

Stakeholder Interview Summary:

Below is a summary of the key points that the project team captured during the stakeholder interviews with members of the McKinney community.

1. What word or phrase would you use to describe the most desirable future for McKinney by 2040?

- Prepared.
- Inviting- Because of the Downtown Charm, McKinney is unique with the small town feel – as McKinney grows, the challenge will be to maintain the charm and not lose it to sprawl.
- Having infrastructure in place for new development.
- Growth is coming – don't want to be so homogenized that we lose character – want to see the McKinney that is here today, but with good infrastructure, good commercial activity.
- A key will be infrastructure – keep small town feel, but with big town amenity and commercial.
- Improved mix in tax base – less reliance on residential – more businesses and shopping in the area.
- Stable government.
- A community with a four year college.
- The concept of villages in McKinney is attractive.
- Hope that 2040 McKinney will have better parking in downtown.
- Inclusive – whatever is going on in the community will look at City overall and its entire people.
- Sustainable (not necessarily just in a green way).
- Mobility.
- Need to have quality of life for all people and all quadrants of the City.
- A great place to grow up.
- A more rounded community.
- Need jobs and retail in McKinney so people do not have to leave for those things.
- “All American City” – McKinney is approachable and people feel they can belong here.
- Airport is potential driver – it needs to be expanded and turned in to something.

- Location ready.
- With good infrastructure and good schools in place.
- Can offer home options for executives looking at corporate relocations.
- Recognize that there has been a significant shift in decision making – people no longer require a single family home – Multi Family is a lifestyle choice, not a requirement due to lack of funds.
- Protection of corridors.
- Need to continue to look at lot size – small lots do not mean less value.
- Gated Communities.
- Reinvented. McKinney was a city long before it was a suburb. Careful decision making to be sure that community grows beyond the title of bedroom community.
- Anchored by unique assets like downtown and airport.
- Employment center for northeastern counties.
- Balanced community – most critical element is economic balance – tax base.
- Responsible growth.
- The biggest asset is what is in Downtown.

2. What are the biggest barriers that might prevent the community from reaching that future?

- How to balance investment in future with existing needs.
- Highly educated, diverse community – there is a need for employment base to support employment in the future. – potential need for workforce housing.
- Establishing infrastructure that works with topography.
- Misconception of buildout population could lead to being unprepared for needs.
- Biggest future challenge is water, electricity and infrastructure.
- Not fully utilizing resource of economic development corporation and function.
- Programing enough funds to partner with a ‘big fish.’
- Getting a diverse participation in City Government – Boards and Commissions.
- Not investing enough in east side improvements – infrastructure and amenities.
- Mobility.
- Risk of mismanaging growth.
- Having the resolve to say no.
- Maintaining a balance of retail / commercial space – need tax dollars from bigger enterprises, but don’t want to go overboard with new retail.

- Defining a singular, cohesive mindset and sticking to it. Hard to stay steadfast in the face of growth and development.
- Schizophrenic vision, city themes, leadership
- Real and perceived negative views of the development process.
- Getting on the priority list.

3. What changes would make it even more likely that a global company would decide to invest in McKinney in the next 10 years?

- Collin College will play a huge role in developing employment base needed for companies to be attracted to McKinney. They are making huge investments in the community.
- Collin County needs a four year institution.
- It would be good to have more corporations in the community, but should not just be tied to one company (like State Farm – what would happen if they come here and then leave). It is interesting to be rural too.
- Attract medical jobs.
- Capitalize on the status of county seat.
- Attract higher waged jobs.
- Should encourage small businesses to start and operate, but should not subsidize it.
- Continue to build on the community appeal – nice neighborhoods. People fall in love with McKinney as a place to live.
- US 121.
- Main reason corporations give for not choosing McKinney is location, then lack of amenities - restaurants, etc.
- Be patient for market readiness.
- Need homes for corporate executives.
- Different approach for handling economic development deals.

4. What assets does McKinney have now that are ‘hidden treasures’ – things that people and businesses outside the city or region are unaware of or don’t fully appreciate?

- People don’t realize that McKinney is 30 minutes from DFW airport, and with unbelievable access.
- Location. McKinney is next in line on the transportation corridor.
- Parks system.
- School system.

