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.

APPENDIX B:

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 Wilmet 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 Wilmet Rd in the East Fork District shifts slightly westward to encompass the interchange between Wilmet Rd and the Red Alignment
• Portions of the Urban Living place type south of Wilmet 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 Center 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 Dr shifts north and east to follow 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 Dr to be 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.
APPENDIX B:
PUBLIC OUTREACH PROCESS

Appendix: Summary of Community Input
2015 - 2018

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

‘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

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<th>20%</th>
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<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
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<td>75%</td>
<td>83.3%</td>
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<td>Having a walkable downtown</td>
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<td>75%</td>
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<td>75%</td>
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<td>33.3%</td>
<td>41.7%</td>
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<td>75%</td>
<td>83.3%</td>
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<td>25%</td>
<td>33.3%</td>
<td>41.7%</td>
<td>50%</td>
<td>58.3%</td>
<td>66.7%</td>
<td>75%</td>
<td>83.3%</td>
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<td>Providing strong educational opportunities</td>
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<td>25%</td>
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<td>41.7%</td>
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<td>58.3%</td>
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<td>75%</td>
<td>83.3%</td>
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<td>Having high quality of life</td>
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<td>25%</td>
<td>33.3%</td>
<td>41.7%</td>
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<td>75%</td>
<td>83.3%</td>
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<td>66.7%</td>
<td>75%</td>
<td>83.3%</td>
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<td>Having a stable tax base</td>
<td>6.7%</td>
<td>12.5%</td>
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<td>25%</td>
<td>33.3%</td>
<td>41.7%</td>
<td>50%</td>
<td>58.3%</td>
<td>66.7%</td>
<td>75%</td>
<td>83.3%</td>
</tr>
</tbody>
</table>

Oktoberfest

- Collected over 75 online survey responses.
- Collected over 100 email addresses.
- Visual preference survey activity.

Input: 9/6/2018
**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

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**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)

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**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](http://www.onemckinney2040.com)
October Community Charrette

- Approximately 105 participants.
- All-day community event.
- Multiple activities for participants.

Charrette Strategic Issues Polling Results

<table>
<thead>
<tr>
<th>How important is this issue or approach to the best possible future for the McKinney community?</th>
<th>Very important</th>
<th>Somewhat important</th>
<th>Neutral</th>
<th>Not very important</th>
<th>Very important</th>
<th>I’m not sure</th>
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</thead>
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<td>Maintaining City infrastructure (streets, parks, buildings, etc.) over time</td>
<td>88.3%</td>
<td>10.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
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<td>Having quality schools (Kindergarten to college)</td>
<td>80.3%</td>
<td>18.3%</td>
<td>1.3%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
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<tr>
<td>Being economically sustainable (livable or relivable) over the long term</td>
<td>80.3%</td>
<td>18.3%</td>
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<td>Having a strong and diverse employment base</td>
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<td>Growing the tax base</td>
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<td>21.3%</td>
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<td>Keeping existing neighborhoods vital</td>
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<td>1.2%</td>
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<td>Creating walkable places with a mix of uses</td>
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<td>Providing public transportation choices to regional or destination destinations</td>
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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?

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<th>Team</th>
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Potential Composite Scenarios

Common Themes
- Accommodating new development
- High quality of life
- Create new jobs
- Grow the commercial tax base
- Economic / fiscal sustainability
- Historic/cultural preservation
- Preserving / highlighting natural features
- Embracing a multi-generational, diverse community
- Emphasis on transportation and mobility
- Protect school system

Current Trend
Scenario Based on Current Future Land Use Plan + Anticipated Land Uses/Zoning

Current Trend
Growth Indicators

**TABLE 3**

<table>
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<tr>
<th>Additional Population</th>
<th>Additional Households</th>
<th>Employment</th>
<th>Job Mix</th>
<th>Trips</th>
<th>Water Consumption</th>
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**TABLE 6**

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**TABLE 7**

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**TABLE 10**

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<td></td>
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<td></td>
</tr>
</tbody>
</table>
Growth Indicators

<table>
<thead>
<tr>
<th>Table 5</th>
<th>Additional Population</th>
<th>Additional Households</th>
<th>Housing Mix</th>
<th>Additional Employment</th>
<th>Job Mix</th>
<th>Trips</th>
<th>Water Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>63,800</td>
<td>28,800</td>
<td>53% SD</td>
<td>20% UR</td>
<td>42% SF</td>
<td>26% TH</td>
<td>17% Auto</td>
<td>18,270,000 (GDP)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 9</th>
<th>Additional Population</th>
<th>Additional Households</th>
<th>Housing Mix</th>
<th>Additional Employment</th>
<th>Job Mix</th>
<th>Trips</th>
<th>Water Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>73,200</td>
<td>29,500</td>
<td>19% SD</td>
<td>34% UR</td>
<td>63% SF</td>
<td>26% TH</td>
<td>17% Auto</td>
<td>17,662,000 (GDP)</td>
</tr>
</tbody>
</table>

OVERALL SUMMARY:
Do these scenarios reflect a future we should consider for McKinney?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Balanced Growth</th>
<th>Conservative/Balanced Growth</th>
<th>Asset-Driven Growth</th>
<th>The Business Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>31.3%</td>
<td>32.8%</td>
<td>21.9%</td>
<td>4.7%</td>
</tr>
<tr>
<td>2</td>
<td>25.0%</td>
<td>34.7%</td>
<td>26.4%</td>
<td>6.9%</td>
</tr>
<tr>
<td>11</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>5</td>
<td>22.2%</td>
<td>34.7%</td>
<td>25.0%</td>
<td>9.7%</td>
</tr>
<tr>
<td>9</td>
<td>46.5%</td>
<td>21.1%</td>
<td>21.1%</td>
<td>4.2%</td>
</tr>
<tr>
<td>4</td>
<td>37.7%</td>
<td>31.2%</td>
<td>16.9%</td>
<td>9.1%</td>
</tr>
<tr>
<td>8</td>
<td>23.5%</td>
<td>42.6%</td>
<td>27.9%</td>
<td>4.4%</td>
</tr>
<tr>
<td>10</td>
<td>41.9%</td>
<td>24.3%</td>
<td>20.3%</td>
<td>5.4%</td>
</tr>
</tbody>
</table>

