

Eastern Hills Country Club Redevelopment Study



City of Garland, Texas

August 17, 2015



Kimley»Horn



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Executive Summary

Description of the Project

In early 2014, the City of Garland was contacted by a developer with a concept for redevelopment of the Eastern Hills Country Club property as a 550-lot single-family residential neighborhood. The City advised the developer to meet with neighborhood representatives and because there were significant concerns, the City hired a consultant team to study future uses of the Eastern Hills property and to facilitate discussions with stakeholders—the property owner, the potential developer, and Eastern Hills area residents—to create consensus on a potential redevelopment scenario that could be acceptable to all of the parties involved.

Study Methodology and Process

The process began with a review of the challenges facing the golf industry and an evaluation of the existing conditions and services related to the site. It was important that a baseline understanding of site characteristics, neighborhood context, and golf course development trends was established in order to frame the discussion of potential development scenarios. The review of alternative scenarios helped structure the discussion and allowed for a comparison of the way each concept capitalized on the opportunities presented by the property and the goals of the stakeholders.

The process was designed to include several different means of gathering input from the stakeholders:

- Individual and small group interviews in March and April 2015;
- A series of three Advisory Committee meetings in April, May, and June 2015;
- A Community Open House in July for the purpose of reviewing the Committee's work describing and presenting an evaluation of three different scenarios for the future of the property (see below); and
- A City Council briefing to summarize the study process and the input received.

The Advisory Committee, appointed by the City, established the Strategic Objectives for the stakeholders and the Criteria for Evaluation for the development concepts. The Strategic Objectives vary by stakeholder perspective but fall into the following categories. These categories were the source of the evaluation criteria identified by the Advisory Committee.

- Physical development compatibility
- Development form and character
- Economic and fiscal impacts
- Strategic objectives

Each of the two stakeholder groups represented on the Advisory Committee—the neighborhood and the developer/owner—was very committed to its own concept. Scenario 1, The Preserve at Eastern Hills, was put forth by The Friends of South Garland,

an organization representing several neighborhoods and focused on improving the future of South Garland. It showed a variety of open spaces and recreational uses on the property with no residential units. Scenario 2, Eastern Hills Village, a 550-lot single-family residential subdivision with amenity center, was created by the developer/owner. These concepts plus an analysis of the type of development that could occur under the existing Agricultural zoning were taken to the Open House for community review and comment.

The scenarios were evaluated based on:

- The manner in which each concept maintained the site's existing natural features and provided for buffering between existing and proposed uses
- The degree to which the existing infrastructure—water, sewer, streets, schools, parks and trails—could accommodate the proposed concept
- The potential public safety impacts of each alternative
- The compatibility of the scenarios with the character of the neighborhoods nearby
- Whether each scenario would support and enhance local people and businesses
- The likelihood that each of the concepts could be supported by the market
- The effect of each scenario on the value of adjacent properties
- How well the concepts performed relative to the strategic objectives identified by the Advisory Committee at its first meeting (these objectives are reflected in the issues listed above and described more fully under the discussion of the Advisory Committee and in Appendix A, Alternatives Analysis (page 27), both of which are contained in this report)

Comments at the Open House, which addressed the three concepts and the consultants' evaluation of each, were overwhelmingly in opposition to the developer's proposed Scenario 2.

Conclusion

In spite of the amount of time and effort devoted to the project by the Advisory Committee, members of the Eastern Hills community and surrounding neighborhoods, City Staff and other interested parties, a Preferred Scenario could not be developed because the proponents of Scenario 1 and Scenario 2 were not open to compromise. The study has, however, yielded a great deal of information, and it is recommended that this information be used in the review of any development/rezoning application that is submitted to the City for consideration in the future.

Introduction

Purpose of the Project

In early 2014, a development group contacted City of Garland staff and subsequently met with representatives of surrounding neighborhoods about a proposal to develop the Eastern Hills Country Club site as a residential neighborhood. A number of questions and concerns remained after these initial meetings, and in the Fall of 2014, the City issued a request for proposals from consulting firms interested in working with a variety of stakeholders—property owner, potential developer, Eastern Hills area residents—to study potential future uses of the property and to facilitate discussions with the stakeholders to create consensus on a potential redevelopment scenario acceptable to all of the parties involved.

The consulting team of Kimley-Horn, Strategic Community Solutions, and Prologue Planning Services was engaged to conduct the process, which took place from March to August 2015.

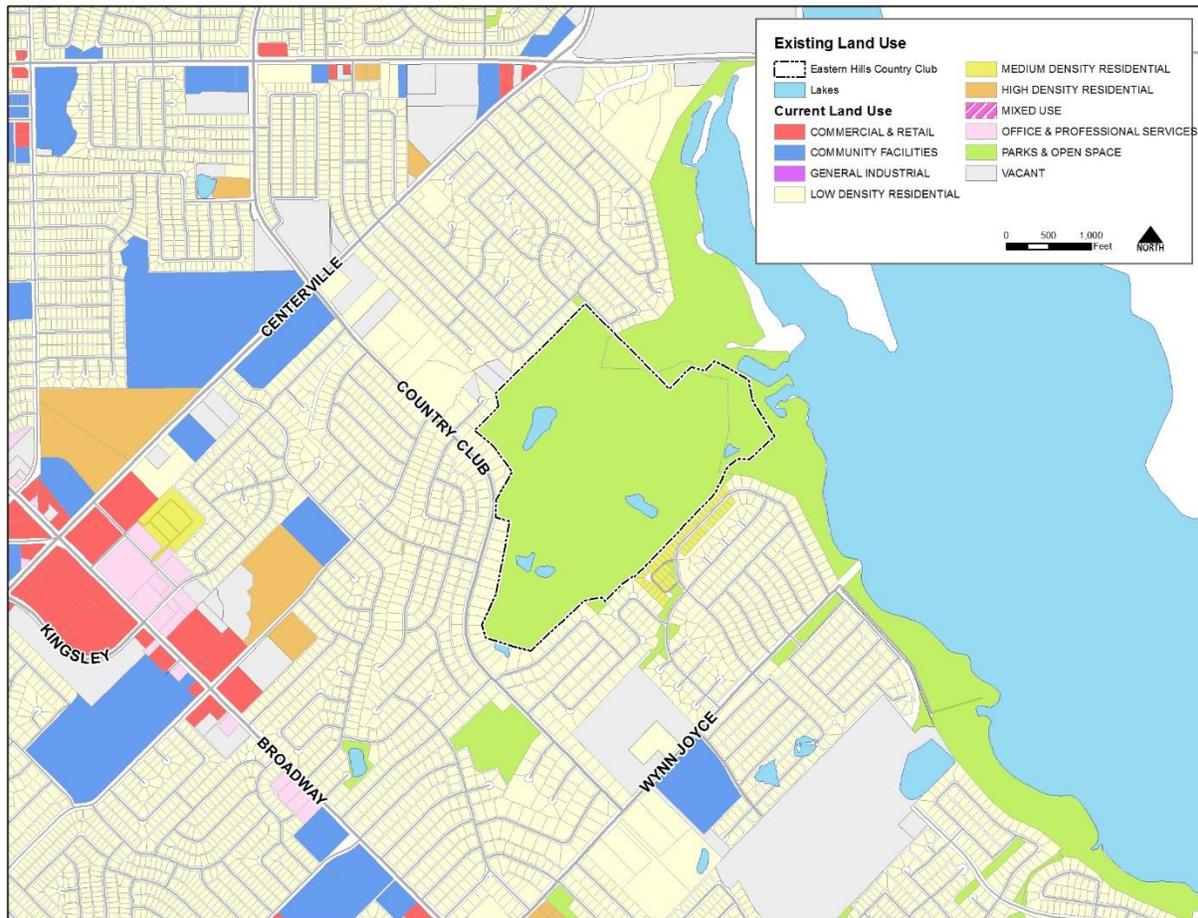


Source: Dallas Morning News

Background

The former Eastern Hills Country Club is located on a 178-acre tract of land in south Garland. The property has a limited amount of frontage on Country Club Road and is bordered by the take area of Lake Ray Hubbard along one side, and single family residential development on the remaining sides. The club was founded in 1954 and operated until 2013, when the owners filed for bankruptcy. In April of 2014, the land was purchased in a bankruptcy sale by real estate investor Victor Ballas for approximately \$4.9 million.

Exhibit 1: Existing Land Use



The golf course has remained closed since the purchase, and the condition of both the golf course and the other improvements on the property—clubhouse, swimming pool, tennis courts, parking lot, cart paths, maintenance buildings—has deteriorated. A visual inspection of the property by the City in 2014 indicated that:

- The golf course needed attention.
- The clubhouse, ancillary buildings and associated facilities needed renovation or replacement.
- There were ADA compliance issues.
- The parking lot was in poor condition.
- The swimming pool pump needed to be replaced.
- The pool was not up to code.

Several Code Enforcement citations were issued in 2014 and 2015 for violations involving:

- Mowing,
- Structural issues on vacant buildings,
- Trash,

- Graffiti ,
- Fallen limbs in the “buffer zone” (100’ from developed residential property),
- Stagnant swimming pool,
- Unsecured buildings,
- Trash,
- Improper storage, and
- Unmaintained parking surfaces.

Response to the citations has been mixed. Some of the issues were addressed by the property management organization; others required the City to take action to bring the property into compliance at the owner's expense.



Trends in the Golf Industry

In order to fully understand the redevelopment potential of the site, it is important to be aware of the context of the golf industry. Traditional (Par 70-72) golf courses are struggling across the country, and Eastern Hills was no exception. The industry is trying to reinvent itself through the development of Par 3 courses and 9-hole courses to respond to changes in player demographics, the time and money constraints of both current and potential golfers, and the lack of interest in golf on the part of millennials.

One thousand four-hundred courses were closed between 2001 and 2013, including 643 since 2006. Many of the courses were developed in the 1990s as part of new subdivision construction in hopes of distinguishing these neighborhoods from others competing in the same marketplace and for the purpose of attracting high-end homebuyers and premium prices for the homes and lots being created. The closing of so many facilities in a relatively short period of time points to an over-supply of traditional golf courses. In spite of these failures, the decommissioned courses are often situated on unique pieces of property and can present special redevelopment opportunities for the communities in which they are located, if planned properly.



In the DFW area, there are currently more than 200 golf courses, 88 of them within a 30-minute drive of the Eastern Hills property, including the City of Garland's Firewheel Golf Park, a public facility with 63 holes and three courses. In February of 2014, the City of Garland conducted a financial analysis on the potential for operating Eastern Hills as a public or semi-public course. In summary, the analysis indicated that an increase in the number of members and significantly more rounds would be required simply to make the course break even. This analysis was based on Dallas County Appraisal District data for the land value of \$2.5 million because the sale of the land had not yet taken place. The actual sale price, approximately double this amount, would make an economically viable golf course even less likely. Not only was this option determined to be economically infeasible, even at the lower assumed land price, but the opening of a new public or semi-public course just 10 miles away from the City's Firewheel Golf Park would likely cut into the number of rounds played at this facility, which is a significant asset in which the community has invested heavily.

Study Process

A study of this sort is typically conducted using a framework of four distinct steps:

1. Data collection, mapping and analysis of existing conditions;
2. Gathering of community input and ideas;
3. Development and review of alternative scenarios; and
4. Selection of the preferred scenario.

Each of these steps is a very important part of a thorough analysis and each is discussed in further detail below.

Existing Conditions Analysis

To initiate the study process, a set of information was gathered to address various characteristics—topography and natural features, for example—and the status of public services to the property—water, sewer, streets, schools, parks and trails. This information, summarized below, was important to the review of possible redevelopment scenarios for the site.

