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Centerville Marketplace

Revitalization Strategy – Final Report

May 2014

HUD Project No. XX

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Centerville Marketplace

Revitalization Strategy – Final Report

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This publication was prepared by Ricker|Cunningham, together with the other Consultant Team member firms. The statements, findings, conclusions and recommendations are those of the author(s) and do not necessarily reflect the views of the City of Garland, Garland Chamber of Commerce, Dallas Area Rapid Transit Authority (DART) or the Department of Housing and Urban Development (HUD), collectively the sponsoring organizations for this study .

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Appendix i

Amberton University Survey Responses A-2

Neighborhood Focus Group Input A-4

Section 1:

Introduction

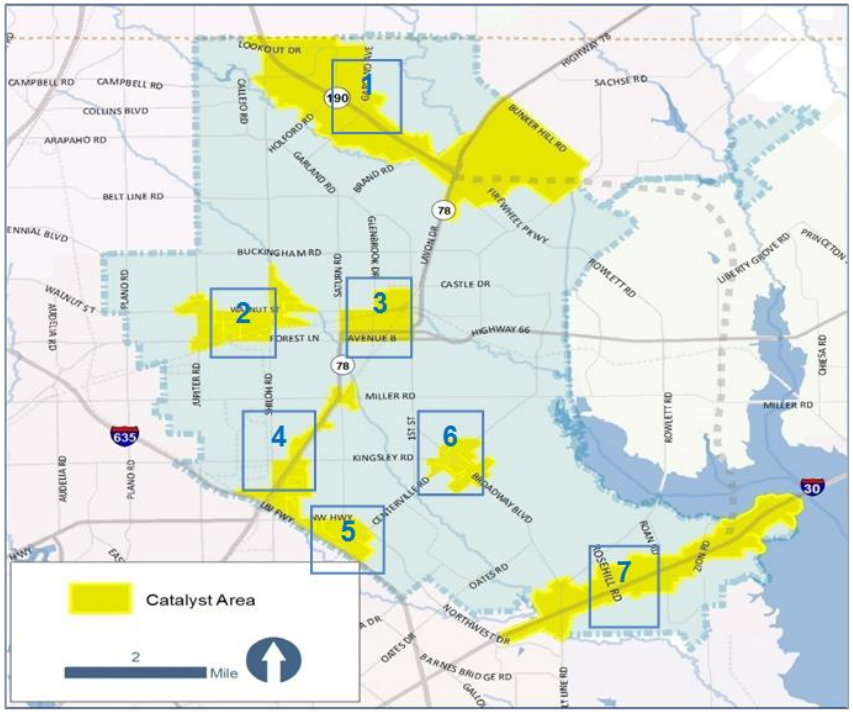
In early 2013, Ricker|Cunningham (RC), Real Estate Economists and Community Strategists, together with the Land Planning Division of Jacobs Engineering Group and Transportation Planning Group of Kimley-Horn, along with PIA, Public Outreach Specialists (collectively the Consultant Team) were retained by the City of Garland, Texas (the City) to prepare the Centerville Marketplace Revitalization Strategy (referred to herein as the Centerville Strategy, the Revitalization Strategy or the Strategy). This, the second of two detailed area strategic redevelopment documents, the first being the Forest-Jupiter Transit-Oriented Redevelopment Plan, was identified in Envision Garland 2030, an update to the existing comprehensive plan, as a necessary resource to instruct redevelopment initiatives in one of the city's seven catalyst areas. As such, it is intended to affirm and refine the vision described in Envision Garland, as well as offer a roadmap to advance the more detailed objectives stated herein. Funding for this work was provided for by the City along with a grant from the Federal Department of Housing and Urban Development (HUD).

The scope of this assignment included detailed analyses of conditions that could impact investment in residential and non-residential land uses and product types in a defined study area (described below). A parallel effort to this one, completed by Catalyst Commercial, a Dallas-based consulting firm specializing in commercial real estate, looked at similar conditions among service and product retail uses, only. References to that work are presented in Section 3: Market Overview and the full report is available from the City under separate cover.

In addition to a study of existing conditions, other work tasks included: primary and secondary research and analyses of regional real estate markets and trends, identification of priority strategic initiatives, and discussions with public and private stakeholder groups about opportunities that could serve to transform current development patterns and catalyze investment. Finally, the process looked at key portions of the City's Economic Development Strategy in an effort to ensure that public initiatives, policies and regulations align to protect and advance the vision. A key component of this work involved the identification of *catalyst areas* within the larger study area.

In this context, a catalyst area is defined as "a property or properties with the potential to have a positive economic ripple effect on surrounding neighborhoods and other areas of influence." Through this approach, the City and its partners, will most effectively leverage limited resources to bring about sustainable economic revitalization.

Figure 1-1: Garland Catalyst (Investment) Areas



Study Area

As explained above, Centerville Marketplace (the Study Area or Area) is one of seven catalyst areas identified during the Envision Garland 2030 planning process. Others include the following:

1. 190 Catalyst Area
2. Forest / Jupiter / Walnut Catalyst Area
3. Downtown Catalyst Area
4. South Garland Catalyst Area
5. Broadway / Centerville Catalyst Area
6. **Centerville / Marketplace Catalyst Area**
7. I-30 Catalyst Area

Figure 1-1 here illustrates the location of these seven areas including the Study Area. Properties in the Area are generally located south of McCree Road along its western edge and north of and adjacent to Northwest Highway (US Highway 12) at its center and along its eastern edge; and, east of Highway 78 (South Garland Avenue), north of Interstate 635 (I-635), and east of and including those located along the eastern edge of East Centerville Road, all of which are within the city of Garland. The city of Dallas borders the Area's southern boundary, south of the I-635 corridor. Collectively, parcels in the Area represent the Original Centerville Marketplace Study Area (the Original Study Area), as illustrated in Figure 1-2 below. A single parcel located west of South Garland Avenue, the site of a former Walmart "hypermart" store, was added to the Original Study Area during the strategy process. Together, the Original Study Area and former Walmart property represent the Amended Study Area (herein referred to