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

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
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 points 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

Scenario Evaluation – Individuals’ Feedback

(rank ordered by priority order)

<table>
<thead>
<tr>
<th></th>
<th>Very Good</th>
<th>Somewhat Good</th>
<th>Neutral</th>
<th>Somewhat Bad</th>
<th>Very Bad</th>
<th>Do Not Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>How supportive is this Scenario of the ‘Early Understanding of Community Priorities’?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Scenario 2 | 37.50% | 40.00% | 12.50% | 6.25% | 0.00% |
Scenario 3 | 29.17% | 36.67% | 14.81% | 7.69% | 0.00% |
Scenario 1 | 5.71% | 32.86% | 30.00% | 11.43% | 8.57% |
| How consistent is this Scenario with your own idea of McKinney’s best possible future? | 
Scenario 2 | 47.17% | 40.00% | 8.57% | 3.43% | 0.00% |
Scenario 3 | 22.22% | 63.64% | 10.00% | 11.11% | 5.56% |
Scenario 1 | 4.29% | 12.00% | 10.00% | 57.00% | 8.57% |
| Does this Scenario create a McKinney 2040 that will attract major corporations? | 
Scenario 2 | 26.76% | 57.50% | 9.09% | 6.90% | 0.00% |
Scenario 3 | 30.00% | 40.00% | 20.00% | 2.78% | 0.00% |
Scenario 1 | 4.17% | 18.33% | 55.00% | 11.11% | 2.78% |
| Does this Scenario create a McKinney 2040 that will appeal to McKinney’s kids as they grow up? | 
Scenario 2 | 29.59% | 41.40% | 13.04% | 6.34% | 0.00% |
Scenario 3 | 21.43% | 50.95% | 9.09% | 7.86% | 0.00% |
Scenario 1 | 4.29% | 15.71% | 50.00% | 19.71% | 7.86% |
Online Input on Alternative Scenarios

- Same information and questions as at the Community Workshop
- 55 respondents
- Most had not participated in the Community Workshop

Support for Community Priorities

How supportive are the Scenarios of McKinney’s ‘early understandings’ of community priorities?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping up with growth in population and jobs</td>
<td>30.4%</td>
<td>72.2%</td>
<td>88.9%</td>
</tr>
<tr>
<td>Growing the City’s tax base</td>
<td>45.0%</td>
<td>76.5%</td>
<td>70.6%</td>
</tr>
<tr>
<td>Being economically sustainable and resilient over time</td>
<td>33.3%</td>
<td>84.4%</td>
<td>83.3%</td>
</tr>
<tr>
<td>Using energy, water, and other resources efficiently</td>
<td>28.6%</td>
<td>60.7%</td>
<td>77.8%</td>
</tr>
<tr>
<td>Keeping existing neighborhoods vital</td>
<td>38.1%</td>
<td>72.2%</td>
<td>66.7%</td>
</tr>
<tr>
<td>Continuing to embrace downtown as the historic jewel of McKinney</td>
<td>76.2%</td>
<td>77.8%</td>
<td>83.3%</td>
</tr>
<tr>
<td>Respecting natural features and topography</td>
<td>38.1%</td>
<td>64.7%</td>
<td>88.2%</td>
</tr>
<tr>
<td>Maintaining a sense of community and quality of life as the city grows</td>
<td>38.1%</td>
<td>77.8%</td>
<td>94.1%</td>
</tr>
<tr>
<td>Determining what happens on remaining vacant lands</td>
<td>33.3%</td>
<td>83.3%</td>
<td>88.9%</td>
</tr>
</tbody>
</table>

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 ‘1’ for worst.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Place to live</th>
<th>Place to work</th>
<th>Place to play</th>
<th>Place for nature</th>
<th>Place for mobility</th>
<th>Place for fiscal responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario 1</td>
<td>2.53</td>
<td>2.57</td>
<td>2.22</td>
<td>2.09</td>
<td>2.24</td>
<td>2.58</td>
</tr>
<tr>
<td>Scenario 2</td>
<td>3.37</td>
<td>3.36</td>
<td>3.42</td>
<td>3.06</td>
<td>3.06</td>
<td>3.62</td>
</tr>
<tr>
<td>Scenario 3</td>
<td>3.29</td>
<td>3.33</td>
<td>3.69</td>
<td>3.55</td>
<td>3.55</td>
<td>3.70</td>
</tr>
</tbody>
</table>

Which Scenario performs best?

<table>
<thead>
<tr>
<th>Topic</th>
<th>Place to live</th>
<th>Place to work</th>
<th>Place to play</th>
<th>Place for nature</th>
<th>Place for mobility</th>
<th>Place for fiscal responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario 1</td>
<td>21.1%</td>
<td>22.2%</td>
<td>8.3%</td>
<td>5.7%</td>
<td>6.3%</td>
<td>16.7%</td>
</tr>
<tr>
<td>Scenario 2</td>
<td>39.5%</td>
<td>38.9%</td>
<td>36.1%</td>
<td>17.3%</td>
<td>18.8%</td>
<td>35.3%</td>
</tr>
<tr>
<td>Scenario 3</td>
<td>39.5%</td>
<td>38.9%</td>
<td>50.0%</td>
<td>72.4%</td>
<td>56.3%</td>
<td>27.9%</td>
</tr>
<tr>
<td>All are equal</td>
<td>0.0%</td>
<td>8.3%</td>
<td>5.7%</td>
<td>18.8%</td>
<td>22.2%</td>
<td></td>
</tr>
</tbody>
</table>

Support of Ideas from Community Members

How supportive are the Scenarios of these ideas suggested by McKinney community members for 2040?

