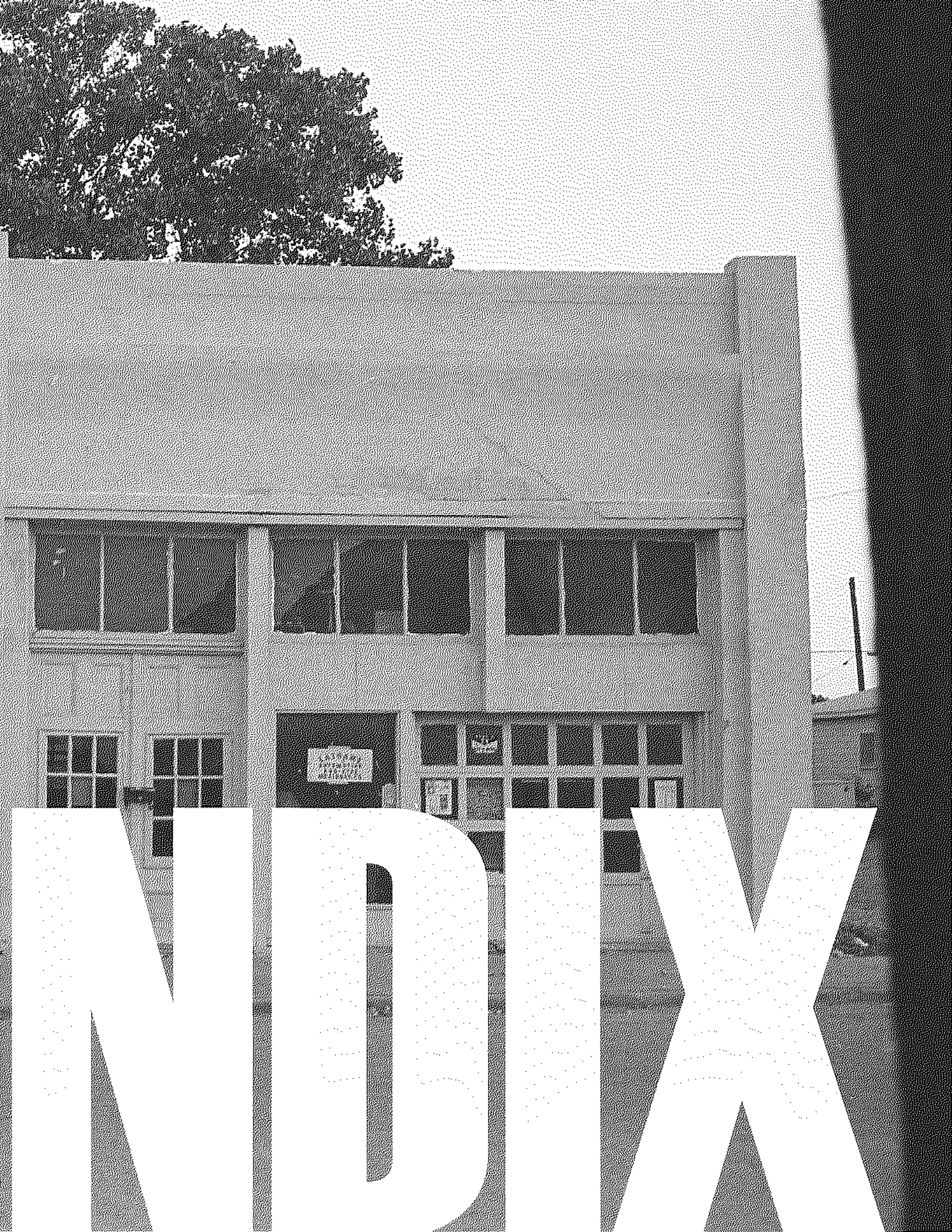346

APPE

APPENDIX A:

ALTERNATE
SCENARIOS

OVERVIEW

The Dallas-Fort Worth metropolitan area is one of the fastest growing regions in the United States. Collin County is expected to absorb a large portion of this growth, with some population projections showing the County adding as many as one million new residents by 2030. In response, regional planning efforts have recognized the need for new transportation infrastructure to support this growth, particularly the need for new highway routes to absorb increased vehicular traffic and mitigate current and future congestion.

In the summer of 2017, TxDOT initiated a study to analyze various roadway alternatives for US Highway 380 through Collin County and the City of McKinney. The goal of the study is to identify routes and preserve land and right of way for a new highway before development pressures limit roadway design options and increase potential future impacts to adjacent residential and commercial development. To date, the study includes 5 alignment alternatives, which can be broadly grouped into two categories based upon their impact to the city of McKinney; 3 bypass options (Red, Blue, and Yellow Alignments) and 2 options that use the existing US 380 Right of Way (Pink and Green Alignments). Each of these alignments will have differing impacts on regional traffic patterns and land development, the implications of which must be considered as part of the McKinney 2040 Plan.

A PROACTIVE APPROACH

When TxDOT initiated the US 380 feasibility study, the City of McKinney immediately recognized that regardless of which specific alignment was eventually selected, the new highway would have significant impacts on land use patterns and development pressures within the community. The City wanted to ensure that the McKinney 2040 plan would remain current and responsive to community needs once a final route was determined, necessitating a future land use plan that could respond appropriately to whichever alignment was ultimately chosen. To realize this goal, the City took a proactive approach to the planning process by reaching out to the community to gather public input on how the Future Land Use Plan might change under each of the alignment options. The feedback that was received was then used to create alternate future land use maps for each option, which have been included in this appendix. This ensures that no matter which alignment is ultimately selected, the city will have a map and a plan in place that respond appropriately, without the need for a new comprehensive plan or significant plan update.

COMMUNITY FEEDBACK

Public input and community feedback was an essential part of the development process for the Future Land Use Map alternatives for each roadway alignment option. An open house was held on June 14, 2018 to present the various alignments under consideration to the public, as well as provide an opportunity for the public to give input regarding potential highway configuration styles, the effects each alignment might have on neighborhood character, and how they felt the preferred future land use plan should respond to each of the roadway alignment options. The feedback received indicated that the community recognized the potential opportunities for new mixed use or commercial development nodes at interchanges created by the various alignment options and major thoroughfares. However, the broad consensus that was ultimately conveyed to the planning team was a desire by the community to maintain a future land use plan for each of the alignment options as similar as possible to the Preferred Future Land Use Map that had already been developed.

BYPASS
ALIGNMENTS

Appendix use

The City Council has adopted this appendix to ensure that the City of McKinney has a land use direction set that corresponds to whichever alignment is ultimately chosen for the roadway expansion. The specifics of each alignment will influence the community's Master Thoroughfare Plan, district boundaries, and placetype distribution, and the changes that have been made to these elements as part of each Future Land Use Map Alternative reflect the will and vision of the community as it stands today. This does not, however, preclude the community from reevaluating the Land Use Map in the future once a final road alignment has been selected and various other feasibility and environmental studies have been completed; as with all long-range planning documents, the map should be reviewed regularly to ensure that it remains in alignment with the community's needs and vision.

Alignment Options

As of the summer of 2018, TxDOT is considering 5 alternative roadway alignments for the future expansion of US Highway 380. The differences between the Preferred Future Land Use Plan and the land use map alternatives, consisting of 3 bypass alignment options and two alignments using the current US 380 route, are outlined below:

Red Alignment

• The Commercial Center place type at the intersection of Bloomdale Rd and Ridge Rd is shifted to follow the interchange of Ridge Rd and the Red Alignment

• A Mixed-Use Center place type occurs on the southeastern corner of the interchange created by the Red Alignment and Lake Forest Dr in the Medical Center District

• An Urban Living node moves north from the intersection of Wilmeth Rd and Lake Forest Dr so it is adjacent to the Mixed-Use Center next to the Red Alignment

• The boundary of the Medical District expands northwest to include everything south & east of the Red Alignment and Stover Creek

• The southern edge of the boundary between the Scenic District and the Honey Creek District shifts westward to follow the Red Alignment

• The district boundary between Honey Creek and Oak Hollow shifts slightly south to follow the altered alignment of Bloomdale Rd

• Community Commercial along Wilmeth Rd in the East Fork District shifts slightly westward to encompass the interchange between Wilmeth Rd and the Red Alignment

• Portions of the Urban Living place type south of Wilmeth and east of the Red Alignment changes to the Suburban Living place type

• The southeasternmost node of Commercial Center in the Business & Aviation District moves to the east side of the interchange between FM546 and the Red Alignment

• The westernmost portion of the district boundary between the Business & Aviation District and the Homestead District shifts south to follow the Red Alignment

• The boundaries of the Employment Mix place type in the Business & Aviation District and the Estate Residential place type in the Homestead District shifts to follow the adjusted district boundaries

BLUE ALIGNMENT

- A Mixed-Use Center place type occurs on the southeastern corner of the interchange created by the Blue Alignment and Lake Forest Dr in the Medical Center District
- An Urban Living node moves north from the intersection of Wilmeth Rd and Lake Forest Dr to be adjacent to the Mixed-Use Center next to the Blue Alignment
- The boundary between the Honey Creek District and the Collin Crossing and Oak Hollow districts shifts slightly south to follow the Blue Alignment
- The boundary between the Professional Campus and Commercial Center place types in the Honey Creek and Collin Crossing Districts shifts to follow the revised district boundaries
- The boundary between the Suburban Living and Urban Living place types in Honey Creek and Oak Hollow shifts to align with the new district boundary along the Blue Alignment
- The Urban Living place type on the southwest corner of Bloomdale Rd and Tennessee St is extended north and east to the interchange of Tennessee St and the Blue Alignment
- The Commercial Center place type at the intersection of FM546 and Airport Drive shifts northwest along FM546 to the southeastern side of the interchange with the Blue Alignment

YELLOW ALIGNMENT

- A Mixed-Use Center place type occurs on the southeastern corner of the interchange created by the Yellow Alignment and Lake Forest Dr in the Medical Center District
- An Urban Living node moves north from the intersection of Wilmeth Rd and Lake Forest Drive so it is adjacent to the Mixed-Use Center next to the Yellow Alignment
- The southern edge of the boundary between the Scenic District and the Honey Creek District shifts westward to follow the Yellow Alignment
- Community Commercial along Wilmeth Rd in the East Fork District shifts westward to encompass the interchange between Wilmeth Rd and the Yellow Alignment
- The Commercial Center place type at the intersection of FM546 and Airport Dr shifts northwest along FM546 to the southeastern side of the interchange with the Yellow Alignment

EXISTING 380 CORRIDOR ALIGNMENT

* The Pink and Green corridor alignments are identical along the portions that pass through the McKinney City Limits and ETJ, and are thus shown here as a single future land use map alternative.

PINK/GREEN ALIGNMENT

- The boundary between the Historic Town Center District and the Oak Hollow District shifts south to follow the Pink and Green Alignments
- The portion of the Historic Town Center place type north of the Pink and Green alignments is replaced with a combination of Suburban Living and Employment Mix place types
- The Commercial Center place type at the intersection of FM546 and Airport Dr shifts northwest along FM546 to the southeastern side of the interchange with the Pink and Green Alignments
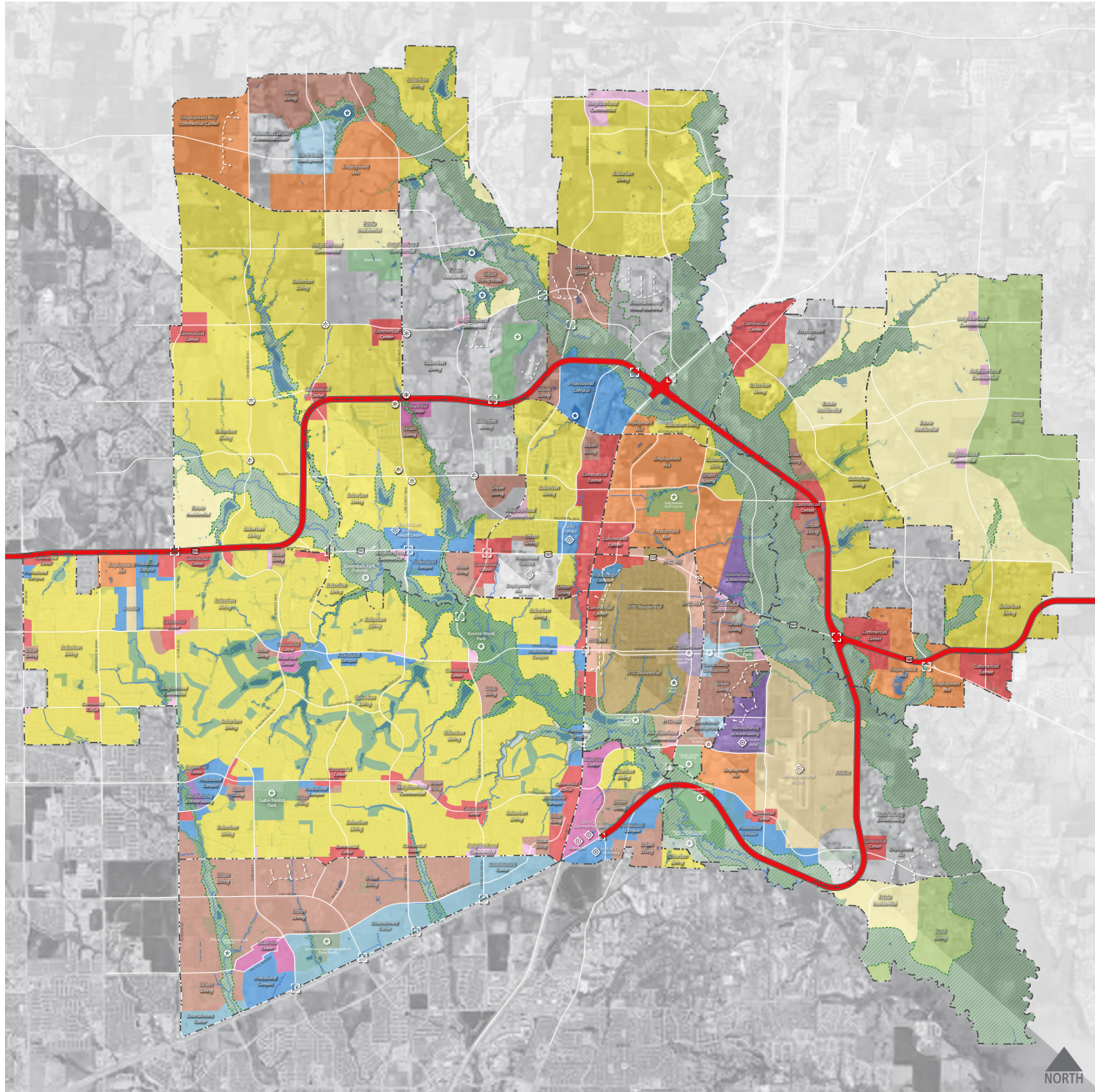
Place Types

- Aviation
- Commercial Center
- Employment Mix
- Entertainment Center
- Estate Residential
- Historic Town Center
- Manufacturing & Warehousing
- Mixed Use Center
- Neighborhood Commercial
- Professional Campus
- Rural Residential
- Suburban Living
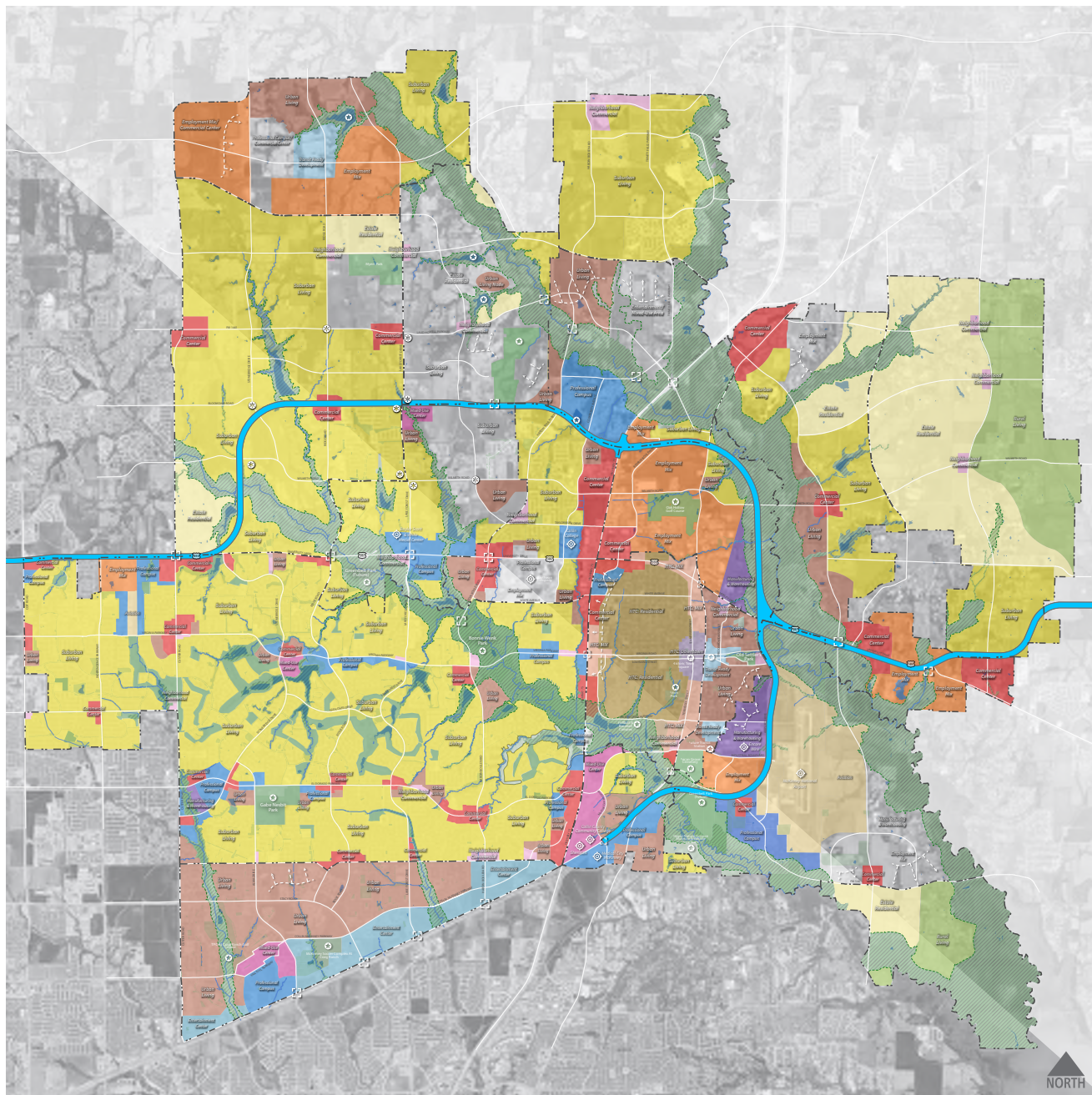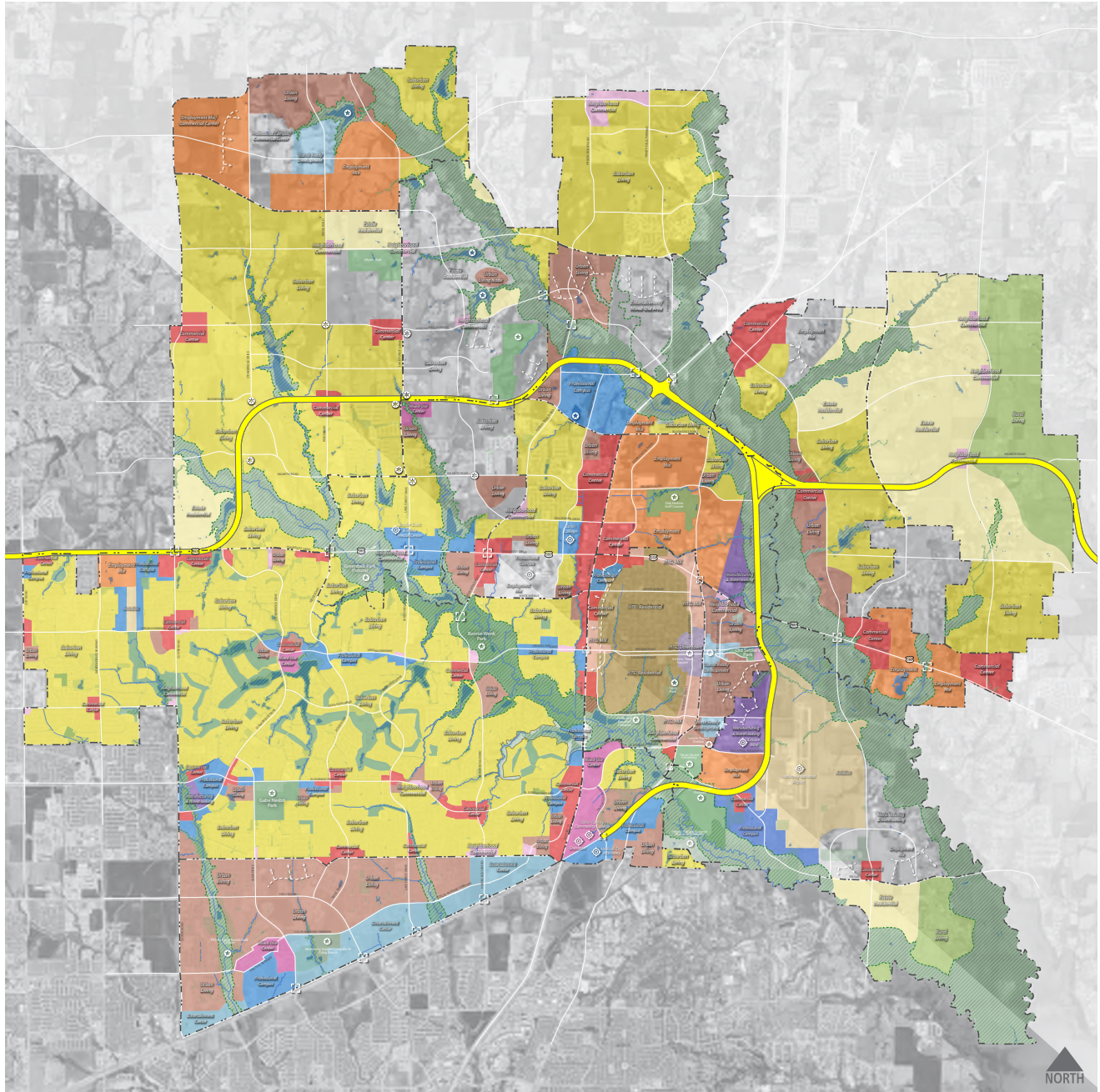- Transit-Ready Development
- Urban Living

Other Features

- Amenity Zone
- Park
- District Boundary
- McKinney Thoroughfares
- Floodplain

Draft US 380 Alignment Options

- PINK
- GREEN
- BLUE
- RED
- YELLOW

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Alternative Scenario For Blue Alignment
August 6, 2018

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Place Types

Aviation	Estate Residential	Professional Campus	**Other Features**	**Draft US 380 Alignment Options**
Commercial Center	Historic Town Center	Rural Residential	Amenity Zone	PINK
Employment Mix	Manufacturing & Warehousing	Suburban Living	Park	GREEN
Entertainment Center	Mixed Use Center	Transit-Ready Development	District Boundary	BLUE
Neighborhood Commercial	Urban Living	McKinney Thoroughfares	RED
		Floodplain		YELLOW

NORTH

Place Types

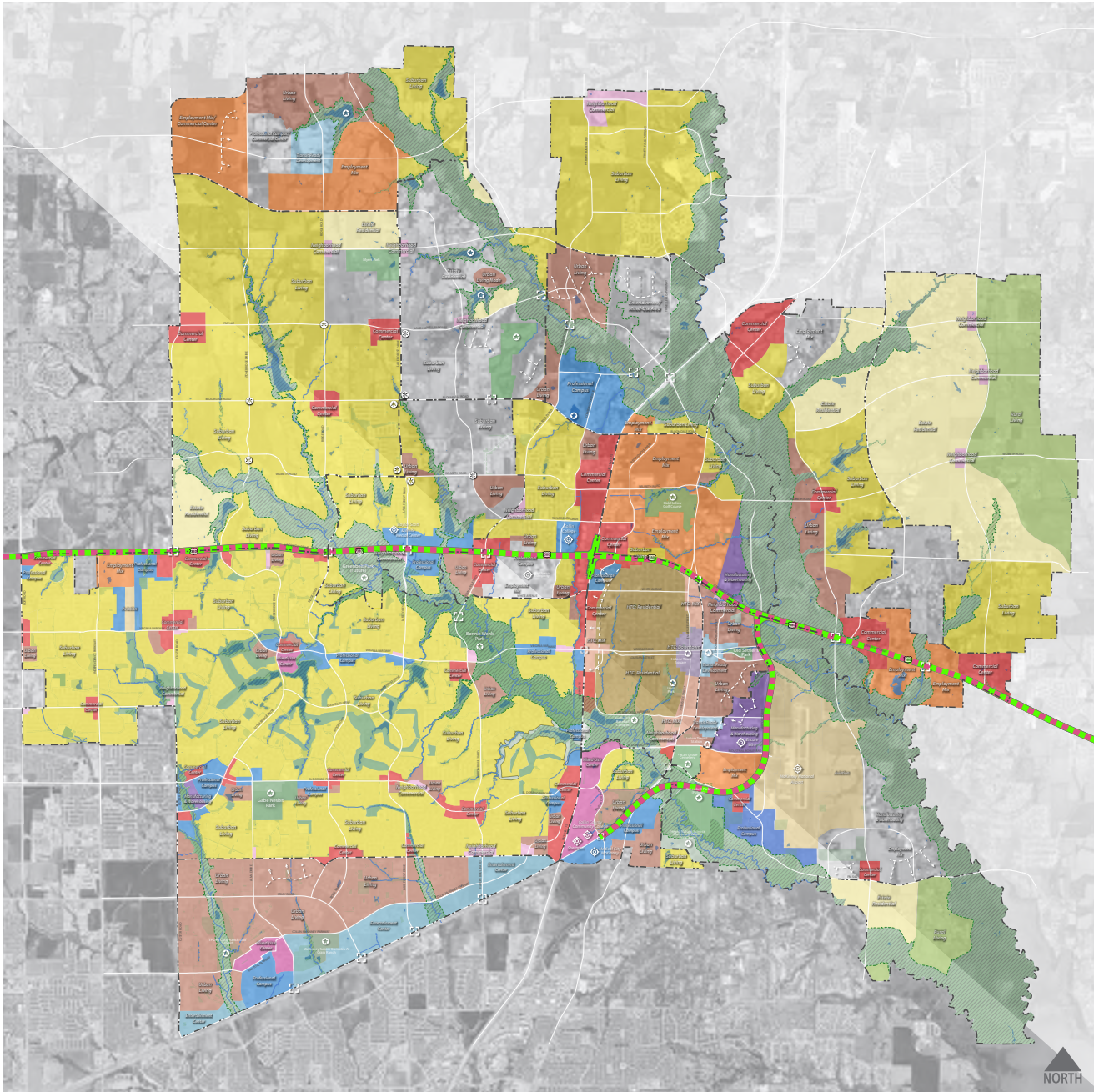|		
Aviation	Estate Residential	Professional Campus
Commercial Center	Historic Town Center	Rural Residential
Employment Mix	Manufacturing & Warehousing	Suburban Living
Entertainment Center	Mixed Use Center	Transit-Ready Development
	Neighborhood Commercial	Urban Living

Other Features

Amenity Zone
Park
District Boundary
McKinney Thoroughfares
Floodplain

Draft US 380 Alignment Options

PINK
GREEN
BLUE
RED
YELLOW

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Alternative Scenario For Pink & Green Alignments
August 6, 2018

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McKINNEY 2040

Place Types

Aviation	Estate Residential
Commercial Center	Historic Town Center
Employment Mix	Manufacturing & Warehousing
Entertainment Center	Mixed Use Center
	Neighborhood Commercial

Professional Campus
Rural Residential
Suburban Living
Transit-Ready Development
Urban Living

Other Features

- Amenity Zone
- Park
- District Boundary
- McKinney Thoroughfares
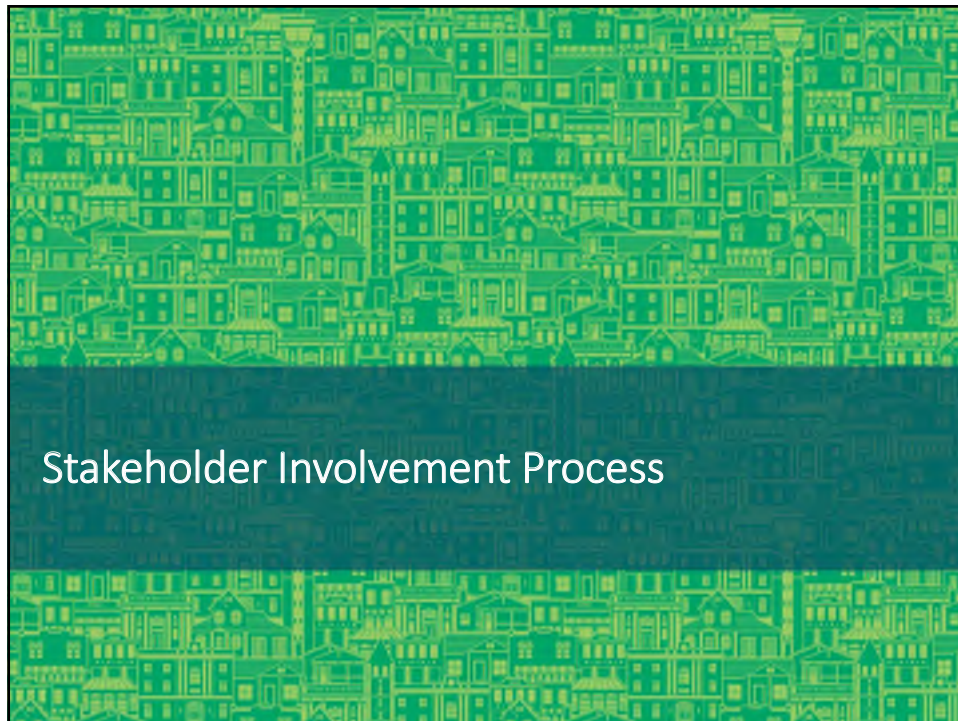- Floodplain