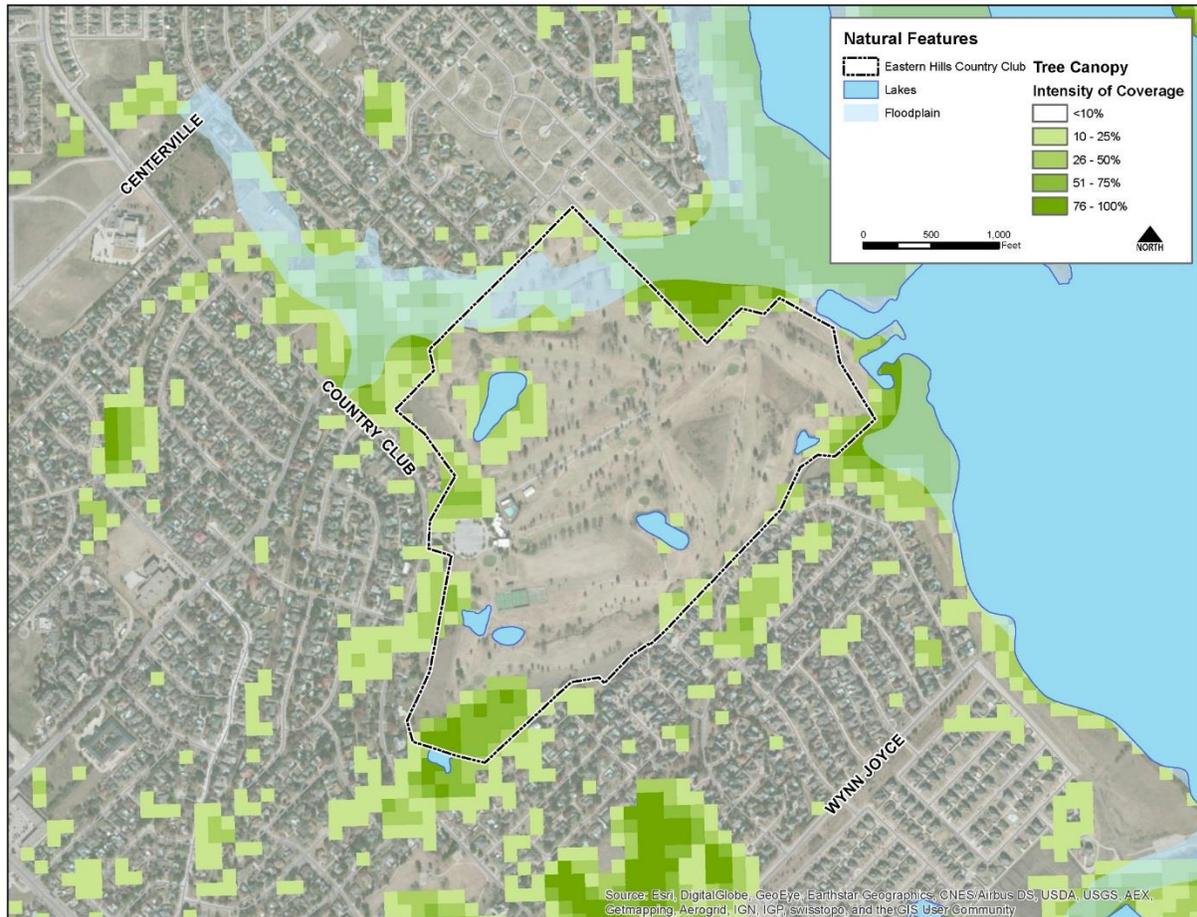
Natural Features

A visit to the property and a study of aerial maps revealed rolling terrain, several small ponds and drainage areas, and several thick stands of trees around the perimeter of the property. In addition, the lake area of Lake Ray Hubbard, which is actually within the City of Dallas, borders the northeast edge of the property.



Existing Condition of Site

Exhibit 2: Natural Features of Eastern Hills Area

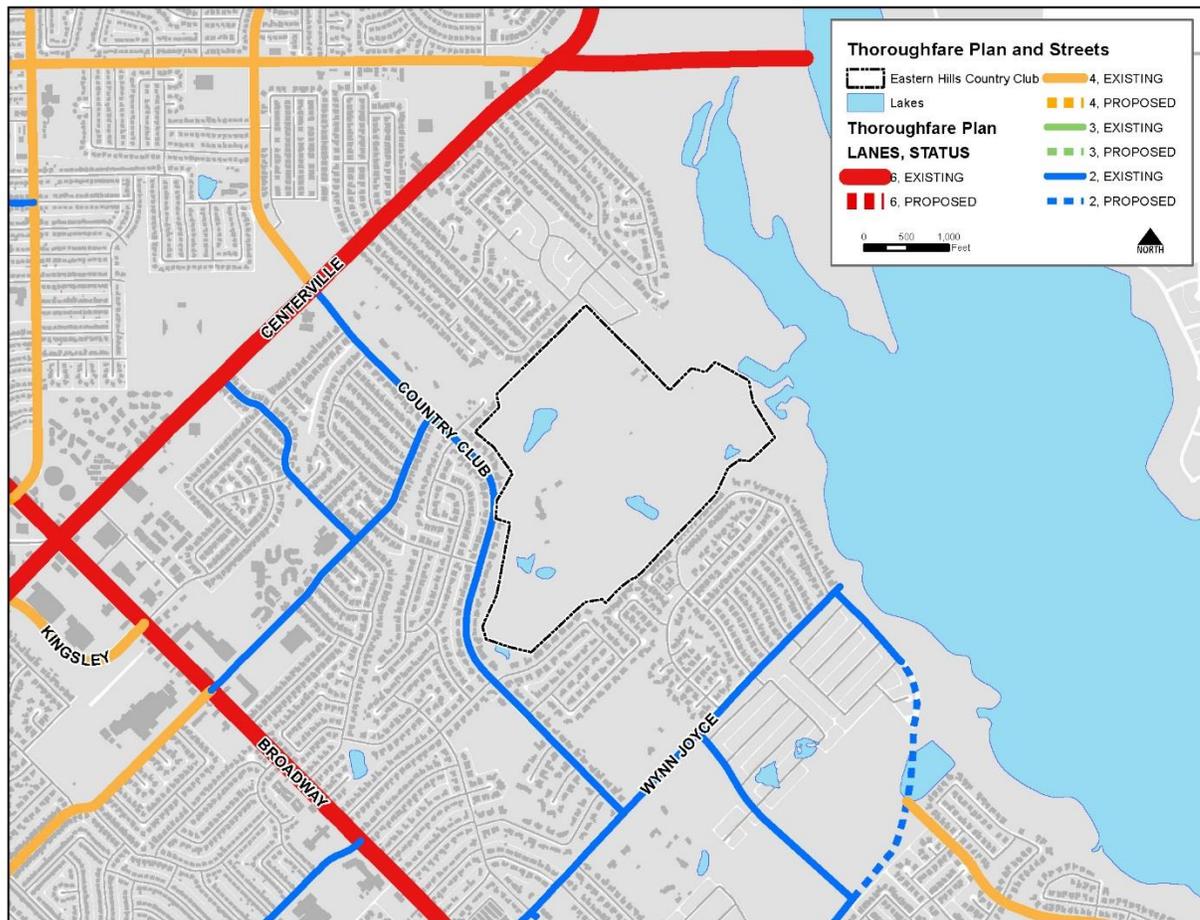


Infrastructure

With the exception of streets and access serving the property, the infrastructure was determined to be adequate to accommodate any of the alternatives being analyzed. Specifically:

- Sanitary sewer – Capacity is available.
- Storm sewer – No issues are anticipated; the system can be designed to work with Lake Ray Hubbard.
- Water – Supply is available.
- Streets – Country Club Road is currently operating under capacity; however, any new development will increase traffic volume and the impacts should be studied carefully.
- Access – There is only one entrance/exit to the site; access is deficient.
- Parks and trails – There are existing parks and trails in the area and there are opportunities for new trail connections.
- School – Garland Independent School District (GISD) indicates that because Garland is a “school-of-choice” district, additional students from the 550 homes in the developer’s proposal could be accommodated.

Exhibit 3: Transportation Thoroughfare Plan



In order to address the concerns of some of the neighborhood representatives about the distribution of funding for structural and facilities improvements throughout the community, maps of the capital improvements planned and completed in the nearby area were also part of the analysis. The information provided by the City indicated several water and sewer projects in the vicinity of the property were either completed, underway, or planned for the near future (see Appendix B, page 36).

Crime

This property is located in the Garland Police Department's District 51, generally bounded by Centerville Road, Wynn Joyce Road, Duck Creek Drive, and Lake Ray Hubbard (see Appendix B, page 36). District 51 crime data for the period January 2011 through late April 2015 was provided by the Garland Police Department and analyzed by the consultant team. District 51 has historically experienced mostly property crime as opposed to crimes against persons. This is typical for a suburban city. The highest number of incidents falls within the categories of burglary—burglary of a building, habitat, or motor vehicle—and theft. An average of three of these types of incidents occurred each month for the time period studied.

Stakeholder Input

The opinions and hopes of stakeholders are an important consideration; furthermore, they help form the creation of a plan for a tract of land and the evaluation as to its appropriateness. The best way to gather this input is to request it, and in this study, input was solicited from a variety of stakeholders in several different formats over the course of the study. The formats were as follows:

Stakeholders were interviewed individually and in small groups in March and April.

An Advisory Committee consisting of community members appointed by the City, representatives of the property owner and representatives of the potential developer met in April, May and June to discuss issues and objectives for the property with the goal of creating a redevelopment scenario that would satisfy the divergent interests of the stakeholders.

A Community Open House was held in July for the purpose of describing and presenting an evaluation of three different scenarios for the future of the property.

The City Council was briefed following the Advisory Committee meetings and the Community Open House to summarize the process and the input received. [Note: section reserved for a general description of the Council discussion after the meeting.]

Stakeholder Interviews and Findings (March/April)

In order to gather input from a broad spectrum of individuals and groups representing a variety of perspectives relative to the property, interviews were conducted in March and April of 2015 with:

- The property owner's representative,
- The potential developer's representatives,
- Residents from neighborhoods near the property,
- A realtor living in and familiar with the area,
- The City Plan Commission member representing District 3, which includes the subject property, and
- The City Council member representing District 3.

During the interviews, several general points were expressed with regard to how the study process should be conducted for the benefit of all involved.

- The proposal(s) need to be understood well by all parties (to counteract the misinformation that had been circulating).
- The development should be economically feasible.
- The plan should be acceptable to the homeowners, developers, future users, and the City.
- The decision should be made in a timely manner.

The interview participants as a whole had specific concerns regarding:

- Maintaining property values in the surrounding area;
- Ensuring the quality of the new development;

- Evaluating the potential for increased traffic;
- Maintaining the safety of the neighborhood;
- Preserving the natural areas on the site;
- Maintaining a buffer between existing residential uses and new construction; and
- Preserving/Enhancing the Eastern Hills “brand.”

During the interview process, several groups of potential users for the redeveloped property were identified.

- Empty nesters/Lock-and-leave buyers looking for living options with:
 - Lower maintenance,
 - High-end finish-outs and amenities, and
 - Smaller lots (potentially).
- Assisted living developers (developers of cottage-style and/or congregate units)
- Active senior living developers (Del Webb style developers)

Several potential uses for the property were also suggested.

- A mix of unit types/housing options;
- Non-residential, destination uses (including restaurants and recreational activities); and
- Trails and open spaces integrated into the design.

Advisory Group Meetings

Following the stakeholder interviews, the Advisory Committee, selected by the City, met three times—April 8, May 13, and June 23, 2015. Each meeting had a slightly different purpose and the meetings built upon each other as the process continued.

The purpose of Meeting 1 was to introduce the project, the study team and the Committee members, to explain the study process, and, very importantly, to identify the strategic objectives of the redevelopment process and the evaluation criteria for the alternatives. These strategic objectives and evaluation criteria, agreed upon by the Committee, guided the process from that point forward.

