concepts.	G	PI	Medium-term
7.16	Identify sites with known environmental hazards and define buffer areas and other precautions to protect public safety.	S	PI	Medium-term
7.17	Update development regulations to address current best practices for managing risks related to natural hazards such as landslides, earthquakes, tornados, stream bank erosion and flooding.	R	PI	Medium-term
7.18	Partner with ISD's, neighborhood organizations and others to develop or expand healthy living programs.	P	PI	Medium-term
7.19	Identify areas in McKinney lacking the assets to support a healthy lifestyle, and develop 'healthy community' plans for these neighborhoods.	S	PI	Medium-term
Library				
7.20	Review and revise the Library's Long Range Plan as necessary to ensure consistency with the McKinney 2040 Comprehensive Plan .	S	PI	Short-term
7.21	Update plans for new library locations to reflect development according to the McKinney 2040 Comprehensive Plan.	C	PI	Short-term
Education				
7.22	Work with ISD's to coordinate their long-term planning for schools with the development envisioned in the McKinney 2040 Comprehensive Plan.	P	PI	Short-term
7.23	Partner with MISD, Collin College and others on educational programs so McKinney residents have the skills future McKinney employers need.	P	PI	Short-term
7.24	In partnership with the ISD's, develop design guidelines for schools that support and enhance the character of the District where they are located.	G	PI	Medium-term
7.25	Meet with Collin County, school districts and other entities to develop standard practices and designs for future shared public facilities.	P	PI	Medium-term
7.26	Establish partnerships with Collin College, the ISD's and others to support the innovation and entrepreneurship of McKinney residents.	P	PI	Medium-term

	Individual District Strategies			
Action Item #	**Action Item**	**Implement-ation Category**	**Plan Strategy**	**Timing**
Agricultural Lifestyle District				
8.01.01	Update the City's infrastructure plans to ensure that they support the desired character of this District's development.	C	D	Long-term
8.01.02	Engage residents and property owners of this area to determine whether or how public amenities and initiatives (trails, community gardens, active recreation, business assistance and others) should be provided to support the desired character of this District.	E	D	Long-term
8.01.03	Consider economic development incentives and initiatives that support the economic vitality of agricultural and related uses in this District.	F	D	Long-term
Business and Aviation				
8.02.01	Maintenance and enhancement of McKinney National Airport infrastructure to meet current and future customer demand.	C	D	Short-term
8.02.02	Active participation in regional dialogues about funding and location of limited access roadways along the FM 546 alignment and major north-south alignment as shown on the Master Thoroughfare Plan.	P	D	Short-term
8.02.03	Targeted economic development incentives for aviation-related businesses and those that benefit from Airport proximity.	F	D	Medium-term

	Land Use and Development Strategy			
8.02.04	Zoning, design guidelines, infrastructure planning and economic development programs geared to the distinct needs of aviation, manufacturing, warehouse, and professional businesses in their respective parts of this District.	R	D	Medium-term
8.02.05	Design and alignment studies for the regional roadway connecting FM 546 and SH 5.	S	D	Medium-term
8.02.06	Trail connections from business areas to the open spaces bordering this District.	C	D	Medium-term
8.02.07	Partnerships with MISD, Collin College and others to ensure that McKinney residents have the skills and expertise to offer the District's businesses a trained labor force.	P	D	Medium-term
8.02.08	Active participation in regional dialogues about funding and location of transit service in Collin County.	P	D	Long-term
Collin Crossing District				
8.03.01	Creation of a Major Gateway for McKinney at US 75 and US 380.	C	D	Short-term
8.03.02	Extension and expansion of Hardin Boulevard and Wilmeth Road.	C	D	Short-term
8.03.03	Way-finding, streetscape design and other investments that encourage non-automobile travel between Collin College, employment centers and neighborhoods within the District.	C	D	Medium-term
8.03.04	Partnerships between the College, MISD, the City and area employers to offer job training and placement, mentoring and similar opportunities for District residents and College students to find jobs with companies in the District.	P	D	Medium-term
8.03.05	Partnerships between the College and area employers to offer support technology transfer based on Collin College research and development.	P	D	Medium-term
Collin McKinney Commercial District				
8.04.01	Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	F	D	Short-term
8.04.02	Introduction of cultural venues and community amenities that diversify the entertainment mix in McKinney.	C	D	Medium-term
8.04.03	Design and finance of identity features at public locations within the District (i.e., creek crossings), consistent in design and character with those in adjacent private projects.	C	D	Medium-term
8.04.04	Consider the creation of a specific development code or other mechanism to ensure the desired development pattern within this District.	R	D	Medium-term
East Fork District				
8.05.01	Design and construction of new roadways east of SH 5.	C	D	Medium-term
8.05.02	Active participation in regional dialogues about funding and location of a limited access roadway along the major north-south alignment as shown on the Master Thoroughfare Plan.	P	D	Medium-term
8.05.03	Creation of Major Gateways to McKinney where US 75, SH 5 and SH 121 converge, and at the entrance to McKinney on US 380.	C	D	Medium-term
8.05.04	Investment in major park and recreational amenities and preservation of natural areas along the East Fork of the Trinity River.	C	D	Medium-term
8.05.05	Adoption of design standards for environmentally-compatible Urban Living development adjacent to the East Fork open spaces.	R	D	Medium-term
Established Community				
8.06.01	Investment to ensure that the infrastructure in the established parts of McKinney is able to provide the same quality of service to their residents and businesses as are available in newly-development areas.	C	D	Short-term
8.06.02	Engage the residents, property owners and businesses in the implementation of this Comprehensive Plan, so they choose to make their own household and business investments here.	E	D	Short-term
8.06.03	Develop and fund the implementation of a Community Housing Plan to address the housing needs of McKinney's residents.	S	D	Short-term
8.06.04	Retrofit the Established Community with routes for walking and biking that connect residents to businesses, shopping and other destinations where those connections do not yet exist.	C	D	Medium-term
8.06.05	Invest to meet transportation needs and reduce congestion in the Established Community with design that is compatible with the character of the adjacent neighborhoods and business areas.	C	D	Medium-term
8.06.06	Where possible, create natural areas, community gardens, public gathering places and other amenities within the Established Community.	C	D	Medium-term
Homestead District				

