



CITY OF MCKINNEY Economic Development Strategy Planning Supplement

January 2011

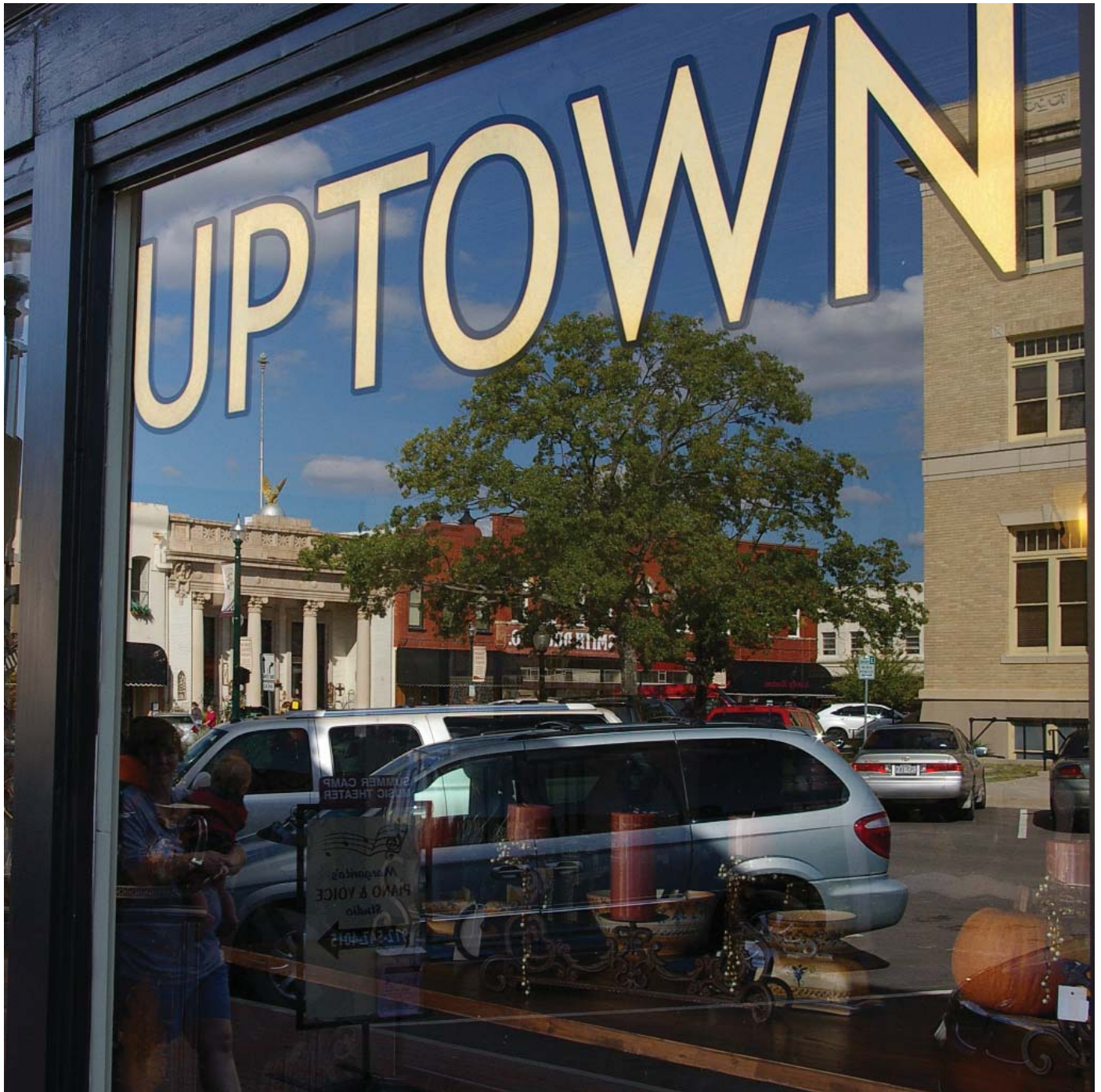


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Introduction

PROCESS: The Corridor and Site Analysis is the result of months of analysis, collaboration and stakeholder participation.

Introduction

The City of McKinney is pro-actively planning for growth over the next twenty-five years. The City's primary focus is Economic Development, creating a strategy that will increase wages, jobs, and local tax base by attracting suitable industries that have long-term benefits to the community. It is the intent of the Corridor and Site Analysis to provide a framework for initial investments that enable the City to pursue these development goals.

The Corridor and Site Analysis provides the City of McKinney with an outline of land use plans for each of the City's primary corridors, which are identified as:

- Highway 5
- Highway 121
- U.S. 380
- North Highway 75

While establishing an overall approach for development in these zones, the report focuses on development centers, thoughtfully integrating the results of the economic assessment, analysis of Strengths/Weaknesses/Opportunities & Threats (SWOT), along with an analysis of the physical sites. The outcome is a profile of each development center that will enable the City to guide investment in a manner that supports holistic visions for urban growth.

The Corridor and Site Analysis, created by Broadbudd Planning in conjunction with TIP Strategies, is the result of months of analysis, collaboration and stakeholder participation. Initiated in April 2010, the Corridor and Site Analysis supplements the Economic Development Strategy and builds upon McKinney's recently completed Comprehensive Planning efforts.

The process described above identified over-arching goals, a vision for the City, and criteria for evaluating future developments. Those goals and criteria will serve as guidelines for building out the development centers. These are expressed on the following pages.

Methodology

During the analysis phase, the project team conducted

interviews and focus groups with stakeholder groups, city staff, city administration, developers as well as local engineering firms to identify and evaluate the strengths, weaknesses, threats, and opportunities of each corridor. The border for each Corridor was established using the extents of road-fronting parcels, vacant land, and geographic constraints. Vacant or under-developed properties were highlighted and cross-analyzed with floodplains to determine developable land. Evaluation of the existing zoning and the Future Land Use Plan in conjunction with the goals of the Comprehensive Plan, helped locate and inform preferred usages of the Opportunity Areas.

Zoning Analysis

In researching the existing zoning regulations for McKinney, one of the discoveries was the extensive use of Planned Development zoning (PD). This zoning category is a useful tool for creating flexibility for developers while providing a bargaining tool for the City to promote certain types of development. This flexibility has led to outstanding land developments in adjacent communities such as Frisco and Plano; however it has been criticized for allowing incompatible or undesirable uses in McKinney. This is primarily due to the process of bargaining, which compromises the accessibility of land use data needed to make site location decisions. The fear is that the City's ability to control the quality of development is lost, and therefore is unpredictable.

In a community that wants to ensure that future developments are built at a higher quality, the City of McKinney must have more control and predictability of uses that will fit with the overall Land Use and Comprehensive Plans. Therefore the PD zoning areas should be paired with clearly written and properly enforced development regulations and procedures. In May 2010 Zucker Systems produced a report titled "Operational Review of Development Services Department" which supports this notion and concludes that with proper oversight and regulation enforcement from the City, PD zoning is an effective tool for creating high-quality developments with a desirable mix of uses that would not otherwise occur in standard base zoning.

We recommend maintaining flexible zoning in the Opportunity Areas to allow for a mix of uses and high quality place-making.

VISION: McKinney will secure and strengthen its position as a regional center, emerging as the leader in Collin County and a magnet for high quality development in the metroplex.

Process

In order to better understand the current development practices and the implications of current zoning versus the Future Land Use Plan, Broaddus Planning created a series of diagrams that looked at existing “corridor development” along US highways that focused on regional pathways and the transect zones that occur along them. The study included local and regional developments and their organizational patterns and orientation to the various vehicular routes. This “Pathway Study” provided insight into how development would likely occur without intervention. How regional pathway development might be thought about more holistically to avoid the gateways into McKinney from looking like every other city in America, by promote place-making, a healthy mix of uses, and community enhancement through holistic and thoughtful development. The Pathway Study is located in the back of this document as an addendum.

Once stakeholder input was collected and economic assessment outcomes were established, City of McKinney leaders prioritized the primary areas that would most successfully achieve the City’s economic development goals.

The findings of the Corridor Analysis are located on the following spread. Each corridor’s strengths, weaknesses, opportunities, and threats are listed along with a graphic display of the study area for that corridor. Here is a brief description of each corridor:

U.S. Highway 380

U.S. Highway 380 is a four lane divided highway, with no frontage or service roads. Controlled left turn lanes and medians are utilized in between Lake Forest Drive to the West and FM 1827 to the East. Beyond those two street there is a center continual left turn lane rather than medians and controlled turn lanes. The highway crosses U.S. Highway 75 and State Highway 5 as well as two large swatches of floodplain. The majority of this corridor is rural residential with some agriculture. However, the central portion, which crosses the major highways is more developed and contains some major employers and local retail and commercial zones.

U.S. Highway 75

The main North-South corridor is a six-lane divided highway with two-lane, one-directional frontage roads on either side. Most of the regional retail developments have occurred in this corridor. It represents the typical gateway development of most US cities which lacks character where the only identifiable landmarks are obnoxious corporate highway signage. This corridor is the primary gateway into McKinney from the North and South as it is the most traveled of any of the highways.

State Highway 121 & Spur 399

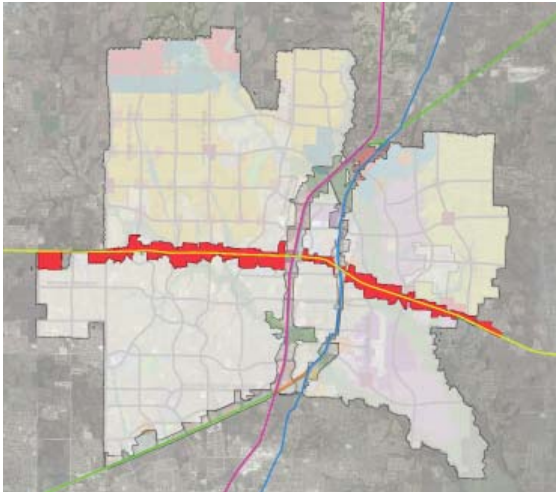
The new toll road is a one-sided corridor, where the South side of the highway is in another municipality’s jurisdiction. It is an eight-lane divided highway with three-lane one-directional frontage roads on both sides. The frontage zone is largely undeveloped, but is adjacent to a large residential community and a developing Regional Employment Center.

State Highway 5

State Highway 5 passes just east of McKinney’s historic downtown district. Following the existing rail line, this corridor is poised to be an integral component of a future Transit Oriented District (TOD) as identified in the Comprehensive Plan. There is a large mix of uses along this corridor, including a mix of residential, commercial, industrial, government, and office. State Highway 5 is also the main access route to the McKinney Regional Airport. The areas along North State Highway 5 is largely undeveloped agricultural land.

Corridor Analysis

STRENGTHS / WEAKNESSES / OPPORTUNITIES & THREATS REVIEW



U.S. 380

Strengths

- Recognized Corridor
- Adjacent to Dense Neighborhoods
- Intersects Two Major Highways (US-75 & SH-5)
- Major Employers are located along
- Concentration of Major Retailers
- Large Amount of Undeveloped Land
- Ability to pull from outlying communities of New Hope, Princeton, etc.
- Proximity to Airport

Weaknesses

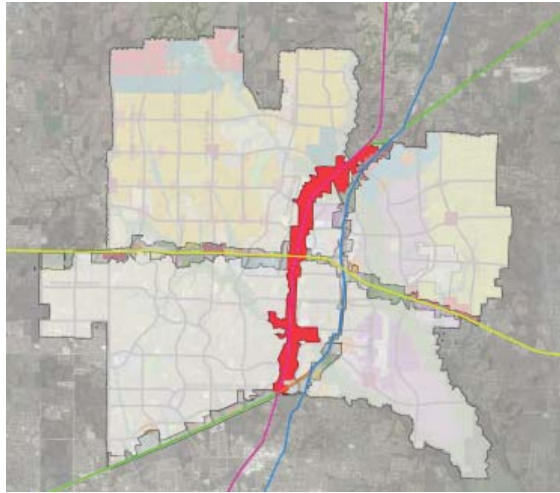
- Distance from Downtown
- Low Density development along Corridor
- Lack of Aesthetic appeal
- Truck Congestion
- Large amount of Floodplain

Opportunities

- Western Gateway to McKinney
- Last Frontier
- Collin College / Young professionals
- Airport Gateway
- Future Commuter Rail
- Proposed Collectors
- Eastern Gateway

Threats

- At Grade
- No Frontage Road (Partner w/ TXDOT and expansion project)
- Competition with Other Municipalities
- Congestion
- Land Prices / Values
- Crime Issues (East of Highway 5)



U.S. 75

Strengths

- Large Amount of Undeveloped Land (North)
- Major Employers
- County Complex
- Ability to pull from outlying communities (North & East)
- Spacing from Major Retailers
- Proximity to Historic Downtown
- Established Retail presence
- Proximity to Airport
- Proximity to Medical Facilities

Weaknesses

- Large amount of Floodplain
- Lack of Utility & Roadway infrastructure
- Limited Land (Central)
- Floodplain
- Currently lacks Vision

Opportunities

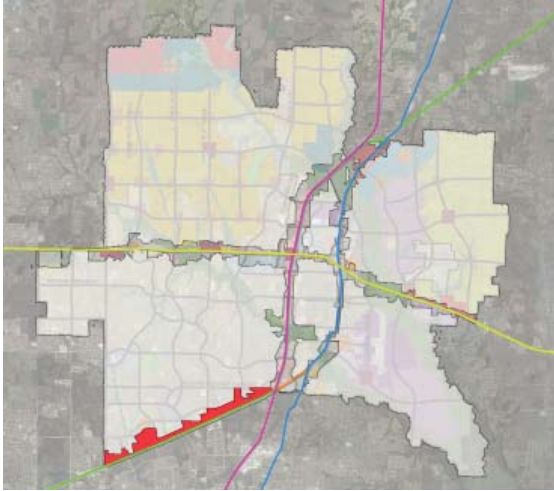
- Proposed Outer Loop / East-West Thoroughfare
- Last Frontier (North)
- Northern Gateway
- Floodplain Park Development

Threats

- Congestion
- Competition with Other Municipalities
- Land Price / Value
- Competition to South

Corridor Analysis

STRENGTHS / WEAKNESSES / OPPORTUNITIES & THREATS REVIEW



State Highway 121 & Spur 399

Strengths

- Large Amount of Undeveloped Land
- Proximity to Craig Ranch
- Toll Way- Office
- Connects to DFW
- Conversion of Three Major Highways
- Proximity to Airport
- Proximity to Historic Downtown
- Medical Complex
- College
- Good Access
- Ability to pull from Communities to the South