<table>
<thead>
<tr>
<th>Community Member Idea</th>
<th>Scenario A</th>
<th>Scenario B</th>
<th>Scenario C</th>
</tr>
</thead>
<tbody>
<tr>
<td>A destination small town that retains its historic Texas charm</td>
<td>59.1%</td>
<td>65.0%</td>
<td>63.2%</td>
</tr>
<tr>
<td>Families in neighborhoods throughout McKinney have access to well-maintained parks, sports fields, and trails</td>
<td>59.1%</td>
<td>75.0%</td>
<td>89.5%</td>
</tr>
<tr>
<td>A place with great people enjoying small businesses, farmers markets and other unique, non-corporate finds</td>
<td>68.2%</td>
<td>70.0%</td>
<td>78.9%</td>
</tr>
<tr>
<td>A balance between community, development and nature</td>
<td>36.4%</td>
<td>65.0%</td>
<td>78.9%</td>
</tr>
<tr>
<td>The economic center of Collin County, with headquarters of major companies as well as support for local business</td>
<td>31.8%</td>
<td>80.0%</td>
<td>73.7%</td>
</tr>
<tr>
<td>A city that has retained its natural feel, with lots of nature trees and native plants</td>
<td>63.6%</td>
<td>70.0%</td>
<td>68.4%</td>
</tr>
</tbody>
</table>
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.

Public Outreach

- Joint Session for City Council & CPAC (April 11)
- Community Open Houses (May 18 & 19)
- www.onemckinney2040.com

Participants' Involvement in ONE McKinney 2040

- 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

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

Place Types – the Scenario ‘Palette’
Feedback on Preferred Scenario

<table>
<thead>
<tr>
<th>How consistent is this aspect of ONE McKinney2040 with McKinney's best possible future?</th>
<th>Very Consistent (VC)</th>
<th>Somewhat Consistent (SC)</th>
<th>Somewhat Inconsistent (SI)</th>
<th>Very Inconsistent (VI)</th>
<th>I'm Not Sure (NS)</th>
<th>VS + SC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision Statement – your own idea of McKinney’s best possible future</td>
<td>46.5%</td>
<td>34.9%</td>
<td>9.3%</td>
<td>7.0%</td>
<td>2.3%</td>
<td>81.4%</td>
</tr>
<tr>
<td>Preferred Scenario -- your own idea of McKinney’s best possible future</td>
<td>31.3%</td>
<td>44.6%</td>
<td>8.4%</td>
<td>4.8%</td>
<td>10.8%</td>
<td>75.9%</td>
</tr>
<tr>
<td>Preferred Scenario -- your sense of the community’s preferences</td>
<td>16.5%</td>
<td>47.1%</td>
<td>7.1%</td>
<td>3.5%</td>
<td>25.9%</td>
<td>63.5%</td>
</tr>
</tbody>
</table>

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
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

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

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

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
### Development Pattern and Future US 380

**The character of US 380 improvements should include the "mixed identity" features envisioned by ONE McKinney 2040.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.8%</td>
<td>29.2%</td>
<td>12.5%</td>
<td>4.2%</td>
<td>72.5%</td>
<td>22.9%</td>
</tr>
</tbody>
</table>

**The character of US 380 improvements should change as it travels through places in McKinney that have different character.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.8%</td>
<td>29.6%</td>
<td>8.2%</td>
<td>20.4%</td>
<td>59.1%</td>
<td>38.6%</td>
</tr>
</tbody>
</table>

### LARS Along a Different Alignment

**What if another alternative for US 380 is used? (the LARS is using a different alignment)**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Somewhat disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.5%</td>
<td>15.2%</td>
<td>8.5%</td>
<td>10.6%</td>
<td>14.3%</td>
<td>24.5%</td>
</tr>
</tbody>
</table>

**If a different US 380 alternative is identified, then new commercial centers should be considered along the new major interchange along the new route.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Somewhat disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>43.8%</td>
<td>29.2%</td>
<td>10.4%</td>
<td>12.5%</td>
<td>4.2%</td>
<td>72.9%</td>
</tr>
</tbody>
</table>

### LARS Along Current US 380 Alignment

**What if US 380 stays in place? (the LARS is using the current alignment)**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>38.3%</td>
<td>25.5%</td>
<td>10.6%</td>
<td>10.1%</td>
<td>6.4%</td>
<td>63.8%</td>
</tr>
</tbody>
</table>

**If US 380 stays in place, then new employment-generating Place Types should be considered along the route.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>37.5%</td>
<td>27.1%</td>
<td>6.3%</td>
<td>25.0%</td>
<td>4.2%</td>
<td>64.6%</td>
</tr>
</tbody>
</table>

**If US 380 stays in place, then new mixed-use centers should be considered at major interchanges along the route.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.1%</td>
<td>37.0%</td>
<td>8.7%</td>
<td>26.1%</td>
<td>2.2%</td>
<td>63.0%</td>
</tr>
</tbody>
</table>

**If US 380 stays in place, then new mixed-use centers should be considered at major interchanges along the route.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.5%</td>
<td>30.6%</td>
<td>16.3%</td>
<td>24.3%</td>
<td>6.1%</td>
<td>55.1%</td>
</tr>
</tbody>
</table>

**If US 380 stays in place, then new mixed-use centers should be considered at major interchanges along the route.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.4%</td>
<td>18.2%</td>
<td>15.9%</td>
<td>50.0%</td>
<td>6.3%</td>
<td>29.5%</td>
</tr>
</tbody>
</table>

**If US 380 stays in place, then new mixed-use centers should be considered at major interchanges along the route.**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
<th>Agree (Strongly/Somewhat)</th>
<th>Disagree (Strongly/Somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.4%</td>
<td>18.2%</td>
<td>15.9%</td>
<td>50.0%</td>
<td>6.3%</td>
<td>29.5%</td>
</tr>
</tbody>
</table>

---

**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

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

Action Items: Ranking of Priority

<table>
<thead>
<tr>
<th>Action Items Ranked in the Top 5 Twice</th>
<th>June Open House</th>
<th>Online</th>
<th>August Open House</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide regular and engaging updates on ONE McKinney 2040 progress to the community</td>
<td>1</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Identify places with greatest biking and walking potential and invest in bike and pedestrian networks for these places</td>
<td>2</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Make transportation improvements to reduce congestion in the established community</td>
<td>12</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Partner with MUD, Collin College and others on educational programs so McKinney residents have the skills future McKinney employers need</td>
<td>3</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Seek grant opportunities to support plan implementation</td>
<td>5</td>
<td>5</td>
<td>16</td>
</tr>
</tbody>
</table>
# 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.
How long have you lived in McKinney?