Figure 1-2: Original Study Area Map

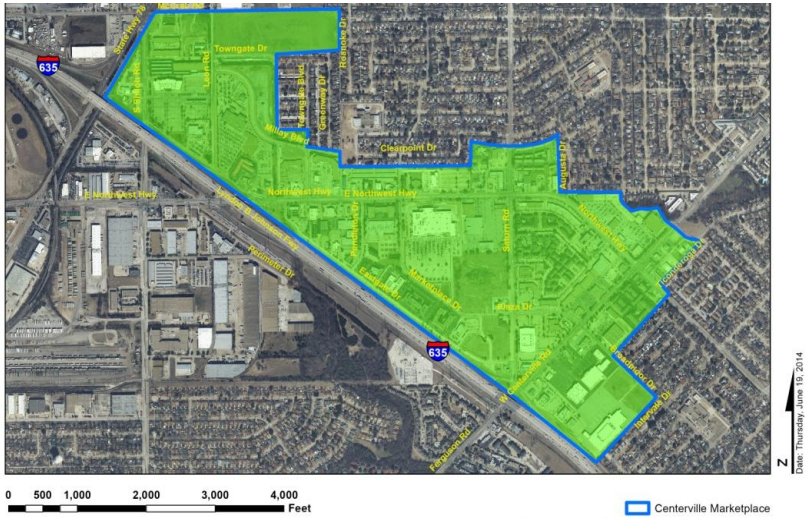
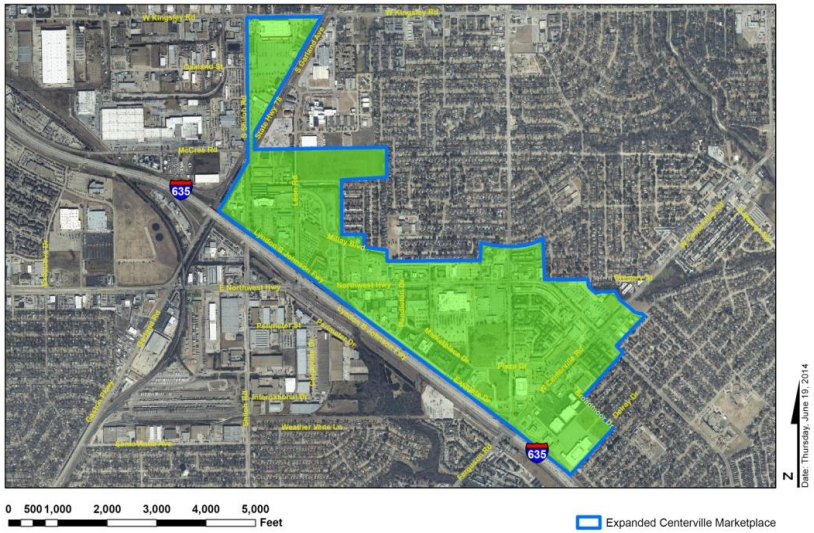


Figure 1-3: Subject (Amended) Study Area Map



as the Subject Study Area). See Figure 1-3 below for an illustration of the Subject Study Area.

Process and Content

During the 15-month strategy process, the Consultant Team shared and solicited information at a variety of venues including: **two meetings** within the Subject Study Area for stakeholders (property and business owners, along with representatives from surrounding neighborhoods, both in Garland and Dallas); a day of **focus group meetings** at Amberton University; and, **one-on-one interviews** with property owners, developers and business owners. Knowledge gained through these efforts was supplemented with information resulting from a **student survey** conducted by Amberton University.

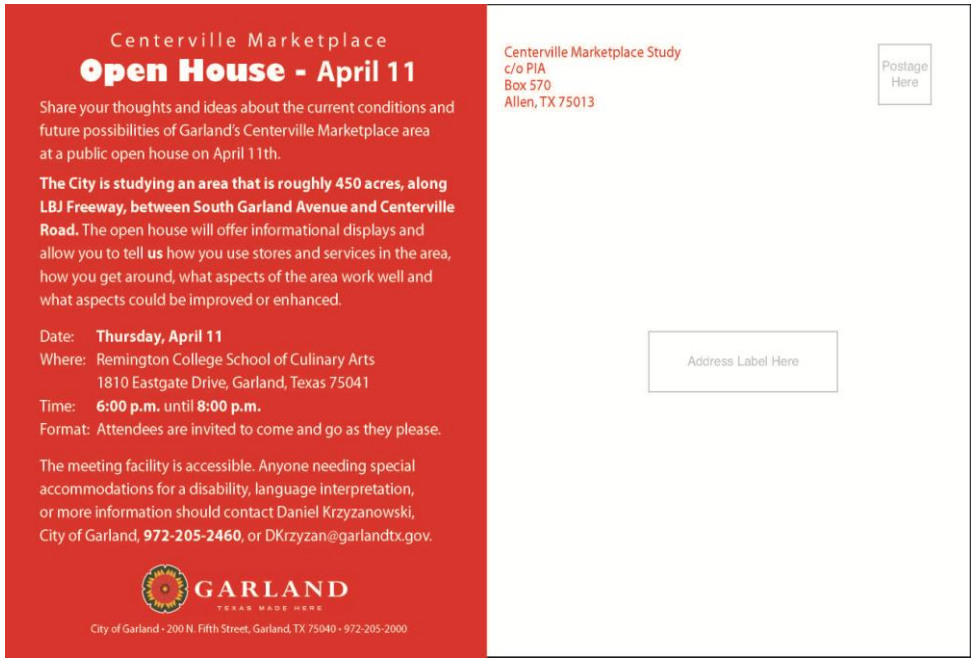
(See Appendix i for a list of detailed responses provided by participants of the survey and neighborhood - focus group.)

Resident Consumer Survey

Catalyst Commercial, together with the University of North Texas, administered a **consumer survey** of residents in the vicinity of the Study Area. The survey, titled the Centerville Citizen Survey, was sent to 500 households in the city of Garland (within a 3-mile radius of the Study Area). In addition, Catalyst published an invitation to complete the survey online. In total, 71 hard copies and 152 electronic surveys were completed and returned. An overview of survey results are presented in Section 3: Market Overview of this report and the detailed results available from the City under separate cover.

Other venues included those listed below.