Draft US 380 Alignment Options
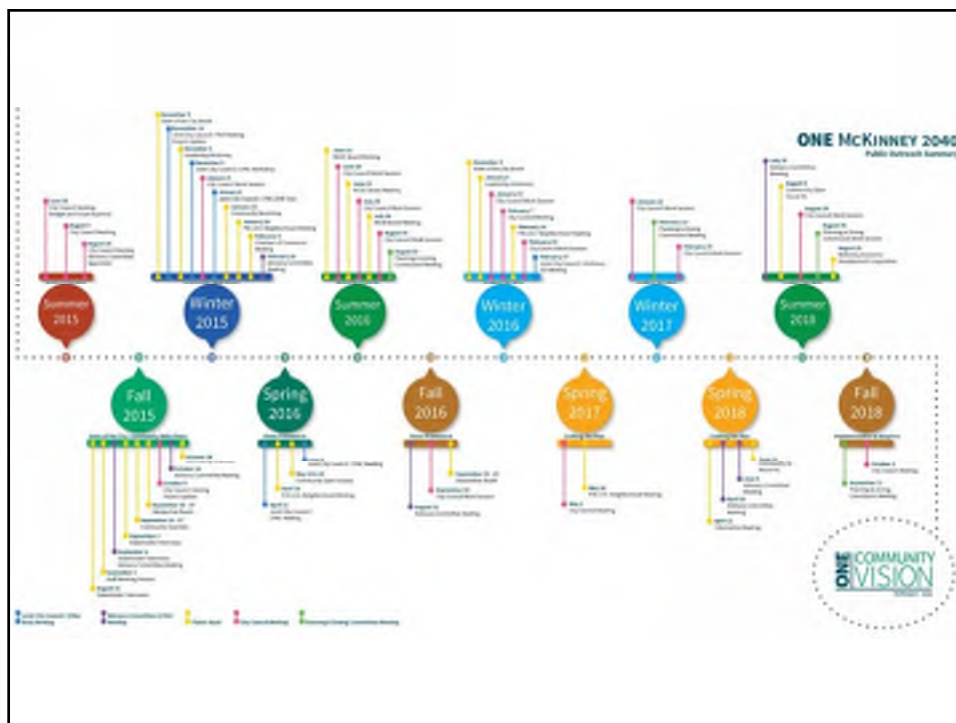
- PINK
- GREEN
- BLUE
- RED
- YELLOW

NORTH

APPENDIX B:

PUBLIC
OUTREACH PROCESS

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Appendix: Summary of Community Input
2015 - 2018

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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

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'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

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Community Summits
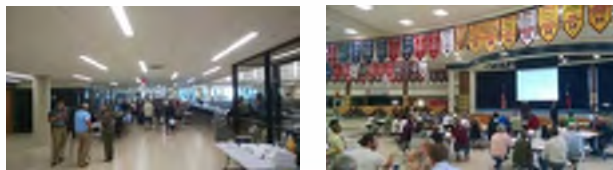
- 150 participants
- Keypad Polling
- Station Activities
- Summit Dialogue
- Table Discussions

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Issues with 'Very Important' Ratings

Q #		Staff	AC	Summit 1	Summit 2	Q #		Staff	AC	Summit 1	Summit 2
1	Keeping existing neighborhoods vital	58.3%	66.7%	79.3%	82.9%	13	Providing public transportation choices, to regional destinations	16.7%	13.3%	38.7%	30.6%
2	Keeping up with growth in population and jobs	91.7%	78.6%	69.0%	81.1%	14	Having a strong and diverse employment base	33.3%	20.0%	67.7%	66.7%
3	Growing the tax base	75.0%	66.7%	72.7%	64.7%	15	Creating walkable places with a mix of uses	18.2%	40.0%	62.5%	43.2%
4	Maintaining City infrastructure (streets, parks, buildings, etc.) over time	91.7%	60.0%	86.7%	89.2%	16	Retaining natural assets	66.7%	40.0%	74.2%	77.1%
5	Providing public transportation choices, to destinations in McKinney	0.0%	0.0%	54.8%	34.3%	17	Having quality schools (Kindergarten to college)	41.7%	93.3%	90.3%	89.2%
6	Using energy, water & other resources efficiently	50.0%	53.3%	93.3%	77.8%	18	Being environmentally sustainable (desirable or resilient) over the long term	27.3%	20.0%	71.0%	58.3%
7	Determining what happens on remaining vacant lands	58.3%	80.0%	81.3%	75.0%	19	Attracting major new companies	41.7%	35.7%	61.3%	64.9%
8	Managing traffic congestion	25.0%	33.3%	80.0%	83.8%	20	Helping McKinney small businesses to stay here as they grow	8.3%	20.0%	78.1%	70.3%
9	Improving quality of life	50.0%	14.3%	79.3%	67.6%	21	Creating connected biking & walking routes	16.7%	6.7%	51.5%	61.1%
10	Having a balance of jobs and housing	41.7%	20.0%	66.7%	69.4%	22	Having lifelong learning opportunities	16.7%	20.0%	66.7%	47.2%
11	Having a strong Downtown	27.3%	26.7%	48.4%	48.6%	23	Having high quality city services & facilities	58.3%	20.0%	76.7%	58.8%
12	Being economically sustainable (desirable or resilient) over the long term	90.9%	53.3%	76.7%	83.3%						

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Oktoberfest

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

WHAT DO YOU WANT FOR MCKINNEY'S FUTURE?

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Online Survey Summary Responses

How important are these public transportation benefits to McKinney?

Online Survey Summary Responses

How important are these aspects of mobility to McKinney residents and businesses? (Oktoberfest)

Online Survey Summary Responses

The list below suggests ways the natural environment could benefit the McKinney community. How important are they to McKinney's future?

Online Survey Summary Responses

How important are these features to downtown's success in the future?

Preliminary Results Summary

Early input suggests that the following issues are important amongst a majority of the stakeholders:

- Maintaining City infrastructure (streets, parks, buildings) over time

- Providing comparable city services and amenities city wide

- Growing the City's tax base in order to be economically sustainable and resilient over the long term

- Inventing/Reinventing major corridors

- Using energy, water, and other resources efficiently

- Keeping existing neighborhoods vital

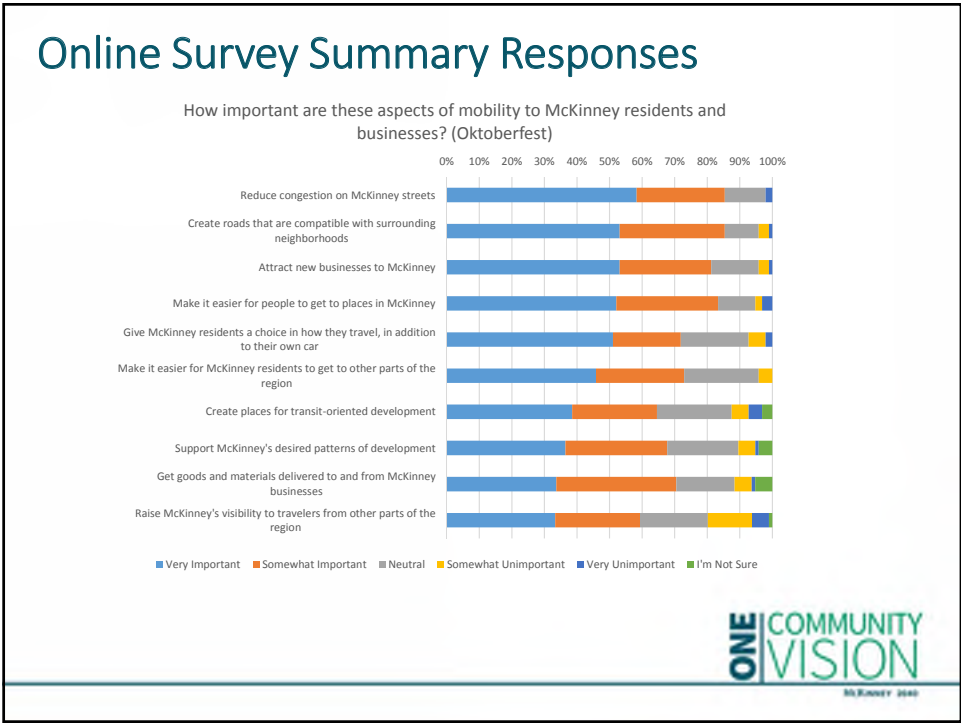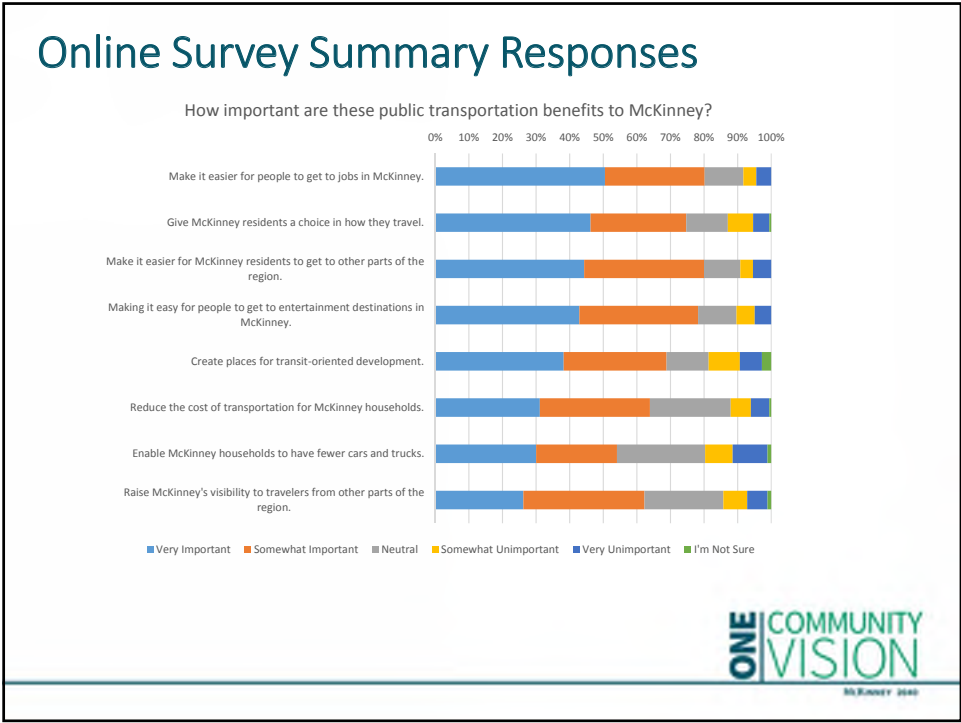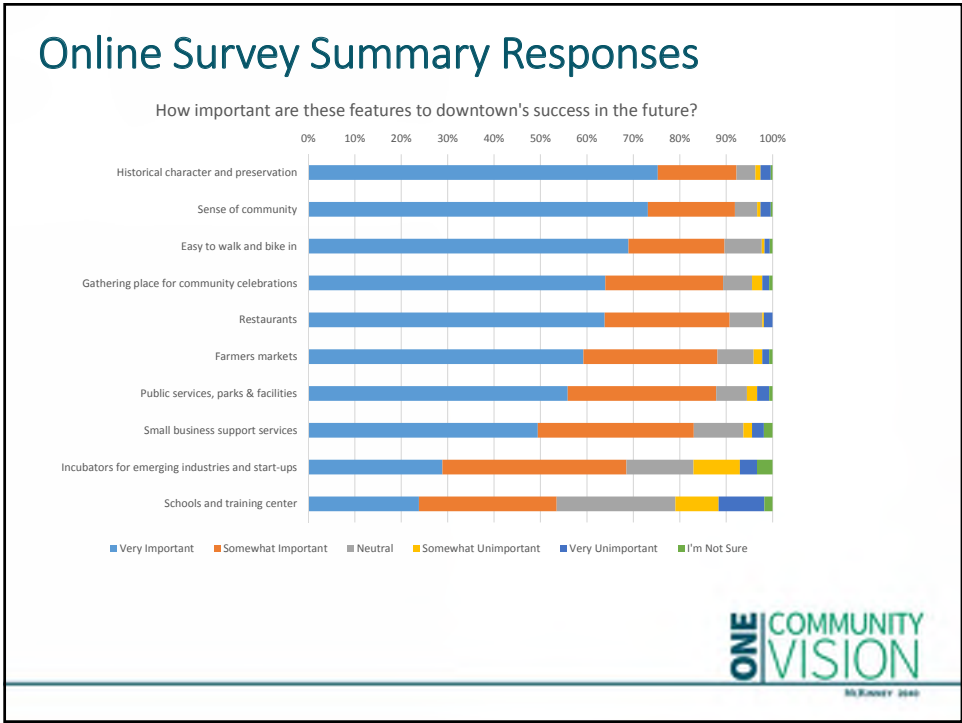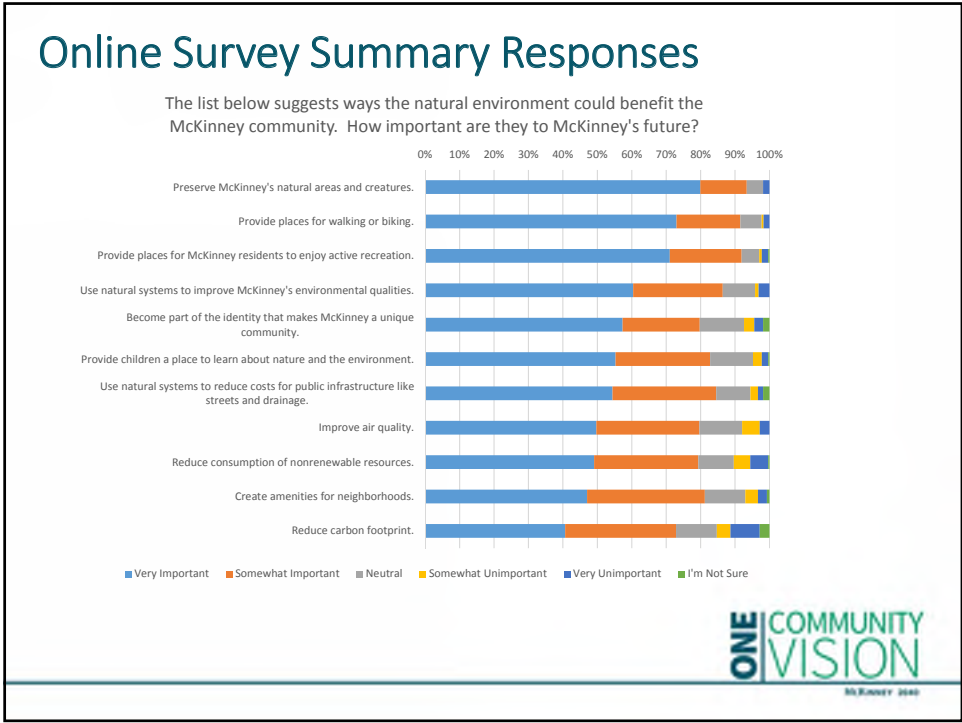- Continuing to embrace downtown as the historic jewel of McKinney

- Maximizing the opportunity presented by the airport

- Providing quality schools and educational opportunities

- Respecting natural features and topography

- Maintaining a sense of community and quality of life as the city grows

- Determining the development pattern for the future of currently undeveloped areas

- Providing efficient transportation infrastructure

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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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'Community Wide Vision' Input Phase

Public Outreach

- City Council Meetings (October 5, November 16 - with P&Z, January 4)
- Comprehensive Plan Advisory Committee (October 14, February 18)
- Community Charrette (October 24)
- State of the City (November 5)
- Joint Sessions for City Council & CPAC (December 9, January 8 DFW Tour)
- Community Workshop (January 21)
- Online Surveys
- www.onemckinney2040.com

October Community Charrette

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

Charrette Strategic Issues Polling Results

How important is this issue or approach to the best possible future for the McKinney community?						
	Very important	Somewhat important	Neutral	Not very important	Very unimportant	I'm not sure
Maintaining City infrastructure (streets, parks, buildings, etc.) over time	89.4%	10.6%	0.0%	0.0%	0.0%	0.0%
Having quality schools (Kindergarten to college)	85.2%	9.1%	1.1%	1.1%	1.1%	2.3%
Being economically sustainable (desirable or resilient) over the long term	80.5%	10.3%	2.3%	2.3%	1.1%	3.4%
Having a strong and diverse employment base	70.1%	20.7%	5.7%	3.4%	0.0%	0.0%
Growing the tax base	66.3%	22.1%	7.0%	1.2%	0.0%	3.5%
Keeping existing neighborhoods vital	51.8%	31.8%	9.4%	3.5%	1.2%	2.4%
Creating walkable places with a mix of uses	47.7%	36.0%	8.1%	5.8%	2.3%	0.0%
Providing public transportation choices, to regional or McKinney destinations	40.7%	38.4%	12.8%	7.0%	1.2%	0.0%

Team #1 Scenario Concept
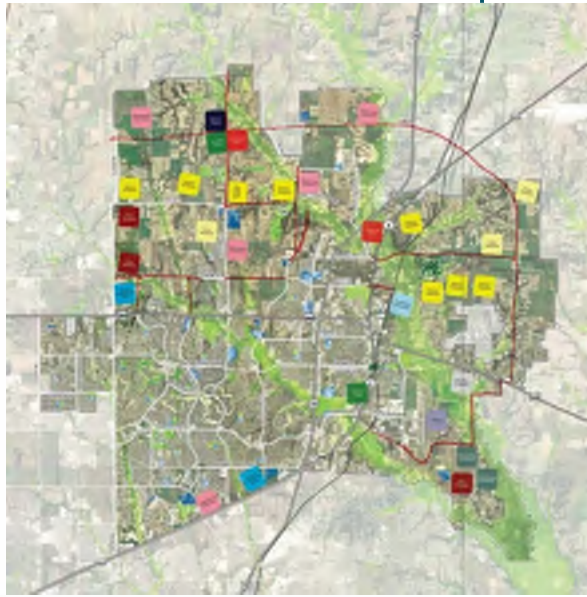
A diverse community that respects community, historic heritage, and embraces balanced growth.

Team #2 Scenario Concept
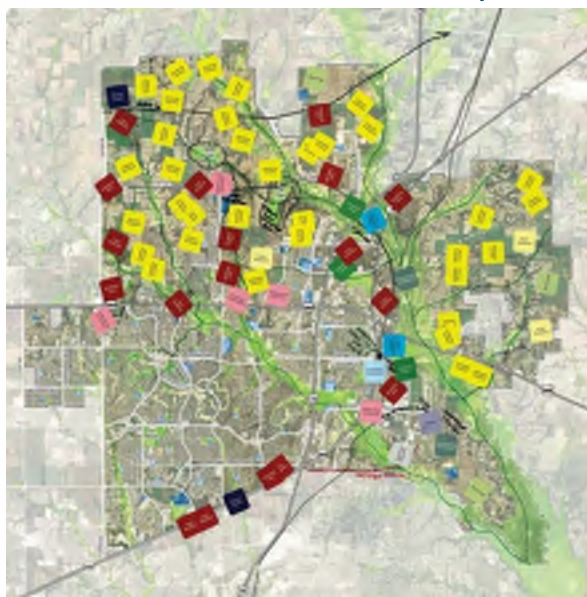
We envision a city that promotes a high quality of life that balances live, work, play opportunities for an interconnected and economically sustainable community, while respecting the give natural environment.

Team #3 Scenario Concept
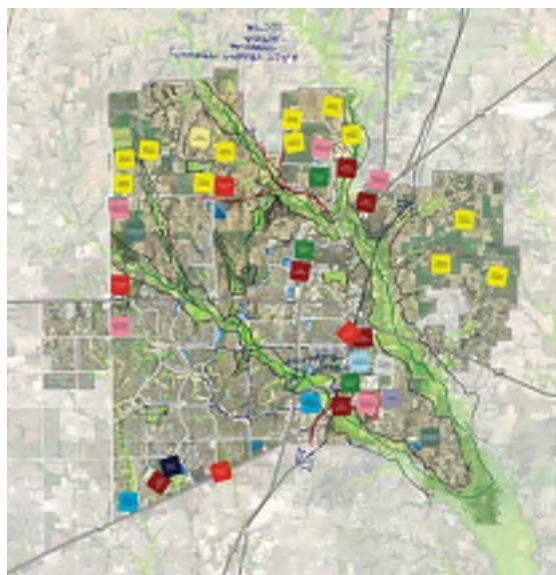
A city utilizing our existing attributes by preserving the unique qualities and characteristics and open space, while recognizing growth and development as important factors to future opportunities.

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Team #4 Scenario Concept
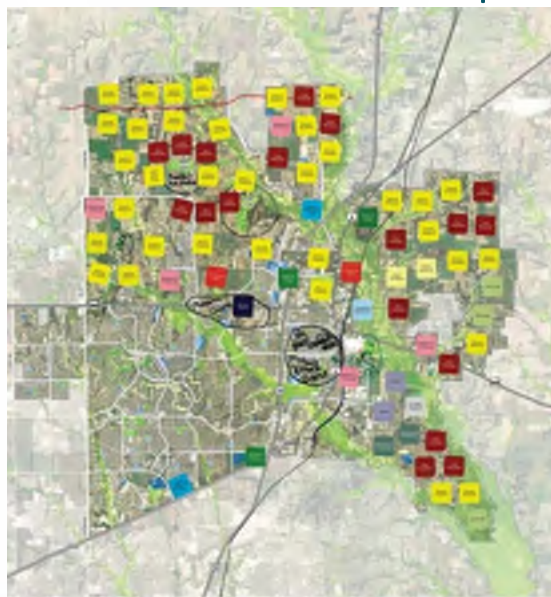
Respecting the past, while growing the future; Recognizing our unique heritage and culture, while embracing diversity and community, and respecting the sustainability or growth, the City of McKinney will be a vibrant place to live, work, and play.

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Team #5 Scenario Concept
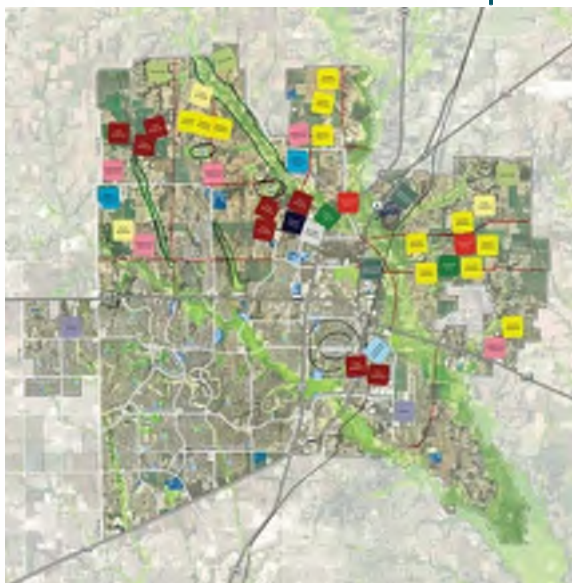
- City to attract all ages to remain
- Balance all ages in residing or living McKinney
- City of McKinney work, live, play plan for balance living, working, and playing, education and entertainment for all ages. Keep transportation, living and Healthcare available for all
- Incorporate all parts of McKinney
- Support aging in place

Team #6 Scenario Concept

Build an inclusive, sustainable community by maximizing local resources and creating long term solutions.
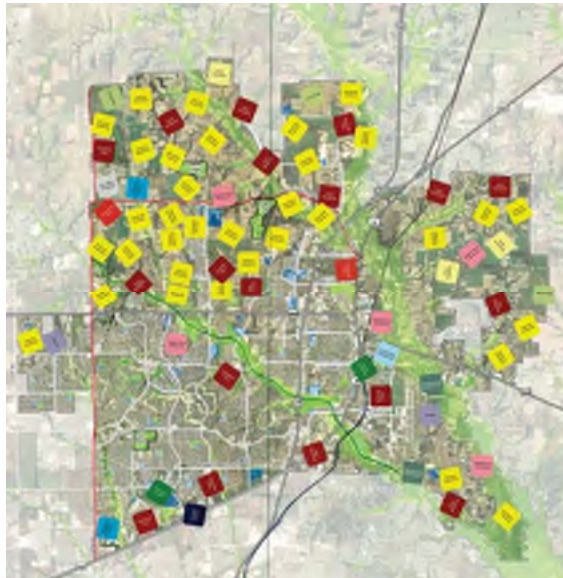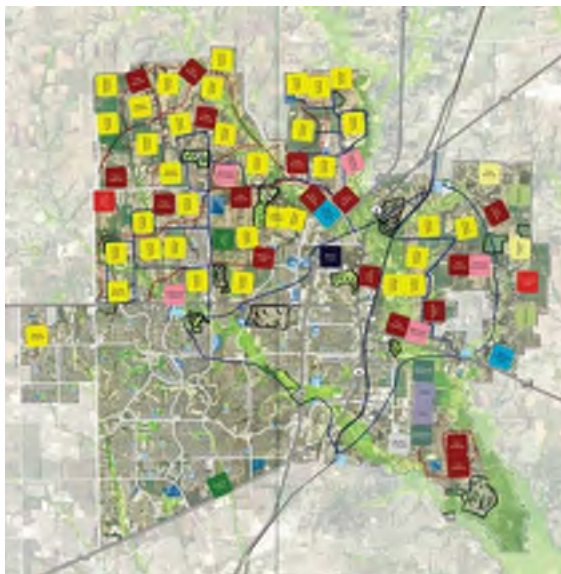
Team #9 Scenario Concept
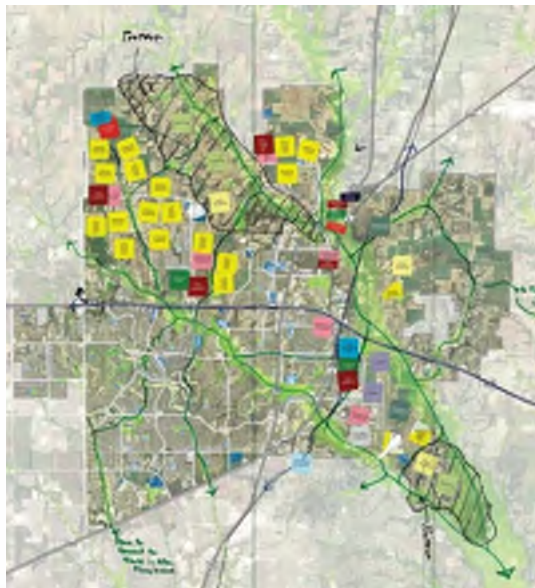
- Growing the future, Respecting the past
- Growing a diverse community and respecting historic in a sustainable way providing transportation options and housing options.
- Preserve and promote McKinney's cultural, natural, and human resources while growing sustainably.

Team #10 Scenario Concept
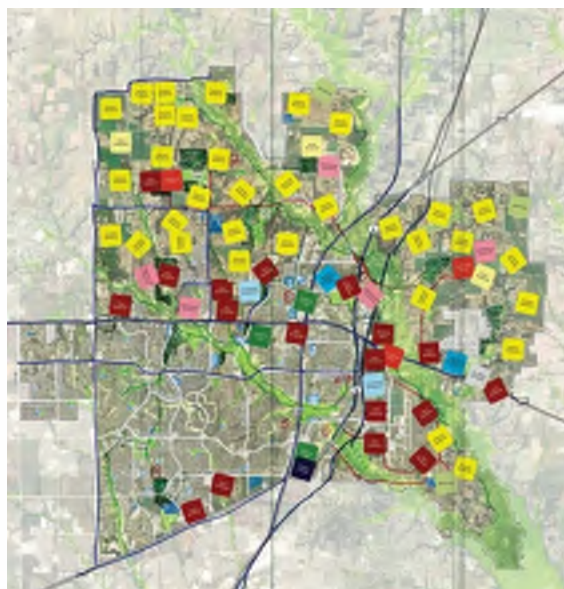
Create/build an environment that engages the youth that will drive the opportunities and protect the historic and natural landscapes while developing and embracing diversity and encouraging business growth.

Team #11 Scenario Concept
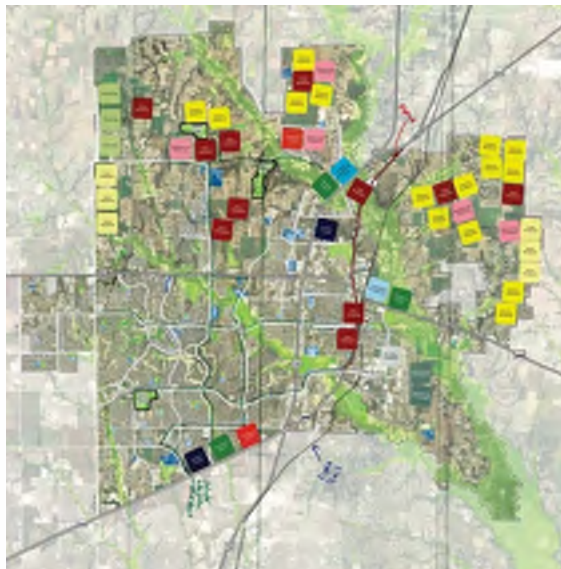
Plan for McKinney's future growth and needs while maintaining current quality of life.

