



City of Garland

**I-30 CORRIDOR
CATALYST AREA PLAN**

July 2017



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EXECUTIVE SUMMARY

The Interstate Highway 30 (I-30) corridor from Northwest Highway to Lake Ray Hubbard is a well-traversed and highly visibly commercial corridor in South Garland. Changing market conditions, inconsistent land uses, and aging building stock are characteristic of the existing economic and physical conditions of the area. A result of the economic development goals identified in the Envision Garland 2030 Comprehensive Plan, the I-30 corridor was designated as a catalyst area with the intent of focusing redevelopment and revitalization efforts in the area. Three Targeted Investment Areas (TIA) were identified at major intersections within the catalyst area as activity centers to spur investment. These major intersections are located at I-30 and Broadway Boulevard, also known as the Broadway site; I-30 and Rosehill Road, also known as the Rosehill site; and Harbor Point. This plan identifies key opportunities for redevelopment and reinvestment in the corridor as a whole as well as the three TIAs. The plan is intended as a guide to direct future investment.

An analysis was conducted of the existing physical and market conditions of the corridor as a whole to gain a better understanding of the needs of the area. The analysis found that much of the area has a mix of zonings, inconsistent land uses, and aging commercial stock. In addition, the analysis found opportunities for the development of a variety of housing and a gap in the inclusion neighborhood retail. In response to these conditions, the plan recommends consolidating land to larger parcels when possible, unifying zoning districts, and pursuing mixed-use land development.

This plan understands each TIA is different and makes unique development strategy recommendations based on the context available opportunities. To better design plans sensitive to the needs of the district, the plan also introduces a toolbox of redevelopment and revitalization strategies most suited for this corridor. From the toolbox, strategies are recommended for each of the TIAs to be implemented based on the analysis. In this way, three different approaches were taken for the TIAs: community-focused, revitalization-focused, and destination-focused.

The community-focused approach to the development of the Rosehill TIA is intended to fill the gaps for neighborhood retail and create a place to anchor the community. The greenfield conditions of the Rosehill site allow for the development of a master planned mixed-use development. The introduction of this type of development would have the potential to

generate higher value overtime in comparison to typical highway oriented development. A signature catalytic development of this nature would also have the most impact throughout the corridor in the long-term to stimulate further development.

The Broadway TIA includes a large amount of existing commercial development which reduces the feasibility of redevelopment in the district. For this reason, a revitalization-focused approach is recommended for the Broadway TIA to capitalize on the existing commercial development. The implementation of long-term redevelopment and reinvestment will have the greatest impact on the district. Retail revitalization efforts to enhance the appearance of existing structures and district branding will help to create a more vibrant and distinct retail district.

Similar to the Broadway TIA, the Harbor Point TIA also includes existing development and little room for new development. The TIA encompasses lakeside commercial, high-density residential, and lake-front recreation. The approach for this area involves a destination-focused design and strategies which incorporate new mixed-use retail, residential, and commercial development by better allocating existing commercial areas and crafting a more vibrant, pedestrian friendly commercial area with outdoor spaces for gathering. As a destination oriented location, improvements to the existing renovated John Paul Jones Park and district branding will draw patrons to the entertainment atmosphere. Due to the low likelihood of the existing high-density residential development to the north and south of I-30 to be redeveloped in the near- to mid- term, long-term redevelopment and reinvestment is recommended to improve the current state of housing stock.

To implement the recommendations of the TIA plans, action plans were devised to assist the City with coordinating the plan. The action plans identify a champion to lead the effort, potential partnerships to help implement, possible funding sources to draw from, and initial steps to kick start the redevelopment process. Potential partners may include entities such as City departments, government agencies, and local stakeholders who can assist in the progression of the plan. By designating initial steps and providing checkpoints, the City has the ability to ensure the plan is being implemented.

PART ONE | OVERVIEW

Purpose

The purpose of this catalyst area plan is to create a cohesive vision for the Interstate Highway 30 (I-30) Corridor Catalyst Area and devise appropriate strategies to implement and ultimately revitalize the corridor as a whole. Inspiration for the revitalization of the corridor is based on the goals established in the Envision Garland 2030 Comprehensive Plan. There are opportunities in the I-30 corridor for new development as well as revitalization that can only be explored by conducting a formal analysis of the existing needs and economic opportunities. The intent of this plan is to establish distinct development strategies for three identified Targeted Investment Areas (TIA) to spur redevelopment of the corridor and surrounding areas. This plan will provide guidance for future new development and redevelopment, identify effective strategies for economic growth, and outline actionable items to achieve the goals of Envision Garland.

Overview

The concept to redevelop aging and under performing commercial centers stems from the goals identified in the Envision Garland 2030 Comprehensive Plan. Adopted in March of 2012, the plan sought to enable redevelopment and implement aggressive economic growth strategies through targeted strategic investment. As a result of City Council's desire to see action and not let plans simply sit on the shelf, creation of the I-30 Corridor Catalyst Area Plan was initiated to help spur economic activity within the catalyst area through the use of economic strategies and development goals.

This plan takes a three part approach to developing a catalyst area plan: information gathering, area assessment, and plan development. Information and input gathered from site visits, the Planning Advisory Committee, and the Technical Committee painted a comprehensive picture of the existing conditions in the corridor. A detailed assessment of the corridor analyzed the market and economic conditions, population and demographics, and physical conditions and existing land uses. This information was then used to create a generalized land use plan for the entire catalyst area and TIA plans for each of the three TIAs located at I-30 and Broadway Boulevard, I-30 and Rosehill Road, and Harbor Point. These plans outline development strategies and design features to encourage economic development within the TIA.

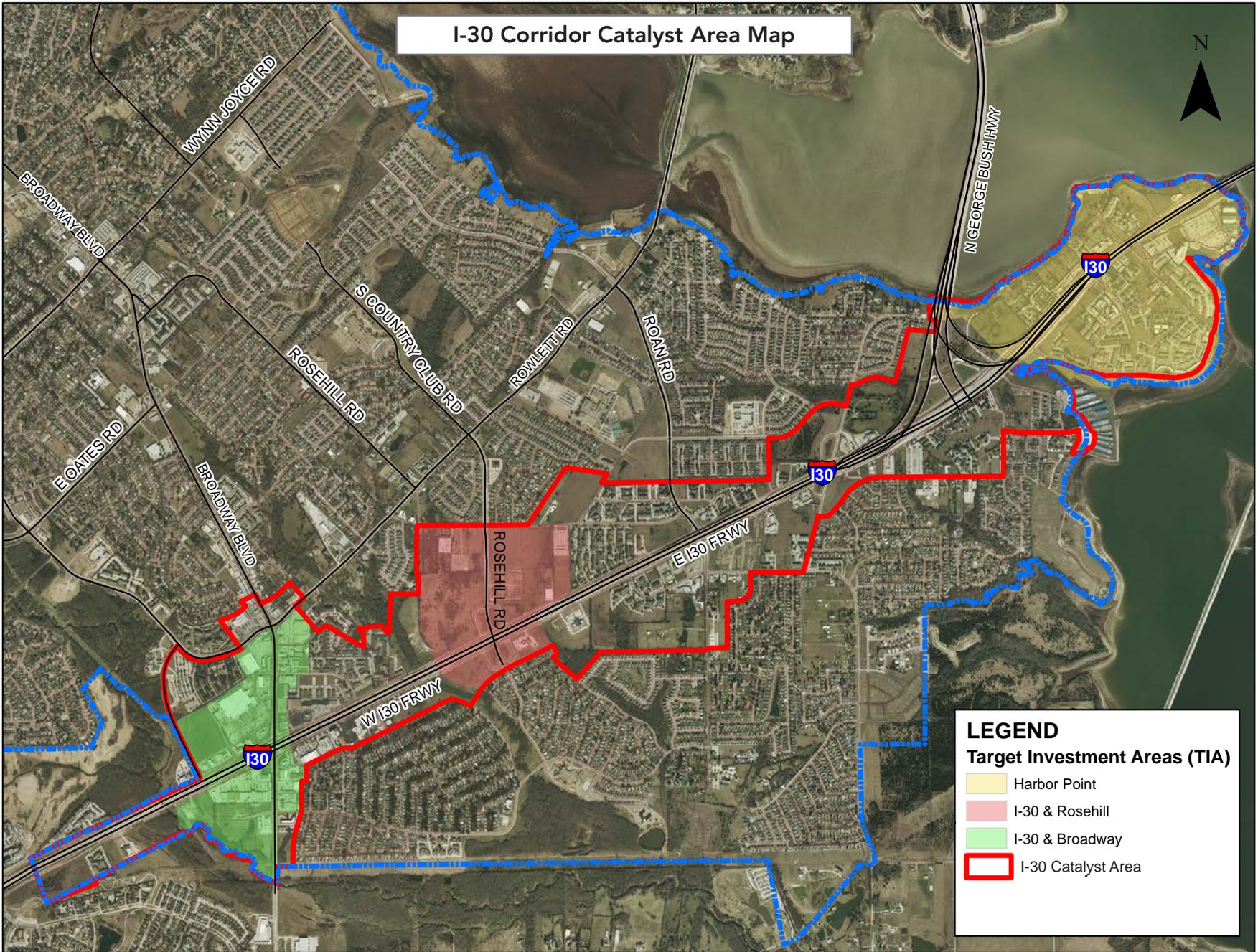
This plan takes into account that one size does not fit all situations and therefore, while each TIA may have similar conditions, the same strategy is not used in every case. While this plan creates a vision for the corridor, it also outlines realistic actionable strategies to assist the City in decision making to bring ideas and goals into reality with the explicit purpose of revitalizing the I-30 corridor and improving the overall quality of life.

Study Area

Located in the southern most portion of the City of Garland, the I-30 corridor study area consists of 2.18 square miles of land along the north and south side of I-30. The study area is directly bounded by the City of Mesquite to the west and Lake Ray Hubbard to the east. Both access points serve as gateways to the City. Land uses in the area include pockets of commercial development along the highway frontage, retail development concentrated at the intersection of I-30 and Broadway Boulevard, and multi-family residential located along the highway, most heavily concentrated between the President George Bush Turnpike (PGBT) and Lake Ray Hubbard.

South Garland is characterized as an established community with aging housing and commercial real estate. New commercial and residential development is occurring to the south, east, and west of the study area. Within the corridor, new commercial has been constructed, however limited. As a result, the area has developed a perception reflecting the aged housing, abundance of multi-family residential, and lack of entertainment options. The community is especially sensitive to high density development due to the negative connotation associated with the existing garden-style apartment housing options. This sensitivity to land uses has been taken into consideration in the development of this plan.

The corridor has excellent regional connectivity with connection to PGBT. The future extension of PGBT to Interstate Highway-20 (I-20) will have significant impact on the future development within the corridor and the surrounding cities. Future Texas Department of Transportation (TxDOT) improvements are scheduled for this portion of I-30. These improvements will increase accessibility through better ramp configurations, intersection enhancements (removing "jug handles") and potential roadway aesthetics.



I-30 Corridor Catalyst Area Map

LEGEND
Target Investment Areas (TIA)

- Harbor Point
- I-30 & Rosehill
- I-30 & Broadway
- I-30 Catalyst Area

Engagement

The primary advocates in the development of this plan are the Planning Advisory Committee (PAC), the Technical Committee (TC), and the consultant team from Freese and Nichols, Inc. (FNI) and RCLCO. The PAC served as the advisory task force made up of members of the community selected by the City Council. These members include Planning and Zoning Commission members and stakeholders who are familiar with the needs and opportunities of the study area. The TC consists of members of City staff who are involved with City development.

In developing the plan, the consulting team from FNI and RCLCO met with both committees three times starting in the fall of 2016. The first meeting in October 2016 was an information gathering session to learn about impediments, opportunities, and other information pertinent to the development of a successful plan. The PAC and consultant team took a tour of the study area to conduct a visual assessment and visit the three TIAs.

The consultant team met with both committees again in December 2016 and February 2017. At the meeting in December, the consultant team presented initial plans for a sustainable catalyst area program and the economic analysis of the corridor. At the February meeting, the consultant team presented concept plans and development strategies for each of the TIAs based on the information gathered at the initial meeting. After receiving feedback from both committees, the consultant team returned to the committees again with a final draft of the Catalyst Area Plan.

The following are major themes gathered from the initial meetings with both committees:

OPPORTUNITIES

- The corridor is a great location with access to PGBT, Highway 635, and Lake Ray Hubbard.
- Lakefront property at Harbor Point can be capitalized on as an amenity.
- I-30 has high traffic counts and high visibility to passing traffic.
- The PGBT extension will provide additional access to the corridor.
- Future TxDOT improvements will improve accessibility.
- Lake Ray Hubbard contributes ecotourism opportunities.
- Large, contiguous, vacant parcels at I-30 and Rosehill provide opportunity for new development.

CHALLENGES

- There is an existing negative perception along this corridor.
- Existing highway layout has poor traffic accessibility.
- There is a poor configuration of land uses and many planned development districts are intermixed.
- Competing retail centers in the City of Mesquite and City of Rockwall draw potential consumers away from South Garland.
- Existing commercial properties are performing sufficiently and provide little incentive for property owners to make improvements.
- A large amount of garden-style apartments are located in poor locations where commercial development could be located.
- South Garland is faced with challenges associated with aging housing and older commercial real estate.



One Thing

- 1) Upscale entertainment district
- 2) entertainment that attracts young families
- 3) mixed use - residential, office, retail
- 4) Anchor restaurant
- 5) Mixed use



Opportunities & Assets

- Great access ◦ location
- Different types of mult-family (mixed use)
- Demand from younger generation for "something different"
- Education of community on new types of residential
- Opportunity to bring in younger folks
- need upscale to change mindsets
- Dove Creek - should be extended to 30. Carland did this right but should come further.
- Land for parks is there just needs to be built
- Signage or naming of corridor an opportunity
- programs in neighborhoods to bridge unity is an opportunity

Challenges

- Planning for extension of roadway
- Current residential/businesses at Harbor Point
- Multifamily that is part Carland/part Mesquite
- Landuse ◦ extensive use of P.D.s - some PDs are very limited to limited amount of uses
- Some overlays have been deleted w/ new UDC but city open to them.
- Perception of high crime.
- High traffic counts, but NOT stopping. Most keep going through.
- Traffic accessibility ◦ ease of access
- Struggle w/ off ramp between Rockwell ◦ Carland (Dabrock)

PART TWO | AREA ASSESSMENT

Site Analyses

BROADWAY

The site at I-30 and Broadway Boulevard, also referred to as the Broadway site, has excellent visibility from I-30, while the intersection of a major North/South thoroughfare allows for easy access from Garland to major regional employment cores. Broadway's existing retail concentrations support the perception of the site as a commercial center; however, because the site's existing retail buildings continue to age and the immediately surrounding neighborhoods provide limited new household growth, Broadway is unlikely to attract major new tenants or investment without some public intervention. Acquiring land for development would also be a challenge, as the site has multiple land owners and high occupancy. However, there may be an opportunity for investment to create an attractive park and trail system in the expansive greenspace and creek to the west and south of the site, helping re-energize parts of the planning area in addition to revitalization strategies.

ROSEHILL

The site at I-30 and Rosehill Road, also referred to as the Rosehill site, is made up of large, empty parcels which allow for easier land acquisition and development. Rosehill Road connects to several residential neighborhoods to the north and south, allowing for local access in addition to regional access via I-30. Like Broadway, the site has excellent visibility from the interstate; however, ease of access is limited by circuitous exit ramps. Plans to redesign the Rosehill Road and I-30 intersection have been discussed, which would improve the opportunity for development at the site. In addition, the site has expansive greenspace to the west and south, which could connect with a trail system. Rosehill's size and proximity to existing residential neighborhoods, along with attractive site characteristics, make it the most feasible for near-term development.

HARBOR POINT

Harbor Point is a large site with waterfront access and impressive lake views. Of the three sites, Harbor Point is closest to large areas of household growth east of Lake Ray Hubbard. Although Harbor Point offers some of the newest and highest quality retail on the corridor, the development has shortcomings.

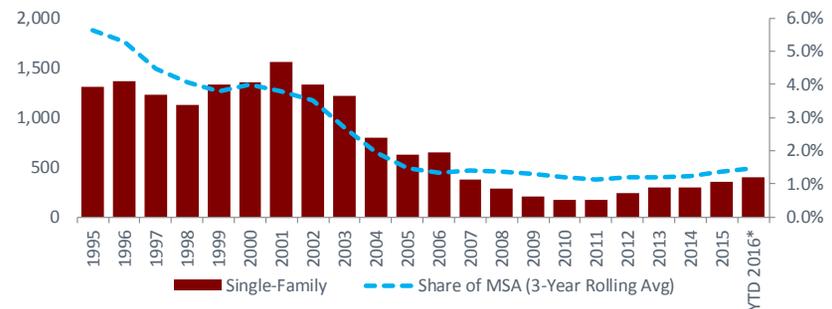
The positioning of the buildings on-site results in limited visibility from I-30, and the parking lot design makes it difficult for visitors to move between businesses on foot. The site design also restricts views of the lake except from private restaurant space. Public access to the waterfront is minimal, and although the dock has since been reopened, patrons were unable to access Harbor Point's dock for a short time in 2016. Nonetheless, the site's waterfront holds significant potential, and targeted investments to increase public access will help enhance the value and appeal of the planning area.

Market Assessment by Land Use

FOR-SALE HOUSING

The Garland-Rowlett area has enjoyed strong growth post-recession, with single-family permits increasing approximately 130 percent from 2010 to 2016 as shown in Figure 1.1. Activity remains far below the late 1990s and early 2000s, as developable acreage has diminished. New residential activity is concentrated in the Rowlett area and is priced at a premium to the I-30 corridor, buoyed by quality schools, strong regional access, and newer retail and services. Actively selling communities near the study area are experiencing healthy absorptions, with a sales pace of 2-3 homes a month.

Figure 1.1 Historical Single-Family Permits Garland and Rowlett, TX; 1995-2016



*2016 figures account for permits through September Source: U.S. Census

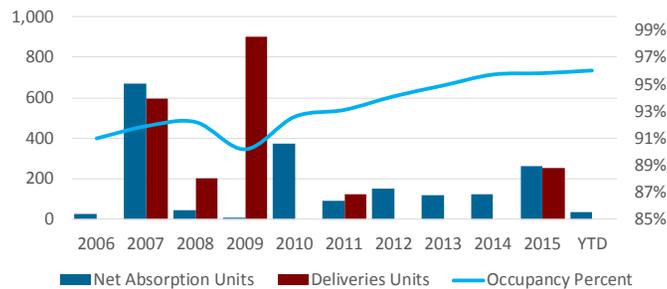
Low cost of living and easy access to central Dallas are key demand drivers for the area. The opening of the PGBT will also drive demand as it improves access to the north, making the area an attractive residential location for employees of both the Telecom Corridor and Downtown. There is an opportunity for higher density infill residential developments that can appeal to young professionals, young families, and empty-nesters, attracted by relative affordability and employment proximity.

RENTAL HOUSING

The Garland-Rockwall area rental housing market, especially near the TIA sites, is dominated by aging communities from the 1980s. Newer communities have been concentrated in the City of Rockwall and Northern Garland, most delivering between 2007 and 2009 as shown in Figure 1.2. Occupancy has remained high in recent years, after dipping due to slow absorption of the late-2000s deliveries.

The demand-drivers for rental housing are the same as for-sale housing: low cost of living and easy access to Dallas and employment cores. There is an opportunity for new urban-lite, multi-family, and single-family rental options in the study area, functioning as a step up from current area options while still serving as a discount to Bayside and pricier neighborhoods of Central Dallas.

Figure 1.2 Historical Multi-Family Absorption, Deliveries and Occupancy Garland-Rockwall Submarket; 2006-2016

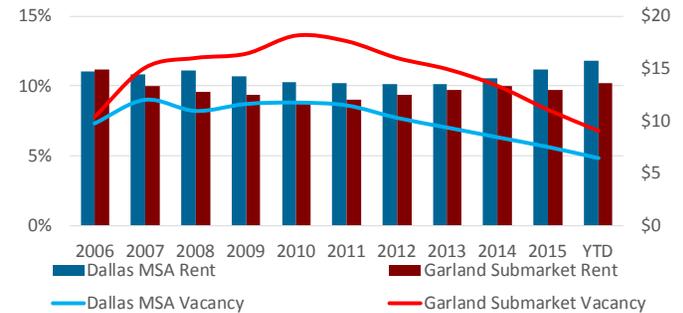


Source: CoStar; Axiometrics; RCLCO

RETAIL

Retail along I-30 in Garland is primarily neighborhood and community-serving, concentrated at the I-30 and Broadway intersection. Though the I-30 corridor is typified by aging retail space, Figure 1.3 shows vacancies have declined over the past five years in the Garland sub-market as well as the MSA overall. Rents have grown at an average annual rate of 2.6 percent around Garland and 2.9 percent in the MSA.

Figure 1.3 Rent and Vacancy for All Retail, 2006-2016



Source: CoStar; Esri; RCLCO

Retail demand is driven by household growth, not only in the immediate area, but also in nearby communities as the corridor can capture demand from commuters traveling between Dallas, Rowlett, Garland, and eastern suburbs along I-30 and PGBT. There is support for additional neighborhood-serving retail, restaurants, and smaller-scale entertainment options. The opportunity for new regional and power center developments are likely limited.

OFFICE

The majority of office and flex space in the area was built before 1990 and is concentrated between Downtown Garland and Interstate Highway 635 (I-635). Recent office development is mostly neighborhood-serving and is proximate to the higher growth areas of the City of Rockwall and the Firewheel area of Garland. Though flex space continues to maintain less than 5 percent vacancy, the relocation of Raytheon has significantly increased office vacancies. Garland sub-market has achieved slower rent growth than the MSA due to the area's slower population growth and older built environment.

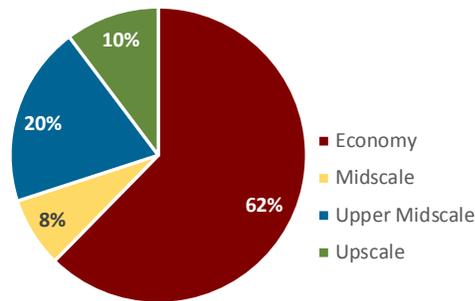
Office demand is driven by proximity to a large and growing base of office-using employees, which the Garland area currently lacks. Regional accessibility, which is improving with the opening and planned extension of the PGBT, is also a key office demand driver. Office space is likely a secondary or tertiary driver of development along the I-30 corridor, with additional household growth needed to drive opportunity in the area. New development opportunity is likely limited to small-scale neighborhood and medical office, with traditional office lacking support unless household growth accelerates significantly and the corridor develops a high-quality integrated, mixed-use environment that employers are increasingly seeking.

HOSPITALITY

Approximately 70 percent of hotel rooms in Garland are economy or midscale hotels (Motel 6 tier to La Quinta tier) with low average daily rates as shown in Figure 1.4. Since 2010, revenues per available room in Garland have increased by over 70 percent, compared to just 47 percent for the Metroplex as a whole, largely due to the addition of several upper midscale and upscale hotels. New hotel development in the area is largely occurring in Garland along the PGBT and in the City of Rockwall.

Garland's hospitality market largely serves the existing household base, with secondary support from lake tourism and employment. The development of higher-quality parkland along the waterfront will improve the area's appeal to hotel operators and lake tourism, while improved access to higher-income household growth along the PGBT will increase the study area's attractiveness. There will likely be support for new development in the mid- to long-term, as additional affluent household growth enters the study area, with the opportunity strongest for upper midscale and or upscale hotels that are not currently represented along the I-30 corridor. An upscale hotel example could be Aloft, Hilton Garden Inn, or Hyatt Place.

Figure 1.4 Distribution of Hotel Rooms by Classification Garland-Rowlett Area



Source: STR; Texas Office of the Governor; Source Strategies Inc.; RCLCO

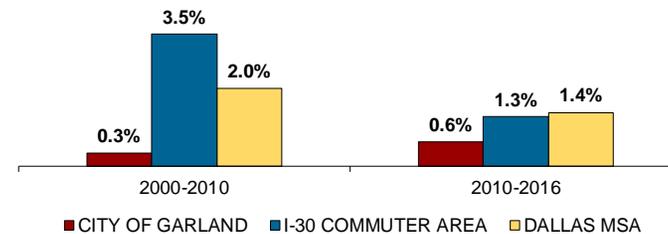
Economics and Demographics

The Dallas-Fort Worth-Arlington metropolitan statistical area (MSA) grew at a pace of 1.4 percent from 2010 to 2016, according to Esri household growth estimates. (See Figure 1.5). Although Garland grew at a slower pace in that period (0.6 percent), the I-30 commuter area, which includes households in the cities of Rowlett, Rockwall, and Wylie who commute through the study area, nearly kept pace with the MSA at 1.3 percent. In the previous 10-year period, the I-30 commuter area outpaced MSA growth (3.0 percent compared to 2.0 percent in the MSA).

The median household income in the MSA was \$60,850 in 2016. Garland's median income was below the MSA at \$52,800, while the median income in the I-30 commuter area was 126 percent of the MSA, at \$76,700.

The study area has easy access to two of the City of Dallas MSA's five largest employment cores: Central Dallas with over 270,000 employees, and the Telecom Corridor with over 150,000 employees in 2014. Employment growth in the City of Dallas MSA has outpaced the nation each year since 2004. Metro area employment has grown at an average annual rate of 2.7 percent since 2010, while the national average was 1.4 percent during the same period.

Figure 1.5 Average Household Growth Rates, 2000-2016



Source: Esri Business Analyst; RCLCO

Physical Assessment

With limited areas of land available for new development, it is critical to have an overall view of the existing conditions in the corridor to understand the opportunities available. An assessment of the physical features within the corridor will help to craft a plan that describes locations for new development and identify where redevelopment is most beneficial. The following assessments and associated maps analyze the existing conditions of different physical features within the corridor.

EXISTING ZONING

The I-30 Catalyst Area Existing Zoning Map illustrates the current zoning designations within the study area. The map shows a wide variety of zoning districts along the highway with a majority of them being commercially based. Zoning districts including Community Retail (CR), Light Commercial (LC), Urban Business District (UB), Multi-Family (MF) and a variety of Planned Developments (PD) are located directly along the frontage of I-30. PDs traditionally allow for more flexibility in development typologies. The significance of this finding is the need to maintain consistency and compatibility of zoning in all future development plans. See page 15.

EXISTING LAND USE

There are concentrated pockets of Commercial & Retail and High Density Residential along the corridor. The I-30 Catalyst Area Current Land Use Map reveals that 344.86 acres of the study area are vacant making up the largest land use in the corridor. Other prominent land uses within the corridor include High Density Residential with 299.72 acres and Commercial & Retail with 170.02 acres. Primary retail nodes are located at Broadway and Harbor Point. The area contains 344.86 acres of vacant land. See page 16.

BASE ASSEMBLY

The I-30 Catalyst Area Ease of Assembly Map shows 88 percent of the property within the study area is of single ownership which could indicate a great ease for assembly. 12 percent is under multiple ownership. A small amount of properties have multiple ownership; however, many of these properties are concentrated in the area of Harbor Point. Multiple ownership can present a significant barrier to redevelopment. See page 17.

BLOCK MAP

Analyzing existing building blocks within the study area helps to understand current building patterns. The building forms shown in the I-30 Catalyst Area Block Map suggest auto-oriented development patterns. Most of the properties have open space in front or large parking lots which is indicative

of auto-oriented retail. Clusters of multi-family apartments indicate lower-density garden-style apartments popular in the 1950s-1990s. Future infill development can help better connect the existing building footprints. See page 18.

COMMERCIAL PROPERTIES CONDITIONS

While some structures may be showing signs of aging or reflect an older building style, most of the commercial properties in the study area are in good condition. The condition of properties within the study area were rated as "excellent", "good", "average", or "poor" based on the evaluation conducted by Dallas County Appraisal District (DCAD). The I-30 Catalyst Area Commercial Properties Condition Map shows that a majority of the commercial properties are considered to be in "good" condition while a handful of the commercial properties are considered to be in "excellent" condition. Very few of the properties are considered to be in an "average" or "poor" condition. Additionally, there is a direct correlation between the properties in "excellent" condition and the properties built more recently as shown on the I-30 Catalyst Area Commercial Properties Age of Structure Map. See page 19.

COMMERCIAL PROPERTIES AGE OF STRUCTURE

According to the I-30 Catalyst Area Commercial Properties Age of Structure Map, most of the structures were built within the last 40 years with a majority being built in the 1970s and 1980s. The newest developments were constructed at the Harbor Point and Broadway TIAs. The oldest commercial property in the study area was built in the 1950s. Over time, structures may start showing signs of aging and areas may be prime for redevelopment and new development interest. See page 20.

RESIDENTIAL PROPERTIES AGE OF STRUCTURE

According to the I-30 Corridor Catalyst Area Residential Age of Structure Map, most of the existing residential was constructed in the 1980s and 1990s. Only a few properties were built between the 1930s to the 1970s as well as the 2000s. A very small amount of properties were constructed in the 2000s. New housing products may help to improve the corridor's overall perception. See page 21.

PHYSICAL FEATURES

The I-30 Catalyst Area Physical Feature Map shows that the primary physical feature within the study area that could cause impediments to development is the floodplain. Additionally, floodplains provide opportunities for trails and potential routes for connectivity from one TIA to another. There are three

points where the floodplain intersects the study area and crosses I-30. The largest of the three points is located at Duck Creek on the southwest end of the corridor. See page 22.

ACTIVITY GENERATORS

The I-30 Catalyst Area Activity Generator Map reveals activity generators in the area are primarily located along Lake Ray Hubbard. The lake is a large physical feature with potential to drive activity. Activity generators along the water are located at the marina, John Paul Jones Park, and the Bass Pro retailer. In addition, the Lake Ray Hubbard Transit Center at the other end of the study area has a significant amount of ridership and can serve as a catalyst for more activity in the area. See page 23.

STRONGEST IDENTITY BLOCKS

The locations with the strongest identity blocks are located at places with significant existing investment, distinct character, or image. These qualities could be both positive and negative for visitor perceptions. According to the I-30 Catalyst Area Strongest Identity Blocks Map, Harbor Point, John Paul Jones Park, existing office, and the retail at Broadway are the most identifiable identity blocks. These locations hold potential to help anchor new investments and redevelopment. See page 24.

VACANT LAND

Identifying areas for future development begins with an assessment to identify potential locations to accommodate future projects. Vacant land is often the easiest to develop and therefore, it is essential to identify where such opportunities are located. The I-30 Catalyst Area Vacant Land Map shows that of the almost 345 acres of vacant land, a concentration of the largest percentage is located at the intersection of Rosehill and I-30 in the middle of the study area. These sites have the greatest potential to be utilized as future catalyst sites. See page 25.

PUBLICLY-OWNED LAND

Publicly owned land provides a great opportunity to explore public private partnerships. As a public land owner, the City has the ability to leverage its existing investment in land within the study area to facilitate future development. The development of the TIAs will require creative solutions and innovative approaches to attract and secure the most beneficial development opportunities for the area. The I-30 Catalyst Area Public-Owned Land Map identifies land within the study area that is currently under public ownership. See page 26.

LAND VALUES

The Land Values Map is one of the most important maps for development and is based on the county's tax assessments. The values shown are based on price per square foot and do not represent market values of the owner's expectations. The study area's largest concentration of high land values is located near the Broadway and Harbor Point areas. From a land value perspective, these locations represent the most recent development. A larger portion of the study area is appraised at less than \$7.38 per square foot. This presents an opportunity to assemble lands for new development due to lower land assessments. In general, the first two value categories, shown in blue and light blue, are more likely land value situations where new development could occur. See page 27.