Weaknesses

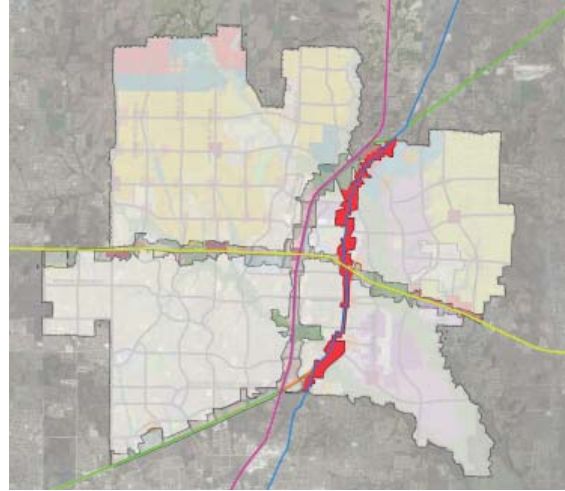
- One-sided Corridor
- Toll Way- Retail
- Lack of 'Branded' North-South Thoroughfare
- Short Corridor (Limited Opportunity)
- Spacing from existing Retail Centers

Opportunities

- Southern Gateway
- Regional Employment Center
- Airport Gateway
- Downtown Gateway
- MEDC Controls "Gateway" Parcels

Threats

- Competition with other Municipalities



State Highway 5

Strengths

- Large Amount of Undeveloped Land (North)
- Proposed Outer Loop
- Proximity to Downtown
- Railroad (Future Commuter Rail)
- Ability to pull from outlying communities
- Historic Downtown
- Existing Employment Base
- Proximity to City Hall
- Town Center Study

Weaknesses

- Low Density Development on Corridor
- Currently Lacks Vision
- Lack of Infrastructure
- Limited Land
- Old Infrastructure
- Competition with Undeveloped land in the area

Opportunities

- Northern Transit Village
- Downtown Gateway
- Redevelopment of Municipal Golf Course
- Transit Villages (Future Commuter Rail)
- Walkable Downtown
- Adaptive Reuse
- Proposed Collectors
- Build on cultural base

Threats

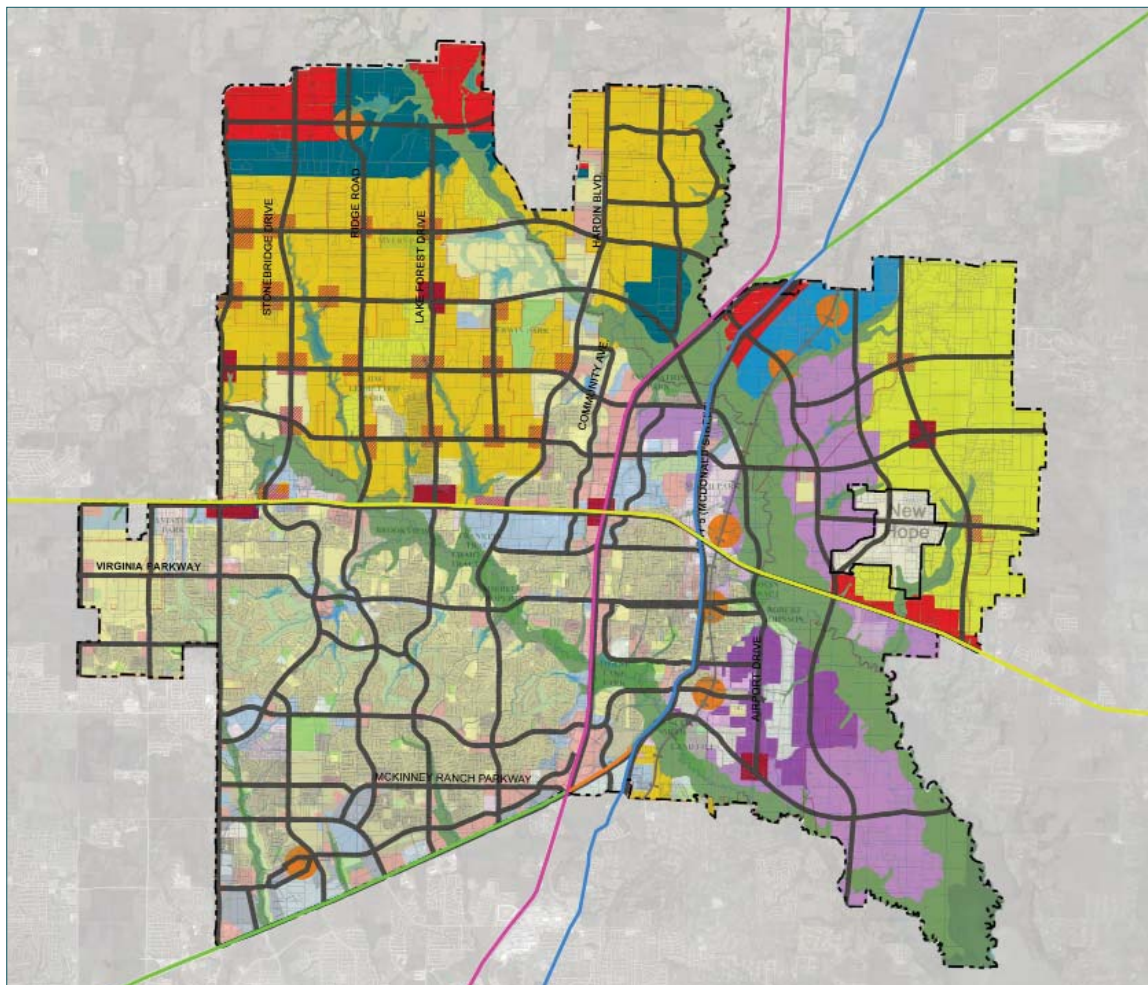
- Competition with 75 & 380 Corridors
- Congestion
- Preservation
- Crime & Perceptions of East McKinney

Corridor Analysis

FUTURE LAND USE PLAN

Future Land Use Plan

As a part of our corridor analysis we took a look at existing regional planning projects. We analyzed the Comprehensive Plan to better understand the City of McKinney's goals are for future, and how each corridor's land-use has been identified for the future. The Comprehensive Plan logically locates regional nodes, gateways and transit villages within McKinney, some of which are bisected or flanked by one or more of the Corridors. The Future Land Use Plan is a good framework plan and guide future development. In order for it to be successful it should be fully incorporated into the City's Zoning Ordinance, and reflected in policy implementation and procedures. Where it has not already been incorporated, the Zoning Ordinance and any other developmental guidelines or policies should be updated to reflect the results of the Comprehensive Plan and the Future Land Use Plan.



McKinney Future Land Use Plan

Corridor Analysis

FUTURE LAND USE PLAN

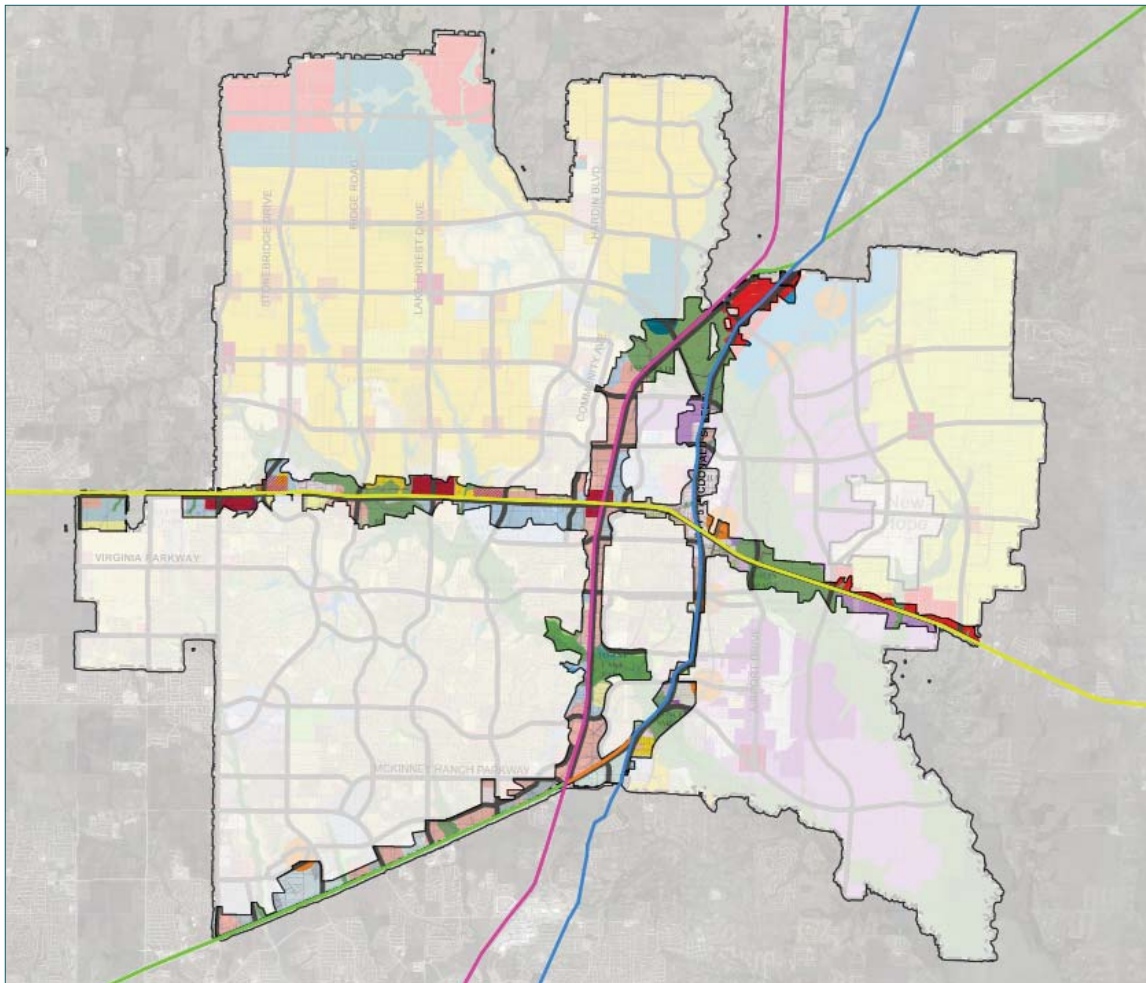
Corridor Land Use

The Conceptual Corridor Plan builds upon the recently completed Comprehensive Plan, which proposes both urban design elements and future land use around each of the Corridor Study Areas. It is the intent of the Conceptual Corridor Plan to support the City of McKinney's Comprehensive Plan Goals as listed below:

- A. Economic Development Vitality for a Sustainable and Affordable Community
- B. Preservation of Historic McKinney
- C. Attractive Hometown that Promotes McKinney's Character
- D. Leisure and Recreational Opportunities
- E. Financially Sound City Government
- F. Utility and Infrastructure Systems Adequately Serving Existing and Future Residents, Businesses, and Visitors
- G. A Multi-Modal Transportation Network that is Clean, Safe, and Efficient
- H. Attractive Urban Design Elements (Gateways, Corridor Treatments, Edges, and View Sheds)

- I. Public Safety Services Consistent with Community Values
- J. A Managed Traffic Flow and Thoroughfare System
- K. Land Use Compatibility and Mix
- L. Protect Environment Resources of McKinney
- M. Affordable Services that Enhance the Quality of Life
- N. Well Planned Future

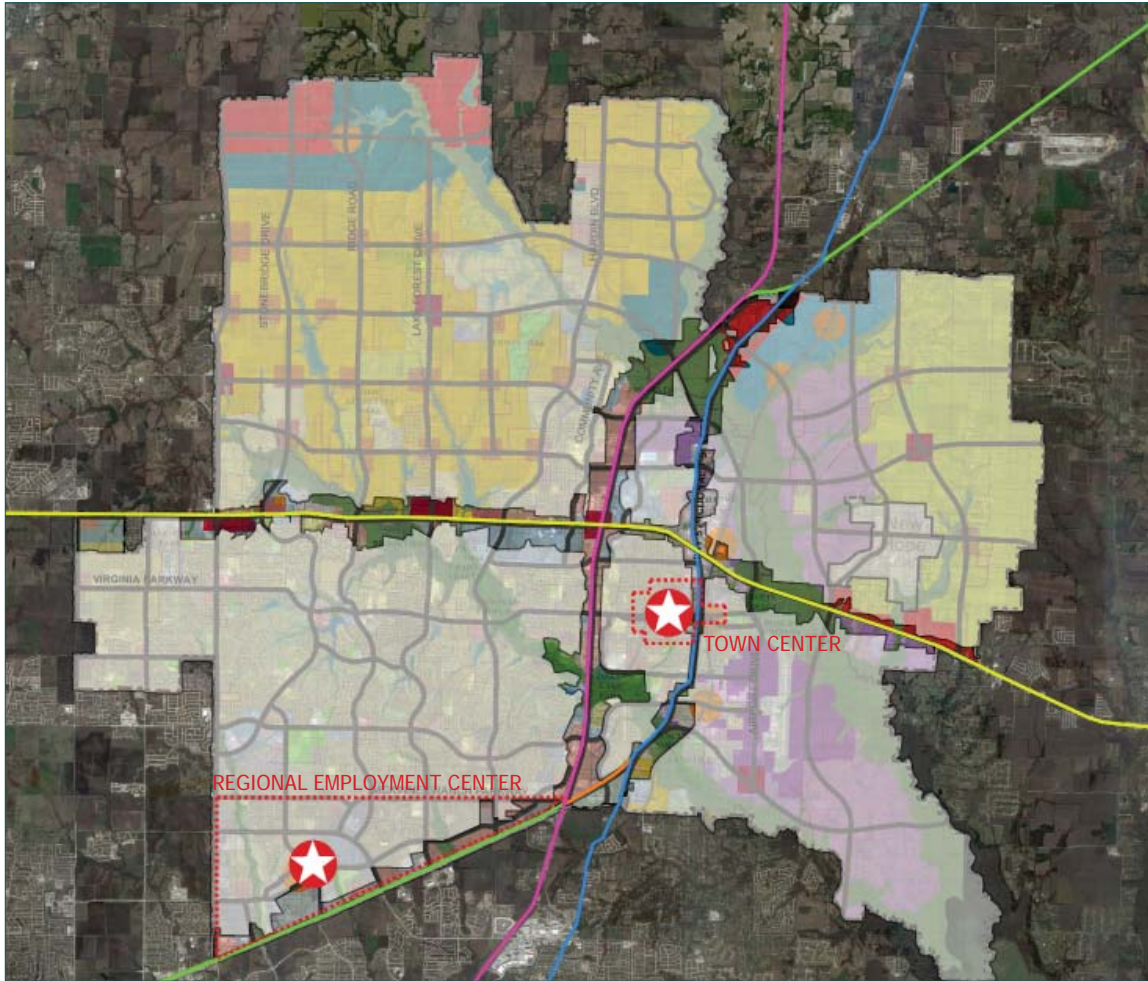
Each recommendation considers not only the land use of the existing context, but looks toward the future land use as depicted by these goals. Additionally, since the four Opportunity Areas emerged as community priorities early in the study, the Conceptual Corridor Plan provides more detailed framework plans for these key areas rather than reworking the proposed land-use patterns throughout.