Charrette Scenarios Polling Results

Does this team's scenario reflect a future we should consider for McKinney?						
Team	Definitely	Probably	Maybe	Probably Not	Definitely Not	I'm not sure
1	31.3%	32.8%	21.9%	4.7%	3.1%	6.3%
2	25.0%	34.7%	26.4%	6.9%	4.2%	2.8%
3	24.1%	32.9%	32.9%	5.1%	2.5%	2.5%
4	37.7%	31.2%	16.9%	9.1%	5.2%	0.0%
5	22.2%	34.7%	25.0%	9.7%	8.3%	0.0%
6	27.5%	20.3%	37.7%	11.6%	1.4%	1.4%
7	45.1%	22.5%	21.1%	2.8%	8.5%	0.0%
8	23.5%	42.6%	27.9%	4.4%	1.5%	0.0%
9	46.5%	21.1%	21.1%	4.2%	5.6%	1.4%
10	41.9%	24.3%	20.3%	5.4%	8.1%	0.0%
11	N/A	N/A	N/A	N/A	N/A	N/A

Charrette Preferred Scenario Polling Results

How important is it that a Preferred Scenario do the following?						
	Very important	Somewhat important	Neutral	Not very important	Very unimportant	I'm not sure
Meet the needs of people at all stages of their lives?	86.5%	9.5%	1.4%	1.4%	1.4%	0.0%
Manage traffic congestion in McKinney?	86.4%	8.6%	1.2%	0.0%	2.5%	1.2%
Provide a mix of housing choices?	80.8%	15.4%	1.3%	2.6%	0.0%	0.0%
Have a positive fiscal balance for the City (benefits are greater than costs)?	79.2%	15.3%	4.2%	0.0%	0.0%	1.4%
Accommodate McKinney's expected employment growth?	78.5%	11.4%	7.6%	2.5%	0.0%	0.0%
Provide transportation choices?	76.3%	14.5%	5.3%	1.3%	2.6%	0.0%
Have a positive fiscal balance for other public entities such as Collin County and the school districts (benefits are greater than costs)?	74.3%	13.5%	5.4%	2.7%	0.0%	4.1%
Accommodate McKinney's expected population growth?	65.3%	16.7%	4.2%	8.3%	5.6%	0.0%
Reduce vehicle trips per capita in McKinney?	62.5%	23.8%	3.8%	3.8%	5.0%	1.3%
Support jobs with high wage potential?	61.5%	19.2%	9.0%	7.7%	1.3%	1.3%

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Visual Preference Feedback, Charrette

WHAT DO *YOU* WANT FOR MCKINNEY'S *FUTURE*?

Results of Keypad Polling taken at the Community Charrette (October 24, 2015)
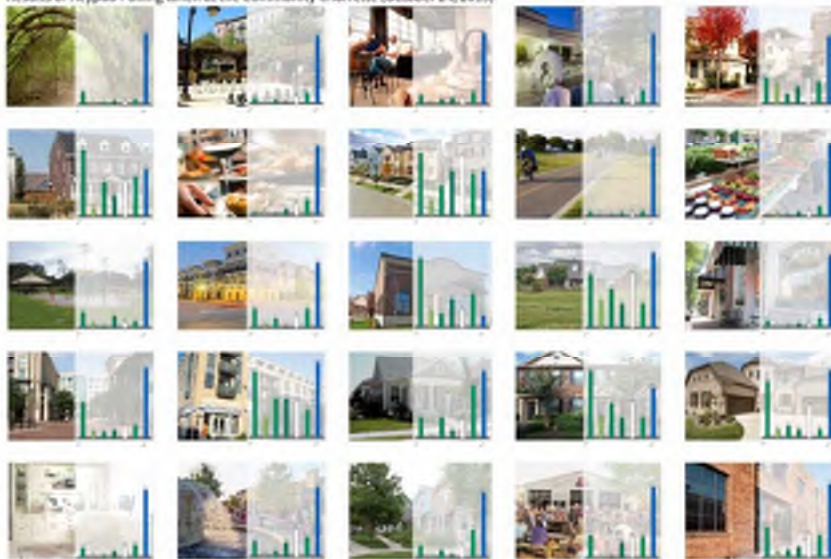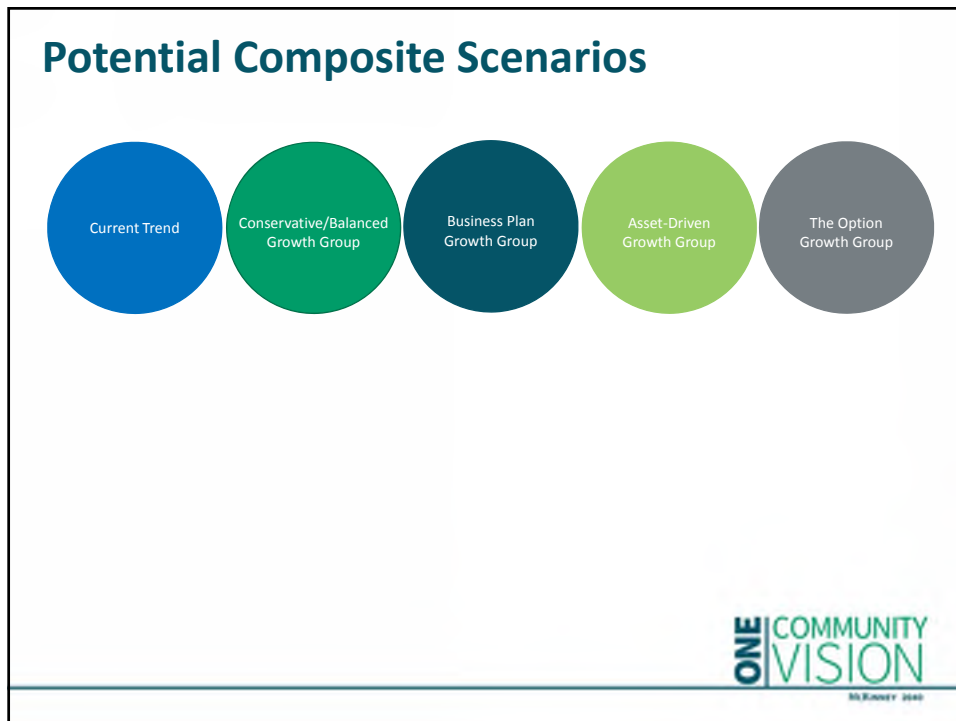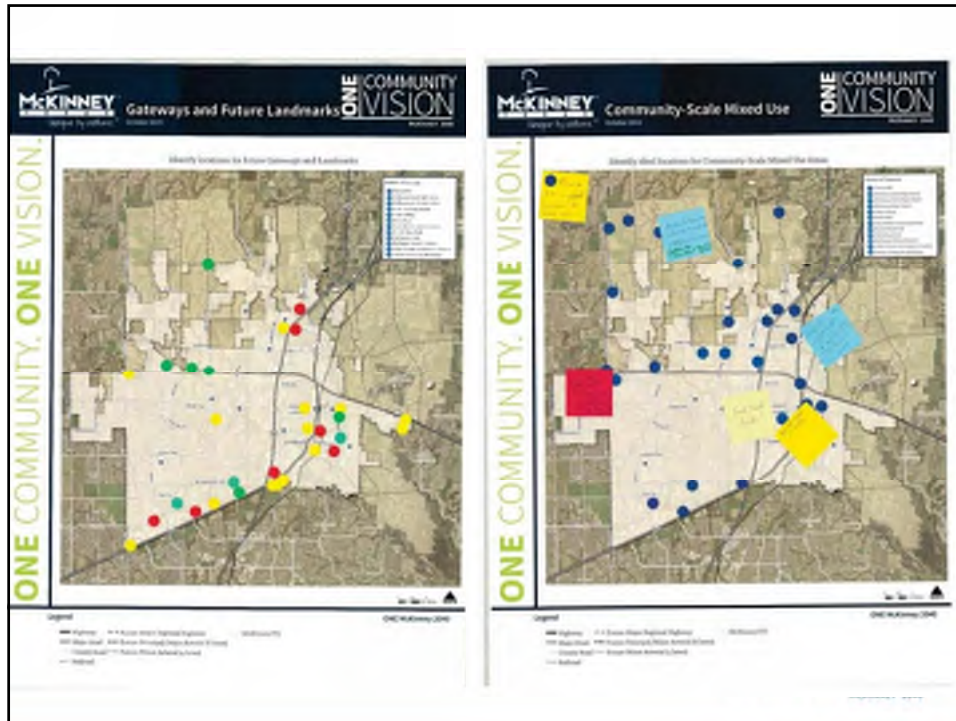
Common Themes

- 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

Conservative/Balanced Growth Group

Business Plan Growth Group

Asset-Driven Growth Group

The Option Growth Group
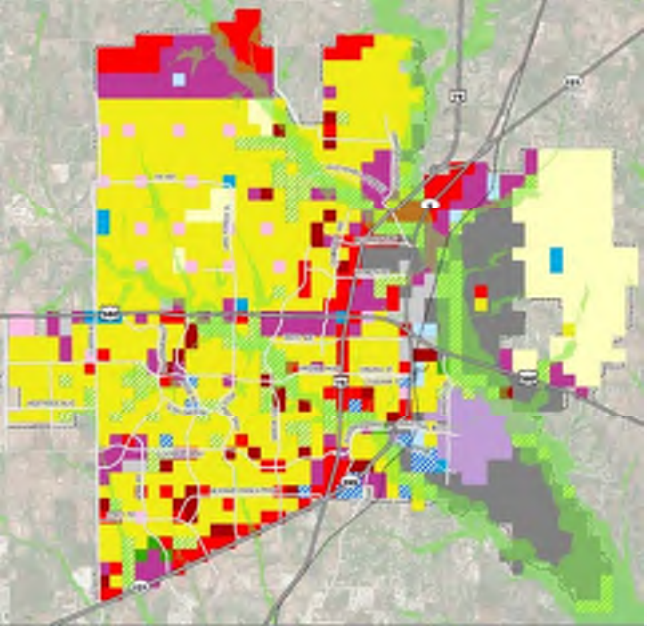
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McKinney 2040

Current Trend

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

- Institutional
- Open Space
- Business Campus
- Transit Ready Development
- Flex Office/Industrial
- Neighborhood Commercial
- Mixed Use Center
- Manufacturing/Warehouse
- Rural Living
- Regional Entertainment Center
- Estate Residential
- Urban Residential
- Aviation
- Commercial Center
- Suburban Residential
- McKinney ETJ

Current Trend

McKinney 2040

Growth Indicators

Table 1   Table 2   Table 11

Conservative/Balanced Growth Group

	Additional Population	Additional Households	Housing Mix	Employment	Job Mix	Add. Trips	Water Consumption
TABLE 1	44,700	18,600	41% SF 21% TH 38% URB	77,400	60% OF 28% RE 12% IND	77% Auto	11,870,000 (GPD)
TABLE 2	141,600	59,000	40% SF 25% TH 35% URB	94,300	68% OF 22% RE 10% IND	79% Auto	32,000,000 (GPD)
TABLE 11	83,300	36,000	34% SF 27% TH 39% URB	89,400	67% OF 25% RE 8% IND	77% Auto	20,100,000 (GPD)

Growth Indicators

Table 3   Table 6

Business Plan Growth Group

	Additional Population	Additional Households	Housing Mix	Employment	Job Mix	Trips	Water Consumption
TABLE 3	63,700	27,100	37% SF 24% TH 39% URB	92,500	58% OF 32% RE 10% IND	77% Auto	16,325,000 (GPD)
TABLE 6	137,100	57,000	41% SF 24% TH 35% URB	95,000	61% OF 27% RE 12% IND	79% Auto	31,307,000 (GPD)
TABLE 7	135,800	56,400	41% SF 24% TH 35% URB	90,200	60% OF 27% RE 13% IND	77% Auto	30,887,000 (GPD)
TABLE 10	136,100	56,900	40% SF 24% TH 36% URB	117,400	72% OF 27% RE 1% IND	78% Auto	31,108,000 (GPD)

Growth Indicators

Table 7

Table 10

Business Plan Growth Group

	Additional Population	Additional Households	Housing Mix	Employment	Job Mix	Trips	Water Consumption
TABLE 3	63,700	27,100	37% SF 24% TH 39% URB	92,500	58% OF 32% RE 10% IND	77% Auto	16,325,000 (GPD)
TABLE 6	137,100	57,000	41% SF 24% TH 35% URB	95,000	61% OF 27% RE 12% IND	79% Auto	31,307,000 (GPD)
TABLE 7	135,800	56,400	41% SF 24% TH 35% URB	90,200	60% OF 27% RE 13% IND	77% Auto	30,887,000 (GPD)
TABLE 10	136,100	56,900	40% SF 24% TH 36% URB	117,400	72% OF 27% RE 1% IND	78% Auto	31,108,000 (GPD)

Growth Indicators

Table 4

Table 8

Asset-Driven Growth Group

	Additional Population	Additional Households	Housing Mix	Additional Employment	Job Mix	Trips	Water Consumption
TABLE 4	141,400	59,000	40% SF 25% TH 35% URB	119,700	68% OF 22% RE 10% IND	79% Auto	32,852,000 (GPD)
TABLE 8	132,900	55,000	42% SF 24% TH 34% URB	89,700	60% OF 27% RE 13% IND	79% Auto	30,262,000 (GPD)

Growth Indicators

Table 5

Table 9

The Option Growth Group

	Additional Population	Additional Households	Housing Mix	Additional Employment	Job Mix	Trips	Water Consumption
TABLE 5	65,800	28,000	36% SF 26% TH 38% URB	82,100	63% OF 27% RE 10% IND	77% Auto	16,291,000 (GPD)
TABLE 9	73,200	29,500	47% SF 19% TH 34% URB	75,300	59% OF 26% RE 15% IND	80% Auto	17662,000 (GPD)

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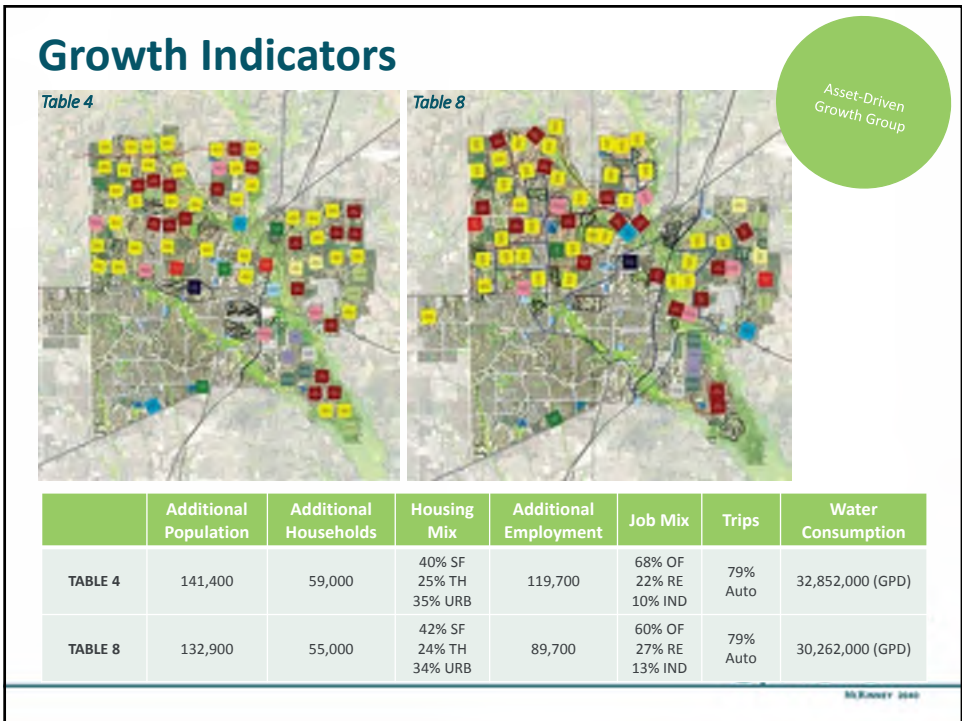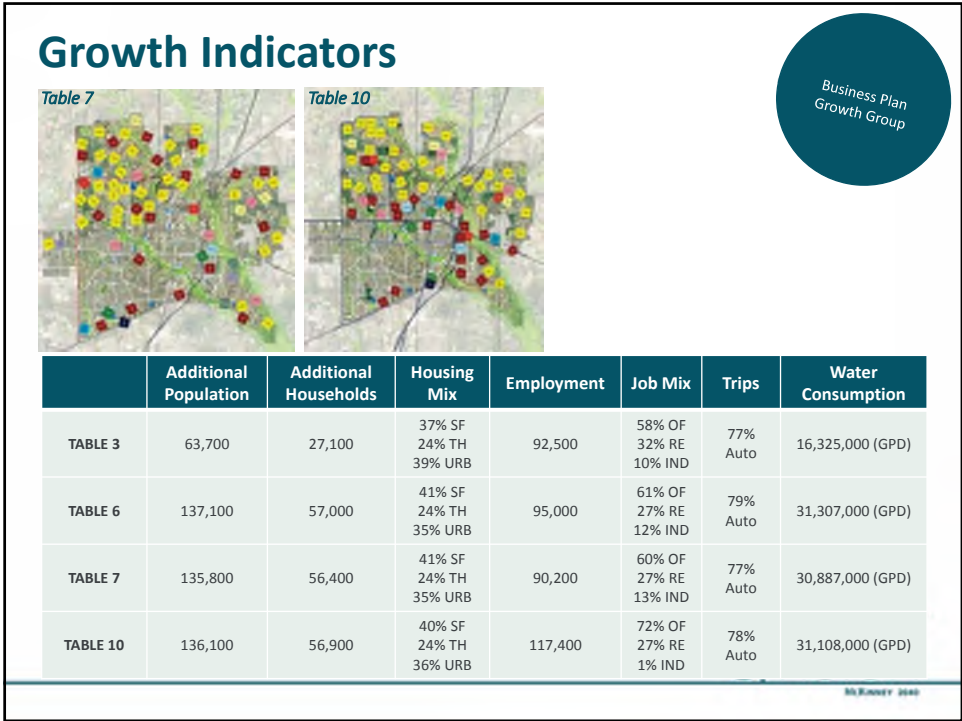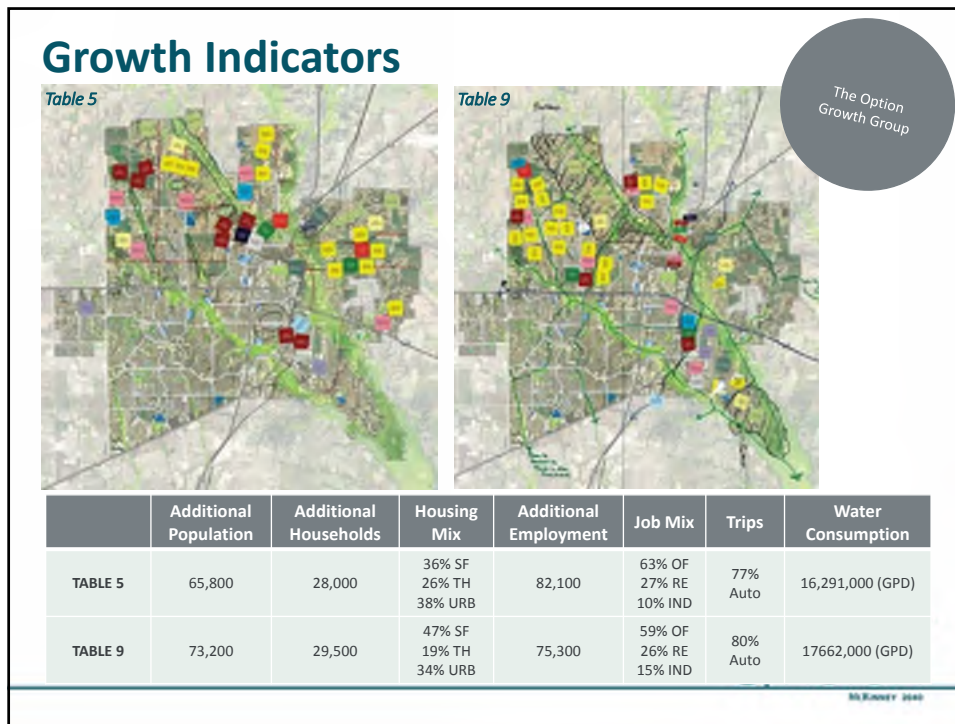## Do these scenarios reflect a future we should consider for McKinney?

Conservative/Balanced Growth

Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
1	31.3%	32.8%	21.9%	4.7%	3.1%	6.3%
2	25.0%	34.7%	26.4%	6.9%	4.2%	2.8%
11	N/A	N/A	N/A	N/A	N/A	N/A

The Business Plan

Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
3	24.1%	32.9%	32.9%	5.1%	2.5%	2.5%
6	27.5%	20.3%	37.7%	11.6%	1.4%	1.4%
7	45.1%	22.5%	21.1%	2.8%	8.5%	0.0%
10	41.9%	24.3%	20.3%	5.4%	8.1%	0.0%

Asset-Driven Growth

Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
4	37.7%	31.2%	16.9%	9.1%	5.2%	0.0%
8	23.5%	42.6%	27.9%	4.4%	1.5%	0.0%

The Option

| Group #	Definitely	Probably	Maybe	Probably not	Definitely not	I don't know
5	22.2%	34.7%	25.0%	9.7%	8.3%	0.0%
9	46.5%	21.1%	21.1%	4.2%	5.6%	1.4%

January Community Workshop

- About 95 participants
- Worked together in 14 teams
- Review the implications of three alternative scenarios
- Teams' agreement on their scenario assessments
  - Scenario Performance
  - Scenario Response to Community Issues
  - Scenario Support for Ideas Proposed by Community Members
  - Important Features for a Preferred Scenario
- Share assessments from all teams
- Obtain individual comments and suggestions

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
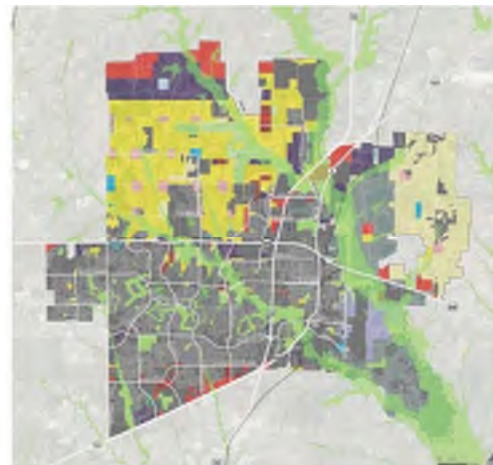
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Alternative Scenario 2 – Distinctive Districts

- 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.

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Alternative Scenario 3 – Focused Options

- Focuses on providing choices for McKinney residents and businesses; specifically related to:
    - Housing variety
    - Employment options
    - Mobility choices
    - Entertainment and activity options
    - Improved connectivity to neighboring communities
- Growth and development generally focused around three distinct districts.
- Higher intensity development and business functions located at central point of each district with transitions to less intensity along the peripheries.
- Outside these three districts, this scenario envisions development that provides new single family neighborhoods and neighborhood commercial locations predominately aligned with the current trend.

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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

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Scenario Evaluation – Individuals' Feedback
(ranked by priority order)

	Very important	Somewhat important	Not very important	Very unimportant	I'm not sure
How supportive is this Scenario of the 'Early Understandings' of community priorities?					
Scenario 2	37.50%	44.44%	8.33%	4.17%	5.56%
Scenario 3	29.58%	36.62%	14.08%	9.86%	9.86%
Scenario 1	5.71%	44.29%	30.00%	11.43%	8.57%
How consistent is this Scenario with your own idea of McKinney's best possible future?					
Scenario 2	35.71%	48.57%	8.57%	4.29%	2.86%
Scenario 3	22.22%	43.06%	18.06%	11.11%	5.56%
Scenario 1	4.29%	31.43%	24.29%	37.14%	2.86%
Does this Scenario create a McKinney 2040 that will attract major corporations?					
Scenario 2	26.76%	57.75%	9.86%	4.23%	1.41%
Scenario 3	16.90%	40.85%	29.58%	4.23%	8.45%
Scenario 1	4.17%	18.06%	43.06%	31.94%	2.78%
Does this Scenario create a McKinney 2040 that will appeal to McKinney's kids as they grow up?					
Scenario 2	29.58%	54.93%	12.68%	0.00%	2.82%
Scenario 3	23.94%	50.70%	9.86%	7.04%	8.45%
Scenario 1	4.29%	15.71%	44.29%	28.57%	7.14%

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Online Input on Alternative Scenarios

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

How involved have you been in the ONE McKinney 2040 project?

This is my first involvement.
I have provided online comments in the past.
I participated in the Community Open Houses in September 2015.
I participated in the Community Charrette in October 2015.
I participated in the January 21st Community Workshop.
I have heard presentations about it.
I have reviewed the materials posted online.

0% 10% 20% 30% 40% 50% 60% 70% 80%

Scenario Performance

Please rate each scenario's performance -- how well does it do in making the McKinney of 2040 desirable? Use '5' for best performance and '0' for worst.

Topic	Place to live	Place to work	Place to play	Place for nature	Place for mobility	Place for fiscal responsibility
Scenario 1	2.53	2.57	2.22	2.09	2.24	2.58
Scenario 2	3.37	3.36	3.42	3.06	3.06	3.62
Scenario 3	3.29	3.31	3.69	3.91	3.55	3.70

Which Scenario performs best?						
Topic	Place to live	Place to work	Place to play	Place for nature	Place for mobility	Place for fiscal responsibility
Scenario 1	21.1%	22.2%	8.3%	5.7%	6.3%	16.7%
Scenario 2	39.5%	38.9%	36.1%	17.1%	18.8%	33.3%
Scenario 3	39.5%	30.6%	50.0%	71.4%	56.3%	27.8%
All are equal	0.0%	8.3%	5.6%	5.7%	18.8%	22.2%

Support for Community Priorities

How supportive are the Scenarios of McKinney's 'early understandings' of community priorities?			
Issue	Scenario 1	Scenario 2	Scenario 3
Keeping up with growth in population and jobs	30.4%	72.2%	88.9%
Growing the City's tax base	45.0%	76.5%	70.6%
Being economically sustainable and resilient over time	33.3%	82.4%	83.3%
Using energy, water, and other resources efficiently	28.6%	66.7%	77.8%
Keeping existing neighborhoods vital	38.1%	72.2%	66.7%
Continuing to embrace downtown as the historic jewel of McKinney	76.2%	77.8%	83.3%
Respecting natural features and topography	38.1%	64.7%	88.2%
Maintaining a sense of community and quality of life as the city grows	38.1%	77.8%	94.1%
Determining what happens on remaining vacant lands	33.3%	83.3%	88.9%

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Support of Ideas from Community Members

| How supportive are the Scenarios of these ideas suggested by McKinney community members for 2040?			
Community Member Idea	Scenario 1	Scenario 2	Scenario 3
A destination small town that retains its historic Texas charm.	59.1%	65.0%	63.2%
Families in neighborhoods throughout McKinney have access to well-maintained parks, sports fields, and trails.	59.1%	75.0%	89.5%
A place with great people enjoying small businesses, farmers markets and other unique, non-corporate finds.	68.2%	70.0%	78.9%
A balance between community, development and nature.	36.4%	65.0%	78.9%
The economic center of Collin County, with headquarters of major companies as well as support for local business.	31.8%	80.0%	73.7%
A city that has retained its natural feel, with lots of mature trees and native plants	63.6%	70.0%	68.4%

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'Vision Framework' Input Phase

Public Outreach

- Joint Session for City Council & CPAC (April 11)
- Community Open Houses (May 18 & 19)
- www.onemckinney2040.com
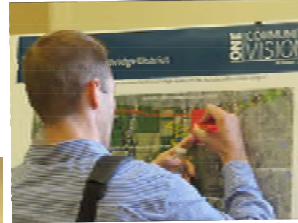
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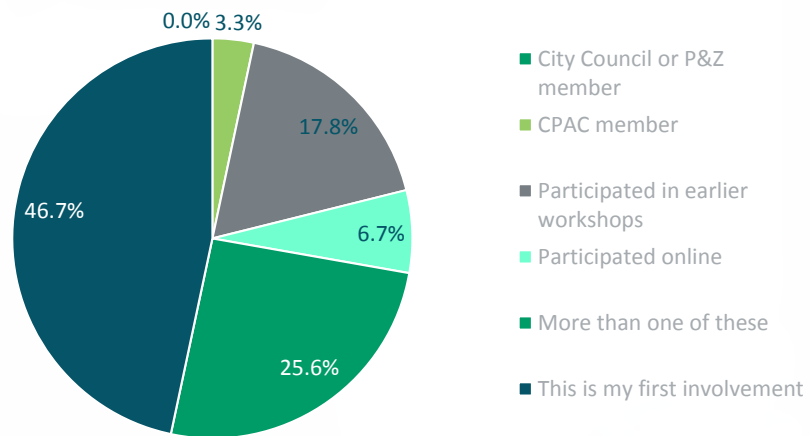## ONE McKinney 2040: Draft Vision Statement

We are ONE McKinney – a community that supports and celebrates all of its people, neighborhoods and districts. We are united by our shared natural assets and heritage, and our community offers neighborhood choices that appeal to people throughout their lives. Smart public and private investments make McKinney resilient and adaptable, so it remains a first choice for business and entertainment through 2040 and beyond.