- Public Information Meetings
- Focus Groups (business owners, lenders, home owners)
- One-on-One Interviews
- Property Owner Discussions
- CIP Meeting (City department representatives)
- Team Conference Calls
- City Leadership Updates
- Written Documentation for HUD
- Advisory Committee Meetings
- Project Advisory Committee Meetings


Centerville Marketplace
Open House - April 11

Share your thoughts and ideas about the current conditions and future possibilities of Garland's Centerville Marketplace area at a public open house on April 11th.

The City is studying an area that is roughly 450 acres, along LBJ Freeway, between South Garland Avenue and Centerville Road. The open house will offer informational displays and allow you to tell **us** how you use stores and services in the area, how you get around, what aspects of the area work well and what aspects could be improved or enhanced.

Date: **Thursday, April 11**
Where: Remington College School of Culinary Arts
1810 Eastgate Drive, Garland, Texas 75041
Time: **6:00 p.m.** until **8:00 p.m.**
Format: Attendees are invited to come and go as they please.

The meeting facility is accessible. Anyone needing special accommodations for a disability, language interpretation, or more information should contact Daniel Krzyzanowski, City of Garland, **972-205-2460**, or DKrzyzan@garlandtx.gov.

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Within all of the forums, concerns were raised regarding the lack of connections between land uses and the Subject Study Area's lack of identity. While known as "Centerville Marketplace" to residents of Garland, this is an informal reference to its location at East Centerville Road and I-635, rather than a "regional address" which reflects its collection of commercial and institutional offerings. As the analyses and recommendations presented here show, it has the potential to be this type of recognizable "address" or destination, but only if the City and Area stakeholders are willing to advance the recommendations stated herein.

Other concerns regarding safety within properties located along the Study Area's southern border were also expressed, primarily due to established homeless camps located under the I-635 and East Centerville Road overpass, primarily on the Dallas side of the interstate. Universal goals for the Area included an improved physical realm, stronger connections, and more efficient use of Area properties. All of the participants appeared to understand that a stronger mix of businesses and land uses needed to be encouraged, and that any future investment should be encouraged to equally embrace the Area's location along a region-serving roadway and adjacent to residential neighborhoods. Collectively, their input provided the foundation from which strategies to overcome barriers to investment and actions to advance the vision were identified.

Presentation of the findings to public officials were made on the following dates:

Garland Plan Commission, Monday, April 28, 2014
City Council - First Reading – May 5
City Council – Adoption – May 20

Conclusion

"Garland stands at the crossroads between its past, as a fast-growing inner-ring Dallas suburb, and its future, as an established urban economy in its own right."

"The type and quality of development that the community attracted during its boom years is evidence of this statement. Today, decades later, these real estate formats present a significant challenge to its future."

Garland's ability to capture a fair share of market demand, and correspondingly Centerville Marketplace, will be based not only on sustained regional growth, but on the community's commitment to the goals and intentions articulated in both the Garland Economic Development Strategy and Envision Garland 2030, specifically related to encouraging investment within catalyst areas. Whereas the Economic Development Strategy is a road map to achieve this objective for the entire city, this Centerville Revitalization Strategy is a road map specifically for the Subject Study Area. To this end, it is intended to provide the City and its partners with a strategic approach to leveraging investment and pursuing market-supported opportunities over the near- and long-term; and, its recommendations responsive to the needs and desires of the community and stakeholders within the Area. Whereas regional growth pressures will continue to force cities throughout the Metroplex to consider a range of development opportunities, this report is timely and designed to inform land use and product decisions. Specifically, it offers the City the opportunity to be proactive and solicit those investment opportunities consistent with the vision. To this end, this Centerville Marketplace Reinvestment Strategy defines "the place" that Centerville Marketplace will be for business and property owners, residents, visitors and consumers. While it is intended to have a 20-year life span, it will need to be frequently revisited as strategic actions are accomplished and market conditions change.

Section 2:

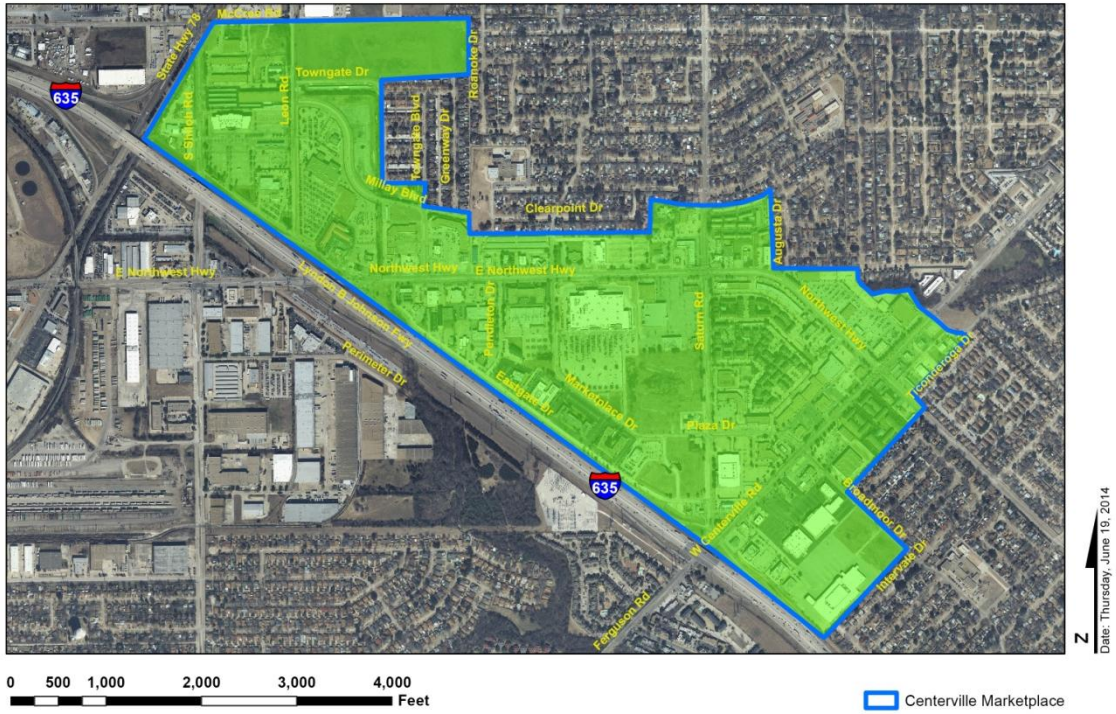
Existing Conditions

Planning for the redevelopment of communities and markets within them requires an understanding of key conditions, both visible and not visible, but all of which influence development decisions. The discussion which follows includes an overview of these conditions that collectively, and individually, offer an indication of how "ready" the Study Area is for investment. To the extent that they are either an asset or obstacle, strategies to capitalize on or overcome them are addressed in Section 5: Implementation. Note: Conditions reported on are for the Original, rather than Amended Study Area and herein referred to as the Study Area or Area.