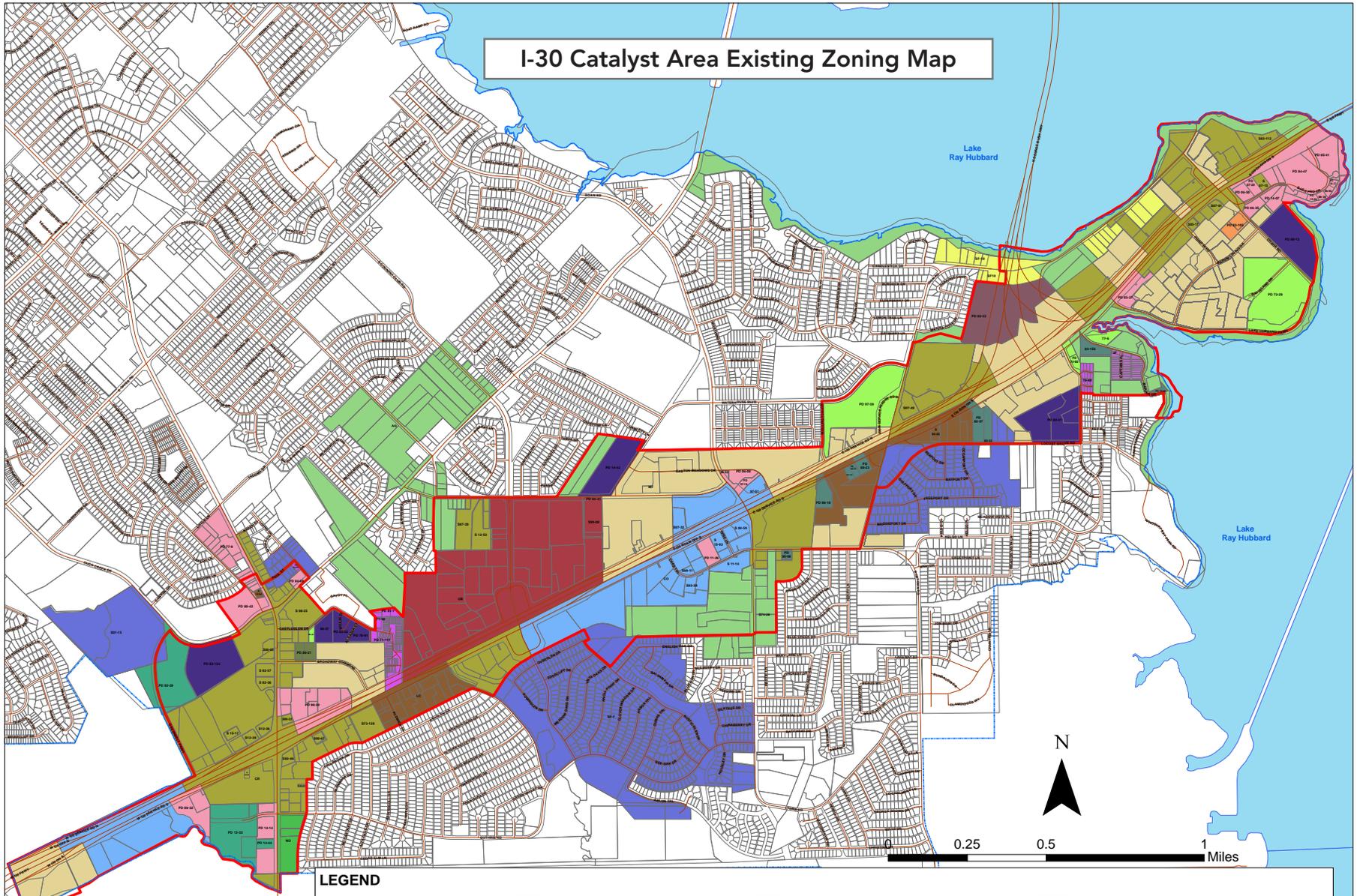
PROPERTY ENCUMBRANCES

The I-30 Catalyst Area Property Encumbrances Map identifies the location of property encumbrances within the study area. Based on this preliminary assessment, the study area holds potential to develop larger parcel clusters. Items such as historical sites, cemeteries, gas wells, rights of way and utility easements all impact development. TIAs with one or more of these encumbrances may make it more difficult to assemble large parcels of land and therefore, require more strategic planning efforts. The map illustrates only minimal encumbrances directly adjacent to or within the study area. See page 28.

PEDESTRIAN CIRCULATION

The I-30 Catalyst Area Pedestrian Circulation Map identifies the existing and planned bicycle and pedestrian facilities such as on- and off-street paths and bikeways, sidewalks, and planned or existing trailheads. As future development or redevelopment occurs, a commitment to providing accessibility and connectivity via these networks will be crucial. As evidenced by the map, existing pedestrian and bike facilities are limited in the study area. On-street facilities are planned for Rosehill Road and Bobtown Road within the corridor. Guthrie Road, near the Broadway TIA, is currently undergoing striping as part of the on-street network. Future trail heads and trail connections are planned to connect to trails in the City of Mesquite to the southwest which will increase access to the study area. The future extension of an off-street trail along Lake Ray Hubbard at John Paul Jones Park will also increase pedestrian access across I-30 at Harbor Point. Continuing to provide pedestrian infrastructure in all future development will be necessary to adhere to the desire for connectivity. See page 29.

I-30 Catalyst Area Existing Zoning Map



LEGEND

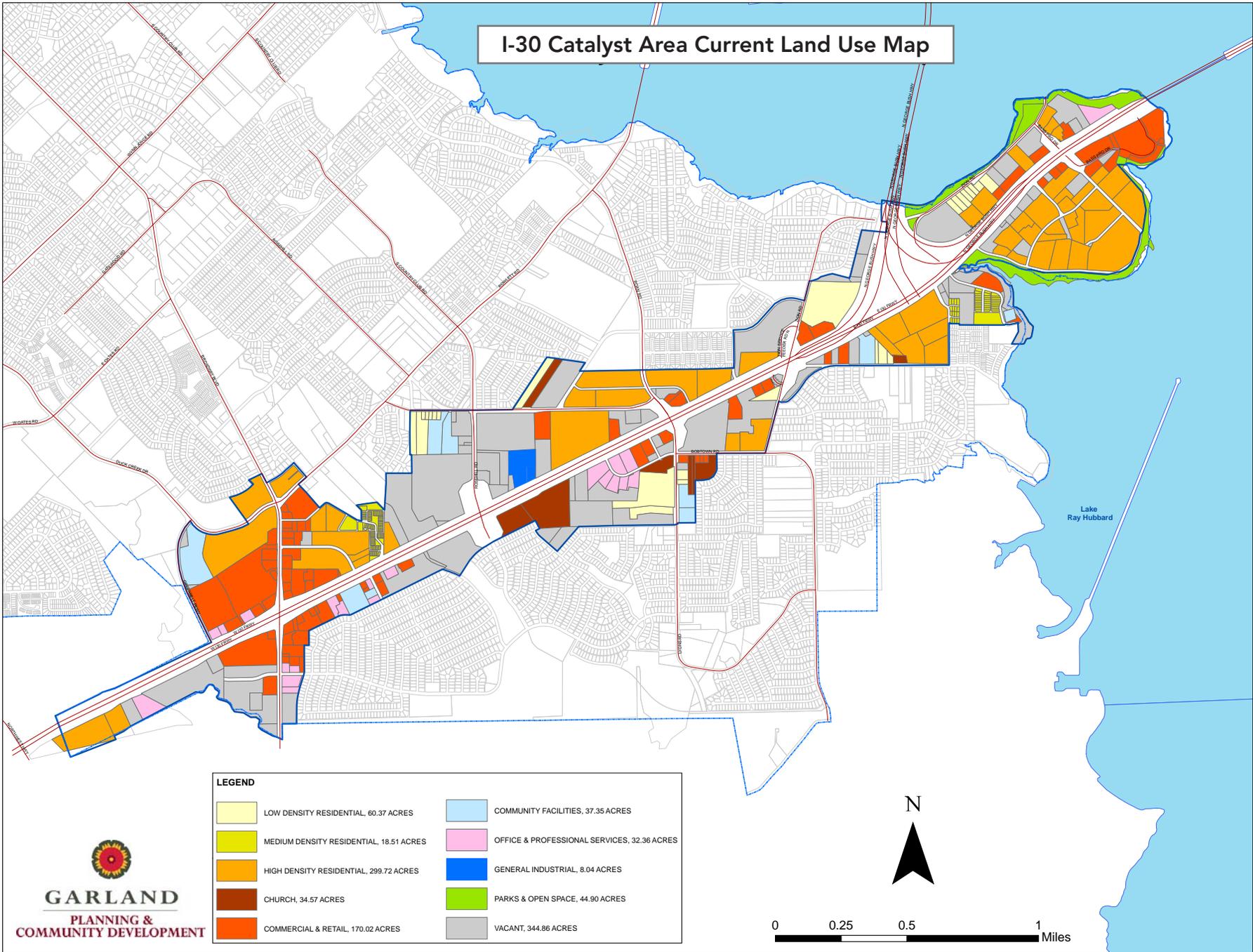
BASE ZONE

2F, Two-Family District (duplexes)	MIXED, Mixed Uses	MF, Multi-Family District (18 units per acre)	PD LC, Planned Development (LC)	PD UB, Planned Development (Urban Business District)
AG, Agricultural District	NO, Neighborhood Office District	PD MF, Planned Development (MF)	PD NO, Planned Development (NO)	SF-10, Single-family District (10,000 sq.ft lot size)
CO, Community Office District	PD AG, Planned Development (AG)	PD NS, Planned Development (NS)	PD SF-7, Planned Development (SF-7)	SF-7, Single-family District (7,000 sq.ft lot size)
CR, Community Retail District	PD CO, Planned Development (CO)	PD SFA, Planned Development (SF Attached District)	UB, Urban Business District	
LC, Light Commercial District	PD CR, Planned Development (CR)			

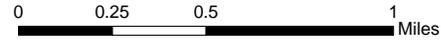
N

0 0.25 0.5 1 Miles

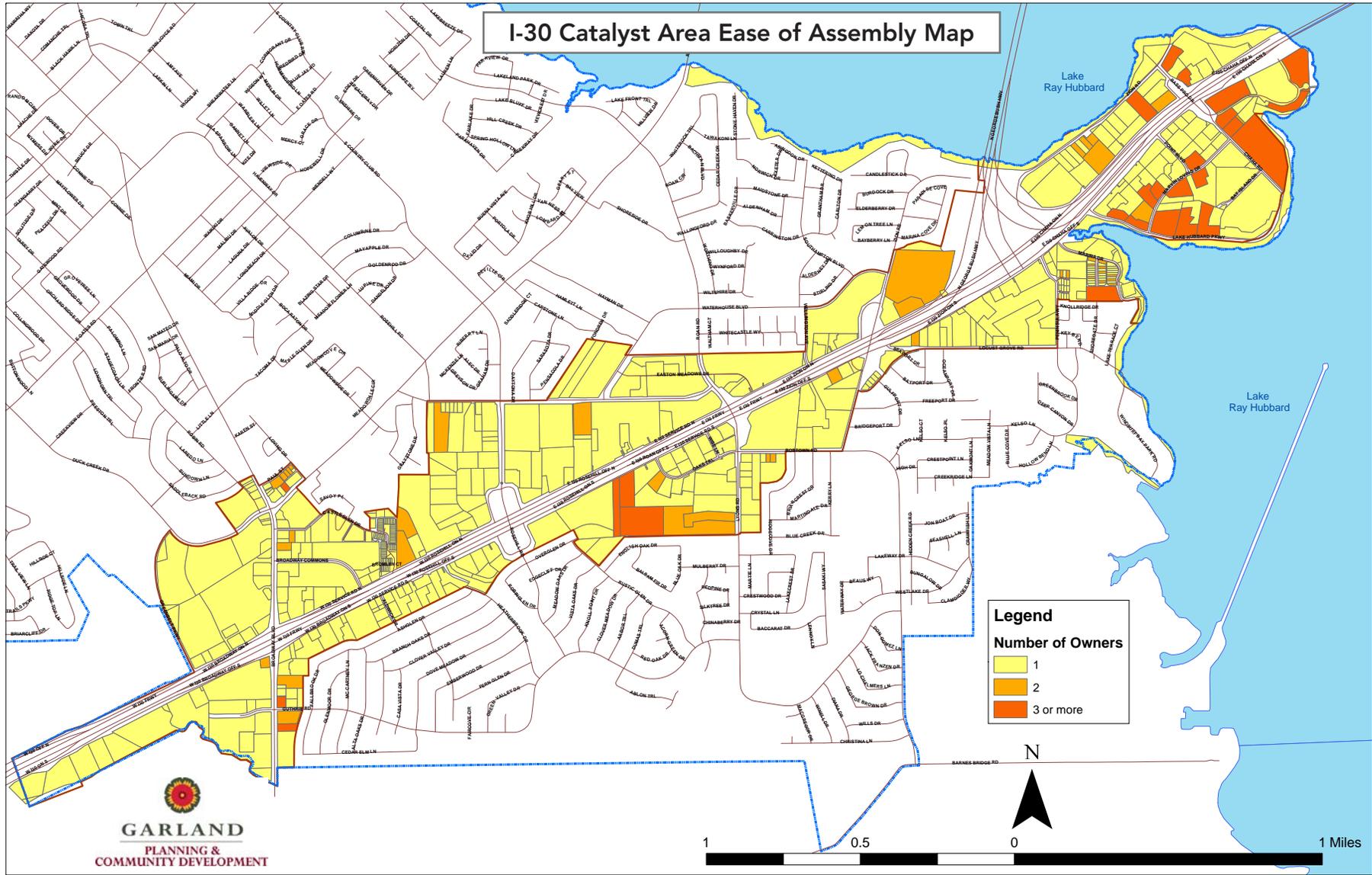
I-30 Catalyst Area Current Land Use Map

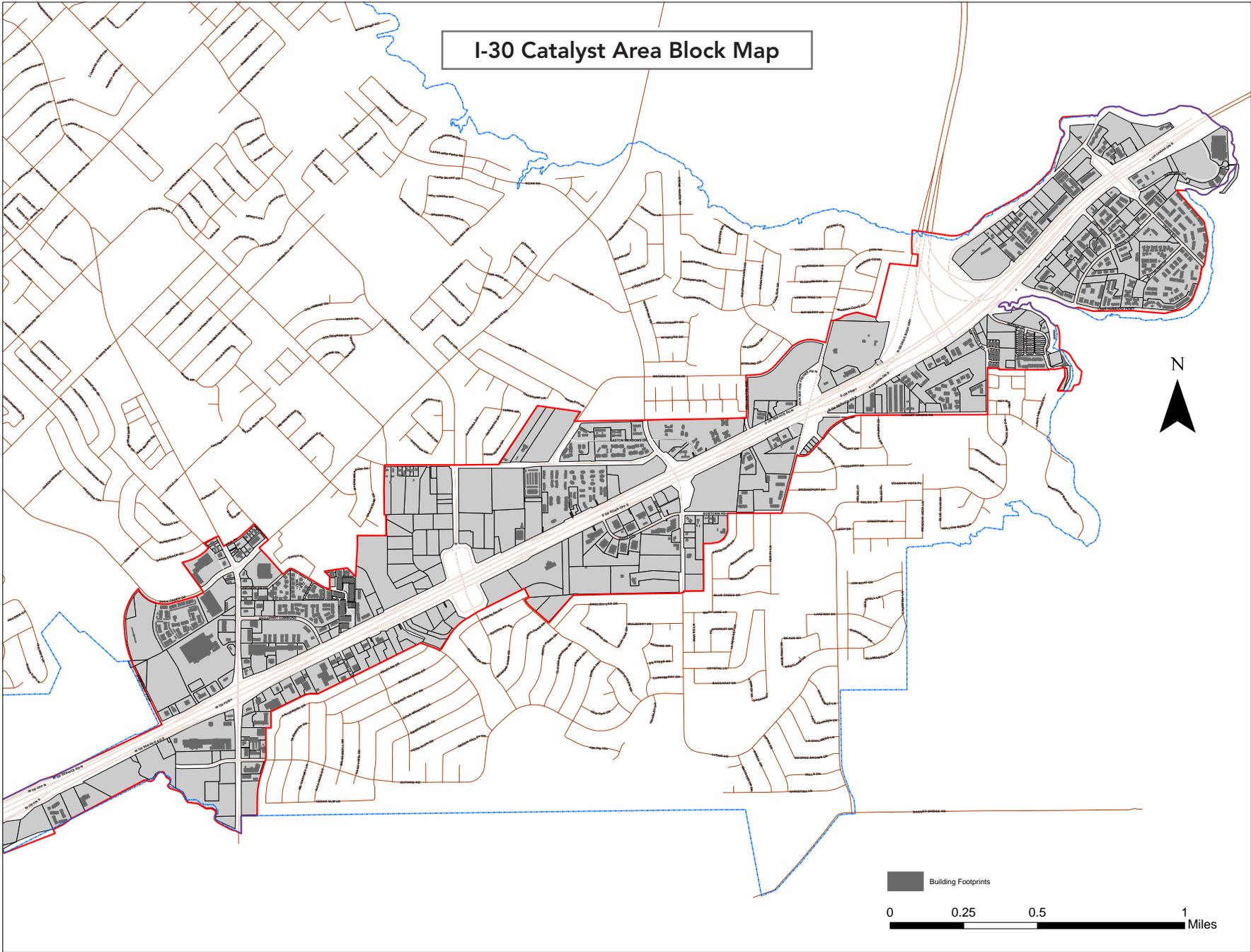


LEGEND	
	LOW DENSITY RESIDENTIAL, 60.37 ACRES
	MEDIUM DENSITY RESIDENTIAL, 18.51 ACRES
	HIGH DENSITY RESIDENTIAL, 299.72 ACRES
	CHURCH, 34.57 ACRES
	COMMERCIAL & RETAIL, 170.02 ACRES
	COMMUNITY FACILITIES, 37.35 ACRES
	OFFICE & PROFESSIONAL SERVICES, 32.36 ACRES
	GENERAL INDUSTRIAL, 8.04 ACRES
	PARKS & OPEN SPACE, 44.90 ACRES
	VACANT, 344.86 ACRES

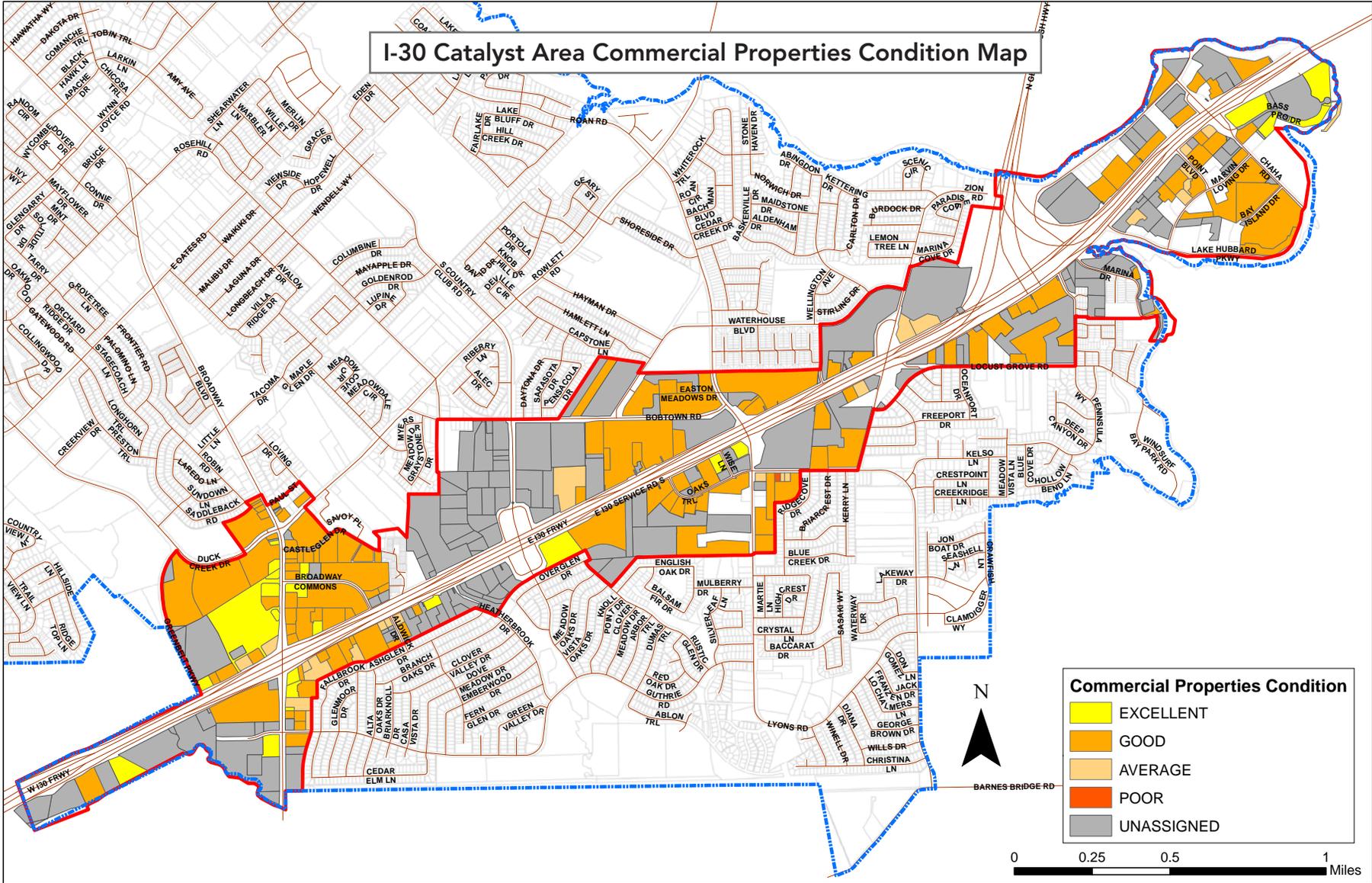


I-30 Catalyst Area Ease of Assembly Map

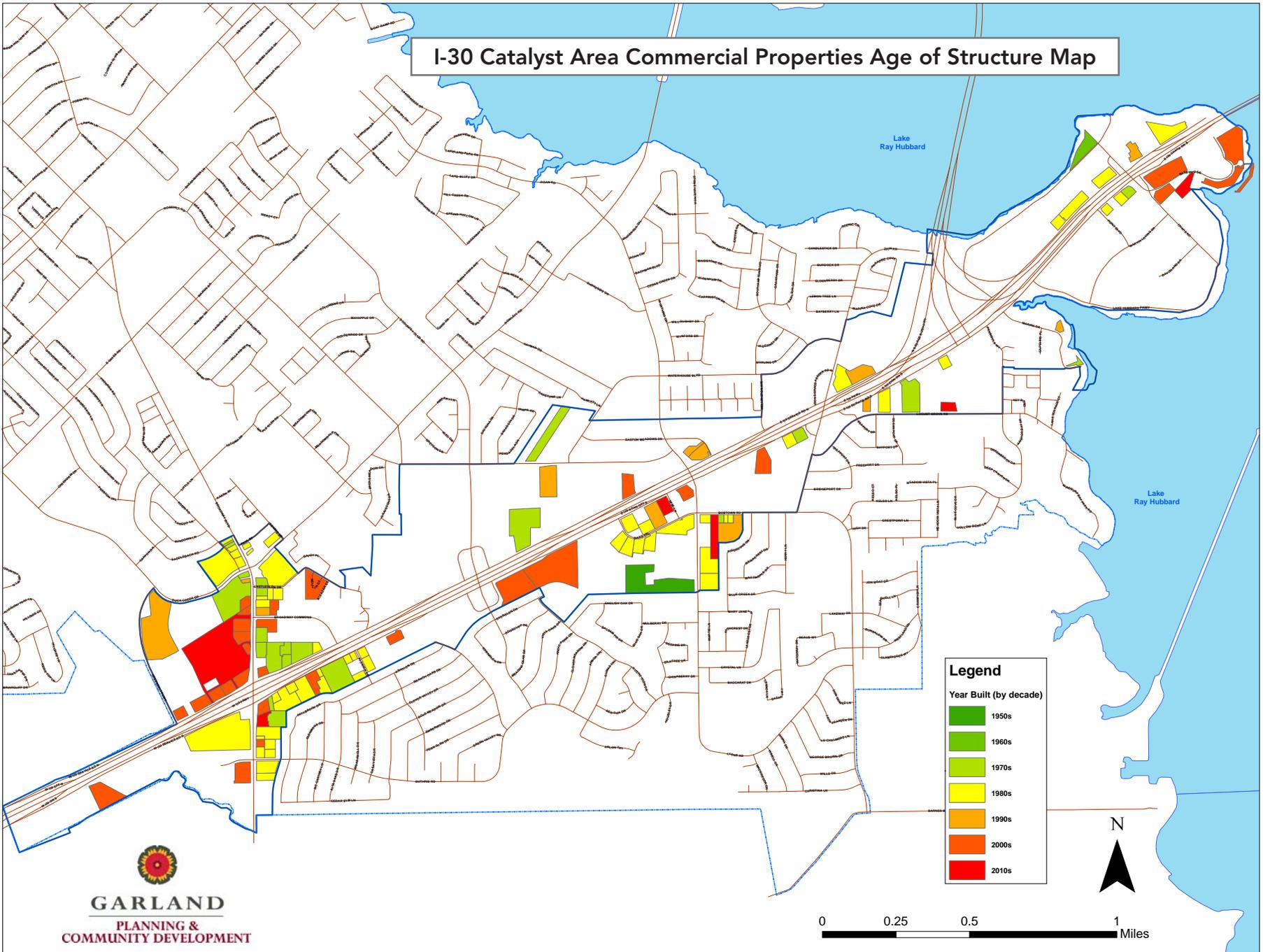




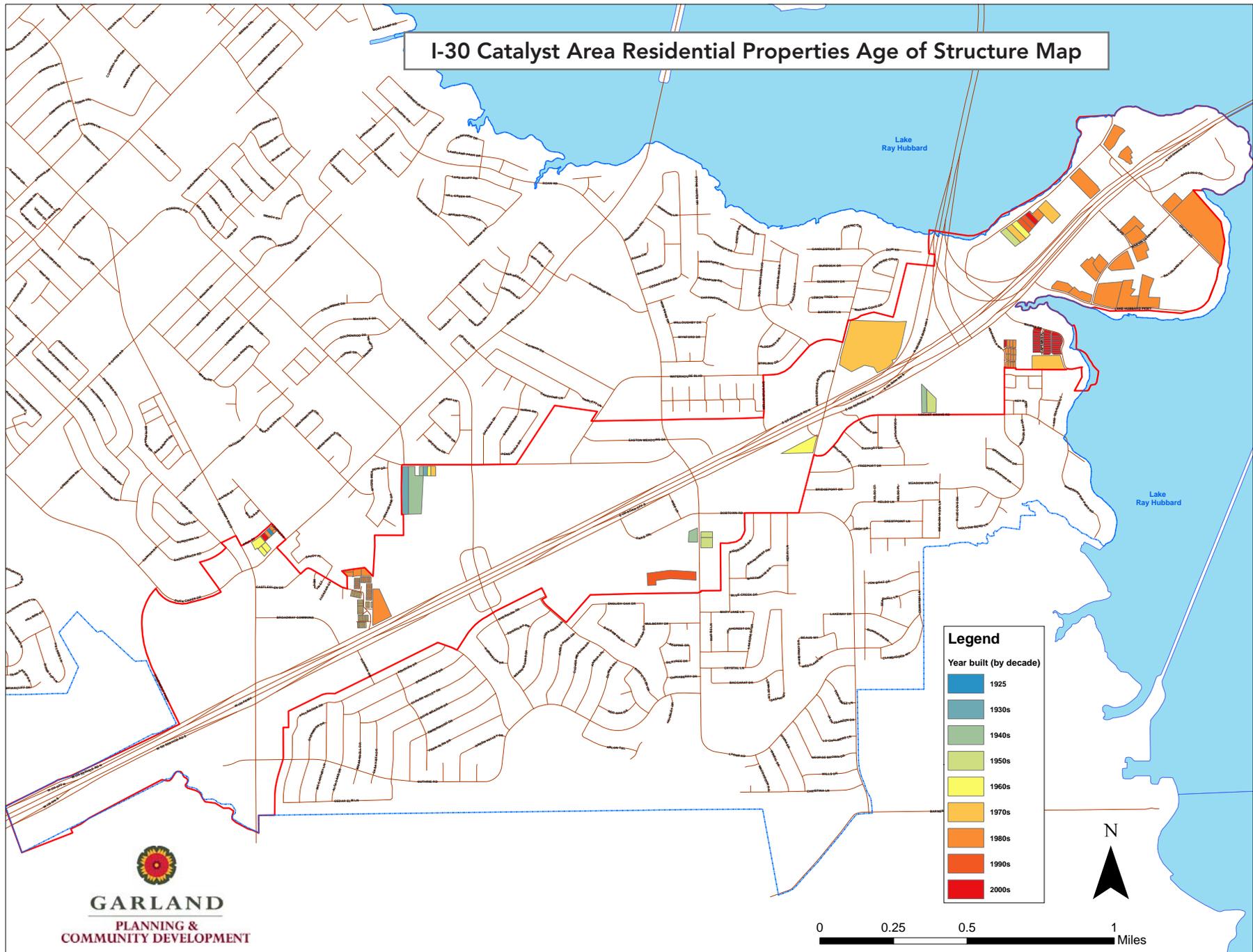
I-30 Catalyst Area Commercial Properties Condition Map



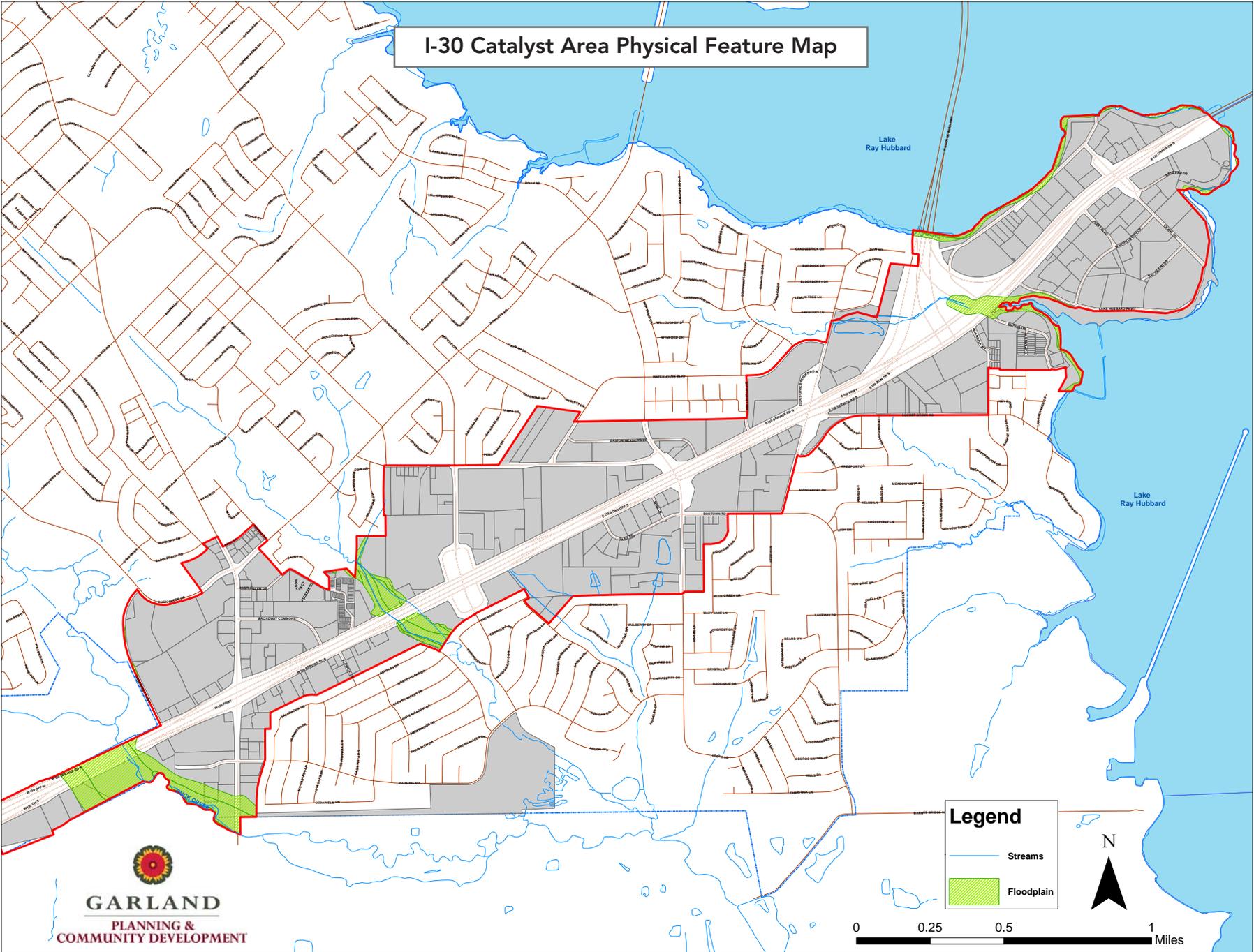
I-30 Catalyst Area Commercial Properties Age of Structure Map