Preferred Scenario - Summary
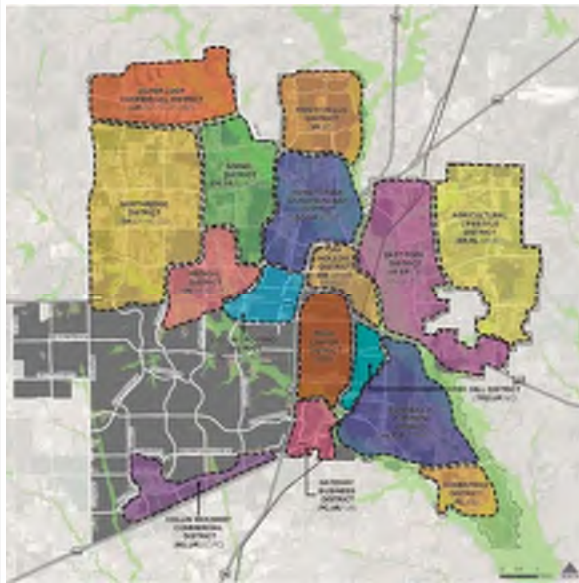
Focuses on distinctive districts, each with a clear vision and market focus; allows for more strategic growth and identities within the community

Results in:

54,900 new residential units
7,700,000 SF new retail
11,000,000 SF new office
8,100,000 SF new industrial

2040 Population: 284,000
2040 Employment: 138,000

Place Types – the Scenario 'Palette'

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
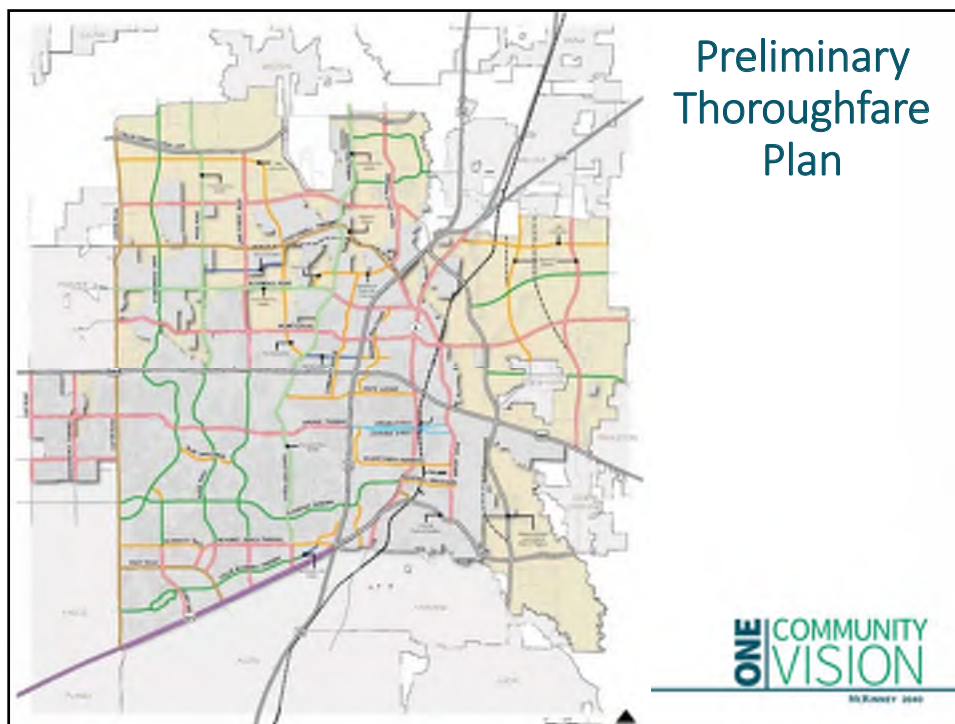
Feedback on Preferred Scenario

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

'Crafting the Plan' Input Phase

June 2018 Community Open House Highlights

- Open House held June 14, 2018 at Collin College Conference Center
- Approximately 50 participants
- Objectives:
  - Update community on status of process
  - Share approach to TXDOT's 380 alternatives
  - Receive input about policy direction & implications of 380 alternatives for the preferred development pattern
- Group input using electronic keypad polling
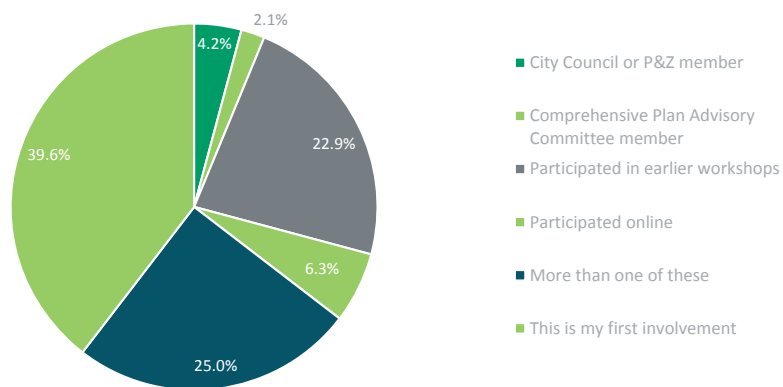- Discussion and input at 10 stations

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

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Participants' Roles in Process

I have been involved in ONE McKinney 2040 as:

- City Council or P&Z member
- Comprehensive Plan Advisory Committee member
- Participated in earlier workshops
- Participated online
- More than one of these
- This is my first involvement

2.1%
4.2%
39.6%
22.9%
6.3%
25.0%

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How consistent is this Vision Statement with your own idea of McKinney's best possible future?
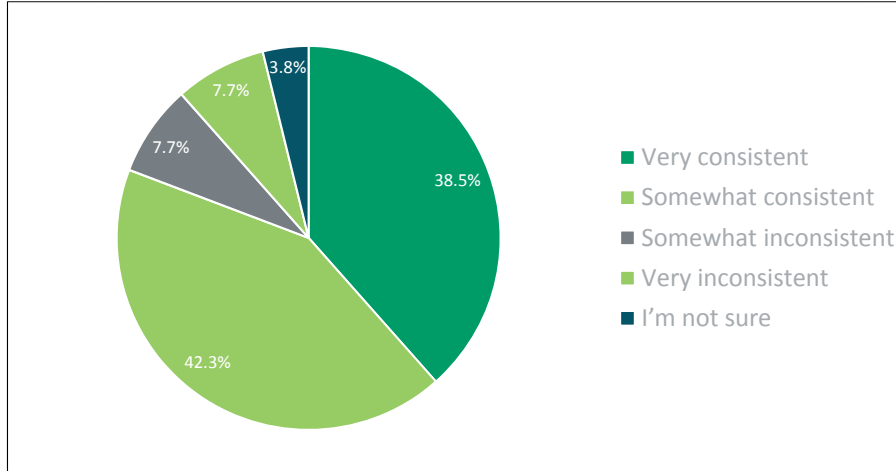
How consistent is the general concept of this Preferred Scenario with your own idea of McKinney's best possible future?
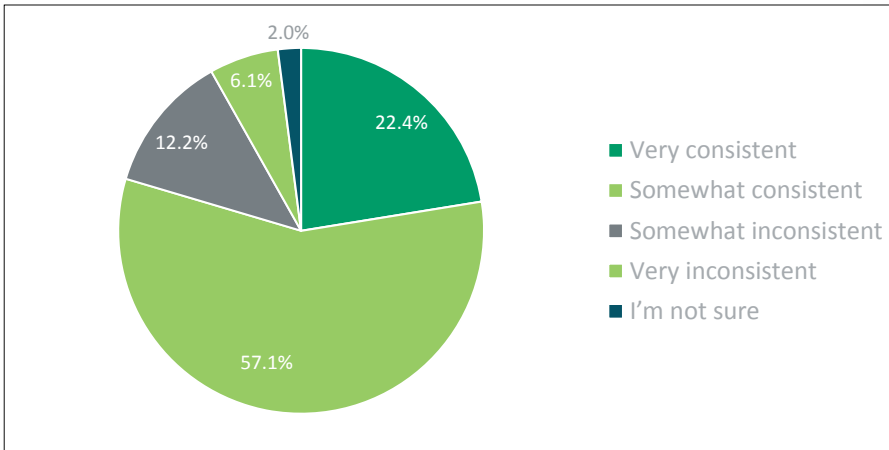
Development Pattern and Future US 380

How should the ONE McKinney 2040 preferred development pattern relate to the character of future US 380?	Strong-ly agree	Some-what agree	Some-what disagree	Strong-ly disagr ee	I'm not sure	Agree (Strongly/ Some-what)	Disagree (Strongly/ Some-what)
The character of US 380 improvements should include the 'district identity' features envisioned by ONE McKinney 2040.	43.8%	29.2%	10.4%	12.5%	4.2%	72.9%	22.9%
The character of US 380 improvements should change as it travels through places in McKinney that have different character.	40.8%	28.6%	8.2%	20.4%	2.0%	69.4%	28.6%

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LARS Along Current US 380 Alignment

What if US 380 stays in place? (the LARS is along the current alignment)	Strong-ly agree	Some-what agree	Some-what disagree	Strong-ly disagre e	I'm not sure	Agree (Strongly/ Some-what)	Disagree (Strongly/ Some-what)
If US 380 stays in place, the Preferred Scenario's Place Types along the route should stay the same.	38.3%	25.5%	10.6%	19.1%	6.4%	63.8%	29.8%
If US 380 stays in place, then new employment-generating Place Types should be considered along the route.	37.5%	27.1%	6.3%	25.0%	4.2%	64.6%	31.3%
If US 380 stays in place, then new mixed use centers should be considered at major interchanges along the route.	26.1%	37.0%	8.7%	26.1%	2.2%	63.0%	34.8%
If US 380 stays in place, then new commercial centers should be considered at major interchanges along the route.	24.5%	30.6%	14.3%	24.5%	6.1%	55.1%	38.8%
If US 380 stays in place, then new urban residential Place Types should be considered along the route.	11.4%	18.2%	15.9%	50.0%	4.5%	29.5%	65.9%

LARS Along a Different Alignment

What if another alternative for US 380 is selected? (the LARS is along a different alignment)	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I'm not sure	Agree (Strongly/ Somewhat)	Disagree (Strongly/ Somewhat)
If a different US 380 alternative is identified, the Preferred Scenario's Place Types along the new route should stay the same.	43.5%	15.2%	6.5%	21.7%	13.0%	58.7%	28.3%
If a different US 380 alternative is identified, then new commercial centers should be considered at major interchanges along the new route.	34.0%	21.3%	0.0%	40.4%	4.3%	55.3%	40.4%
If a different US 380 alternative is identified, then new employment-generating Place Types should be considered along the new route.	29.2%	31.3%	0.0%	35.4%	4.2%	60.4%	35.4%
If a different US 380 alternative is identified, then new mixed use centers should be considered at major interchanges along the new route.	22.9%	33.3%	6.3%	35.4%	2.1%	56.3%	41.7%
If a different US 380 alternative is identified, then new urban residential Place Types should be considered along the new route.	21.3%	19.1%	10.6%	42.6%	6.4%	40.4%	53.2%

'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

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

Action Items: Ranking of Priority

Action Items Ranked in the Top 5 Once	June Open House	Online	August Open House
Investments in public infrastructure such as roads, water, and sewer in existing neighborhoods so their level of service is the same as in newly-developing areas	11	1	7
Invest in park and recreational improvements along the East Fork of the Trinity River	13	14	1
Develop design guidelines or standards for areas that retain rural character in the future	10	6	2
Develop design guidelines or standards for new mixed use and urban development areas	4	9	13
City collaboration with private developers/investors via Public/Private Partnerships	16	13	4

Action Items: Ranking of Priority

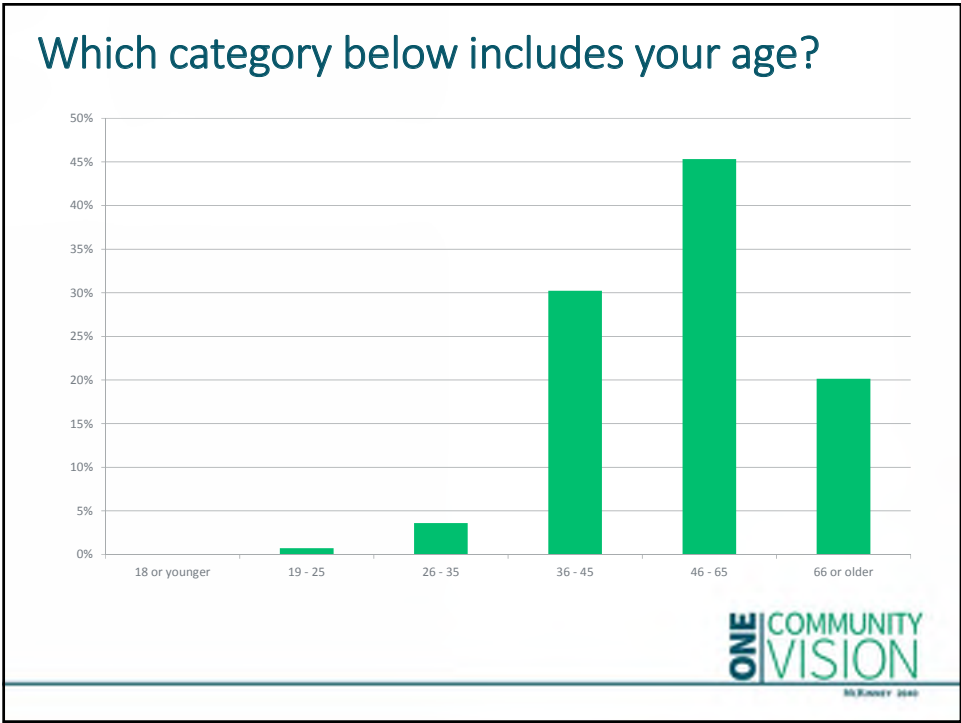| Action Items Never Ranked in the Top 5	June Open House	Online	August Open House
Update economic development incentives to support the development described by the ONE McKinney 2040 Plan	9	11	6
Update development regulations (e.g. zoning ordinance, subdivision ordinance) to reflect the vision described by the ONE McKinney 2040 Plan	6	10	18
Foster better relationships across jurisdictions and agencies for coordinated regional planning	8	7	17
Establish Greenway Arterial design standards for use on Laud Howell Parkway and similar greenways	7	16	9
Create a Major Gateway into McKinney at US 75 and US 380	19	15	8
Add new regional cultural and cultural amenities and venues	17	17	10
Create design guidelines and economic incentives for 'transit-ready' development	14	12	14
Conduct small area studies in key parts of McKinney	18	19	15
Investigate use of innovative financing solutions (such as Tax Increment Financing Districts and Public Improvement Districts)	15	18	19

Community Online Feedback

Background

- An online survey was available to any interested person during August and September.
- The survey was structured to gain feedback on the overall direction of the plan, the major concepts in the citywide strategies and the key ideas for each of the Districts.
- Respondents could choose how much input to provide.
- Participants were asked about their involvement in the ONE McKinney 2040 process and about their background.

Results

- 383 people participated in the online survey.
- Results show strong overall support for the Plan.
- Many individual suggestions and comments provided.
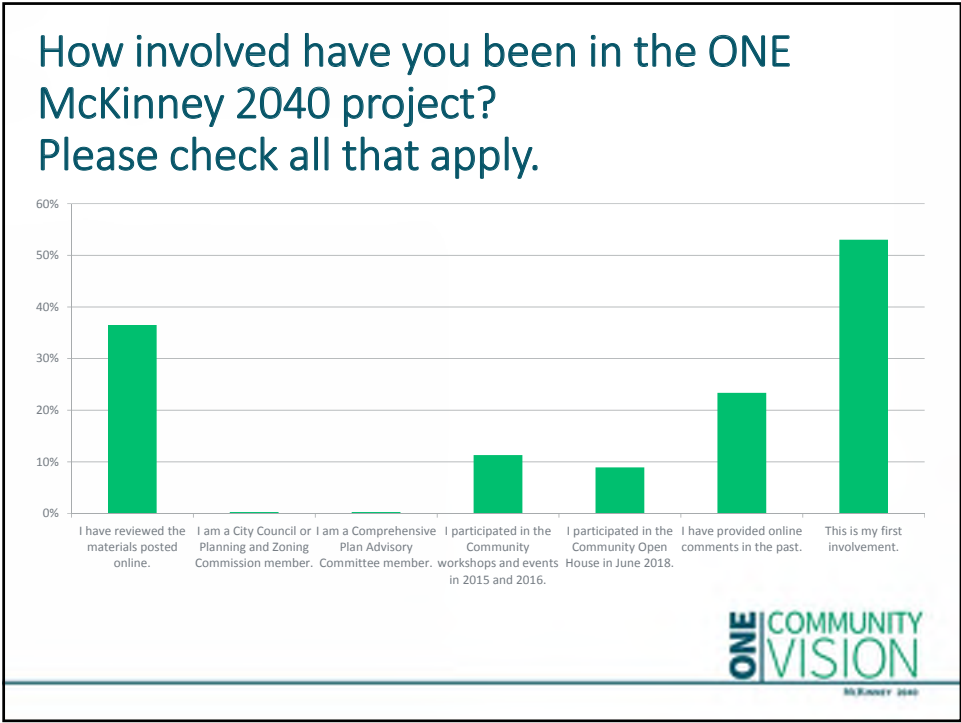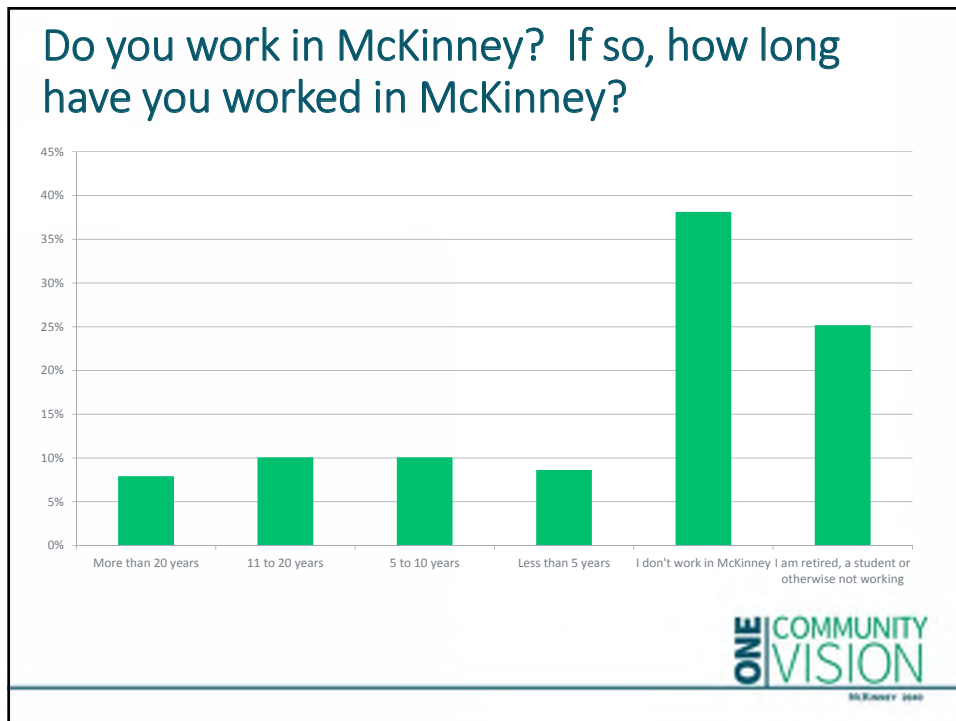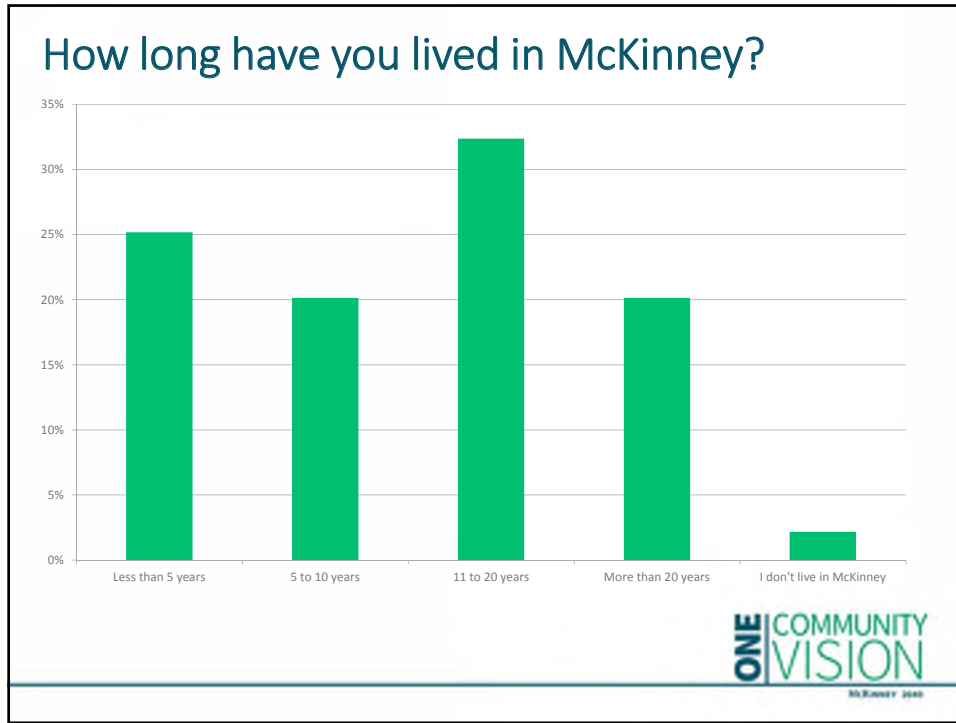
How consistent are these Decision-Making Criteria with the factors you think the City should use in making these decisions?

73.6% said 'very' or 'somewhat consistent'

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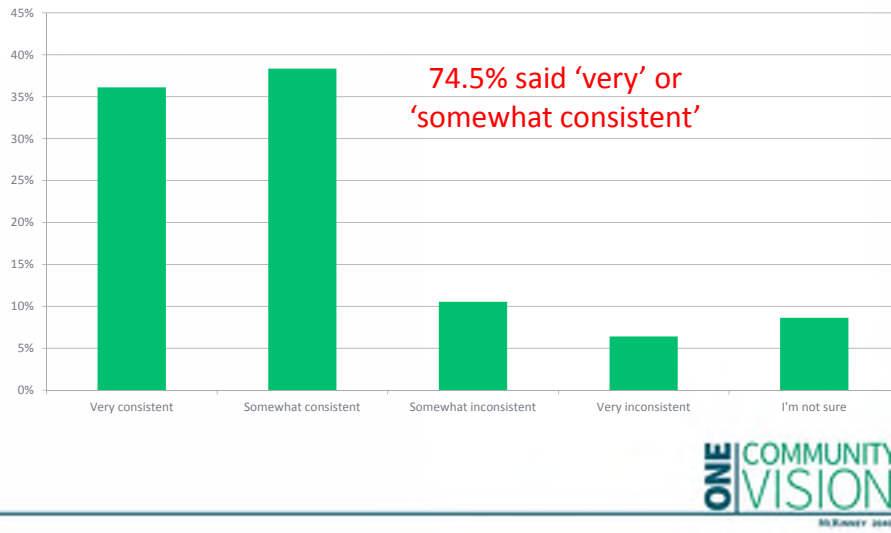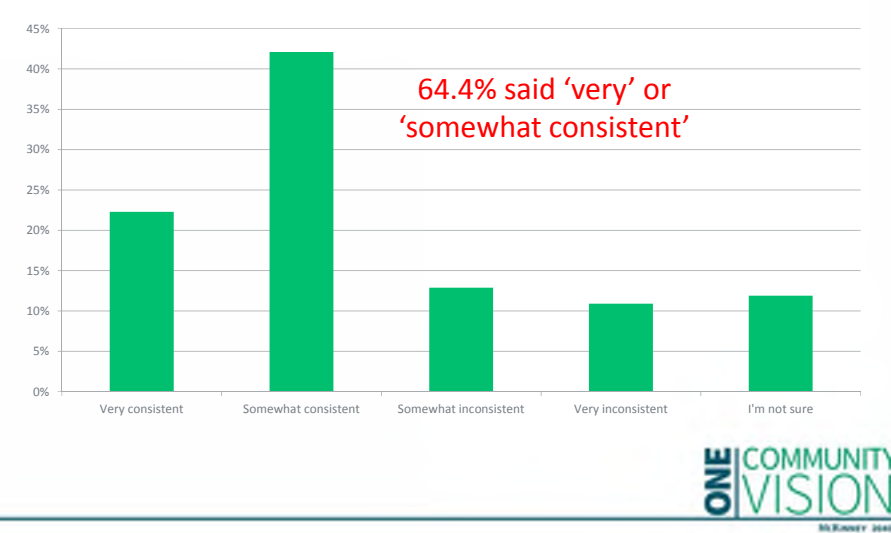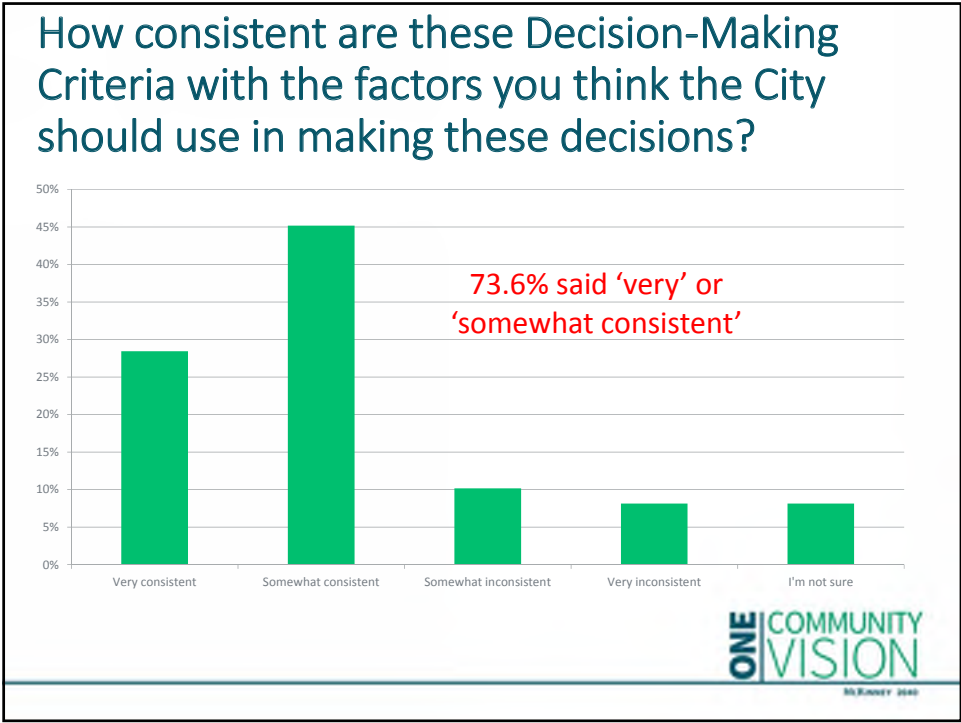
How consistent are these Guiding Principles with your own ideas of McKinney's best possible future?

	Very consistent	Some-what consistent	Some-what inconsist-ent	Very inconsist-ent	I'm not sure	Consist-ent	Inconsist-ent
Diversity	35.5%	38.7%	19.4%	6.5%	0.0%	74.2%	25.8%
Assets	56.3%	21.9%	6.3%	15.6%	0.0%	78.1%	21.9%
Places	50.0%	26.7%	16.7%	3.3%	3.3%	76.7%	20.0%
Investments	37.9%	44.8%	6.9%	10.3%	0.0%	82.8%	17.2%

COMMUNITY VISION

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

	Very consist-ent	Some-what consist-ent	Some-what inconsist-ent	Very inconsist-ent	I'm not sure	Consist-ent	Inconsist-ent
Citywide Mobility Strategy	34.0%	34.6%	14.2%	14.8%	2.5%	68.5%	29.0%
Citywide Economic Development Strategy	26.9%	41.9%	12.5%	10.6%	8.1%	68.8%	23.1%
Citywide Fiscal Health Strategy	30.4%	48.1%	5.1%	9.5%	7.0%	78.5%	14.6%
Citywide Public Investment Strategy	34.4%	41.9%	13.1%	8.8%	1.9%	76.3%	21.9%

ONE COMMUNITY VISION
McKinney 2040

APPENDIX C:

TRANSPORTATION
MODELING ANALYSIS

OVERVIEW

Travel demand modeling involves the forecasting of traffic volumes on a transportation network based on land use, population, and network characteristics. Forecasting future traffic demand on a roadway network is an essential element in mobility planning. The model used for analysis of the OneMcKinney2040 preferred scenario was adapted from the Dallas-Fort Worth Regional Travel Model (DFWRTM) created by the NCTCOG. The updated model incorporated demographic estimates based on the OneMcKinney2040 recommended land uses and analyzed potential alternatives to future US 380 limited-access roadway alignments, as well as alternatives to the City's thoroughfare network.

This Appendix section presents the travel demand model output for each modeled network alternative to be used as a basis for making additional updates to the Master Thoroughfare Plan upon completion of the US 380 Feasibility Study. Roadways are designated as Level of Service (LOS) A, B, C, D, E, or F based on the volume-to-capacity ratio, which compares the estimate daily volume expected on a roadway to its intended maximum amount of traffic a roadway can handle. LOS A roadways have low traffic volumes with free-flowing conditions while LOS F roadways are extremely congested with stop-and-go traffic conditions. LOS A/B/C/D is considered acceptable under the current Comprehensive Plan.

ALIGNMENT OPTIONS

As of the summer of 2018, TxDOT is considering 5 alternative roadway alignments for the future expansion of US Highway 380, consisting of 3 bypass alignment options and two alignments using the current US 380 route. To measure the impact of the various US 380 alternatives on the McKinney thoroughfare network, the following 3 network alternatives were analyzed using the DFWRTM:

Revised Master Thoroughfare Plan (MTP)
- The Revised MTP maintains the existing US 380 alignment as a Major Regional Highway with an additional north-south limited-access roadway east of US 75 and the McKinney Airport.