Corridor Study - Future Land Use Plan

Development Centers

INTRODUCTION



The City of McKinney previously identified two key centers for development - the **Regional Employment Center (REC)** and the **Town Center**. *These two development centers are poised for growth and represent immediate economic development opportunities for McKinney.*

The city has invested significant resources into planning and preparing these two areas for development. Over the past five years, the City has conducted detailed studies to understand the opportunities associated with developing these areas, identify areas of weakness that need to be addressed, and outline strategies for preparing the site for development. The associated studies have established clear visions for each of these development centers, and the city has put or is in the process of putting in place the tools needed to realize these visions.

Both the REC and the Town Center are gaining strength as major centers of gravity in McKinney. While the Town Center is full of redevelopment and re-use opportunities in McKinney's historic core, the REC is a greenfield that offers a completely different type of product. Together, these development centers offer employers, visitors, and

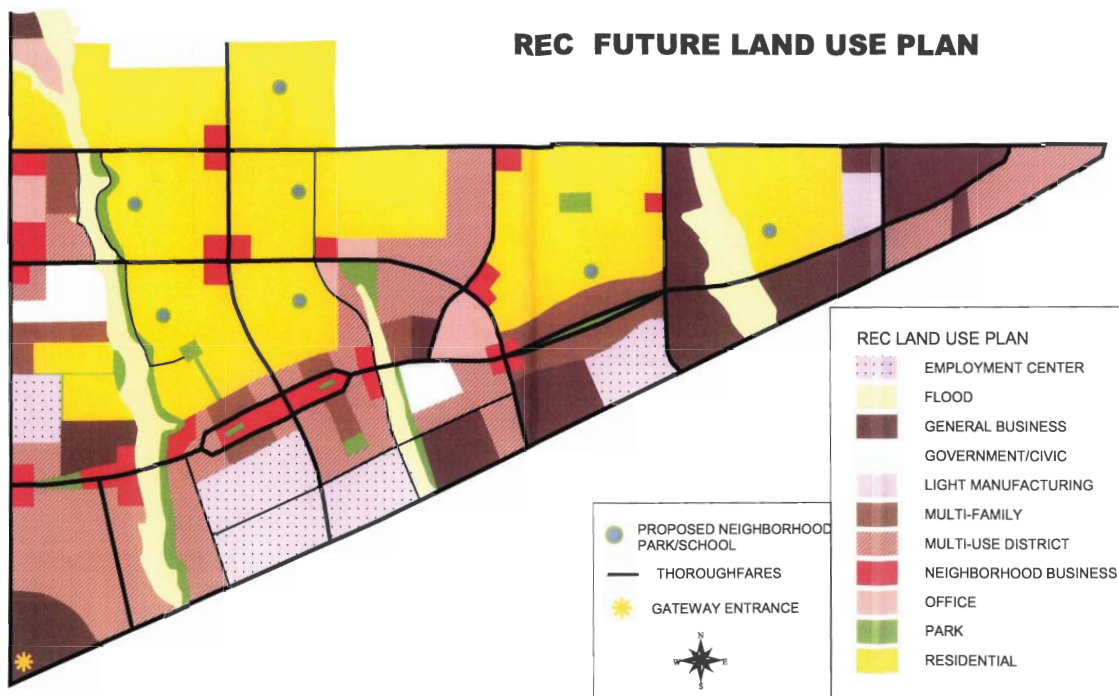
residents a full range of office, retail, recreational, residential, and even industrial sites. The importance of this diversity of real estate product cannot be over-emphasized.

The City should continue to work closely with the land-owners and developers active in these two centers to ensure the realization of the types of high quality development envisioned for these areas. The City can do this through a variety of activities including:

- Prioritizing infrastructure projects vital to success of these development centers
- Crafting clear incentives policies to assist employers interested in relocating to these areas
- Identifying funding sources to support development in these areas
- Assuring that development policies and processes encourage and support the type of development desired for these areas
- Actively marketing available sites to developers, brokers, site selectors and prospects

Development Centers

REGIONAL EMPLOYMENT CENTER



Regional Employment Center

The Regional Employment Center

The Regional Employment Center is located on 4,200 acres along Highway 121 between Custer Rd and Hwy 75. This area was designated as such in McKinney's 1990 Future Land Use Plan. Initially, the area was meant to be preserved strictly for non-residential uses, but an update to the plan in 2000 modified the REC Future Land Use Plan to include the full range of land uses. The updated land use plan is included above.

Since the adoption of the REC Report, the city has created an overlay district and has pursued grants to help fund infrastructure improvements. These actions have encouraged the creation of multiple employment centers as planned in the study area.

The most significant of these employment centers are the medical district and the corporate employment center at Craig Ranch. These employment centers, at full build-out, could occupy as much as 340 acres.

The Craig Ranch Medical District

The medical district is currently anchored by the Hospital at Craig Ranch (with Medical Office Building), Cooper Fitness Center & Spa, Michael Johnson Performance Training & Rehabilitation, and Tuscarora at Craig Ranch (Continuing Care Retirement Community). With existing sites available in the district and in the adjacent corporate employment center, the Craig Ranch medical district is a key asset for attracting companies in the Healthcare and Medical

Sector, one of McKinney's target industries for business recruitment.

The Medical District has sites from 1 to 9 acres totalling approximately 48 acres. The sites have access to necessary utilities and infrastructure including water, wastewater, electrical, and fiber optics.

The Medical District is located adjacent to the Craig Ranch Town Center and Corporate Employment Center and is in close proximity to a wide array of existing retailers and future retail sites.

The Craig Ranch Corporate Employment Center

The corporate employment center is the site of the **Craig Ranch Corporate Centre**, a +/- 104 acre master planned corporate office park. The Craig Ranch Corporate Centre represents a vital asset to the success of McKinney's strat-



Craig Ranch Corporate Centre: Urban Office Product

Development Centers

REGIONAL EMPLOYMENT CENTER

egy to recruit corporate headquarters and other corporate employers. A first-class office park such as the Craig Ranch Corporate Centre will enable McKinney to better compete for corporate users with other employment centers in the Metroplex and beyond.

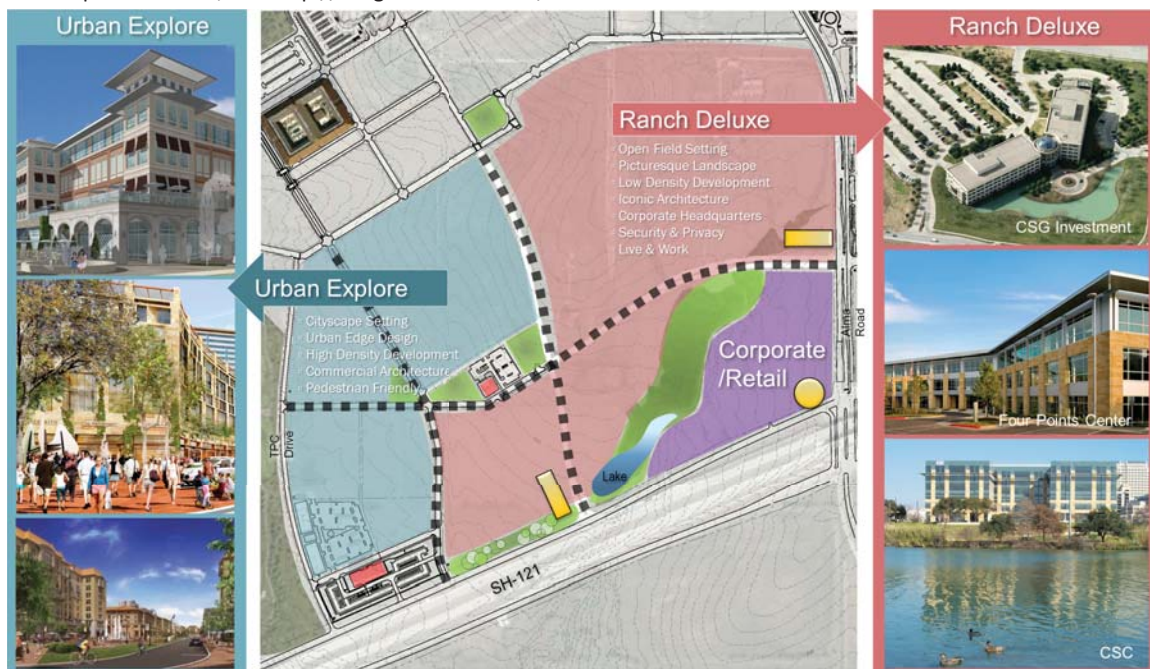
The Centre has all necessary infrastructure in place including water/water water, gas, electrical, and fiber optic cables. In addition, the Centre will be serviced by three sub-stations, and a storm water drainage system is already in place. Furthermore, the Centre is in close proximity to DFW Airport and tenants have access to the many amenities of Craig Ranch, including the Tournament Players Club and the Cooper Fitness Center & Spa.

In a recent study conducted by Page Southerland Page Architects on behalf of KDC and Craig Ranch, five additional infrastructure items were identified as necessary to better compete in the office park marketplace. These include:

- A new entrance road
- Henneman Way extension
- A lake amenity
- Landscape enhancement and monumentation
- Placement of overhead utilities underground

The location of the Corporate Centre along Highway 121 within a 30 minute drivetime to DFW Airport is a major advantage of this site - one that no other location in the city can claim. This factor is often one of the “must-have” criteria for corporate relocations. As a result, having a first-class office park at this location allows McKinney to enter into corporate relocation competition.

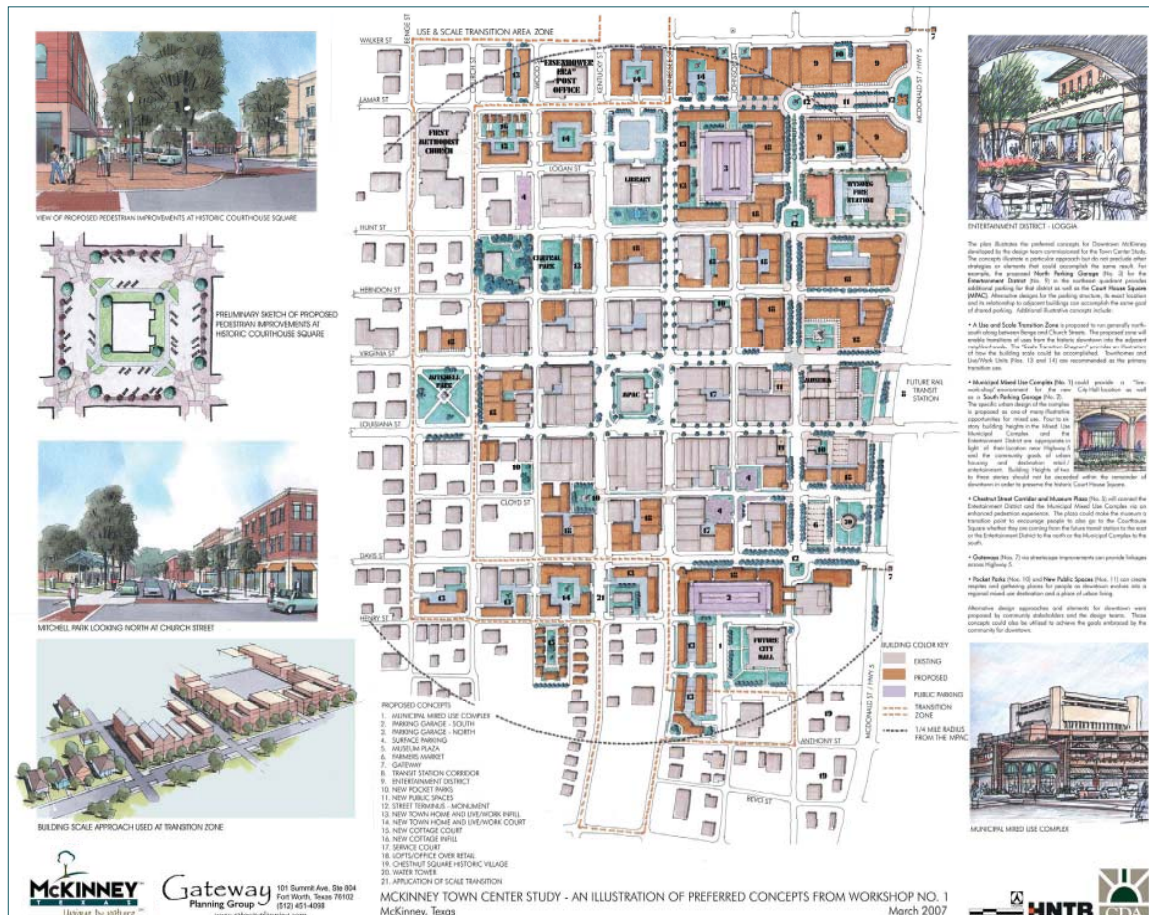
For more information on the Craig Ranch Medical District and Corporate Centre, visit <http://craigranchtexas.com/>.



Site plan for proposed Craig Ranch Corporate Centre

Development Centers

TOWN CENTER



City of McKinney Town Center Study

Town Center

The Town Center is McKinney's historic core, generally bound by Hwy 75, Airport Drive, Hwy 380 and El Dorado Parkway. The area consists of McKinney's oldest neighborhoods and commercial districts and is one of the primary assets that differentiates McKinney from other suburban communities.

An initiative to revitalize the Town Center was launched as an extension of the 2004 Comprehensive Plan. Phase I of the Town Center Study focused on establishing a vision and framework for the initiative. Phase II of the study, which is still underway, has focused on implementing critical components of the vision.