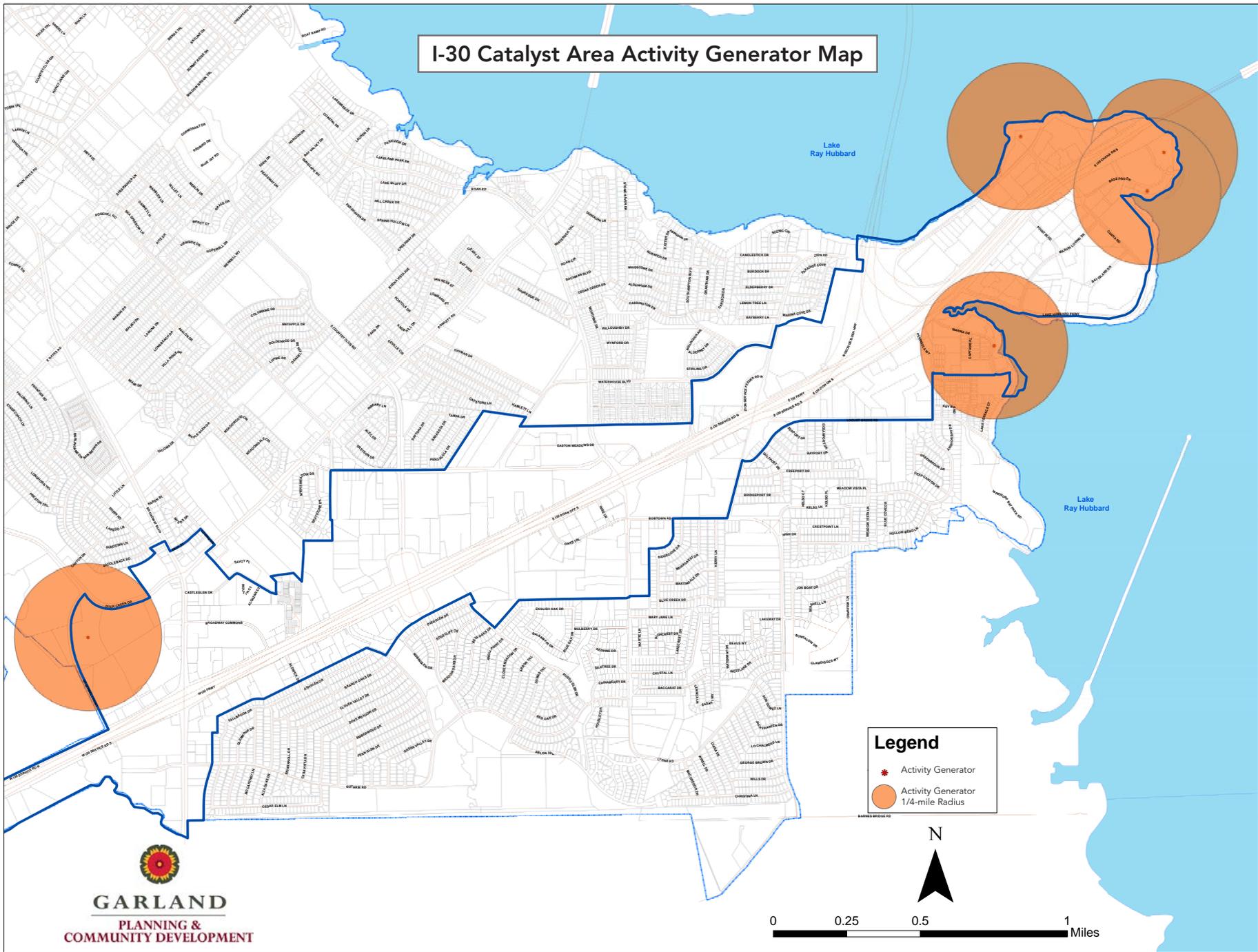
I-30 Catalyst Area Residential Properties Age of Structure Map



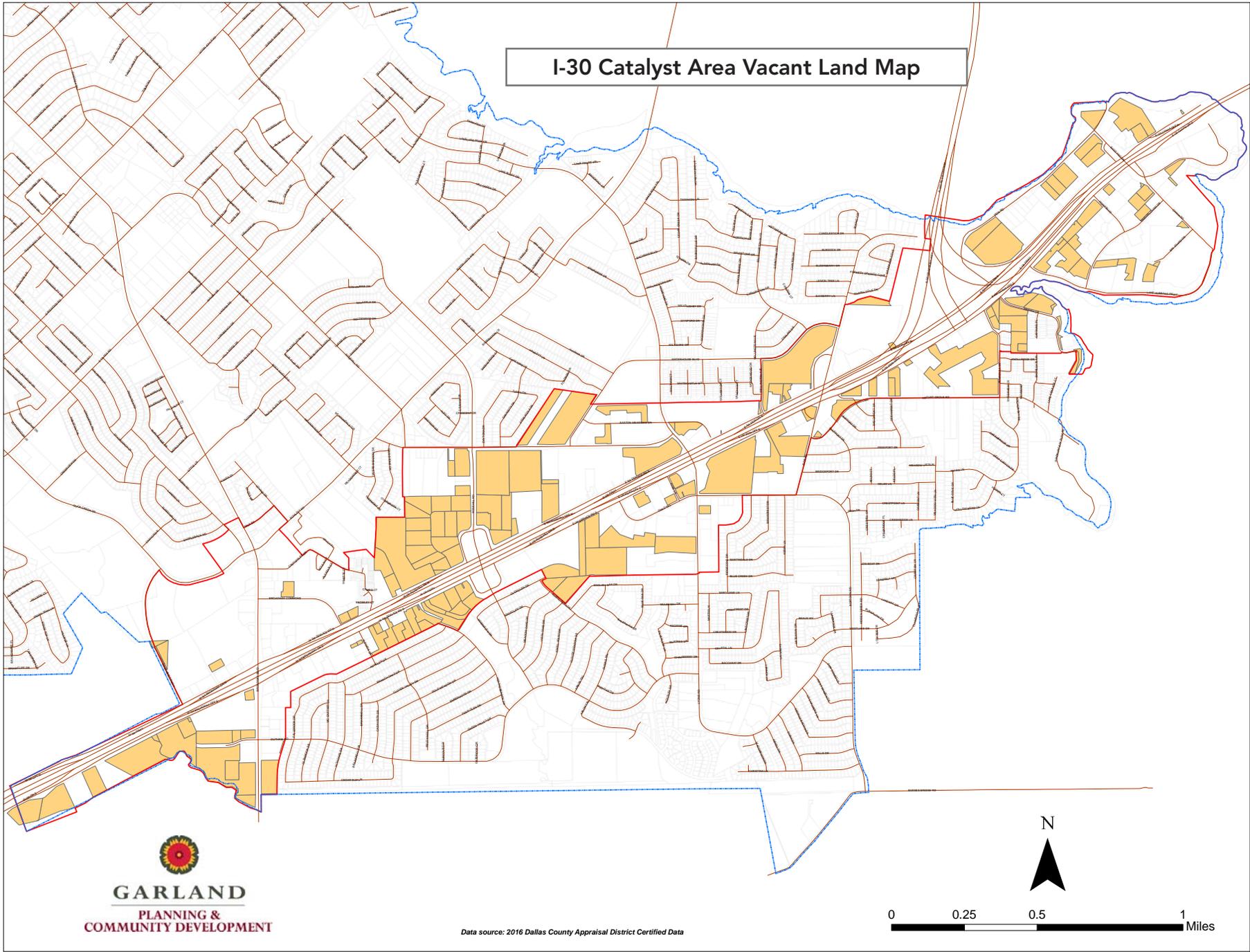
I-30 Catalyst Area Physical Feature Map



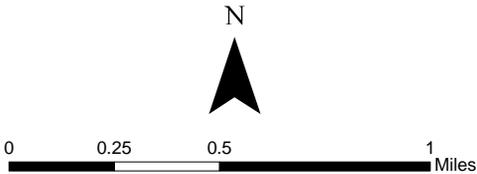
I-30 Catalyst Area Activity Generator Map

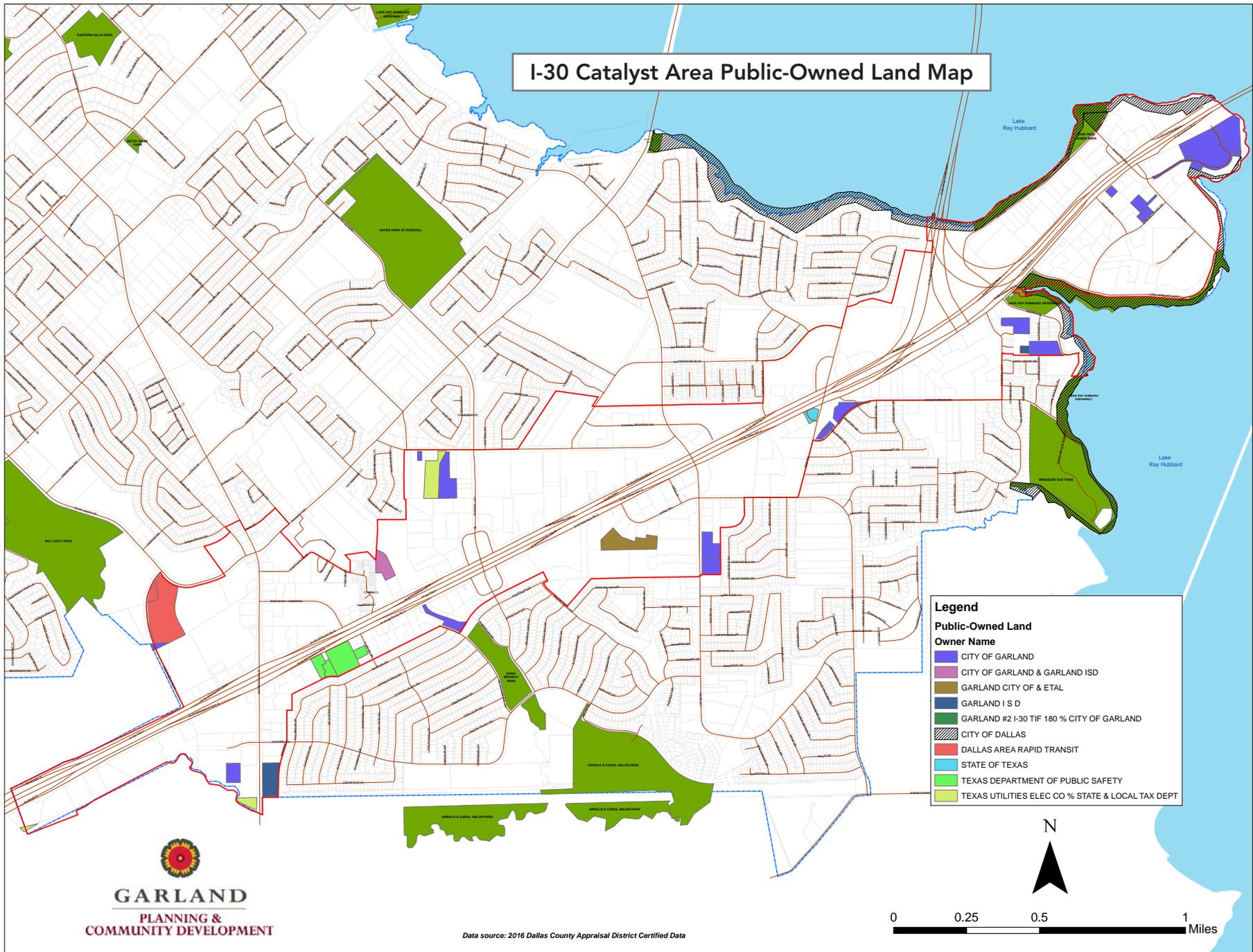


I-30 Catalyst Area Vacant Land Map

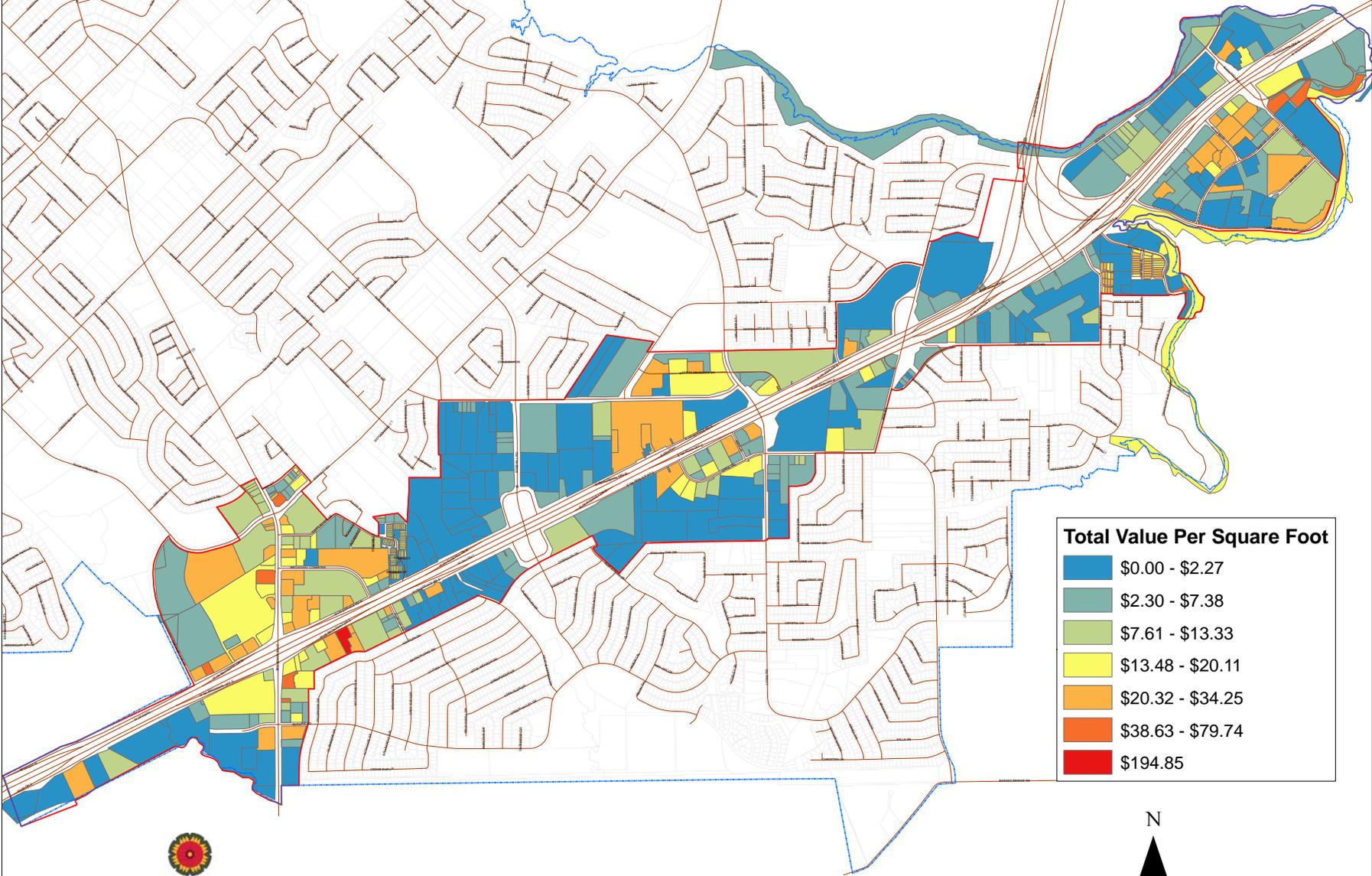


Data source: 2016 Dallas County Appraisal District Certified Data

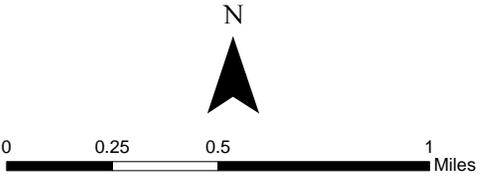




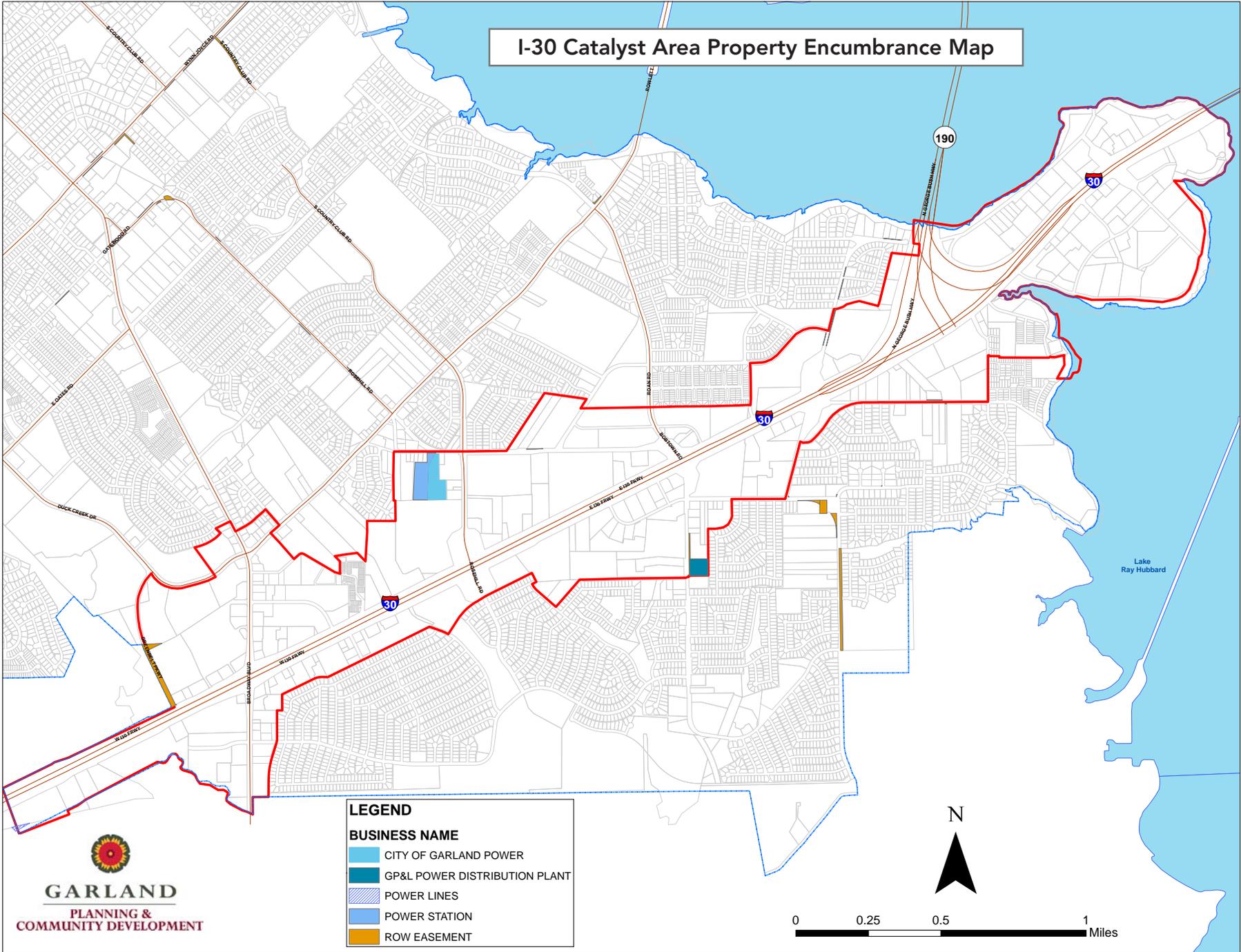
I-30 Catalyst Area Land Values Map



Data source: 2016 Dallas County Appraisal District Certified Data

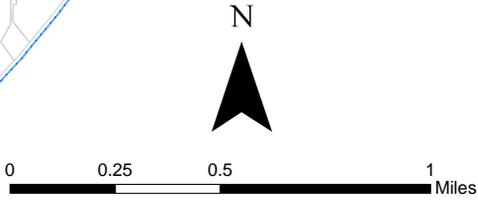


I-30 Catalyst Area Property Encumbrance Map

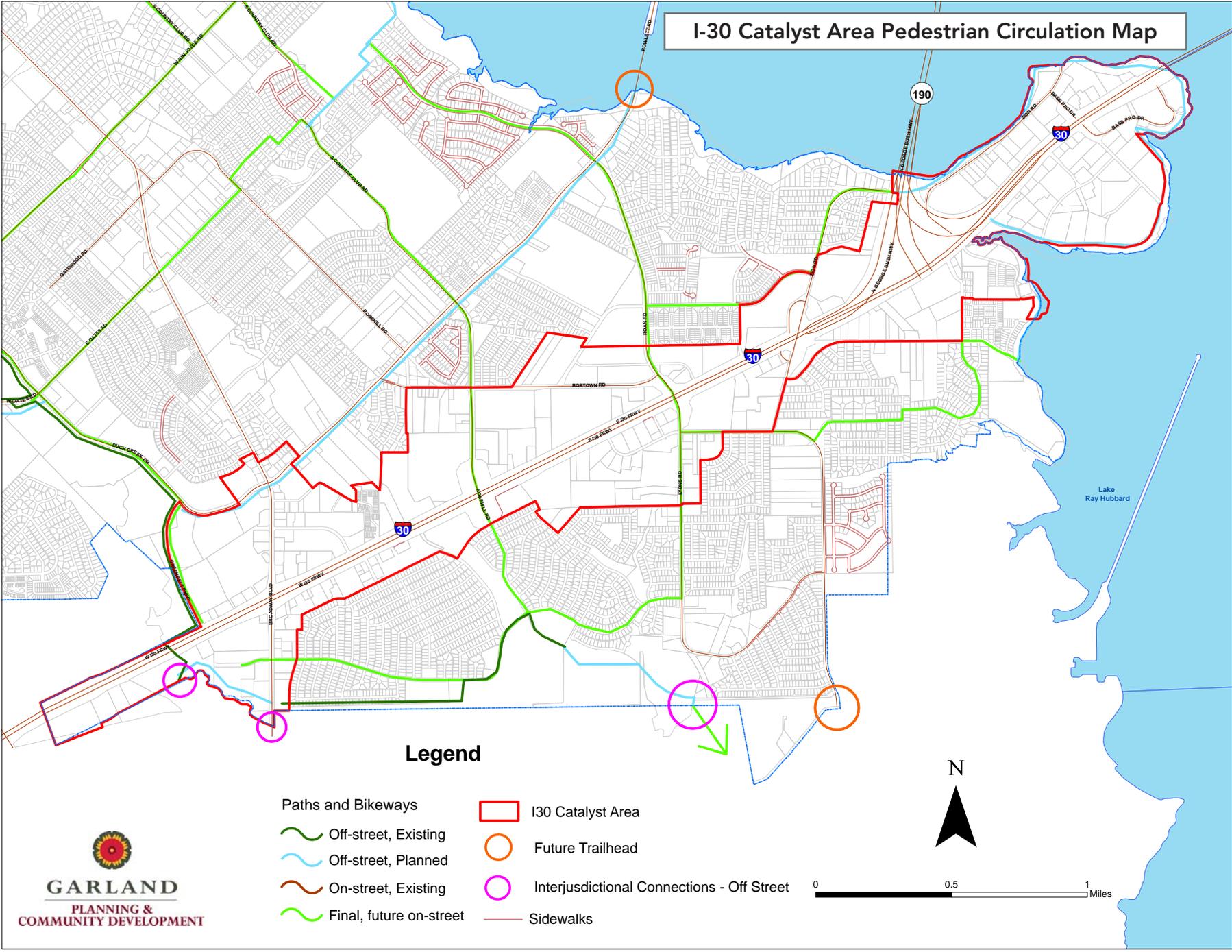


LEGEND

BUSINESS NAME	
	CITY OF GARLAND POWER
	GP&L POWER DISTRIBUTION PLANT
	POWER LINES
	POWER STATION
	ROW EASEMENT



I-30 Catalyst Area Pedestrian Circulation Map



Legend

- | | |
|---------------------------|--|
| Paths and Bikeways | I30 Catalyst Area |
| Off-street, Existing | Future Trailhead |
| Off-street, Planned | Interjurisdictional Connections - Off Street |
| On-street, Existing | Sidewalks |
| Final, future on-street | |

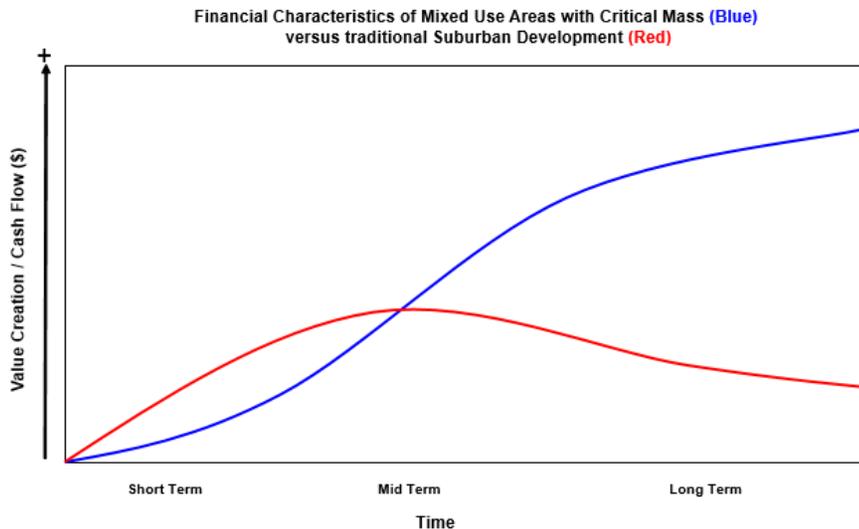


Conclusion

Analysis of current market conditions and regional trends illustrates that residential land uses, including both for-sale and rental housing, provide the greatest near-term opportunity for TIAs along the I-30 corridor given regional household growth and the area's relative affordability. Though the area's current spending potential, existing retail supply, and the rise of e-commerce limit the feasibility of a large retail offering, there is a market gap for more neighborhood-serving retail, with demand increasing over time as the area experiences additional household growth. Neighborhood and medical office will also garner demand in the mid- to long-term as more households move into the area and require additional services. Demand potential for new hotel rooms is likely limited in the near-term until the area adds additional households and continues to enhance its recreational appeal.

In the absence of meaningful real estate investment, whether it be renovations or new construction, the performance of properties can begin to sink for both business owners and the municipality. Figure 1.6 demonstrates this concept. However, redevelopment efforts to create a more vibrant setting to include a diverse mix of land uses would reorient development in the TIAs along I-30 with the trajectory of the blue line in Figure 1.6.

Figure 1.6 Value of Mixed-Use vs. Single-Use Development

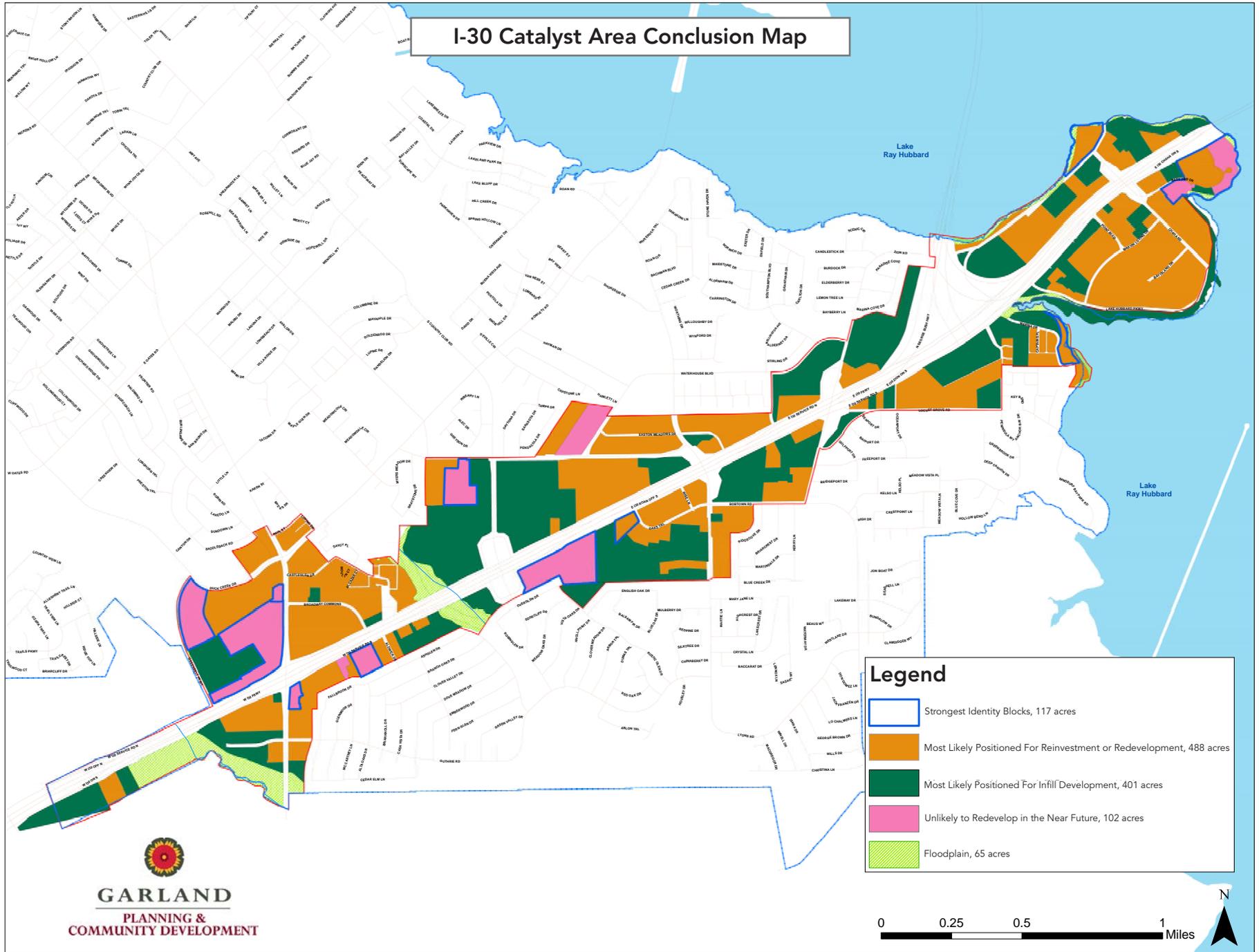


Source: RCLCO

The development opportunities for the three TIAs are not the same and therefore have not been treated as such. Based on the market assessment and site analyses of the TIAs along the I-30 corridor, the Rosehill TIA represents the greatest near-term opportunity to capture a large share of this new residential and commercial development. The expanse of vacant land at the Rosehill TIA allows for an integrated and cohesive master plan that will generate higher long-term values than conventional interstate-oriented development and provide value support for surrounding neighborhoods. The market analysis conducted in 2012 as part of the development of the Envision Garland Comprehensive Plan reached a similar conclusion to that of this study for the area of the Rosehill TIA; however, the City Council desired to see business and office development which has been reflected in the Comprehensive Plan. As opposed to the business and office development proposed by the Comprehensive Plan, an integrated mix of land uses that includes quality public spaces and housing options for a wide range of households (including Millennials starting families to retiring Baby Boomers) will create a more vibrant neighborhood in addition to commercial development along the corridor.

The existing income-producing properties at the Broadway and Harbor Point TIAs likely limit the feasibility of redevelopment opportunities in the near-term. Significant public investment and participation would be required to aggregate enough land given the current fragmented ownership in the TIAs to create dynamic mixed-use developments. The incremental tax revenues generated by new, market-supportable development do not justify the large capital outlays or subsidies required to acquire and redevelop existing income-producing properties at Broadway and Harbor Point in the near-term. Thus, other retail rehabilitation strategy tools should be utilized to encourage revitalization of these areas in the near-term and shape long-term redevelopment efforts when they're more economically viable.