	Land Use and Development Strategy			
8.07.01	Adoption of development and design standards that retain the pastoral character of this District's rural and estate neighborhoods.	R	D	Long-term
8.07.02	Investment in infrastructure appropriate to support and continue rural and estate development patterns.	C	D	Long-term
8.07.03	Explore the opportunities for equestrian, hiking and similar outdoor recreational activities in the East Fork floodplain at the southerly end of the District; including partnerships with other organizations such as MISD.	P	D	Long-term
Honey Creek Entertainment District				
8.08.01	Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	F	D	Short-term
8.08.02	Introduction of cultural venues and community amenities that diversify the entertainment mix in McKinney.	C	D	Medium-term
8.08.03	Design and finance of identity features at public locations within the District (i.e., creek crossings), consistent in design and character with those in adjacent private projects.	C	D	Medium-term
8.08.04	Consider the creation of a specific development code or other mechanism to ensure the desired development pattern within this District.	R	D	Medium-term
Medical District				
8.09.01	Creation of a gateway at US 380 and Lake Forest Drive.	C	D	Medium-term
8.09.02	Construction of streetscape improvements on Wilmeth Road.	C	D	Medium-term
8.09.03	Construction of connected trails, bikeways paths and other facilities to encourage residents and employees of this District to use these travel modes.	C	D	Medium-term
8.09.04	Partnerships between Baylor, Scott & White Medical Center, MISD, Collin College, the City of McKinney, and other organizations and the City to offer job training and placement, mentoring and similar opportunities so District residents can benefit from job opportunities in the health and wellness industry.	P	D	Medium-term
Mill District				
8.10.01	Investment in needed repair and rehabilitation of infrastructure in the Mill District's existing neighborhoods.	C	D	Short-term
8.10.02	Redesign State Highway 5 through the Mill District as consistent with the State Highway 5 Corridor Master Plan and Town Center Master Plan in order to improve connectivity to the Town Center District, as well as safety for all users of the roadway.	S	D	Short-term
8.10.03	Initiatives to record and celebrate the history of the neighborhoods and buildings in the Mill District.	E	D	Medium-term
8.10.04	Focused planning, design and economic development incentives for Transit Ready Development in the area surrounding the future transit station.	S	D	Medium-term
8.10.05	Continued refinement of the TIRZ program to encourage rehabilitation of aging structures, adaptive reuse, and other private improvements.	F	D	Medium-term
8.10.06	Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.	R	D	Medium-term
8.10.07	Active participation in regional dialogues about funding and location of transit service in Collin County.	P	D	Long-term
Northridge District				
8.11.01	Creation of Gateways at US 380 and Custer Road and US 380 and Ridge Road.	C	D	Medium-term
8.11.02	Expansion of infrastructure that is phased, sized and timed to be adequate as development occurs.	C	D	Medium-term
8.11.03	Greenway Arterial design and streetscape improvements on FM 1461, Stonebridge Drive and Wilmeth Road and Lake Forest Drive.	C	D	Medium-term
8.11.04	Trails and open space amenities along Wilson Creek and Stover Creek.	C	D	Medium-term
Oak Hollow District				
8.12.01	Conduct outreach to the businesses located in the Oak Hollow District to determine if there are opportunities for the City, the Chamber of Commerce, the McKinney Economic Development Corporation, or other entities to support business growth and attraction in this District.	E	D	Short-term
8.12.02	Creation of a Secondary Gateway at US 380 and SH 5.	C	D	Medium-term