The key concepts of the Town Center Vision include:

- A municipal mixed-use complex as an anchor
- Adequate parking
- Connectivity between destinations
- Informal "third" places for the community to socially connect - pocket parks and public spaces
- Entertainment district
- Scale and transition of uses
- More pedestrian / streetscape amenities

The Study then identified a series of projects to promote these concepts. The catalyst projects include:

Private Catalyst Projects

- Transit Village and TOD at Flour Mill
- Cotton Compress site as an educational or cultural campus

Public/Private Catalyst Projects

- Adaptive reuse of Collin County Courthouse site into a mixed use campus
- Entertainment District

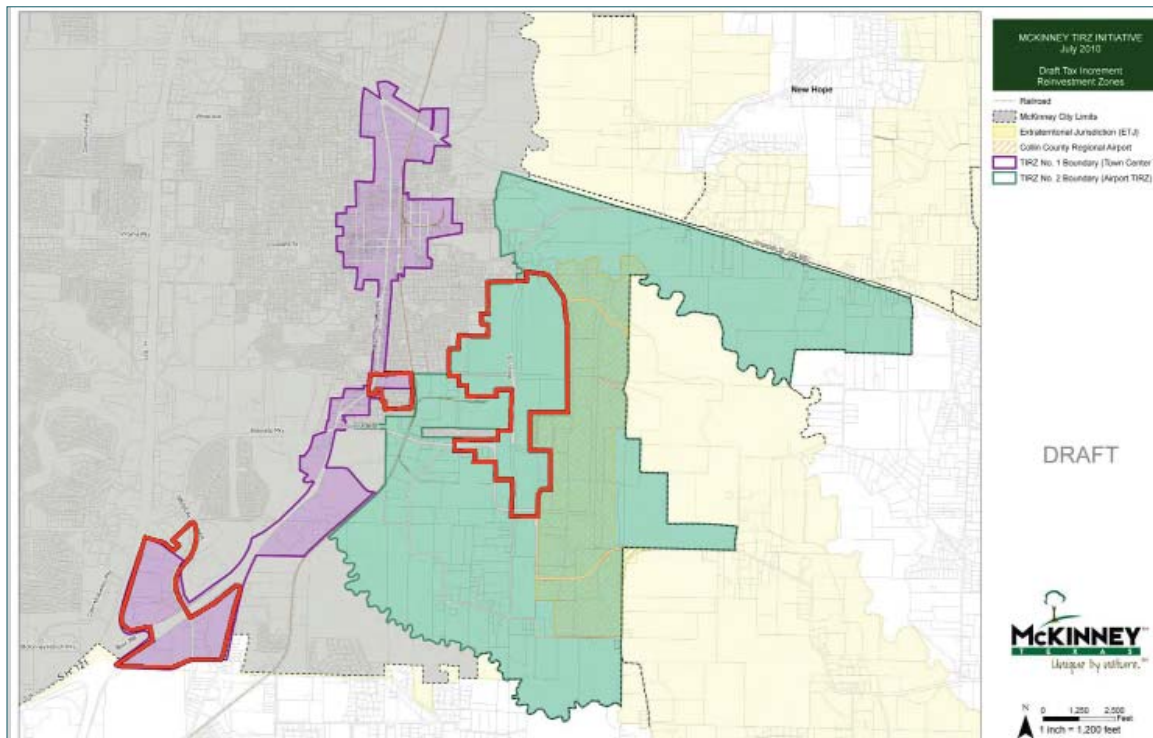
Public Catalyst Projects

- Key Streetscape Connections
- Downtown Parking Structure
- State Highway 5 Improvements

As Phase II of the study progresses, the City continues to put in place the tools it needs to revitalize its historic Town Center. In September 2010, the City Council voted to establish a Tax Increment Reinvestment Zone. Currently, the City is evaluating the establishment of a Public Improvement District in historic downtown. In addition, the project team is in the process of designing a form-based code for the core of the Town Center. They will continue assessing the City's regulatory framework and making recommendations on policy modification needed to promote desired development in the Town Center.

Development Centers

CURRENT TOOLS



Tax Increment Reinvestment Zone (TIRZ) No. 1 & No. 2 Opportunity Areas

Tools Already In Place

McKinney has been forward looking in terms of putting in place tools to implement the visions associated with these current development centers. The City has also been proactive in preserving other key sites that it sees as future development centers.

In the REC, the City created an overlay district to implement . In addition, the City has pursued grants to fund infrastructure development.

To promote desired development in the Town Center Study Area, the City has adopted a form based code and created a Tax Increment Reinvestment Zone (TIRZ). In addition, the City is currently evaluating the establishment of a Public Improvement District around the Historic Town Center. The City is also in the process of designing a parking system to generate revenue to finance improvements in the Town Center and to better manage increased demand for parking in the area.

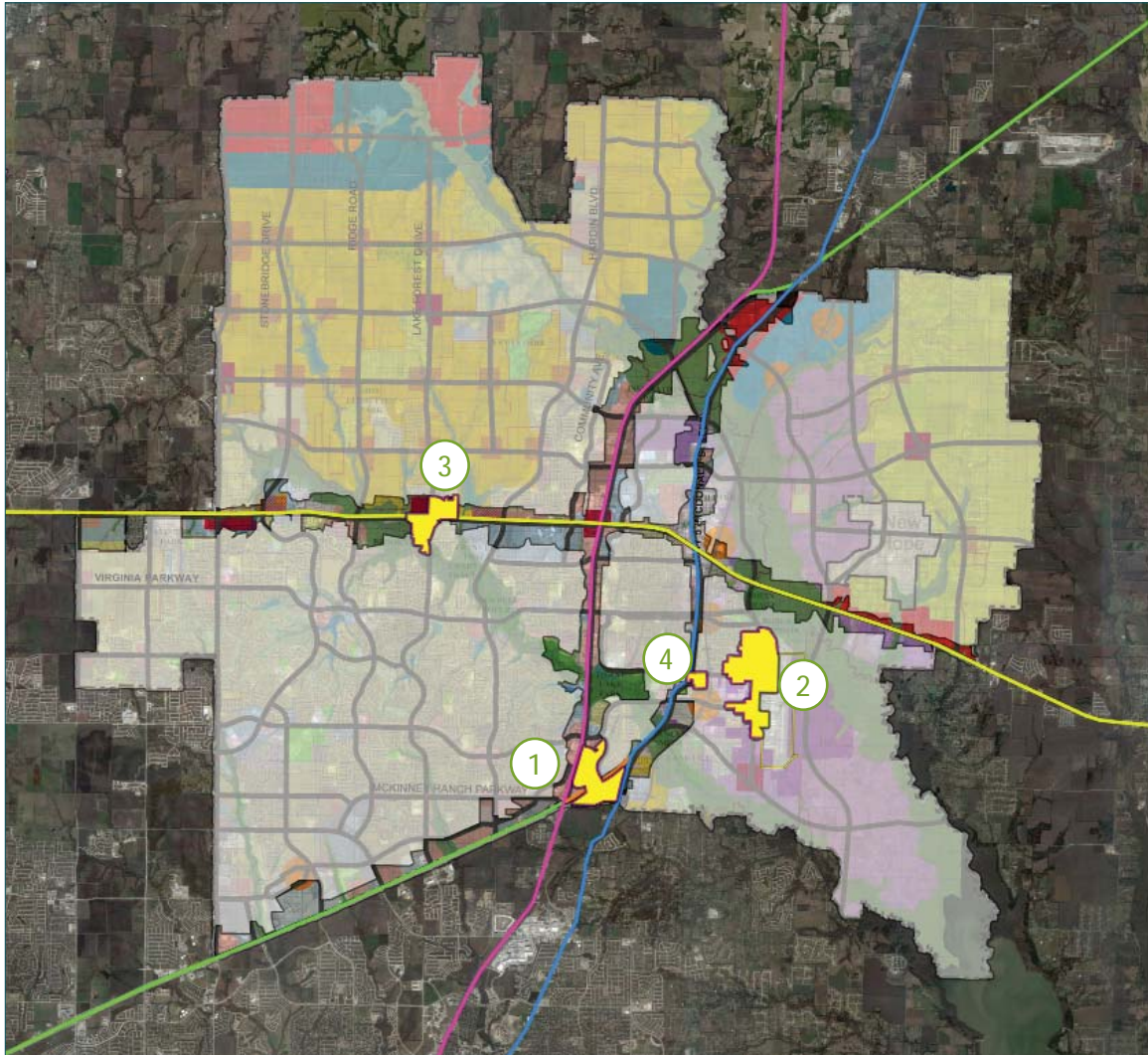
In addition to the TIRZ created around the Town Center Study Area, a second TIRZ was created around the Collin County Regional Airport. The above image represents the TIRZ zones and boundaries. The areas outlined in red are three of the four opportunity areas that will be discussed in the next section.

Other tools have been put in place that will also help foster development in key areas. Tools such as overlay districts for the corridors that have

height restrictions, the continued development and improvement of infrastructure, land banking by both the City of McKinney and the McKinney Economic Development Corporation, as well as current incentives will all have an impact on how these key areas get developed.

Development Centers

OPPORTUNITY IDENTIFICATION



Opportunity Areas

Opportunity Areas

While the current development centers represent immediate development opportunities, McKinney has a number of sites that will likely become development centers over the next five years. This section of the report focuses on four of those development centers or “Opportunity Areas.”

The four Opportunity Areas profiled in the next section were identified through interviews, focus groups, and a preliminary site analysis. These potential sites were prioritized by MEDA members in a survey. The consulting team further refined the list by evaluating each in the context of the strategic vision and a decision matrix that incorporated the project focus, impact, community support, market conditions, and schedule. The four Opportunity Areas are represented in the map above and shown in their regional context to the rest of the City and the corridors that are a part of this study.

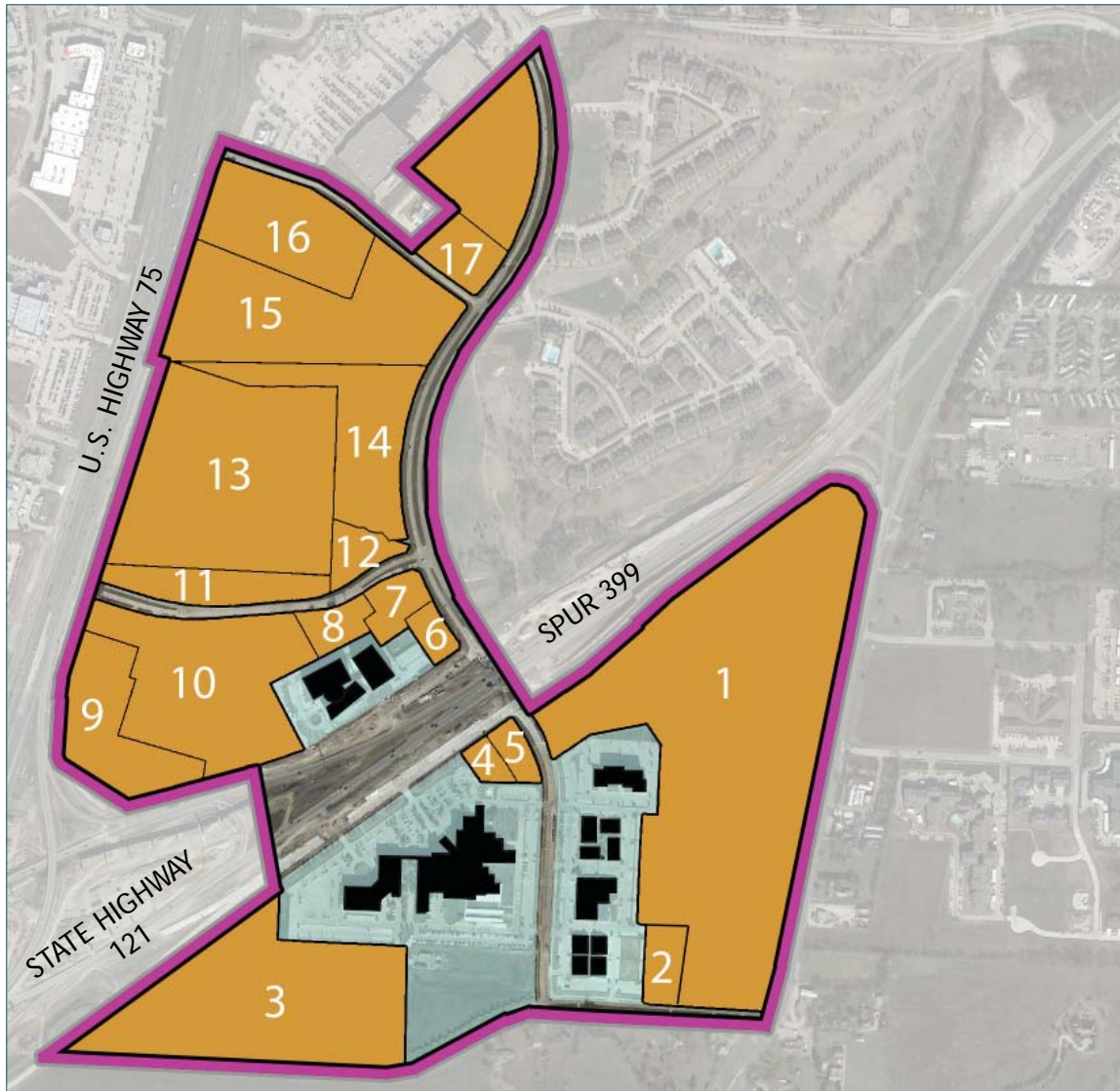
The Opportunity Areas are:

- 1) The Gateway
- 2) The Aviation Technology Corridor
- 3) The Community Lifestyle Destination
- 4) The Entrepreneurial Village.

Each Opportunity Area has a different vision and satisfies a different market of industries to achieve the overall goal of becoming a regional center and increasing the tax base. All of these catalysts will take longer than the five-year planning window to be fully realized. However, the impact of each, in achieving the goals of the economic development strategy, will be evident within that five year window as development begins and the areas are catalyzed. It is imperative that incentives, policy changes, infrastructure requirements, and visionary framework be put in place and adhered to in the short and long term in order for these Opportunity Areas to be effective.