I-30 Catalyst Area Conclusion Map



PART THREE | CATALYST AREA PLANS

I-30 Corridor Catalyst Area

GENERALIZED LAND USE MASTER PLAN

The Generalized Land Use Master Plan is intended to be a blueprint of the area plan study boundaries. It is very important to stress the need for revitalization and redevelopment in the corridor, thus the land use vision must allow flexibility in land use patterns. Future developments will require cooperation with both public and private entities. That flexibility in final application for each TIA's infill should still require high quality applications, but should not discourage investment. Rather, strategic partnerships will be essential in implementing the community's desires for destinations and corridor gateways in each TIA.

The right of a municipality to coordinate growth is rooted in its need to protect the health, safety, and welfare of local citizens. An important part of establishing the guidelines for such responsibility is management of land uses, which sets an overall framework for the preferred pattern of development. Specifically, it designates various areas for particular uses, based principally on the specific land use policies. It is important to remember that the associated land use information and maps are not zoning regulations. Rather, the information is proposed to be used as a tool to guide development, infrastructure, and future development decisions.

UPDATED LAND USE IDEAS

The corridor plan's land use refinements are a supplement to the Envision Garland plan's Land Use chapter, but must work in context of the existing Land Use chapter to maximize Citywide strategies. The refined land use strategies are based upon area planning scale, market findings, and new community input. Much of the Envision Garland land use strategies for the I-30 corridor remain. However, based on this report's economic and real estate assessments, refinement to the business designated areas have been updated in the corridor. Specifically, the Rosehill TIA, north of I-30, has been refined to focus on creating a new neighborhood in South Garland by incorporating a mixed-residential and mixed-use concept.

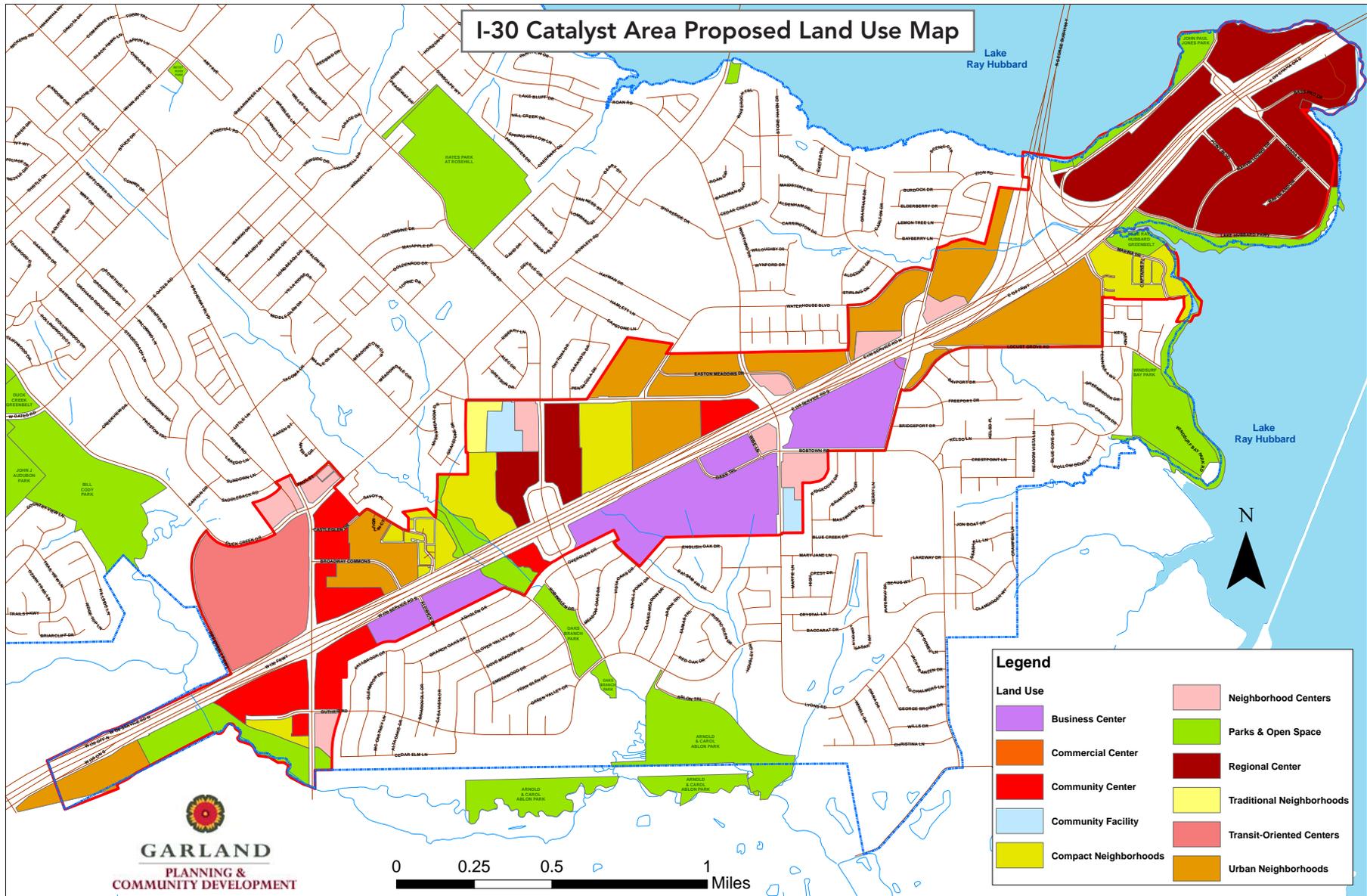
The Rosehill area should retain residential and mixed-uses that fit within the existing context and character. To define the pedestrian realms and create a distinctive sense of place, mixed-use buildings should generally be placed along block perimeters with modest or very limited setbacks, heights should be generally consistent along block frontages and across streets, and parking should be located so as not to dominate the pedestrian view-shed.

LAND USE CATEGORIES

The proposed land use types are based on existing designations defined in Envision Garland. They build upon destination initiatives and provide development choices. The proposed land use types designate a range of housing options comprising attached and detached single-family, medium-density, urban-style mixed-use, and live-work units. The residential products target market-rate units, mixed housing options, and high-density choices. The commercial districts have been reallocated to better complement the recommendations of the economic analysis and development types shown in the concept plans. The proposed land use types are as follows:

- Business Center
- Community Center
- Community Facility
- Compact Neighborhoods
- Neighborhood Centers
- Parks and Open Space
- Regional Center
- Traditional Neighborhoods
- Transit Oriented Neighborhoods
- Urban Neighborhoods

I-30 Catalyst Area Proposed Land Use Map



Legend	
Business Center	Neighborhood Centers
Commercial Center	Parks & Open Space
Community Center	Regional Center
Community Facility	Traditional Neighborhoods
Compact Neighborhoods	Transit-Oriented Centers
	Urban Neighborhoods


GARLAND
 PLANNING &
 COMMUNITY DEVELOPMENT

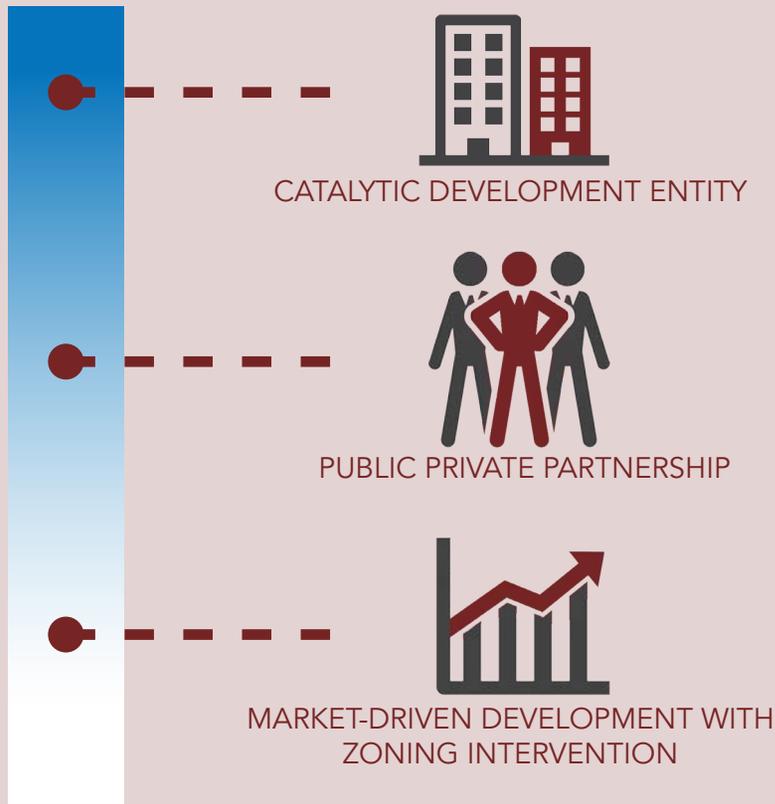
0 0.25 0.5 1 Miles



I-30 Redevelopment Strategies Toolbox

There are a variety of land development tools available to the City, with each of them having a different level of risk associated. The risk assumption for each method differs based on the structure of the deal and the level of control desired by the City. The more control a city has on development, the more risk falls upon the city and conversely, the more development is left to the market, the less risk to the city and the less control the city has.

**MORE CONTROL
MORE RISK**



**LESS CONTROL
LESS RISK**

MARKET-DRIVEN DEVELOPMENT WITH ZONING INTERVENTION

Under this scenario, the results of the I-30 Corridor Catalyst Area Plan would be translated into the zoning code, design guidelines, and overlays. These codes and overlays would determine the allowable uses and achievable densities within the TIAs, and the master plan would serve as the guiding document to determine what land uses would be encouraged to locate in particular areas.

The public sector would have the right to plan infrastructure and roadways in accordance with the master plan, under the assumption that such fixed investments could help guide growth over time into the places suggested by the master plan. The public sector would also take on the responsibility of communicating the plan vision to the land owners within the TIAs, especially those that own land that would not benefit from the upzoning and therefore would not represent an increase in value achieved.

Development economics combined with the need for one or more developers to engage in multiple transactions with multiple land owners significantly affect potential future development. This suggests that large developments in the TIAs may take even longer than the market could otherwise reasonably absorb.

Pros

- Requires little or no public monies for land acquisition.
- Does not require public sector involvement in the development process.
- Existing effort can be adequate to guide zoning changes and design guidelines.

Cons

- Provides no control over ultimate design or execution of the TIAs.
- Actual development will likely take longer than currently anticipated, delaying the arrival of revenues for the City.
- Requires developer interest to engage in potentially protracted negotiations with landlords. Developers may not be interested in these negotiations currently because easier options exist.
- Zoning can be reversed or changed, eliminating protection for the TIAs well before any real development is finished or revenues recognized.

PUBLIC PRIVATE PARTNERSHIP

This option is almost identical to the Catalytic Development Entity option, but involves a slightly different mechanism in order to conduct land acquisition. Instead of acquiring land via transactions, the CDE engages land owners in a constructive negotiation and then land owners place their land into the development as equity contributions. They do this in exchange for a preferred return on the upside of the land values once the Catalytic Development Entity develops the land (either on its own or via sale to a developer).

This allows the CDE to move forward with the developments within the TIAs without the need to raise capital for the acquisition of land owner parcels. It does, however, require an extensive and involved legal process for constructing the terms of participation and structuring the mechanisms for equity return to land owner/investors.

Pros

- Accelerates the development process.
- Combines public goals with private-sector mentality.
- Allows for political responsibility to a board while maintaining development discipline and focus on the dollars and cents.
- Provides a single entity who will steward projects from concept to completion.
- Requires little or no up-front capital for land acquisition.

Cons

- Requires creating a separate entity that has quasi-private motives and dashed lines of political accountability.
- Requires complicated legal and financial structuring and management to create the partnerships.

CATALYTIC DEVELOPMENT ENTITY

Under this scenario, the public sector players involved in the TIAs create a Catalytic Development Entity (CDE) that would be the single steward for development at the TIAs. This CDE may fall within the description of an Economic Development Corporation or Department – it would have the

authority to enter into transactions, issue and assume debt, acquire and divest of property, and a host of other factors relevant to the act of real property development. It would be governed by a board comprised of officials from the City of Garland in addition to a select number of other entities as needed. The board would have the role of selecting and managing an Executive Director, whose sole responsibility would be the execution and development of the TIAs.

The CDE would need to be seeded with monies either in actuality (via grants, public transfers, or fundraising) or other assets in lieu of monies (lands, properties, other assets, etc.) in order to capitalize its property acquisition efforts. The CDE would enter into transactions and negotiations with land owners – issuing debt if need be to cover excess expenses – and assemble the lands for the project. Once assembled, the CDE could either develop the property in the TIAs itself, hire a fee developer to develop the property, or engage in an RFP process.

The Development Authority would function much like a private developer, except that its primary goal is not purely profit-generation but rather the execution of redevelopment of the TIAs in a means concomitant with generating monies for the City of Garland. In this regard, it is a combination of private sector business agility and motive with public sector objectives and agendas. The CDE would have to be funded up-front, however, with monies that have not yet been identified. Alternatively, the CDE could be given assets, such as non-related real estate, that could be monetized to fund the acquisition and development process.

Pros

- Accelerates the development process.
- Combines public goals with private-sector mentality.
- Allows for political responsibility to a board while maintaining development discipline and focus on the dollars and cents.
- Provides a single entity who will steward projects in the TIAs from concept to completion.

Cons

- Requires up-front capital for property acquisition.
- Requires creating a separate entity that has quasi-private motives and dashed lines of political accountability.



I-30 Revitalization Strategies Toolbox

There are a variety of revitalization programs and strategies that can be initiated to encourage revitalization.

While participation in programs initially requires the use of public funds, the returns on investment can often surpass the amount expended by the public. New development, building renovations, and building rehabilitations enhance the overall look, feel, and value of the community and can positively impact adjacent residential neighborhoods. The following programs and techniques are encouraged within the corridor to spur aesthetic improvements within the corridor's existing commercial areas.

PROGRAMS

Facade Improvement Program

A facade improvement program provides funds to assist businesses with repairs, touch-ups, and changes to commercial building facades. The program encourages property and business owners to pro-actively renovate the facade of their business and improve the overall aesthetic of retail areas. Under this program, the City could match private investment up to a certain dollar amount and target certain retail areas or districts.

Retail Landscaping Program

Landscaping has the potential to significantly impact the overall appearance of commercial centers. Many existing retail and commercial centers within the corridor have minimal landscaping and local businesses may not have the funding to make exterior improvements. Therefore, offering a landscaping incentive may entice business owners to perform minor improvements to their property.

Retail Rehabilitation Program

To encourage redevelopment of existing retail centers, the City could consider offering low-interest loans, matching funds, or even grants in exchange for significant rehabilitation. Significant rehabilitation would include an improvement where both the exterior and interior of an existing structure are improved and modernized. This would lead to a new, attractive exterior and more functional and desirable interior spaces,

likely increasing property values. These incentives should be used for more expensive rehabilitation projects and would likely require a higher degree of public participation in order to make such investments feasible.

Neighborhood Enterprise Zone

Neighborhood enterprise zones use tax incentives and regulatory relief to attract investment to blighted urban districts. Once a neighborhood enterprise zone is established, businesses or developments within the zone are eligible for incentives. Studies of state programs have shown some success in job growth and investment, but that targeted development incentives alone are insufficient to revitalize a district. The Texas Enterprise Zone Program allows local communities to partner with the State of Texas to encourage job creation and capital investment in economically distressed areas. Local communities can nominate a new or expanding business as an "enterprise project". Approved projects are eligible to apply for state sales and use tax refunds on qualified expenditures.

Neighborhood Empowerment Zone

A neighborhood empowerment zone is a designated area where cities can offer economic incentives that promote investment and redevelopment. Typically, they are located just outside of a commercial center to encourage development that supports and improves the commercial center. Neighborhood empowerment zones allow the city to waive fees, abate city property taxes, and set performance standards. New and rehabilitated developments in these areas are eligible for incentives such as municipal property tax abatements, fee waivers, and release of city liens.

AESTHETICS

Incentives for Enhanced Exterior Improvements

Incentives in the form of waived fees, expedited approval, or leniency on other development requirements not related to health and safety can be offered in exchange for developers who provide exterior improvements beyond the minimum requirements for parking, lighting, landscaping, and other elements of development.

Parking

An example of an incentive for parking would be to require the construction of a slightly reduced number of parking spaces when parking areas are located to the rear or side of a building away from public view.

Lighting

To avoid any adverse impacts on residential areas, lighting facilities are to be reflected away from adjacent residential areas. The City should examine developing lighting standards to be used in certain commercial districts.

Landscaping

Landscaping is particularly important along I-30, arterial, and collector streets to project a positive image. Incentives should be provided for landscaping beyond the minimum requirement. Creative stormwater management techniques such as bioswales and rain gardens along with native plant materials should also be encouraged within the corridor.

Other Elements

Various elements such as trash receptacles, open storage, expansive parking lots, service areas, ground-mounted equipment, and roof-mounted equipment are examples of elements that are needed for businesses to operate that are not generally considered to be visually attractive. Screening for these elements generally should include landscaping, earth berms in conjunction with landscaping (mainly for parking areas), masonry walls in conjunction with landscaping, parapet walls (mainly for roof-mounted equipment), and use of other materials that are compatible with the structure(s).

Facade Design Regulations

Materials used for the exterior facades of buildings within non-residential areas should generally be limited to brick, stone, rock, or some variation thereof. Alternate materials such as concrete, concrete block, or stucco should only be approved under certain circumstances with committee approval. Reflective and/or mirrored glass should not be permitted to comprise a large percent of building facades. Metal buildings should likewise not be permitted. The facades of large commercial structures can be large and visually unappealing. A minimum amount of facade articulation should be implemented to reduce massing and create more interesting and inviting retail centers.

Transitioning Land Uses: Apartments

Feedback from the PAC revealed garden-style apartments of the past are an eyesore for the surrounding community. Along the I-30 corridor, garden-style apartments are scattered along the frontage taking up prime real estate for commercial businesses making it difficult to grow economically. There are two overall methods by which to resolve this land use issue: remove them or improve them. The following discusses different strategies to remove or improve nonconforming or undesirable uses within the corridor.

Removal

- **Amortization** is a technique for the removal of nonconforming land uses after the value of the building has been recovered over a period of time. This method requires diligent enforcement and there must be justified evidence that the use is in fact nonconforming and should be removed.
- **Purchasing Land** allows the city the opportunity to remove any land uses and determine what type of land use should be in its place. This method is difficult to implement due to the financial burden and maintenance responsibility on the city.
- **Changing Regulatory Policies** to require an additional process for approval will impose measurements to ensure apartments are located in places more suited for residential dwellings away from highway frontages.

Improvement

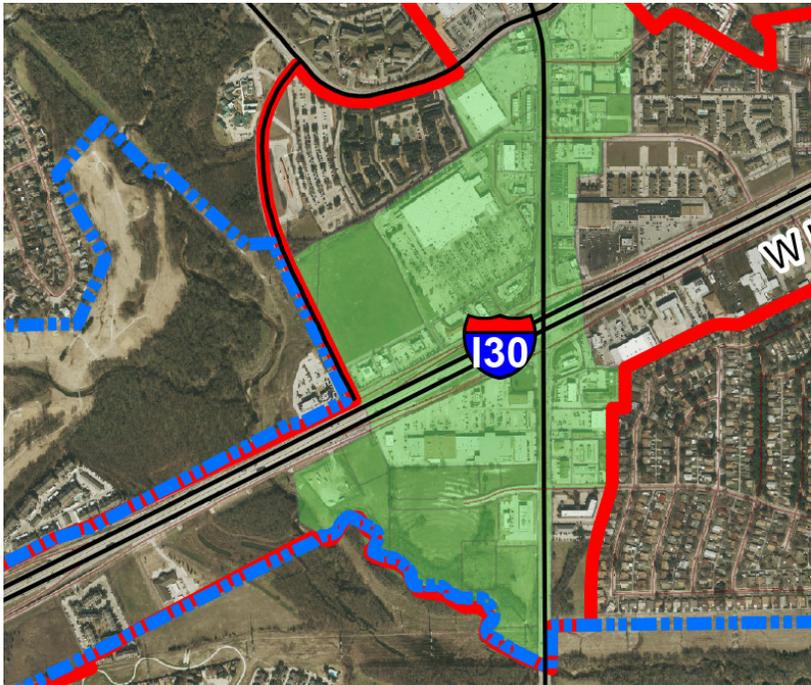
- **Incentivizing Commercial Development** along the corridor creates greater demand for commercial developments and also makes it less valuable for residential uses to be located in prime commercial areas.
- **Targeting Code Enforcement** ensures a high standard for multi-family development in the area through targeted code enforcement and improves the aesthetics and quality of life in the corridor.
- **Establishing Neighborhood Empowerment or Enterprise Zones** around existing commercial areas provides opportunities for revitalization around the commercial areas.
- **Working with Property Owners** opens up a line of communication between property owners and municipalities to express their needs and can lead to implementing another type of incentive to improve the existing complexes.



Broadway TIA

LOCATION

The Broadway TIA is approximately 160.78 acres (.25 square miles) and centralized at the intersection of Broadway Boulevard and I-30. The boundaries of the district generally enclose the retail area south of Duck Creek Drive/Rowlett Roads, east of Greenbelt Parkway, north of the open space along the drainage area, and the retail properties adjacent to Broadway Boulevard to the east.



URBAN DESIGN AND CHARACTER

The Broadway TIA is characterized by older retail centered on a major intersection at Broadway Boulevard and I-30. High visibility from the highway and large retail anchors keep the area economically vibrant by attracting patrons to the area, although not visually appealing due to aged exterior design and few updates made over time. Aesthetic roadway improvements have been made to Broadway Boulevard and future improvements to I-30 are anticipated for the near future. Currently, there is not a cohesive character for the shopping area. While the district is successful, there is not a distinctive character for the retail center.

Revitalization of existing structures will serve to improve the overall aesthetic of the district. Standard roadway improvements and enhanced landscape will help to create an identity for the Broadway TIA and the corridor.

EXISTING AND PROPOSED LAND USES

Existing land uses in the TIA are primarily commercial and retail. Surrounding the TIA is a range of retail, single-family residential and high-density residential. Land uses in the TIA are proposed to remain the same with the addition of new professional office and townhomes to the south of I-30. Since the district contains successfully performing businesses, the plan does not propose to make any major changes to the make up of land uses.

INVESTMENT CHALLENGES

- Large upfront capital investment is needed to drive immediate redevelopment.
- Lower incremental tax revenue given existing properties are already income producing.
- Little incentive for property owners to invest in properties.

MARKET ASSESSMENT

The Broadway site has excellent visibility from I-30, and its location at the intersection of a major north-south thoroughfare allows for easy access from Garland to major regional employment cores. Additionally, the site has expansive greenspace to the west and south, which could connect with Mesquite's existing trail system and serve as an attractive natural and recreational amenity. Broadway's existing retail concentrations support the perception of the site as a commercial center; however, because the site's existing retail buildings continue to age and the immediate surrounding neighborhoods provide limited new household growth, Broadway is unlikely to attract major new tenants or investment in the near-term without public intervention.

Acquiring land in the near-term for redevelopment would also pose a challenge, as the land in the Broadway TIA has multiple land owners, and most parcels contain existing buildings with relatively high occupancies. A financial analysis of parcels in the Broadway TIA indicates that the presence of existing income-producing properties makes acquiring land and redeveloping existing structures economically infeasible in the near-term unless significant public financial participation is involved. Given the finite quantity of demand for residential and commercial land uses along the corridor in the near-term,

a concentrated and cohesive master planned development at Rosehill would be more catalytic for the overall corridor. Additionally, when compared to the Rosehill TIA, the Broadway TIA provides a much lower return on investment to the City of Garland given the relatively large public financial contribution and the moderate increase in incremental tax revenue the City would gain through redeveloping the existing properties. Though redevelopment makes limited financial or market sense in the near-term, there are a number of revitalization strategies the City of Garland can put in place immediately to begin enhancing the aesthetics of the area and potentially spur additional

private investment. Numerous municipalities across the Metroplex and country have capitalized on many of these beneficial revitalization strategies. See the Revitalization Strategies Toolkit section for potential revitalization tools.

Retail revitalization strategies such as facade, landscaping, or streetscape improvements would make the Broadway TIA more attractive for development. With such improvements, there is likely market-driven support in the medium- to long-term for small infill retail offerings, residential development along the creek, and flex-tech or neighborhood office behind the Kroger shopping center. As the corridor experiences new household growth and the built environment is aesthetically enhanced through revitalization efforts, the area will likely experience market-driven reinvestment from the private sector in the long-term.

POTENTIAL CAPITAL IMPROVEMENT PROJECTS

Based on the TIA plan, the following capital improvement projects should be implemented. The Capital Improvement Program should be updated to prioritize the following projects.

- Improve off-street trail facilities within the TIA.
- Enhance streetscape along Broadway Boulevard starting with the area within the boundaries of the TIA.

DEVELOPMENT STRATEGY

- Promote revitalization of existing commercial stock through the use of retail revitalization strategies.
- Introduce new development of townhomes and restaurant pad sites in vacant area south of I-30 to spur new development and effectively infill available development areas.
- Implement new development design regulations.
- Make aesthetic roadway improvements on Broadway Boulevard in conjunction with TxDOT improvements to I-30 to help create a regional identity.



BROADWAY TIA CHARACTER IMAGES



Roadway Improvements and Landscaping



Flex Office



Professional Office



Entry Branding



Trail Head



Parking Lot Landscaping



Townhomes



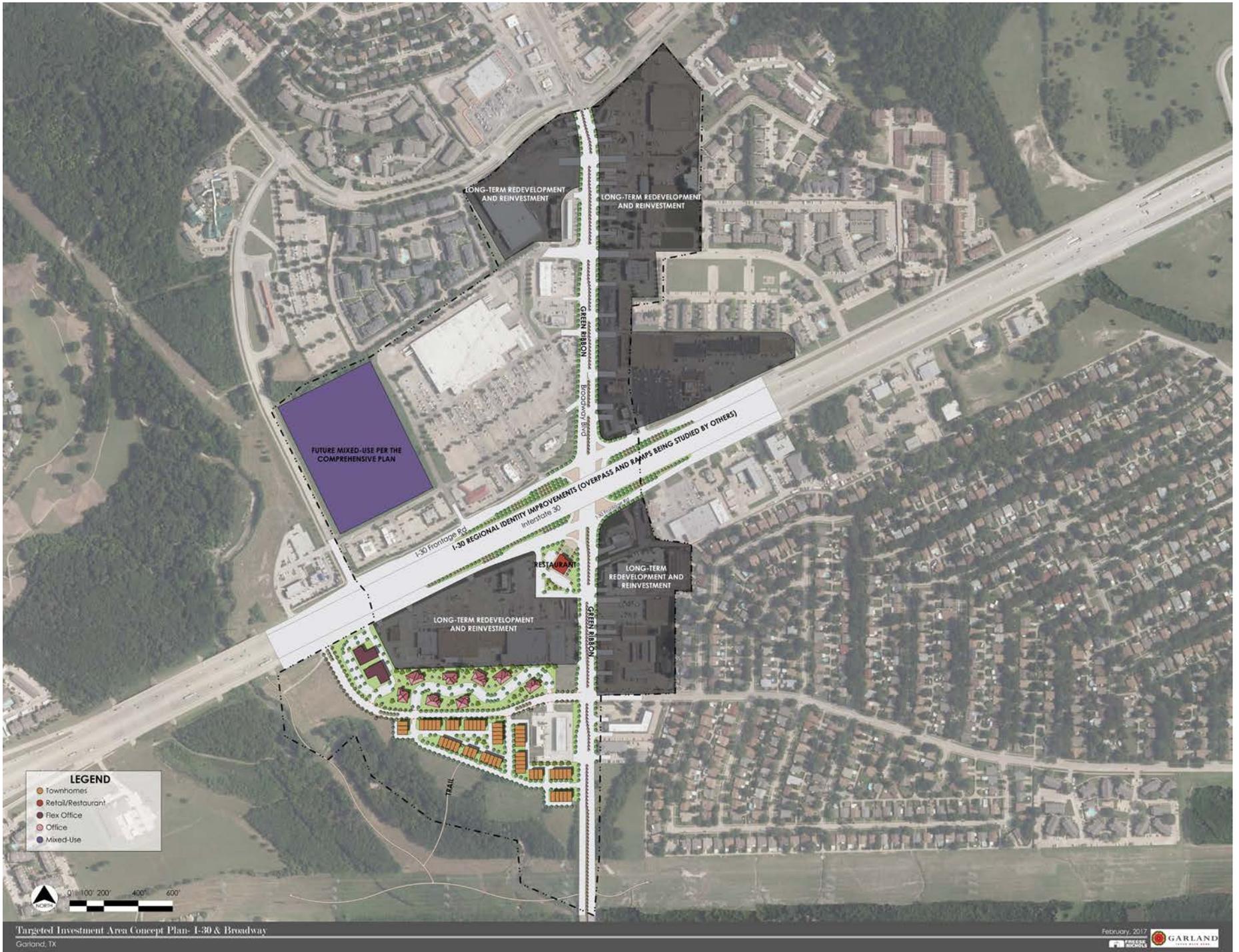
Pad Restaurant



Pad Restaurant



Revitalized Retail Center





Rosehill TIA

LOCATION

The Rosehill TIA consists of approximately 156.78 acres (.24 square miles) of primarily vacant land at the intersection of Broadway Boulevard and I-30. The site covers both the north and south side of I-30 with the larger portion of the TIA on the north side of the interstate.



URBAN DESIGN AND CHARACTER

The Rosehill TIA is almost a blank slate with plenty of potential for development. The design for the TIA proposes a medium density, master planned mixed-use development with a variety of housing types, walkable blocks for pedestrian circulation, and public plazas for gathering. Mid-level urban residential surrounding ground level parking lots allow for the urban feel of the City while maintaining a consistent scale with the surrounding single-family. A mix of low- to middle low- density presents a variety of housing types. A small scale grocer and local retailer in the area offer goods and services nearby in a walkable distance. Community anchors such as a community center or church serve the surrounding neighborhood and foster community events. Greenspaces within the TIA connect the different parts of the site and allow for formal or informal activities. These features combine to create a neighborhood scale, community oriented, urban center.

EXISTING AND PROPOSED LAND USES

Much of the property was previously high-density housing and is currently surrounded by single-family residential. The proposed use for the site involves a mix of residential and commercial uses in a synergistic master-planned development. Commercial uses within the development may include fast casual dining, local retailers, neighborhood commercial businesses, and community anchors. A mix of residential housing types and lot sizes range from single-family lots to urban residential in a mixed-use design. To the south of I-30, existing land uses include a park and a church while retail and commercial development are proposed as future land uses. The uses in this portion of the TIA should complement the master-planned development to the north of I-30.

INVESTMENT CHALLENGES

- High level of investment required for development which can deter developers.
- Piecemeal ownership could result in broken development patterns.

MARKET ASSESSMENT

The Rosehill site is made up of large, mostly vacant parcels which allows for easier land acquisition and development. Rosehill Road connects to several residential neighborhoods to the north and south, allowing for local access in addition to regional access via I-30. Like Broadway, the site has excellent visibility from the interstate; however, ease of access is limited by circuitous exit ramps. A planned reconfiguration of the Rosehill Road/I-30 intersection would improve the opportunity for development at the site. In addition, the site has expansive greenspace to the west and south, which could connect with a trail system.

An analysis of current market fundamentals and future demand drivers indicate near-term support for both rental and for-sale housing options within a walkable, mixed-use neighborhood village at Rosehill. The Rosehill TIA can support a wide range of residential products, including small lot for-sale, attached for-sale, urban-lite rental, and single-family rental housing options catering to buyers seeking more lifestyle housing types. Differing from attainably priced suburban housing options elsewhere in the Metroplex, housing at Rosehill can satisfy a current market gap for smaller, higher-quality lifestyle homes in a walkable environment, while still maintaining attainable home prices for young families and empty-nesters.

Complementary to the residential development while also appealing to I-30 commuters, there is demand at Rosehill to provide a moderately-sized neighborhood retail offering with restaurants, a neighborhood grocer, and other service-oriented retail. Additionally, the introduction of community anchors such as an events venue, and/or the proposed church will help embed the development within the existing neighborhood. In the medium- to long-term, increasing development momentum and continued household growth will drive additional housing demand and support further commercial development such as neighborhood and medical office, a hotel, and supplementary neighborhood retail.