Blue/Red US 380 Bypass Alignment
- For the purpose of the travel demand model, the US 380 Blue and Red alignments provide similar highway connectivity and was modeled as a combined alternative, with a limited-access roadway bypass alignment following much of existing Bloomdale Road and Airport Drive, with an east-west connection at existing US 380 east of US 75.

Yellow Alignment
- The US 380 Yellow alignment is a limited-access roadway bypass that follows much of existing Bloomdale Road and Airport Drive, with an east-west connection north of US 380.

McKINNEY TEXAS
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CELINA
ANNA
WESTON
MELISSA
COLLIN COUNTY MULTI-MODAL TRANSPORTATION CORRIDOR
STONEBRIDGE DRIVE
RIDGE ROAD
LAKE FOREST DRIVE
FM 543
FANNIN ROAD
LAUD HOWELL PARKWAY
HARDIN BOULEVARD
BLOOMDALE ROAD
COMMUNITY AVENUE
REDBUD BOULEVARD
AIRPORT DRIVE
WILMETH ROAD
PROSPER
380
COIT ROAD
INDEPENDENCE PARKWAY
WHITE AVENUE
NEW HOPE
VIRGINIA PARKWAY
LOUISIANA STREET
380
PRINCETON
GLEN OAKS DRIVE
75
CUSTER ROAD
ELDORADO PARKWAY
ALMA DRIVE
SILVERADO TRAIL
McKINNEY RANCH PARKWAY
LOWRY CROSSING
STACY ROAD
COLLIN McKINNEY PARKWAY
FM 546
FRISCO
FAIRVIEW
75
121
ALLEN
LUCAS
PLANO

0   0.5   1 Miles
NORTH

Legend

Level of Service

Acceptable Under Current Comprehensive Plan

Not Acceptable Under Current Comprehensive Plan

┼┼┼ Railroads
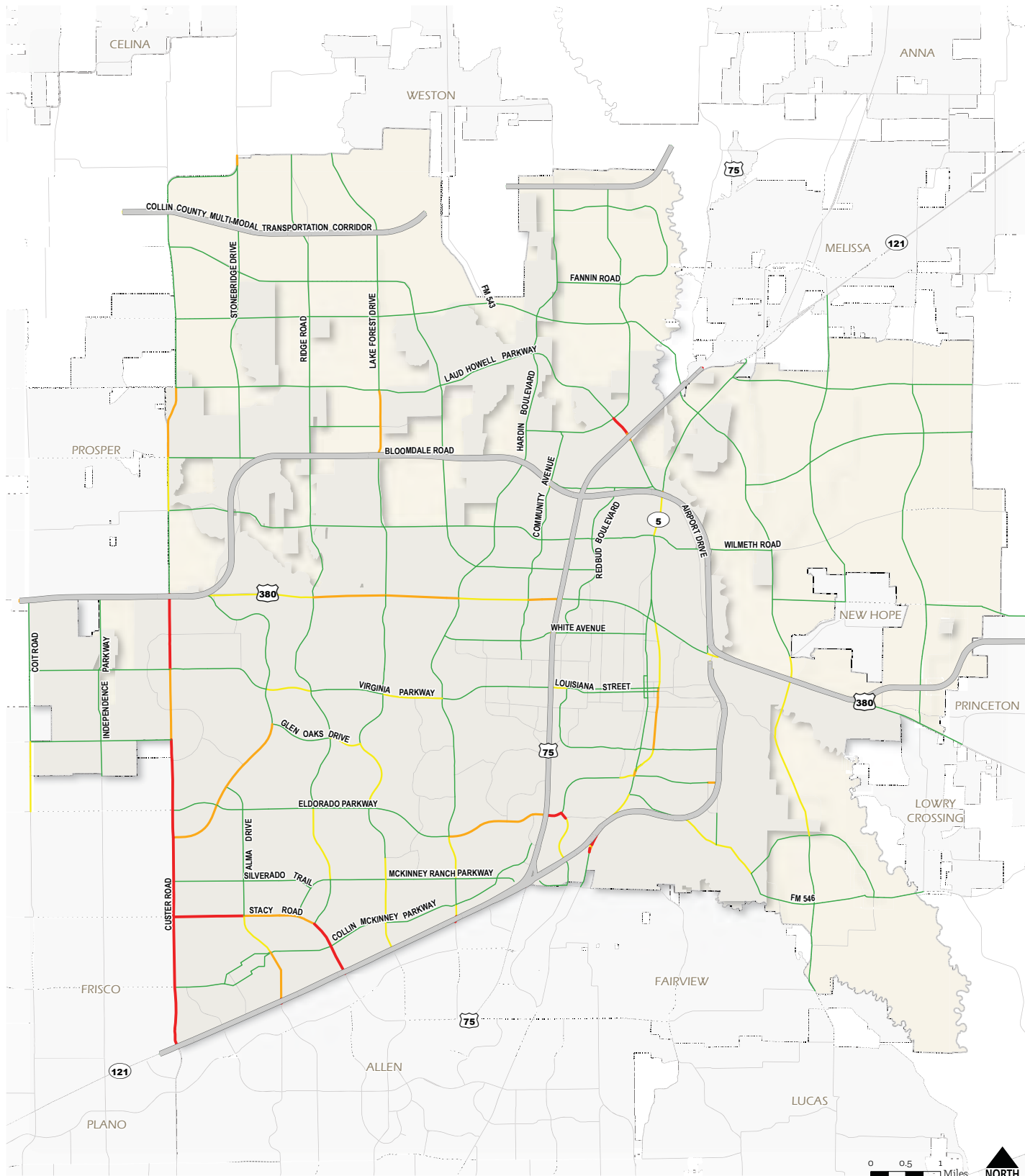
McKinney City Limits

McKinney ETJ

McKINNEY TEXAS
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Travel Demand Model US 380 Alternatives
Blue/Red Alternative
August 2018

ONE COMMUNITY VISION
McKinney 2040

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CELINA
WESTON
ANNA
MELISSA
COLLIN COUNTY MULTI-MODAL TRANSPORTATION CORRIDOR
STONEBRIDGE DRIVE
RIDGE ROAD
LAKE FOREST DRIVE
FM 543
FANNIN ROAD
LAUD HOWELL PARKWAY
HARDIN BOULEVARD
BLOOMDALE ROAD
COMMUNITY AVENUE
PROSPER
REDBUD BOULEVARD
AIRPORT DRIVE
WILMETH ROAD
NEW HOPE
COIT ROAD
INDEPENDENCE PARKWAY
WHITE AVENUE
VIRGINIA PARKWAY
LOUISIANA STREET
GLEN OAKS DRIVE
PRINCETON
ELDORADO PARKWAY
ALMA DRIVE
LOWRY CROSSING
CUSTER ROAD
SILVERADO TRAIL
McKINNEY RANCH PARKWAY
STACY ROAD
COLLIN McKINNEY PARKWAY
FM 546
FAIRVIEW
FRISCO
FM 546
PLANO
ALLEN
LUCAS

0   0.5   1
Miles
NORTH

Legend

Level of Service

Acceptable Under Current Comprehensive Plan

—— LOS A/B/C   Free Flow/Acceptable (<.65)

Not Acceptable Under Current Comprehensive Plan
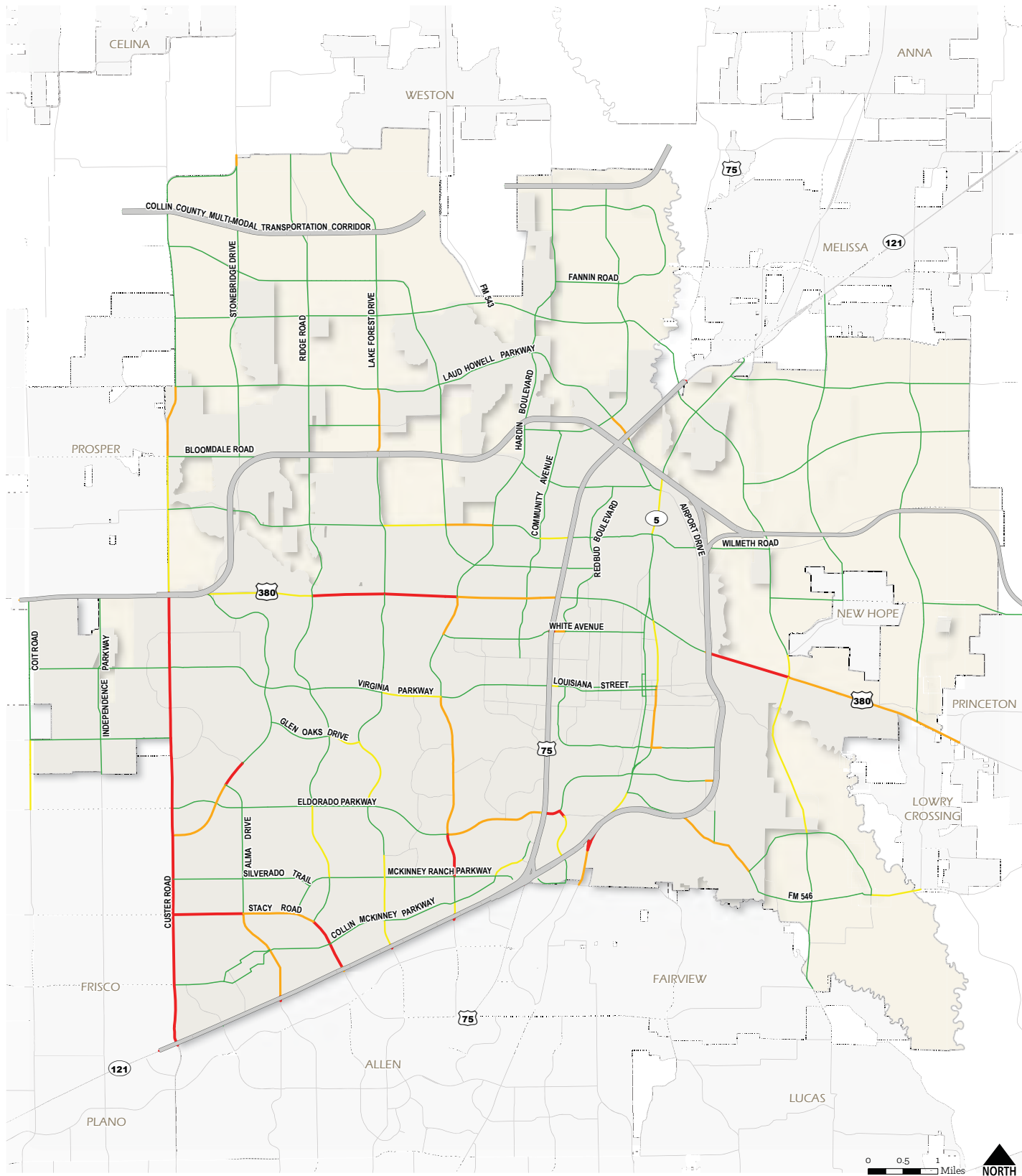
—— LOS E   Significant Delay (.80 - 1.0)

+++++ Railroads

McKinney City Limits

McKinney ETJ

Other Cities

McKinney TEXAS
Unique by nature.℠

Travel Demand Model US 380 Alternatives
Yellow Alternative August 2018

ONE | COMMUNITY
VISION

McKINNEY 2040

ONE COMMUNITY. ONE VISION.

CELINA
ANNA
WESTON
75
MELISSA
121
COLLIN COUNTY MULTI-MODAL TRANSPORTATION CORRIDOR
STONEBRIDGE DRIVE
RIDGE ROAD
LAKE FOREST DRIVE
FM 543
FANNIN ROAD
LAUD HOWELL PARKWAY
HARDIN BOULEVARD
PROSPER
BLOOMDALE ROAD
COMMUNITY AVENUE
REDBUD BOULEVARD
AIRPORT DRIVE
5
WILMETH ROAD
380
WHITE AVENUE
NEW HOPE
COIT ROAD
INDEPENDENCE PARKWAY
VIRGINIA PARKWAY
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STACY ROAD
COLLIN McKINNEY PARKWAY
FM 546
FAIRVIEW
75
121
ALLEN
LUCAS
FRISCO
PLANO

0 0.5 1
Miles
NORTH

Legend

Level of Service

Acceptable Under Current Comprehensive Plan

—— LOS A/B/C *Free Flow/Acceptable (<.65)*

Not Acceptable Under Current Comprehensive Plan

—— LOS E *Significant Delay (.80 - 1.0)*

┼┼┼┤ Railroads

▨ McKinney City Limits

▨ McKinney ETJ

☐ Other Cities

APPENDIX D:

INDUSTRY
TRENDS

Changing Service Market

Commercial rent structures that support replacing retail operators with development and real estate offices, along with medical service facilities.

Broad Retail Market

Retail that caters to consumers at either end of the spectrum – price conscious to luxury.

Boutique Hotel Growth

Growth in boutique hotels supported by technology that has replaced advanced booking systems once exclusively maintained by the larger hotel flags or chains

High-Growth High-Tech

Growth among technology companies that has surpassed financial institutions, and exceeded its demand for office space.

Business Trends

Logistics Sector Growth

Growth in logistics space associated with the enhanced relationship between industrial and retail operations, specifically increase in online sales and transfer of commercial inventories to offsite locations.

Texas Economic Growth

Favorable business environment including competitive labor costs and land prices that has Texas leading the nation in job growth and creation.

Return to Manufacturing

National return to manufacturing in the United States following the Great Recession.

Flexible Use Space

Industrial real estate, particularly warehouses, that can house retail inventories and expedite distribution channels.

Social Trends

Aging Baby Boomers

Aging Baby Boomers requiring access to services and mobility alternatives, and / or proximity to adult children and grandchildren.

Expanding Millenial Market

Growing number of Millennials waiting to get married and have children.

Demand for "Third Places"

Necessity for "third places" that are neither home or work, that allow for socialization and exchange of ideas absent in home offices

Traditional Neighborhood Design

Investor and consumer preference for urban living and proximity to work, supported by a comprehensive transit network, driven by lifestyle preferences and deepened sense of nostalgia.

Employment Trends

Green Tendencies

Heightened environmental conscience among young employees that translates into a desire for work and living spaces that are low-impact, with Green features, smaller, and preferably an adaptive retrofit.

Mobile Workforce

Employment choices that support the highly mobile, entrepreneurial and growing Millennial market with an emphasis on cost sensitivity and adaptability.

Encore Careers

Growing number of retirees who have chosen to pursue encore careers as mentors, teachers and innovators.

Office Space Contraction

Office space compression driven by desire for greater efficiencies in cost and space, supported by transit and technology, lifestyle preferences including the desire for flex time, new knowledge of how space can improve productivity, and expansion of creative class.

Development Trends

18-Hour Environments

Development of 18 hour-environments, offering the ability to live, work, dine and be entertained within the same neighborhood.

Suburban Centers

Development of urban centers in suburban locations with similar efficiencies and attributes.

Mixed-Use Environments

Emphasis on walkable, mixed-use environments with access to multiple modes of vehicular and non-vehicular transportation.

Urban Centers & Proximity

Business consolidations and development of complex urban centers that allow for greater proximity to work among its employees.

Residential Trends

Living with Friends

Limited number of employment opportunities for educated and trained individuals with salaries sufficient to cover debt load and allow for living alone.

Agrihood Neighborhoods

Introduction of the "agrihood" neighborhoods built around a working farm.

Starter & Retirement Homes

Housing for individuals at either end of their earning years who desire a home that supports their lifestyle preferences and needs.

Renting By Choice

Renting by choice, rather than need, particularly among individuals and small households seeking a low-maintenance housing alternative.

PSYCHOGRAPHICS

Households: 1,695,000

Average Household Size: 3.22

Median Age: 33.6

Median Household Income: $105,000

WHO ARE WE?

This is the new growth market, with a profile similar to the original: young professionals with families that have opted to trade up to the newest housing in the suburbs. The original *Boomburbs* neighborhoods began growing in the 1990s and continued through the peak of the housing boom. Most of those neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the *Boomburbs* neighborhoods, although the boom is more subdued now than it was 10 years ago. So is the housing market. Residents are well-educated professionals with a running start on prosperity.

TAPESTRY SEGMENTATION
esri.com/tapestry

OUR NEIGHBORHOOD

- Growth markets are in the suburban periphery of large metropolitan areas.
- Young families are married with children (Index 221); average household size is 3.22.
- Home ownership is 84% (Index 133), with the highest rate of mortgages, 78% (Index 173).
- Primarily single-family homes, in new neighborhoods, 72% built since 2000 (Index 521).
- Median home value is $293,000 (Index 165).
- Lower housing vacancy rate at 5.3%.
- The cost of affordable new housing comes at the expense of one of the longest commutes to work, over 30 minutes average, including a disproportionate number (34.5%) commuting across county lines (Index 146).

SOCIOECONOMIC TRAITS

- Well educated young professionals, 52% are college graduates (Index 185).
- Unemployment is low at 5.2% (Index 60); high labor force participation at 72% (Index 115); most households have more than two workers (Index 123).
- Longer commute times from the suburban growth corridors (Index 121) have created more home workers (Index 154).
- They are well connected: own the latest devices and understand how to use them efficiently; biggest complaints—too many devices and too many intrusions on personal time.
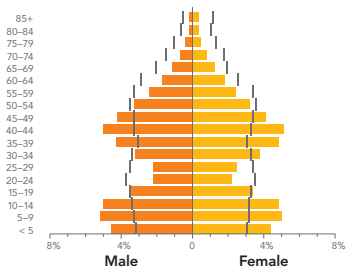- Financial planning is well under way for these professionals.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
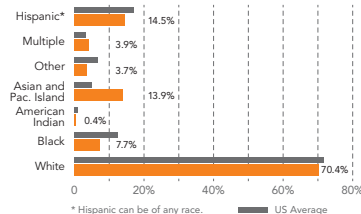

AGE BY SEX (Esri data)

Median Age: 33.6 US: 37.6

| Indicates US
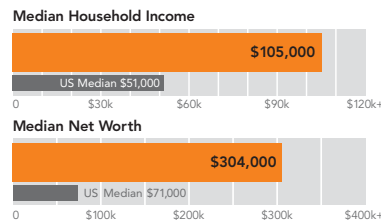

Male   Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 60.9 US: 62.1

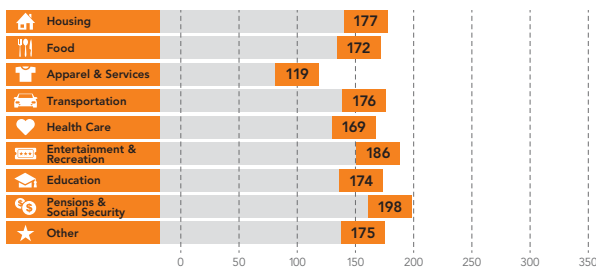| Hispanic* | 14.5% |
Multiple	3.9%
Other	3.7%
Asian and Pac. Island	13.9%
American Indian	0.4%
Black	7.7%
White	70.4%

* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
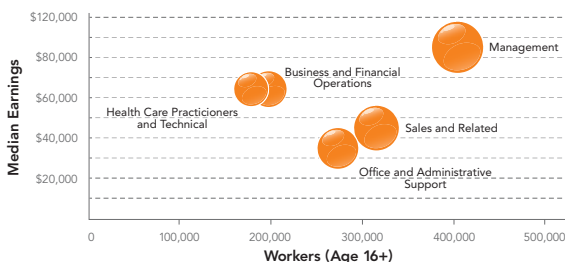
Median Household Income

$105,000

US Median $51,000

0   $30k $60k $90k $120k+

Median Net Worth

$304,000

US Median $71,000

0   $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	177
Food	172
Apparel & Services	119
Transportation	176
Health Care	169
Entertainment & Recreation	186
Education	174
Pensions & Social Security	198
Other	175

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.

- Management
- Business and Financial Operations
- Health Care Practicioners and Technical
- Sales and Related
- Office and Administrative Support

Median Earnings / Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- *Boomburbs* residents prefer late model imports, primarily SUVs, and also luxury cars and minivans.
- This is one of the top markets for the latest in technology, from smartphones to tablets to Internet connectable televisions.
- Style matters in the *Boomburbs*, from personal appearance to their homes. These consumers are still furnishing their new homes and already remodeling.
- They like to garden but more often contract for home services.
- Physical fitness is a priority, including club memberships and home equipment.
- Leisure includes a range of activities from sports (hiking, bicycling, swimming, golf) to visits to theme parks or water parks.
- Residents are generous supporters of charitable organizations.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.
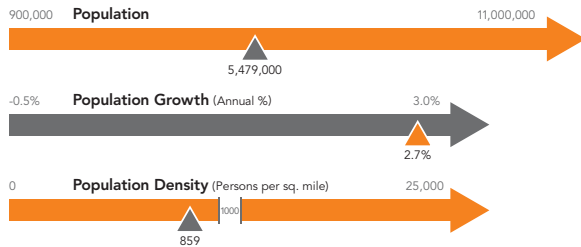
Typical Housing:
Single Family

Median Value:
$293,000
US Median: $177,000
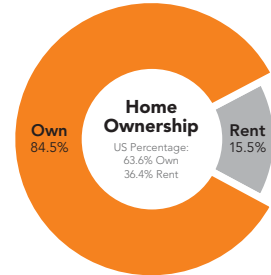
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 84.5%
Rent 15.5%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
5,479,000

Population Growth (Annual %)
-0.5% — 3.0%
2.7%

**Population Density** (Persons per sq. mile)
0 — 25,000
1000
859

ESRI INDEXES

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

0 — **192** — 350
Wealth Index

0 — **174** — 350
Socioeconomic Status Index

0 — **186** — 350
Housing Affordability Index
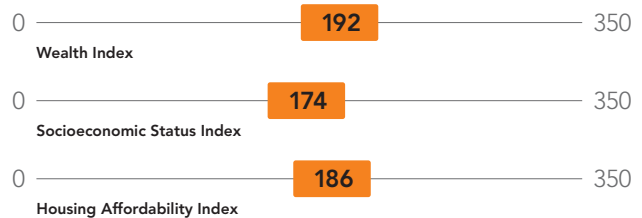
SEGMENT DENSITY

This map illustrates the density and distribution of the *Boomburbs* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
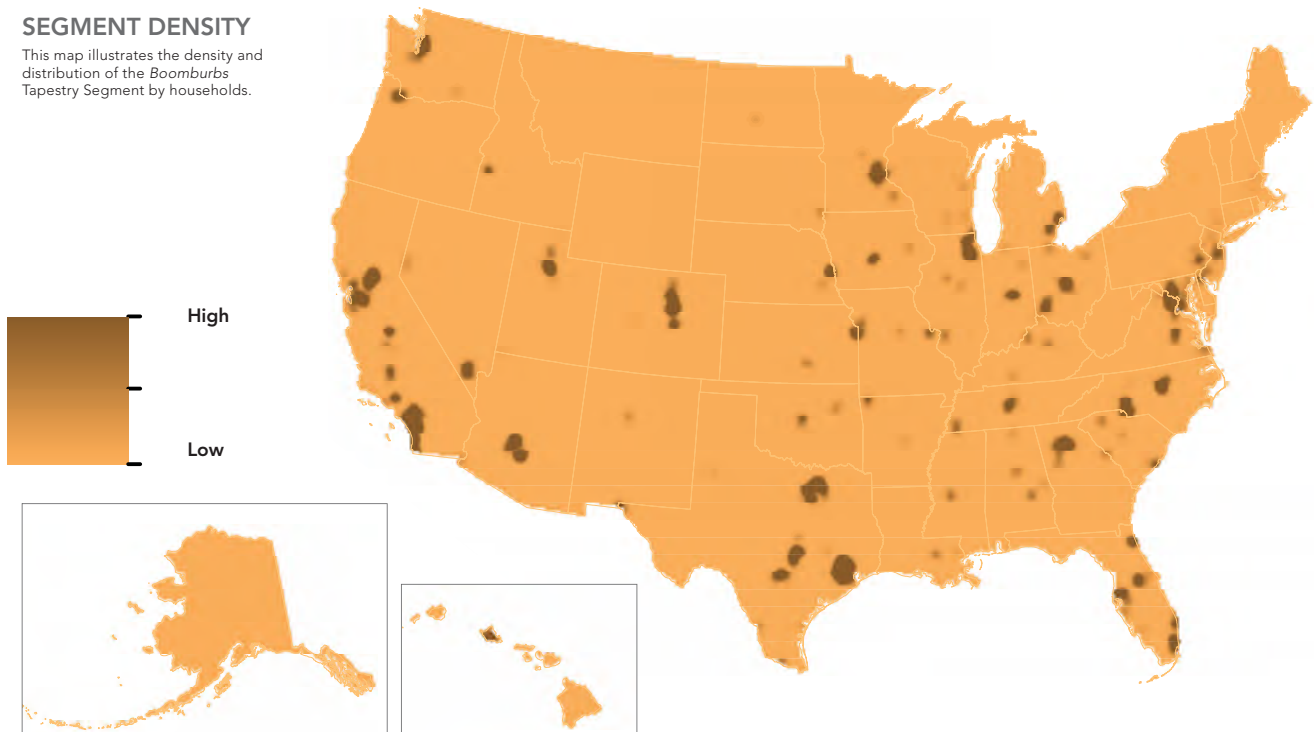
Households: 2,613,000

Average Household Size: 2.40

Median Age: 32.2

Median Household Income: $50,000

WHO ARE WE?

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

OUR NEIGHBORHOOD

- Approximately 56% of the households rent; 44% own their homes.
- Household type is primarily couples, married (or unmarried), with above average concentrations of both single-parent (Index 125) and single-person (Index 115) households.
- Multiunit buildings or row housing make up 55% of the housing stock (row housing (Index 182), buildings with 5–19 units (Index 277)); 44% built 1980–99.
- Average rent is slightly higher than the US (Index 102).
- Lower vacancy rate is at 8.9%.