Opportunity Area One

1. THE GATEWAY



Gateway Parcel Diagram

Parcel Number	Tract Name	Owner	Size	Value
1	William Hemphill Survey (Tract 10)	McKinney Med Center LP	48.1500 Acres	\$ 6,816,596.00
2	William Hemphill Survey (Tract 34)	McKinney Med Center LP	1.0200 Acres	\$ 144,401.00
3	4500 Medical Center Dr. (Blk. 1, Lot 7)	Columbia Medical Center of McKinney	18.0528 Acres	\$ 5,053,579.00
4	4500 Medical Center Dr. (Blk. 1, Lot 2)	Columbia Medical Center of McKinney	0.7922 Acres	\$ 207,049.00
5	4500 Medical Center Dr. (Blk. 1, Lot 1)	Columbia Medical Center of McKinney	1.2312 Acres	\$ 321,796.00
6	McKinney Bridge Street Town Center (Blk. A, Lot 1)	McKinney Economic Dev. Corporation	0.9778 Acres	\$ 425,930.00
7	McKinney Bridge Street Town Center (Blk. A, Lot 7)	McKinney Shores Properties INC	1.6614 Acres	\$ 7,237.00
8	McKinney Bridge Street Town Center (Blk. A, Lot 6)	McKinney Economic Dev. Corporation	1.4989 Acres	\$ 6,529.00
9	McKinney Bridge Street Town Center (Blk. A, Lot 4)	McKinney Economic Dev. Corporation	6.8292 Acres	\$ 2,974,800.00
10	McKinney Bridge Street Town Center (Blk. A, Lot 5)	McKinney Economic Dev. Corporation	1.0853 Acres	\$ 472,757.00
11	William Hemphill Survey (Tract 4)	McKinney Economic Dev. Corporation	3.8110 Acres	\$ 1,411,061.00
12	William Hemphill Survey (Tract 1)	McKinney Economic Dev. Corporation	1.7500 Acres	\$ 647,955.00
13	William Hemphill Survey (Tract 20)	McKinney Economic Dev. Corporation	14.2420 Acres	\$ 5,273,247.00
14	William Hemphill Survey (Tract 27)	McKinney Economic Dev. Corporation	11.7713 Acres	\$ 4,358,442.00
15	William Hemphill Survey (Tract 26)	McKinney Economic Dev. Corporation	16.4545 Acres	\$ 6,092,444.00
16	William Hemphill Survey (Tract 3)	City of McKinney	9.8523 Acres	\$ 5,149,994.00
17	1832 Marketplace Dr.	Eldorado Hotels INC	2.1270 Acres	\$ 694,891.00
Total			141.3069 Acres	\$ 40,058,708.00

Opportunity Area One

1. THE GATEWAY

Gateway

General Description

- Location is a prominent real estate corner as entering the City from the south or west.
- Opportunity area is characterized by a traditional multi-level highway interchange and a strong retail / commercial presence on adjacent corners.
- Within the area is the McKinney Medical Center and other associated health care facilities as well as the Collin College Higher Education Center.
- Future development will take advantage of the large amount of daily traffic on surrounding roadways, ample access, and good visibility.

Gateway Zoning

The Gateway site is currently zoned as Planned Development ("PD") with a base zoning district of General Business "GB". The City is currently engaged in an RFP process to clearly define categories of use for the Gateway site including but not limited to corporate office, hotel / convention center, and high end retail. The maximum floor to area ratio is 2:1 and maximum lot coverage is 95%. These parameters yield a maximum gross square feet of potential development of 1,491,008 SF.

The hospital is part of a PD with a base zoning district for Light Manufacturing "LM". The district allows for uses that "provide a wide range of retail and service establishments". The maximum floor to area ratio is 1:1 and maximum lot coverage is 75%. Yielding a maximum gross square feet of potential development of 2,262,273 SF.

Gateway Infrastructure

Sanitary Sewer: the Gateway property is served by an 8" line that runs north and a 12" line that runs south which allows for future commercial build out. The hospital tract is served by an existing 10" sewer line but may have to be up-sized based on future developments, depending on the specifics of the ultimate uses and loads.

Water Service: 8" and 12" service lines are available to the site for both the Gateway and Hospital sites. The City has identified two areas, one for each site, that will require up-sizing the water line to match the City's ultimate growth.

Storm Sewer: adequate downstream capacity exists to handle storm drainage, but on-site storm water detention is required.

Thoroughfares: currently the roadway network is under construction and expected completion is the first quarter of 2011. Upon completion the roadways immediately adjacent to the properties will be able to handle capacity for years to come. The one exception is the southern access to the hospital from SH-5. There are no plans for the highway to be upgraded and therefore the hospital facility will have to overcome challenges for growth from the south off SH-5.



Expansion of Medical Center should create new vertical element along expressway



Medical Center should create public spaces that are pedestrian friendly

Opportunity Area One

1. THE GATEWAY

The Gateway

The Gateway is a high priority development area due to its location as McKinney's southern gateway and the significant investment that the City has already made in the site. Though previous site plans emphasized regional retail at the Gateway site, the proposed vision for this site is that of a mixed-use employment center focused on medical education, technology, and services.

Proposed Anchors

Currently, Collin College and the Medical Center of McKinney are located in this opportunity area. These assets should be leveraged to spur future development that will increase the tax base while creating a sense of place with walkable streets, green spaces, parks, destinations, and rich architectural detailing. At the same time, development at the Gateway site should allow for the expansion of both the assets. These two anchors should be the basis for a business attraction strategy targeted to the medical and healthcare sector (See Appendix B). The Medical Center and Collin College should strengthen their partnership to expand and enhance technical education programs and training for healthcare and medical occupations in McKinney and at Gateway.

Another important anchor of this development will be a hotel and conference center. Located adjacent to Collin College, the hotel and conference center will support Collin College in its efforts to become a major "convener." In addition, it will generate traffic and attract visitors that support retail development on the site. Finally, the hotel and conference center will be an amenity that could attract employers to the site.

Concept Plan and Uses

On the north side of Spur 399, a central park lined with walkable streets could be lined with general use buildings on the east side; and general office buildings on the west side, with easy access from the frontage road of U.S. 75. General use buildings could accommodate a variety of functions depending on market demand, including high quality apartments or lofts, as well as office, entertainment, and/or retail. These buildings should have ground floor uses that promote the active and vibrant utilization of the central park area, while servicing the local residents, employees and visitors.

Buildings that front the expressway could be general office space with ground level uses. An iconic building, either public or private, should be located on the southwest corner of the site at the intersection of Central Expressway and Hwy-5. This building should be 5 to 10 stories and should reflect the character of McKinney's historic architecture.

The Medical Center has room to expand to the east and west of the existing hospital building. The addition to the west should be 5 to 10 stories as it will be the opposing vertical element from the building on the north side and should reflect the architectural character of the existing medical center. Medical office buildings could occupy the land south and east of the medical center.

The western portion of the Medical Center complex could be additional medical office buildings or general office spaces with ground level uses. The eastern portion could be simi-

larly designed but with more flexibility to allow for light manufacturing of medical equipment or machinery.

Office. A combination of corporate users, professional services, and medical users could populate general use buildings at Gateway. The development of upscale Class A and Class B office space should be encouraged to accommodate companies in the target industry sectors, including the healthcare and medical sectors, insurance carriers, and corporate or regional headquarters. Reserving the ground floor of office buildings along primary pedestrian corridors for retail, dining, and entertainment can greatly enhance the attractiveness of the development to office users.

Retail. The rise of regional retail centers in close proximity to the Gateway site diminished the retail potential of the site somewhat. The Village at Allen, The Village at Fairview and Watters Creek are all too close for store duplication. However, the three proposed anchors have the potential to generate enough traffic to enhance the attractiveness of the site to major regional and destination retailers who have not already located in the area. In addition, there will still be demand for local retail and local services that cater to residents, area employees, business travelers, hotel guests, and hospital users. The massing and scale of retail buildings in this opportunity area should be appropriate for pedestrians to create internal, active, walkable streets by implementing ground-level uses that satisfy the need for services and retail.

Other Commercial. Visually appealing flexible commercial spaces and light industrial build-



Internal streets should promote vibrant walkable districts



A network of open spaces and green spaces should be created



Massing and Scale of buildings should create an Urban edge

Opportunity Area One

1. THE GATEWAY

ings should be allowed in the development to allow for medical device and other medical technology manufacturers that could benefit from locating adjacent to the Medical Center. These buildings could accommodate research and development as well as light manufacturing.

Models for Development

An example of this type of development is the proposed town center at Avery Centre in Round Rock, Texas (<http://www.waterstonedevelopment.com/retpAcsp.php> or http://www.youtube.com/watch?v=eqRDM_OZdMA). This development has focused on assembling healthcare facilities and medical education providers adjacent to the town center to help generate traffic to support dense retail development at the town center.

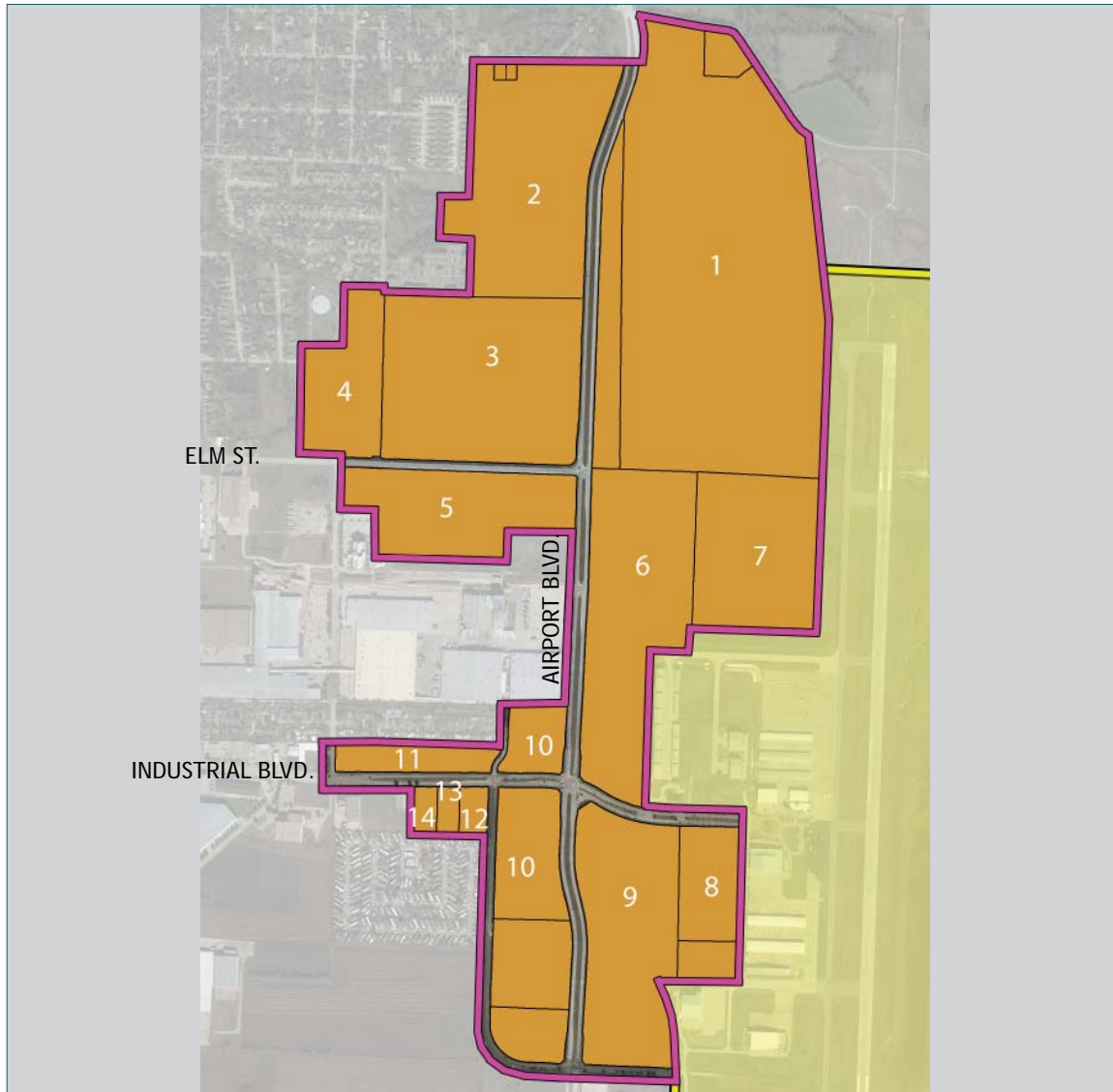
Recommendations

- Utilize TIRZ No. 1 from the Town Center Initiative as a tool to catalyze development. Funds could be used for further infrastructure development and incentives to attract key anchors and employers.
- Create an overlay district to encourage development that is compatible with the vision for the Gateway.
- Work closely with Collin College and the Medical Center to support their expansion and identify ancillary uses that would strengthen their position in the region.
- Organize a developers' forum to educate the development community of the City's vision for the site, gauge their interest, and solicit ideas. Based on feedback from the development community, structure an appropriate private / public partnership to develop the site.



Opportunity Area Two

2. AVIATION TECHNOLOGY CORRIDOR



Aviation Technology Corridor Parcel Diagram

Parcel Number	Tract Name	Owner	Size	Value
1	Rufus Sewell Survey (Tract 29)	VTCL LP & MADMT LP & Prairie Flight LP	118.1519 Acres	\$ 5,609,899.00
2	G Wilson Survey (Tract 2)	Encore Wire Corporation	43.5000 Acres	\$ 8,163.50
3	G Wilson Survey (Tract 3)	Encore Wire Corporation	47.2700 Acres	\$ 8,163.50
4	Mary Standifer Survey (Tract 1)	Encore Wire Corporation	15.1792 Acres	\$ 826,507.00
5	1329 Millwood Rd.	Encore Wire Limited	24.1001 Acres	\$ 2,099,601.00
6	W S Richardson Survey (Tract 63)	VTCL LP & MADMT LP & Prairie Flight LP	39.7738 Acres	\$ 8,662,734.00
7	Rufus Sewell Survey (Tract 4)	VTCL LP & MADMT LP & Prairie Flight LP	25.3402 Acres	\$ 5,519,096.00
8	Rufus Sewell Survey (Tract 9)	VTCL LP & MADMT LP & Prairie Flight LP	10.2930 Acres	\$ 479,748.00
9	W S Richardson Survey (Tract 62)	VTCL LP & MADMT LP & Prairie Flight LP	32.3285 Acres	\$ 1,506,806.00
10	W S Richardson Survey (Tract 33)	McKinney Horizons LP	19.4661 Acres	\$ 2,543,830.00
11	W S Richardson Survey (Tract 39)	Jack W. Schuler	6.3961 Acres	\$ 835,842.00
12	Medro (Blk. A, Lot 4)	Stivers Living Trust	1.4480 Acres	\$ 126,150.00
13	Medro (Blk. A, Lot 3)	Stivers Living Trust	1.5000 Acres	\$ 130,680.00
14	Medro (Blk. A, Lot 2)	Stivers Living Trust	1.5000 Acres	\$ 130,680.00
Total			386.2469 Acres	\$ 28,487,900.00

Opportunity Area Two

2. AVIATION TECHNOLOGY CORRIDOR

Aviation Technology Corridor

General Description

- Opportunity Area is highlighted by the regional airport.
- While the airport is a stand-alone entity, the surrounding property will take advantage of the unique characteristics of the use.
- The area has some flood plains along the East Fork of the Trinity River but most of the site is relatively flat topography.
- An older historic district of downtown is located on the northwestern edge of the site.