- Less than 5 years: 25%
- 5 to 10 years: 15%
- 10 to 25 years: 10%
- More than 25 years: 5%

How consistent is the Vision Statement with your own idea of McKinney’s best possible future?

- Very consistent: 25%
- Somewhat consistent: 20%
- Somewhat inconsistent: 15%
- Very inconsistent: 10%

Do you work in McKinney? If so, how long have you worked in McKinney?

- Less than 5 years: 20%
- 5 to 10 years: 15%
- 10 to 25 years: 10%
- More than 25 years: 5%

How consistent is this Preferred Scenario with your own idea of McKinney’s best possible future?

- Very consistent: 25%
- Somewhat consistent: 20%
- Somewhat inconsistent: 15%
- Very inconsistent: 10%

74.5% said ‘very’ or ‘somewhat consistent’

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’

How consistent are these outcomes with the City you hope to see by 2040?

<table>
<thead>
<tr>
<th></th>
<th>Very consistent</th>
<th>Some what consistent</th>
<th>Some what inconsistent</th>
<th>Very inconsistent</th>
<th>I’m not sure</th>
<th>Consistent</th>
<th>Inconsistent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citywide Mobility Strategy</td>
<td>34.0%</td>
<td>34.6%</td>
<td>14.2%</td>
<td>14.8%</td>
<td>2.5%</td>
<td>68.5%</td>
<td>29.0%</td>
</tr>
<tr>
<td>Citywide Economic Development Strategy</td>
<td>26.9%</td>
<td>41.9%</td>
<td>12.5%</td>
<td>10.6%</td>
<td>8.1%</td>
<td>68.8%</td>
<td>23.1%</td>
</tr>
<tr>
<td>Citywide Fiscal Health Strategy</td>
<td>30.4%</td>
<td>48.1%</td>
<td>5.1%</td>
<td>9.5%</td>
<td>7.0%</td>
<td>78.5%</td>
<td>14.6%</td>
</tr>
<tr>
<td>Citywide Public Investment Strategy</td>
<td>34.4%</td>
<td>41.9%</td>
<td>13.1%</td>
<td>8.8%</td>
<td>1.9%</td>
<td>76.3%</td>
<td>21.9%</td>
</tr>
</tbody>
</table>

How consistent are these Guiding Principles with your own ideas of McKinney’s best possible future?

<table>
<thead>
<tr>
<th>Guiding Principle</th>
<th>Very consistent</th>
<th>Some what consistent</th>
<th>Some what inconsistent</th>
<th>I’m not sure</th>
<th>Consistent</th>
<th>Inconsistent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity</td>
<td>35.5%</td>
<td>38.7%</td>
<td>19.4%</td>
<td>6.5%</td>
<td>0.0%</td>
<td>74.2%</td>
</tr>
<tr>
<td>Assets</td>
<td>56.3%</td>
<td>21.9%</td>
<td>6.3%</td>
<td>15.6%</td>
<td>0.0%</td>
<td>78.1%</td>
</tr>
<tr>
<td>Places</td>
<td>50.0%</td>
<td>26.7%</td>
<td>16.7%</td>
<td>3.3%</td>
<td>3.3%</td>
<td>76.7%</td>
</tr>
<tr>
<td>Investments</td>
<td>37.9%</td>
<td>44.8%</td>
<td>6.9%</td>
<td>10.3%</td>
<td>0.0%</td>
<td>82.8%</td>
</tr>
</tbody>
</table>
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
- 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.
Travel Demand Model US 380 Alternatives
Blue/Red Alternative
August 2018

Level of Service
Free Flow/Acceptable (<.65) LOS A/B/C
Tolerable Delay (.65 - .80) LOS D
Significant Delay (.80 - 1.0) LOS E
Excessive Delay (> 1.0) LOS F

Railroads
McKinney City Limits
McKinney ETJ
Other Cities

Acceptable Under Current Comprehensive Plan
Not Acceptable Under Current Comprehensive Plan

nickname
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 Boomburb neighborhoods began growing in the 1990s and exhibited the same era’s peak of housing booms. Most of these neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the Boomburb 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.

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 2.22.
• Home ownership is 86% (Index 133); with the highest rate of mortgages, 79%.
• Primarily single-family homes, in new neighborhood; 72% built since 2000 (Index 231).
• 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 (34,417) commuting across county lines (Index 196).

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 179); most households have more than two workers (Index 123).
• Longer commute times from the suburban growth corridors (Index 21) have created more home workers (Index 146).
• They are well connected; own the latest devices and understand how to use them efficiently. Biggest complaints—too many intrusions on personal time.
• Financial planning is well under way for these professionals.

MARKET PROFILE
• Boomburb 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 Boomburb, 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.

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 investments, etc. are estimated from data by GfK MRI. Personal time.

SEGMENTATION
This map illustrates the density and distribution of the Boomburb, segmented by households.

ESRI INDEXES
Esri developed these indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

POPULATION CHARACTERISTICS
Total population, household and population change from the 2010 Census, and some age group density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data and methodology by Esri.

HOUING
Median home value is displayed for markets that are primarily owner occupied. Average rents are shown for renters and occupied units. Tenure and house type are relative. For Housing tenure and average rent data see the Census Bureau’s American Community Survey.

ESRI data provided by Tapestry Segmentation (Esri data). Tapessery by households. A TM (Trademark) of Esri. Other companies and service marks are property of their respective owners.
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 households is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-thirds of the households live in single-family homes, over a third in 3-5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of full-time 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 54% 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 122) and single-person (Index 110) households.
- Multi-unit buildings or row housing make up 55% of the housing stock (low-income housing (Index 192), 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 degree, 30% with a bachelor’s degree or higher. Education in progress is at 10% (Index 127).
- Unemployment rate is lower at 7.1% and labor force participation rate is 77% 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.