- Positive perception of McKinney from the outside.
- Downtown is the jewel of the City. Need other areas with different types of hubs that create a sense of place.
- People in Stonebridge love Adriatica – Vibrant.
- Green space, parks, natural areas.
- Family oriented and friendly.
- Downtown square – resonates with so many people, but is underappreciated.
- Stonebridge Ranch – matured master plan development, looks like resort. Known locally, underappreciated from the outside
- Airport is a diamond in the rough that can separate McKinney from Frisco and Plano.
- Adriatica is becoming a cool place with restaurants, etc. as is Craig Ranch.

5. If the City of McKinney could invest in just one or two capital investments in the next few years, which ones would provide the greatest catalytic benefit for desirable development?

- Opening up northwest McKinney – Northwest corridors – Custer, etc.
- Need to maintain commercial corners – residential will drive retail – retail zoning does not cause retail to occur – the market does.
- Fiber optics.
- Water.
- Roads north of US 380.
- Road construction that opens up development.
- Amenities on east and west side.
- Have done good job with fire stations.
- Some neighborhoods want to see more trails in the community.
- Dog parks also seem to be gaining popularity.
- McKinney has good parks – well maintained.
- For now infrastructure is adequate.
- Roads should be the primary focus.
- Infrastructure improvements needed to open up Northwest Sector.
- Roads, storm water, sewer.
- Incentives to draw in business.
- Infrastructure to support the airport.

- Grow the types of amenities and services offered to attract different populations and lifestyles.
- Infrastructure is a barrier to development
- Big opportunity is that we have land left.
- Reach out to opportunity.

6. What have been the most positive aspects of your dealings with the City of McKinney?

- Staff has been very positive and works well with developers.
- Staff is very accessible – not the case in all communities.
- Have ability to reason through situations working with staff.
- Some smaller developers may not feel this way.
- Relationship between HOA and City has been good.
- You can walk in the door and talk with someone. That is not the norm in many cities.
- Keeping fees reasonable is important – some areas increase fees to a level that they are not on par with other communities.
- McKinney needs to keep processes easy to make it easy to build in the community for developers without losing quality.
- Can communicate with the City better/faster than with others.
- Staff approaches development options in a customer-friendly way.

7. What have been the least positive aspects of your dealings with the City of McKinney?

- Several years ago there was a “cannot” attitude from staff verses can do. This has changed significantly.
- Would like to see one-stop shop for developers to get approvals.
- Lack of flexibility on certain issues and variance requests.
- Thoroughness and consistency in reviewing plans.
- Perception is that McKinney is difficult with new construction and permits.

8. What steps should be taken to build on the momentum at McKinney National Airport?

- McKinney Airport needs to be reliever airport.
- Airport is a great asset with growth potential.
- Airport will never get to next level without a commercial aspect to it.

- Continue to focus on corporate services like Addison, but need regional commercial application – will only come with demand and population.
- Airport is full and has a waiting list – why don't we build hanger and lease back to the companies needing it. Should build the hangars now.
- Tough to attract corporate aviation to McKinney because Addison and Love field seem to be better located geographically.
- In future, commercial could be viable, but funding is quite difficult to build gates, etc. – Airlines expect others to take the risk, they will not do so.
- Opportunities are huge. It is an economic engine and we need to do what we can to continue to bring in corporate jets and protect the area around the airport for expansion.
- Should be looking at amenities to support aviation that could be manufactured here.
- Envision commercial aviation here, but there would have to be some changes to laws.
- Solid leadership to guide the journey of building a successful commercial / corporate focused airport.
- Not sure if airport will truly grow beyond its present state.
- Capitalize on air freight, corporate use.
- The experience of being able to fly in/out of McKinney and home in 10 minutes is invaluable.
- Give corporate users something to do in McKinney (recreational, amenities)

9. What steps should the City of McKinney take to build on downtown's success?

- People reinvesting in old buildings downtown need assistance.
- McKinney is 2nd largest historic district in Texas for residential uses..
- Downtown is already doing well.
- Most people need to know that they can get downtown on SH 5.
- Parking issues must be solved. If public can't park, they won't come.
- There needs to be better wayfinding and gateways to announce Downtown – many people don't know that it is there.
- Continue to develop different housing types to support Downtown.
- Encourage businesses to stay open later.
- City did a great job setting it up for long term success
 - Enabled businesses, restaurants to move in

- Stores still flip over, but more because the property is so valuable
- Complaints now are about parking rather than other issues
- Don't be big brother.
 - Let the private side run its course.
 - The more we dictate how the private side ought to work, the less they want to work here.
 - The redesign of the square was critical.
 - Letting development be unique creates a desirable place.
- Embrace what exists east of SH 5.
- Downtown has done a pretty good job of attracting visitors.
- SH 5 is an opportunity, beyond single family.
- Take some of the uses that are attracted to the highway frontage on 75/121 and bring it into the city core.
- Build on the experience of downtown.
- Public investment is the key to development success; developers always look for that public/private partnership, hard to do a deal the right way without some kind of public financing, infrastructure support.