The objectives below articulate what the Committee felt each of the stakeholder groups hoped to achieve with the redevelopment. The consultant team asked the Advisory Committee members to consider the desires of all of the stakeholders involved—neighborhood, property owner, developer, City—so the objectives were discussed based on the stakeholders' perspective and relationship to the property.

Neighborhood Objectives

- Maintains/enhances the value of existing homes
- Does not overburden the infrastructure
- Does not compromise neighborhood safety
- Maintains a buffer of open space between the surrounding homes and future development, possibly with an activity that generates revenue

Property Owner Objectives

- Make a profit
- Get along with the neighbors

Potential Developer Objectives

- Create a quality, sustainable and market-supported development
- Create a development that is appropriate to the location
- Consider developing a project with features that could be enjoyed by the surrounding neighborhood

City Objectives

- Enhance the Garland community
- Increase the City's tax base

In Meeting 2, the Committee reviewed the discussion from Meeting 1 and heard more detail about the scenarios being submitted for consideration by the Friends of South Garland (Scenario 1, The Preserve at Eastern Hills) and the landowner and potential developer (Scenario 2, Eastern Hills Village). A representative of the group promoting each scenario presented their respective concept (see below for full descriptions).

At Meeting 3, which was the final discussion with the Advisory Committee, the consultant team presented an overview of each of the scenarios and a detailed evaluation of not only the two scenarios described above, but also, for comparison purposes, a development scenario that could occur under the existing zoning (labeled Scenario 0).

Community Open House

On July 23, 2015, an Open House was held for the purpose of presenting each of the alternatives to the community for review and comment. An informational briefing was presented and the community was offered an opportunity to provide their ideas and opinions on the scenarios and the future of the property.

Review and Analysis of Alternative Scenarios

In an effort of this sort, a typical study approach is to create one or more scenarios, evaluate the scenarios using a set of agreed-upon criteria, and then develop a single preferred concept by selecting one of the scenarios or by merging various aspects of the alternatives into a new "hybrid" scenario. There are several benefits to this approach:

Developing alternative scenarios encourages different approaches to capitalizing on site opportunities.

Scenarios create a focal point around which the discussion and debate necessary among committee members can occur.

Comparing scenarios helps to identify which aspects of each scenario are consistent with the evaluation criteria.

Reviewing alternative scenarios helps establish consensus as to what factors and features should be included in the preferred scenario.

In the study of Eastern Hills Country Club, two alternative scenarios were developed by the Committee. Both were evaluated against the objectives and criteria, along with a scenario that reflected the existing zoning/entitlements on the property (Scenario 0—a description of how the site might develop under the current Agricultural zoning).

The evaluation considered the target market for each of the scenarios, the public investment that was expected, the economic value of the developments, and the compatibility of the development with the surrounding area, among other factors. The detailed analysis focused on several key characteristics:

1. Physical Development Compatibility

- Demands on public services, particularly City and GISD infrastructure
- The degree to which the site's natural features and assets are protected
- The impacts to public safety
- Physical constraints to the desired development
- Implications for traffic congestion
- Connections to and through the site for walkability

2. Development of Form and Character

- Compatibility of each scenario with the surrounding neighborhoods
- Effectiveness of the buffers between this site and existing neighborhoods
- Areas for landscaping, walls, buffers
- Consumption of limited resources (water and energy)
- The ability to repurpose buildings as market changes in the future ("resilience")
- Support for local people and businesses

3. Economic and Fiscal Impacts

- Expected market support for each scenario
- Economic viability
- Effect on property values in adjacent neighborhoods

4. Strategic Objectives

The objectives identified at the first Advisory Committee meeting for each of the stakeholder groups (see above under the discussion of Advisory Committee Meeting 1 and in the Alternatives Analysis, Appendix A, page 27)

All three of the scenarios described below were evaluated by the consultant team, the Advisory Committee, and by the community in relation to the Advisory Committee's evaluation criteria and objectives.

Scenario 0, Existing Zoning and Entitlements, focused on the residential uses allowed under the Agricultural zoning category currently in effect. It included:

Approximately 80 lots at a minimum size of 2 acres as required by zoning (.46 units/acre density)

Minimum house size of 1,100 square feet

No specific provisions for buffering or recreational/open space amenities

The homes in the development would likely be targeted towards homebuyers interested in large-lot living. No financial incentives from the City were assumed. The consultant team noted that there are a number of non-residential uses allowed by the existing zoning—day camp, farm, ranch, orchard, riding academy, stable, public, or private school. Since there was not a specific proposal for one or more of the allowable uses, the analysis considered the maximum number of residential units possible and did not attempt to estimate the potential size or impact of the non-residential activities that could occur.

(Note: No graphic was prepared for Scenario 0; Exhibit 4 on page 15, an aerial map, reflects the Eastern Hills Country Club property)

Scenario 0: Existing Zoning	
Name or Theme	Existing Site Entitlements
Intent	Reflect development allowed by existing Agriculture zoning and entitlements.
Residential Summary	80 Units (+/-). Two-acre lot minimum, 1,100 square feet minimum house size.
Non-Residential / Recreational Summary	None required. See details below for other allowable uses.
Non-Residential / Recreational Details	Current entitlements allow churches, day camp, farms, ranches, orchards, riding academy, stables, public and private schools.
Density (residential units / total acres)	0.46
Target Market	Homebuyers seeking large lot living
Public Investment Expected	Undetermined
Economic Value	Undetermined
Compatibility	Depends on mix of low density residential and other allowable uses.

Exhibit 4: Scenario 0 – Existing Zoning
(Aerial Map of Existing Site)



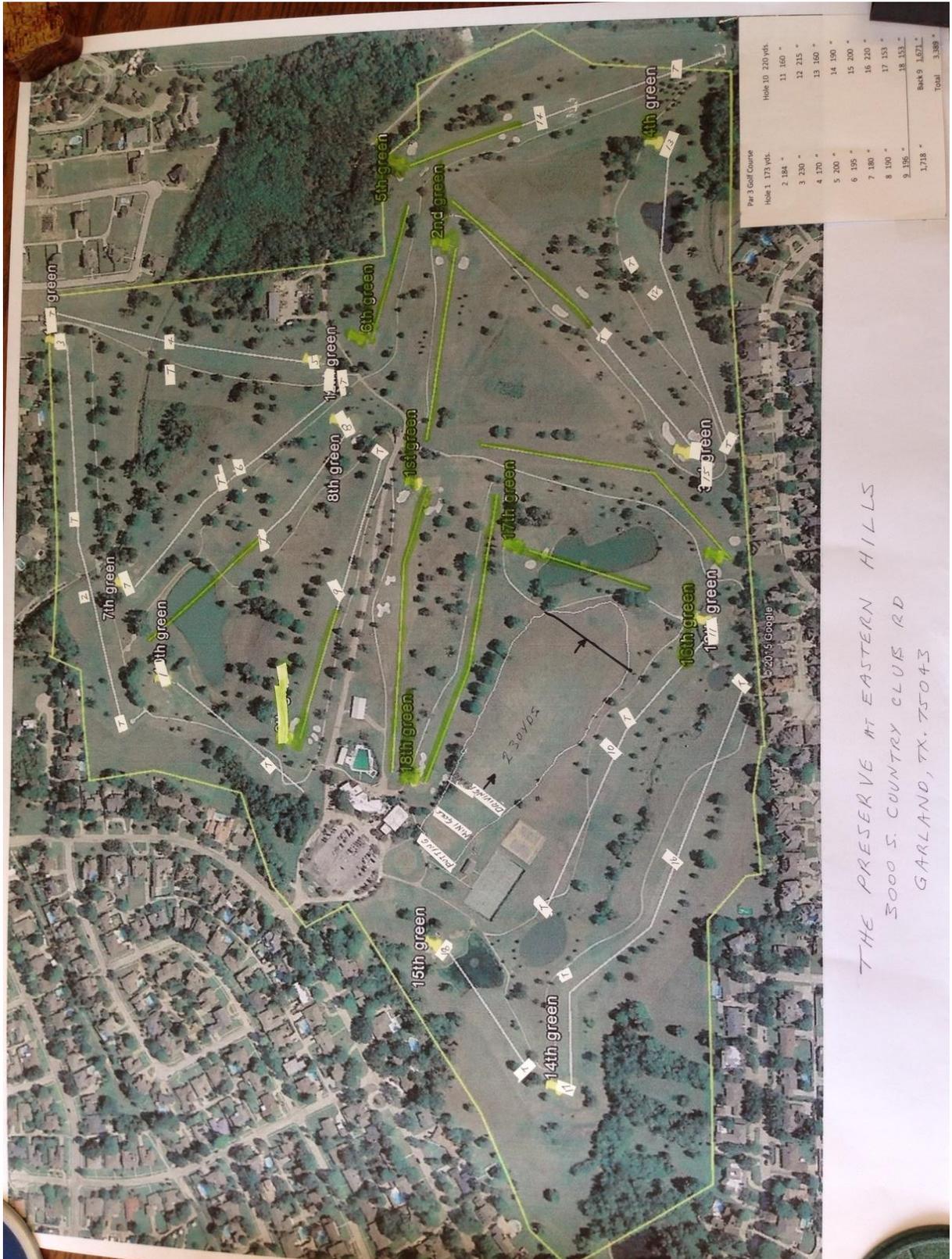
Scenario 1, The Preserve at Eastern Hills, was submitted by the Friends of South Garland (see Exhibit 5, page 17). It indicated:

- Eighteen-hole, par 3 golf course,
- Miniature golf course,
- Putting course,
- Driving range,
- Swimming and tennis facilities,
- Restaurant/banquet/classroom/meeting space,
- A farmer's market, and
- Several other community-oriented spaces and activities.

No residential uses were anticipated. The plan was described by the Friends group as "A destination providing great long term benefits to the surrounding area and will increase property values in surrounding area. It will be totally compatible with what people in the area are wanting and need." They felt the development would be attractive to residents in the surrounding neighborhoods, who would be among the future users of the facility. The proponents indicated that they did not expect financial incentives from the City.

Scenario 1: The Preserve at Eastern Hills (Friends of South Garland)	
Intent	"A green space offering the perfect balance of tranquility and activity".
Residential Summary	0 units.
Non-Residential / Recreational Summary	18 hole, par 3 golf course; swim and tennis clubs; trails; other activities listed below. Available to members only.
Non-Residential / Recreational Details	The Vista – two-level event center; The Nurtury at The Vista – classroom / workshop space; The Fresh Approach – gardens funded and maintained by neighbors; The Gathering – neighborhood deli; Tea on The Hillside – tea room / gathering place; The Farm Patch – farmer’s market; The Miniature Golf Course – mini-golf.
Density (residential units / total acres)	0.00
Target Market	All in the Eastern Hills area, South Garland and surrounding area
Public Investment Expected	No monetary investment from the City
Economic Value	Economic return from membership dues (rates not yet determined) and revenue from the non-residential / recreational uses listed above.
Compatibility	"A destination providing great long term benefits to the surrounding area and will increase property values in surrounding area . It will be totally compatible with what people in the area are wanting and need".

Exhibit 5: Scenario 1 - The Preserve at Eastern Hills



THE PRESERVE AT EASTERN HILLS
3000 S. COUNTRY CLUB RD
GARLAND, TX. 75043

Scenario 2, Eastern Hills Village, was the owner/developer proposal (see Exhibit 6, page 19). It reflected:

- Five-hundred-fifty lot residential subdivision with each lot ranging in size from 5,000 to 8,400 square feet (3.09 units/acre density),
- Enhanced entryway,
- Amenity center for the residents of the new neighborhood and possibly for neighbors outside the subdivision interested in purchasing a membership,
- Retaining walls to help preserve the topography of the site, and
- Approximately 23 acres of open space.