Original Study Area Boundaries

As explained in the previous section, the Original Study Area is generally bound by State Highway 78 on the west, McCree Road and Northwest Highway 12 on the north, West Centerville Road on the east, and the I-635 corridor on the south, including parcels located immediately adjacent to both sides of West Centerville Road. These boundaries were previously defined in Envision Garland 2030, the City of Garland's most recently comprehensive plan, but refined for the purpose of this effort. As defined, it includes a combined total of approximately 447 real property acres and adjacent rights-of-way, and 1,394 parcels.

Figure 2-1: Original Study Area



Predominant land uses include mini storage warehouses, banks, retailers (large and small), restaurants, auto sales, auto-related stores, service retailers, religious organizations, and vacant land, and the Area is anchored by the Amberton University and Remington College campuses. Centerville Marketplace is a regionally-recognized commercial district with uses that primarily serve traffic along the I-635 corridor and residents of surrounding neighborhoods.

Parcel Ownership

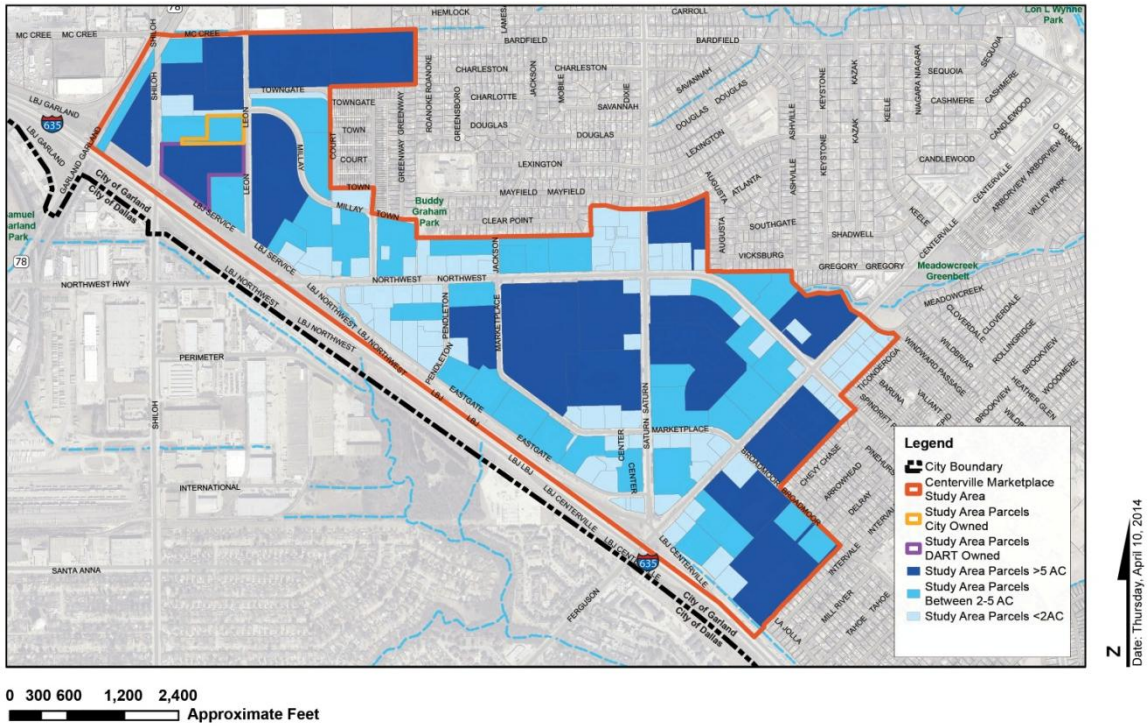
Properties in the Study Area are owned by individuals, corporations, agencies, and organizations, a mix highly reflective of an established commercial district. Publically-held properties are largely limited to rail lines, roadways and other infrastructure, with the exception of a property in the vicinity of the Regional Transportation District (DART) transit station that is owned by the City and currently being used for parking by DART riders and patrons of the Cinemark Theater. Of the 447 real property parcels, 40 percent or 180 parcels are owned by an interest with a Garland address. 112 parcels or approximately 10 percent of all parcels are owned by individuals and / or organizations located outside of Texas.

The majority of parcels in the Original Study Area are smaller than one acre. Among all parcels in the Study Area for which information was available, the majority range in size from 0.241 to 9.192 acres. Exceptions include the Area's public and institutional owners and a major retailer. Specifically, the Study Area's largest property owners, in terms of total parcels, are Kansas City Southern Railroad the Walmart Supercenter site with 21.9 acres, DART with 9 acres, Amberton University with 9 acres and Remington College with 6 acres.

With only a few large parcels and fewer owners with more than one parcel, revitalization of properties in the Centerville Marketplace Study Area will be difficult. While there is a strong presence of local property owners, which is desirable whereas these entities tend to pay greater attention than out-of-state or institutional owners who often have multiple parcels in their portfolio; the task of assembling properties into parcels large enough to accommodate a land-efficient and cost-effective redevelopment project could prove costly and time-consuming. This said, it will be essential for the City, its partners and Area stakeholders to continually communicate so that there is a mutual understanding of conditions as they may change.

Exhibit 2-1 here shows where concentrations of parcels by size range (<2 acres, 2 to 5 acres, and 5> acres) are located. Based on these observations of property conditions, what is particularly obvious is the impact that fragmented property ownership can have on an area - rendering redevelopment challenging and expensive.