Aviation Technology Corridor Zoning

The area is zoned with multiple districts including: “BG” to provide a wide range of retail and service establishments and “LM” to provide a range of light industrial and commercial uses. In addition to the base districts, portions of the area are within the the airport district -“AP”. Not all of these districts are impacted and the actual zoning is dependent on the specific location of the proposed development.

The maximum floor to area ratio is 1:1 and maximum lot coverage is 75%. Yielding a maximum gross square feet of potential development of 9,653,230 SF.

Aviation Technology Corridor Infrastructure

- **Sanitary Sewer:** an 18” line exists on the west side of the area, as well as a 27” line that runs along the Trinity River. However, due to the flat nature of the existing terrain a sewer study will need to be completed at the time the area develops to ensure sewer capacity and utility easements are located correctly.
- **Water Service:** a 36” water line exists in Airport Drive and a 12” line exists on the west side of the area. However, internal circulation and multiple connection locations will need to be provided when development begins.
- **Storm Sewer:** the area has experienced drainage problems related to inadequate downstream capacity and has also had to deal with flat terrain to provide surface flow. The airport is creating a plan to mitigate some of their own drainage issues and it is to be expected the Opportunity Area will need to overcome the same hurdles to handle the storm drainage, and therefore will need to be studied further in order to determine the impacts.
- **Thoroughfares:** currently Airport Drive is operating as a 4-lane divided thoroughfare with a signal at Industrial Boulevard. The City is currently working on a new thoroughfare for FM 546 to connect the southern portion of Airport Drive to SH-5 and provide a southern access point to the airport and surrounding area. Future developments will need to match the proposed roadway plans as well as upgrade portions of the older exiting roads that are impacted with new development.



Aviation Technology and Manufacturing

Opportunity Area Two

2. AVIATION TECHNOLOGY CORRIDOR

Aviation Technology Corridor

Despite projected short term decreases in air travel nationally and regionally, the twenty year outlook for Collin County Regional Airport looks strong. In order to preserve the future ability to serve its community and fulfill increasing long-term regional demand, the airport should consider acquiring adjacent land to prevent being landlocked.

The vision for this area adjacent to the airport is that of an Aviation Technology Corridor. This corridor would be a commercial and employment center designed to accommodate light manufacturing, research and development, warehouse / flex, and hangars. Tenants would have an aviation technology focus, which includes such areas as advanced aviation electronics, advanced aircraft maintenance training, composite materials, aviation software development and general aviation flight simulator facilities, etc.

Proposed Anchors

The airport is the primary asset that anchors the development. Yet the presence of Raytheon in McKinney creates an opportunity to focus specifically on aviation technology, aeronautical instrumentation, and avionics.

Other anchors in this opportunity area should leverage the airport or provide ancillary services that enhance the airport's attractiveness to aviation-related companies. Such anchors could include a higher education program focused on aviation-related occupations, key aviation technology tenants or corporate aviation services.

Concept Plan and Uses

Airport Road could be developed with a strong focus on aviation-related commercial uses and ground floor uses at key intersections that provide services to the airport and surrounding employers.

The narrow zone just east of Airport Road allows for active uses while creating a buffer between "on-airport" land that will need to be secured. A secondary road access could be built behind this strip of road frontage development in order to access the service and parking areas behind the buildings that front Airport Road. The large area of land East of this service road that is within the Opportunity Area is seen as part of a future Airport land acquisition and will likely become part of the Airport.

Industrial Boulevard is the major portal to Airport Road. The intersection of Industrial and Airport could be dedicated to general office with ground floor uses. The architectural detailing should be pedestrian-scaled and walkable to promote interaction with the residential neighborhood to the northwest and with the future transit village to the west heading towards Highway 5. Prominent corners should be taller than surrounding buildings, with view corridors terminating into heroic buildings or landmarks. This would create a key retail node to support both the airport and the development of the corridor itself.

The southernmost parcels within the opportunity area to the East of Airport Blvd. should be preserved as a corporate aviation site, due to the parcel's "through the fence" access. This will consist of several medium hangars and

a small corporate terminal with access off of Airport Blvd.

Office. High quality Class B office space could accommodate aviation-related office users. This should be located along Airport Road and above ground floor uses at the intersection of Industrial and Airport.

Retail. The retail development located in this opportunity area will likely be types of tenants found at neighborhood shopping centers or convenience shopping centers. Tenants would provide convenience goods and personal services that cater to the daytime population of the airport and opportunity area.

Other Commercial. The majority of the parcels should be developed to accommodate commercial uses such as light industrial, warehouse / flex, research and development, and hangar.

Models for Development

Examples of Aviation Technology Corridors and similar type concepts are listed below:

Jackson County Aviation Technology Park located adjacent to Trent Lott International Airport (Jackson County, Mississippi, United States)

Cincinnati-Dayton Aerospace Corridor located along I-75 corridor (Cincinnati to Dayton, Ohio, United States)

SC Technology and Aviation Center located along the I-85 corridor (Greenville, South Carolina, United States)

Space Coast Corridor focused along I-4 Corri-



Accentuated Corners, Urban Scaling and Massing



Corridors Terminating into Landmarks



Pedestrian Friendly streets with ground floor uses

Opportunity Area Two

2. AVIATION TECHNOLOGY CORRIDOR

dor through Central Florida (Orlando to Daytona Beach, Florida, United States)

Indianapolis International Airport Aviation Technology Corridor (Indianapolis, Indiana, United States)

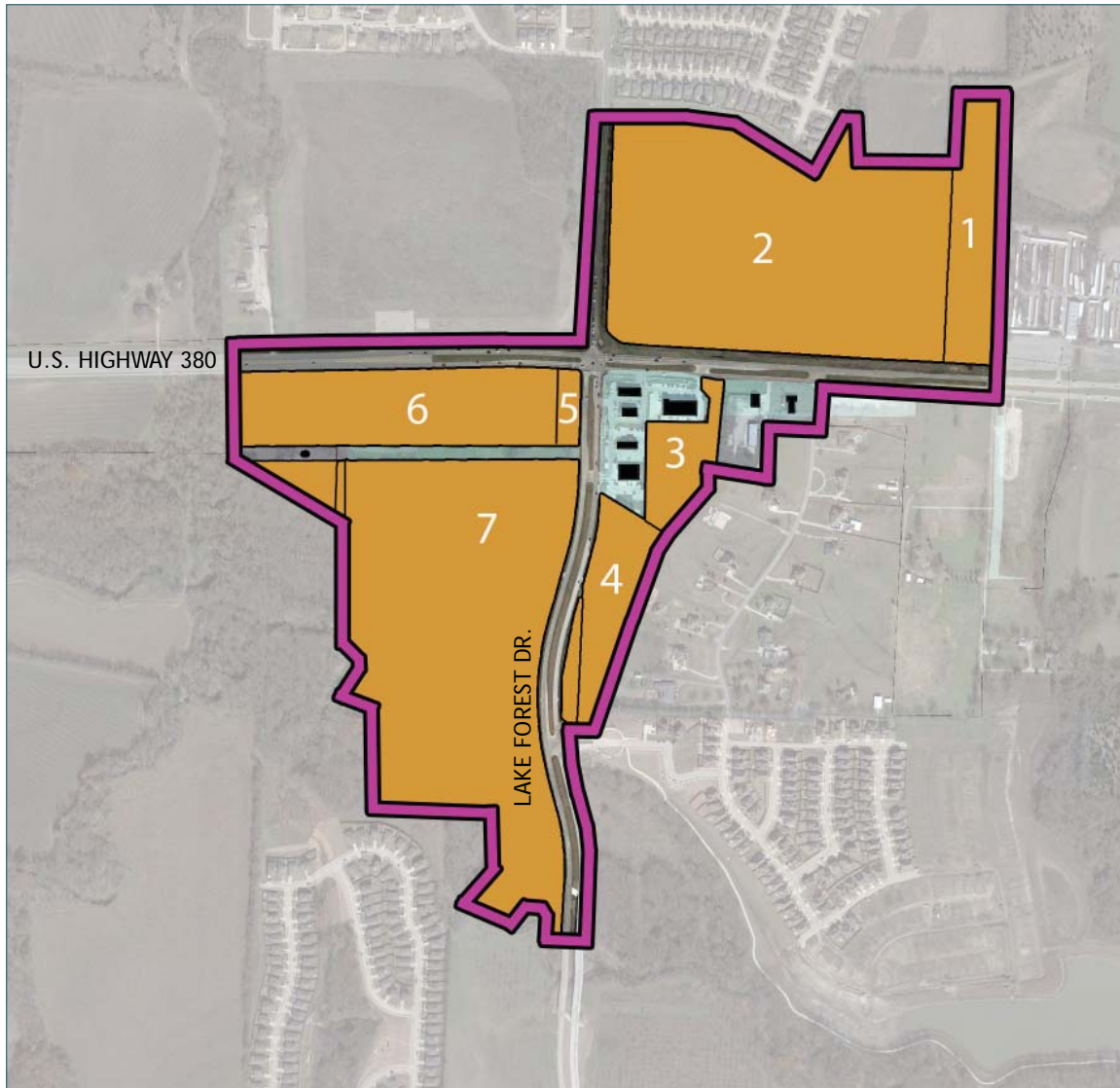
Xi'an Yanliang National Aviation Hi-Tech Industrial Base (located in Yanliang, Aviation City, Xi'an Shaanxi Province, China)

Recommendations

- See Appendix B, p B-9 for recommendations for target industry recruitment.
- See also Appendix C for a detailed assessment of the airport and its economic development potential. Page 33 - 35 of Appendix C outline specific recommendations to guide real estate development, marketing efforts, and incentives.
- Finalize the border for future Airport expansion, and where the “on-airport / off-airport” transition is, and actively acquire land to ensure this is preserved.
- Create an overlay district to encourage uses that support the vision for the Opportunity Area.
- Utilize funds generated from TIRZ No. 2 as a tool to catalyze development. These funds could be used for infrastructure investment, to secure financing for projects in the area, and for incentives to attract key anchors to the area.

Opportunity Area Three

3. COMMUNITY LIFESTYLE DESTINATION



Community Lifestyle Destination Parcel Diagram

Parcel Number	Tract Name	Owner	Size	Value
1	William H Hunt Survey (Blk. 1, Tract 28)	Brinkmann Ranches LP	10.7895 Acres	\$ 323,685.00
2	William H Hunt Survey (Blk. 1, Tract 29)	Kayasa Family LTD	46.1660 Acres	\$ 6,535,721.00
3	4877 University Dr.	Lake Forest Storage LLC	4.2259 Acres	\$ 690,301.00
4	William H Hunt Survey (Blk. 2, Tract 27)	Craig Children Trust ETAL	7.2760 Acres	\$ 476,006.00
5	Lake Forest Dr. Future ROW (Tract 17R1)	City of McKinney	1.1500 Acres	\$ 100,188.00
6	H I Upsher Survey (Tract 16)	ML2 Limited Partnership & Rose Retta J Family LTD	24.5816 Acres	\$ 2,562,879.00
7	Leonard Searcey Survey (Tract 16)	ML2 Limited Partnership & Rose Retta J Family LTD	41.5550 Acres	\$ 904,500.00
Total			135.7440 Acres	\$ 11,593,280.00

Opportunity Area Three

3. COMMUNITY LIFESTYLE DESTINATION

Community Lifestyle Destination

General Description

- Opportunity Area is at the intersection of two major McKinney transportation corridors.
- U.S. 380 connects a large portion of the DFW metroplex from east to west while Lake Forest is a significant north/south connector within the city.
- Recently, the Baylor Hospital system broke ground on a new facility that will continue to provide an identity to the area.
- The area north of U.S. 380 will be one of the next major single-family areas of the City.
- Wilson Creek cuts through the area and provides a background for development to the south.

Community Lifestyle Destination Zoning

- The south west corner has a base zoning district of General Business “BG”. The district allows for uses that provide a wide range of retail and service establishments. The maximum floor to area ratio is 2:1 and maximum lot coverage is 95%. Yielding a maximum gross square feet of potential development of 1,630,213 SF.
- The north east corner is zoned as part of Planned Development “PD” with a base zoning district of Office and Planned Center. The office zoning allows for typical office development with a maximum floor to area ratio is 1:1 and maximum lot coverage is 50%. Yielding a maximum gross square feet of potential development of 620,245 SF. While the Planned Center zoning allows for medium-intensity concentrations of shopping and related to commercial uses. The maximum floor to area ratio is 1:1.25 and maximum lot coverage is 50%. Yielding a maximum gross square feet of potential development of 775,307 SF.

Community Lifestyle Destination Infrastructure

- **Sanitary Sewer:** a 12” line exists in Lake Forest and can serve the proposed developments. The hospital tract is served by a 24” sewer line. Future development can utilize these existing lines, but capacity will need to be verified.
- **Water Service:** a 12” water service is available in U.S. 380 to serve the corners. Water connections that are internal to the sites will need to be provided. Future build-out for the area identifies a 36” water line as future line that will need to be constructed.
- **Storm Sewer:** adequate downstream capacity exists to handle storm drainage, but on-site storm water detention is needed.
- **Thoroughfares:** currently the roadway network is open to the public and no immediate plans exist for expansion. However, both Lake Forest and U.S. 380 are built to handle large traffic capacities and only need to be supplemented by site specific interior access (i.e. fire lane, drive isles, etc.).



Architecture should reflect historical aspects of McKinney



Pedestrian Friendly



Medical Office Buildings

Opportunity Area Three

3. COMMUNITY LIFESTYLE DESTINATION

Community Lifestyle Destination

With exciting new developments like the Baylor Medical Center at McKinney and the adjacent medical office buildings, this intersection is an emerging market area. This opportunity area, located at the prominent intersection of Highway 380 and Lake Forest Drive, is in close proximity to several well-developed neighborhoods.

The vision for this area is that of a Community Lifestyle Destination - a live-work-play-shop destination. The intersection is far enough from regional retail developments in Allen and Fairview that it represents a short-term retail development opportunity. Furthermore, Baylor Medical Center makes this intersection a regional destination. The northeast parcel (46-acres) is well-suited for a mixed use development that includes retail, medical, office, and residential components.