SOCIOECONOMIC TRAITS

- Education completed: 36% with some college or an associate's degree, 30% with a bachelor's degree or higher. Education in progress is 10% (Index 127).
- Unemployment rate is lower at 7.1%, and labor force participation rate of 73% is higher than the US rate.
- These consumers are up on the latest technology.
- They get most of their information from the Internet.
- Concern about the environment, impacts their purchasing decisions.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
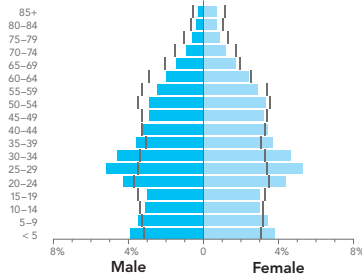
AGE BY SEX (Esri data)
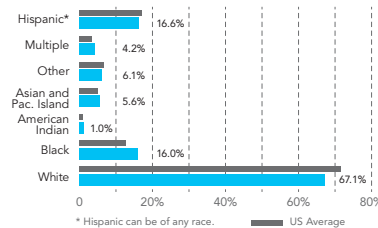
Median Age: 32.2 US: 37.6

▎ Indicates US

Male / Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
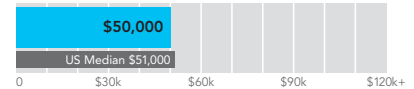
Diversity Index: 65.4 US: 62.1

Group	Percent
Hispanic*	16.6%
Multiple	4.2%
Other	6.1%
Asian and Pac. Island	5.6%
American Indian	1.0%
Black	16.0%
White	67.1%

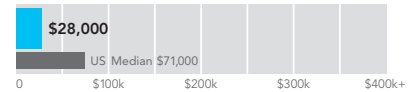* Hispanic can be any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
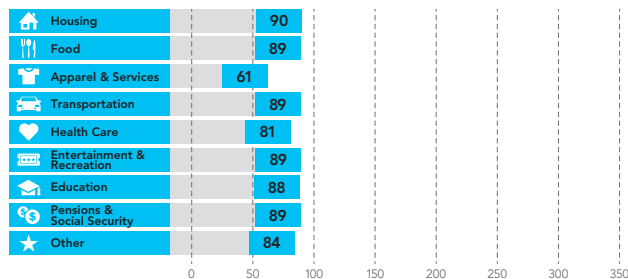
Median Household Income
$50,000
US Median $51,000

Median Net Worth
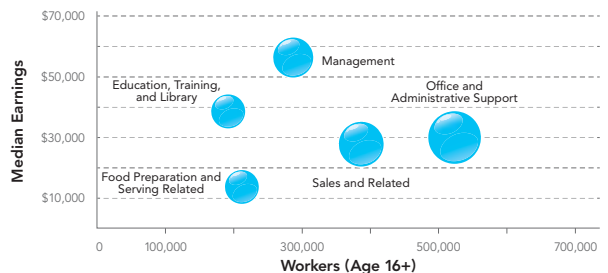$28,000
US Median $71,000

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	90
Food	89
Apparel & Services	61
Transportation	89
Health Care	81
Entertainment & Recreation	89
Education	88
Pensions & Social Security	89
Other	84

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Own US savings bonds.
- Own newer computers (desktop, laptop, or both), iPods, and 2+ TVs.
- Go online to do banking, access YouTube or Facebook, visit blogs, and play games.
- Use cell phones to text, redeem mobile coupons, listen to music, and check for news and financial information.
- Find leisure going to bars/clubs, attending concerts, going to the zoo, and renting DVDs from Redbox or Netflix.
- Read sports magazines and participate in a variety of sports, including backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga.
- Eat out often at fast-food and family restaurants.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.
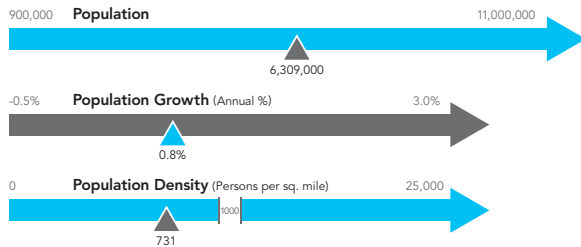
Typical Housing:
Single Family;
Multiunits

Average Rent:
$1,000
US Average: $990
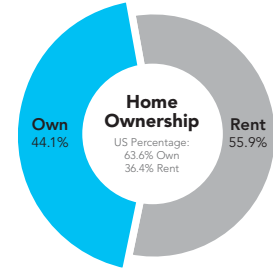
Home Ownership
US Percentage:
63.6% Own
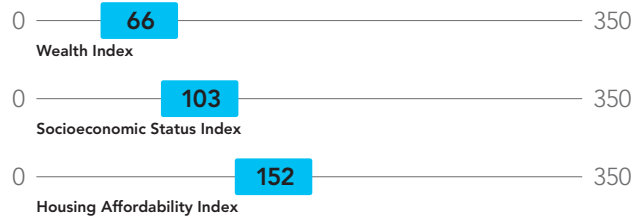36.4% Rent

Own 44.1%
Rent 55.9%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
6,309,000

Population Growth (Annual %)
-0.5% — 3.0%
0.8%

Population Density (Persons per sq. mile)
0 — 25,000
1000
731

ESRI INDEXES

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

0 — **66** — 350
Wealth Index
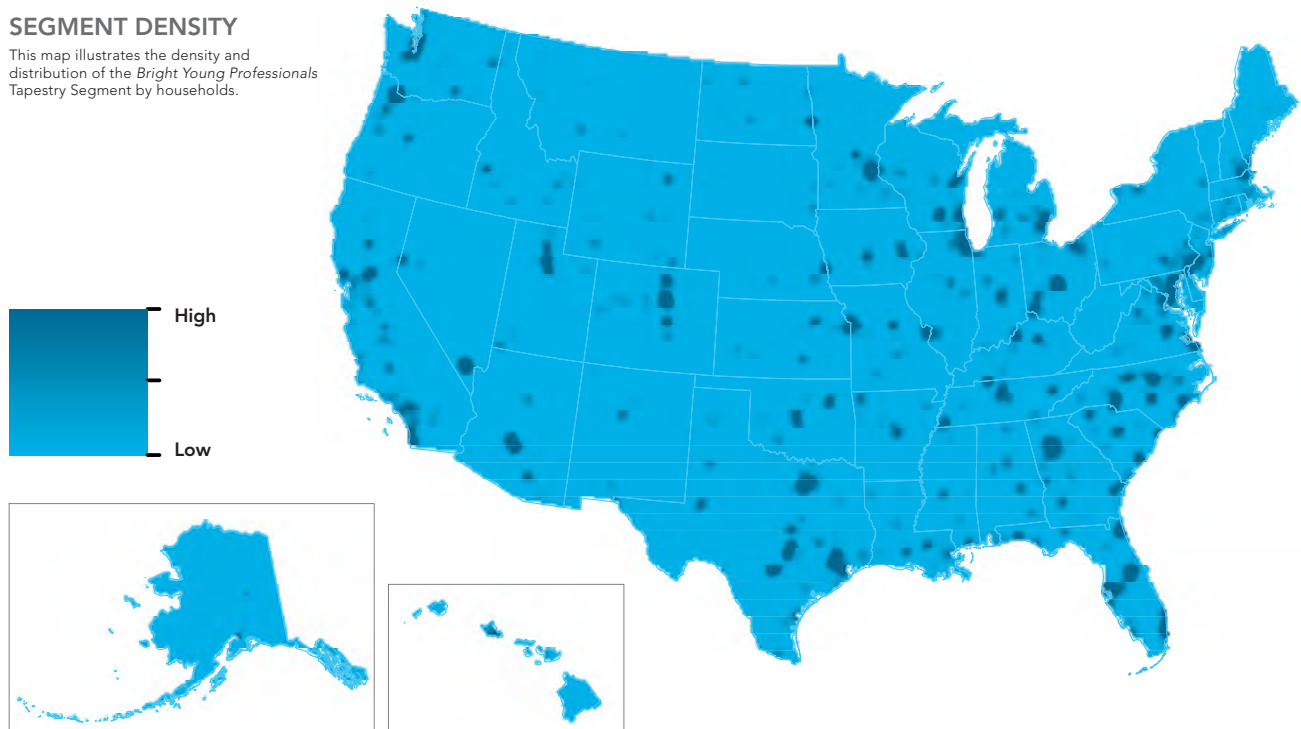
0 — **103** — 350
Socioeconomic Status Index

0 — **152** — 350
Housing Affordability Index

SEGMENT DENSITY

This map illustrates the density and distribution of the *Bright Young Professionals* Tapestry Segment by households.

High

Low

esri

Households: 1,737,200

Average Household Size: 2.48

Median Age: 35.3

Median Household Income: $86,600

WHO ARE WE?

Enterprising Professionals residents are well educated and climbing the ladder in STEM (science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, town homes, or apartments; many still rent their homes. The market is fast-growing, located in lower density neighborhoods of large metro areas. *Enterprising Professionals* residents are diverse, with Asians making up over one-fifth of the population. This young market makes over one and a half times more income than the US median, supplementing their income with high-risk investments. At home, they enjoy the Internet and TV on high-speed connections with premier channels and services.

OUR NEIGHBORHOOD

- Almost half of households are married couples, and 29% are single person households.
- Housing is a mixture of suburban single-family homes, row homes, and larger multiunit structures.
- Close to three quarters of the homes were built after 1980; 25% are newer, built after 2000.
- Renters make up nearly half of all households.

SOCIOECONOMIC TRAITS

- Median household income one and a half times that of the US.
- Over half hold a bachelor's degree or higher.
- Early adopters of new technology in hopes of impressing peers with new gadgets.
- Enjoy talking about and giving advice on technology.
- Half have smartphones and use them for news, accessing search engines, and maps.
- Work long hours in front of a computer.
- Strive to stay youthful and healthy, eat organic and natural foods, run and do yoga.
- Buy name brands and trendy clothes online.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
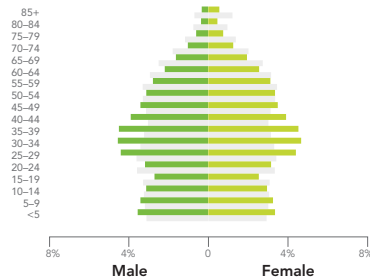
AGE BY SEX (Esri data)
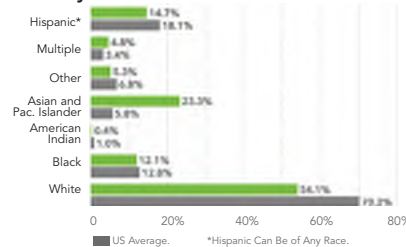
Median Age: 35.3 US: 38.2

Indicates US

Male   Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 73.0 US: 64.0

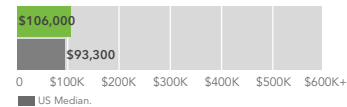| Group	%
Hispanic*	14.7% / 18.1%
Multiple	4.8% / 3.4%
Other	5.3% / 6.8%
Asian and Pac. Islander	23.3% / 5.8%
American Indian	0.6% / 1.0%
Black	12.1% / 12.8%
White	56.1% / 70.2%

US Average.   *Hispanic Can Be of Any Race.

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
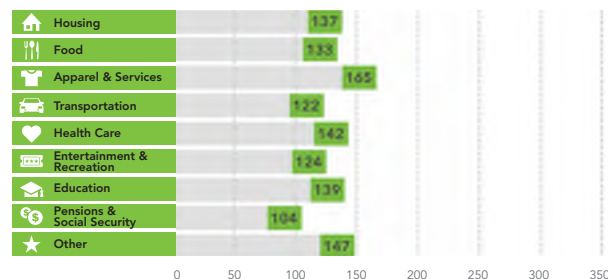
Median Household Income

$86,600
$56,100

0 $100K $200K $300K $400K $500K $600K+

Median Net Worth

$106,000
$93,300

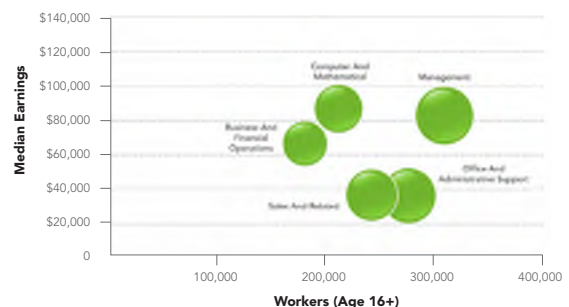0 $100K $200K $300K $400K $500K $600K+

US Median.

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	137
Food	133
Apparel & Services	165
Transportation	122
Health Care	142
Entertainment & Recreation	124
Education	139
Pensions & Social Security	104
Other	147

0 50 100 150 200 250 300 350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Buy digital books for tablet reading, along with magazines and newspapers.
- Frequent the dry cleaner.
- Travel to foreign and domestic destinations common.
- Watch movies and TV with video-on-demand and HDTV over a high-speed connection.
- Convenience is key—shop at Amazon.com and pick up drugs at the Target pharmacy.
- Eat out at The Cheesecake Factory, Chipotle Mexican, and Panera Bread; drop by Starbucks for coffee.
- Leisure activities include gambling, trips to museums and the beach.
- Have health insurance and a 401(k) through work.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.
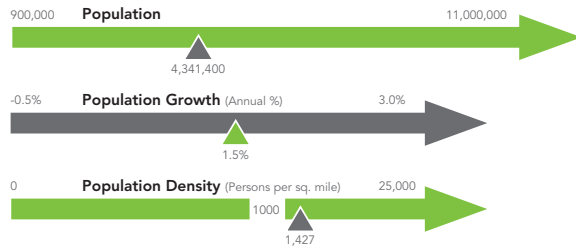
Typical Housing:
Multiunits;
Single Family

Median Value:
$340,200
US Median: $207,300
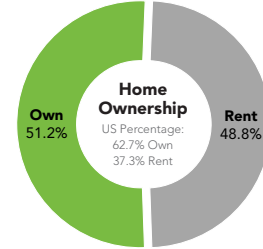
Home Ownership
US Percentage:
62.7% Own
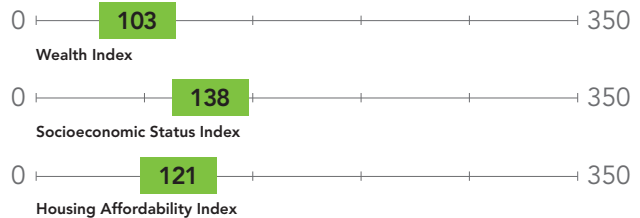37.3% Rent

Own 51.2%
Rent 48.8%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
4,341,400

Population Growth (Annual %)
-0.5% — 3.0%
1.5%

Population Density (Persons per sq. mile)
0 — 25,000
1000
1,427

ESRI INDEXES

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

0 — **103** — 350
Wealth Index
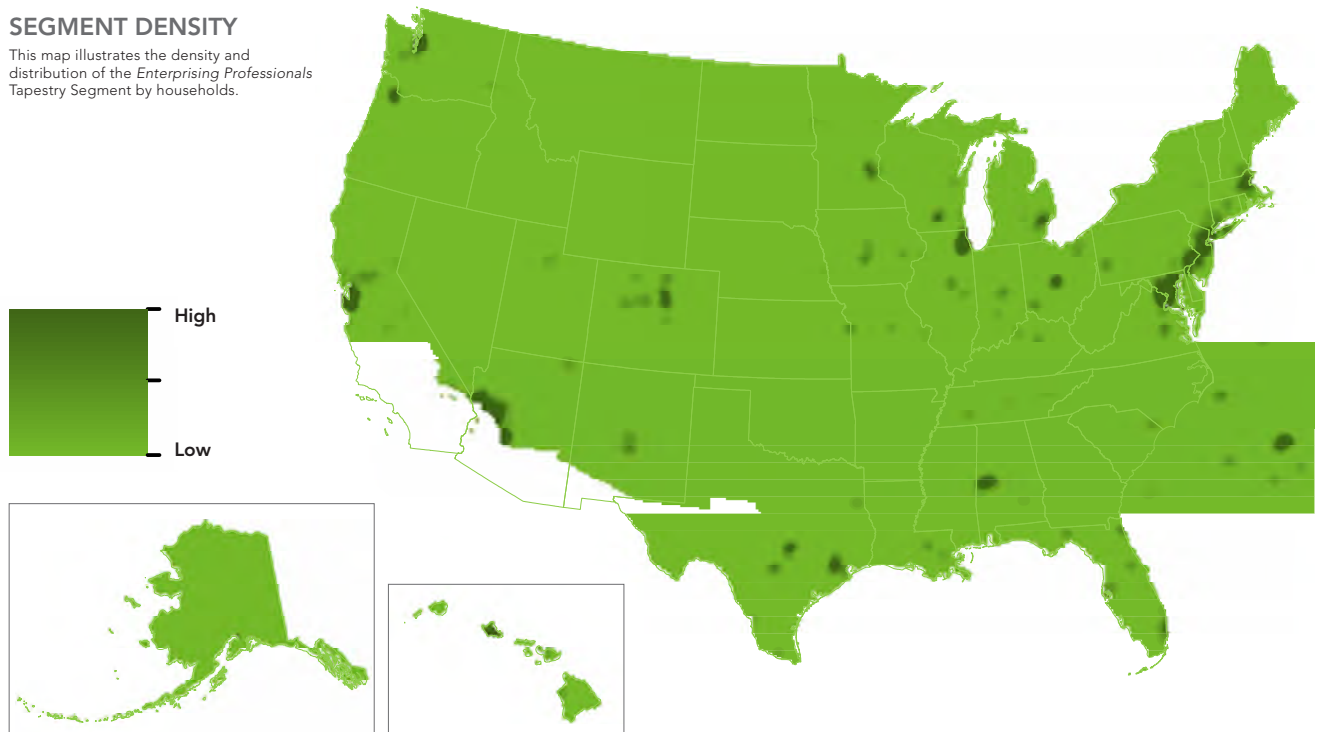
0 — **138** — 350
Socioeconomic Status Index

0 — **121** — 350
Housing Affordability Index

SEGMENT DENSITY

This map illustrates the density and distribution of the *Enterprising Professionals* Tapestry Segment by households.

High

Low

For more information
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THE
SCIENCE
OF
WHERE

Households: 775,000

Average Household Size: 3.13

Median Age: 28.0

Median Household Income: $26,000

WHO ARE WE?

These young families, many of whom are recent immigrants, focus their life and work around their children. *Fresh Ambitions* residents are not highly educated, but many have overcome the language barrier and earned a high school diploma. They work overtime in service, in skilled and unskilled occupations, and spend what little they can save on their children. Multigenerational families and close ties to their culture support many families living in poverty; income is often supplemented with public assistance and Social Security. Residents spend more than one-third of their income on rent, though they can only afford to live in older row houses or multiunit buildings. They budget wisely not only to make ends meet but also to save for a trip back home.

OUR NEIGHBORHOOD

- Resides in mostly row houses or 2–4 unit buildings; many were built before 1950, located in major urban cities.

- They predominantly rent; average gross rent is a little below the US average.

- Most households have at least one vehicle, and commuters drive alone to work. Walking to work or taking public transportation is common too.

- Half of the households have children of all ages and are comprised of more single-parent than married-couple families. There are more than three persons per household; the proportion of multigenerational families is twice that of the US.

SOCIOECONOMIC TRAITS

- One in four is foreign-born, supporting a large family on little income. *Fresh Ambitions* residents live on the edge of poverty but are an ambitious community. They will take on overtime work when they can.

- Unemployment is high for these recent immigrants.

- One in three has overcome the language barrier and earned a high school diploma.

- Price-conscious consumers, they budget for fashion, not branding. However, parents are happy to spoil their brand savvy children.

- These residents maintain close ties to their culture; they save money to visit family, but seek out discount fares over convenience.
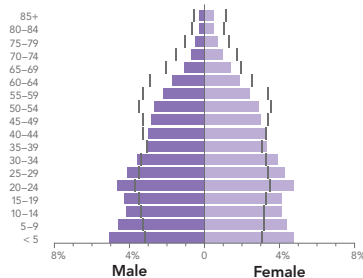
TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

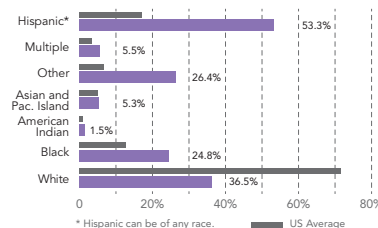## AGE BY SEX (Esri data)

Median Age: 28.0 US: 37.6

▮ Indicates US

Male | Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
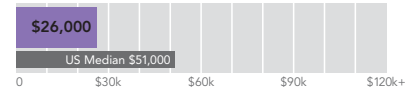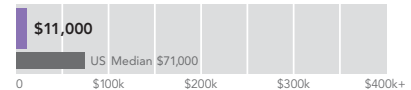
Diversity Index: 90.1 US: 62.1

Race/Ethnicity	Percent
Hispanic*	53.3%
Multiple	5.5%
Other	26.4%
Asian and Pac. Island	5.3%
American Indian	1.5%
Black	24.8%
White	36.5%

* Hispanic can be of any race.   ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

$26,000
US Median $51,000

0   $30k $60k $90k $120k+

Median Net Worth

$11,000
US Median $71,000

0   $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	53
Food	54
Apparel & Services	37
Transportation	50
Health Care	44
Entertainment & Recreation	49
Education	56
Pensions & Social Security	48
Other	46

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Young families are the focus; *Fresh Ambitions* residents must budget for baby food and disposable diapers. Baby and parenthood magazines are their chosen reading material.

- These young, newly established residents own cell phones, not landlines.

- Almost half of the households can access the Internet via home PC; Spanish-language web sites and chat rooms are popular.

- More than half of the households subscribe to a cable service; Spanish TV networks, BET, and children's shows are popular.

- When their budget permits, they wire money back home. Less than half of consumers own a credit card and only a quarter have opened a savings account.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.
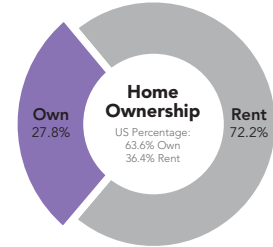
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 27.8%
Rent 72.2%

Typical Housing:
Multiunit Rentals;
Single Family

Average Rent:
$840
US Average: $990

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
2,476,000

Population Growth (Annual %)
-0.5% — 3.0%
0.1%

Population Density (Persons per sq. mile)
0 — 25,000
1000
1,996

ESRI INDEXES

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

0 — **31** — 350
Wealth Index

0 — **55** — 350
Socioeconomic Status Index

0 — **106** — 350
Housing Affordability Index
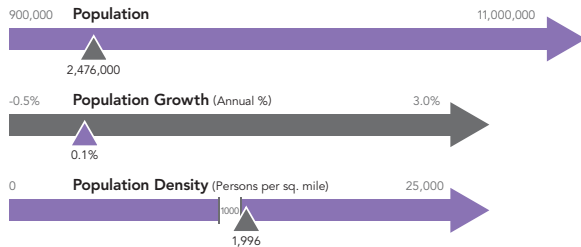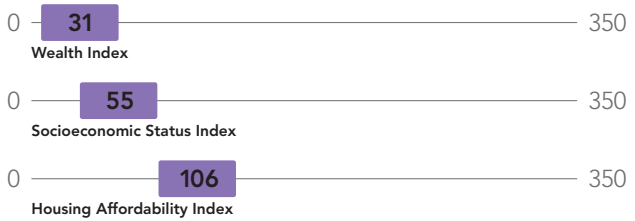
SEGMENT DENSITY

This map illustrates the density and distribution of the *Fresh Ambitions* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
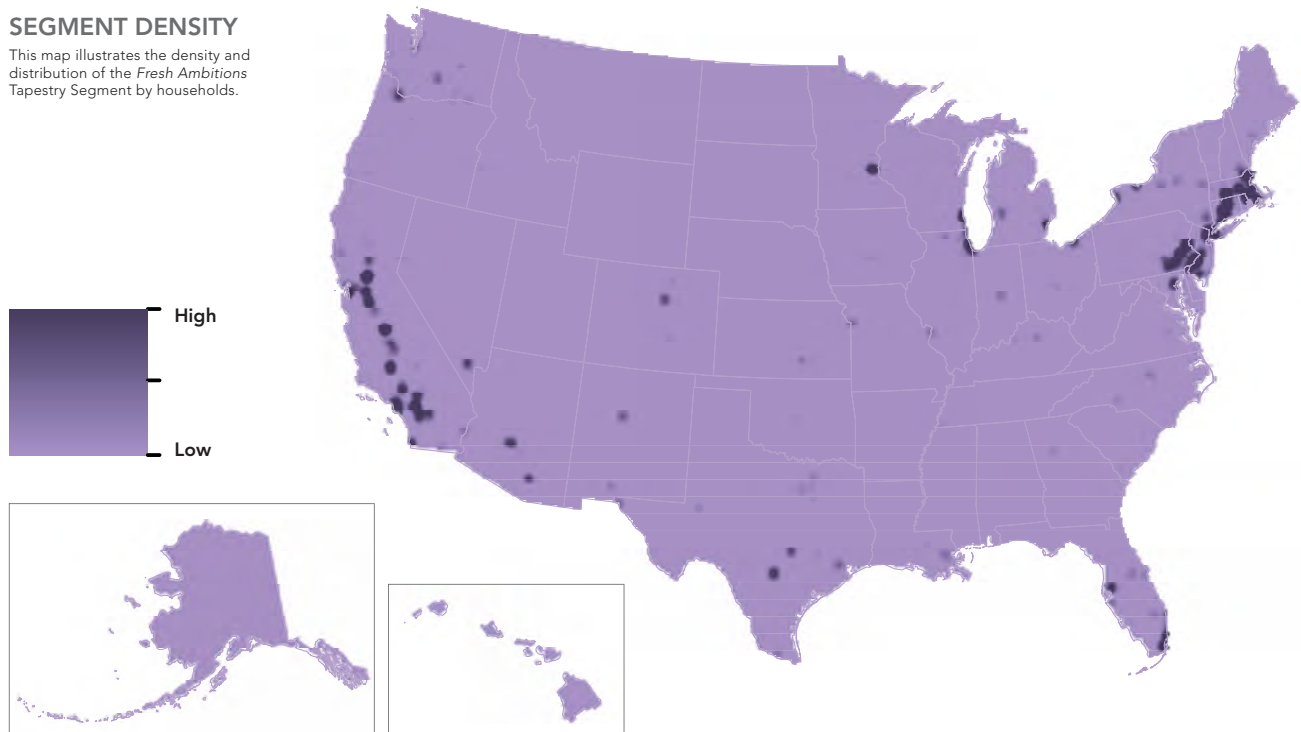
LifeMode Group: Family Landscapes

Middleburg

4C

Households: 3,319,000

Average Household Size: 2.73

Median Age: 35.3

Median Household Income: $55,000

WHO ARE WE?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

OUR NEIGHBORHOOD

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 152).
- Affordable housing, median value of $158,000 (Index 89) with a low vacancy rate.
- Young couples, many with children; average household size is 2.73.

SOCIOECONOMIC TRAITS

- Education: 66% with a high school diploma or some college.
- Unemployment rate lower at 7.4% (Index 85).
- Labor force participation typical of a younger population at 66.7% (Index 106).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology, for convenience (online banking or saving money on landlines) and entertainment.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
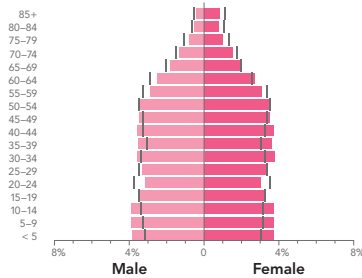

4C LifeMode Group: Family Landscapes

Middleburg

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 35.3 US: 37.6

| Indicates US

Male / Female
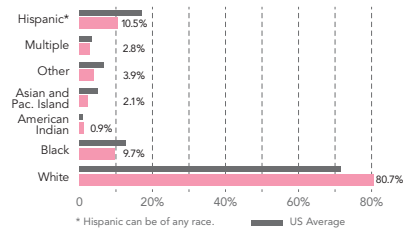
RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
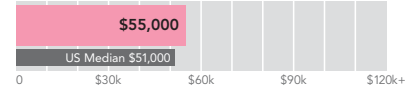
Diversity Index: 46.3 US: 62.1

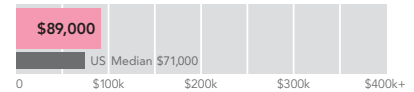| Race/Ethnicity	Percent
Hispanic*	10.5%
Multiple	2.8%
Other	3.9%
Asian and Pac. Island	2.1%
American Indian	0.9%
Black	9.7%
White	80.7%

* Hispanic can be of any race. — US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income
$55,000
US Median $51,000
0 $30k $60k $90k $120k+

Median Net Worth
$89,000
US Median $71,000
0 $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	94
Food	94
Apparel & Services	62
Transportation	97
Health Care	96
Entertainment & Recreation	98
Education	87
Pensions & Social Security	98
Other	93

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.

Occupations shown: Management, Production, Transportation and Material Moving, Sales and Related, Office and Administrative Support

Median Earnings / Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Residents are partial to trucks, SUVs, and occasionally, convertibles, or motorcycles.
- Entertainment is primarily family-oriented, TV and movie rentals or theme parks and family restaurants.
- Spending priorities also focus on family (children's toys and apparel) or home DIY projects.
- Sports include hunting, target shooting, bowling, and baseball.
- TV and magazines provide entertainment and information.
- Media preferences include country and Christian channels.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family

Median Value:
$158,000

US Median: $177,000
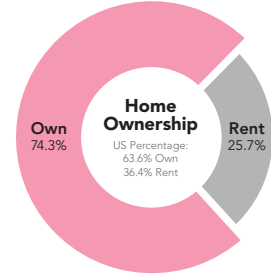
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 74.3%   Rent 25.7%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
9,155,000

Population Growth (Annual %)
-0.5% — 3.0%
1.2%

Population Density (Persons per sq. mile)
0 — 25,000
1000
166

ESRI INDEXES

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

0 —— **89** —— 350
Wealth Index

0 —— **108** —— 350
Socioeconomic Status Index

0 —— **185** —— 350
Housing Affordability Index
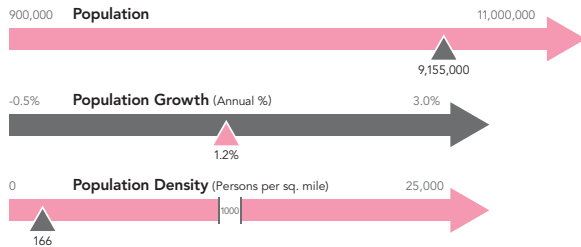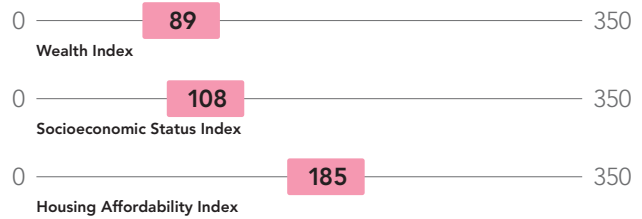
SEGMENT DENSITY

This map illustrates the density and distribution of the *Middleburg* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
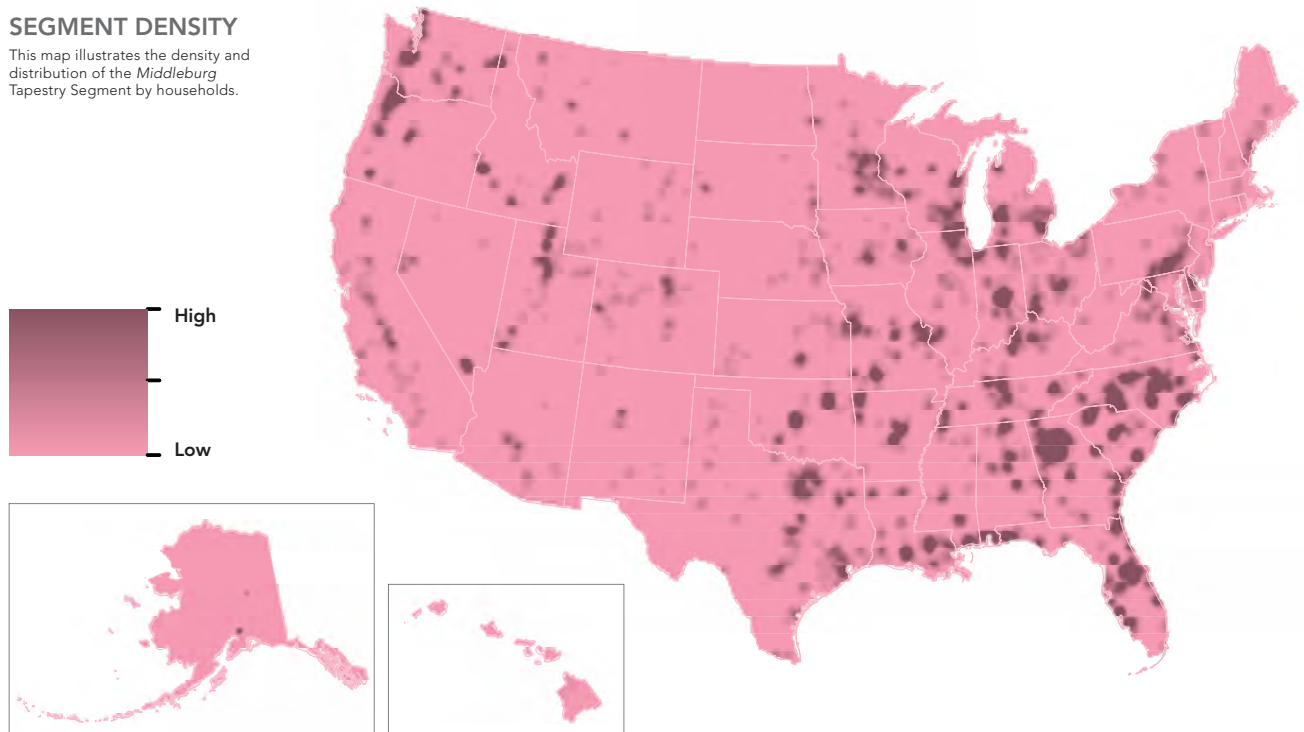
LifeMode Group: Affluent Estates
Professional Pride

1B

Households: 1,878,000

Average Household Size: 3.11

Median Age: 40.5

Median Household Income: $127,000

WHO ARE WE?