Figure 2-2: Parcels by Size Range



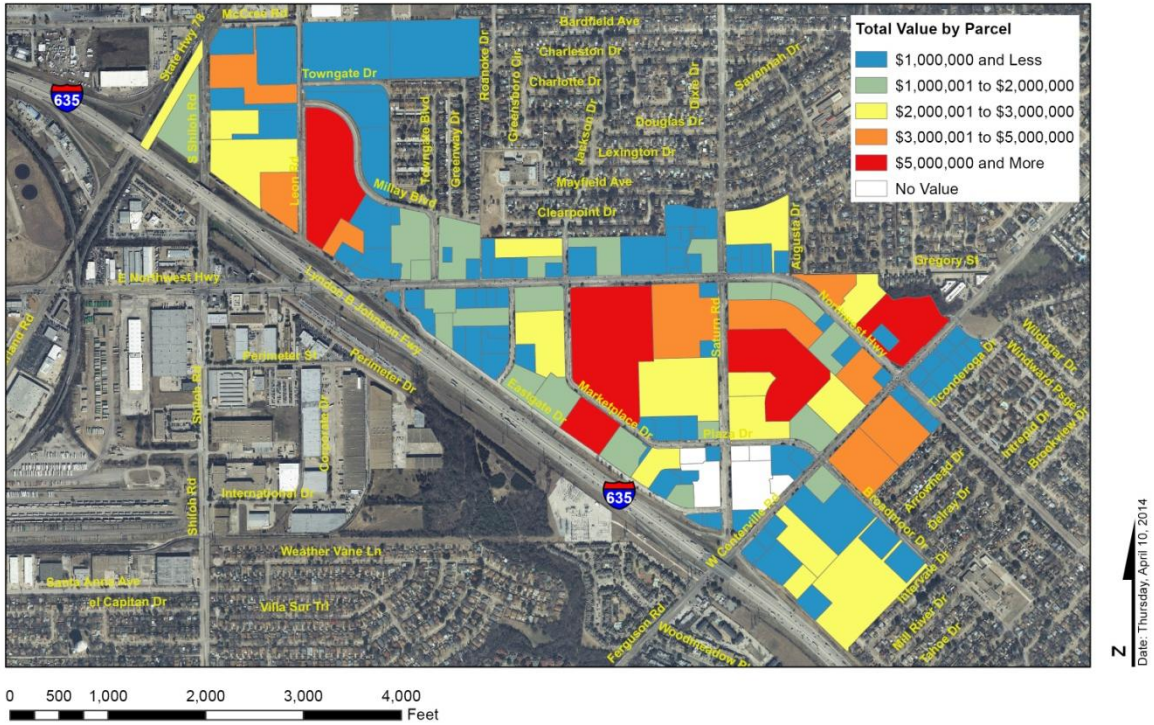
Land Values by Parcel

Among those properties for which information was available, land values range from $100K to approximately $5m. Six parcels, or 3 percent have a land value of <$1m. One hundred and eighty two parcels or 91 percent have a land value of over $10m. Similar to total property values, land values offer an indication of the economic feasibility of acquiring property in a specific area for development or redevelopment.

Total Assessed Values by Parcel

Parcel values (improvement and land) among properties for which information was available range from $100K to more than $16m. Twenty-four parcels, or five percent have a total assessed value of <$1m. Three hundred and seventy-three parcels or 80 percent have a total assessed value over $10 million. Those properties with the greatest combined value are primarily institutional commercial owners, with the majority of these properties located in the eastern portion of the Study Area and served by Saturn Road and East Centerville Marketplace. Understanding property values can serve to educate the investment

Figure 2-3: Total Values by Parcel



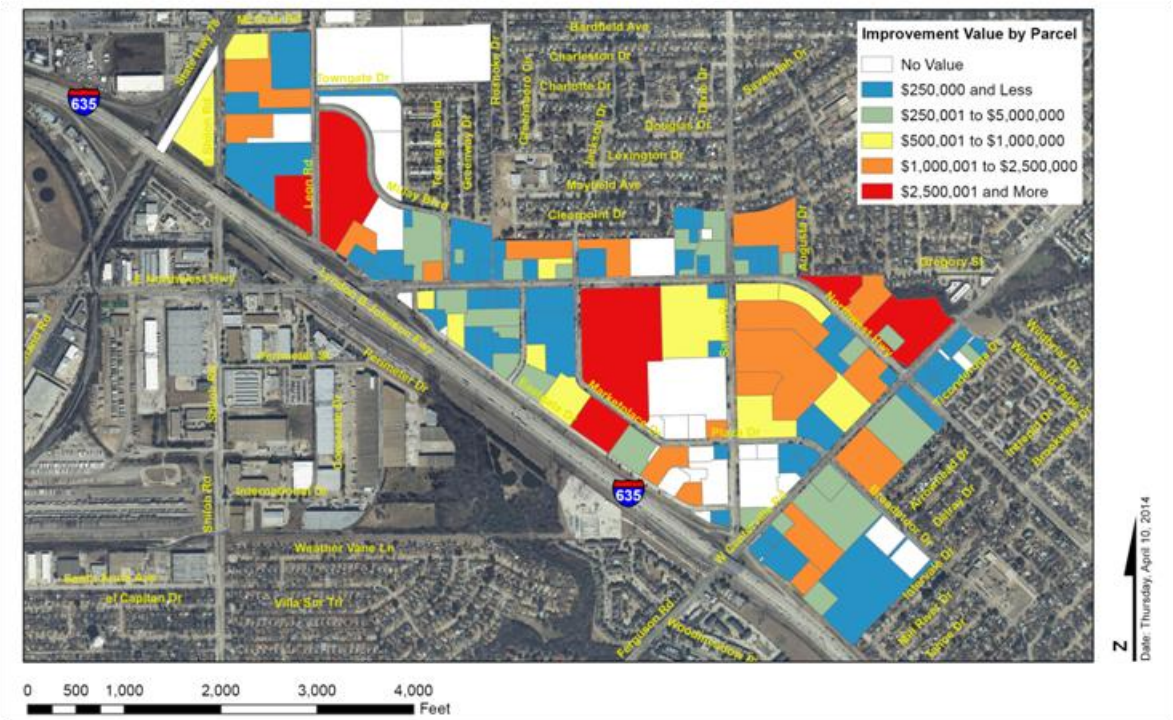
market about the magnitude of potential acquisition costs associated with a redevelopment project. Exhibit 2-3 shows the total value (land + improvement) of parcels by location within the Study Area.