Though the development of a cohesive master-planned village within the Rosehill TIA will face the challenge of aggregating fragmented land ownership, the area benefits from a lack of existing income-producing properties which can significantly increase the required purchase price of land. A financial analysis of estimated project costs and developer returns illustrates that the area will likely need public participation in order for a developer to hit target returns and deliver the public space and streetscape needed to create a cohesive master planned community, enabling higher density housing options and commercial development set back from I-30. Depending on the type of investment vehicle used by the city (i.e. PID, TIF, TIRZ, etc.), the developer will likely need between \$10M and \$16M to earn a target return of 10 percent. With a larger upfront investment there is more risk to the City with the potential for a higher return on investment. By implementing a reimbursement method such as a TIF, there is less risk to the City, however a much lower return on investment.

Figure 1.7 Financial Comparison

	UPFRONT	REIMBURSEMENT
	Lump Sum Subsidy	TIF
Master Developer Return (IRR)	10%	
Total City Subsidy	\$9.6M	~\$16.2M
City Return On Investment		
NPV at 0% Discount	~\$48.2M	~\$41.6M
NPV at 5% Discount	~\$16.6M	~\$9.9M

Compared to TIAs that require redeveloping income-producing properties, Rosehill provides the highest return on investment to the City of Garland given the relatively small public financial contribution and the significant increase in incremental tax revenue the City would gain through new development on the vacant land. See the Redevelopment Strategies section for potential project structures.

POTENTIAL CAPITAL IMPROVEMENT PROJECTS

Based on the TIA Plan, the following capital improvement projects should be implemented. The Capital Improvement Program should be updated to prioritize the following projects.

- Coordinate with private developers for the construction of public roadways within the proposed development.
- Coordinate with private developers for the construction of public utilities within the proposed development.
- Coordinate with private developers for the design and development of proposed public spaces such as parks and plazas within the proposed development.
- Work with TxDOT to convert the Rosehill interchange to a modern urban diamond with U-turn roadways and X-ramps.

DEVELOPMENT STRATEGY

- Consolidate and revise zoning to allow for the mixed-use development.
- Assemble properties to create larger tracts for redevelopment.
- Consider which strategy from the Redevelopment Strategies Toolbox best aligns with the City's risk appetite and goals. Evaluate different investment vehicles the City would be interested in pursuing to help finance mixed-use developments (TIF, PID, TIRZ, etc.).

ROSEHILL TIA CHARACTER IMAGES



Pedestrian Scale Street Amenities



Townhomes



Single-Family



Urban Residential



Mixed-Use Retail



Rosehill Identity and Connectivity



Plazas and Event Space



Common Greens



Retail and Restaurants



Mid-Scale Mixed-Use



Harbor Point TIA

LOCATION

The Harbor Point TIA covers approximately 312.12 acres (.49 square miles) of land to the north and south of I-30 bordered by Lake Ray Hubbard to the east and PG&T to the west.



URBAN DESIGN AND CHARACTER

The existing character in the area is based upon the lake front location and auto-centric nature. The proposed character of the area will build upon the success of lake front development with plazas for gathering and public events. Pedestrian improvements throughout will allow patrons of retail located to the south to take advantage of the remaining lake access to the north of I-30.

EXISTING AND PROPOSED LAND USES

Existing land uses within the district consist of high-density residential, retail, restaurants, and a regional commercial anchor. Park land and open space is located along the lake front. The plan for this district proposes to ultimately leave the existing land use mix as is with the addition of park improvements, trails, infill residential and commercial development.

The infill development will introduce additional housing options with an urban mixed-use character, shops, restaurants, and multiple plazas to encourage gathering and outdoor activities. Existing high-density residential, covering approximately 125 acres of the TIA, presents a large obstacle to redevelopment of that land. Transitioning land uses from the existing high-density residential to another commercial or mixed-use land use will prove difficult and likely unrealistic in the near- to mid-term, therefore the plan proposes to focus on other development opportunities with a focus on those most visible from I-30.

INVESTMENT CHALLENGES

- Fragmented land ownership presents an obstacle for large development.
- The positioning of existing commercial buildings on-site in relation to the highway results in limited visibility from I-30.
- Current site design restricts views of the lake (except from private restaurant space), prevents public access to the waterfront, and reduces the quantity of available lake front properties.
- Patrons who once visited Harbor Point by boat have been unable to dock at the site since February 2016. Although the dock has since been reopened, limitations created by dock closures frustrates patrons and business owners alike.

MARKET ASSESSMENT

Harbor Point is a large site with waterfront access and impressive lake views. Of the three sites, the Harbor Point TIA is most proximate to large areas of household growth east of Lake Ray Hubbard. Although Harbor Point offers some of the newest and highest quality retail on the corridor, the planning area has shortcomings. The positioning of the buildings on-site results in limited visibility from I-30, and the parking lot design makes it difficult for visitors to move between businesses on foot. The site design also restricts views of the lake except from private restaurant space. Public access to the

waterfront is minimal, and patrons have been unable to access Harbor Point's dock since early 2016. Nonetheless, the site's waterfront holds significant potential, and targeted investments to increase public access will help enhance the long-term value and appeal of the planning area.

The large concentration of income-producing properties and fragmented land ownership, especially the presence of several condominium buildings, present noteworthy challenges for redeveloping meaningful portions of the planning area in the near-term. Additionally, much of the planning area contains relatively high-density development, making the assets more valuable and increasing the capital required to aggregate meaningful tracts of land. The relatively high-density existing development also limits the incremental value rewarded to the City for the redevelopment of the older apartments and condominiums in the TIA. However, Harbor Point serves as one of Garland's greatest assets and ensuring the long-term success of the area should be one of the main goals of the City.

Many of the strategies outlined in the Revitalization Strategies Toolkit section (See Revitalization Strategies Toolkit) should also be applied to properties within the Harbor Point TIA. Furthermore, the City should focus on additional code enforcement support to enhance the overall aesthetics of the planning area in the near-term. In addition to some of these efforts, Garland should focus on enhancing the utilization of lake front land with better-designed and programmed public space such as parks, trails, and a kayak launching area. This more inviting environment and the continued growth of the household base along the I-30 corridor will enable additional residential and commercial development in the medium- to long-term. Garland will likely need to revisit some of the redevelopment strategies in order to help aggregate the fragmented land holdings and increase the area's appeal to private developers. The Harbor Point TIA presents the greatest opportunity for more regional-oriented commercial land uses though the feasibility of much of this development is limited in the near- and medium-term given the limited current market support and necessary upfront public investment.

POTENTIAL CAPITAL IMPROVEMENT PROJECTS

Based on the TIA plan, the following capital improvement projects should be implemented. The Capital Improvement Program should be updated to prioritize the following projects.

- Make improvements to existing off-street trail along Lake Ray Hubbard and extend existing trail under I-30.
- Make general park improvements to John Paul Jones Park.
- Coordinate with private developers for the design and development of proposed public spaces such as parks and plazas within the proposed development.
- Improve pedestrian facilities across the bridge at Bass Pro Drive.
- Work with TxDOT to convert the Bass Pro interchange to a modern urban diamond with U-turn roadways and X-ramps.

DEVELOPMENT STRATEGIES

- Implement enhanced code enforcement on existing high-density developments.
- Continue existing park trail under I-30 and make general improvements to the existing John Paul Jones Park to enhance usability of the park.
- Implement strategic branding with streetscape enhancements and wayfinding signage to develop a unified identity.
- Consider which strategy from the Redevelopment Strategies Toolbox best aligns with the City's risk appetite and goals.

HARBOR POINT TIA CHARACTER IMAGES



Pedestrian Spaces and Streetscapes



Retail and Restaurants



Townhomes



Mixed-Use with Outdoor Seating



Urban Residential



Plazas and Common Spaces



Parking Lot Walkway



Lakefront Boardwalk Development



Improved Parks and Trails



Mixed-Use Development



- LEGEND**
- Townhomes
 - Urban Residential
 - Mixed-Use
 - Restaurant
 - Civic



PART FOUR | IMPLEMENTATION

The most common need with any community plan is creating actionable directions that clearly outline the initial steps that a city must take in order to begin implementation. The intent for this plan is not to be forgotten, but to take action and see results.

The following action plans break down each of the development strategies identified for each TIA respectively. By breaking the development strategy down into distinct steps, the City already has the tools and instructions to get started immediately.

This plan identifies the following:

- The entity (or entities) and person(s) responsible for implementation;
- Potential funding sources;
- Potential partnerships; and
- A short list of key action items to measure success.

In addition to assisting with kick starting the revitalization process, the plans serve as a checklist for the City to use to ensure the plan is being implemented. The action plan can also be used as a guide for the City to review the progress of the plan, see what has been done, and assess if revisions to the plan are necessary.

Broadway TIA Action Plan

DEVELOPMENT STRATEGY

Promote revitalization of existing commercial stock through the use of retail revitalization strategies.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Economic Development

POTENTIAL FUNDING SOURCES

- Low Interest Loans from the City
- North Central Texas Council of Governments Grants

POTENTIAL PARTNERSHIPS

- Planning and Community Development
- Property Owners/Business Owners

ACTIONS	TIMELINE	STATUS
1. Develop a comprehensive incentive program as a method to assess applications and issue incentives.	1 year	
2. Develop funding mechanism to fund potential incentives.	1-2 years	
3. Implement Facade Improvement Incentives.	1-3 years	
4. Implement Retail Rehabilitation Incentives.	1-3 years	
5. Implement Retail Landscape Incentives.	1-3 years	

Broadway TIA Action Plan

DEVELOPMENT STRATEGY

Introduce new development of townhomes and restaurant pad sites in vacant area south of I-30 to spur new development and effectively infill available development areas.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Planning and Community Development

POTENTIAL FUNDING SOURCES

- Tax Abatements

POTENTIAL PARTNERSHIPS

- Economic Development
- Property Owners/Business Owners

ACTIONS	TIMELINE	STATUS
1. Analyze zoning in the area.	3 months	
2. Ensure existing zoning supports new development, specifically for professional office and townhomes.	1 year	
3. Initiate changes in zoning if necessary.	1 year	
4. Implement incentives to entice new development.	1-3 years	

Broadway TIA Action Plan

DEVELOPMENT STRATEGY

Implement new development design regulations.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Planning and Community Development

POTENTIAL FUNDING SOURCES

- Low Interest Loans from the City

POTENTIAL PARTNERSHIPS

- Economic Development
- Property Owners/Business Owners

ACTIONS	TIMELINE	STATUS
1. Analyze existing development design regulations.	3 months	
2. Develop new regulations that foster a higher-quality development.	1-2 years	
3. Adopt new regulations.	1-2 years	
4. Offer incentives for development design elements that are above and beyond the minimum requirement.	Ongoing	

Broadway TIA Action Plan

DEVELOPMENT STRATEGY

Make aesthetic roadway improvements on Broadway Boulevard in conjunction with TxDOT improvements to I-30 to help create a regional identity.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Transportation Department

POTENTIAL FUNDING SOURCES

- Federal Transit Administration Grants
- North Central Texas Council of Governments Grants

POTENTIAL PARTNERSHIPS

- Planning and Community Development
- Property Owners/Business Owners
- North Central Texas Council of Governments

ACTIONS	TIMELINE	STATUS
1. Stay up to date with TxDOT roadway improvements for I-30.	Ongoing	
2. Review existing improvements on Broadway Boulevard.	1 year	
3. Develop plans for future roadway and beautification improvements to be implemented after the I-30 improvements are complete.	1-5 years	

Rosehill TIA Action Plan

DEVELOPMENT STRATEGY

Consolidate and revise zoning to allow for the mixed-use development.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Planning and Community Development

POTENTIAL FUNDING SOURCES

- N/A

POTENTIAL PARTNERSHIPS

- Property Owners/Business Owners

ACTIONS	TIMELINE	STATUS
1. Analyze existing zoning on the site.	6 months	
2. Ensure zoning districts on the site allow for mixed-use development.	1 year	
3. Revise zoning if necessary.	1 year	

Rosehill TIA Action Plan

DEVELOPMENT STRATEGY

Assemble properties to create larger tracts for redevelopment.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Economic Development

POTENTIAL FUNDING SOURCES

- General Fund

POTENTIAL PARTNERSHIPS

- Planning and Community Development

ACTIONS	TIMELINE	STATUS
1. Analyze existing property organization.	1 year	
2. Consider possibilities for creating a land bank.	1-2 years	
3. Replat plat with necessary easements so property is prepared for future development.	1-5 years	

Rosehill TIA Action Plan

DEVELOPMENT STRATEGY

Consider which strategy from the Redevelopment Strategies Toolbox best aligns with the City's risk appetite and goals. Evaluate different investment vehicles the City would be interested in pursuing to help finance mixed-use developments (TIF, PID, TIRZ, etc.).

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Economic Development

POTENTIAL FUNDING SOURCES

- TIF
- PID

POTENTIAL PARTNERSHIPS

- Planning and Community Development
- City Council

ACTIONS	TIMELINE	STATUS
1. Evaluate different investment vehicles the City would be interested in pursuing to help finance mixed-use developments.	1 year	
2. Determine the appropriate method and prepare a plan for implementation.	1-2 years	
3. Implement redevelopment strategy.	2-3 years	

Harbor Point TIA Action Plan

DEVELOPMENT STRATEGY

Implement enhanced code enforcement on existing high-density developments.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Code Compliance

POTENTIAL FUNDING SOURCES

- Community Development Block Grant (CDBG)
- Rehab Grants for Multi-Family

POTENTIAL PARTNERSHIPS

- Planning and Community Development
- Property Owners/Business Owners
- Convention and Visitor's Bureau Administration

ACTIONS	TIMELINE	STATUS
1. Conduct assessment of apartments within the TIA in terms of how much they conflict with the code.	6 months	
2. Prioritize apartments with the most need.	6 months	
3. Create plan to target prioritized apartment complexes by working with property owners.	1-2 years	

Harbor Point TIA Action Plan

DEVELOPMENT STRATEGY

Continue existing park trail under I-30 and make general improvements to the existing John Paul Jones Park to enhance usability of the park.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Parks and Recreation

POTENTIAL FUNDING SOURCES

- Texas Parks and Wildlife Grants

POTENTIAL PARTNERSHIPS

- TxDOT
- Lake Authority
- Texas Parks and Wildlife
- Convention and Visitor's Bureau Administration
- Planning and Community Development

ACTIONS	TIMELINE	STATUS
1. Assess status of existing plans for John Paul Jones Park.	3 months	
2. Create master development plan for redevelopment of the park.	1-2 years	
3. Apply for grants applicable to the development of the park trail.	1-2 years	
4. Commence park improvements.	1-2 years	

Harbor Point TIA Action Plan

DEVELOPMENT STRATEGY

Implement strategic branding with streetscape enhancements and wayfinding signage to develop a unified identity.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Planning and Community Development

POTENTIAL FUNDING SOURCES

- Funds for Public Art
- TIF

POTENTIAL PARTNERSHIPS

- Convention and Visitor's Bureau Administration
- Transportation Department
- Parks and Recreation
- Property Owners/Business Owners

ACTIONS	TIMELINE	STATUS
1. Talk to property owners and business owners about possible branding for the district.	6 months - 1 year	
2. Create a district brand.	1 year	
3. Implement district branding through advertisement, visitor information, signage, wayfinding signage, etc.	1-3 years	

Harbor Point TIA Action Plan

DEVELOPMENT STRATEGY

Consider which strategy from the Redevelopment Strategies Toolbox best aligns with the City's risk appetite and goals.

DESIGNATED CHAMPION OR IMPLEMENTING ENTITY

Economic Development

POTENTIAL FUNDING SOURCES

- TIF

POTENTIAL PARTNERSHIPS

- Convention and Visitor's Bureau Administration
- Planning and Community Development
- City Council

ACTIONS	TIMELINE	STATUS
1. Analyze existing TIF.	1 year	
2. Evaluate different investment vehicles the City would be interested in pursuing to help redevelop Harbor Point.	1 year	
3. Determine the appropriate method and prepare a plan for implementation.	1-2 years	
4. Implement redevelopment strategy.	2-3 years	

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APPENDIX

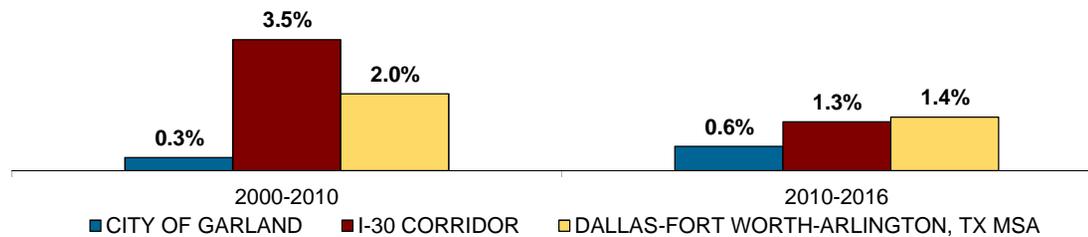
CITY OF GARLAND

Exhibit I-1

COMPARATIVE SOCIOECONOMIC CHARACTERISTICS CITY OF GARLAND, I-30 CORRIDOR, AND DALLAS-FORT WORTH-ARLINGTON, TX MSA 2000-2016

CHARACTERISTIC	CITY OF GARLAND	I-30 CORRIDOR	DALLAS-FORT WORTH-ARLINGTON, TX MSA
2000 Population	215,558	182,584	5,204,219
2010 Population	226,876	259,916	6,426,214
2016 Population	238,784	284,403	7,062,433
Pop. Growth Rate, 2000-2010	0.5%	3.6%	2.1%
Pop. Growth Rate, 2010-2016	0.9%	1.5%	1.6%
2000 Households	73,161	63,076	1,897,614
2010 Households	75,696	88,632	2,320,283
2016 Households	78,641	95,727	2,523,352
Household Growth Rate, 2000-2010	0.3%	3.5%	2.0%
Household Growth Rate, 2010-2016	0.6%	1.3%	1.4%
Owner Households	63%	75%	59%
2016 Household Size	3.04	2.97	2.80
2016 Per Capita Income	\$22,706	\$31,293	\$30,905
2016 Median Household Income	\$52,804	\$76,687	\$60,841
2016 Average Household Income	\$68,531	\$92,355	\$85,490

Average Household Growth Rates, 2000-2016



SOURCE: RCLCO; ESRI Business Analyst

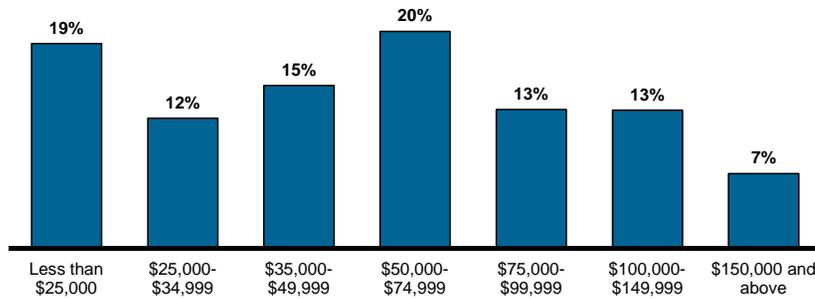
CITY OF GARLAND

Exhibit I-2

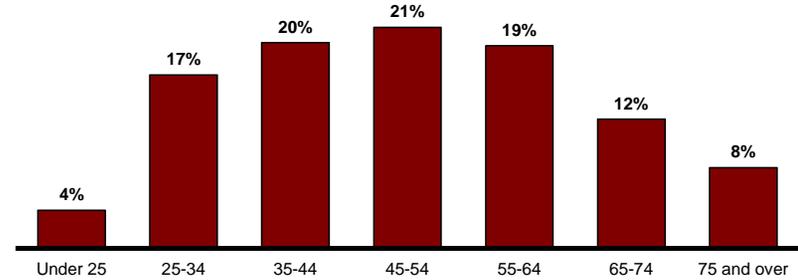
HOUSEHOLDS BY AGE AND INCOME CITY OF GARLAND, TX 2016

INCOME RANGE	UNDER 25		PROFESSIONALS				EMPTY NESTERS				RETIRES				TOTAL	
	TOTAL	PCT.	25-34		35-44		45-54		55-64		65-74		75 AND OVER		TOTAL	PCT.
			TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.		
Less than \$25,000	973	34%	2,678	21%	2,638	17%	2,456	15%	2,564	17%	1,770	18%	2,014	33%	15,093	19%
\$25,000 - \$34,999	533	19%	1,760	14%	1,892	12%	1,608	10%	1,367	9%	1,287	13%	1,148	19%	9,595	12%
\$35,000 - \$49,999	547	19%	2,234	17%	2,526	16%	2,163	13%	1,874	12%	1,697	18%	969	16%	12,010	15%
\$50,000 - \$74,999	484	17%	2,819	22%	3,015	20%	3,498	21%	3,132	21%	2,054	21%	991	16%	15,993	20%
\$75,000 - \$99,999	183	6%	1,504	12%	1,971	13%	2,639	16%	2,377	16%	1,108	11%	465	8%	10,247	13%
\$100,000 - \$149,999	107	4%	1,398	11%	2,243	15%	2,602	16%	2,351	16%	1,144	12%	342	6%	10,187	13%
\$150,000 - \$199,999	24	1%	438	3%	703	5%	917	6%	888	6%	347	4%	80	1%	3,397	4%
\$200,000 and above	3	0%	146	1%	402	3%	658	4%	607	4%	263	3%	42	1%	2,121	3%
TOTAL	2,854	100%	12,977	100%	15,390	100%	16,541	100%	15,160	100%	9,670	100%	6,051	100%	78,643	100%
Percent of Total	4%		17%		20%		21%		19%		12%		8%		100%	

HOUSEHOLDS BY INCOME



HOUSEHOLDS BY AGE



SOURCE: RCLCO; ESRI Business Analyst

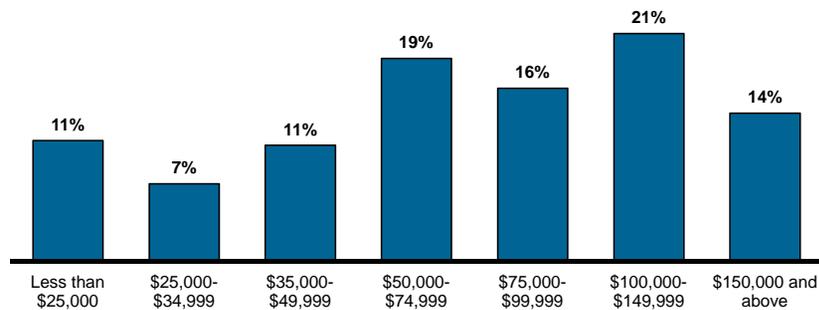
CITY OF GARLAND

Exhibit I-3

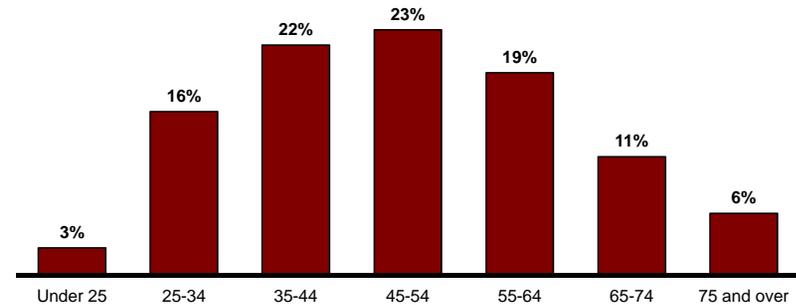
HOUSEHOLDS BY AGE AND INCOME I-30 CORRIDOR, TX 2016

INCOME RANGE	UNDER 25		PROFESSIONALS				EMPTY NESTERS				RETIREES				TOTAL	
			25-34		35-44		45-54		55-64		65-74		75 AND OVER			
	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.
Less than \$25,000	676	27%	1,727	12%	1,789	9%	1,690	8%	1,988	11%	1,447	13%	1,523	27%	10,840	11%
\$25,000 - \$34,999	372	15%	1,230	8%	1,304	6%	1,159	5%	1,020	6%	964	9%	931	16%	6,980	7%
\$35,000 - \$49,999	474	19%	1,965	13%	2,185	10%	1,860	8%	1,638	9%	1,404	13%	893	16%	10,419	11%
\$50,000 - \$74,999	493	19%	3,303	22%	3,602	17%	3,847	17%	3,321	18%	2,440	23%	1,199	21%	18,205	19%
\$75,000 - \$99,999	237	9%	2,455	16%	3,391	16%	4,076	18%	3,404	18%	1,570	15%	401	7%	15,534	16%
\$100,000 - \$149,999	218	9%	2,983	20%	5,393	26%	5,465	24%	4,061	22%	1,835	17%	501	9%	20,456	21%
\$150,000 - \$199,999	49	2%	877	6%	2,062	10%	2,391	11%	1,686	9%	632	6%	127	2%	7,824	8%
\$200,000 and above	10	0%	376	3%	1,250	6%	1,889	8%	1,350	7%	513	5%	84	1%	5,472	6%
TOTAL	2,529	100%	14,916	100%	20,976	100%	22,377	100%	18,468	100%	10,805	100%	5,659	100%	95,730	100%
Percent of Total	3%		16%		22%		23%		19%		11%		6%		100%	

HOUSEHOLDS BY INCOME



HOUSEHOLDS BY AGE



SOURCE: RCLCO; ESRI Business Analyst

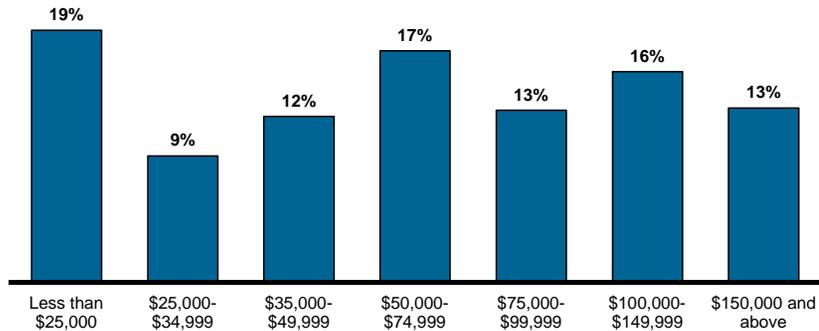
CITY OF GARLAND

Exhibit I-4

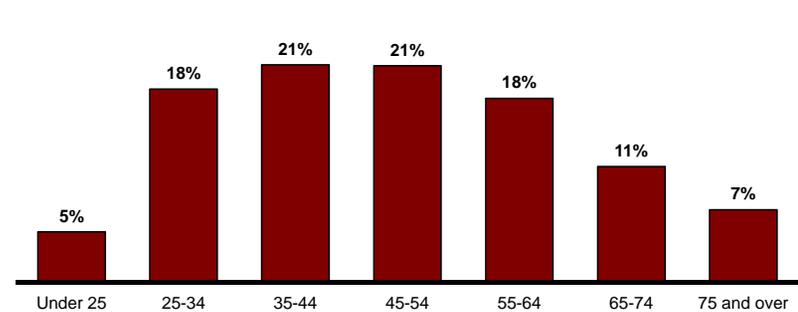
HOUSEHOLDS BY AGE AND INCOME DALLAS-FORT WORTH-ARLINGTON, TX MSA 2016

INCOME RANGE	UNDER 25		PROFESSIONALS				EMPTY NESTERS				RETIRES				TOTAL	
	TOTAL	PCT.	25-34		35-44		45-54		55-64		65-74		75 AND OVER		TOTAL	PCT.
			TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.		
Less than \$25,000	46,794	38%	91,666	20%	76,282	15%	67,797	13%	75,250	17%	57,316	21%	61,859	35%	476,964	19%
\$25,000 - \$34,999	19,380	16%	51,382	11%	44,599	9%	36,631	7%	31,566	7%	30,266	11%	25,428	15%	239,252	9%
\$35,000 - \$49,999	19,757	16%	67,629	15%	63,538	12%	50,679	10%	45,022	10%	41,117	15%	26,499	15%	314,241	12%
\$50,000 - \$74,999	17,909	15%	92,499	20%	85,063	16%	85,632	16%	76,330	17%	51,650	19%	29,331	17%	438,414	17%
\$75,000 - \$99,999	8,143	7%	60,915	13%	72,018	14%	76,807	15%	65,025	15%	31,133	11%	11,556	7%	325,597	13%
\$100,000 - \$149,999	7,084	6%	65,591	14%	101,344	19%	100,994	19%	74,847	17%	36,808	13%	12,192	7%	398,860	16%
\$150,000 - \$199,999	1,613	1%	21,462	5%	40,560	8%	45,983	9%	33,173	8%	13,472	5%	3,621	2%	159,884	6%
\$200,000 and above	1,181	1%	13,261	3%	38,723	7%	55,478	11%	40,722	9%	16,675	6%	4,085	2%	170,125	7%
TOTAL	121,861	100%	464,405	100%	522,127	100%	520,001	100%	441,935	100%	278,437	100%	174,571	100%	2,523,337	100%
Percent of Total	5%		18%		21%		21%		18%		11%		7%		100%	

HOUSEHOLDS BY INCOME



HOUSEHOLDS BY AGE

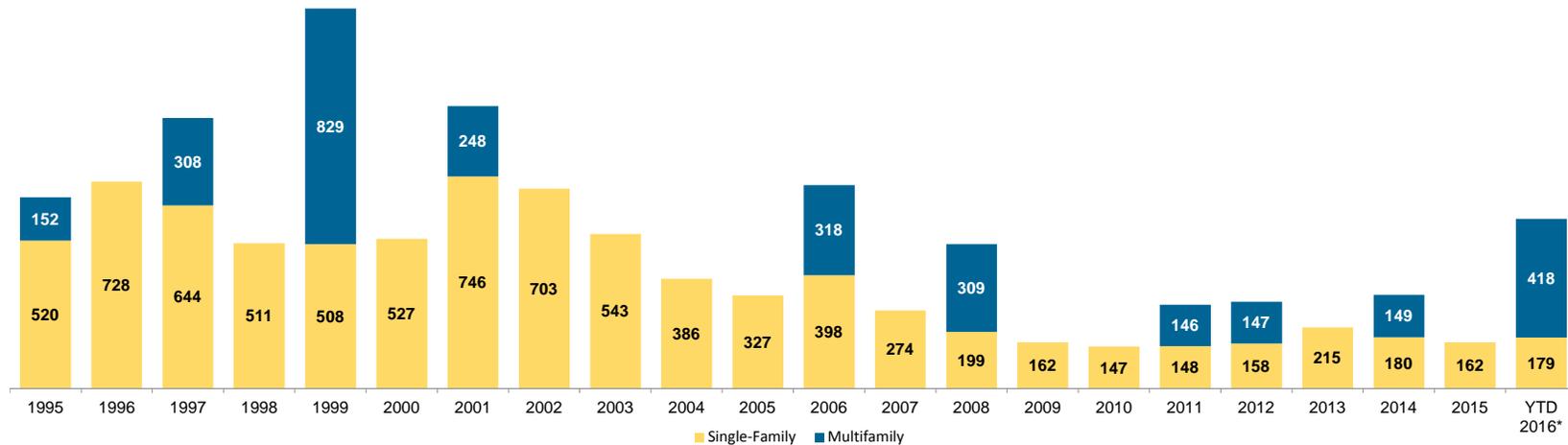


SOURCE: RCLCO; ESRI Business Analyst

CITY OF GARLAND

Exhibit I-5

HISTORICAL SINGLE-FAMILY AND MULTIFAMILY PERMITS GARLAND, TEXAS SEPTEMBER 2016



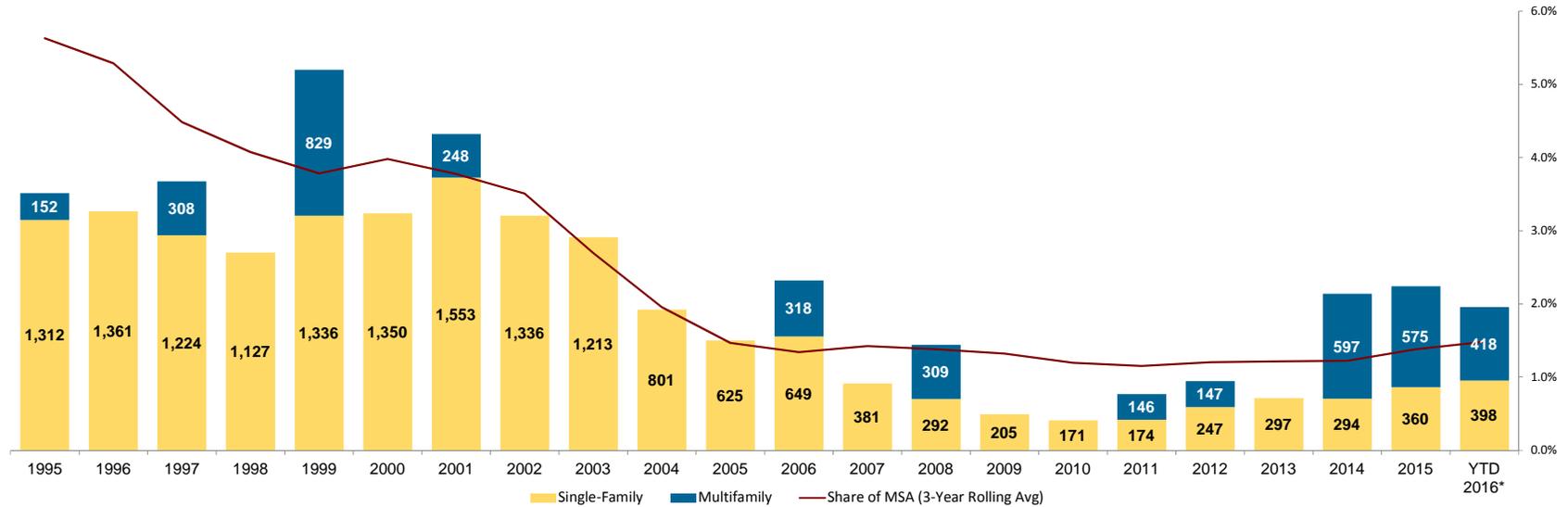
LAND USE	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	YTD 2016*	
RESIDENTIAL-BUILDING PERMITS																							
Single-Family	520	728	644	511	508	527	746	703	543	386	327	398	274	199	162	147	148	158	158	215	180	162	179
Multifamily	152	0	308	0	829	0	248	0	0	0	0	318	0	309	0	0	146	147	147	0	149	0	418
TOTAL	672	728	952	511	1,337	527	994	703	543	386	327	716	274	508	162	147	294	305	215	329	162	597	
Annual Change	--	56	224	-441	826	-810	467	-291	-160	-157	-59	389	-442	234	-346	-15	147	11	-90	114	-167	435	
SF as % of Total	77%	100%	68%	100%	38%	100%	75%	100%	100%	100%	100%	56%	100%	39%	100%	100%	50%	52%	100%	55%	100%	30%	