MARKET PROFILE
- Own new computers (desktop, laptop, or both), iPods, and 2+ TVs.
- Go online to do banking, access YouTube or Facebook, send blog, and play games.
- Use cell phones to text, redem 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, fitness, 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, averages are shown for total occupied units. Tenure and home value are related. See Housing size and average units for the Census Bureau American Community Survey.

Typical Housing: Single Family, Multifamily
Average Rent: $1,000

ESRI INDEXES
For developers, these indexes display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

SEGMENT DENSITY
This map displays the density of the Bright Young Professionals Tapestry Segment by households.

SEGMENTATION
esri.com/tapestry
8C
8C
8C
**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, townhomes, 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 residents are diverse, with Asians making up over one-fifth of the population. This young residents are diverse, with Asians making up over one-fifth of the population.

**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 during 2000–2005.
- Renters make up nearly half of all households.

**SOCIOECONOMIC TRAITS**
- Median household income one is one of the highest in 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.
- Tend to stay youthful and healthy; eat organic and natural foods, run and do yoga.
- Buy name brands and trendy clothes online.

**SEGMENTATION**
- LifeMode Group: Upscale Avenues

**MARKET PROFILE**
- Buy digital books for tablet reading, along with magazines and newspapers.
- Frequent the dry cleaner.
- Travel to foreign and domestic destinations commonly.
- 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 below the national average with a home for median-occupied households.
- 29% of homeowners have more than one car, among the highest in the nation.
- Home value and new car value are below average.

**SEGMENT DENSITY**
- Enterprising Professionals 2D

**INCOME AND NET WORTH**
- Median household income and net worth are above average. Household income and net worth are estimated by Tapestry.
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 that is greater than 100 indicates that the average household in this market spends more on that item than the average household in the United States. Conversely, an index that is less than 100 indicates that the average household in this market spends less on that item than the average household in the United States.

**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, 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; they predominantly rent; average gross 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**
- Residents in mostly row houses or 2-4 unit buildings, many were built before 1950, located in major urban cites.
- They predominately 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 using 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 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

**POPULATION CHARACTERISTICS**
Total population, ethnicity and distribution by age (Census 2010), and income group density (persons per square mile) are displayed for the market relative to the size and change among all Census markets. Data and funded by ESRI.

**ESRI INDEXES**
Esri developed these indexes to display average household income, socioeconomic status, and housing affordability for the market relative to US standards.

**MARKET PROFILE**
- Young families are the focus, Fresh Ambitions residents must budget for baby food and disposable diapers. Baby and parent-oriented 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 that borne 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 were 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 rental-only segments. Tenure and tenure type are relationship. Best Housing smear and average average and are from the Census Bureau’s American Community Survey.

**SEGMENT DENSITY**
This map illustrates the density and population of Fresh Ambitions, segmented by households.
AVERAGE HOUSEHOLD BUDGET INDEX

Our market is younger but growing in size and assets.

WHO ARE WE?

Middleburg neighborhoods transformed from the way of country living to suburban subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more homeowners, the 15-34 range carry some debt and are already investing in their futures. Middleburg neighborhoods transformed from the easy

OUR NEIGHBORHOOD

The Diversity Index summarizes racial and ethnic diversity. The index ranges from 0 (no diversity) to 100 (complete diversity).

SOCIOECONOMIC TRAITS

OCCUPATION BY EARNINGS

RACE AND ETHNICITY

• Residents are partial to trucks, SUVs, and occasionally, 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

Typical Housing:

Single Family

Median Value:

$175,000

US Median: $179,700

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, and change among all Tapestry markets. Data estimated by Esri.

ESRI INDEXES

ESRI INDEXES

For more information

1-800-447-9778

info@esri.com

This map illustrates the density and housing affordability for the market relative to US standards.

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1-800-447-9778

info@esri.com

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This map illustrates the density and housing affordability for the market relative to US standards.
The index compares the average amount spent by all U.S. households. An index of 100 indicates average spending by all U.S. households. An index greater than 100 indicates the market spends more than the national average, while an index less than 100 indicates the market spends less than the national average.

An index of 120 shows that average spending by consumers in this market is 20% greater than average spending by all US households. An index of 80 shows that average spending by consumers in this market is 20% less than average spending by all US households.

CONSUMER SPENDING

The index compares the average amount spent in this market's household budgets for various categories, including housing, food, apparel, etc., to the average amount spent by all US households. SOCIODEMOGRAPHIC TRENDS

The index compares the average amount spent in this market's household budgets for various categories, including housing, food, apparel, etc., to the average amount spent by all US households. CONSUMER SPENDING

The index compares the average amount spent in this market's household budgets for various categories, including housing, food, apparel, etc., to the average amount spent by all US households. MARKET PROFILE

Three 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 first 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 tech savvy; they read on their smartphones, tablets, and e-readers but also read hard copies of specimen, home service, and sports magazines.

Residents, both young and old, are tech savvy; they not only own the latest and greatest in electronics but also use them to keep up with the latest news in science and technology.

These residents are good oriented and strive for lifelong learning and learning. Life here is well organized; routine is a key ingredient to daily life.

LifeMode Group: Affluent Estates

Professional Pride

Households: 1,678,000
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 who have prospered through the Great Recession. To maintain their upscale suburban lifestyle, 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 U.S. level. They take pride in their new 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.

OUR NEIGHBORHOOD

Typically owner occupied (Index 117), 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 U.S. median home value, although three out of four homeowners have mortgages to pay off. Families are mostly married couples (almost 85% 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 sciences, technology, low, or finance fields; they’re worked hard to build their professional reputation or 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 good oriented and strive for lifelong learning and learning. Life here is well organized; routine is a key ingredient to daily life.

LifeMode Group: Affluent Estates

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LifeMode Group: Senior Styles
Retirement Communities

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 units, apartments, studios, and continuing care retirement 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 believe 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 senior 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 the Internet.
-/context of data representation

MARKET PROFILE
- Contribute to political organizations and other groups.
- Entertainment preferences: movies, opera, and the theater.
- Watch QVC, Golf Channel, CNN, and sports on TV.
- Like to travel—including visits to foreign countries.
- Stop at a large department store for convenience.