The developer/owner group described Eastern Hills Village as "A signature living destination for the City of Garland that will enhance and grow retail and commercial development around the area." No public investment was expected from the City. The development would target single people, married couples with and without children in the home, and retired persons as potential users. The developer felt that the new neighborhood would improve the array of retail services in the area and that value would be added through the sale of the new homes and additional tax revenue for the City once the land is redeveloped.

Scenario 2: Eastern Hills Village (Property Owner & Henry S. Miller)	
Intent	New residential community focused on green buffers / amenities instead of golf.
Residential Summary	550 single-family detached units. Detailed breakdown shown below.
Non-Residential / Recreational Summary	Amenity center for community residents; trails for use by anyone.
Residential Details	8,400 sq. ft. lots (66); 6,600 sq. ft. lots (278); 5,500 sq. ft. lots (154); 5,000 sq. ft. lots (52).
Density (residential units / total acres)	3.09
Target Market	Singles, married couples, married with kids, empty nesters, retired home buyers. The existing community as members of the pool and amenity center.
Public Investment Expected	None
Economic Value	Return on housing sales, taxes on the property values of the homes
Compatibility	"A signature living destination for the City of Garland that will enhance and grow retail and commercial development around the area".

Exhibit 6: Scenario 2 - Eastern Hills Village



(See Appendix A, Summary of Scenarios, on page 28, for a more detailed description of each scenario.)

Each scenario was reviewed in detail and evaluated against the other scenarios and the objectives and the criteria identified by the Advisory Committee at its first meeting. In summary, the analysis indicated that the individual concepts performed as follows:

Existing Entitlements Scenario – could meet some of the objectives—maintain area property values, provide open space (though not required), satisfy neighbors—but market viability seems improbable

The Preserve – could meet several of the objectives—maintain area property values, provide open space, satisfy neighbors; economic feasibility seemed unlikely, but not all information was available

Eastern Hills Village – could meet developer's profitability objectives and maintain property values, but few of the others

All scenarios – could provide support for local people and businesses; should retain levels of neighborhood safety; would generate additional traffic (levels vary by scenario); should increase the City's tax base (will vary by scenario)

None of the scenarios – seem to take good advantage of the unique opportunity that the property could offer; would involve structures that could be repurposed to respond to changes in the market; rely on public investment

Community Open House

The three scenarios and the general conclusions above were presented at a Community Open House on Thursday, July 23, 6:00 p.m. at the South Garland Baptist Church. The purpose of presenting each of the alternatives to the community for review was to gain insight and feedback about the concepts from this very important group of stakeholders. Approximately 70 people attended. They were asked to place a colored dot on a map (Exhibit 7, page 21) of the area showing their residence when they registered. According to the map, most of the participants lived in the area bordered by Centerville/Lake Ray Hubbard/Wynn Joyce Road/Broadway, although there were a few who lived outside of these boundaries.

The event began with a presentation explaining the study process and describing the three scenarios, the objectives, and the evaluation criteria. A series of six stations was set up around the meeting room:

- Scenario Descriptions,
- Development Character,
- Natural Features,
- Connections to Existing Neighborhoods,
- Public Services and Facilities,
- Economic and Fiscal Impacts.

Each of the stations contained maps and exhibits addressing the stated topic related to the scenarios and allowing for comparison between them. The stations were staffed by the consultant team and there were flip charts at each for written comments. A set of informational handouts was also distributed, and comment cards were provided to give participants another opportunity to offer input.



Comments from the flip charts are summarized below by station. The majority of the comments were assumed to be in response to Scenario 2, the developer's concept, because of their nature; however, in most instances, the remarks were made without reference to a specific scenario.

Station 1. Definition of Alternative Scenarios

No comments (this station was a display of the three alternative scenarios)

Station 2. Development Character (the assumption is that the comments pertain to Scenario 2)

The proposed density of Scenario 2 is out of character for the surrounding area.

Buffering and the amount and type of open space in the developer's proposal is unacceptable.

Development will require new City/GISD services--utilities, streets, schools--and create new costs for these agencies.

Scenario 2 will generate too much traffic for Country Club Road.

There will be little opportunity to repurpose the development to meet future market demands.

Station 3. Natural Features

Scenario 2 does nothing to preserve or enhance the natural features of the site--trees, terrain, ponds, and key focal points--and does not promote biodiversity.

There is no area reserved for parks, trails, or recreational space for the greater Garland community.

Station 4. Connections to Neighbors

There were concerns regarding increased traffic and poor access for both residents and emergency responders.

Buffering is not acceptable in Scenario 2, and trees are not being preserved.

The proximity of new homes in Scenario 2 to existing homes is unacceptable.

The surrounding community assumed this property would always be park-like.

Station 5. Public Services

There will be multiple traffic impacts associated with new development in Scenario 2--volumes and congestion, inadequate access, potential removal of stop signs and speed bumps, new bus stops--that will devalue homes nearby.

Area schools are full and new students will have to be transported to schools outside of the neighborhood; a new school may be required.

Construction vehicles will disrupt the peace of the neighborhood while the property is being developed and during the homebuilding phase.

Intense development may reduce the level of services, quality of life and, therefore, property values.

Station 6. Economic/Fiscal Impacts

Scenario 2 is not distinct enough from other developments to be sustainable in the long term; an opportunity is being missed.

There are no homes in the \$240,000 to \$350,000 range in Garland on 5,000 to 8,400 square foot lots.

Lots sized somewhere between those proposed in Scenario 2 (5,000 to 8,400 square feet) and those allowed under existing zoning (Scenario 0; 2 acres) could be more appropriate.

Additional traffic may impede economic progress and require additional right-of-way from existing yards for roadway expansion.

A higher-end neighborhood targeting empty nesters with a 9-hole golf course available to members in the larger Eastern Hills community could be a possible redevelopment option.

In addition to the comments at the stations, comment cards were made available for those who were interested in giving additional feedback. The comment cards asked the participants to respond to questions about how each of the three scenarios responded to the objectives of the various stakeholder groups—neighborhood, property owner, developer, City. Thirty-five comment cards were received. A typed list of the responses by Scenario are included in Appendix C (page 48).

Scenario 0, Existing Zoning/Entitlements

Neighborhood Objectives. There were no strong objections to Scenario 0. Most of the comments indicated that this option would preserve the value of existing homes. Most felt that the infrastructure was adequate to serve a development of this character, but one commenter indicated there is already low water pressure, storm water runoff into yards, issues with electrical power, and traffic speeding on Country Club Road. The majority felt that this option would maintain the safety of the neighborhood and that there was an opportunity to preserve an open space buffer between surrounding homes and future development. There was a suggestion that all or part of the property could be converted into a space for festivals, concerts, fairs, or markets as a revenue generating activity.

Property Owner Objectives. There was a mix of opinions as to whether the property owner would be able to make a profit from this development scenario, but all who commented agreed that this concept would be acceptable to the neighborhood.

Developer Objectives. Most felt that Scenario 0 could produce a high-quality, sustainable, and market-supported development. Nearly all of those who responded thought that the concept would be appropriate for the location and that they would like to see a development that includes features that the surrounding neighborhood could enjoy.

City Objectives. Most felt that a development similar to Scenario 0 would enhance the community and increase the City's tax base.

Scenario 1, The Preserve at Eastern Hills

Neighborhood Objectives. All but one of the commenters indicated that this scenario would maintain or enhance the value of existing homes, that the existing infrastructure could provide adequate service to this development, that the area would continue to be safe and that the proposed scenario preserved a good buffer between existing homes and the new activities. They also felt that there was a potential for revenue generation from activities in the open space.

Property Owner Objectives. Many of the respondents doubted that this venture would be profitable for the property owner, and a few did not think the owner's ability to make a profit should be an important consideration in the review of the proposals. All but one of the replies indicated that this option would be acceptable to the neighbors.

Developer Objectives. More than 75% of the comments indicated that this scenario would be of a high quality, sustainable and market supportable and that the

proposed activities could be enjoyed by the surrounding neighborhood. All but one individual felt that Scenario 1 was an appropriate use of the property.

City Objectives. All but one of those who commented felt that Scenario 1 would enhance the Garland community and most thought it would increase the City's tax base.

Scenario 2, Eastern Hills Village

Neighborhood Objectives. None of those who commented felt that Scenario 2 would maintain/enhance the value of existing homes and the majority felt specifically that there would be too much demand on public services. All of the respondents had concerns with crime and/or traffic safety and none felt that the proposed buffers were adequate.

Property Owner Objectives. Nearly all of the commenters felt that Scenario 2 would yield a profit for the property owner. Only one of the respondents felt the development would be acceptable to the neighbors.

Developer Objectives. No one who replied felt Scenario 2 would be a high-quality, sustainable development supported by the market, that the concept was appropriate for the location, or that it included any features that could be enjoyed by the neighborhood.

City Objectives. All but one of the responses indicated the proposal would detract from the community and about half did not feel that the development would increase the City's tax base.

Selection of the Preferred Scenario

A great deal of time and effort was put into this study process by the Advisory Committee, members of the Eastern Hills community and surrounding neighborhoods, City Staff and other interested parties. Unfortunately, a Preferred Scenario could not be developed because there was such a high level of commitment on the part of the groups promoting the two new scenarios and little desire to compromise. The study has, however, yielded a great deal of information that will be useful as a tool for evaluating any future development/rezoning application submitted to the City for consideration.

Conclusion and Recommendation

The goal of this process was to facilitate a consensus related to a preferred scenario for the redevelopment of the Eastern Hills Country Club property that all of the stakeholders could support. It seemed clear in the early days of the study, and became more apparent as the process went on, that reaching consensus among the Advisory Committee would be a challenge. The two major stakeholder groups—the neighborhood and the potential developer/owner—had extremely different concepts for the future use of property. The neighborhood was promoting a redevelopment concept that included only open space and recreational activities with no residential units. This concept supported neither the property owner's objective of making a profit, nor the developer's objective of creating a quality, sustainable and market-supported development. The landowner and developer had proposed a plan with 550 single-family residential lots which did not appear to support the neighborhood's objectives of maintaining/enhancing the value of existing homes, maintaining a buffer of open space between the surrounding homes and future development, or the property owner's objective of getting along with neighbors. Both groups were very committed to their concepts and neither was willing to compromise to the degree necessary to reach a consensus. The Open House held to gather community input on the options made it clear that the community members who participated preferred Scenario 1 or Scenario 0, in that order, to Scenario 2, which was strongly opposed. In the end, it was also determined that none of the scenarios successfully achieved the majority of the objectives or met the criteria for evaluation identified by the Advisory Committee at its first meeting.

Ultimately, the process did clarify the details of the proposals for the neighbors, many of whom had been exposed to misinformation in the weeks and months leading up to the Open House. It also helped to collect a great deal of usable information—an infrastructure analysis, a very general economic analysis, and, very importantly, an indication of community desires for the property—which will be useful for evaluating future development proposals on the Eastern Hills Country Club site.

Appendix A

Consultant Team's

Evaluation of Scenarios

Summary of Scenarios

	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
General Description of Scenario			
Name or Theme	Existing Site Entitlements	The Preserve at Eastern Hills	Eastern Hills Village
Intent	Reflect development allowed by existing Agriculture zoning and entitlements.	"A green space offering the perfect balance of tranquility and activity."	New residential community focused on green buffers/amenities instead of golf.
Residential Summary	80 Units (+/-). Two-acre lot minimum, 1,100 square feet minimum house size.	0 units.	550 single-family detached units. Detailed breakdown shown below.
Residential Density	0.46 units/acre	0.00 units/acre	3.09 units/acre
Non-Residential/ Recreational Summary	None required. Current entitlements allow churches, day camp, farms, ranches, orchards, riding academy, stables, public, and private schools.	18-hole, Par 3 golf course; swim and tennis clubs; trails; other activities listed below. Available to members only.	Amenity center for community residents; trails for use by anyone.
Details	2-acre lots (80); minimum house size 1,100 square feet	The Vista – two-level event center; The Nurtury at The Vista – classroom/workshop space; The Fresh Approach – gardens funded and maintained by neighbors; The Gathering – neighborhood deli; Tea on The Hillside – tea room/gathering place; The Farm Patch – farmer's market; The Miniature Golf Course – mini-golf.	8,400 sq. ft. lots (66); 6,600 sq. ft. lots (278); 5,500 sq. ft. lots (154); 5,000 sq. ft. lots (52).