Professional Pride consumers are well-educated career professionals that have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal oriented couples work, often commuting far and working long hours. However, their schedules are fine-tuned to meet the needs of their school age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. So far, these established families have accumulated an average of 1.5 million dollars in net worth, and their annual household income runs at more than twice the US level. They take pride in their newer homes and spend valuable time and energy upgrading. Their homes are furnished with the latest in home trends, including finished basements equipped with home gyms and in-home theaters.

TAPESTRY SEGMENTATION
esri.com/tapestry

OUR NEIGHBORHOOD

- Typically owner occupied (Index 173), single-family homes are in newer neighborhoods: 59% of units were built in the last 20 years.
- Neighborhoods are primarily located in the suburban periphery of large metropolitan areas.
- Most households own two or three vehicles; long commutes are the norm.
- Homes are valued at more than twice the US median home value, although three out of four homeowners have mortgages to pay off.
- Families are mostly married couples (almost 80% of households), and more than half of these families have kids. Their average household size, 3.11, reflects the presence of children.

SOCIOECONOMIC TRAITS

- *Professional Pride* consumers are highly qualified in the science, technology, law, or finance fields; they've worked hard to build their professional reputation or their start-up businesses.
- These consumers are willing to risk their accumulated wealth in the stock market.
- They have a preferred financial institution, regularly read financial news, and use the Internet for banking transactions.
- These residents are goal oriented and strive for lifelong earning and learning.
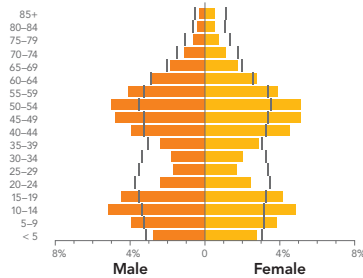- Life here is well organized; routine is a key ingredient to daily life.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
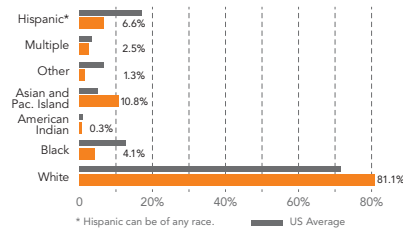

AGE BY SEX (Esri data)

Median Age: 40.5 US: 37.6

| Indicates US

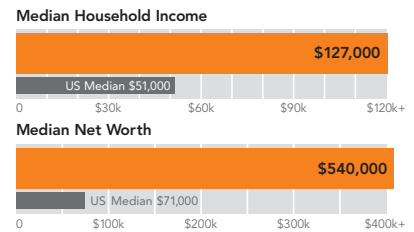

Male — Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 41.2 US: 62.1

Hispanic*	6.6%
Multiple	2.5%
Other	1.3%
Asian and Pac. Island	10.8%
American Indian	0.3%
Black	4.1%
White	81.1%

* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

$127,000
US Median $51,000
0 $30k $60k $90k $120k+

Median Net Worth

$540,000
US Median $71,000
0 $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	220
Food	209
Apparel & Services	147
Transportation	213
Health Care	216
Entertainment & Recreation	232
Education	240
Pensions & Social Security	246
Other	220

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.

Management
Business and Financial Operations
Health Care Practitioners and Technical
Sales and Related
Office and Administrative Support

Median Earnings — Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- These frequent travelers take several domestic trips a year, preferring to book their plane tickets, accommodations, and rental cars via the Internet.
- Residents take pride in their picture-perfect homes, which they continually upgrade. They shop at Home Depot and Bed Bath & Beyond to tackle the smaller home improvement and remodeling tasks but contract out the larger projects.
- To keep up with their busy households, they hire housekeepers or professional cleaners.
- Residents are prepared for the ups and downs in life; they maintain life insurance; homeowners and auto insurance; as well as medical, vision, dental, and prescription insurance through work. They are actively investing for the future; they hold 401(k) and IRA retirement plans, plus securities.
- Consumers spend on credit but have the disposable income to avoid a balance on their credit cards. They spend heavily on Internet shopping; Amazon.com is a favorite website.
- Consumers find time in their busy schedules for themselves. They work out in their home gyms, owning at least a treadmill, an elliptical, or weightlifting equipment. They also visit the salon and spa regularly.
- All family members are avid readers; they read on their smartphones, tablets, and e-readers but also read hard copies of epicurean, home service, and sports magazines.
- Residents, both young and old, are tech savvy; they not only own the latest and greatest in tablets, smartphones, and laptops but actually use the features each has to offer.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 92.0%
Rent 8.0%

Typical Housing:
Single Family

Median Value:
$387,000
US Median: $177,000
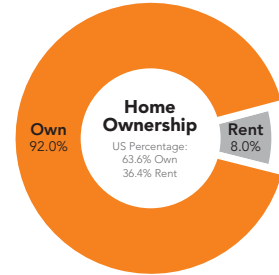
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
5,864,000

Population Growth (Annual %)
-0.5% — 3.0%
1.0%

Population Density (Persons per sq. mile)
0 — 25,000
1000
908

ESRI INDEXES

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

0	**266**	350
Wealth Index		
0	**203**	350
Socioeconomic Status Index		
0	**166**	350
Housing Affordability Index		
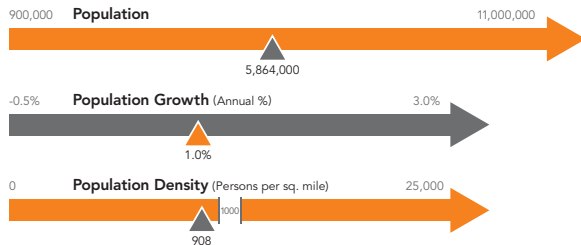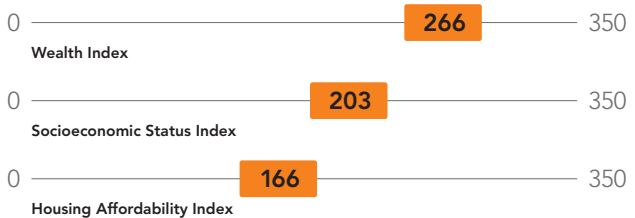
SEGMENT DENSITY

This map illustrates the density and distribution of the *Professional Pride* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
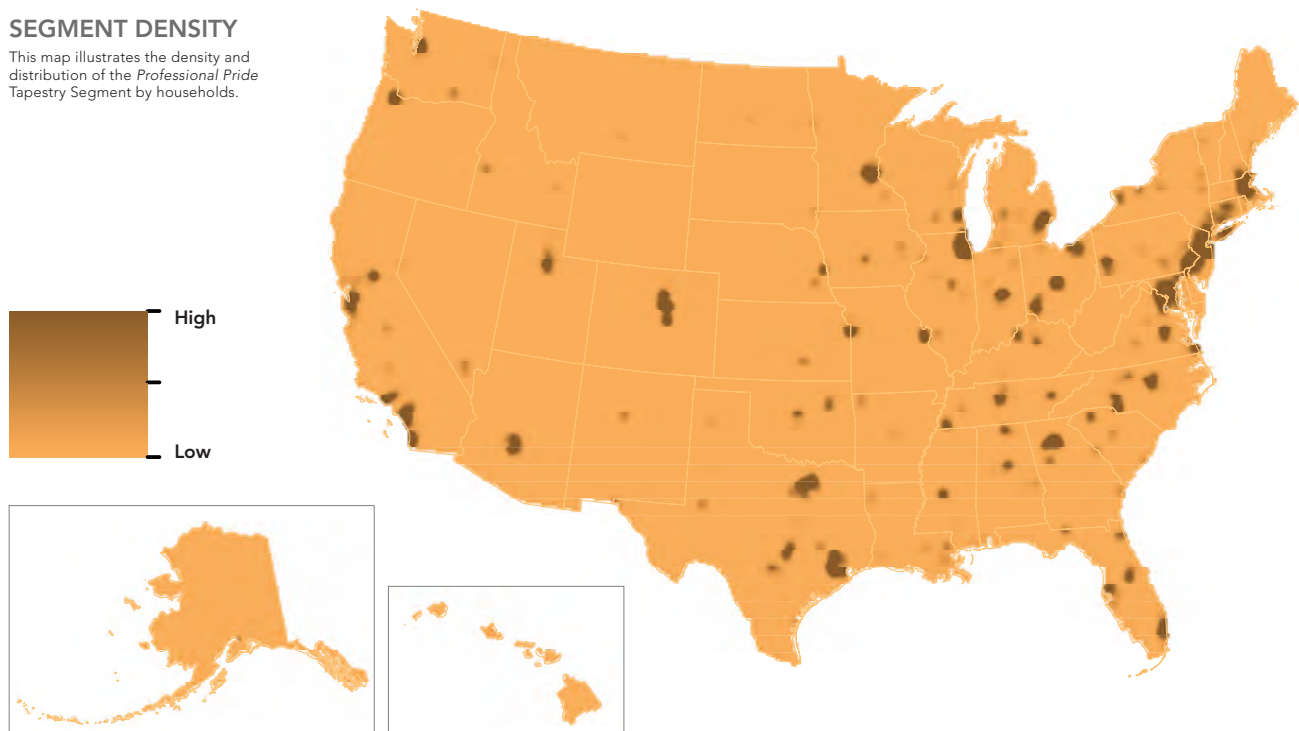
Retirement Communities

9E

Households: 1,451,000

Average Household Size: 1.86

Median Age: 52.0

Median Household Income: $35,000

WHO ARE WE?

Retirement Communities neighborhoods are evenly distributed across the country. They combine single-family homes and independent living with apartments, assisted living, and continuous care nursing facilities. Over half of the housing units are in multiunit structures, and the majority of residents have a lease. This group enjoys watching cable TV and stays up-to-date with newspapers and magazines. Residents take pride in fiscal responsibility and keep a close eye on their finances. Although income and net worth are well below national averages, residents enjoy going to the theater, golfing, and taking vacations. While some residents enjoy cooking, many have paid their dues in the kitchen and would rather dine out.

OUR NEIGHBORHOOD

- Much of the housing was built in the 1970s and 1980s—a mix of single-family homes and large multiunit structures that function at various levels of senior care.
- Small household size; many residents have outlived their partners and live alone.
- Over half of the homes are renter occupied.
- Average rent is slightly below the US average.
- One in five households has no vehicle.

SOCIOECONOMIC TRAITS

- Brand loyal, this segment will spend a little more for their favorite brands, but most likely they will have a coupon.
- Frugal, they pay close attention to finances.
- They prefer reading magazines over interacting with computers.
- They are health conscious and prefer name brand drugs.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.
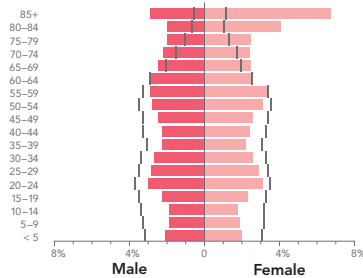

AGE BY SEX (Esri data)

Median Age: 52.0 US: 37.6

▌ Indicates US

Male | Female
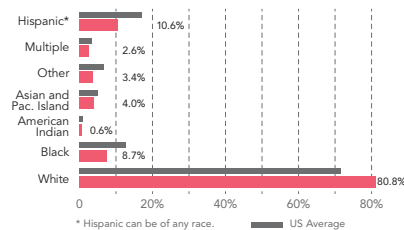
RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).
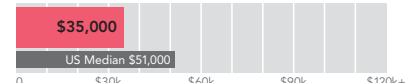
Diversity Index: 46.4 US: 62.1

Group	Percent
Hispanic*	10.6%
Multiple	2.6%
Other	3.4%
Asian and Pac. Island	4.0%
American Indian	0.6%
Black	8.7%
White	80.8%

* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

$35,000
US Median $51,000

Median Net Worth

$36,000
US Median $71,000

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	73
Food	72
Apparel & Services	48
Transportation	70
Health Care	75
Entertainment & Recreation	72
Education	73
Pensions & Social Security	67
Other	70

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.

- Management
- Education, Training, and Library
- Office and Administrative Support
- Sales and Related
- Food Preparation and Serving Related

Median Earnings | Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Enjoy hard-cover books, book clubs, crossword puzzles, and Sudoku.
- Contribute to political organizations and other groups.
- Entertainment preferences: bingo, opera, and the theater.
- Watch QVC, Golf Channel, CNN, and sports on TV.
- Like to travel—including visits to foreign countries.
- Shop at large department stores for convenience.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Multiunits;
Single Family

Average Rent:
$980
US Average: $990
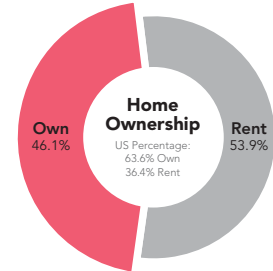
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 46.1%
Rent 53.9%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
2,878,000

Population Growth (Annual %)
-0.5% — 3.0%
0.4%

Population Density (Persons per sq. mile)
0 — 25,000
1000
404

ESRI INDEXES

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

0 — **62** — 350
Wealth Index

0 — **91** — 350
Socioeconomic Status Index

0 — **113** — 350
Housing Affordability Index

SEGMENT DENSITY
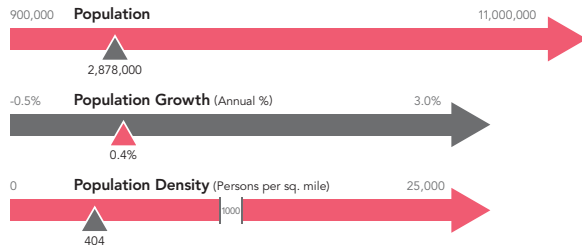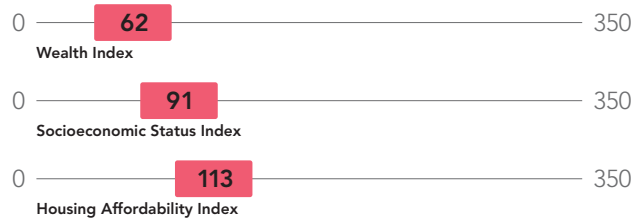
This map illustrates the density and distribution of the *Retirement Communities* Tapestry Segment by households.
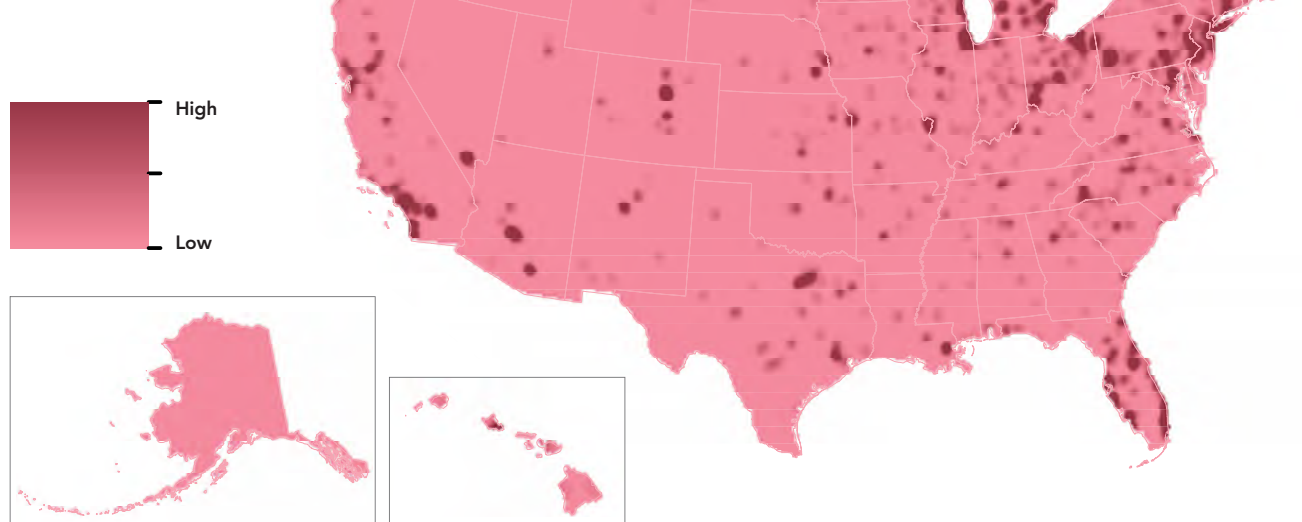
High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri

Households: 3,327,000

Average Household Size: 2.96

Median Age: 36.6

Median Household Income: $84,000

WHO ARE WE?

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

OUR NEIGHBORHOOD

- *Soccer Moms* residents prefer the suburban periphery of metropolitan areas.
- Predominantly single family, homes are in newer neighborhoods, 36% built in the 1990s (Index 253), 31% built since 2000.
- Owner-occupied homes have high rate of mortgages at 74% (Index 163), and low rate vacancy at 5%.
- Median home value is $226,000.
- Most households are married couples with children; average household size is 2.96.
- Most households have 2 or 3 vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 133).

SOCIOECONOMIC TRAITS

- Education: 37.7% college graduates; more than 70% with some college education.
- Low unemployment at 5.9%; high labor force participation rate at 72%; 2 out of 3 households include 2+ workers (Index 124).
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 159) and second mortgages (Index 154) and auto loans (Index 151).

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

AGE BY SEX (Esri data)

Median Age: 36.6 US: 37.6

▌ Indicates US
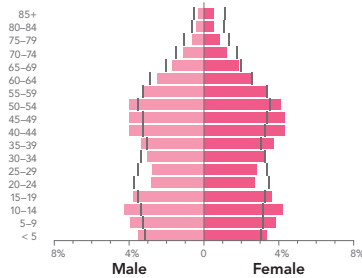
Male | Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 48.3 US: 62.1

Hispanic*	11.2%
Multiple	2.9%
Other	3.1%
Asian and Pac. Island	5.5%
American Indian	0.5%
Black	8.2%
White	79.7%

* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

$84,000
US Median $51,000

0 | $30k | $60k | $90k | $120k+

Median Net Worth

$252,000
US Median $71,000

0 | $100k | $200k | $300k | $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	139
Food	135
Apparel & Services	92
Transportation	138
Health Care	136
Entertainment & Recreation	145
Education	137
Pensions & Social Security	152
Other	137

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

Health Care Practitioners and Technical
Management
Education, Training, and Library
Sales and Related
Office and Administrative Support

Median Earnings | Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions (Index 165), movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos.
- Outdoor activities and sports are characteristic of life in the suburban periphery, like bicycling, jogging, golfing, boating, and target shooting.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like riding mowers and tillers.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family

Median Value:
$226,000

US Median: $177,000
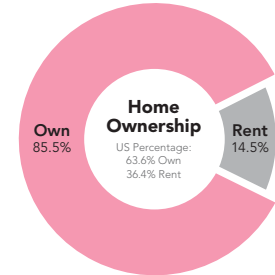
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 85.5%
Rent 14.5%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
9,879,000

Population Growth (Annual %)
-0.5% — 3.0%
1.1%

Population Density (Persons per sq. mile)
0 — 25,000
1000
489

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.
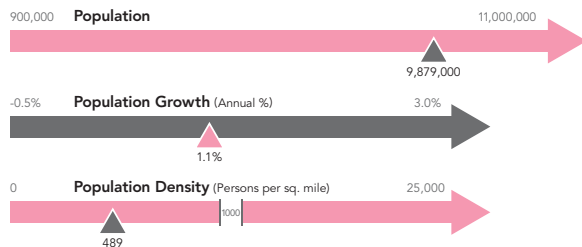
Wealth Index
0 — **157** — 350

Socioeconomic Status Index
0 — **148** — 350

Housing Affordability Index
0 — **192** — 350
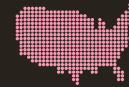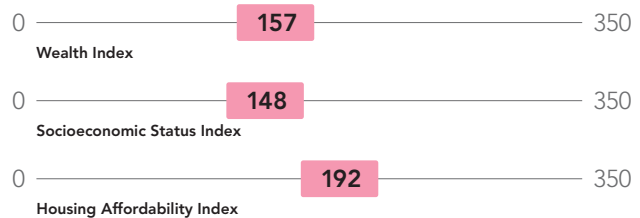
SEGMENT DENSITY

This map illustrates the density and distribution of the *Soccer Moms* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
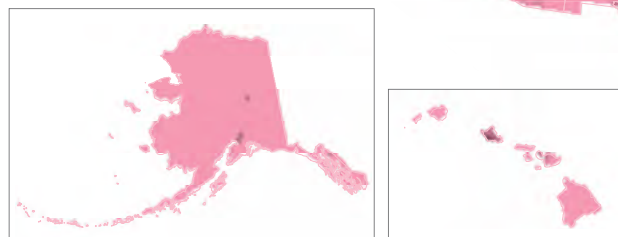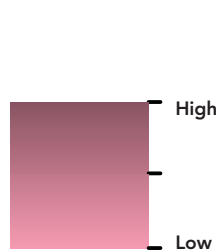
Households: 2,562,000

Average Household Size: 3.10

Median Age: 30.7

Median Household Income: $64,000

WHO ARE WE?

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

OUR NEIGHBORHOOD

- New suburban periphery: new families in new housing subdivisions.
- Building began in the housing boom of the 2000s and continues in this fast-growing market.
- Single-family homes with a median value of $174,000 and a lower vacancy rate.
- The price of affordable housing: longer commute times (Index 116).

SOCIOECONOMIC TRAITS

- Education: 66% have some college education or degree(s).
- Hard-working labor force with a participation rate of 71% (Index 114) and low unemployment at 7% (Index 81).
- Most households (63%) have 2 or more workers.
- Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by others' opinions.
- Seek the latest and best in technology.
- Young families still feathering the nest and establishing their style.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

AGE BY SEX (Esri data)

Median Age: 30.7 US: 37.6

Indicates US
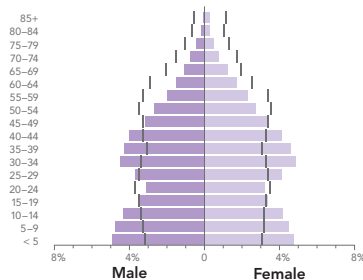
Male | Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 72.4 US: 62.1

Group	Percent
Hispanic*	26.7%
Multiple	4.2%
Other	8.7%
Asian and Pac. Island	6.2%
American Indian	0.7%
Black	14.8%
White	65.4%

* Hispanic can be of any race. — US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income
$64,000
US Median $51,000

Median Net Worth
$96,000
US Median $71,000

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Category	Index
Housing	108
Food	106
Apparel & Services	72
Transportation	109
Health Care	101
Entertainment & Recreation	111
Education	99
Pensions & Social Security	115
Other	104

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

Management
Education, Training, and Library
Office and Administrative Support
Transportation and Material Moving
Sales and Related

Median Earnings / Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Rely on the Internet for entertainment, information, shopping, and banking.
- Prefer imported SUVs or compact cars, late models.
- Carry debt from credit card balances to student loans and mortgages, but also maintain retirement plans and make charitable contributions.
- Busy with work and family; use home and landscaping services to save time.
- Find leisure in family activities, movies at home, trips to theme parks or the zoo, and sports, from backpacking and baseball to weight lifting and yoga.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family

Median Value:
$174,000

US Median: $177,000
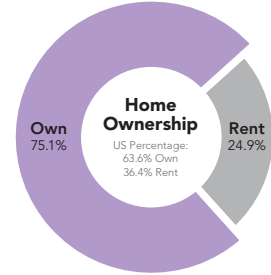
Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 75.1%

Rent 24.9%

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
8,006,000

Population Growth (Annual %)
-0.5% — 3.0%
2.3%

Population Density (Persons per sq. mile)
0 — 25,000
1000
863

ESRI INDEXES

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

0 — **95** — 350
Wealth Index

0 — **119** — 350
Socioeconomic Status Index

0 — **193** — 350
Housing Affordability Index
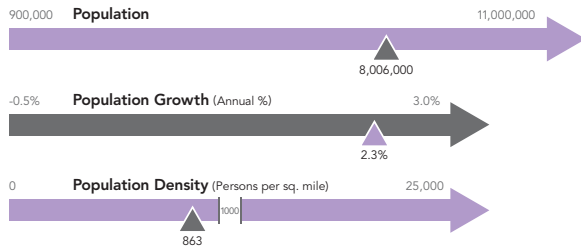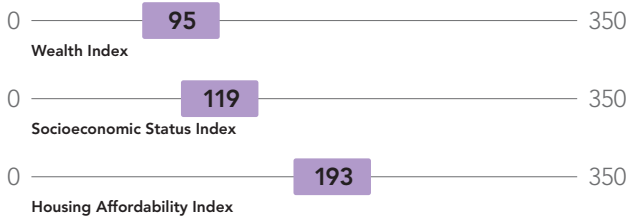
SEGMENT DENSITY

This map illustrates the density and distribution of the *Up and Coming Families* Tapestry Segment by households.

High

Low

For more information
1-800-447-9778
info@esri.com
esri.com

esri
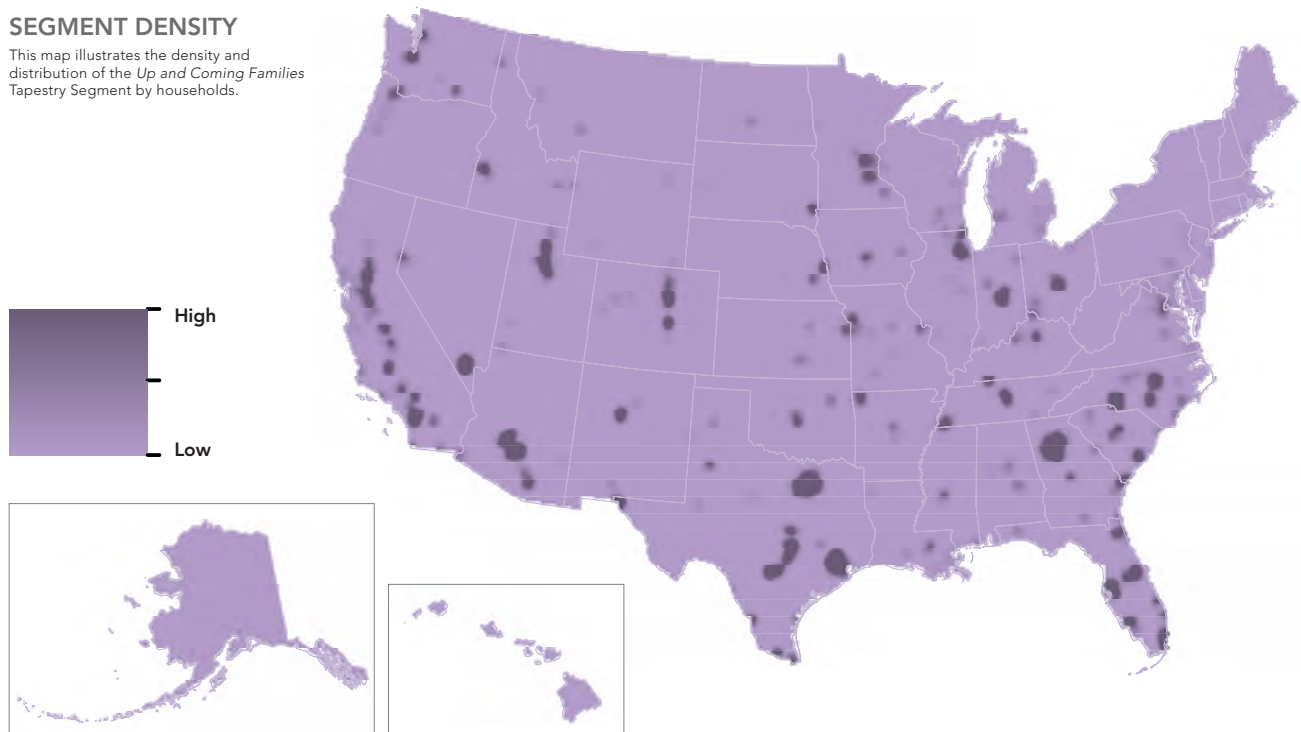
Households: 1,243,000

Average Household Size: 3.59

Median Age: 28.3

Median Household Income: $36,000

WHO ARE WE?

Family is central within these diverse communities. Hispanics make up more than 70% of the residents. More than one in four are foreign born, bringing rich cultural traditions to these neighborhoods in the urban outskirts. Dominating this market are younger families with children or single-parent households with multiple generations living under the same roof. These households balance their budgets carefully but also indulge in the latest trends and purchase with an eye to brands. Most workers are employed in skilled positions across the manufacturing, construction, or retail trade sectors.

OUR NEIGHBORHOOD

- Family market; over a third of all households are married couples with children, with a number of multigenerational households and single-parent families; household size is higher at 3.59.

- While most residents live in single-family homes, almost 10% of householders reside in mobile home parks.

- Homes are owner occupied, with slightly higher monthly costs (Index 106) but fewer mortgages (Index 89).

- Most are older homes, more than 60% built from 1950 to 1989.

- Most households have one or two vehicles; many commuters car pool or walk to work (Index 152).

- *Barrios Urbanos* residents live within the urban periphery of larger metropolitan areas across the South and West.

SOCIOECONOMIC TRAITS

- While a majority finished high school, over 40% have not (Index 303).

- Unemployment is higher at 12% (Index 135); labor force participation is slightly lower at 61%.

- Nearly one in four households is below the poverty level (Index 179).

- Residents balance their budgets carefully by spending only on necessities and limiting activities like dining out.