Improved Values by Parcel

Within the Study Area among properties for which information was available, improvement values range from $30K to approximately $12m. Twenty-two parcels, or five percent have an improvement value of <$1m. Three hundred and twenty-two parcels or 77 percent have an improvement value of over $10m. Similar to land values, improvement values offer an indication regarding the economic feasibility of acquiring property in a specific area, but they also provide perspective about the feasibility of demolishing rather than retrofitting existing structures. The underlying assumption when using improvement values to influence the redevelopment versus development decision is that even buildings with limited functionality may still be too valuable to demolish. This can be particularly true if the replacement building and business within it are not of equal or greater value. Exhibit 2-4 shows the location of properties within defined value ranges in the Study Area.

Experience has shown that a critical consideration regarding the feasibility of acquiring and redeveloping an improved property is the relationship between its improvement and land value. Instances when the land value is either disproportionately higher than the improvement value or trending towards that relationship can be a favorable indication for acquisition; however, additional consideration should be given to the impact the age of the improvement might have on its value. Within the Study Area, most structures were built between 1962 and 1985, with an average build date of 2011. Among those less than $1m, they are primarily occupied by smaller businesses, most of which are local rather than national operators.

Figure 2-4: Improvement Values by Parcel



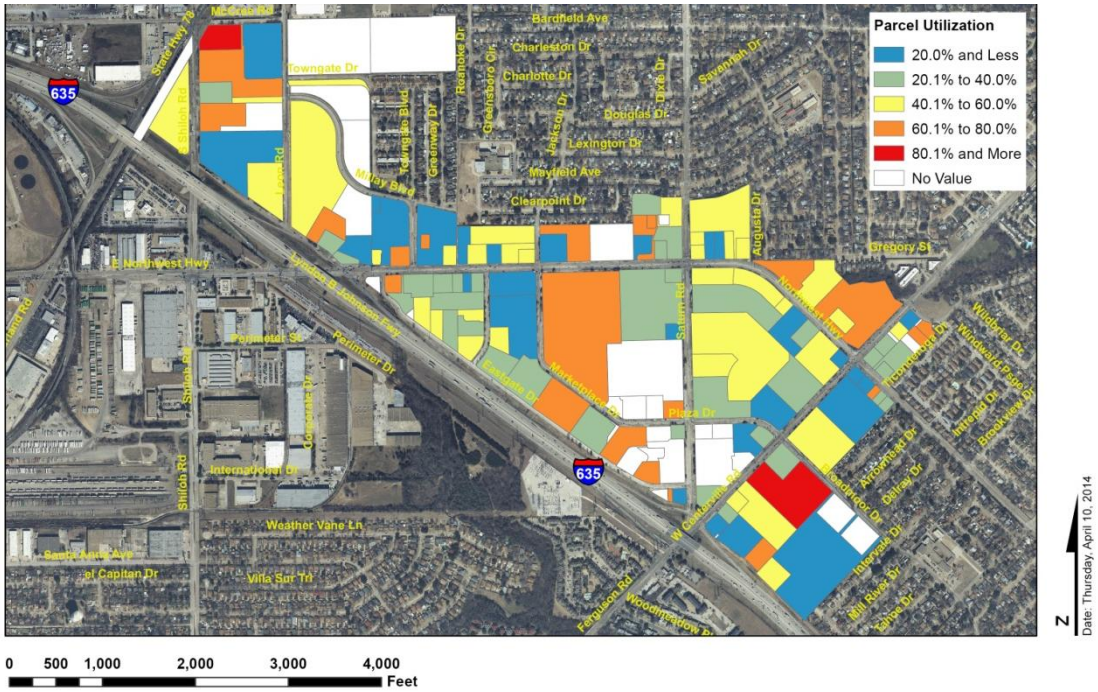
Parcel Utilization

While vacant parcels of land seem like obvious opportunities for redevelopment, improved parcels may also offer an opportunity, especially if the improvement to land value relationship (a measure of utilization) is such that the land could support a higher and better use or product type. Within the Study Area, properties with the highest improvement to land value are almost exclusively commercial and smaller than one acre, with the exception of the Walmart Supercenter property located south of Northwest Highway 12. Properties with the lowest improvement to land value are primarily those with automotive sales operations. Exhibit 2-6 illustrates the utilization of properties within the Study Area as measured by this relationship.

School Districts

Residents within the Study Area are served by two separate school districts. Properties located east of Shiloh Road are served by the Garland Independent School District (ISD). Parcels west of Shiloh Road are served by the Dallas ISD. While no schools serving students between Kindergarten and 12th grade are located within the Study Area, two schools, Roach Elementary and Southgate Elementary are located just beyond its boundaries and internal to the Delcastle and Linda Heights Neighborhoods.

Figure 2-5: Property Utilization by Parcel (as measured by value)



Council Districts

At the time the Centerville Marketplace Revitalization Strategy commenced, residents in the Study Area were represented by Councilman John Willis. Immediately following acceptance of the report by the Garland City Council on May 20, 2014, representation transitioned to Councilman Billy Mack Williams. The adjacent Garland Council District located immediately to the north and east of the Study Area was and continues to be represented by B.J. Williams. The Dallas Council District to the Study Area and adjacent to south of the I-635 corridor is represented by Sheffie Kadane.

Zoning and Land Use

Several zoning designations are present within the Study Area, as reflected in Exhibit 2-5. These designations range from Industrial to Multi-Family and Freeway Commercial to Shopping Center. Not reflected in the exhibit are the number of properties

with a Planned Development designation. A description of the Planned Development zoning classification is presented below and the others following this discussion. A Planned Development designation, while desirable for property owners in that it offers greater flexibility in terms of permitted uses, presents more challenges for the City since it affords less certainty.