Topic	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
Public Investment Expected	Undetermined.	No monetary investment from City.	None.
Economic Value	Undetermined.	Economic return from membership dues (rates not yet determined) and revenue from the non-residential/recreational uses listed above.	Return on housing sales, taxes on the property values of the homes.
Compatibility	Depends on mix of low density residential and other allowable uses.	"A destination providing great long term benefits to the surrounding area and will increase property values in surrounding area. It will be totally compatible with what people in the area are wanting and need."	"A signature living destination for the City of Garland that will enhance and grow retail and commercial development around the area".
Density (residential units/total acres)	0.46	0.00	3.09
Target Market	Homebuyers seeking large lot living	All in the Eastern Hills area, South Garland and surrounding area	Singles, married couples, married with kids, empty nesters, retired home buyers. The existing community as members of the pool and amenity center.
Public Investment Expected	Undetermined	No monetary investment from City	None

ALTERNATIVES ANALYSIS

Topic	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
Physical Development Compatibility			
Can the public service demands be met by existing City of Garland and GISD infrastructure, facilities and staffing levels?	Additional water and wastewater needs can be accommodated. GISD can accommodate students from 80 homes.	No significant new impacts on water and wastewater infrastructure. No impact on GISD.	Additional water and wastewater needs can be accommodated. GISD can accommodate students from 550 homes.
How are the site's natural features and assets protected?	Would be relatively easy to preserve.	Dense tree canopy, ponds, and floodplain protected.	Most dense tree canopy and ponds protected. Exception is tree canopy at southwest corner of site and floodplain.
What are the impacts to public safety with this scenario?	Minimal impacts anticipated. No indication that public safety impacts would be different for this subdivision than for any other of a similar size.	Minimal impacts anticipated.	Minimal impacts anticipated. No indication that public safety impacts would be different for this subdivision than for any other of a similar size.
Physical constraints to desired development	None.	None.	Floodplain/topography.
Implications for traffic congestion	960 additional Vehicle Trips per Day.	1,150 additional Vehicle Trips per Day.	5,600 additional Vehicle Trips per Day.
Connections to and through site for walkability	Trails could be accommodated.	Trails envisioned - for members only.	Basic sidewalks envisioned - accessible to surrounding community.

Topic	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
Development Form and Character			
How compatible is this scenario with the surrounding neighborhoods?	Lower density residential development provides some level of compatibility.	Site vision is in alignment with previous uses providing compatibility.	In most cases, residential densities are higher than on existing adjacent single family lots.
How effective are the buffers between this site and existing neighborhoods?	No buffering requirements.	Existing natural buffers maintained.	Mixed, some areas provide good buffering, others do not.
Areas for landscaping, walls, buffers	No buffering requirements - 30' rear setback.	Majority of site being retained as recreational/open space.	Retaining walls needed to address site topography. Landscape buffers minimal in some areas. Landscaping to focus on entry/clubhouse area. Ponds being retained.
Consumption of limited resources (water and energy)	Dependent on individual homeowners. Required to meet current water conservation and energy efficiency standards.	Water: primarily for landscape irrigation. Energy: for recreational operations.	Dependent on individual homeowners. Required to meet current water conservation and energy efficiency standards.
Resilience: ability to repurpose buildings as market changes in the future	Few options. Difficult to repurpose single-family homes to meet new future market demands.	Few structures; most likely would be removed rather than repurposed to meet new future market demands.	Few options. Difficult to repurpose single-family homes to meet new future market demands.

Topic	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
<i>Support for local people and businesses</i>	Homes could provide a small number of customers for nearby commercial businesses. Non-residential uses could provide opportunities for local businesses.	Various activities support local people and businesses.	More homes could provide additional customers for nearby commercial businesses and improve the variety and quality of services.
Economic and Fiscal Impacts			
<i>Does the scenario appear to be supported by the market?</i>	Land and site development costs would likely require larger, higher priced homes than surrounding neighborhood. The sales price of homes may not be supported by market.	Interviews with golf course operators/pros indicate lack of market support for traditional 18-hole course, but par 3 course may have limited market potential. Information received and evaluated by the consultant to date does not indicate market support for tennis club, restaurant, and mini golf.	Developer's market study indicates market support.
<i>Does the scenario appear to be economically viable?</i>	Information received and evaluated by the consultant to date does not support economic viability.	Information received and evaluated by the consultant to date does not support economic viability.	Developer's market study indicates economic viability.

Topic	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
How does the scenario affect property values in adjacent neighborhoods?	Unknown - Large lots are required, but the minimum home size is only 1,200 sf.	No changes anticipated. Scenario maintains previous development approach related to adjacent uses/views.	Sales price for new homes targeted at \$240K - \$350K. Current values of adjacent properties generally range from \$200K - \$400K. The current layout would likely have a negative impact on the value of properties immediately adjacent due to loss of views/proximity of development to existing homes.
Strategic Objectives			
Neighborhood			
N1: Create a development that maintains/enhances the value of existing homes.	Maybe.	Yes.	Maybe.
N2: Ensure that infrastructure and public service needs can be met with existing facilities and resources.	Yes.	Yes.	Yes.
N3: Retain current levels of neighborhood safety.	Generally. No significant changes in public safety anticipated, but increase in traffic generated by development could be a safety issue.	Generally. No significant changes in public safety anticipated, but increase in traffic generated by development could be a safety issue.	Generally. No significant changes in public safety anticipated, but increase in traffic generated by development could be a safety issue.

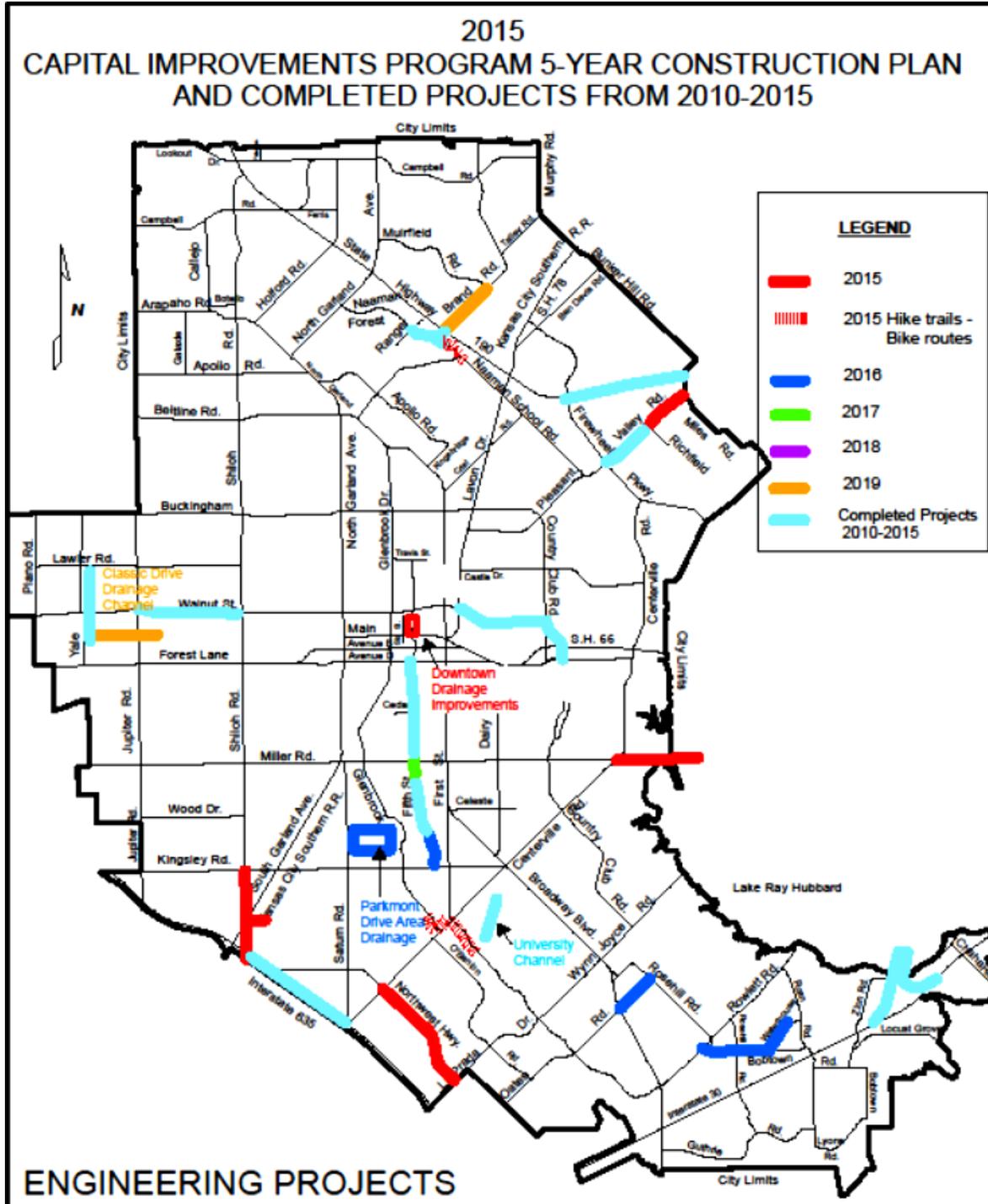
Topic	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
Property Owner			
P1: Make a profit	No information available at this time.	No. Available information on economic/fiscal impact does not demonstrate profitability.	Yes; however, available information does not indicate whether a less intense development would also be profitable.
P2: Get along with neighbors	Maybe.	Yes.	No.
Developer			
D1: Create a quality, sustainable and market-supported development	Maybe. Highly dependent on the actual mix of uses developed.	Somewhat. Information has not been provided as to quality aspects. No evidence that it would be sustainable or market-supported.	Somewhat. Development quality would depend on City requirements and individual builders. Project supported by existing market. Proposal would include single-family homes, the same use found in surrounding areas. Proposed density is higher than surrounding neighborhoods, so it is less compatible from that standpoint. Since single-family homes in a typical subdivision layout are a dominant use in this area, this project may not be distinct enough from other developments to be sustainable over the long term.

Topic	Scenario 0 (Existing Zoning)	Scenario 1 (Friends of South Garland)	Scenario 2 (Property Owner & Henry S. Miller)
D3: Consider developing a project with features that could be enjoyed by the surrounding neighborhood	Maybe.	Somewhat. Neighbors would need to join the clubs to use the facilities.	Somewhat. Neighbors would be able to use trails/paths for free, but not amenity center.
City of Garland			
C1: Enhance the Garland community	Maybe.	Somewhat. Open space would be an amenity. Unclear if a significant share of Garland residents will use the activities envisioned.	Somewhat. New homes can enhance the value in the near term. Adding a single-family detached subdivision, provides a new product for the market in this part of Garland, but over the long term, building more single-family homes may be a missed opportunity to create a more unique project that is differentiated from surrounding areas.
C2: Increase the City's tax base	New residential units increase tax base slightly.	Minimal tax base increase from the commercial activities on the site.	New residential units increase tax base.