10. How important is it that people have travel choices in addition to driving a car? What role can or should public transportation play in McKinney's future?

- Public transportation is extremely important to the community – Craig Ranch is always being asked by potential users if DART (even bus) can be available – it is an important issue for big companies.
- Trails and other bicycle and pedestrian connections are also very important to companies as they decide whether to locate in McKinney – walking is #1 recreation for residents in Craig Ranch.
- Walkability is overplayed in some area – residents will come home and walk, but will not walk to work – in McKinney it is more for recreation.
- We need to continue to invest in roads – there may be alternative modes in the future that don't require roads, but for now we need to invest in what we know.
- People will gravitate to what is convenient.
- It is not really necessary, once people move out to McKinney, they already accept that they will have a car – also, destinations are too far apart to live without a car.
- Want to see transportation improvements like DCTA connecting in to DART. Believe people would use it.

- Driving on 75 is not the best way to commute. Buses would just sit in the same traffic so would not work.
- Not opposed or in favor of mass transit – worried that it might pull people out of McKinney to jobs elsewhere.
- At some point, everyone will not have a car – this will probably be true with the next generation.
- Not sure that it should be high on the list of needs – maybe there could be a partnership with other Cities, or authorities.
- This may be a need for elderly in the future.

11. In your view, what two of three features differentiate McKinney from other nearby communities today?

- Need to tell the story that McKinney is coming on the radar for local brokers and major relocations.
- Airport terminal.
- A four year college.
- Quality hires and stability in leadership.
- Don't have the density of neighbors – still have some room
- Has great use of open space and a good balance of parks.
- The Aquatic Center can differentiate the community in the future – along with the Tennis Center, Baseball Fields etc.

12. Is there any other advice you can share with McKinney as it plans for its next 20 to 25 years?

- Bond issue is critical.
- Comprehensive Plan should be a roadmap, but not so specific that it ties the hands of developers – needs to be flexible and fluid to address foreseen demand.
- McKinney needs distinctive areas like Adriatica.
- Embrace diversity.
- Need to break down the east-west divide – build community togetherness.
- Need to stop losing quality people to other communities – also need right people in the room talking to future companies to attract them to McKinney.
- There are a lot of silos. County commissioners will not bond anything. Much of this plan will be focused on ETJ.
- McKinney has great relationships with Prosper, Celina and other surrounding municipalities – relationship with county could be improved.

- McKinney has a lot of creeks and streams that add cost to infrastructure, but that also are amenities to the community. Need to have balance.
- If City can accomplish 50% of plan going forward, that is success.
- Comprehensive plan needs to be flexible enough to allow for unforeseen opportunities to be accommodated.
- A big obstacle will be with people in the ETJ who will have concerns when they see infrastructure plans that are allowing for a development pattern that they don't want.
- Most important factor of Comprehensive plan will be city leadership –needs to be a driving force of the plan.
- Need balanced tax base, the facilities that people want to see.
- Use common sense.
- There seems to be a good balance of housing price points, otherwise the community would not be growing.
- Existing design guidelines and standards are adequate for now.
- McKinney is entrepreneurial and supportive of start-up businesses – Downtown is proof of this.
- Make sure that City Council and Boards and Commissions stay on the same page.
- Would like to keep smaller school concept with more campuses.
- Would like to see credits for solar energy.
- Keep ahold of the sense of community.
- Need to clean-up Highway 5 area – it does not give a good first impression for McKinney.
- It is difficult for the average individual to find out what development is happening in the community. If it is not known, the rumors start and become hard to address.
- Need destination retail.
- Affordable housing is also a big issue in the community and is growing.
- Need to look at poverty issues and develop a strategy for dealing with these issues.
- Need to look at public / private partnerships for building infrastructure.
- There are concerns about having the available supply of water to support new development in the community.
- Find a way to let people know that the city is open for business.
- Some amazing assets that a lot of people don't know about – parks, corridors, leverage the downtown more.
- Reinforce the idea that we need to stick to the plan that we agree to.