NOTE: 2016 figures account for permits through September
SOURCE: U.S. Department of Housing and Urban Development; RCLCO

CITY OF GARLAND

Exhibit I-6

HISTORICAL SINGLE-FAMILY AND MULTIFAMILY PERMITS GARLAND AND ROWLETT, TEXAS SEPTEMBER 2016



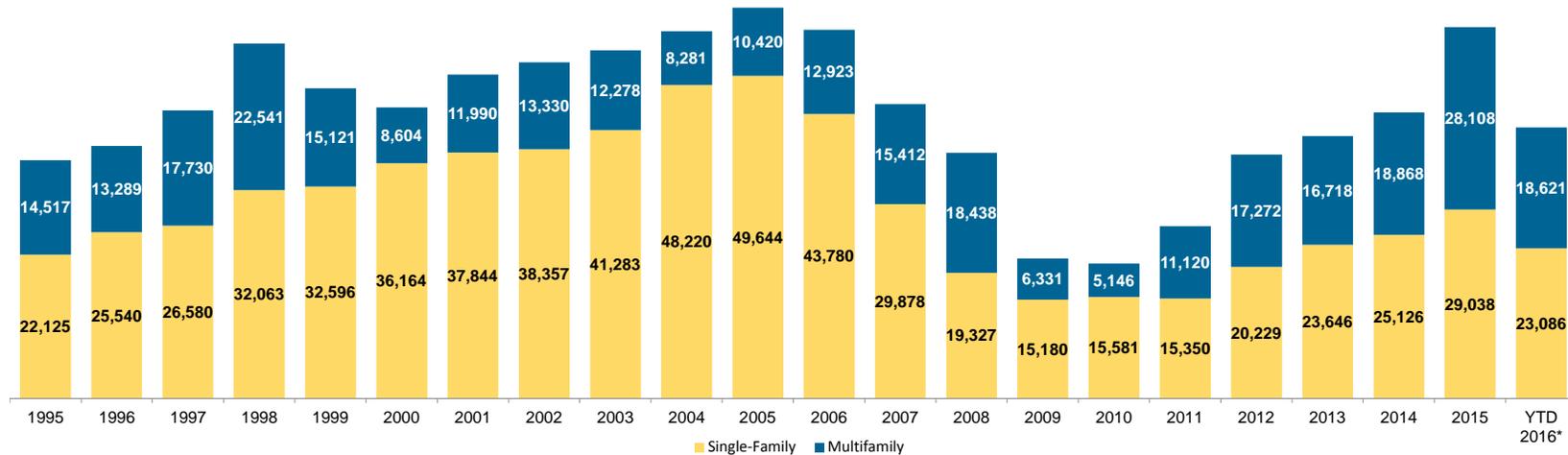
LAND USE	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	YTD 2016*
RESIDENTIAL-BUILDING PERMITS																						
Single-Family	1,312	1,361	1,224	1,127	1,336	1,350	1,553	1,336	1,213	801	625	649	381	292	205	171	174	247	297	294	360	398
Multifamily	152	0	308	0	829	0	248	0	0	0	0	318	0	309	0	0	146	147	0	597	575	418
TOTAL	1,464	1,361	1,532	1,127	2,165	1,350	1,801	1,336	1,213	801	625	967	381	601	205	171	320	394	297	891	935	816
Annual Change	--	-103	171	-405	1,038	-815	451	-465	-123	-412	-176	342	-586	220	-396	-34	149	74	-97	594	44	-119
SF as % of Total	90%	100%	80%	100%	62%	100%	86%	100%	100%	100%	100%	67%	100%	49%	100%	100%	54%	63%	100%	33%	39%	49%

NOTE: 2016 figures account for permits through September
SOURCE: U.S. Department of Housing and Urban Development; RCLCO

CITY OF GARLAND

Exhibit I-7

HISTORICAL SINGLE-FAMILY AND MULTIFAMILY PERMITS DALLAS-FORT WORTH-ARLINGTON, TX MSA SEPTEMBER 2016



LAND USE	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	YTD 2016*
RESIDENTIAL-BUILDING PERMITS																						
Single-Family	22,125	25,540	26,580	32,063	32,596	36,164	37,844	38,357	41,283	48,220	49,644	43,780	29,878	19,327	15,180	15,581	15,350	20,229	23,646	25,126	29,038	23,086
Multifamily	14,517	13,289	17,730	22,541	15,121	8,604	11,990	13,330	12,278	8,281	10,420	12,923	15,412	18,438	6,331	5,146	11,120	17,272	16,718	18,868	28,108	18,621
TOTAL	36,642	38,829	44,310	54,604	47,717	44,768	49,834	51,687	53,561	56,501	60,064	56,703	45,290	37,765	21,511	20,727	26,470	37,501	40,364	43,994	57,146	41,707
Annual Change	--	2,187	5,481	10,294	-6,887	-2,949	5,066	1,853	1,874	2,940	3,563	-3,361	-11,413	-7,525	-16,254	-784	5,743	11,031	2,863	3,630	13,152	-15,439
SF as % of Total	60%	66%	60%	59%	68%	81%	76%	74%	77%	85%	83%	77%	66%	51%	71%	75%	58%	54%	59%	57%	51%	55%

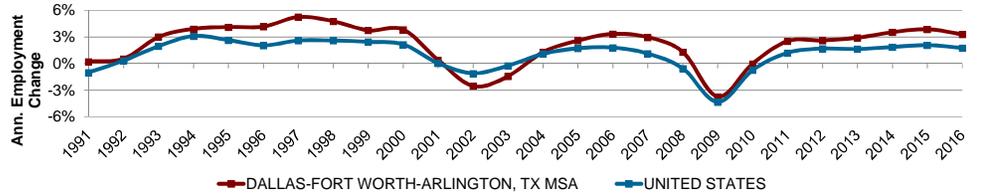
NOTE: 2016 figures account for permits through September
SOURCE: U.S. Department of Housing and Urban Development; RCLCO

CITY OF GARLAND

Exhibit I-8

NON-AGRICULTURAL EMPLOYMENT GROWTH DALLAS-FORT WORTH-ARLINGTON, TX MSA AND UNITED STATES 1990-2016 (in thousands)

YEAR	DALLAS-FORT WORTH-ARLINGTON, TX MSA			UNITED STATES		
	TOTAL	ANNUAL CHANGE	PERCENT CHANGE	TOTAL	ANNUAL CHANGE	PERCENT CHANGE
1990	2,020	--	--	109,530	--	--
1991	2,024	4.8	0.2%	108,435	-1,095	-1.0%
1992	2,035	11.1	0.6%	108,798	363	0.3%
1993	2,097	61.3	3.0%	110,937	2,139	2.0%
1994	2,179	82.0	3.9%	114,390	3,453	3.1%
1995	2,269	89.9	4.1%	117,416	3,026	2.6%
1996	2,363	94.5	4.2%	119,827	2,411	2.1%
1997	2,487	124.2	5.3%	122,942	3,115	2.6%
1998	2,606	118.4	4.8%	126,149	3,207	2.6%
1999	2,704	97.8	3.8%	129,241	3,092	2.5%
2000	2,807	103.5	3.8%	132,034	2,793	2.2%
2001	2,818	11.0	0.4%	132,092	58	0.0%
2002	2,747	-71.2	-2.5%	130,649	-1,443	-1.1%
2003	2,708	-39.0	-1.4%	130,344	-305	-0.2%
2004	2,743	35.0	1.3%	131,770	1,426	1.1%
2005	2,814	71.0	2.6%	134,042	2,272	1.7%
2006	2,908	94.1	3.3%	136,458	2,416	1.8%
2007	2,994	86.1	3.0%	137,997	1,539	1.1%
2008	3,033	39.3	1.3%	137,241	-756	-0.5%
2009	2,920	-112.9	-3.7%	131,300	-5,941	-4.3%
2010	2,920	-0.3	0.0%	130,353	-947	-0.7%
2011	2,994	73.9	2.5%	131,941	1,588	1.2%
2012	3,072	78.3	2.6%	134,173	2,232	1.7%
2013	3,162	89.6	2.9%	136,381	2,208	1.6%
2014	3,274	111.9	3.5%	138,939	2,558	1.9%
2015	3,401	126.7	3.9%	141,833	2,894	2.1%
2016	3,513	112.2	3.3%	144,339	2,506	1.8%



NOTE: (f) denotes forecasted figure.
SOURCE: Moody's; RCLCO

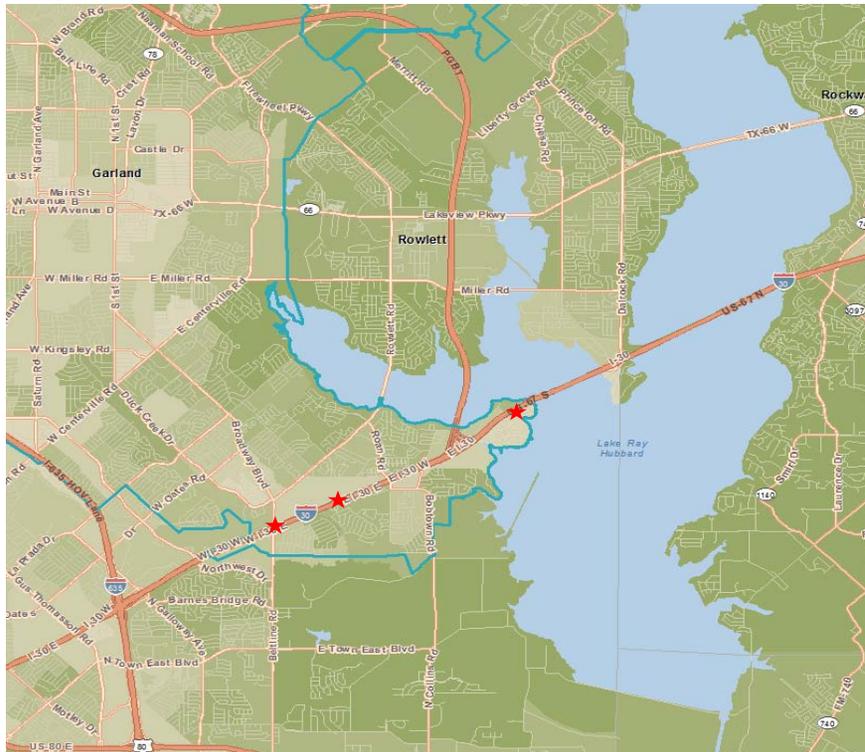


CITY OF GARLAND

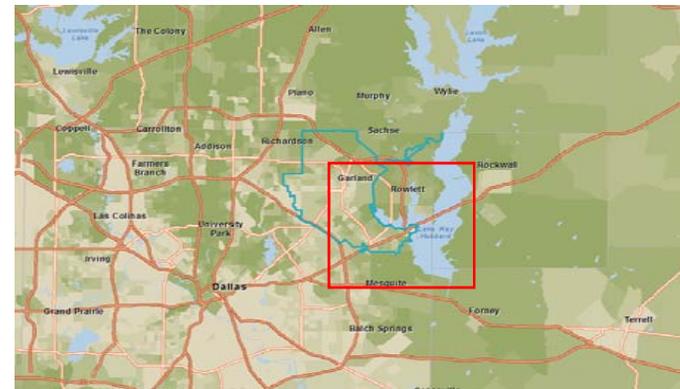
Exhibit I-9

MEDIAN HOUSEHOLD INCOME BY BLOCK GROUP STUDY AREA AND NORTHEAST DALLAS REGION 2015

STUDY AREA



NORTHEAST DALLAS REGION



MAP KEY



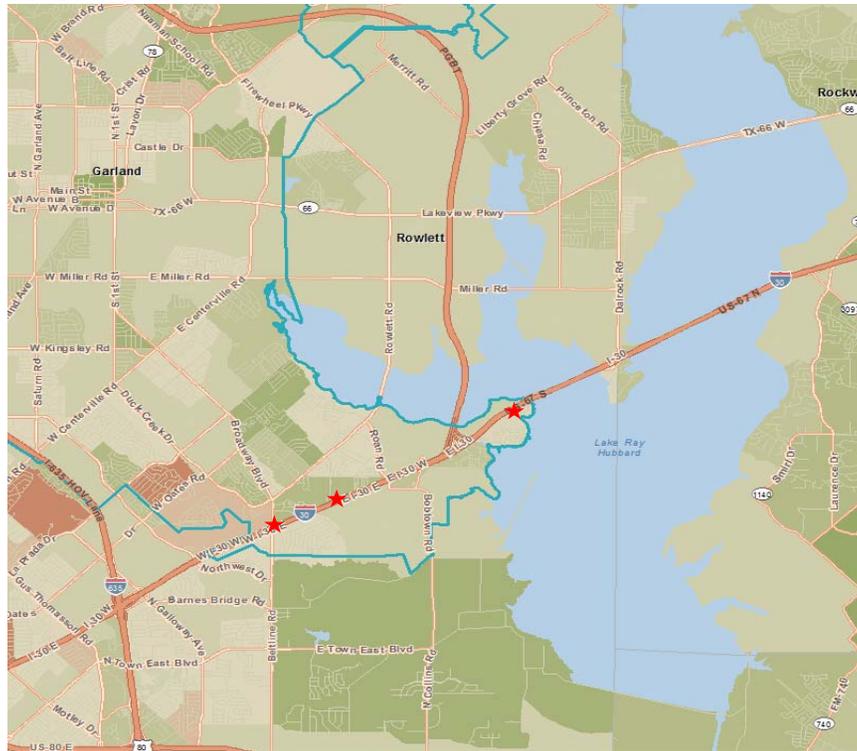
SOURCE: Esri, U.S. Census

CITY OF GARLAND

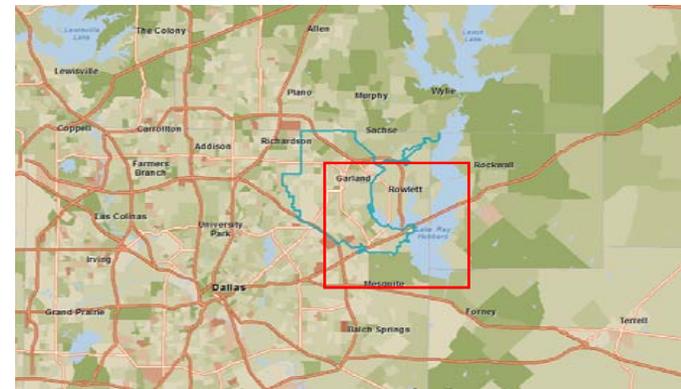
Exhibit I-10

HOUSEHOLD GROWTH RATE BY BLOCK GROUP STUDY AREA AND NORTHEAST DALLAS REGION 2015

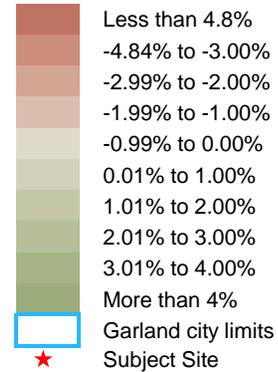
STUDY AREA



NORTHEAST DALLAS REGION



MAP KEY



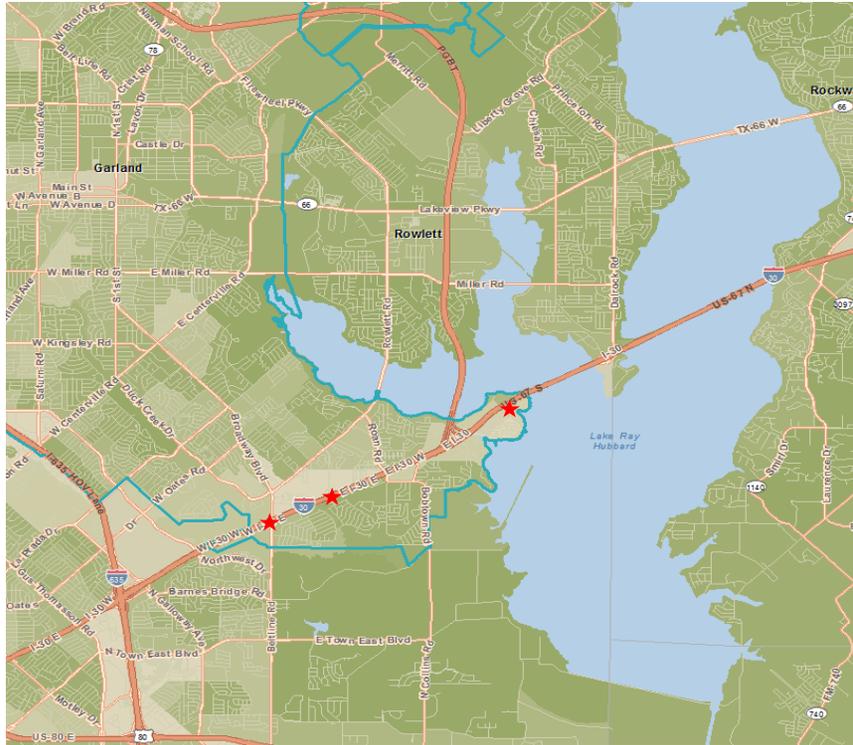
SOURCE: Esri, U.S. Census

CITY OF GARLAND

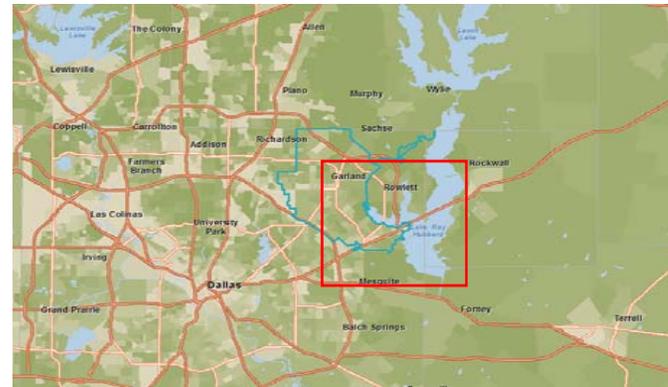
Exhibit I-11

PERCENT HOMEOWNERS BY BLOCK GROUP STUDY AREA AND NORTHEAST DALLAS REGION 2015

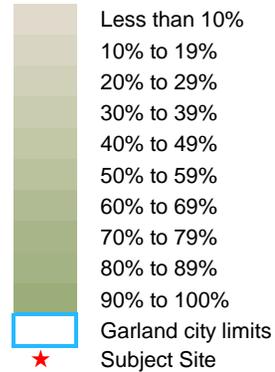
STUDY AREA



NORTHEAST DALLAS REGION



MAP KEY



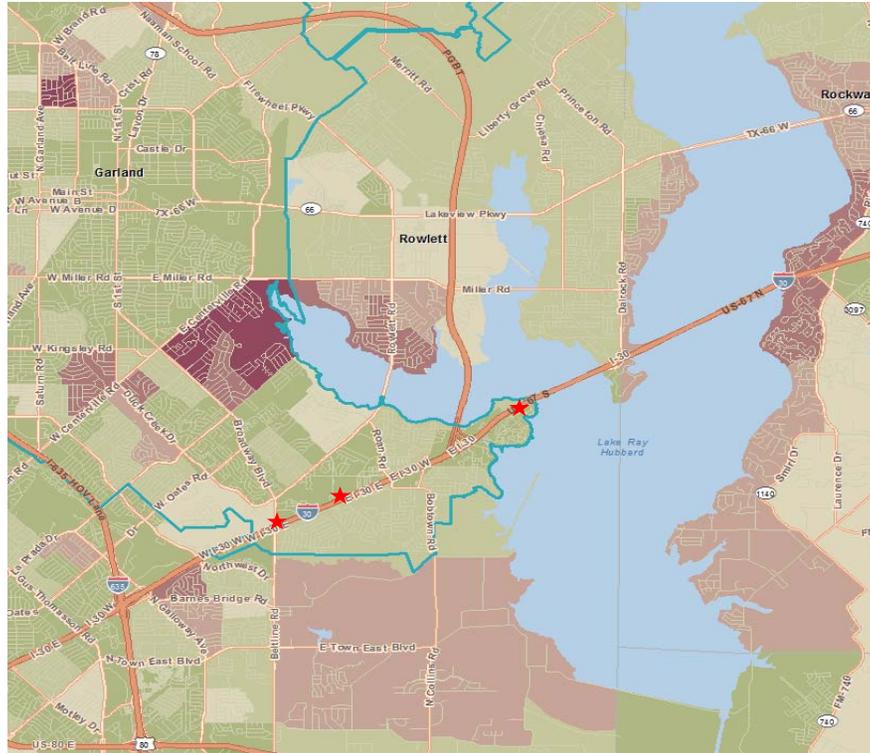
SOURCE: Esri, U.S. Census

CITY OF GARLAND

Exhibit I-12

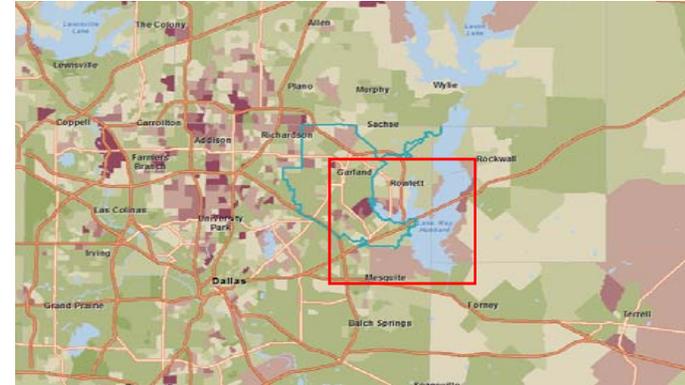
MEDIAN AGE BY BLOCK GROUP STUDY AREA AND NORTHEAST DALLAS REGION 2015

STUDY AREA



SOURCE: Esri, U.S. Census

NORTHEAST DALLAS REGION



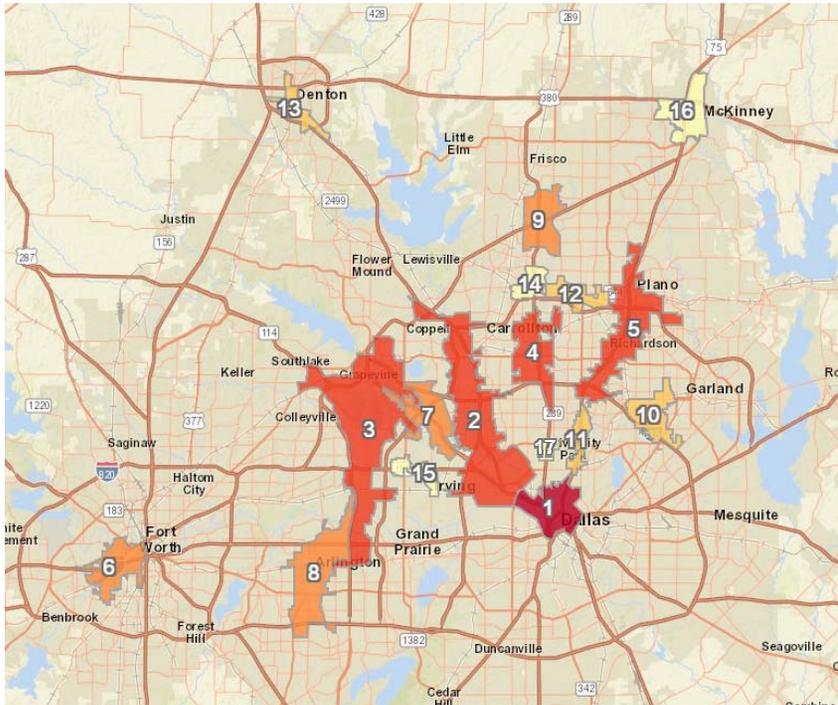
MAP KEY

- Under 24
- 25 to 34
- 35 to 39
- 40 to 44
- 45 to 49
- 50 to 54
- 55 and over
- Garland city limits
- Subject Site

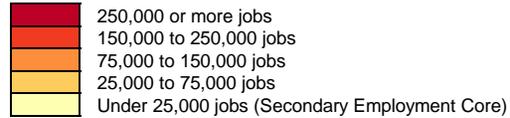
CITY OF GARLAND

Exhibit I-13

MAP OF EMPLOYMENT CORES AND CORRIDORS DALLAS-FORT WORTH-ARLINGTON, TX MSA 2014



MAP KEY	CORE/CORRIDOR NAME	2014 EMPLOYEES	ANNUAL NOMINAL GROWTH 2009-2014
1	Dallas Central	272,231	8,369
2	Farmer's Branch/Love-Field	212,699	1,580
3	DFW Airport	176,753	6,050
4	Addison	159,559	2,392
5	Telecom Corridor	153,977	34
6	Central Fort Worth	115,239	571
7	Las Colinas	103,906	4,873
8	Arlington	92,606	1,501
9	Legacy Town Center	82,799	6,499
10	Garland	56,777	2,463
11	North Park/SMU	51,780	-300
12	George Bush	40,635	2,422
13	Denton	28,692	-402
14	Dallas North Tollway	24,303	1,195
15	Irving-Sowers	20,071	-224
16	McKinney	18,853	-156
17	Park Cities	13,275	177
Core Total		1,624,155	37,047
Dallas MSA		3,011,496	72,423



Source: U.S. Census Bureau - Longitudinal Employer-Household Dynamics; RCLCO

CITY OF GARLAND

Exhibit I-14

EMPLOYMENT CORE AND CORRIDOR SUMMARY DALLAS-FORT WORTH-ARLINGTON, TX MSA 2014

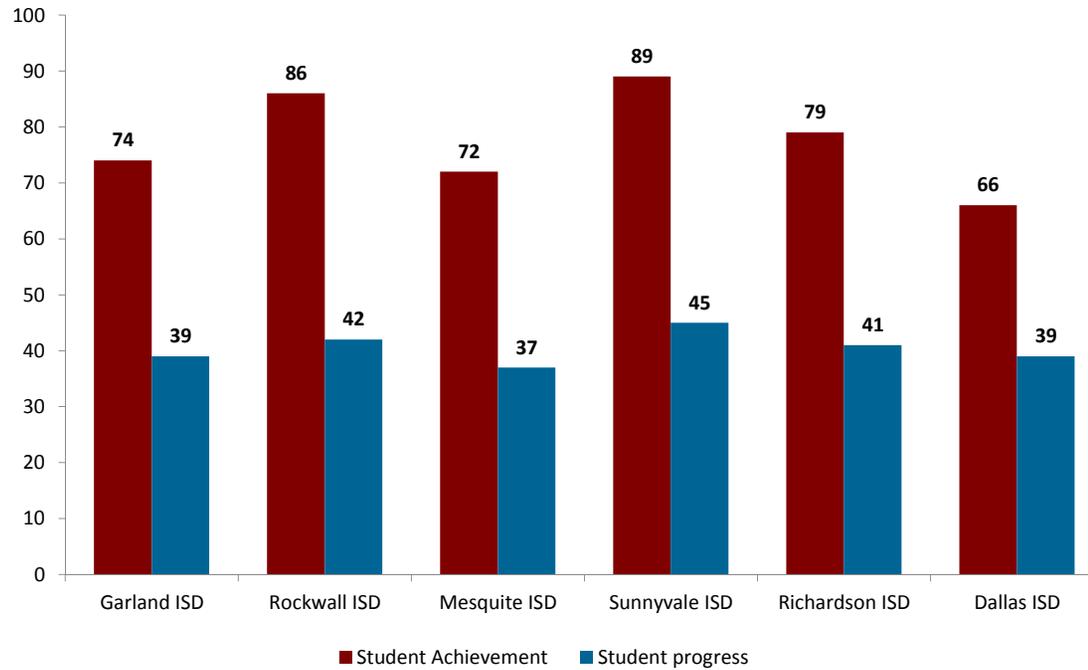
MAP KEY	CORE/CORRIDOR NAME	2014 EMPLOYEES	NOMINAL ANN GROWTH 2009-2014	CAGR 2004-2009	CAGR 2009-2014	2014 FIRE, STEM, & PROF. SERVICES	SECTOR SHARE OF EMPLOYMENT (2014) ¹			
							FIRE, STEM, & PROF. SERVICES	EDUCATION, HEALTHCARE, & GOVT. ²	RETAIL, HOSPITALITY, & SERVICES	MANU, UTILITIES, TRANSP, CONSTR
1	Dallas Central	272,231	8,369	0.9%	3.4%	79,833	29%	38%	14%	12%
2	Farmer's Branch/Love-Field	212,699	1,580	-0.5%	0.8%	33,503	16%	8%	17%	46%
3	DFW Airport	176,753	6,050	1.9%	3.8%	35,256	20%	8%	14%	50%
4	Addison	159,559	2,392	2.4%	1.6%	67,170	42%	9%	18%	16%
5	Telecom Corridor	153,977	34	1.1%	0.0%	54,737	36%	18%	15%	23%
6	Central Fort Worth	115,239	571	1.8%	0.5%	20,567	18%	53%	14%	10%
7	Las Colinas	103,906	4,873	3.2%	5.5%	51,970	50%	6%	16%	16%
8	Arlington	92,606	1,501	1.1%	1.7%	13,567	15%	36%	31%	10%
9	Legacy Town Center	82,799	6,499	9.2%	10.5%	40,980	49%	13%	16%	15%
10	Garland	56,777	2,463	0.8%	5.0%	3,266	6%	28%	11%	44%
11	North Park/SMU	51,780	-300	2.5%	-0.6%	15,093	29%	29%	28%	7%
12	George Bush	40,635	2,422	2.7%	7.3%	8,766	22%	42%	16%	16%
13	Denton	28,692	-402	5.3%	-1.3%	2,527	9%	56%	18%	14%
14	Dallas North Tollway	24,303	1,195	7.9%	5.8%	8,612	35%	16%	27%	7%
15	Irving-Sowers	20,071	-224	3.3%	-1.1%	1,775	9%	35%	34%	5%
16	McKinney	18,853	-156	1.7%	-0.8%	2,196	12%	38%	30%	14%
17	Park Cities	13,275	177	-3.0%	1.4%	5,194	39%	15%	35%	8%
Core Total		1,624,155	37,047	1.7%	2.5%	445,012	28%	24%	18%	24%
DALLAS MSA		3,011,496	72,423	2.0%	2.6%	611,597	20%	23%	23%	26%

¹ NAICS codes 11 and 56, encompassing Agriculture and Administrative Services employment respectively, not included in any of below categories. Total distributions will not sum up to 100%.
Source: U.S. Census Bureau - Longitudinal Employer-Household Dynamics; RCLCO

CITY OF GARLAND

Exhibit II-1

SCHOOL DISTRICT RATINGS COMPETITIVE MARKET AREA 2016



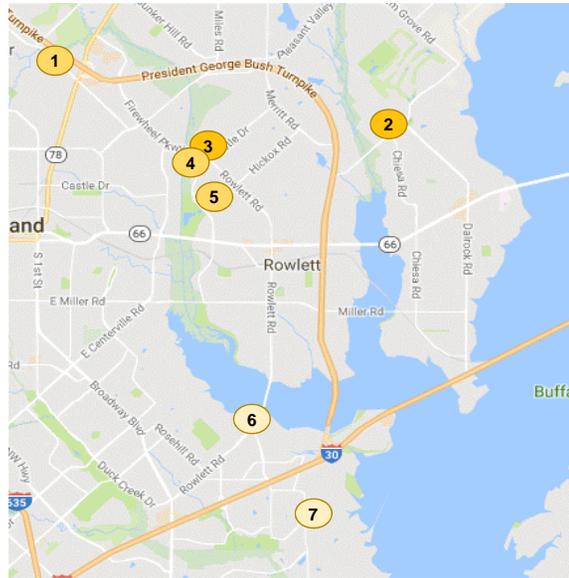
SCHOOL DISTRICT RATINGS						
	Garland ISD	Rockwall ISD	Mesquite ISD	Sunnyvale ISD	Richardson ISD	Dallas ISD
Student Achievement	74	86	72	89	79	66
Student Progress	39	42	37	45	41	39

SOURCE: Texas Education Agency

CITY OF GARLAND

Exhibit II-2

MAP OF LOCAL MARKET AREA CONVENTIONAL ACTIVELY SELLING COMMUNITIES COMPETITIVE MARKET AREA OCTOBER 2016



MAP KEY	COMMUNITY	ANNUAL CLOSINGS	TOTAL UNITS (BUILDOUT)	HOME SIZE		HOME PRICE		AVG. \$/SF
				RANGE	AVG.	RANGE	AVG.	
1	Beacon Hill Townhomes*	N/A	104	1,749 - 1,844	1,797	\$194,900 - \$224,900	\$209,900	\$117
2	Homestead at Liberty Gro	0	468	1,773 - 3,836	2,805	\$269,990 - \$445,990	\$357,990	\$128
3	Castle Point	29	130	1,850 - 3,472	2,661	\$290,990 - \$407,678	\$349,334	\$131
4	Springfield Commons	26	134	1,556 - 3,472	2,514	\$253,000 - \$365,000	\$309,000	\$123
5	Lakehill	32	166	2,557 - 3,611	3,084	\$326,990 - \$378,990	\$352,990	\$114
6	Hillside on the Lake	1	63	1,887 - 3,746	2,817	\$268,490 - \$326,990	\$297,740	\$106
7	Cypress Cove	28	163	2,199 - 4,258	3,229	\$285,990 - \$385,990	\$335,990	\$104

*Community built out in 2015. Home prices based on resale data.