Proposed Anchors

The Baylor Medical Center at McKinney will act as an anchor in this opportunity area, generating a higher level of traffic and attracting visitors from a larger trade area than the intersection might otherwise attract.

A high-end grocery store, such as Central Market, Whole Foods, Kroger, or Sprouts, is a good candidate for anchoring the retail development in this opportunity area.

Concept Plan and Uses

This intersection is a prominent intersection with a high volume of daily traffic and increasing demand for services and retail. This opportunity area will likely include periphery services for the hospital, such as future medical

office buildings, a grocery store to serve the neighborhoods, as well as local retail and services, general office buildings, some additional residential, and potentially a small hotel.

The concept for the Community Lifestyle Destination is to create pedestrian-friendly streets with active and vibrant destinations by introducing rich architecture within an urban footprint. The revised height policy and overlay district allowing for buildings up to 12 stories along Highway 380 could greatly enhance the potential for this opportunity area to support the construction of corporate office buildings and higher density development, in general.

The Retail Coach determined that a grocery store of roughly 200,000 sf could be supported by the surrounding communities. Other retail would likely include convenience goods and personal services. Residential units should be high-density apartment homes with ground floor uses. Preserving sites to accommodate future office highrises should be considered.

The Retail Coach identified a list of retailers that could be good prospects for locating in this opportunity area (see Appendix D):

- Whole Foods
- Central Market
- Sprouts
- Kroger
- Bath Junkie
- Chuys
- Corner Bakery
- Five Guys Burger & Fries
- Gigi's Cupcakes
- Jos A Banks
- PetCo
- Rosas Cafe
- Yogurtville

Models for Development

Watters Creek (<http://www.watters-creek.com/>) and the Shops at Legacy (<http://www.shopsatlegacy.com/>) are developments in the region that represent a similar vision of live-work-play-shop.

Recommendations

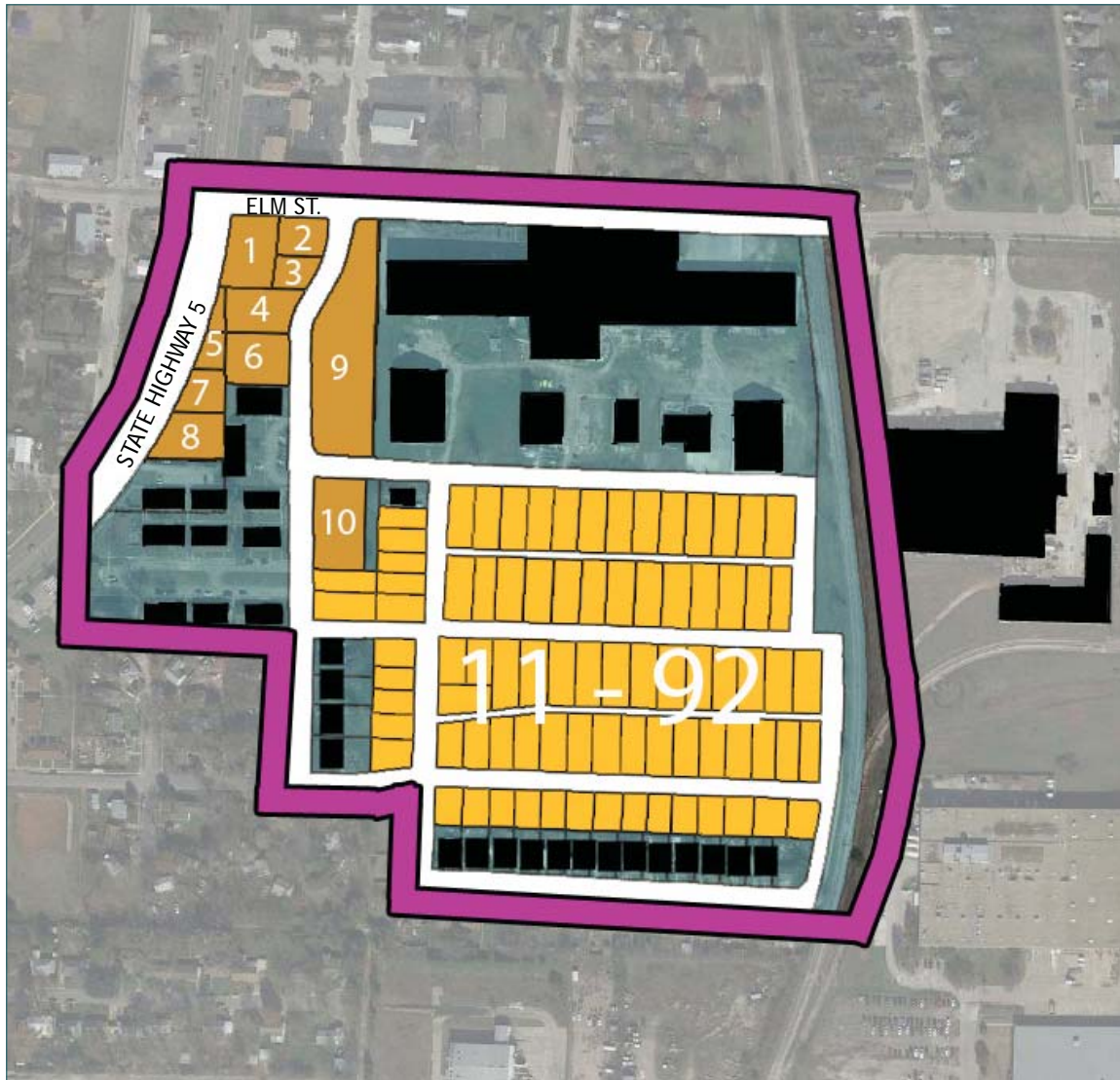
- Approve the overlay district and new height policy.
- Educate landowners and developers of the vision for opportunity area and gauge their interest in working with the city in promoting this vision.
- Provide developers and brokers working in the area with the marketing materials created by the Retail Coach to aid their recruitment of retailers to the area.



Verticle mixed-use with ground floor retail and general office on floors above.

Opportunity Area Four

4. ENTREPRENEURIAL VILLAGE



Entrepreneurial Village Parcel Diagram

Parcel Number	Tract Name	Owner	Size	Value
1	1301 McDonald St.	Cotton Mill Partners LTD	0.3250 Acres	\$ 99,099.00
2	402 Elm St.	Amscott Vineyards LLC C/O Cotton Mill Partners	0.1870 Acres	\$ 89,220.00
3	S McFarland Survey (Tract 99)	Amscott Vineyards LLC C/O Cotton Mill Partners	0.1556 Acres	\$ 47,446.00
4	1302 Amscott St.	Amscott Vineyards LLC C/O Cotton Mill Partners	0.2430 Acres	\$ 52,078.00
5	S McFarland Survey (Tract 8)	Amscott Vineyards LLC C/O Cotton Mill Partners	0.1300 Acres	\$ 33,978.00
6	1304 Amscott St.	Amscott Vineyards LLC C/O Cotton Mill Partners	0.2700 Acres	\$ 70,566.00
7	S McFarland Survey (Tract 11)	Amscott Vineyards LLC C/O Cotton Mill Partners	0.1260 Acres	\$ 32,931.00
8	1415 S. McDonald St.	Grid Enterprise INC	0.2011 Acres	\$ 73,789.00
9	410 Elm St.	Cotton Mill Partners LTD	1.7050 Acres	\$ 111,405.00
10	S McFarland Survey (Tract 18)	MAO DR SHING	0.5100 Acres	\$ 22,216.00
11 to 92	Millwood Homes (Lots 1, 2, 4-17, 19-28, 30-83, & 92)	Cotton Mill Partners LTD	(82) x 0.1500 Acres	\$ 615,000.00
Total			16.1527 Acres	\$ 1,247,728.00

Opportunity Area Four

4. ENTREPRENEURIAL VILLAGE

Entrepreneurial Village

General Description

- Opportunity Area is adjacent to the regional airport and at the southern end of the downtown historic district and lies just west of Opportunity Area two.
- The major feature of the area is the historic Cotton Mill building.
- Opportunity Area is surrounded by residential neighborhoods with some light industrial uses to the east towards the rail line and airport.

Entrepreneurial Village Zoning

- The area is zoned with multiple districts including: “RS-60” to provide “suitable single family life on medium size lots” and “LM” to provide “a range of light industrial and commercial uses.” The area would need to be re-zoned to handle a proposed commercial development.
- Based on a change in zoning to allow a commercial development, the proposed maximum floor to area ratio is 1:1 and maximum lot coverage is 75%. Yielding a maximum gross square feet of potential development of 527,709 SF.

Entrepreneurial Village Infrastructure

- **Sanitary Sewer:** the area is served by three different sewer lines. An 18” line exists on the east side of the area, a 10” line exists in the middle of the area, and an 8” line is on the west side of the area.
- **Water Service:** a 12” water line exists in Elm Street and a 16” line exists in SH-5. Additional connections to complete a looped system may be required to provide the necessary water supply for the area.
- **Storm Sewer:** the area has experienced drainage problems related to inadequate downstream capacity and has also had to deal with flat terrain to provide surface flow. Careful attention will need to be paid during the design phase to ensure that adequate storm sewer capacity is provided.
- **Thoroughfares:** currently SH-5 is heavily traveled and is a 4-lane divided section with dual turn lanes in the median. Future developments will need to match the proposed roadway plans as well as upgrade portions of the older exiting roads that are impacted with new development. Adequate roadway capacity along the eastern edge of the area would need to be analyzed to ensure proper access and circulation.



New Buildings should respect the Historical Architecture, Massing, and Height



Retail Space creates pedestrian-friendly environment

Opportunity Area Four

4. ENTREPRENEURIAL VILLAGE

Entrepreneurial Village

The vision for the Cotton Mill is an “Entrepreneurial Village.” The Village would be strategically located between the airport and downtown and could be a catalyst for the revitalization of Hwy-5.

Proposed Anchors

The Cotton Mill would be the anchor in the village, serving as a de facto incubator for emerging technology firms. The land around the mill could be developed to house “graduates” of the Cotton Mill who need more space but want to stay in the area.

Another anchor could be a higher education institution that offers programs to support an emerging technology cluster. Such programs could include interactive technology, video game development, entrepreneurship, or sustainability.

Centering McKinney’s entrepreneurial development program and the associated activities around the Cotton Mill would also act as an anchor.

Concept Plan and Uses

The concept for the Cotton Mill is that of a walkable “campus” of general office buildings that could support some small-service retail as well as additional space that support the large events within the Cotton Mill building. Higher density residential and green space should be used to buffer the campus from the residential neighborhoods, but the campus should be seen as a vibrant gathering space for the community by including indoor meeting areas and

event hall, outdoor plazas, seating, shade, and some recreational areas.

The historic architecture of the Cotton Mill should be reflected throughout the campus, while at the same time creating a modern environment suitable for high tech industries. Buildings should be two to three stories with no building taller than the Cotton Mill, so as not to disrupt its view from Highway 5. At the same time, the campus should ensure its visibility from Highway 5.

Office. A range of office options should be included in the Village in order to accommodate companies at different stages of their lifecycle. The types of office space should include flexible, creative spaces that can be used to house smaller start-ups as well as Class B and even a limited amount of Class A space to house larger entrepreneurial firms.

Retail. The ground floor uses of the general office buildings should be dedicated to businesses that provide convenience goods, personal services, business and professional services, and eating establishments.

Other Commercial. Flexible space that could be used for research and development and very small-scale manufacturing should also be incorporated into the development.

Residential. Live / work lofts and high-end, high-density residential can be incorporated as an amenity. The residential units would provide opportunities to employees who wish to live in close proximity to their place of employment and other residents who wish to live in

a vibrant setting. In addition, residents would provide an opportunity to create a development that “lives” past 5 o’clock. This would support more dining and entertainment options and a perhaps even some specialty retailers.

Models for Development

Clipper Mill in Baltimore, Maryland (<http://clippermillbaltimore.com/>) is an excellent example of a development with a similar vision.

Recommendations

- Work closely with the current landowner to determine the best way for the City to support development of the Cotton Mill as an entrepreneurial village.
- Rezone the residential parcels south of the Cotton Mill complex to accommodate mixed-use development, including light industrial uses.
- Revise TIRZ No. 1 from Town Center Initiative to include available land around the Cotton Mill that is included in this catalyst concept.
- Create an overlay district to restrict allowed uses to prevent development that are not suitable with the vision for the catalyst.
- Identify and target entrepreneurial companies.
- Create incentives to promote “start-up” companies.



Adaptive Uses should maintain existing Character



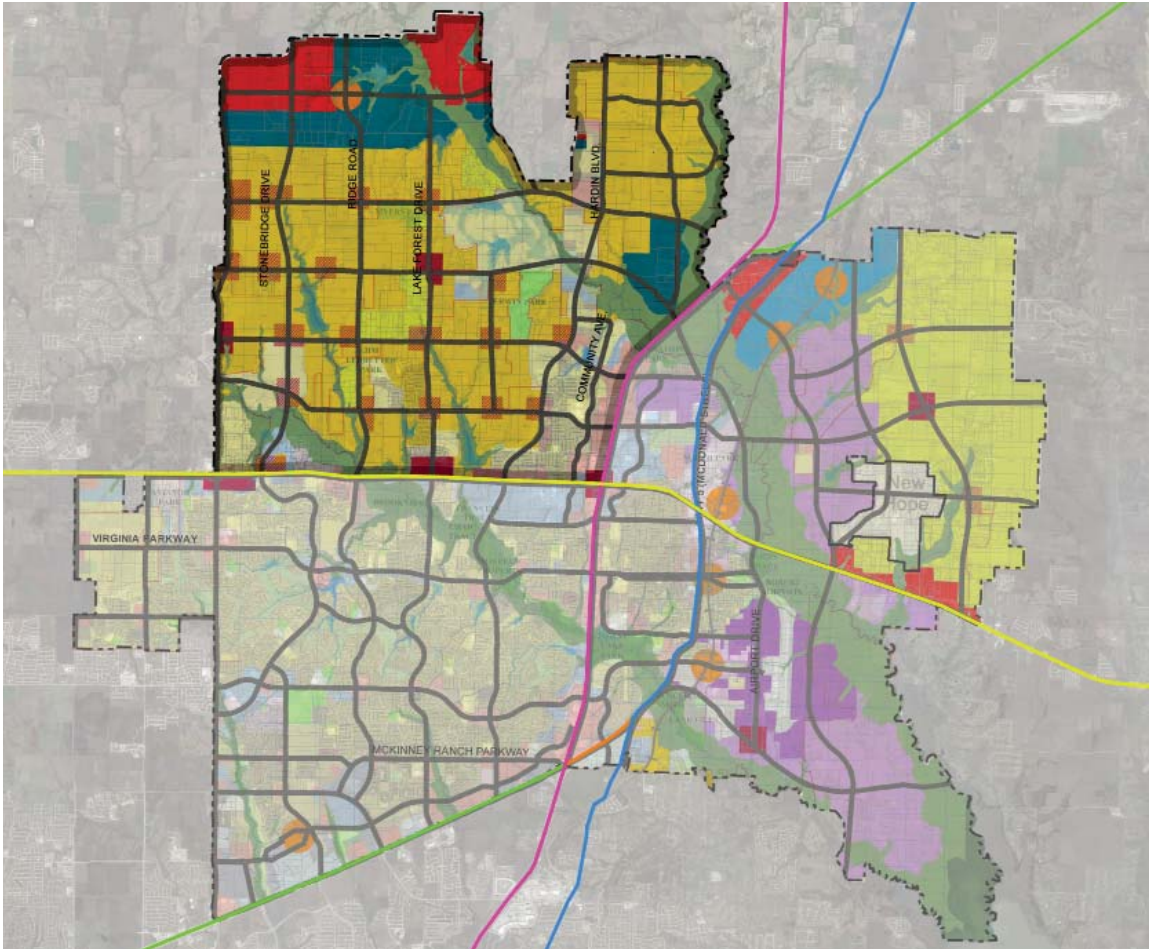
Buildings should create a strong Urban Edge



Pedestrian-Scaled, Walkable Streets

Long-Term Opportunity

THE NORTHWEST QUADRANT



The Northwest Quadrant as envisioned in the Future Land Use Plan (FLUP).