HOUSING
- Median home value is displayed for markets that are primarily owner-occupied and is estimated by Esri based on an analysis of sales on record. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

ESRI INDEXES
- For development of these indexes, we display average household wealth, socio-economic status, and housing affordability for the market relative to US standards.

Total population, average annual population change since Census 2010, and average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

Typical Housing: Multiunits
- Single Family
- Average Rent: $390 (US Average: $710)

SEGMENTATION
- LifeMode Group: Senior Styles

Note: This data reflects the specific location being served. This information is proprietary.

For more information, contact info@esri.com
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average annual amount spent in this market 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% higher than the average.

- 10-14: 92
- 15-19: 106
- 20-24: 118
- 25-34: 121
- 35-44: 122
- 45-64: 121
- 65+: 119

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

SEGMENTATION

LifeMode Group: Family Landscapes

Soccer Moms

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 offers the perfect 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), 37% 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 $236,000.
- 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 77%; 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, shopping online, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry higher level of debt, including first (Index 159) and second mortgages (Index 154) and auto loans (Index 151).
- 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 shovels.

ESRI INDEXES

- Housing: Median home value as displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets.
- Economy: Median income as displayed for markets that are primarily wage-earner households.
- Diversity: Represents the proportion of the population that is White, Black, Hispanic, or Other.
- Education: Percentage of population 25 years and older that are college graduates.
- Population: Total population.

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
  - Managers: $112,000
  - Professional Specialties: $115,000
  - Sales: $72,000
  - Healthcare Practitioners: $100,000
  - Health Care: $80,000

MONEY AND WEALTH

- Median household income: $72,000
- Median net worth is $22,000
- Median home value is $242,000

MARKET PROFILE

- 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 shovels.

HOUSEHOOD

- Median income as displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets.
- Diversity: Represents the proportion of the population that is White, Black, Hispanic, or Other.
- Education: Percentage of population 25 years and older that are college graduates.
- Population: Total population.

POPULATION CHARACTERISTICS

- Total population, percentage and total population change since Census 2010, and and age and sex density of residents (Persons per sq. mile).
- Education: Percentage of population 25 years and older that are college graduates.
- Diversity: Represents the proportion of the population that is White, Black, Hispanic, or Other.
- Household income and net worth are estimated by Esri.

PEOPLE

- Median age: 36.6
- Average household size: 3.327,000
- Households: 3,277,000
- Median home value: $236,000
- Median income: $72,000
- Median net worth: $22,000
- Median age: 36.6
- Average household size: 3.327,000
- Households: 3,277,000
- Median home value: $236,000
- Median income: $72,000
- Median net worth: $22,000
- Diversity Index: 48.3
- Median Household Income: $84,000
LifeMode Group: Ethnic Enclaves
Up and Coming Families

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.
- Hard-working labor force with a participation rate of 71% (Index 119) and low unemployment at 7% (Index 81).
- Most households (67%) 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.

INCOME AND NET WORTH
Net worth measures total household assets (homes, vehicles, compacts, etc.); how much money, secured (e.g., mortgage) or uninsured (e.g., credit card debt). Households’ income and net worth are estimated by Esri.

SEGMENT DENSITY
This map quantifies the density and dispersion of Up and Coming Families Tapestry Segments by households.

ESRI INDEXES
For developers, these indexes display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

POPULATION CHARACTERISTICS
Total population, the number of individuals ages 5 and older (2010 Census), and race and age density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

HOUSING
Median home value is displayed for markets that are primarily owner occupied. Average rent is shown for rental occupied markets. Tenure and home value are estimated by Esri. Housing type and average home value are estimated by Esri.

TAPESTRY SEGMENTATION
For more information, please visit esri.com/tapestry

The Diversity Index summarizes racial and ethnic diversity. The index ranges from 0 (no diversity) to 100 (complete diversity). The Diversity Index is calculated as:

\[
\text{Diversity Index} = \left(1 - \frac{\text{Summation of squared proportions of each race}}{100}\right) \times 100
\]

The US Diversity Index is 72.4.

RACE AND ETHNICITY
The Diversity Index assumes racial and ethnic diversity. The index measures the weighted factor that shows proximity of each race to the same area, belonging to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

AVERAGE HOUSEHOLD BUDGET INDEX
The average amount spent for the average annual spend for all US households. As index 100 is average, above 100 means above average spending, below 100 means below average spending. As index increases, so does the household’s buying power.

OCCUPATION BY EARNINGS
The average earnings that the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau’s American Community Survey.

Note: This report was produced by the Esri Tapestry Segmentation Team. All information is subject to change without notice. Esri data (Esri data). Other company and product names are trademarks or service marks of their respective owners. © 2014 Esri, all rights reserved.
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 budget 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 households reside in mobile home parks
- Homes are occupied, with slightly higher vacancy rates (Index 106) but fewer mortgages (Index 91)
- 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 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 dining out. Many have no financial investments or retirement savings, but they have homes.

POPULATION CHARACTERISTICS

- Median Age: 28.3
- Median Household Income: $36,000
- Median Earnings: $22,000
- Homeownership: 63.6%
- Rent: 36.4%
- Median Home Value: $36,000
- Typical Housing: Single Family

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 households reside in mobile home parks
- Homes are occupied, with slightly higher vacancy rates (Index 106) but fewer mortgages (Index 91)
- 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.
**APPENDIX E: IMPLEMENTATION MATRIX**