SOURCE: Community Websites; Homebuilder Websites; RCLCO

CITY OF GARLAND

Exhibit II-3

NEW FOR-SALE HOUSING DEMAND EAST DALLAS SUBMARKET, DALLAS-FORT WORTH MSA 2017-2030

DALLAS-FORT WORTH MSA DEMAND POTENTIAL														
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Demand from New Households														
Total Households ¹	2,669,392	2,728,564	2,789,426	2,852,087	2,915,774	2,980,620	3,047,275	3,115,445	3,186,175	3,259,354	3,334,208	3,409,490	3,485,574	3,563,134
* Annual Growth Rate	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.3%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%
Annual New Households	56,808	59,172	60,862	62,661	63,687	64,846	66,655	68,170	70,731	73,179	74,854	75,282	76,083	77,560
Owner Propensity of New HH ²	58.9%													
Annual New Owner Households	33,460	34,850	35,840	36,900	37,510	38,190	39,260	40,150	41,660	43,100	44,090	44,340	44,810	45,680
Demand from New Existing Households														
Total Existing Households ¹	2,612,584	2,669,392	2,728,564	2,789,426	2,852,087	2,915,774	2,980,620	3,047,275	3,115,445	3,186,175	3,259,354	3,334,208	3,409,490	3,485,574
Owner Propensity ²	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%	58.9%
Owners in Turnover ³	6.1%	6.4%	6.5%	6.5%	6.6%	6.7%	6.8%	6.9%	7.0%	7.1%	7.2%	7.3%	7.3%	7.3%
Annual For-Sale Demand from Existing HH	98,153	101,488	104,981	108,608	112,378	116,263	120,272	124,435	128,742	133,242	137,935	142,793	146,017	149,275
TOTAL ANNUAL FOR-SALE DEMAND POTENTIAL	131,613	136,338	140,821	145,508	149,888	154,453	159,532	164,585	170,402	176,342	182,025	187,133	190,827	194,955
New Home Demand by Price Range														
Distribution by Price Range⁴														
Income Level	Home Price													
Less than \$60,000	Less than \$200,000	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
\$60,000-\$80,000	\$200,000 - \$250,000	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%	36.5%
\$80,000-\$100,000	\$250,000 - \$300,000	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%	13.4%
\$100,000-\$120,000	\$300,000 - \$350,000	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%	11.6%
\$120,000-\$160,000	\$350,000 - \$450,000	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%	9.8%
\$160,000-\$220,000	\$450,000 - \$600,000	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
\$220,000 and above	\$600,000 and above	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%
		7.8%	7.8%	7.8%	7.8%	7.8%	7.8%	7.8%	7.8%	7.8%	7.8%	7.8%	7.8%	7.8%
New Sales as a % of Total Sales⁵														
Income Level	Home Price													
Less than \$60,000	Less than \$200,000	20.4%	20.4%	20.4%	20.3%	20.3%	20.3%	20.4%	20.4%	20.4%	20.4%	20.4%	20.3%	20.4%
\$60,000-\$80,000	\$200,000 - \$250,000	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
\$80,000-\$100,000	\$250,000 - \$300,000	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
\$100,000-\$120,000	\$300,000 - \$350,000	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%
\$120,000-\$160,000	\$350,000 - \$450,000	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%
\$160,000-\$220,000	\$450,000 - \$600,000	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%
\$220,000 and above	\$600,000 and above	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%
		24%	24%	24%	24%	24%	24%	24%	24%	24%	24%	24%	24%	24%
Total New Homes Sales by Price Range														
Income Level	Home Price													
Less than \$60,000	Less than \$200,000	3,508	3,634	3,754	3,878	3,995	4,117	4,252	4,387	4,542	4,700	4,852	4,988	5,086
\$60,000-\$80,000	\$200,000 - \$250,000	4,447	4,606	4,758	4,916	5,064	5,218	5,390	5,560	5,757	5,958	6,150	6,322	6,447
\$80,000-\$100,000	\$250,000 - \$300,000	4,243	4,395	4,540	4,691	4,832	4,979	5,143	5,306	5,493	5,685	5,868	6,032	6,152
\$100,000-\$120,000	\$300,000 - \$350,000	3,613	3,743	3,866	3,995	4,115	4,240	4,380	4,518	4,678	4,841	4,997	5,137	5,239
\$120,000-\$160,000	\$350,000 - \$450,000	5,027	5,207	5,378	5,557	5,724	5,899	6,093	6,286	6,508	6,735	6,952	7,147	7,288
\$160,000-\$220,000	\$450,000 - \$600,000	3,495	3,620	3,739	3,863	3,980	4,101	4,236	4,370	4,524	4,682	4,833	4,969	5,067
\$220,000 and above	\$600,000 and above	2,462	2,550	2,634	2,722	2,804	2,889	2,984	3,079	3,188	3,299	3,405	3,501	3,570
TOTAL		26,800	27,800	28,700	29,600	30,500	31,400	32,500	33,500	34,700	35,900	37,100	38,100	39,700
New Home Demand by Product Type and Price Range														
Single-family propensity⁶														
Income Level	Home Price													
Less than \$60,000	Less than \$200,000	95.9%												
\$60,000-\$80,000	\$200,000 - \$250,000	90.4%	3,170	3,284	3,392	3,505	3,610	3,720	3,842	3,964	4,104	4,247	4,384	4,507
\$80,000-\$100,000	\$250,000 - \$300,000	94.4%	4,197	4,347	4,490	4,640	4,779	4,925	5,087	5,248	5,433	5,623	5,804	5,967
\$100,000-\$120,000	\$300,000 - \$350,000	95.8%	4,065	4,211	4,350	4,494	4,630	4,771	4,927	5,084	5,263	5,447	5,622	5,780
\$120,000-\$160,000	\$350,000 - \$450,000	97.2%	3,512	3,638	3,758	3,883	4,000	4,121	4,257	4,392	4,547	4,705	4,857	4,993
\$160,000-\$220,000	\$450,000 - \$600,000	97.9%	4,922	5,099	5,267	5,442	5,606	5,777	5,967	6,155	6,373	6,595	6,808	6,999
\$220,000 and above	\$600,000 and above	98.0%	3,425	3,548	3,665	3,787	3,901	4,019	4,152	4,283	4,434	4,589	4,737	4,870
		98.1%	2,416	2,503	2,585	2,671	2,751	2,835	2,928	3,021	3,128	3,237	3,341	3,435
TOTAL		25,707	26,630	27,505	28,421	29,276	30,168	31,160	32,147	33,283	34,443	35,553	36,551	37,273

CITY OF GARLAND

Exhibit II-3

NEW FOR-SALE HOUSING DEMAND EAST DALLAS SUBMARKET, DALLAS-FORT WORTH MSA 2017-2030

DALLAS-FORT WORTH MSA DEMAND POTENTIAL		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
East Dallas Submarket Capture⁷															
Single-family Submarket Capture Rate															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
\$60,000-\$80,000	\$200,000 - \$250,000	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
\$80,000-\$100,000	\$250,000 - \$300,000	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%
\$100,000-\$120,000	\$300,000 - \$350,000	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%
\$120,000-\$160,000	\$350,000 - \$450,000	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%
\$160,000-\$220,000	\$450,000 - \$600,000	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
\$220,000 and above	\$600,000 and above	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
TOTAL		3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%
Single-family															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000		93	96	99	103	106	109	113	116	120	124	128	132	135
\$60,000-\$80,000	\$200,000 - \$250,000		151	156	161	167	172	177	183	188	195	202	208	214	219
\$80,000-\$100,000	\$250,000 - \$300,000		263	272	281	290	299	308	318	328	340	352	363	373	381
\$100,000-\$120,000	\$300,000 - \$350,000		268	278	287	296	305	315	325	335	347	359	371	381	389
\$120,000-\$160,000	\$350,000 - \$450,000		169	176	181	187	193	199	205	212	219	227	234	241	246
\$160,000-\$220,000	\$450,000 - \$600,000		29	30	31	32	33	34	35	36	37	38	40	41	42
\$220,000 and above	\$600,000 and above		11	11	12	12	13	13	13	14	14	15	15	16	16
TOTAL		983	1,018	1,052	1,087	1,119	1,154	1,192	1,229	1,273	1,317	1,360	1,398	1,425	1,456
Competitive Set Capture⁸															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000	21%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
\$60,000-\$80,000	\$200,000 - \$250,000	37%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%
\$80,000-\$100,000	\$250,000 - \$300,000	35%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%
\$100,000-\$120,000	\$300,000 - \$350,000	31%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%
\$120,000-\$160,000	\$350,000 - \$450,000	29%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%
\$160,000-\$220,000	\$450,000 - \$600,000	55%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%
\$220,000 and above	\$600,000 and above	51%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%
TOTAL		32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%
Competitive Set Capture															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000	11.2%	20	20	21	22	22	23	24	24	25	26	27	28	29
\$60,000-\$80,000	\$200,000 - \$250,000	21.5%	56	58	60	62	64	66	68	70	72	75	77	80	83
\$80,000-\$100,000	\$250,000 - \$300,000	25.8%	91	94	97	101	104	107	110	114	118	122	126	129	135
\$100,000-\$120,000	\$300,000 - \$350,000	22.7%	82	85	88	91	93	96	99	103	106	110	113	117	121
\$120,000-\$160,000	\$350,000 - \$450,000	24.1%	49	50	52	54	55	57	59	61	63	65	67	71	72
\$160,000-\$220,000	\$450,000 - \$600,000	43.2%	16	16	17	17	18	18	19	20	20	21	22	23	23
\$220,000 and above	\$600,000 and above	50.0%	6	6	6	6	6	7	7	7	7	8	8	8	8
TOTAL		318	330	341	352	362	373	386	398	412	426	440	453	461	471

¹ Per Texas State Data Center Projections, assuming an average of the 0.5 and 1.0 growth scenario.

² 2012-2014 American Community Survey

³ Applies an annual growth factor to the 2012 - 2014 American Community Survey results in order to achieve an annual turnover rate in-line with historical norms.

⁴ Household distribution by income level and home price derived from 2012 - 2014 American Community Survey.

⁵ Current total new home sales as a percent of total sales demonstrated by Texas A&M Real Estate Center and Real Quest data. Applies an annual growth factor in order to achieve a propensity to choose new construction in-line with historical norms.

⁶ Propensity to choose single family for owner households is based American Community Survey and Real Quest

⁷ Capture for East Dallas derived from area's current capture of sales by price point in the Dallas-Fort Worth MSA.

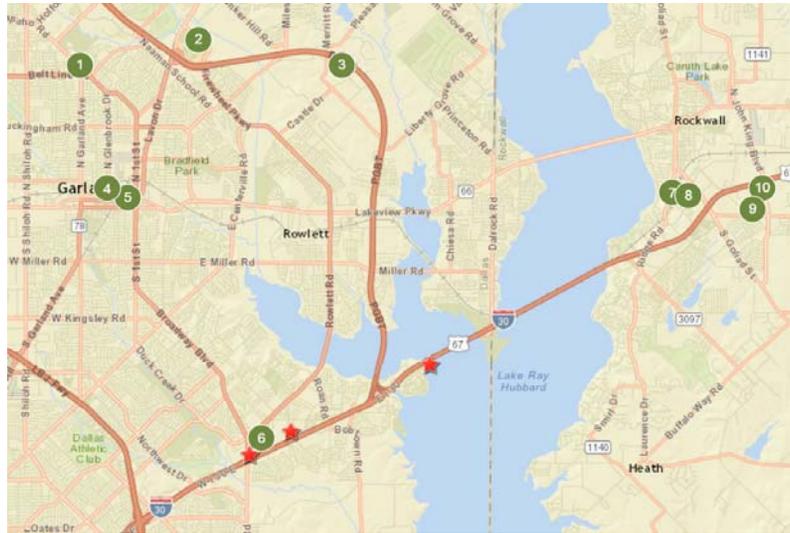
⁸ Capture for competitive set derived from area's current capture of sales by price point in the East Dallas

SOURCE: U.S. Census Bureau; Real Quest; Texas A&M Real Estate Center; Texas State Data Center; ESRI Business Analyst

CITY OF GARLAND

Exhibit III-1

MAP OF COMPARABLE APARTMENT PROJECTS GARLAND-ROCKWALL AREA, TX OCTOBER 2016



MAP KEY	APARTMENT PROJECT	OCC. RATE	# OF UNITS	YEAR BUILT	AVG. SIZE (SF)	AVG. EFF RENT	AVG. EFF \$/SF
★	Subject Site						
1	CARRIAGE HOMES ON THE LAKE	96%	147	2015	1,026	\$1,526	\$1.49
2	PARKSIDE AT FIREWHEEL APARTMENTS	95%	594	2007	976	\$1,267	\$1.30
3	HARMONY	N/A	324	2016	850	\$1,193	\$1.40
4	OAKS 5TH STREET CROSSING AT CITY STATION	99%	188	2009	833	\$1,000	\$1.20
5	OAKS 5TH STREET CROSSING AT CITY CENTER	98%	144	2015	828	\$1,107	\$1.34
6	SAVOY OF GARLAND	97%	144	2009	807	\$1,062	\$1.32
7	ROCKWALL COMMONS	94%	202	2008	880	\$1,304	\$1.48
8	SONOMA COURT	98%	124	2011	900	\$1,284	\$1.43
9	SIXTEEN50 @ LAKE RAY HUBBARD	96%	334	2009	1,108	\$1,591	\$1.44
10	ORION ROCKWALL	95%	220	2009	1,038	\$1,747	\$1.68

SOURCE: ESRI Business Analyst; CoStar; RCLCO

CITY OF GARLAND

Exhibit III-2

COMPETITIVE SUPPLY SUMMARY GARLAND-ROCKWALL AREA, TX OCTOBER 2016

MAP PROJECT/ KEY LOCATION/	TYPE/ YEAR BUILT	TOTAL UNITS	OCC RATE	UNIT TYPE	# OF UNITS	UNIT MIX	AVG. UNIT SIZE	ASKING RENT		AVG. GROSS RENT	AVG GROSS RENT/SF	EFFECTIVE RENT	
								LOW	HIGH			AVG.	\$/SF
1 CARRIAGE HOMES ON THE LAKE 3232 N Garland Ave Garland, TX 75040 Concessions: \$1350 off select units	3 Stories 2015	147	96%	1BR/1BA	49	33%	817	\$1,059	\$1,444	\$1,268	\$1.55	\$1,247	\$1.53
				2BR/2BA	83	56%	1,129	\$1,299	\$1,899	\$1,689	\$1.50	\$1,663	\$1.47
				2BR/2.5BA	8	5%	1,140	\$1,674	\$1,674	\$1,674	\$1.47	\$1,674	\$1.47
				2BR/2.5BA TH	7	5%	1,140	\$1,624	\$1,769	\$1,697	\$1.49	\$1,697	\$1.49
				TOTAL/AVG	147	100%	1,026	\$1,059	\$1,899	\$1,548	\$1.51	\$1,526	\$1.49
2 PARKSIDE AT FIREWHEEL APARTMENTS 305 River Fern Dr Garland, TX 75040 Concessions: \$1000 off select units	4 Stories 2007	594	95%	STUDIO	62	11%	533	\$826	\$1,125	\$949	\$1.78	\$949	\$1.78
				1BR/1BA	237	43%	771	\$785	\$1,375	\$1,071	\$1.39	\$1,063	\$1.38
				1BR/1BA+DEN	21	4%	973	\$1,160	\$1,160	\$1,160	\$1.19	\$1,160	\$1.19
				1BR/1.5BA+DEN	21	4%	1,101	\$1,290	\$1,390	\$1,340	\$1.22	\$1,340	\$1.22
				2BR/2BA	147	27%	1,152	\$1,275	\$1,725	\$1,499	\$1.30	\$1,499	\$1.30
				2BR/2BA+DEN	21	4%	1,142	\$1,405	\$1,415	\$1,410	\$1.23	\$1,410	\$1.23
				3BR/2.5BA	21	4%	1,371	\$1,790	\$1,795	\$1,792	\$1.31	\$1,792	\$1.31
				3BR/2.5BA TH	21	4%	2,692	\$2,160	\$2,340	\$2,250	\$0.84	\$2,250	\$0.84
				TOTAL/AVG	551	100%	976	\$785	\$2,340	\$1,270	\$1.30	\$1,267	\$1.30
3 HARMONY 11010 Merritt Rd Rowlett, TX 75089 Concessions: none	4 Stories 2016	324	0%	1BR/1BA	180	56%	674	\$890	\$1,145	\$1,005	\$1.49	\$1,005	\$1.49
				2BR/2BA	144	44%	1,069	\$1,224	\$1,550	\$1,429	\$1.34	\$1,429	\$1.34
				TOTAL/AVG	324	100%	850	\$890	\$1,550	\$1,193	\$1.40	\$1,193	\$1.40
4 OAKS 5TH STREET CROSSING AT CITY STATION 351 5th St Garland, TX 75040 Concessions: none	3 Stories 2009	188	99%	STUDIO	23	12%	633	\$825	\$860	\$843	\$1.33	\$843	\$1.33
				1BR/1BA	111	59%	771	\$905	\$1,155	\$953	\$1.24	\$953	\$1.24
				2BR/2BA	54	29%	1,044	\$1,100	\$1,345	\$1,165	\$1.12	\$1,165	\$1.12
				TOTAL/AVG	188	100%	833	\$825	\$1,345	\$1,000	\$1.20	\$1,000	\$1.20

CITY OF GARLAND

Exhibit III-2

COMPETITIVE SUPPLY SUMMARY GARLAND-ROCKWALL AREA, TX OCTOBER 2016

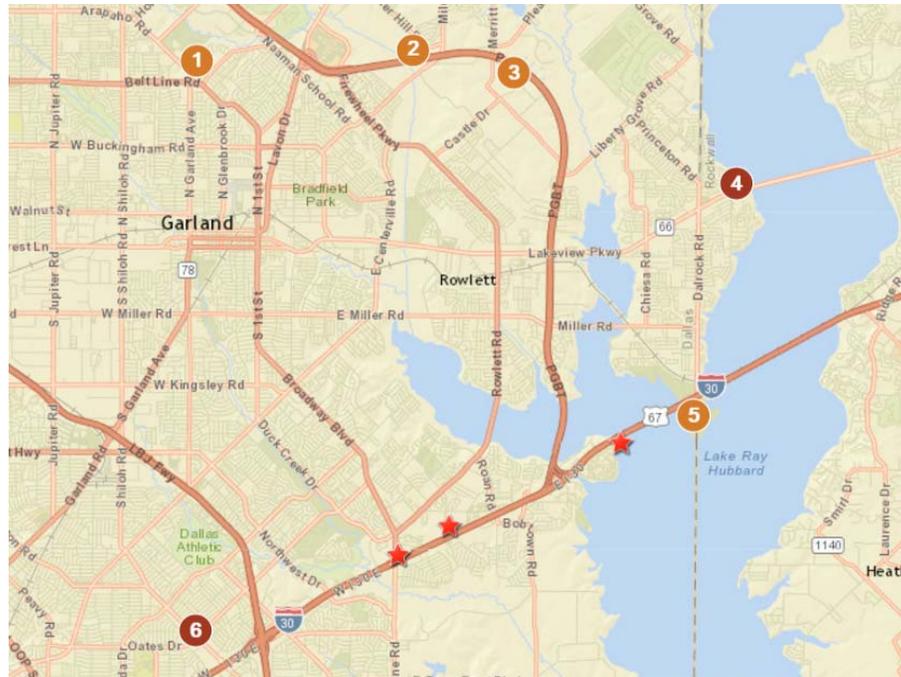
MAP PROJECT/ KEY LOCATION	TYPE/ YEAR BUILT	TOTAL UNITS	OCC RATE	UNIT TYPE	# OF UNITS	UNIT MIX	AVG. UNIT SIZE	ASKING RENT		AVG. GROSS RENT	AVG GROSS RENT/SF	EFFECTIVE RENT	
								LOW	HIGH			AVG.	\$/SF
5 OAKS 5TH STREET CROSSING AT CITY CENTER 250 N 5th St Garland, TX 75040 Concessions: none	3 Stories 2015	144	98%	STUDIO	22	15%	583	\$900	-\$915	\$908	\$1.56	\$908	\$1.56
				1BR/1BA	81	56%	750	\$945	-\$1,160	\$1,038	\$1.38	\$1,038	\$1.38
				2BR/2BA	41	28%	1,112	\$1,155	-\$1,565	\$1,351	\$1.21	\$1,351	\$1.21
				TOTAL/AVG	144	100%	828	\$900	-\$1,565	\$1,107	\$1.34	\$1,107	\$1.34
6 SAVOY OF GARLAND 608 Rowlett Rd Garland, TX 75043 Concessions: none	3 Stories 2009	144	97%	1BR/1BA	78	54%	661	\$895	-\$930	\$911	\$1.38	\$911	\$1.38
				2BR/2BA	60	42%	966	\$1,198	-\$1,250	\$1,221	\$1.26	\$1,221	\$1.26
				3BR/2BA	6	4%	1,132	\$1,352	-\$1,502	\$1,427	\$1.26	\$1,427	\$1.26
				TOTAL/AVG	144	100%	807	\$895	-\$1,502	\$1,062	\$1.32	\$1,062	\$1.32
7 ROCKWALL COMMONS 1389 Ridge Rd Rockwall, TX 75087 Concessions: none	4 Stories 2008	202	94%	1BR/1BA	131	65%	769	\$1,079	-\$1,276	\$1,150	\$1.50	\$1,150	\$1.50
				2BR/2BA	67	33%	1,063	\$1,450	-\$1,800	\$1,594	\$1.50	\$1,594	\$1.50
				3BR/2BA	4	2%	1,448	\$1,300	-\$1,677	\$1,489	\$1.03	\$1,489	\$1.03
				TOTAL/AVG	202	100%	880	\$1,079	-\$1,800	\$1,304	\$1.48	\$1,304	\$1.48
8 SONOMA COURT 970 W Yellow Jacket Ln Rockwall, TX 75087 Concessions: none	3 Stories 2011	124	98%	1BR/1BA	56	45%	699	\$1,160	-\$1,275	\$1,140	\$1.63	\$1,140	\$1.63
				2BR/2BA	62	50%	1,050	\$1,450	-\$1,667	\$1,389	\$1.32	\$1,389	\$1.32
				3BR/2BA	6	5%	1,234	\$1,300	-\$1,540	\$1,540	\$1.25	\$1,540	\$1.25
				TOTAL/AVG	124	100%	900	\$1,160	-\$1,667	\$1,284	\$1.43	\$1,284	\$1.43
9 SIXTEEN50 @ LAKE RAY HUBBARD 1650 S John King Blvd Rockwall, TX 75032 Concessions: none	2 Stories 2009	334	96%	1BR/1BA	164	49%	769	\$1,150	-\$1,471	\$1,274	\$1.66	\$1,274	\$1.66
				2BR/2BA	50	15%	1,133	\$1,498	-\$1,660	\$1,612	\$1.42	\$1,612	\$1.42
				2BR/2.5BA	52	16%	1,321	\$1,650	-\$1,860	\$1,725	\$1.31	\$1,725	\$1.31
				3BR/2BA	34	10%	1,582	\$1,980	-\$2,365	\$2,110	\$1.33	\$2,110	\$1.33
				4BR/3BA	34	10%	1,910	\$2,355	-\$2,375	\$2,365	\$1.24	\$2,365	\$1.24
				TOTAL/AVG	334	100%	1,108	\$1,150	-\$2,375	\$1,590.90	\$1.44	\$1,591	\$1.44
10 ORION ROCKWALL 1470 John King Blvd Rockwall, TX 75033 Concessions: none	3 Stories 2009	220	95%	STUDIO	28	13%	480	\$938	-\$938	\$938	\$1.95	\$938	\$1.95
				1BR/1BA	84	38%	774	\$1,140	-\$1,632	\$1,307	\$1.69	\$1,307	\$1.69
				2BR/2BA	108	49%	1,388	\$1,853	-\$2,849	\$2,298	\$1.66	\$2,298	\$1.66
				TOTAL/AVG	220	100%	1,038	\$938	-\$2,849	\$1,746.53	\$1.68	\$1,747	\$1.68

SOURCE: Axiometrics; CoStar; Apartment Websites; RCLCO

CITY OF GARLAND

Exhibit III-3

MAP OF PLANNED AND PROPOSED APARTMENT DEVELOPMENTS GARLAND-ROCKWALL AREA, TX OCTOBER 2016



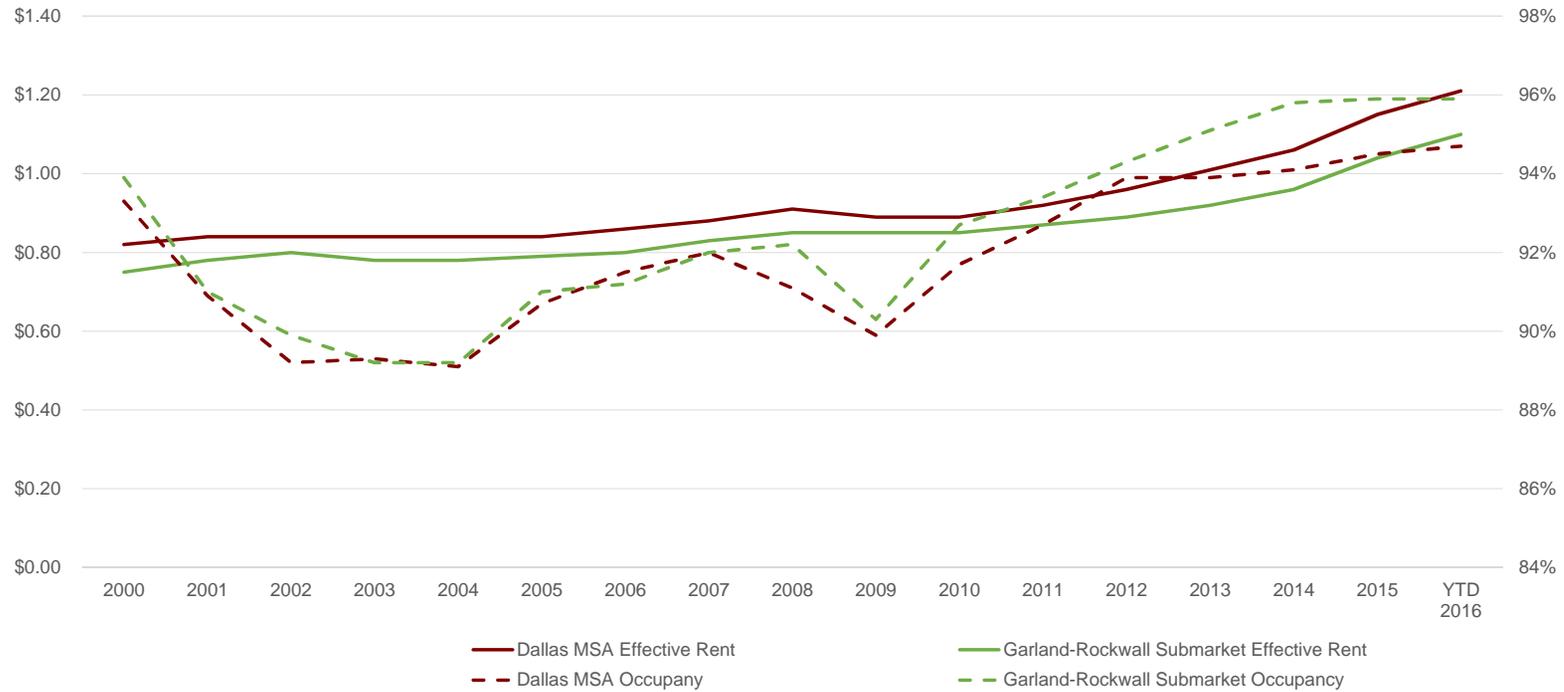
MAP KEY	NAME	PLANNED UNITS	STATUS
1	CARRIAGE HOMES ON THE LAKE - PHASE II	103	Proposed
2	THE DOMAIN AT FIREWHEEL	299	Proposed
3	HARMONY - PHASE II	322	Proposed
4	TERRA LAGO	447	Under Construction
5	BAYSIDE APARTMENTS	845	Proposed
6	VILLAS AT VANSTON PARK	155	Under Construction
★	Subject Site		

SOURCE: ESRI Business Analyst; CoStar; RCLCO

CITY OF GARLAND

Exhibit III-4

MULTIFAMILY EFFECTIVE RENT AND OCCUPANCY GARLAND-ROCKWALL SUBMARKET AND DALLAS-FORT WORTH MSA, TX OCTOBER 2016



SOURCE: ESRI Business Analyst; CoStar; RCLCO

CITY OF GARLAND

Exhibit II-3

NEW FOR-SALE HOUSING DEMAND EAST DALLAS SUBMARKET, DALLAS-FORT WORTH MSA 2017-2030

DALLAS-FORT WORTH MSA DEMAND POTENTIAL		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
East Dallas Submarket Capture⁷															
Single-family Submarket Capture Rate															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
\$60,000-\$80,000	\$200,000 - \$250,000	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
\$80,000-\$100,000	\$250,000 - \$300,000	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%
\$100,000-\$120,000	\$300,000 - \$350,000	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%	7.6%
\$120,000-\$160,000	\$350,000 - \$450,000	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%
\$160,000-\$220,000	\$450,000 - \$600,000	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
\$220,000 and above	\$600,000 and above	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
TOTAL		3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%
Single-family															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000		93	96	99	103	106	109	113	116	120	124	128	132	135
\$60,000-\$80,000	\$200,000 - \$250,000		151	156	161	167	172	177	183	188	195	202	208	214	219
\$80,000-\$100,000	\$250,000 - \$300,000		263	272	281	290	299	308	318	328	340	352	363	373	381
\$100,000-\$120,000	\$300,000 - \$350,000		268	278	287	296	305	315	325	335	347	359	371	381	389
\$120,000-\$160,000	\$350,000 - \$450,000		169	176	181	187	193	199	205	212	219	227	234	241	246
\$160,000-\$220,000	\$450,000 - \$600,000		29	30	31	32	33	34	35	36	37	38	40	41	42
\$220,000 and above	\$600,000 and above		11	11	12	12	13	13	13	14	14	15	15	16	16
TOTAL		983	1,018	1,052	1,087	1,119	1,154	1,192	1,229	1,273	1,317	1,360	1,398	1,425	1,456
Competitive Set Capture⁸															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000	21%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
\$60,000-\$80,000	\$200,000 - \$250,000	37%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%
\$80,000-\$100,000	\$250,000 - \$300,000	35%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%	34.7%
\$100,000-\$120,000	\$300,000 - \$350,000	31%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%
\$120,000-\$160,000	\$350,000 - \$450,000	29%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%	28.7%
\$160,000-\$220,000	\$450,000 - \$600,000	55%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%
\$220,000 and above	\$600,000 and above	51%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%	51.2%
TOTAL		32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%
Competitive Set Capture															
<u>Income Level</u>	<u>Home Price</u>														
Less than \$60,000	Less than \$200,000	11.2%	20	20	21	22	22	23	24	24	25	26	27	28	29
\$60,000-\$80,000	\$200,000 - \$250,000	21.5%	56	58	60	62	64	66	68	70	72	75	77	80	83
\$80,000-\$100,000	\$250,000 - \$300,000	25.8%	91	94	97	101	104	107	110	114	118	122	126	129	135
\$100,000-\$120,000	\$300,000 - \$350,000	22.7%	82	85	88	91	93	96	99	103	106	110	113	117	121
\$120,000-\$160,000	\$350,000 - \$450,000	24.1%	49	50	52	54	55	57	59	61	63	65	67	71	72
\$160,000-\$220,000	\$450,000 - \$600,000	43.2%	16	16	17	17	18	18	19	20	20	21	22	23	23
\$220,000 and above	\$600,000 and above	50.0%	6	6	6	6	6	7	7	7	7	8	8	8	8
TOTAL		318	330	341	352	362	373	386	398	412	426	440	453	461	471

¹ Per Texas State Data Center Projections, assuming an average of the 0.5 and 1.0 growth scenario.