The Northwest Quadrant

The Northwest Quadrant consists of 25,400 acres north of Highway 380 and west of Highway 75, extending to the boundary of McKinney's Extraterritorial Jurisdiction (ETJ). 8,700 of these acres are within the city limits, and 16,700 acres lie in McKinney's ETJ. The majority of this area remains undeveloped. However, it will play a crucial role in shaping McKinney's future.

The Northwest Quadrant represents 34% of McKinney's land mass, including the city limits and the ETJ. Thus, the mix of residential and commercial development, the type of residential, and the type of commercial will greatly influence the fiscal profile of the City.

McKinney's Comprehensive Plan envisions the Northwest Quadrant to be largely residential, with three community villages, a transit village, two office parks and a large regional retail center.

The Comprehensive Plan is implemented through the City's planning and zoning. Most areas of the Northwest Quadrant that are part of the city are zoned as Planned Developments, which provides little visibility as to whether

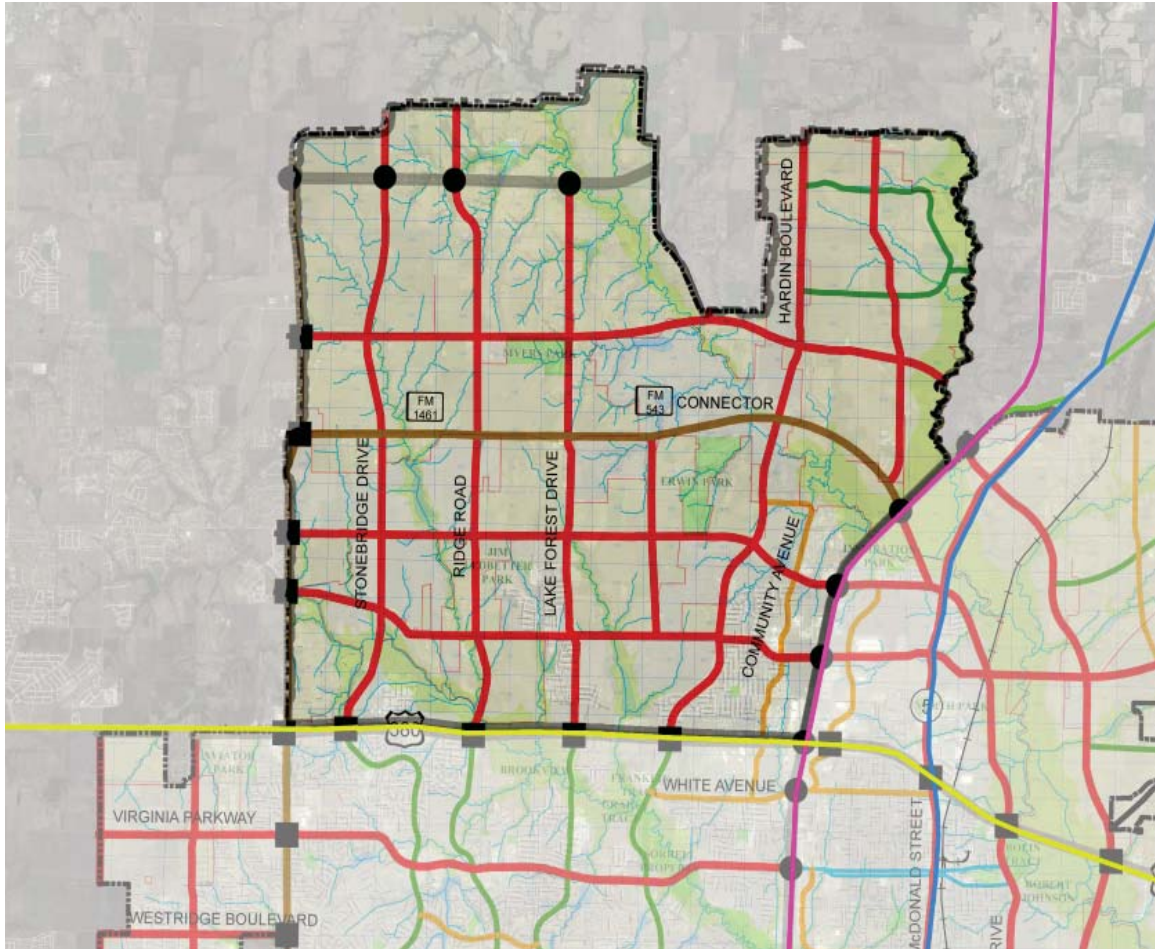
or not the City is adhering to the FLUP. However, each zoning change or zoning request is evaluated based on whether or not it is consistent with the FLUP.

The Thoroughfare Plan (shown on the following page) calls for the northern extension of the primary arterials south of Highway 380, including Stonebridge Drive, Ridge Road, Lake Forest Drive, and Hardin Boulevard. East-west arterials will be Wilmet Road, Bloomdale Road and FM 1461. The FM 543 Connector is planned to be another east-west arterial north of FM 1461. The intersections of these arterials are envisioned in the FLUP to be commercial nodes that will likely be dedicated to community and neighborhood shopping.

In addition, a multi-modal transportation corridor (the Outer Loop) is planned for the far north section of McKinney's ETJ and will extend from IH-35 in Denton County to IH-30 east of Dallas County. This future freeway will provide McKinney with east-west regional access. As a high traffic freeway like Highway 121, the Outer Loop will also create another important commercial corridor in far north McKinney. This area will be well-suited for regional

Long-Term Opportunity

THE NORTHWEST QUADRANT



Thoroughfare Plan

retail development and as an employment center. However, the number of roof tops in the surrounding areas must be sufficient to create demand for regional retail. In effect, McKinney must be the first to market with its new retail product north of the city. Otherwise, it once again risks missing the opportunity due to retail development in adjacent cities.

Another north-south arterial between Hardin Blvd and Hwy 75 is also planned. The FLUP designates a second office park on the southern end of this arterial nestled between the East Fork of the Trinity River and Honey Creek. With the natural amenities this location provides and the close proximity to the Hwy 75 / Hwy 5 / Hwy 121 interchange, this could be a very attractive location for corporate campuses, though it would be about 45 miles from DFW airport.

To prepare for growth in the Northwest Quadrant, the City must put in place the necessary controls to preserve and protect the proposed thoroughfares and commercial land uses. The City should be aggressive in its annexation plan to pursue the incorporation of the regional commercial

center around the Outer Loop into the city limits. As soon as this land is secured, the City should establish a clear vision for the area, create a plan around this vision, and adopt the tools needed to implement the plan, including overlay districts and special financing districts. Furthermore, the City must commit to protecting tracts with commercial development potential, which may mean leaving large areas undeveloped until the market warrants its development.

Though the actual build-out of the Northwest Quadrant is many years away, McKinney must take action now to ensure that this area develops in a way that promotes a balanced tax base.

Addendum

PATHWAY STUDY - TRANSECTS

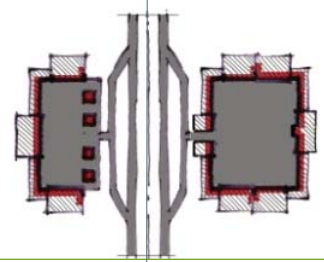
Regional Corridor Transects

Vehicular corridors have become gateways to our cities. Each corridor typically traverses through a variety of transect zones, change in density and development opportunities and standards. In order to better understand the changing contexts of each corridor and its corresponding transect, Broaddus Planning analyzed each of the zones within the corridors, and evaluated what development may look like in that context. The series of diagrams below represent the trends across America in development practices that occur along vehicular pathways leading into our cities.

Regional Pathway

(Located off Interstates with access roads)

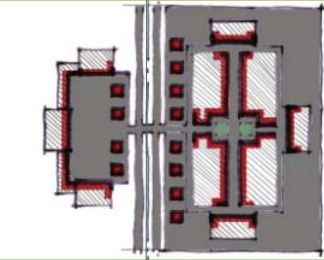
- Big Box Retail
- Major Employment Centers
- Industrial / R&D / Manufacturing



Local Pathway

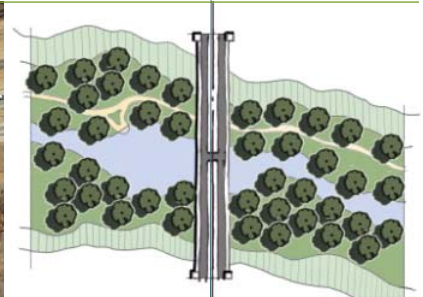
(Located off 4 lane Blvds leading into town)

- Mixed Use Development – “The New American Town Center”
- Grocery / Retail / Food Chains
- High to Medium Density Residential
- Office



Greenbelt Pathways

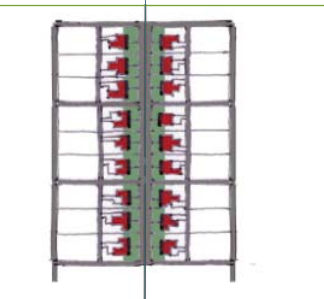
- Regional and Local Hike and Bike Trails
- Outdoor Recreational Parks / Soccer / Playgrounds, etc.



Downtown Pathway

Entering Downtown Periphery

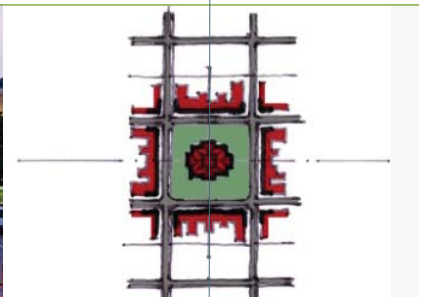
- Local markets and retailers
- Mom and Pop Shops
- Corner market places



Downtown Center

Town Center Destination

- City Hall
- Boutiques / Retail
- Restaurants
- Entertainment



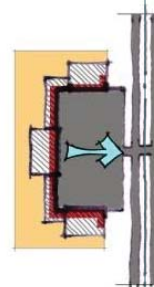
Development Patterns for Regional Pathways

There are many ways developments have been organized historically. Of these possibilities, each has its own strengths and weaknesses. Future development should be based on an understanding of those strengths and weaknesses to create environments that are the best utilization of their access, context, and also reflect the vision McKinney desires.

Faces Road

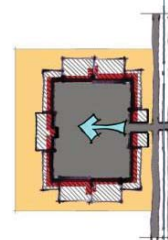
Most typical of suburban strip shopping centers

- Entry is confusing due to visual conflict of signage and cars in parking lots.
- Parking is in front – allows for easy and quick access.
- Service and Loading is from behind and or sides.
- Signage is typically on pylons or billboards along frontage road creating visual “clutter.”



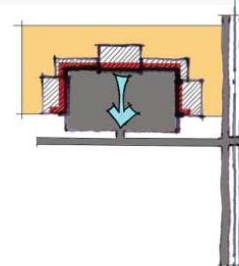
Back is toward Road

- Entries are well-defined, usually by vertical elements and consolidated signage.
- Parking is centralized – does not allow for green space or pedestrian friendly environment.
- Service and Loading access is located around perimeter, including the frontage road which makes for poor visual “gateway” appearance while driving along the highway.
- Building “backs” become the signage / advertisement billboard – visible from the highway.



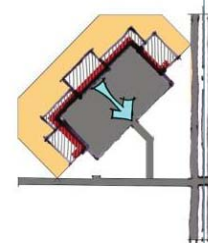
Shoulder is Facing Road

- Entries are well defined, signage is usually on pylons or billboards.
- Parking is in front – allows for easy and quick access.
- Service and Loading is from behind and or sides.
- Building “backs” become the signage / advertisement billboard – visible from the highway.



They just couldn't decide....

- Entry is confusing due to visual conflict of signage and cars in parking lots.
- Parking is in front – allows for easy and quick access, but route to parking can be circuitous.
- Service and Loading is from behind and or sides.
- Signage is typically from pylons or billboards along frontage road creating visual “clutter.”



Conclusion



Downtown McKinney

Conclusion

The City of McKinney is proactively planning for growth over the next 25 years. The City's primary focus is Economic Development, creating a strategy that will increase both wages and local tax base by attracting suitable industries that have long-term benefits to the community. The strategy will also pay special attention to development opportunities of the Collin County Regional Airport and in the retail sector.

The primary goals for the economic development strategy are to:

1. Create a cohesive and collaborative system for managing economic development across the city.
2. Focus on promoting McKinney's primary development centers.
3. Develop and expand initiatives/programs to diversify and grow McKinney's tax base.
4. Enhance McKinney's community assets and quality of place to strengthen McKinney's ability to attract talent and employers.

One element of the Economic Development Vision is the creation of unique, vibrant places that attract a talented workforce. It is the intent of the Corridor and Site Analysis to provide a conceptual framework for initial investments that enable the City to pursue these development goals:

- Position McKinney for desirable growth
- Proactively plan for future
- Use the Comprehensive Plan as a solid foundation
- Put a focused effort in the development centers to spur growth along the corridors, which will support holistic development vision



This document is in support of the City of McKinney
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