13. McKinney might want to create more distinctive gateways on the major freeways so everyone knows when they're entering this community.

Where would you locate such a gateway on Highway 380 and what kind of gateway would have the biggest impact? What about on SH-121?

- This is important for the community. Architecture has a lot to do with this and could be the key element to drive the look of gateways.
- The highway 5 corridor needs to be addressed; the plan in place should be part of this plan.
- These are appropriate locations.
- Public art could also be a good thing to have.
- This could be helpful as wayfinding / art as long as it is distinctive.
- No major opinion, may be neat but doesn't really know the importance

14. How common is it that people who grow up in McKinney choose to come back and live here after they go off to college or a first job? What would draw them back?

- McKinney is doing pretty well at providing for multiple phases of life – aquatic center, senior living, and dog parks provide facilities for multiple interests.
- Most activities can now be accommodated in McKinney – people do not need to travel outside the area.
- McKinney seems to have housing and activities that his children want to return to.
- McKinney is starting to appeal to the younger generation/young business professionals.
- Those places to age in place should be here, but they aren't here now.
- McKinney needs to offer the nontraditional lifestyle for a younger generation that isn't raising a family.
- Idea that small lot, small home means small price and the negatives that might come with that – this could keep good places from developing for the empty nester to downsize.
- Need more Quality single story for the retirees who want to stay in the communities with everyone else
- The right mix of housing is mostly here now
 - Affordability is becoming an issue, it prices a whole segment out.
 - Quality and density can exist together.

- Recognizes the desires of millennials, not all want to be urban, but they want to be in a community.
- Communities need a variety of product types so people can move within the same area as their needs change

15. Can a long-time resident of McKinney continue to live here if he/she can no longer drive or maintain a home and yard?

- There are many cultures and ages represented in McKinney.
- There are housing choices for people in all stages of their lives.
- There are a lot of apartments available.
- From a standpoint of apartments, yes.
- Choices may be limited at this point.

16. Which areas in McKinney are inviting for people walking or riding bikes? How easy is it to walk to these places from most McKinney neighborhoods?

- This is a critical. The trails and paths in the community are highly utilized. There also seem to be a lot of cyclists in the community.
- McKinney does a good job maintaining trails for bikes – they are utilized quite a bit.

17. What are your views related to McKinney’s diverse economy?

- City needs to continue to seek out businesses that will keep McKinney balanced.
- Need to look at new businesses coming in to the community and identify what jobs are at a livable wage.

18. School districts

- Achieve desirable student/campus ratio.
- Attendance zones that draw kids away from their neighborhoods is a burden.

Interviewees

Robbie Clark
Jon Dell’Antonia
Ray Eckenrode
George Fuller
Hal Harbor
Pete Huff
Laura Kayata
Tom Woliver

Interviewees

Dr. Neil Matkin
Mark McReynolds
Miles Prestemon
Ray Ricchi
Larry Robinson
Martin Sanchez
Robert Shaw
Bill Walker
Brinkmann Ranch

Small Group Interview Summary:

City Council and City Manager

Below is a summary of the key points that the project team captured during the small group discussions with City Council and members of the City Manager's Office.

** updated based on October 5 City Council Work Session discussion.*

1. What word or phrase would you use to describe the most desirable future for McKinney by 2040?

- Healthy balance of retail amenities, office, industrial and housing choice.
- Desirable for all generations.
- Hope to see reinvest and redevelopment of underserved areas.
- Corridors should serve as business corridors.
- A city that has moved beyond the perception of being a bedroom community.
- Embraced downtown.
- A "grown up" city that still maintains a hometown charm.
- Positive city-school district relationship.

2. What are the biggest barriers that might prevent the community from reaching that future?

- Water will be a major challenge – not availability but ability to afford to deliver it to our community. Cost increases are not sustainable.
- Not being proactive or aggressive enough in attracting a variety of businesses/sectors.
- Focusing too much on a single industry (multiple sectors are needed in McKinney with higher paying jobs).
- High land costs.
- Not maximizing our partnerships with supporting entities (i.e. school district, college)
- Perception (old, car dealerships, bedroom community)
- Not being able to attract more commercial base to the community.
- Not being able to purchase land to protect the airport.