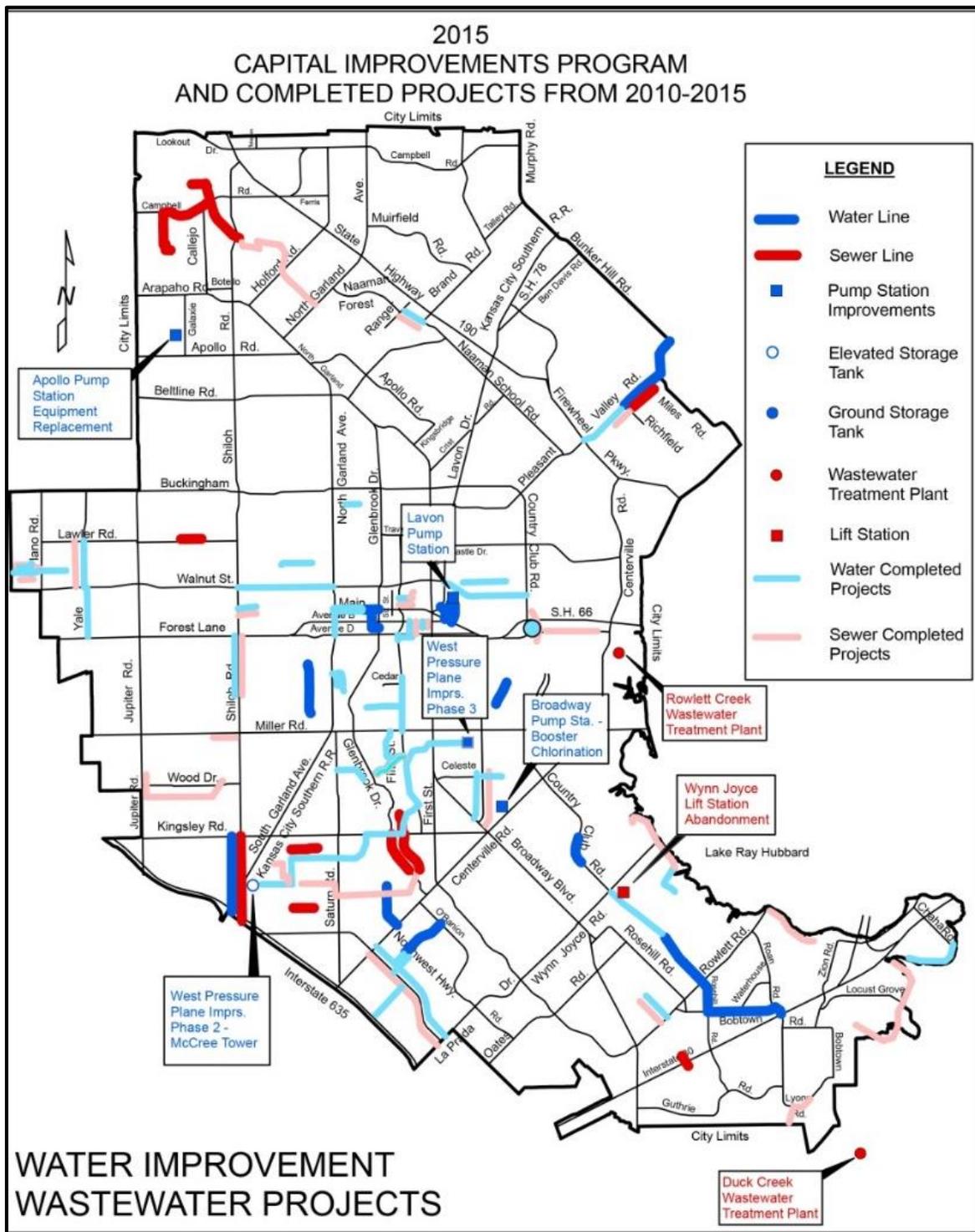
Appendix B

Maps and Exhibits

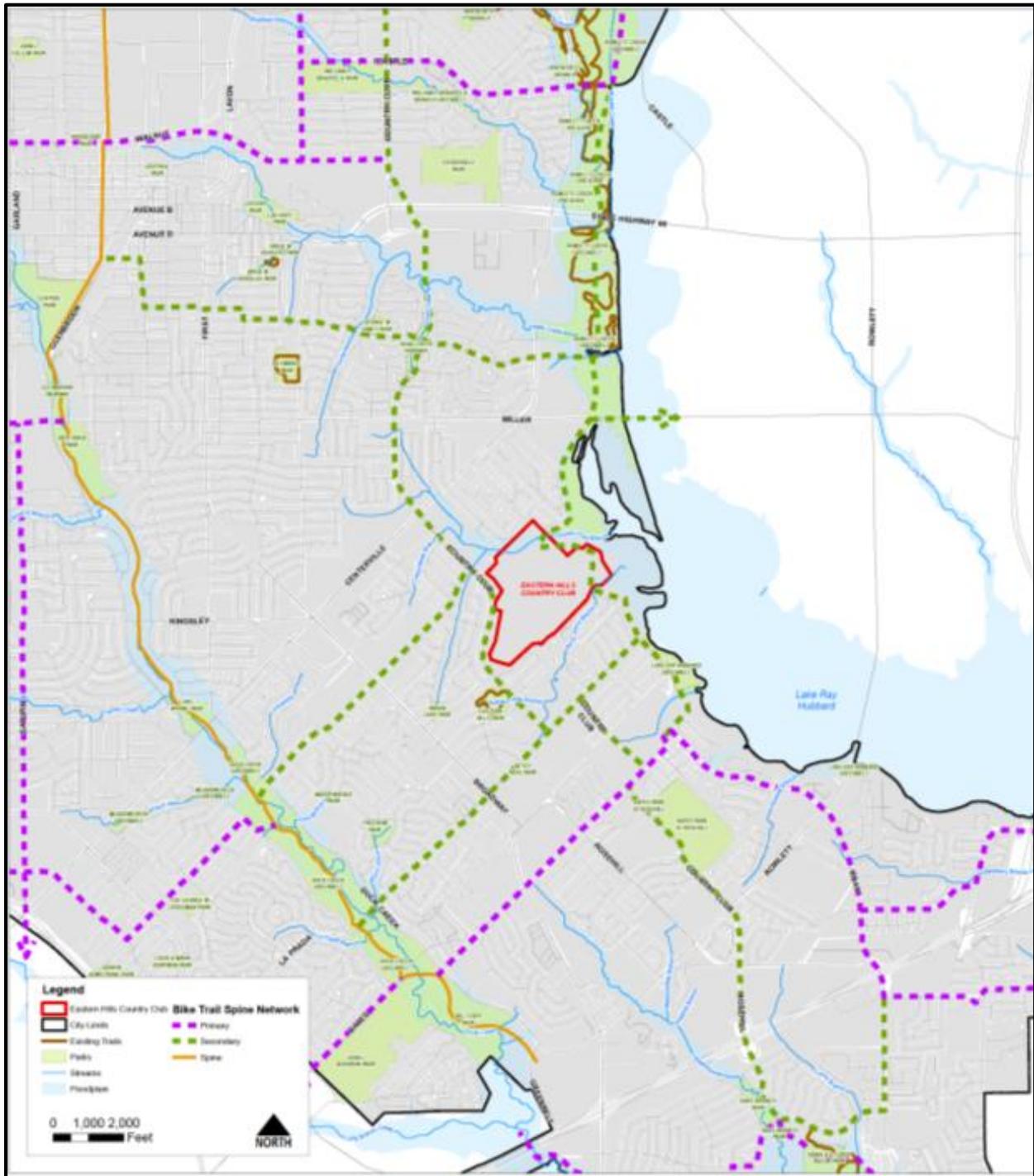
CAPITAL IMPROVEMENTS BY YEAR OF COMPLETION



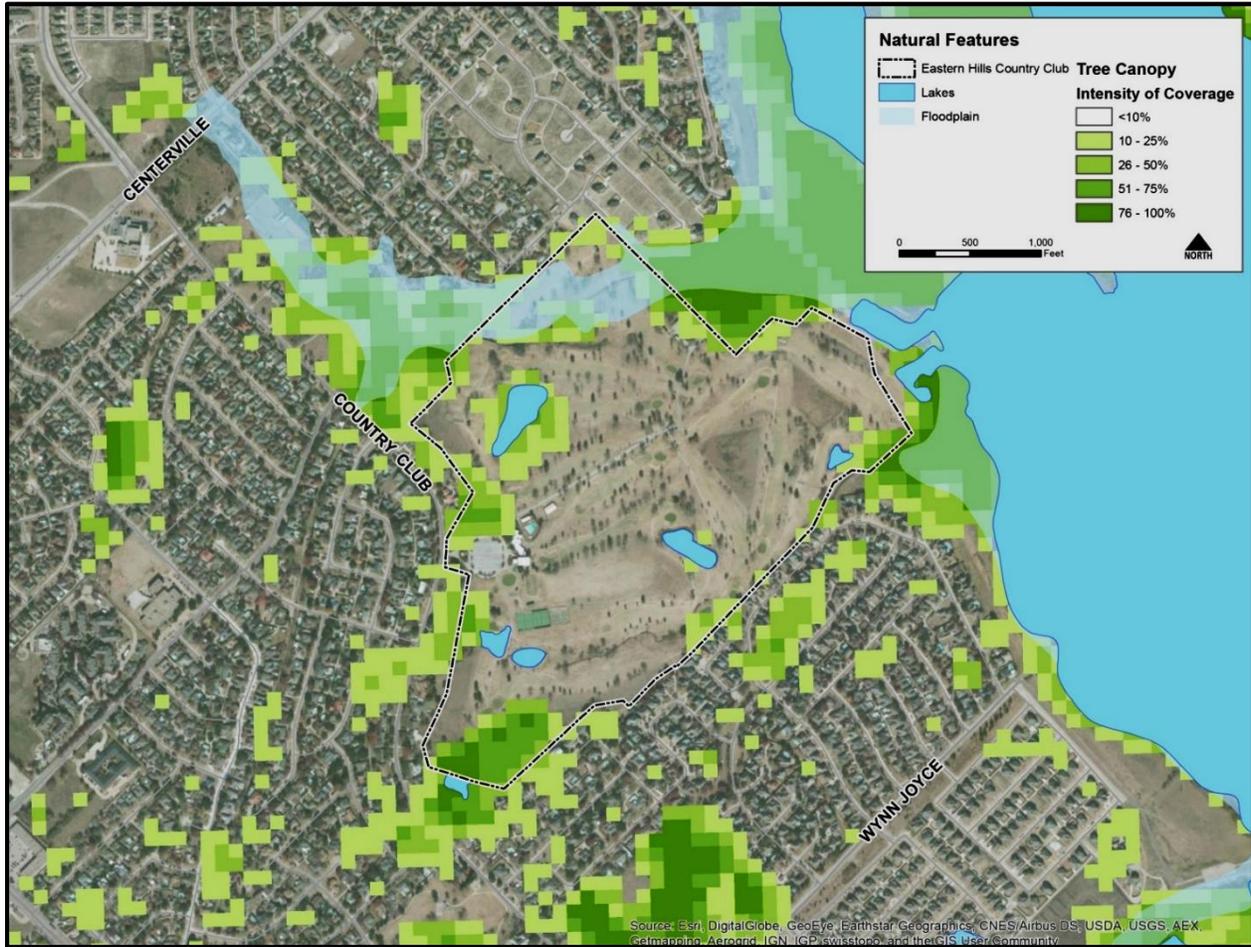
CAPITAL IMPROVEMENTS BY TYPE OF IMPROVEMENT