### Land Use and Development Strategy

<table>
<thead>
<tr>
<th>Action Item #</th>
<th>Action Item</th>
<th>Implementation Category</th>
<th>Plan Strategy</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.01</td>
<td>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.</td>
<td>R LU</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>3.02</td>
<td>Develop design guidelines or standards for new mixed use and urban development areas.</td>
<td>G LU</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>3.03</td>
<td>Develop design guidelines or standards for areas that retain rural character in the future.</td>
<td>G LU</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>3.04</td>
<td>Establish a partnership with neighborhood leaders to develop programs, infrastructure priorities, regulatory changes and code compliance strategies to keep existing neighborhoods desirable.</td>
<td>P LU</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>3.05</td>
<td>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.</td>
<td>E LU</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>3.06</td>
<td>Create design guidelines and economic incentives for ‘transit-ready’ development.</td>
<td>G LU</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>3.07</td>
<td>Conduct small area studies in key parts of McKinney.</td>
<td>S LU</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>3.08</td>
<td>Create City Neighborhood Preservation Program to use code enforcement, redevelopment, infill and infrastructure investment to retain the vitality of established neighborhoods.</td>
<td>P LU</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>3.09</td>
<td>Create incentives for development of vacant properties in existing neighborhoods with a variety of quality housing types appropriate to each neighborhood/place type.</td>
<td>F LU</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>3.10</td>
<td>Review construction standards and update to take advantage of modern ‘green infrastructure’ designs.</td>
<td>S LU</td>
<td>Medium-term</td>
<td></td>
</tr>
</tbody>
</table>

### Mobility Strategy

<table>
<thead>
<tr>
<th>Action Item #</th>
<th>Action Item</th>
<th>Implementation Category</th>
<th>Plan Strategy</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.01</td>
<td>Coordinate with TxDOT and NCTCOG on a regular basis to maintain support for transportation-related priorities that balance accessibility and connectivity within the region.</td>
<td>P M</td>
<td>On-going</td>
<td></td>
</tr>
<tr>
<td>4.02</td>
<td>Establish a City Staff position to implement neighborhood transportation management to achieve goals such as achieving speed targets and increasing walkability.</td>
<td>P M</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>4.03</td>
<td>Monitor research and make investments to implement smart technologies for the transportation system.</td>
<td>S M</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>4.04</td>
<td>Conduct periodic, detailed transportation studies to identify potential investments to improve overall traffic operations and vehicular flow.</td>
<td>S M</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>4.05</td>
<td>Develop and implement a Capital Improvements Program and maintenance plan for the existing and proposed road network that reflects both modality metrics and community values.</td>
<td>C M</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>4.06</td>
<td>Implement a Complete Streets policy with guidance on implementation procedures, department roles and responsibilities, and public outreach.</td>
<td>R M</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>4.07</td>
<td>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.</td>
<td>S M</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>4.08</td>
<td>Identify places with greatest biking and walking potential and invest in bike and pedestrian networks for these places.</td>
<td>S M</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>4.09</td>
<td>Design new network connections to accommodate multiple modes of travel including vehicles, pedestrians, transit, and bicyclists.</td>
<td>G M</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>4.10</td>
<td>Design and implement a new system of pedestrian and bicycle wayfinding signs for hike and bike trails.</td>
<td>C M</td>
<td>Medium-term</td>
<td></td>
</tr>
<tr>
<td>4.11</td>
<td>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.</td>
<td>S M</td>
<td>Long-term</td>
<td></td>
</tr>
<tr>
<td>4.12</td>
<td>Conduct a feasibility study of extending rail transit service into McKinney.</td>
<td>S M</td>
<td>Long-term</td>
<td></td>
</tr>
</tbody>
</table>
### Land Use and Development Strategy

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>5.01</td>
<td>City collaboration with private developers/investors via Public/Private Partnerships</td>
<td>P</td>
<td>ED</td>
<td>On-going</td>
</tr>
<tr>
<td>5.02</td>
<td>Evaluate the City’s Economic Development Strategy and update it to effectively implement this plan.</td>
<td>S</td>
<td>ED</td>
<td>Short-term</td>
</tr>
<tr>
<td>5.03</td>
<td>Investigate use of innovative financing solutions (such as Tax Increment Financing Districts and Public Improvement Districts).</td>
<td>S</td>
<td>ED</td>
<td>Short-term</td>
</tr>
<tr>
<td>5.04</td>
<td>Update economic development incentives to support the development described by the OBE McKinney 2040 Plan.</td>
<td>F</td>
<td>ED</td>
<td>Short-term</td>
</tr>
<tr>
<td>5.05</td>
<td>Create additional TIF &amp; PID districts as needed to fund infrastructure in designated special areas.</td>
<td>F</td>
<td>ED</td>
<td>Medium-term</td>
</tr>
</tbody>
</table>

### Economic Development Strategy

<table>
<thead>
<tr>
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<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.01</td>
<td>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.</td>
<td>S</td>
<td>PI</td>
</tr>
<tr>
<td>7.02</td>
<td>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, placettes, and overall direction of the McKinney 2040 Plan.</td>
<td>S</td>
<td>PI</td>
</tr>
<tr>
<td>7.03</td>
<td>Evaluate Implementation Timelines - Regularly evaluate the action plan and timelines in the “Parks, Recreation, Open Space, Trails, &amp; 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.</td>
<td>T</td>
<td>PI</td>
</tr>
</tbody>
</table>

### Public Safety

<table>
<thead>
<tr>
<th>Action Item</th>
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<tbody>
<tr>
<td>7.04</td>
<td>Update the Fire Department’s plans for new station locations to reflect development according to the McKinney 2040 Comprehensive Plan.</td>
<td>C</td>
<td>PI</td>
</tr>
<tr>
<td>7.05</td>
<td>Review design guidelines and requirements and revise them as necessary to incorporate CPED concepts.</td>
<td>G</td>
<td>PI</td>
</tr>
<tr>
<td>7.06</td>
<td>Identify sites with known environmental hazards and define buffer areas and other precautions to protect public safety.</td>
<td>S</td>
<td>PI</td>
</tr>
<tr>
<td>7.07</td>
<td>Update development regulations to address current best practices for managing risks related to natural hazards such as landslides, earthquakes, tornadoes, stream bank erosion and flooding.</td>
<td>R</td>
<td>PI</td>
</tr>
<tr>
<td>7.08</td>
<td>Partner with ISD’s, neighborhood organizations and others to develop or expand healthy living programs.</td>
<td>P</td>
<td>PI</td>
</tr>
<tr>
<td>7.09</td>
<td>Identify areas in McKinney lacking the assets to support a healthy lifestyle, and develop ‘healthy community’ plans for these neighborhoods.</td>
<td>S</td>
<td>PI</td>
</tr>
</tbody>
</table>