3. What assets does McKinney have now that are ‘hidden treasures’ – things that people and businesses outside the city or region are unaware of or don’t fully appreciate?
 - Downtown and historic district – appreciated by a lot, but not known by all.
 - McKinney National Airport – great asset, even greater opportunity.
 - Communities within the community - make for distinctive neighborhoods.
 - Awesome trail system – not well known.
 - Home town feel.
 - Unique places such as Adriatica, Craig Ranch.
 - Land, terrain, natural attributes – beauty is unmatched.
 - Title of County Seat.
 - Large potential trade area.

4. If the City of McKinney could invest in just one or two capital investments in the next few years, which ones would provide the greatest catalytic benefit for desirable development?
 - FM 543 (Laud Howell Parkway).
 - FM 546.
 - Targeted decisions to construct key roadway segments at anticipated capacity as opposed to current demand.
 - Focused incentives for desired commercial opportunities.
 - Those capital investment decisions that aim to protect the airport.
 - Those capital investment decisions that allow the city to keep up with providing services.

5. McKinney might want to create more distinctive gateways on the major freeways so everyone knows when they’re entering this community. Where would you locate such a gateway on Highway 380 and what kind of gateway would have the biggest impact? What about on SH-121?
 - Concept of gateways into McKinney could be an appeal for the City.
 - Gateways could focus on a style of development or building as opposed to monuments and/or public art pieces.
 - Gateways should relay the message of McKinney’s amenities and history.

6. What steps should be taken to build on the momentum at McKinney National Airport?
 - Build and/or refine a plan for economic development.
 - Construction of FM 546.
 - McKinney has the workforce that could benefit from the industries that could be attracted to the airport – need to tell this story.
 - Explore the potential for expansion into other services beyond corporate.

7. What steps should the City of McKinney take to build on downtown's success?
 - Build on downtown as entertainment area.
 - Continue to invest in MPAC.
 - Identify best opportunity for old county courthouse site (9 acre site).

8. Can a long-time resident of McKinney continue to live here if he/she can no longer drive or maintain a home and yard?
 - There are several opportunities available for independent living, assisted living, etc.
 - McKinney has a lot of support for elderly in the area of housing, but not necessarily empty nesters.

9. Which areas in McKinney are inviting for people walking or riding bikes? How easy is it to walk to these places from most McKinney neighborhoods?
 - Stonebridge has well-established hike and bike trails.
 - Walking and biking are primarily recreational, not necessarily as a means to commute. This will likely remain constant.

10. How important is it that people have travel choices in addition to driving a car? What role can or should public transportation play in McKinney's future?
 - Appears to be a desire for rail, but cost is major issue.
 - Bus transportation is not widely utilized today across the entire city. However, public transportation is an important service for the community, predominately for the elderly, disabled and underserved.

11. Is there any other advice you can share with McKinney as it plans for its next 20 to 25 years?

- McKinney is eclectic – many communities within community with different development styles. Need common elements city-wide to tie things together.
- Attention should be paid to employment and commercial sectors that should be attracted.
- Pay attention to filling retail and entertainment needs.
- Utilize and build relationships with some of the major employers in the city.
- Process needs to be inclusive so that a community vision is created that leadership can support and stick to.
- Area around airport should be thoughtfully considered in order to protect the airport.
- Identify where the best opportunities for commercial development are, develop a strategy for protecting them, and a plan for infrastructure.
- Be open to talking about density.
- Must preserve areas along major arterials for retail and especially office use. Need to increase daytime population to attract the desired retail. Car sales are nice, but don't think it is the best use for property along 75.
- This plan should set the expectations of the city - keep the bar high, but make it implementable.

12. What should be done related to the east side?

- Must continue to treat east side equally and respond to concerns.
- Capital improvement program is focusing many projects on the east side to bring the older infrastructure up to date – continue this effort.
- Delicate balance must be maintained – to reduce potential pitfall of gentrification.

13. What are Collin College's plans for its own future – campuses, disciplines, student body composition? How can the City and the College partner more successfully?

- It is critical to continue to expand the college and partner with the college in McKinney.
- Need to maintain education levels to have desirable workforce.

14. How common is it that people who grow up in McKinney choose to come back and live here after they go off to college or a first job? What would draw them back?

- More and more college grads are moving back here.