² 2012-2014 American Community Survey

³ Applies an annual growth factor to the 2012 - 2014 American Community Survey results in order to achieve an annual turnover rate in-line with historical norms.

⁴ Household distribution by income level and home price derived from 2012 - 2014 American Community Survey.

⁵ Current total new home sales as a percent of total sales demonstrated by Texas A&M Real Estate Center and Real Quest data. Applies an annual growth factor in order to achieve a propensity to choose new construction in-line with historical norms.

⁶ Propensity to choose single family for owner households is based American Community Survey and Real Quest

⁷ Capture for East Dallas derived from area's current capture of sales by price point in the Dallas-Fort Worth MSA.

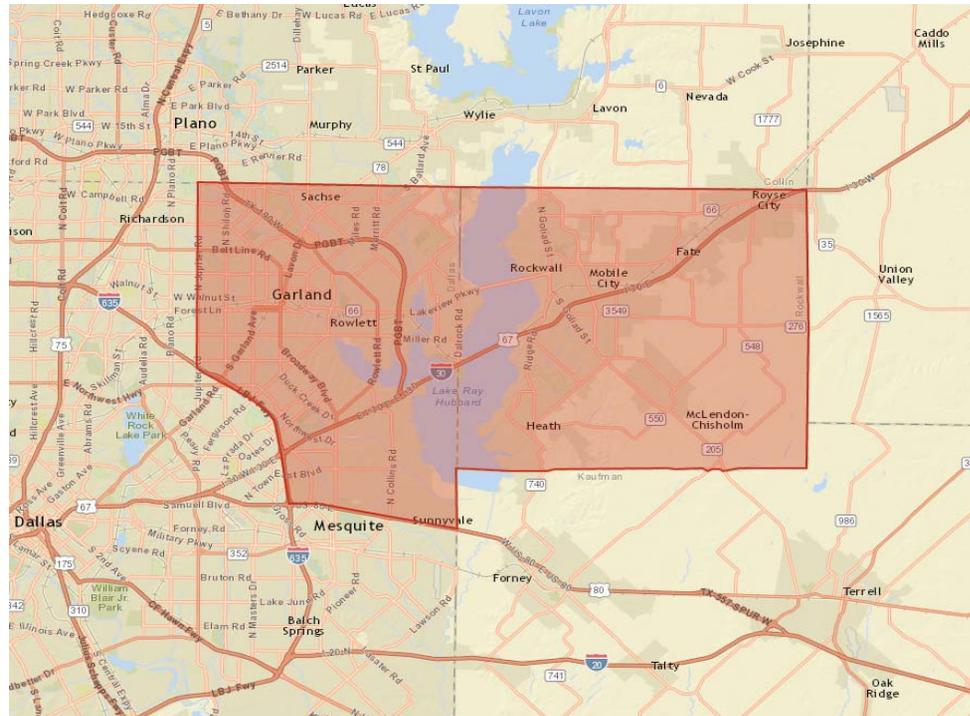
⁸ Capture for competitive set derived from area's current capture of sales by price point in the East Dallas

SOURCE: U.S. Census Bureau; Real Quest; Texas A&M Real Estate Center; Texas State Data Center; ESRI Business Analyst

CITY OF GARLAND

Exhibit III-6

MAP OF PRIMARY MARKET AREA (PMA) PRIMARY MARKET AREA NOVEMBER 2016



SOURCE: Esri Business Analyst; RCLCO

CITY OF GARLAND

Exhibit III-7

SUMMARY OF ANNUAL MULTIFAMILY RENTAL DEMAND FOR NEW UNITS PRIMARY MARKET AREA 2016-2021

SUMMARY OF DEMAND BY AGE		
AGE RANGE	RENTAL DEMAND FOR NEW UNITS >5	
UNDER 25	816	37%
25-34	703	32%
35-44	235	11%
45-54	166	8%
55-64	85	4%
65+	193	9%
Total	2,199	100%
Minimum Age for Target Market	None	
Maximum Age for Target Market	None	
Age Qualified Demand	2,199	100%

SUMMARY OF DEMAND BY INCOME AND RENT RANGE			
INCOME RANGE	RENT RANGE	RENTAL DEMAND FOR NEW UNITS >5	
UNDER \$35,000	UNDER \$960	897	41%
\$35,000 - \$49,999	\$960 - \$1,250	491	22%
\$50,000 - \$74,999	\$1,250 - \$1,750	349	16%
\$75,000 - \$99,999	\$1,750 - \$2,080	300	14%
\$100,000 - \$149,999	\$2,080 - \$2,500	74	3%
\$150,000 AND OVER	\$2,500 AND OVER	88	4%
Total		2,199	100%
Minimum Income for Target Market	\$35,000		
Maximum Income for Target Market	None		
Income Qualified Demand		1,302	59%

NOTE: See Demand Analysis-1 for more details.
SOURCE: Esri; American Community Survey PUMS; RCLCO

CITY OF GARLAND

Exhibit III-8

ANNUAL MULTIFAMILY RENTER DEMAND FOR NEW UNITS BY AGE AND INCOME PRIMARY MARKET AREA 2016-2021

INCOME	AGE					TOTAL
	UNDER 25	25-34	35-54	55-64	65+	
UNDER \$35,000	288	335	143	36	95	897
	13%	15%	6%	2%	4%	41%
\$35,000 - \$49,999	285	70	47	11	77	491
	13%	3%	2%	1%	4%	22%
\$50,000 - \$99,999	243	228	141	19	19	649
	11%	10%	6%	1%	1%	30%
\$100,000 - \$149,999	0	36	18	18	2	74
	0%	2%	1%	1%	0%	3%
\$150,000 AND OVER	0	35	52	0	0	88
	0%	2%	2%	0%	0%	4%
TOTAL	816	703	402	85	193	2,199
	37%	32%	18%	4%	9%	100%

SOURCE: Esri; American Community Survey PUMS; RCLCO

CITY OF GARLAND

Exhibit III-8

ANNUAL MULTIFAMILY RENTER DEMAND FOR NEW UNITS BY AGE AND INCOME PRIMARY MARKET AREA 2016-2021

INCOME	AGE					TOTAL
	UNDER 25	25-34	35-54	55-64	65+	
UNDER \$35,000	288	335	143	36	95	897
	13%	15%	6%	2%	4%	41%
\$35,000 - \$49,999	285	70	47	11	77	491
	13%	3%	2%	1%	4%	22%
\$50,000 - \$99,999	243	228	141	19	19	649
	11%	10%	6%	1%	1%	30%
\$100,000 - \$149,999	0	36	18	18	2	74
	0%	2%	1%	1%	0%	3%
\$150,000 AND OVER	0	35	52	0	0	88
	0%	2%	2%	0%	0%	4%
TOTAL	816	703	402	85	193	2,199
	37%	32%	18%	4%	9%	100%

SOURCE: Esri; American Community Survey PUMS; RCLCO

CITY OF GARLAND

Exhibit IV-1

HISTORICAL DEMAND FUNDAMENTALS FOR RETAIL SPACE DALLAS-FORT WORTH, TX MSA 2006-2015

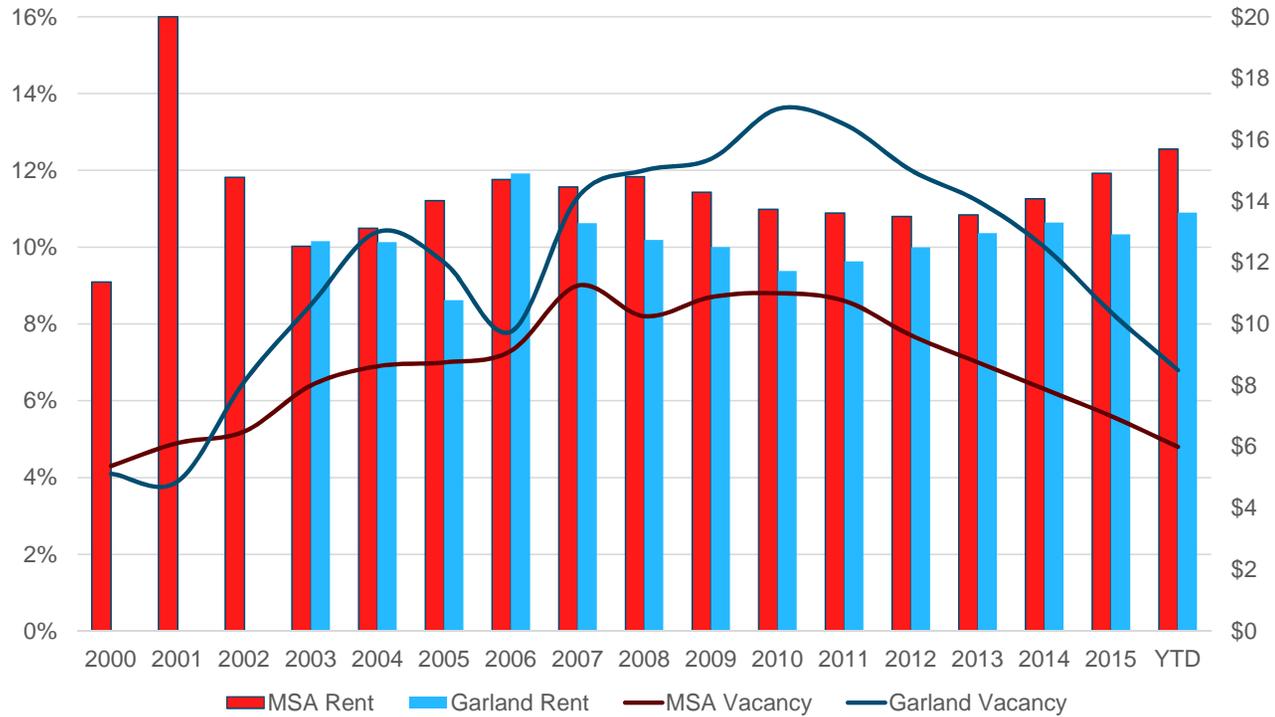
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2006-2015 AVG.	2011-2015 AVG.
DALLAS-FORT WORTH MSA												
ECO-DEMO												
Total Households	2,180,753	2,237,331	2,281,437	2,318,534	2,332,302	2,367,643	2,413,467	2,460,517	2,512,090	2,562,898		
Household Growth	3%	3%	2%	2%	1%	2%	2%	2%	2%	2%		
ALL RETAIL												
Total Retail Space	368,437,020	378,711,157	386,652,244	391,451,205	393,401,490	395,578,016	397,677,758	399,986,699	403,014,371	408,882,340		
Occupied Retail Space	341,690,758	344,681,389	354,972,004	357,535,873	358,748,634	361,726,883	366,885,982	372,083,629	377,622,431	385,911,324		
Occupancy Rate	92.7%	91.0%	91.8%	91.3%	91.2%	91.4%	92.3%	93.0%	93.7%	94.4%	92.3%	93.0%
Retail Absorption	9,015,615	2,991,072	10,291,901	2,563,130	1,212,305	2,978,249	5,159,037	5,197,647	5,539,762	8,287,636	5,323,635	5,432,466
Occ. Retail Space per Household	157	154	156	154	154	153	152	151	150	151	153.1	151.4
New Occ. Retail Space per New Household	158	53	233	69	88	84	113	110	107	163	118.0	115.6
NEIGHBORHOOD RETAIL												
Total Retail Space	274,294,488	279,816,805	283,264,046	285,930,775	286,615,954	287,264,746	288,363,372	289,249,698	291,614,623	296,210,000		
Occupied Retail Space	254,540,487	254,482,612	260,416,066	261,716,110	261,739,657	262,711,369	266,145,171	269,325,742	273,486,731	279,491,334		
Occupancy Rate	92.8%	90.9%	91.9%	91.5%	91.3%	91.5%	92.3%	93.1%	93.8%	94.4%	92.4%	93.0%
Retail Absorption	6,166,874	-57,434	5,934,740	1,299,305	23,091	971,712	3,433,740	3,180,571	4,161,949	6,003,346	3,111,789	3,550,264
Occ. Retail Space per Household	117	114	114	113	112	111	110	109	109	109	111.8	109.7
New Occ. Retail Space per New Household	108		135	35	2	27	75	68	81	118	72.0	73.8
POWER/COMMUNITY RETAIL												
Total Retail Space	60,700,618	63,684,161	67,022,905	68,270,303	68,794,368	70,150,691	70,584,928	71,893,388	72,412,195	73,626,881		
Occupied Retail Space	54,933,908	56,545,195	59,602,813	60,217,682	60,823,714	62,490,758	63,603,153	65,747,292	66,895,241	68,829,140		
Occupancy Rate	90.5%	88.8%	88.9%	88.2%	88.4%	89.1%	90.1%	91.5%	92.4%	93.5%	90.1%	91.3%
Retail Absorption	2,196,372	1,611,287	3,057,618	614,869	606,032	1,667,044	1,112,395	2,144,139	1,147,949	1,933,899	1,609,160	1,601,085
Occ. Retail Space per Household	25	25	26	26	26	26	26	27	27	27	26.2	26.6
New Occ. Retail Space per New Household	39	28	69	17	44	47	24	46	22	38	37.4	35.5
LIFESTYLE/REGIONAL RETAIL												
Total Retail Space	33,441,914	35,210,191	36,365,293	37,250,127	37,991,168	38,162,579	38,729,458	38,843,613	38,987,553	39,045,459		
Occupied Retail Space	32,216,363	33,653,582	34,953,125	35,602,081	36,185,263	36,524,756	37,137,658	37,010,595	37,240,459	37,590,850		
Occupancy Rate	96.3%	95.6%	96.1%	95.6%	95.2%	95.7%	95.9%	95.3%	95.5%	96.3%	95.8%	95.7%
Retail Absorption	652,369	1,437,219	1,299,543	648,956	583,182	339,493	612,902	-127,063	229,864	350,391	602,686	281,117
Occ. Retail Space per Household	15	15	15	15	16	15	15	15	15	15	15.1	15.1
New Occ. Retail Space per New Household	11	25	29	17	42	10	13	-3	4	7	15.8	6.3

SOURCE: CoStar; BLS; RCLCO

CITY OF GARLAND

Exhibit IV-2

HISTORICAL RETAIL TRENDS GARLAND AND DALLAS-FORT WORTH, TX MSA 2000-OCTOBER 2016



SOURCE: CoStar; RCLCO

CITY OF GARLAND

Exhibit IV-3

HISTORICAL DEMAND FUNDAMENTALS FOR HOTELS DALLAS-FORT WORTH, TX MSA 2006-2014

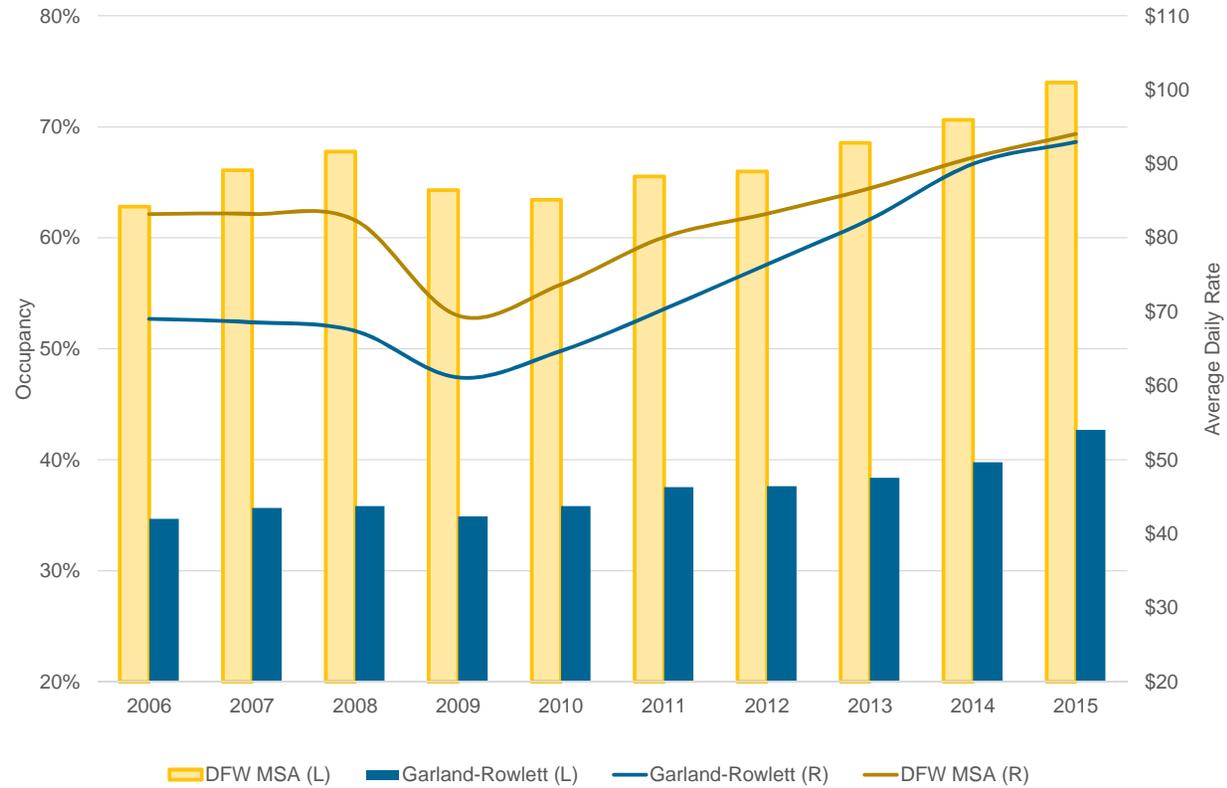
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2006-2015 AVG.	2011-2015 AVG.
DALLAS-FORT WORTH MSA												
ECO-DEMO												
Total Households	2,180,753	2,237,331	2,281,437	2,318,534	2,332,302	2,367,643	2,413,467	2,460,517	2,512,090	2,562,898		
Total Employment	2,907,883	2,994,000	3,033,292	2,920,383	2,920,058	2,994,000	3,072,292	3,161,900	3,273,800	3,400,500		
Hotel Dynamics²												
Total Hotel Keys	92,308	93,313	95,168	98,633	101,747	102,447	103,390	103,794	104,590	106,207		
Total Room Nights Available	33,692,518	34,059,260	34,736,258	36,001,204	37,137,763	37,393,120	37,737,284	37,884,924	38,175,524	38,765,585		
Room Nights Sold	20,938,930	21,168,129	21,390,898	19,075,044	20,721,015	22,456,236	23,458,914	24,422,418	25,666,971	26,884,938		
Total Hotel Occupancy	62%	62%	62%	53%	56%	60%	62%	64%	67%	69%		
Hotel Room Deliveries		1,005	1,855	3,466	3,114	700	943	404	796	1,617	1,544	892
(Over)/Under Supply	-2,633	-2,659	-3,254	-11,851	-9,366	-5,067	-2,932	-556	2,337	4,623		
		1.1%	1.1%	-10.8%	8.6%	8.4%	4.5%	4.1%	5.1%	4.7%		
Hotel Key/Demographic Dynamics												
Households per Hotel Key	23.6	24.0	24.0	23.5	22.9	23.1	23.3	23.7	24.0	24.1	23.6	23.7
Room Night Sold per Household	9.6	9.5	9.4	8.2	8.9	9.5	9.7	9.9	10.2	10.5	9.5	10.0
Employees per Hotel Key	31.5	32.1	31.9	29.6	28.7	29.2	29.7	30.5	31.3	32.0	30.6	30.5
Office-Using Employee Per Hotel Key												
GARLAND & ROWLETT												
Total Hotel Keys	1,195	1,219	1,219	1,331	1,392	1,506	1,475	1,387	1,426	1,610		
Total Room Nights Available	436,210	444,786	444,966	485,884	508,190	549,575	538,488	506,149	520,498	587,711		
Room Nights Sold	229,847	233,053	229,662	230,387	253,154	294,391	310,269	312,127	346,946	403,420		
Total Hotel Occupancy	53%	52%	52%	47%	50%	54%	58%	62%	67%	69%		
Hotel Room Deliveries		23	0	112	61	113	-30	-89	39	184	46	44
(Over)/Under Supply	-147	-154	-163	-234	-211	-172	-109	-46	24	59		
Share of MSA Hotel Keys	1.3%	1.3%	1.3%	1.3%	1.4%	1.5%	1.4%	1.3%	1.4%	1.5%		
Share of MSA Room Nights Sold	1.1%	1.1%	1.1%	1.2%	1.2%	1.3%	1.3%	1.3%	1.4%	1.5%		

SOURCE: CoStar; Moody's; Source Strategies Inc.; RCLCO

CITY OF GARLAND

Exhibit IV-4

HISTORICAL HOTEL TRENDS GARLAND AND DALLAS-FORT WORTH, TX MSA 2006-2015



SOURCE: Source Strategies Inc.; RCLCO

CITY OF GARLAND

Exhibit IV-5

HISTORICAL DEMAND FUNDAMENTALS FOR OFFICE AND FLEX SPACE DALLAS-FORT WORTH, TX MSA 2006-2015

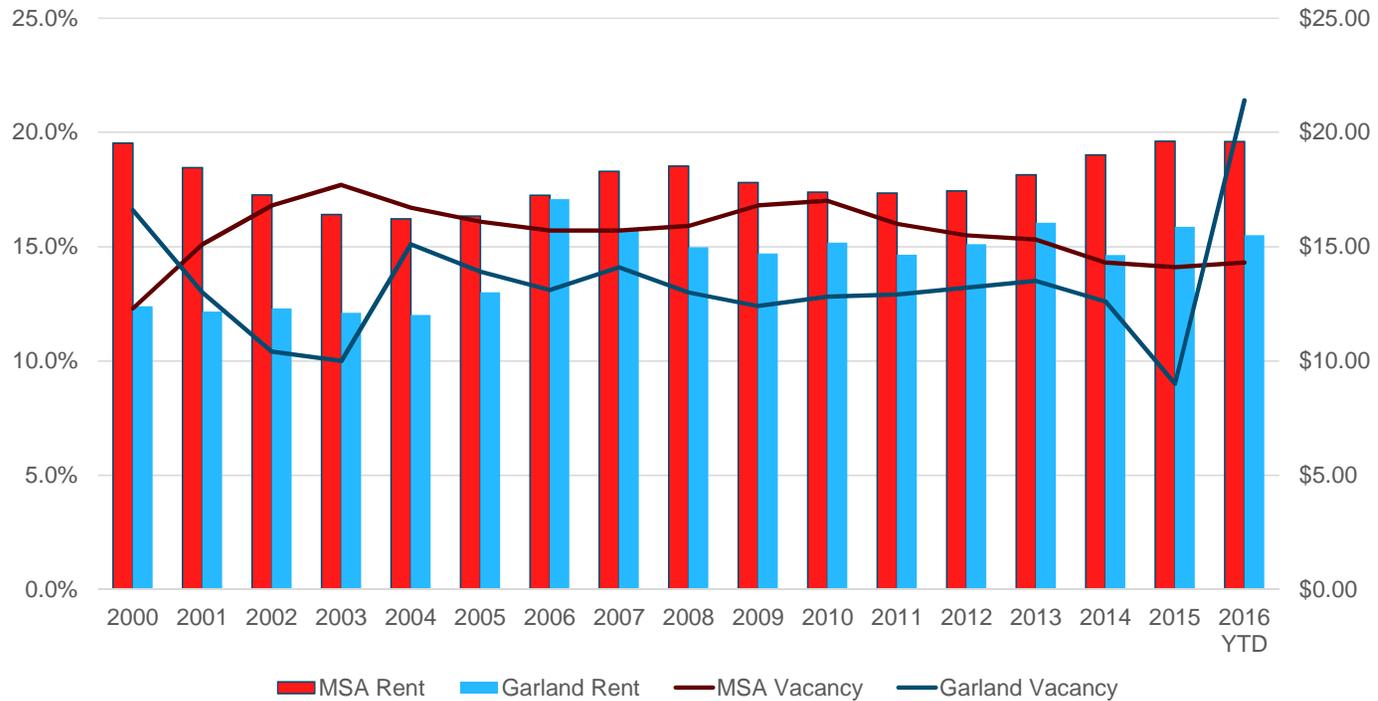
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2006-2015 AVG.	2011-2015 AVG.
DALLAS-FORT WORTH MSA												
ECO-DEMO												
Total Employment	2,907,883	2,994,000	3,033,292	2,920,383	2,920,058	2,994,000	3,072,292	3,161,900	3,273,800	3,400,500		
Total Office Using Employment	755,801	785,903	792,609	748,970	756,587	786,957	816,413	847,735	883,618	917,788		
Share of Office-Using Employment of Total	26.0%	26.2%	26.1%	25.6%	25.9%	26.3%	26.6%	26.8%	27.0%	27.0%	26.4%	26.7%
Total Households	2,180,753	2,237,331	2,281,437	2,318,534	2,332,302	2,367,643	2,413,467	2,460,517	2,512,090	2,562,898		
OFFICE												
Total Office Space	312,399,029	319,320,524	327,368,463	332,313,083	335,717,594	336,888,053	338,893,635	341,523,224	345,696,493	353,039,285		
Occupied Office Space	263,490,031	269,150,461	275,227,683	276,411,683	278,673,311	282,922,760	286,271,320	289,422,032	296,291,456	303,263,978		
Occupancy Rate	84.3%	84.3%	84.1%	83.2%	83.0%	84.0%	84.5%	84.7%	85.7%	85.9%	84.4%	85.0%
Office Absorption	7,416,230	5,660,430	6,077,222	1,184,000	2,261,628	4,249,449	3,348,560	3,152,801	6,857,097	6,972,522	4,717,994	4,916,086
Occ. Office Space per Office Using Employee	349	342	347	369	368	360	351	341	335	330	349.3	343.5
Occ. Office Space per Employee	91	90	91	95	95	94	93	92	91	89	92.0	91.8
Occ. Office Space per Household	121	120	121	119	119	119	119	118	118	118	119.2	118.4
Absorption per New Office Using Employee		188			297	140	114	101	191	204	176.3	149.9
Absorption per New Employee		66	155			57	66	35	61	55	70.7	54.9
FLEX												
Total Flex Space	127,563,107	128,676,418	129,947,139	130,303,193	130,587,812	130,676,420	130,849,015	131,105,170	131,363,122	131,837,047		
Occupied Flex Space	113,805,862	115,406,506	116,948,049	115,214,401	115,203,270	116,298,440	117,901,847	118,715,083	120,203,258	121,544,644		
Occupancy Rate	89.2%	89.7%	90.0%	88.4%	88.2%	89.0%	90.1%	90.5%	91.5%	92.2%	89.9%	90.7%
Flex Absorption	1,410,591	1,600,644	1,541,543	-1,733,648	-11,131	1,095,170	1,603,407	813,236	1,488,175	1,341,386	914,937	1,268,275
Occ. Flex Space per Employee	39	39	39	39	39	39	38	38	37	36	38.2	37.4
Occ. Flex Space per Household	52	52	51	50	49	49	49	48	48	47	49.6	48.3
Absorption per New Office Using Employee		19	39			15	20	9	13	11	18.0	13.7
GARLAND												
OFFICE												
Total Office Space	2,974,285	3,264,073	3,292,431	3,306,885	3,342,212	3,346,712	3,361,942	3,370,262	3,370,262	3,372,434		
Occupied Office Space	2,584,042	2,804,085	2,864,513	2,895,785	2,914,643	2,914,680	2,916,933	2,916,748	2,944,964	3,068,492		
Occupancy Rate	86.9%	85.9%	87.0%	87.6%	87.2%	87.1%	86.8%	86.5%	87.4%	91.0%	87%	88%
Office Absorption	47,868	220,043	60,428	31,272	18,858	37	2,253	-185	28,216	123,528	53,231.8	30,769.8
Share of MSA Occupied Office Space	0.98%	1.04%	1.04%	1.05%	1.05%	1.03%	1.02%	1.01%	0.99%	1.01%	1.02%	1.01%
FLEX												
Total Flex Space	7,685,876	7,696,256	7,813,568	7,813,568	7,846,247	7,846,247	7,846,247	7,856,247	7,856,247	7,856,247		
Occupied Flex Space	6,811,993	7,002,021	7,149,380	6,965,706	6,967,470	7,020,570	7,164,104	7,196,743	7,269,228	7,477,369		
Occupancy Rate	88.6%	91.0%	91.5%	89.1%	88.8%	89.5%	91.3%	91.6%	92.5%	95.2%	91%	92%
Flex Absorption	-162,404	190,028	147,359	-183,674	1,764	53,100	143,534	32,639	72,485	208,141	50,297.2	101,979.8
Share of MSA Occupied Flex Space	5.99%	6.07%	6.11%	6.05%	6.05%	6.04%	6.08%	6.06%	6.05%	6.15%	6.06%	6.07%

SOURCE: CoStar; BLS; RCLCO

CITY OF GARLAND

Exhibit IV-6

**HISTORICAL OFFICE RENT AND OCCUPANCY
GARLAND AND DALLAS-FORT WORTH, TX MSA
2006-2015**



SOURCE: CoStar; RCLCO

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