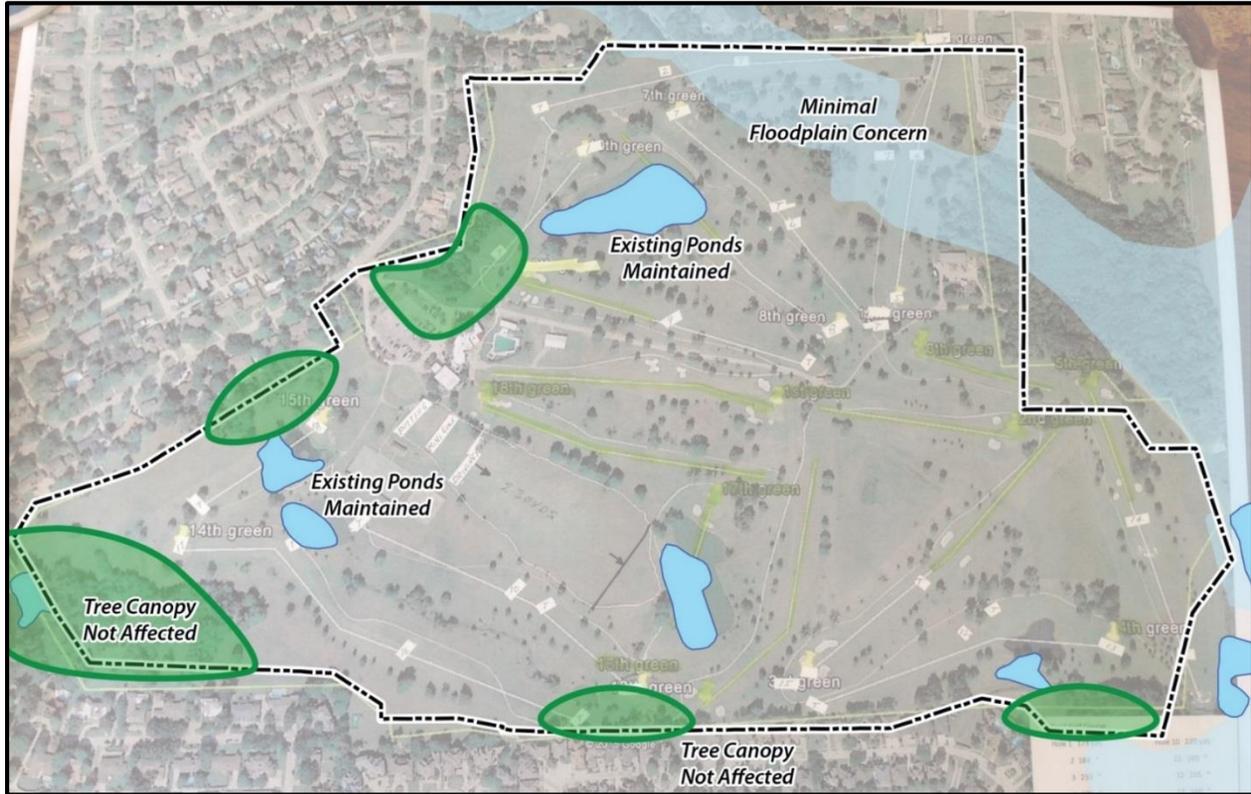
PARKS AND TRAILS



NATURAL FEATURES



PRESERVATION OF NATURAL FEATURES SCENARIO 1, THE PRESERVE AT EASTERN



PROPOSED BUFFER AREAS SCENARIO 1, THE PRESERVE AT EASTERN HILL



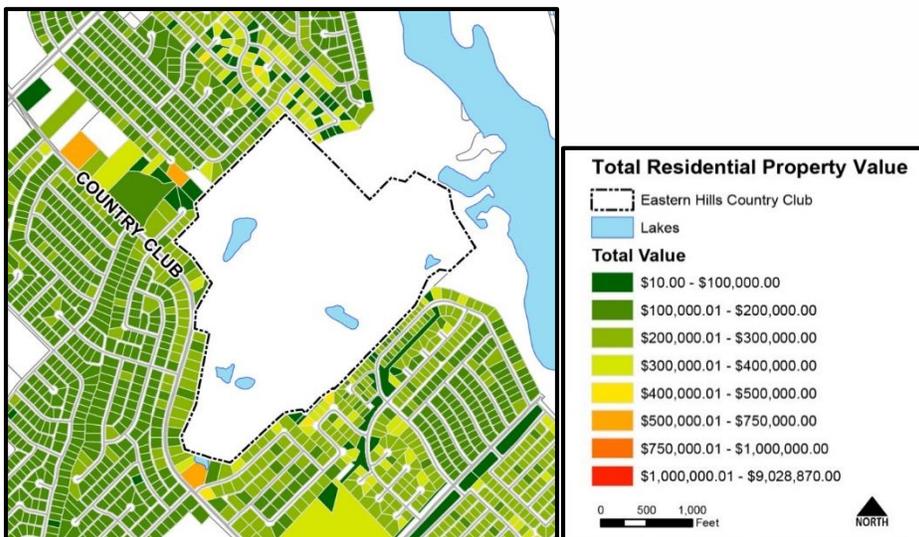
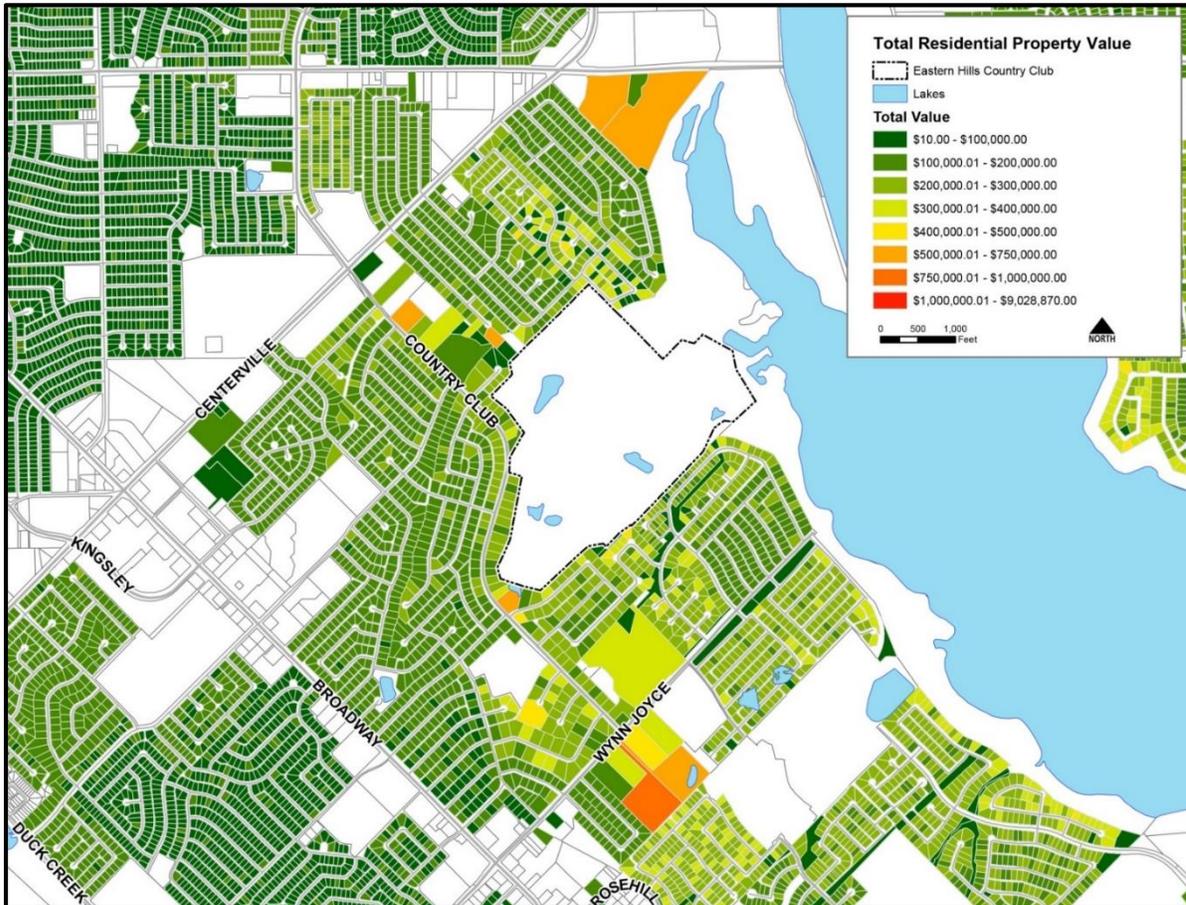
PRESERVATION OF NATURAL FEATURES SCENARIO 2, EASTERN HILLS VILLAGE



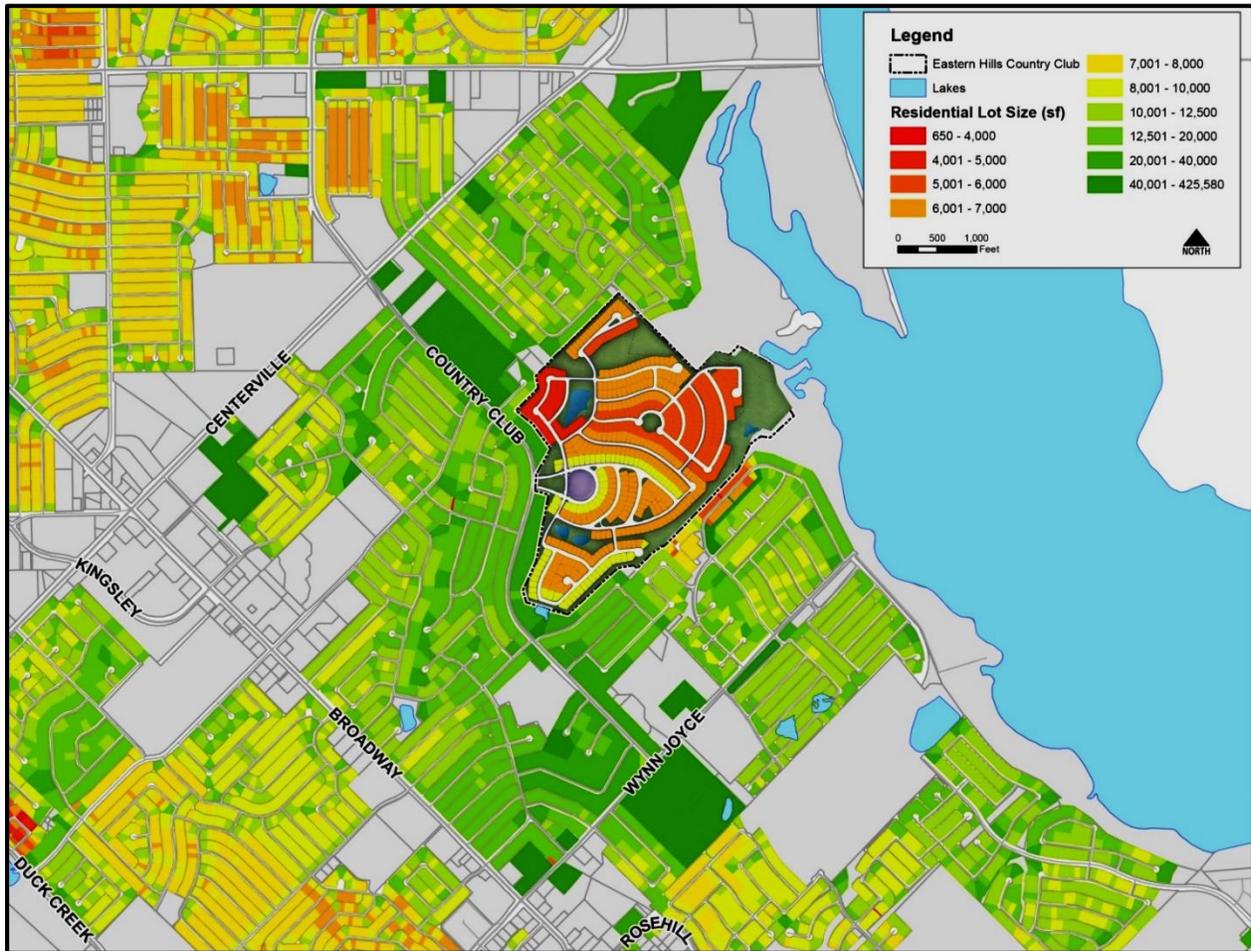
PROPOSED BUFFERS SCENARIO 2, EASTERN HILLS VILLAGE



2014 PROPERTY VALUES DALLAS COUNTY APPRAISAL DISTRICT



DENSITY OF SCENARIO 2 AND THE SURROUNDING AREA



Appendix C

Comments from Open House

Eastern Hills Open House Comments

Each ✓ represents one response, of multiple, similar responses. If there is not a ✓ after a comment, only one person made that comment.