### Library

<table>
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</thead>
<tbody>
<tr>
<td>7.10</td>
<td>Update plans for new library locations to reflect development according to the McKinney 2040 Comprehensive Plan.</td>
<td>C</td>
<td>PI</td>
</tr>
</tbody>
</table>

### Education

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>7.11</td>
<td>Work with ISD to coordinate their long-term planning for schools with the development envisioned in the McKinney 2040 Comprehensive Plan.</td>
<td>P</td>
<td>PI</td>
</tr>
<tr>
<td>7.12</td>
<td>Partner with MISD, Collin College and others on educational programs so McKinney residents have the skills future McKinney employers need.</td>
<td>P</td>
<td>PI</td>
</tr>
<tr>
<td>7.13</td>
<td>In partnership with the ISD’s, design develop guidelines for schools that support and enhance the character of the District where they are located.</td>
<td>G</td>
<td>PI</td>
</tr>
<tr>
<td>7.14</td>
<td>Meet with Collin County, school districts and other entities to develop standard practices and designs for future shared public facilities.</td>
<td>P</td>
<td>PI</td>
</tr>
<tr>
<td>7.15</td>
<td>Establish partnerships with Collin College, the ISD’s and others to support the innovation and entrepreneurship of McKinney residents.</td>
<td>P</td>
<td>PI</td>
</tr>
</tbody>
</table>

### Individual District Strategies

<table>
<thead>
<tr>
<th>Action Item</th>
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<th>Implementation Category</th>
<th>Plan Strategy</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.01.01</td>
<td>Update the City’s infrastructure plans to ensure that they support the desired character of this District’s development.</td>
<td>C</td>
<td>D</td>
<td>Long-term</td>
</tr>
<tr>
<td>8.01.02</td>
<td>Engage residents and property owners of this area to determine whether or not public amenities and initiatives (trails, community gardens, active recreation, business assistance and others) should be provided to support the desired character of this District.</td>
<td>E</td>
<td>D</td>
<td>Long-term</td>
</tr>
<tr>
<td>8.01.03</td>
<td>Consider economic development incentives and initiatives that support the economic vitality of agricultural and related uses in this District.</td>
<td>F</td>
<td>D</td>
<td>Long-term</td>
</tr>
</tbody>
</table>

### Parks and Trails

<table>
<thead>
<tr>
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<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.02.01</td>
<td>Maintenance and enhancement of McKinney National Airport infrastructure to meet current and future customer demand.</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>8.02.02</td>
<td>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.</td>
<td>P</td>
<td>D</td>
</tr>
<tr>
<td>8.02.03</td>
<td>Targeted economic development incentives for aviation-related businesses and those that benefit from Airport proximity.</td>
<td>F</td>
<td>D</td>
</tr>
</tbody>
</table>

### Water / Wastewater System

<table>
<thead>
<tr>
<th>Action Item</th>
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<th>Plan Strategy</th>
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</tr>
</thead>
<tbody>
<tr>
<td>7.06</td>
<td>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.</td>
<td>E</td>
<td>PI</td>
</tr>
<tr>
<td>7.07</td>
<td>Establish a program that encourages the creation and maintenance of resilient infrastructure where possible and preserve McKinney’s livability.</td>
<td>P</td>
<td>PI</td>
</tr>
<tr>
<td>7.08</td>
<td>Continue or enhance current water conservation programs for McKinney’s residents and businesses.</td>
<td>P</td>
<td>PI</td>
</tr>
</tbody>
</table>

### Public Services

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Implementation Category</th>
<th>Plan Strategy</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.03</td>
<td>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, warmer weather, and exponential population growth.</td>
<td>S</td>
<td>PI</td>
</tr>
<tr>
<td>7.04</td>
<td>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.</td>
<td>C</td>
<td>PI</td>
</tr>
<tr>
<td>7.05</td>
<td>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.</td>
<td>S</td>
<td>PI</td>
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<tr>
<td>7.06</td>
<td>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.</td>
<td>S</td>
<td>PI</td>
</tr>
<tr>
<td>7.07</td>
<td>Establish a program that encourages the creation and maintenance of resilient infrastructure where possible and preserve McKinney’s livability.</td>
<td>P</td>
<td>PI</td>
</tr>
<tr>
<td>7.08</td>
<td>Continue or enhance current water conservation programs for McKinney’s residents and businesses.</td>
<td>P</td>
<td>PI</td>
</tr>
</tbody>
</table>
Land Use and Development Strategy

8.02.04 Zoning, design guidelines, infrastructure planning and economic development programs geared to the district 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 public spaces bordering this District. C D Medium-term

8.02.07 Partnerships with MSD, 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 Harlin 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, MSD, 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 located within 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-developed 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

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 MSD. P D Long-term

Land Use and Development Strategy

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, MSD, Collin College, the City of McKinney, and other organizations and the City to offer job training and placement, mentoring and similar opportunities to 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 Redevelopment 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 TRZ 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
<table>
<thead>
<tr>
<th>Action Item #</th>
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<tbody>
<tr>
<td>9.01</td>
<td>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.</td>
<td>T I On-going</td>
</tr>
<tr>
<td>9.02</td>
<td>Provide regular and engaging updates on ONE McKinney 2040 progress to the community (residents, business and property owners, and other stakeholders).</td>
<td>E I On-going</td>
</tr>
<tr>
<td>9.03</td>
<td>Seek grant opportunities to support plan implementation.</td>
<td>F I On-going</td>
</tr>
<tr>
<td>9.04</td>
<td>Foster better relationships across jurisdictions and agencies for coordinated regional planning.</td>
<td>P I On-going</td>
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<tr>
<td>9.05</td>
<td>Increase staffing levels to support plan implementation projects.</td>
<td>T I Short-term</td>
</tr>
<tr>
<td>9.06</td>
<td>Educate staff about the policy direction and use of the McKinney 2040 Plan, particularly those on the 'front line' working with customers.</td>
<td>T I Short-term</td>
</tr>
<tr>
<td>9.07</td>
<td>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.</td>
<td>T I Short-term</td>
</tr>
<tr>
<td>9.08</td>
<td>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.</td>
<td>T I Medium-term</td>
</tr>
</tbody>
</table>