Planned Development District (PD)

The Planned Development (PD) District allows for greater flexibility in the type, design and layout of land uses than do the standard zoning districts. Its purpose is to promote more efficient use of land and public services, encourage creative and innovative site design, and provide an increased level of amenities and aesthetic enhancement. These districts are individually designed for a specific site in order to more appropriately address the unique physical and locational features associated with the property. Permitted uses and development standards are established by the Planned Development ordinance and may include just one or a broad range of activities. Each Planned Development (PD) District is designed according to a detailed site plan which must be approved as part of the Planned Development ordinance.

Despite the Area's numerous zoning designations, there is limited variation among its land uses. As Exhibit 2-7 shows, the vast majority of Study Area properties are classified as Commercial Retail, while others are classified as Office / Professional Service, Community Facilities, General Industrial, and Vacant. Parcels zoned High Density Residential and limited to an established complex located along the eastern edge of Saturn Road, and two others located south of Northwest Highway 12.

Figure 2-5: Zoning by Parcel

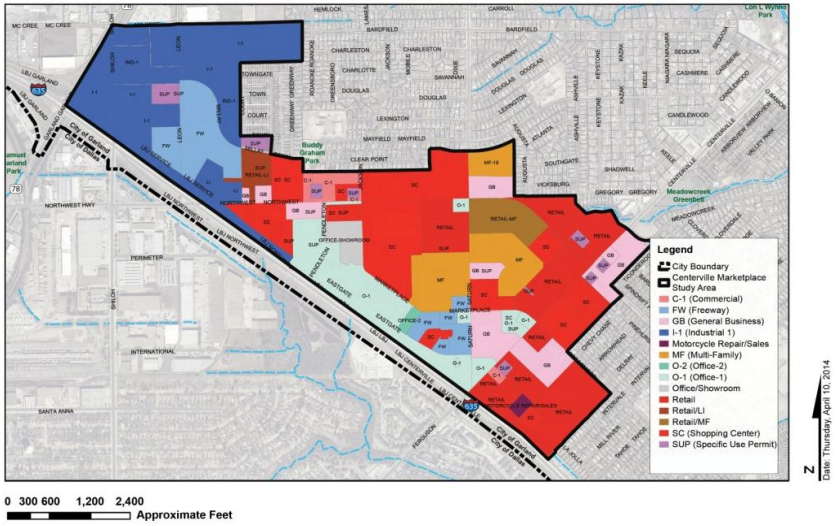
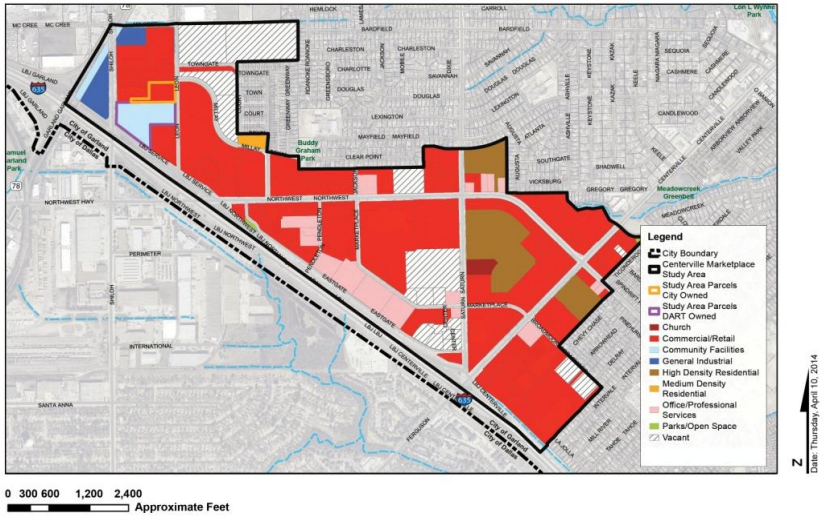


Figure 2-6: Land Use by Parcel



Zoning Classifications (Defined)

Freeway District (FW)

The Freeway (FW) District accommodates a broad range of nonresidential land uses including office, retail, personal service, commercial, industrial and institutional activities. FW District regulations are designed to achieve compatibility between diverse uses through greater setbacks and other appropriate development controls.

Office 1 District (O-1)

The Office 1 (O-1) District provides for low-rise office and professional service development. This District is appropriately located adjacent to residential districts and may be used as a transition or buffer between residential uses and more intensive nonresidential activity. District regulations are designed to ensure compatibility with residential development by establishing maximum height, lot coverage and setback requirements.

General Business District (GB)

The General Business (GB) District accommodates a variety of retail, service and business establishments which are not designed in a shopping center configuration but are generally located on individual, unrelated sites. General Business districts are not appropriate adjacent to Single Family districts.

Office 2 District (O-2)

The Office 2 (0-2) District provides for general office and professional service uses. This district also accommodates limited support services for office activities such as restaurants, personal services and specialized retail. The Office 2 (0-2) District allows low-, mid-, and high-rise office development and is generally not appropriate adjacent to residential districts.

Shopping Center District (SC)

The Shopping Center (SC) District provides for the establishment of convenient retail and personal service activities by grouping compatible uses in a single center which is designed in an integrated manner according to an overall site plan. The Shopping Center District accommodates shopping center development having a neighborhood or community service area. Planned Development (PD) zoning is recommended for shopping centers or malls requiring a site of twenty acres or more.

Industrial 1 District (I-1)

The Industrial 1 (I-1) District provides for a wide range of industrial uses which generate few objectionable conditions. Such uses include manufacturing, processing, assembling, research and development, and warehousing and distribution. The Industrial 1 (I-1) District also accommodates support services for industrial development such as office, commercial, personal and professional services, and limited retail activities. The Industrial 1 (I-1) District regulations are designed to ensure compatibility among the various uses allowed in the Industrial 1 (I-1) District and to protect

adjacent non-industrial development from potentially incompatible uses and conditions.

Commercial Districts (C-1 and C-2)

The Commercial (C-1 and C-2) Districts allow a broad range of commercial sales, service and repair activities, many of which are not appropriate in a retail or office environment. The Commercial Districts accommodate intensive and potentially incompatible activities and should not be located adjacent to residential neighborhoods.