- Many have no financial investments or retirement savings, but they have their homes.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100.
Consumer preferences are estimated from data by GfK MRI.

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 28.3 US: 37.6

| Indicates US
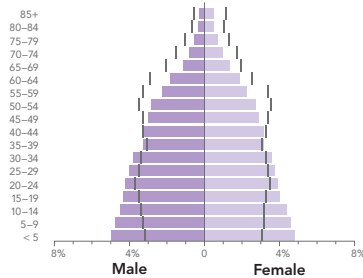
Male / Female

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 80.3 US: 62.1

Hispanic*	71.7%
Multiple	3.6%
Other	28.2%
Asian and Pac. Island	2.2%
American Indian	1.3%
Black	7.8%
White	57.0%

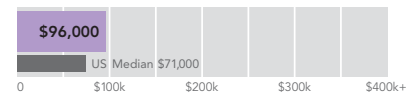* Hispanic can be of any race. ▬ US Average

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.
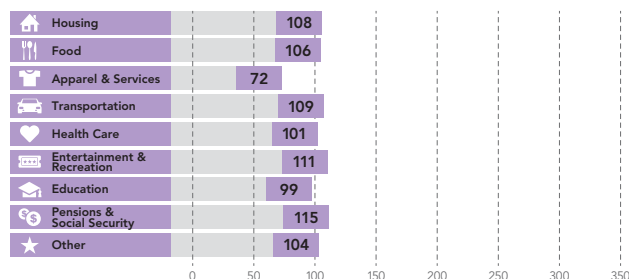
Median Household Income

$36,000

US Median $51,000

0   $30k $60k $90k $120k+

Median Net Worth

$22,000

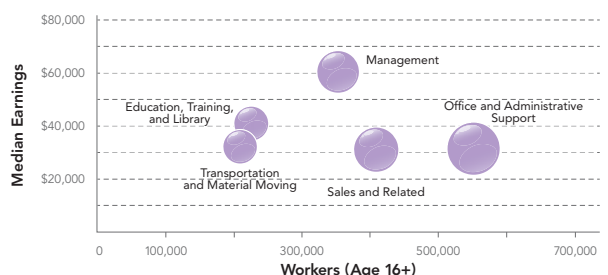US Median $71,000

0   $100k $200k $300k $400k+

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

Housing	65
Food	66
Apparel & Services	43
Transportation	66
Health Care	59
Entertainment & Recreation	63
Education	56
Pensions & Social Security	63
Other	60

0   50   100   150   200   250   300   350

OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

Transportation and Material Moving

Construction and Extraction

Office and Administrative Support

Sales and Related

Production

Median Earnings / Workers (Age 16+)

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Residents shop at discount department stores for baby and children's products.
- Many households subscribe to satellite television to watch their favorite Hispanic programs.
- Magazines are extremely popular sources of news and the latest trends, including baby, bridal, and parenthood types of magazines.
- Typical of this diverse segment, Hispanic programming dominates the radio dials.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Home Ownership
US Percentage:
63.6% Own
36.4% Rent

Own 60.9%
Rent 39.1%

Typical Housing:
Single Family

Median Value:
$92,000
US Median: $177,000
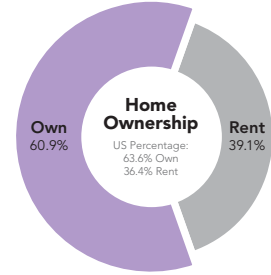
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

Population
900,000 — 11,000,000
4,498,000

Population Growth (Annual %)
-0.5% — 3.0%
0.8%

Population Density (Persons per sq. mile)
0 — 25,000
1000
499

ESRI INDEXES

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

0 — **49** — 350
Wealth Index

0 — **72** — 350
Socioeconomic Status Index

0 — **194** — 350
Housing Affordability Index
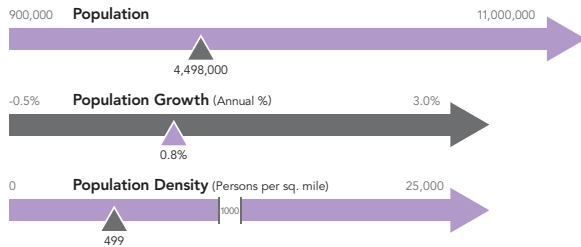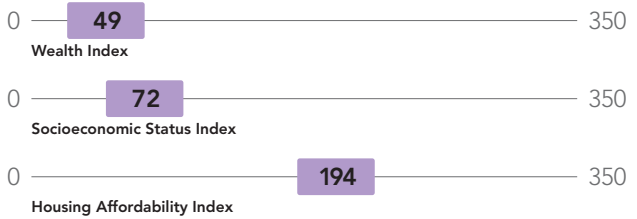
SEGMENT DENSITY

This map illustrates the density and distribution of the *Barrios Urbanos* Tapestry Segment by households.
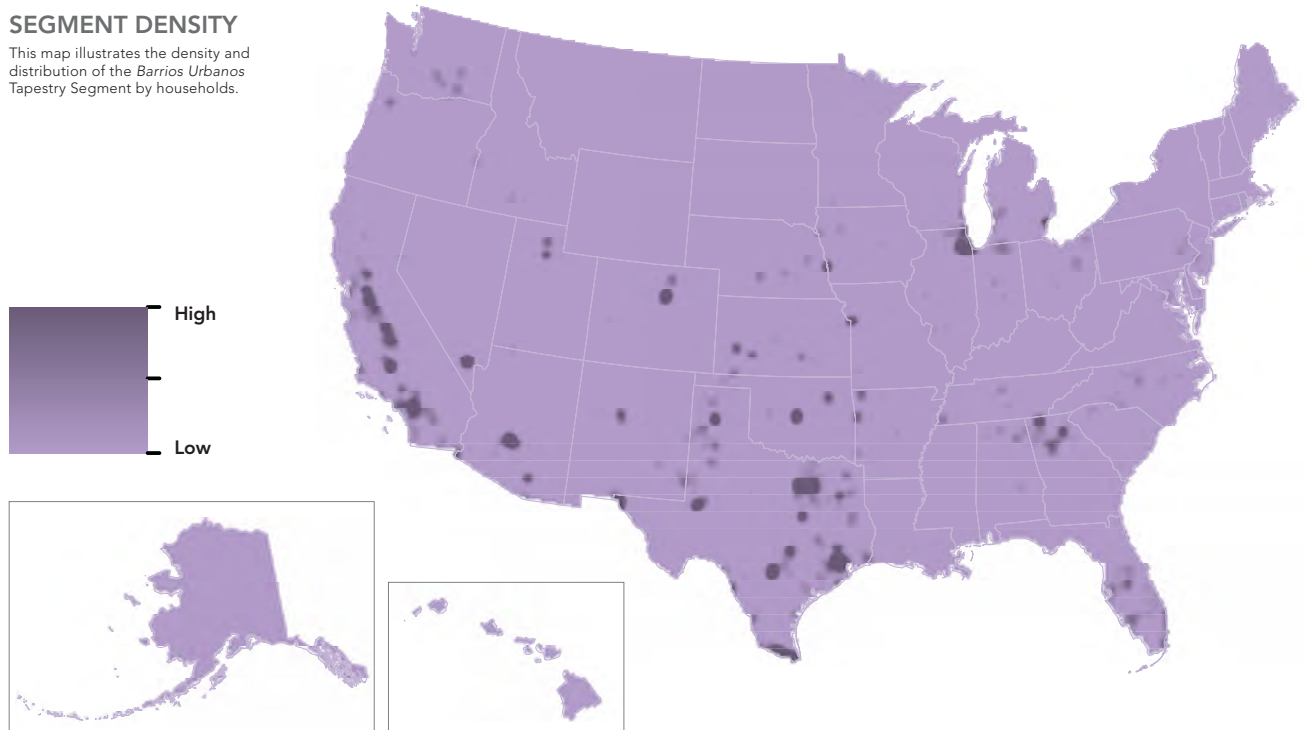
High
Low

For more information
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esri.com

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APPENDIX E:
IMPLEMENTATION
MATRIX

Land Use and Development Strategy

Action Item #	Action Item	Implement-ation Category	Plan Strategy	Timing
3.01	Update development regulations (e.g. zoning ordinance, subdivision ordinance) to: a) ensure consistency with the McKinney 2040 Comprehensive Plan; b) remove provisions or restrictions that create barriers to the development patterns and character envisioned by the McKinney 2040 Comprehensive Plan; and c) provide tools and techniques to give developers and staff flexibility in designing and reviewing projects that meet the intent of the McKinney 2040 Comprehensive Plan.	R	LU	Short-term
3.02	Develop design guidelines or standards for new mixed use and urban development areas.	G	LU	Short-term
3.03	Develop design guidelines or standards for areas that retain rural character in the future.	G	LU	Short-term
3.04	Establish a partnership with neighborhood leaders to develop programs, infrastructure priorities, regulatory changes and code compliance strategies to keep existing neighborhoods desirable.	P	LU	Short-term
3.05	Communicate with the North Texas development community, property owners, realtors, brokers and other stakeholders about the new opportunities resulting from this Plan's development policies.	E	LU	Short-term
3.06	Create design guidelines and economic incentives for 'transit-ready' development.	G	LU	Medium-term
3.07	Conduct small area studies in key parts of McKinney.	S	LU	Medium-term
3.08	Create City Neighborhood Preservation Program to use code enforcement, redevelopment, infill and infrastructure investment to retain the vitality of established neighborhoods.	P	LU	Medium-term
3.09	Create incentives for development of vacant properties in existing neighborhoods with a variety of quality housing types appropriate to each neighborhood/place type.	F	LU	Medium-term
3.10	Review construction standards and update to take advantage of modern 'green infrastructure' designs.	S	LU	Medium-term

Mobility Strategy

Action Item #	Action Item	Implement-ation Category	Plan Strategy	Timing
4.01	Coordinate with TxDOT and NCTCOG on a regular basis to maintain support for transportation-related priorities that balance accessibility and connectivity within the region.	P	M	On-going
4.02	Establish a City Staff position to implement neighborhood transportation management to achieve goals such as achieving speed targets and increasing walkability.	P	M	Short-term
4.03	Monitor research and make investments to implement smart technologies for the transportation system.	S	M	Short-term
4.04	Conduct periodic detailed transportation studies to identify potential investments to improve overall traffic operations and vehicular flow.	S	M	Medium-term
4.05	Develop and implement a Capital Improvements Program and maintenance plan for the existing and proposed road network that reflects both mobility metrics and community values.	C	M	Medium-term
4.06	Implement a Complete Streets policy with guidance on implementation procedures, department roles and responsibilities, and public outreach.	R	M	Medium-term
4.07	Develop a multi-modal component of the Master Thoroughfare Plan that identifies preferred multi-modal roadway design and connections necessary to accommodate alternative modes of travel.	S	M	Medium-term
4.08	Identify places with greatest biking and walking potential and invest in bike and pedestrian networks for these places	S	M	Medium-term
4.09	Design new network connections to accommodate multiple modes of travel including vehicles, pedestrians, transit, and bicyclists.	G	M	Medium-term
4.10	Design and implement a new system of pedestrian and bicycle wayfinding signs for hike and bike trails.	C	M	Medium-term
4.11	Conduct a feasibility study of a shuttle, circulator, or small fixed route/fixed schedule bus system, either independently or by partnering with an existing regional transit provider such as DART or DCTA.	S	M	Long-term
4.12	Conduct a feasibility study of extending rail transit service into McKinney.	S	M	Long-term

Land Use and Development Strategy Economic Development Strategy				
Action Item #	**Action Item**	**Implement- ation Category**	**Plan Strategy**	**Timing**
5.01	City collaboration with private developers/investors via Public/Private Partnerships.	P	ED	On-going
5.02	Evaluate the City's Economic Development Strategy and update it to effectively implement this plan.	S	ED	Short-term
5.03	Investigate use of innovative financing solutions (such as Tax Increment Financing Districts and Public Improvement Districts).	S	ED	Short-term
5.04	Update economic development incentives to support the development described by the ONE McKinney 2040 Plan.	F	ED	Short-term
5.05	Create additional TIF & PID districts as needed to fund infrastructure in designated special areas.	F	ED	Medium-term
Fiscal Health Strategy				
Action Item #	**Action Item**	**Implement- ation Category**	**Plan Strategy**	**Timing**
6.01	Create an updated fiscal impact model tailored to McKinney.	T	FH	Short-term
6.02	Incorporate fiscal impact analysis into the review process for development proposals.	S	FH	Short-term
6.03	Evaluate the life-cycle costs and benefits of City capital investments when designing infrastructure to meet community needs.	S	FH	Medium-term
Public Investment Strategy				
Action Item #	**Action Item**	**Implement- ation Category**	**Plan Strategy**	**Timing**
Public Services				
7.01	Prepare a new Capital Improvements Program for capital projects in the next five years that implement this plan and catalyzes desired growth.	C	PI	Short-term
7.02	Review the infrastructure departments' processes to ensure that procedures and requirements are consistent with the direction of this Plan.	S	PI	Short-term
7.03	Assess and consider the return on investment of proposed annexations of the extra-territorial jurisdiction, weighing the benefits of incorporating more of the plan area into the City of McKinney with the costs associated with providing municipal services to an extended area.	G	PI	Medium-term
Water / Wastewater System				
7.04	Support the Water Service Line Replacement Project with the resources it requires, financial or otherwise, in order to ensure a timely completion and high quality in the City's water delivery and intake system.	C	PI	Short-term
7.05	Create a water plan for the City that addresses ways to mitigate the new and evolving challenges that McKinney will face in the near future, to include periodic, severe droughts, warming weather, and exponential population growth.	S	PI	Short-term
7.06	Promote the Fire Department's Community Health Care Program to populations that could be diverted from constantly utilizing the City and County's emergency medical system on a regular basis, saving public dollars while educating at-risk people about options outside of a traditional ER.	E	PI	Short-term
7.07	Establish a program that encourages the creation and maintenance of resilient infrastructure where possible and preserve McKinney's livability.	P	PI	Medium-term
7.08	Continue or enhance current water conservation programs for McKinney's residents and businesses.	P	PI	Medium-term
Parks and Trails				
7.09	Evaluate the Parks, Recreation, Open Space, Trails, & Streetscape Plan for consistency with the McKinney 2040 Plan - review and consider any necessary updates to ensure that the existing plan is in alignment with and supports the vision of the McKinney 2040 Plan.	S	PI	Short-term
7.10	Land/ROW Acquisition - Evaluate land purchase strategies and ensure that park, open space, and trail development is ahead of development pressure and supports the connectivity goals of the 2040 Plan.	C	PI	Short-term

Land Use and Development Strategy

7.11	Review the parks, recreation, open space, and trail master plan to ensure that procedures, projects, and requirements are consistent with the direction of this Plan.	S	PI	Medium-term
7.12	Gateways and Streetscapes - Evaluate and make any refinements or adjustments to the Monumentation / Gateways / Streetscape recommendations in the Parks Plan to ensure that they align with the district boundaries, placetypes, and overall direction of the McKinney 2040 Plan.	S	PI	Medium-term
7.13	Evaluate Implementation Timelines - Regularly evaluate the action plan and timelines in the "Parks, Recreation, Open Space, Trails, & Streetscape Visioning Master Plan" to ensure that the prioritization of plan elements remains in alignment with the 2040 plan as development continues to occur in McKinney.	T	PI	Medium-term
Public Safety				
7.14	Update the Fire Department's plans for new station locations to reflect development according to the McKinney 2040 Comprehensive Plan.	C	PI	Medium-term
7.15	Review design guidelines and requirements and revise them as necessary to incorporate CPTED concepts.	G	PI	Medium-term
7.16	Identify sites with known environmental hazards and define buffer areas and other precautions to protect public safety.	S	PI	Medium-term
7.17	Update development regulations to address current best practices for managing risks related to natural hazards such as landslides, earthquakes, tornados, stream bank erosion and flooding.	R	PI	Medium-term
7.18	Partner with ISD's, neighborhood organizations and others to develop or expand healthy living programs.	P	PI	Medium-term
7.19	Identify areas in McKinney lacking the assets to support a healthy lifestyle, and develop 'healthy community' plans for these neighborhoods.	S	PI	Medium-term
Library				
7.20	Review and revise the Library's Long Range Plan as necessary to ensure consistency with the McKinney 2040 Comprehensive Plan .	S	PI	Short-term
7.21	Update plans for new library locations to reflect development according to the McKinney 2040 Comprehensive Plan.	C	PI	Short-term
Education				
7.22	Work with ISD's to coordinate their long-term planning for schools with the development envisioned in the McKinney 2040 Comprehensive Plan.	P	PI	Short-term
7.23	Partner with MISD, Collin College and others on educational programs so McKinney residents have the skills future McKinney employers need.	P	PI	Short-term
7.24	In partnership with the ISD's, develop design guidelines for schools that support and enhance the character of the District where they are located.	G	PI	Medium-term
7.25	Meet with Collin County, school districts and other entities to develop standard practices and designs for future shared public facilities.	P	PI	Medium-term
7.26	Establish partnerships with Collin College, the ISD's and others to support the innovation and entrepreneurship of McKinney residents.	P	PI	Medium-term

Individual District Strategies

Action Item #	Action Item	Implement-ation Category	Plan Strategy	Timing
Agricultural Lifestyle District				
8.01.01	Update the City's infrastructure plans to ensure that they support the desired character of this District's development.	C	D	Long-term
8.01.02	Engage residents and property owners of this area to determine whether or how public amenities and initiatives (trails, community gardens, active recreation, business assistance and others) should be provided to support the desired character of this District.	E	D	Long-term
8.01.03	Consider economic development incentives and initiatives that support the economic vitality of agricultural and related uses in this District.	F	D	Long-term
Business and Aviation				
8.02.01	Maintenance and enhancement of McKinney National Airport infrastructure to meet current and future customer demand.	C	D	Short-term
8.02.02	Active participation in regional dialogues about funding and location of limited access roadways along the FM 546 alignment and major north-south alignment as shown on the Master Thoroughfare Plan.	P	D	Short-term
8.02.03	Targeted economic development incentives for aviation-related businesses and those that benefit from Airport proximity.	F	D	Medium-term

	Land Use and Development Strategy			
8.02.04	Zoning, design guidelines, infrastructure planning and economic development programs geared to the distinct needs of aviation, manufacturing, warehouse, and professional businesses in their respective parts of this District.	R	D	Medium-term
8.02.05	Design and alignment studies for the regional roadway connecting FM 546 and SH 5.	S	D	Medium-term
8.02.06	Trail connections from business areas to the open spaces bordering this District.	C	D	Medium-term
8.02.07	Partnerships with MISD, Collin College and others to ensure that McKinney residents have the skills and expertise to offer the District's businesses a trained labor force.	P	D	Medium-term
8.02.08	Active participation in regional dialogues about funding and location of transit service in Collin County.	P	D	Long-term
Collin Crossing District				
8.03.01	Creation of a Major Gateway for McKinney at US 75 and US 380.	C	D	Short-term
8.03.02	Extension and expansion of Hardin Boulevard and Wilmeth Road.	C	D	Short-term
8.03.03	Way-finding, streetscape design and other investments that encourage non-automobile travel between Collin College, employment centers and neighborhoods within the District.	C	D	Medium-term
8.03.04	Partnerships between the College, MISD, the City and area employers to offer job training and placement, mentoring and similar opportunities for District residents and College students to find jobs with companies in the District.	P	D	Medium-term
8.03.05	Partnerships between the College and area employers to offer support technology transfer based on Collin College research and development.	P	D	Medium-term
Collin McKinney Commercial District				
8.04.01	Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	F	D	Short-term
8.04.02	Introduction of cultural venues and community amenities that diversify the entertainment mix in McKinney.	C	D	Medium-term
8.04.03	Design and finance of identity features at public locations within the District (i.e., creek crossings), consistent in design and character with those in adjacent private projects.	C	D	Medium-term
8.04.04	Consider the creation of a specific development code or other mechanism to ensure the desired development pattern within this District.	R	D	Medium-term
East Fork District				
8.05.01	Design and construction of new roadways east of SH 5.	C	D	Medium-term
8.05.02	Active participation in regional dialogues about funding and location of a limited access roadway along the major north-south alignment as shown on the Master Thoroughfare Plan.	P	D	Medium-term
8.05.03	Creation of Major Gateways to McKinney where US 75, SH 5 and SH 121 converge, and at the entrance to McKinney on US 380.	C	D	Medium-term
8.05.04	Investment in major park and recreational amenities and preservation of natural areas along the East Fork of the Trinity River.	C	D	Medium-term
8.05.05	Adoption of design standards for environmentally-compatible Urban Living development adjacent to the East Fork open spaces.	R	D	Medium-term
Established Community				
8.06.01	Investment to ensure that the infrastructure in the established parts of McKinney is able to provide the same quality of service to their residents and businesses as are available in newly-development areas.	C	D	Short-term
8.06.02	Engage the residents, property owners and businesses in the implementation of this Comprehensive Plan, so they choose to make their own household and business investments here.	E	D	Short-term
8.06.03	Develop and fund the implementation of a Community Housing Plan to address the housing needs of McKinney's residents.	S	D	Short-term
8.06.04	Retrofit the Established Community with routes for walking and biking that connect residents to businesses, shopping and other destinations where those connections do not yet exist.	C	D	Medium-term
8.06.05	Invest to meet transportation needs and reduce congestion in the Established Community with design that is compatible with the character of the adjacent neighborhoods and business areas.	C	D	Medium-term
8.06.06	Where possible, create natural areas, community gardens, public gathering places and other amenities within the Established Community.	C	D	Medium-term
Homestead District				

Land Use and Development Strategy				
8.07.01	Adoption of development and design standards that retain the pastoral character of this District's rural and estate neighborhoods.	R	D	Long-term
8.07.02	Investment in infrastructure appropriate to support and continue rural and estate development patterns.	C	D	Long-term
8.07.03	Explore the opportunities for equestrian, hiking and similar outdoor recreational activities in the East Fork floodplain at the southerly end of the District; including partnerships with other organizations such as MISD.	P	D	Long-term
Honey Creek Entertainment District				
8.08.01	Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	F	D	Short-term
8.08.02	Introduction of cultural venues and community amenities that diversify the entertainment mix in McKinney.	C	D	Medium-term
8.08.03	Design and finance of identity features at public locations within the District (i.e., creek crossings), consistent in design and character with those in adjacent private projects.	C	D	Medium-term
8.08.04	Consider the creation of a specific development code or other mechanism to ensure the desired development pattern within this District.	R	D	Medium-term
Medical District				
8.09.01	Creation of a gateway at US 380 and Lake Forest Drive.	C	D	Medium-term
8.09.02	Construction of streetscape improvements on Wilmeth Road.	C	D	Medium-term
8.09.03	Construction of connected trails, bikeways paths and other facilities to encourage residents and employees of this District to use these travel modes.	C	D	Medium-term
8.09.04	Partnerships between Baylor, Scott & White Medical Center, MISD, Collin College, the City of McKinney, and other organizations and the City to offer job training and placement, mentoring and similar opportunities so District residents can benefit from job opportunities in the health and wellness industry.	P	D	Medium-term
Mill District				
8.10.01	Investment in needed repair and rehabilitation of infrastructure in the Mill District's existing neighborhoods.	C	D	Short-term
8.10.02	Redesign State Highway 5 through the Mill District as consistent with the State Highway 5 Corridor Master Plan and Town Center Master Plan in order to improve connectivity to the Town Center District, as well as safety for all users of the roadway.	S	D	Short-term
8.10.03	Initiatives to record and celebrate the history of the neighborhoods and buildings in the Mill District.	E	D	Medium-term
8.10.04	Focused planning, design and economic development incentives for Transit Ready Development in the area surrounding the future transit station.	S	D	Medium-term
8.10.05	Continued refinement of the TIRZ program to encourage rehabilitation of aging structures, adaptive reuse, and other private improvements.	F	D	Medium-term
8.10.06	Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.	R	D	Medium-term
8.10.07	Active participation in regional dialogues about funding and location of transit service in Collin County.	P	D	Long-term
Northridge District				
8.11.01	Creation of Gateways at US 380 and Custer Road and US 380 and Ridge Road.	C	D	Medium-term
8.11.02	Expansion of infrastructure that is phased, sized and timed to be adequate as development occurs.	C	D	Medium-term
8.11.03	Greenway Arterial design and streetscape improvements on FM 1461, Stonebridge Drive and Wilmeth Road and Lake Forest Drive.	C	D	Medium-term
8.11.04	Trails and open space amenities along Wilson Creek and Stover Creek.	C	D	Medium-term
Oak Hollow District				
8.12.01	Conduct outreach to the businesses located in the Oak Hollow District to determine if there are opportunities for the City, the Chamber of Commerce, the McKinney Economic Development Corporation, or other entities to support business growth and attraction in this District.	E	D	Short-term
8.12.02	Creation of a Secondary Gateway at US 380 and SH 5.	C	D	Medium-term

Land Use and Development Strategy				
8.12.03	Extend Wilmeth Road east of SH 5 and Airport Drive north of US 380 to provide new connections to US 75 and to the Business & Aviation District.	C	D	Medium-term
8.12.04	Continue to invest in capital improvements, programming and maintenance to ensure that the Oak Hollow Golf Course retains its desirability among golfers.	C	D	Medium-term
Outer Loop Commercial District				
8.13.01	This District's development pattern assumes a major public investment in transportation infrastructure. More specific area plans and design standards should be adopted when the timing and design of the Outer Loop are determined.	S	D	Long-term
8.13.02	Extension of urban or suburban-scale public infrastructure timed in accordance with the construction of the Outer Loop.	C	D	Long-term
8.13.03	If the region's plans for the Outer Loop change, a revised District planning process will be needed to provide appropriate land use and development direction.	S	D	Long-term
Scenic District				
8.14.01	Continue to maintain and enhance Erwin Park as a major asset for this District.	C	D	On-going
8.14.02	Greenway Arterial design and streetscape improvements on Laud Howell Parkway and other designated greenways.	C	D	Medium-term
8.14.03	Creation of trails and other amenities in the Honey Creek natural areas.	C	D	Medium-term
Southgate District				
8.15.01	Zoning and design guidelines or requirements to ensure high quality, pedestrian oriented development within the Urban Living and Mixed-Use Center place type areas.	R	D	Short-term
8.15.02	Creation of a Gateway to the Mixed-Use Center at SH 121 and Medical Center Drive.	C	D	Medium-term
8.15.03	Creation of a Gateway where SH 5 crosses Wilson Creek.	C	D	Medium-term
8.15.04	Improvements and expansions to Eldorado Parkway.	C	D	Medium-term
8.15.05	Design and finance of identity features within the District to communicate McKinney's identity.	C	D	Medium-term
8.15.06	Identification of areas within the District (such as along SH 5) where revitalization may be desirable and economically feasible.	S	D	Medium-term
Town Center District				
8.16.01	Provide regular and engaging updates on the progress of Town Center revitalization to the McKinney community, visitors and future investors.	E	D	On-going
8.16.02	Continued public investments in infrastructure for the Town Center area, in accordance with the Town Center Master Plan.	C	D	Short-term
8.16.03	Implement a solution to provide additional parking in appropriate locations for the Town Center.	C	D	Short-term
8.16.04	Refine the economic development incentives, marketing and other programs encouraging Town Center investment to ensure that they are effective and responsive to current market conditions.	F	D	Short-term
8.16.05	Update and expand the marketing and outreach to engage McKinney residents and visitors with the Town Center area.	E	D	Short-term
8.16.06	Continue to refine the TIRZ program to encourage reinvestment in private property throughout the Town Center District.	F	D	Short-term
8.16.07	Redesign State Highway 5 through the Town Center District as consistent with the State Highway 5 Corridor Master Plan and Town Center Master Plan in order to improve connectivity to the Mill District, as well as safety for all users of the roadway.	C	D	Short-term
8.16.08	Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.	R	D	Short-term
8.16.09	Create bicycle and pedestrian connections from the Town Center to other parts of the McKinney community.	C	D	Medium-term
8.16.10	Investigate the use of special District or other mechanisms that fund the costs associated with public improvements requiring higher service levels that provided citywide.	F	D	Medium-term
8.16.11	Redesign US 380 to improve safety for all users and improve access to the retail service uses along both sides of the corridor.	C	D	Medium-term
Trinity Falls District				
8.17.01	Investment in trails and other amenities along the East Fork floodplain consistent with the Parks Master Plan.	C	D	Medium-term

	Land Use and Development Strategy			
8.17.02	Connectivity between the neighborhoods and commercial areas within the District for people walking or biking.	C	D	Medium-term

	Implementation			
Action Item #	**Action Item**	**Implement-ation Category**	**Plan Strategy**	**Timing**
9.01	Conduct an annual review of progress in implementing the McKinney 2040 Plan, reporting on progress and comparing results to targets. Include opportunities for public input.	T	I	On-going
9.02	Provide regular and engaging updates on ONE McKinney 2040 progress to the community (residents, business and property owners, and other stakeholders).	E	I	On-going
9.03	Seek grant opportunities to support plan implementation.	F	I	On-going
9.04	Foster better relationships across jurisdictions and agencies for coordinated regional planning.	P	I	On-going
9.05	Increase staffing levels to support plan implementation projects.	T	I	Short-term
9.06	Educate staff about the policy direction and use of the McKinney 2040 Plan, particularly those on the 'front line' working with customers.	T	I	Short-term
9.07	Develop a McKinney 2040 Plan checklist for use in evaluating development proposals, zoning applications and infrastructure projects for consistency with the Plan's principles and direction.	T	I	Short-term
9.08	Conduct a major McKinney 2040 review periodically (approximately every five years) to consider Plan amendments or refinements based on experience implementing the plan and external changes in the economy, demographics, technology or other factors.	T	I	Medium-term

McKINNEY
TEXAS
Unique by nature.