Key: N = Neighborhood Objectives. P = Property Owner Objectives. D = Developer Objectives. C = City Objectives.

Summary of Scenario 0

N1: Create a development that maintains/enhances the value of existing homes

- If the property is mowed and maintained, it's a great option
- Yes, houses could be comparable (2K sf) and desirable
- Yes – ✓✓✓✓✓✓✓
- With existing zoning, less houses with bigger lots could maintain values, with ability to accommodate neighborhood needs/wants like amenities, trails, etc. - ✓✓
- Value maintained - ✓✓
- Could maintain or enhance

N2: Ensure that infrastructure and public service needs can be met with existing facilities and resources

- Yes – ✓✓✓✓✓✓✓✓✓
- Yes, resources are already taxed...strained. Low water pressure, storm water runoff into yards, brown outs, blackouts, delays in bulk trash pick up, large ants and fast traffic on S. Country Club
- No problem
- Infrastructure is sufficient

N3: Retain current levels of neighborhood safety

- Concern that unattended property will draw crime
- Yes, only moderate traffic increase
- Yes – ✓✓✓✓✓✓✓✓✓
- No problem

N4: Maintain a buffer of open space between the surrounding homes and future development, possibly with an activity that generates revenue

- Yes - ✓✓✓✓✓✓✓✓✓
- Yes, homes can be built further from existing homes - ✓✓
- Grounds for outdoor festivals, concerts, city fair, market, etc.

P1: Make a profit

- No, he has speculated on the property. Profit is not guaranteed.
- Maybe, depends on development costs
- Not sure – ✓✓
- Not so much (don't care)
- No – ✓✓✓✓
- Yes

P2: Get along with neighbors

- Yes, if maintained. Current Maintenance is substandard
- Yes – ✓✓✓✓✓✓✓✓

D1: Create a quality, sustainable and market-supported development

- Yes – ✓✓✓✓✓✓
- No
- Maybe
- Yes, traffic would be manageable, schools available
- No, but they are in a position to walk away if they choose

D2: Create a development that is appropriate to the location

- Yes – ✓✓✓✓✓✓✓✓
- Unsure – ✓
- Housing compatible with existing neighborhood

D3: Consider developing a project with features that could be enjoyed by the surrounding neighborhood

- Yes – ✓✓✓✓✓✓✓✓
- Park areas are a plus for the city
- Maybe

C1: Enhance the Garland community

- Yes – ✓✓✓
- No
- Yes – large and nice is. Small and decrease property values - ✓✓
- Maybe
- As is, it is declining

C2: Increase the City's tax base

- Yes – ✓✓✓✓
- No – ✓✓
- Yes, large homes pay high taxes – ✓✓
- It is much better than an overdeveloped blight of homes. The beauty is maintained even if the grass is high

Summary of Scenario 1

N1: Create a development that maintains/enhances the value of existing homes

- Yes – ✓✓✓✓✓✓✓✓✓✓✓✓
- Enhances values by creating variety of uses valued by neighbors
- Would significantly enhance desirability of homes in area
- Yes, increases desirability
- Support and enhance values of existing homes
- Value increased, beauty increased - ✓✓
- Definitely enhance
- No

N2: Ensure that infrastructure and public service needs can be met with existing facilities and resources

- Yes – ✓✓✓✓✓✓✓✓✓✓✓✓
- Yes, not likely to be a huge burden - ✓✓
- No stress on infrastructure and public service
- This scenario is ideal for the infrastructure – ✓✓✓
- No

N3: Retain current levels of neighborhood safety

- Yes - ✓✓✓✓✓✓✓✓✓✓✓✓
- And improve with renewed neighborhood pride
- Maintains quality and attracts neighbors with integrity
- Enhanced protection and safe environment
- Safely maintained
- Better
- No

N4: Maintain a buffer of open space between the surrounding homes and future development, possibly with an activity that generates revenue

- Yes - ✓✓✓✓✓✓✓✓✓✓✓✓
- Improved Buffer
- Yes, open spaces
- Great buffer – retains the beauty of the area
- Everything mentioned plus perhaps a couple small places to buy food and drinks
- Much better
- Great buffer with prospects of revenue
- No

P1: Make a profit

- Yes - ✓✓✓
- Yes and a 501C3
- We have no obligation to help him make a profit at our expense as a community
- Maintain and grow values is important. Don't need profit
- I don't think it's our responsibility to be sure owner makes a profit – he made an investment with a risk attached
- No
- Harder to make \$ but most desirable
- Doubtful
- Maybe – ✓✓✓
- Possibility is there but not as much as #2
- Although this needs study; yes. Why could the developer not lease property to restaurants, etc. to provide lasting income

P2: Get along with neighbors

- Yes – ✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓
- It would be the objective
- No

D1: Create a quality, sustainable and market-supported development

- Yes – ✓✓✓✓✓✓✓✓✓
- No
- Unsure – ✓✓✓
- Preserve at Eastern Hills will enhance the quality of Garland for years – ✓✓✓
- Yes, if people will use the facilities

D2: Create a development that is appropriate to the location

- Yes – ✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓
- No
- Recreational family area, young families attracted to area – ✓✓✓
- Yes, and close to 190

D3: Consider developing a project with features that could be enjoyed by the surrounding neighborhood

- Yes – ✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓
- Possible, but not practical
- No
- Enjoyed by all of Garland. A great benefit - ✓✓
- Like the idea, but the “plan” just isn't all the way there. If something like this were to happen, we would need numbers
- Unsure
- Neighbors use amenities

C1: Enhance the Garland community

- Yes – ✓✓✓✓✓✓✓✓✓✓
- Yes, few opportunities like this currently exist
- No
- Great enhancement to South Garland and the City - ✓✓✓
- Although I like this plan, member only access will do minimal to the community. Public access with fees would work better
- Yes, we need closer and new rec & activity centers
- Grow value into future

C2: Increase the City's tax base

- Yes – ✓✓✓✓✓✓✓✓✓✓
- No – ✓✓
- This would make the entire South Garland area more desirable, thereby increasing tax revenue
- Public access with fees could generate money and create employment opportunities
- It could, depends on fee details
- Yes, like areas such as Lake Highlands, University Park, increases values through demand
- Is the City concerned at the tax base for 63 holes at Firewheel

Summary of Scenario 2

N1: Create a development that maintains/enhances the value of existing homes

- No – ✓✓✓✓✓✓✓✓✓✓
- Developer has no concern for community
- HSM didn't try to maintain/enhance value of existing homes in its proposal
- Opportunity to enhance area gone forever
- No, increased traffic would clog thoroughfares and strain utilities and services
- Lower property values for surrounding area - ✓✓✓✓✓
- Value will decrease, beauty will decrease - ✓✓
- Proposing too many houses on too small lots - ✓✓
- I will be moving if this goes through

N2: Ensure that infrastructure and public service needs can be met with existing facilities and resources

- No – ✓✓✓✓✓✓✓✓✓✓
- Overloads are with traffic and demand for city services
- Probably not as well as estimated, law of unintended consequences
- No, more people means more traffic, more trash, more needed water, more teachers/schools, more 911 calls, need for better road routes - ✓✓✓✓
- No – will likely require public investment
- Problem for fire and ambulance. No mention of new housing area south of Wynn Joyce adding to traffic on Wynn Joyce and Country Club
- Too many houses in dangerous flood zones, less trees, will only destroy the EHCC community "look"
- Just because you can doesn't mean you should
- Maybe
- Too few entrances – flood zone isolate homes in North quadrant
- HSM Projection of 5,000-8,000 sq ft will need to be enforced to work, anything less is overcrowding lot and density projections

N3: Retain current levels of neighborhood safety

- No – ✓✓✓✓✓✓✓✓✓✓
- Lower home values and density attract crime
- Who knows what that neighborhood will attract
- Good to begin with but density as area ages will be less safe than area now
- No, more traffic+less safe. S Country Club already has a lot of traffic and fast as well - ✓✓✓
- Unknown – possible traffic issues
- Increase population means more crime. Criminals going after building materials, copper and appliances - ✓✓
- Too many people, 1 road for emergency vehicles = danger - ✓✓✓✓
- Are you --- kidding?

N4: Maintain a buffer of open space between the surrounding homes and future development, possibly with an activity that generates revenue

- No – ✓✓✓✓✓✓✓✓✓✓✓✓
- No buffer destroys beauty
- Don't see buffers
- Absolutely not. It is an insult to the currently developed neighborhood
- No – destruction of natural open space with little development potential
- Not enough or no buffer. Destroys the beauty of the area - ✓✓✓✓
- No buffer or minimal buffer...not a great plan if we want to keep the community happy - ✓✓✓✓

P1: Make a profit

- No – ✓✓✓
- Unsure - ✓✓
- Probably handsomely
- Profit centers *, tax base +
- Yes – it better
- Yes – ✓✓✓✓✓✓✓✓✓✓
- Likely
- All they want is money- ✓✓
- Yeah, sure, you can make some money and be an –

P2: Get along with neighbors

- No – ✓✓✓✓✓✓✓✓✓✓✓✓✓✓
- Yes
- Unsure
- HSM doesn't seem interested in getting along with existing neighbors
- Probably not, mixing uses and expectations
- This scenario will only make neighbors bitter and upset - ✓✓✓

D1: Create a quality, sustainable and market-supported development

- No – ✓✓✓✓✓✓✓✓✓✓
- Not applicable
- Market will not support \$240,000-350,000 houses on lots of 5,000-8,000 sq ft. HSM will project these figures to get zoning, but actual houses will probably be less than half of these figures - ✓✓
- Over density, over crowded which will deteriorate with time – ✓✓✓✓
- You're just going to make Garland more trashy
- Unsure

D2: Create a development that is appropriate to the location

- No – ✓✓✓✓✓✓✓✓✓✓✓✓
- Does not meet the standards - ✓✓
- Not appropriate – never intended to be housing – ✓✓
- How are 550 houses supposed to work with S Country Club and have traffic flow – ✓✓
- It would destroy the natural beauty of the area - ✓✓

D3: Consider developing a project with features that could be enjoyed by the surrounding neighborhood

- No – ✓✓✓✓✓✓✓✓✓✓✓✓✓✓
- None – just a bunch of houses and traffic – ✓✓
- Walking on sidewalks along houses isn't what I would call a trail
- No sign of welcoming neighbors except maybe a bike trail
- Amenities for 550 homes only

C1: Enhance the Garland community

- No – ✓✓✓✓✓✓✓✓✓✓✓✓✓✓
- Maybe
- City involvement to create buffer areas to protect neighbors, less # of houses on larger lots
- Will contribute to the further demise of the Centerville corridor leading in to Garland from Dallas - ✓✓
- Not good – increased population density, more traffic, more crime
- Need city participation and investment
- It's a downgrade and embarrassment to the community

C2: Increase the City's tax base

- Yes – ✓✓✓✓✓✓✓✓
- No – ✓✓✓
- Seems like this would be a great expense for the city to maintain
- Quick increase, but the expense of surrounding area – perhaps no long term increase – ✓✓✓
- Taxes collected are spent on city services for 550 people