	Land Use and Development Strategy			
8.12.03	Extend Wilmeth Road east of SH 5 and Airport Drive north of US 380 to provide new connections to US 75 and to the Business & Aviation District.	C	D	Medium-term
8.12.04	Continue to invest in capital improvements, programming and maintenance to ensure that the Oak Hollow Golf Course retains its desirability among golfers.	C	D	Medium-term
Outer Loop Commercial District				
8.13.01	This District's development pattern assumes a major public investment in transportation infrastructure. More specific area plans and design standards should be adopted when the timing and design of the Outer Loop are determined.	S	D	Long-term
8.13.02	Extension of urban or suburban-scale public infrastructure timed in accordance with the construction of the Outer Loop.	C	D	Long-term
8.13.03	If the region's plans for the Outer Loop change, a revised District planning process will be needed to provide appropriate land use and development direction.	S	D	Long-term
Scenic District				
8.14.01	Continue to maintain and enhance Erwin Park as a major asset for this District.	C	D	On-going
8.14.02	Greenway Arterial design and streetscape improvements on Laud Howell Parkway and other designated greenways.	C	D	Medium-term
8.14.03	Creation of trails and other amenities in the Honey Creek natural areas.	C	D	Medium-term
Southgate District				
8.15.01	Zoning and design guidelines or requirements to ensure high quality, pedestrian oriented development within the Urban Living and Mixed-Use Center place type areas.	R	D	Short-term
8.15.02	Creation of a Gateway to the Mixed-Use Center at SH 121 and Medical Center Drive.	C	D	Medium-term
8.15.03	Creation of a Gateway where SH 5 crosses Wilson Creek.	C	D	Medium-term
8.15.04	Improvements and expansions to Eldorado Parkway.	C	D	Medium-term
8.15.05	Design and finance of identity features within the District to communicate McKinney's identity.	C	D	Medium-term
8.15.06	Identification of areas within the District (such as along SH 5) where revitalization may be desirable and economically feasible.	S	D	Medium-term
Town Center District				
8.16.01	Provide regular and engaging updates on the progress of Town Center revitalization to the McKinney community, visitors and future investors.	E	D	On-going
8.16.02	Continued public investments in infrastructure for the Town Center area, in accordance with the Town Center Master Plan.	C	D	Short-term
8.16.03	Implement a solution to provide additional parking in appropriate locations for the Town Center.	C	D	Short-term
8.16.04	Refine the economic development incentives, marketing and other programs encouraging Town Center investment to ensure that they are effective and responsive to current market conditions.	F	D	Short-term
8.16.05	Update and expand the marketing and outreach to engage McKinney residents and visitors with the Town Center area.	E	D	Short-term
8.16.06	Continue to refine the TIRZ program to encourage reinvestment in private property throughout the Town Center District.	F	D	Short-term
8.16.07	Redesign State Highway 5 through the Town Center District as consistent with the State Highway 5 Corridor Master Plan and Town Center Master Plan in order to improve connectivity to the Mill District, as well as safety for all users of the roadway.	C	D	Short-term
8.16.08	Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.	R	D	Short-term
8.16.09	Create bicycle and pedestrian connections from the Town Center to other parts of the McKinney community.	C	D	Medium-term
8.16.10	Investigate the use of special District or other mechanisms that fund the costs associated with public improvements requiring higher service levels that provided citywide.	F	D	Medium-term
8.16.11	Redesign US 380 to improve safety for all users and improve access to the retail service uses along both sides of the corridor.	C	D	Medium-term
Trinity Falls District				
8.17.01	Investment in trails and other amenities along the East Fork floodplain consistent with the Parks Master Plan.	C	D	Medium-term

	Land Use and Development Strategy			
8.17.02	Connectivity between the neighborhoods and commercial areas within the District for people walking or biking.	C	D	Medium-term

	Implementation			
Action Item #	**Action Item**	**Implement-ation Category**	**Plan Strategy**	**Timing**
9.01	Conduct an annual review of progress in implementing the McKinney 2040 Plan, reporting on progress and comparing results to targets. Include opportunities for public input.	T	I	On-going
9.02	Provide regular and engaging updates on ONE McKinney 2040 progress to the community (residents, business and property owners, and other stakeholders).	E	I	On-going
9.03	Seek grant opportunities to support plan implementation.	F	I	On-going
9.04	Foster better relationships across jurisdictions and agencies for coordinated regional planning.	P	I	On-going
9.05	Increase staffing levels to support plan implementation projects.	T	I	Short-term
9.06	Educate staff about the policy direction and use of the McKinney 2040 Plan, particularly those on the 'front line' working with customers.	T	I	Short-term
9.07	Develop a McKinney 2040 Plan checklist for use in evaluating development proposals, zoning applications and infrastructure projects for consistency with the Plan's principles and direction.	T	I	Short-term
9.08	Conduct a major McKinney 2040 review periodically (approximately every five years) to consider Plan amendments or refinements based on experience implementing the plan and external changes in the economy, demographics, technology or other factors.	T	I	Medium-term