Industrial 2 District (I-2)

The Industrial 2 (I-2) District provides for a wide range of industrial activities, some of which may generate objectionable or hazardous conditions and therefore are not compatible with non-industrial land uses. Permitted uses include manufacturing, processing, assembling, research and development, and warehousing and distribution. The Industrial 2 (I-2) District also accommodates office and commercial support services for industrial activity.

Multi-Family Districts (M-12 and MF-18)

The Multifamily Districts provide for low and medium density Multifamily development at densities no greater than twelve (12) units per acre for MF-12 and no greater than eighteen (18) units per acre for MF-18. These districts accommodate a variety of housing types including single family dwellings, duplexes, triplexes, quadraplexes, apartments and condominiums.

It is intended that the uses allowed and/or the development regulations for this district shall be utilized for previously adopted ordinances which made reference to the GB/MF-2 or GB-B Districts under Ordinance No. 3237, or the Retail District under Ordinance No. 1011.

Central Area 1 District (CA-1)

The Central Area 1 (CA-1) District encompasses the core of the downtown business area. Expansion of the district is not anticipated. The Central Area 1 (CA-1) District allows a broad range of office, retail, commercial, residential and institutional activities. District regulations are designed to accommodate a diversity of land uses located in a more densely developed environment. Special provisions are made for off-street parking, lot coverage and setback requirements since this district is largely comprised of older structures which predate contemporary development concepts and standards.

Utilities

According to City Staff, most of the Study Area's infrastructure is generally sufficient to support the redevelopment concepts presented later in this report. Exceptions to this statement are portions of the Area's roadway and drainage infrastructure which could prove deficient, depending on the ultimate development program. A review of capital plans, together with Staff input, suggests that $1.85 in utility improvements and enhancements will be needed to advance the catalyzing projects. Given the likelihood that new development and redevelopment will occur at a modest rate and on a parcel-by-parcel basis, the City should have time to plan for and phase these improvements over a period of several years.

Transportation

Within Centerville Marketplace, a number of transportation facilities and services exist to facilitate movement to and through the Area. Given the added advantage of its proximity to I-635 and ongoing enhancements to the I-635 frontage road, vehicular access to properties located along is southern edge has improved significantly. Properties in other portions of the Area are accessible via regional arterials and transit routes including Northwest Highway 12.

Street design and thoroughfare planning is an important element of any subarea plan, but particularly in the Study Area. Whereas comprehensive and subarea planning can be used to inform, but not require land uses, so too can it be used to inform the efforts of city engineers, roadway designers, and private developers, yet not require specific improvements unless they are made part of regulating and funding documents such as the City's Master Thoroughfare (MTP) and Capital Improvement Plans (CIP). Several transportation improvements are recommended for the Study Area totaling approximately $3.9m in addition to a $20m grade separation project.

Roadways

The Study Area is served by a number of region-serving roadways that carry the bulk of its traffic. South Garland Avenue, Shiloh Road, Northwest Highway 12 and West Centerville Road are the primary arterials serving properties. Combined, they carry over 100,000 trips a day. Among the traffic issues that negatively impact parcels in the Study Area, the majority are located closest to I-635. Collector and local street systems while providing access to businesses and adjacent neighborhoods, they are somewhat disconnected, limiting the ability for transportation users to travel through the Study Area without having to access a major arterial.

As Exhibit 2-7 illustrates, among the Study Area's roadways, those that receive the most significant levels of traffic volume include the portion of East Centerville Road north of the Northwest Highway 12 where 40,358 vehicles were reported in 2013, and south of Northwest Highway 12 where 34,314 vehicles were reported. Traffic counts along Northwest Highway 12, west of East Centerville Road, ranged from 31,154 to 26,571 vehicles during this same timeframe.

Figure 2-7: Traffic Counts Within Area Roadways

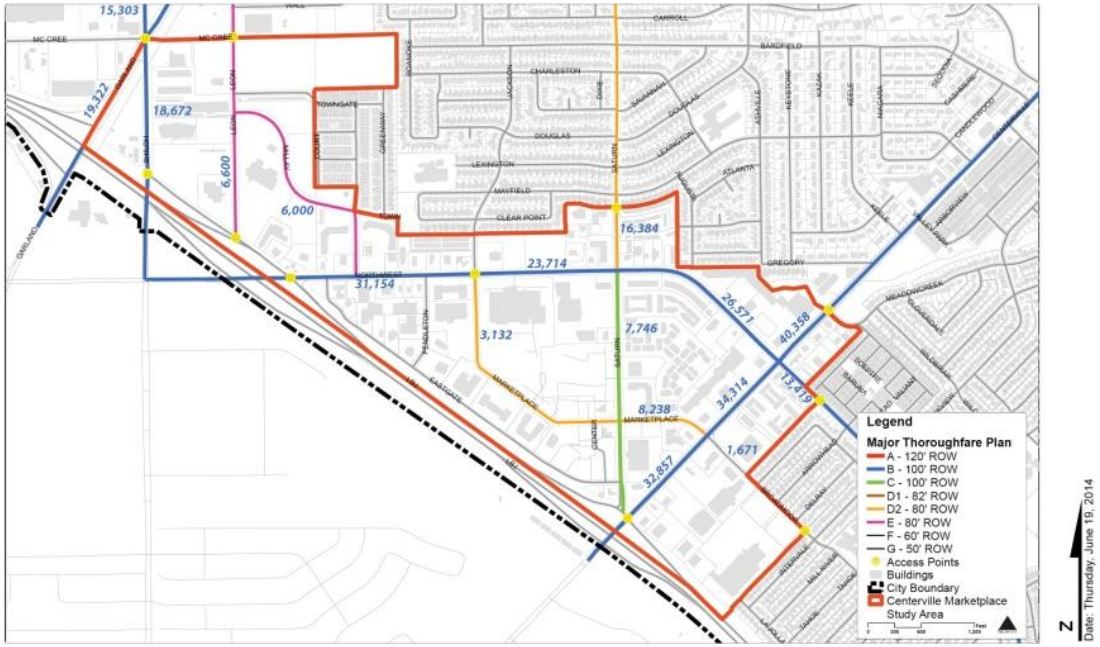
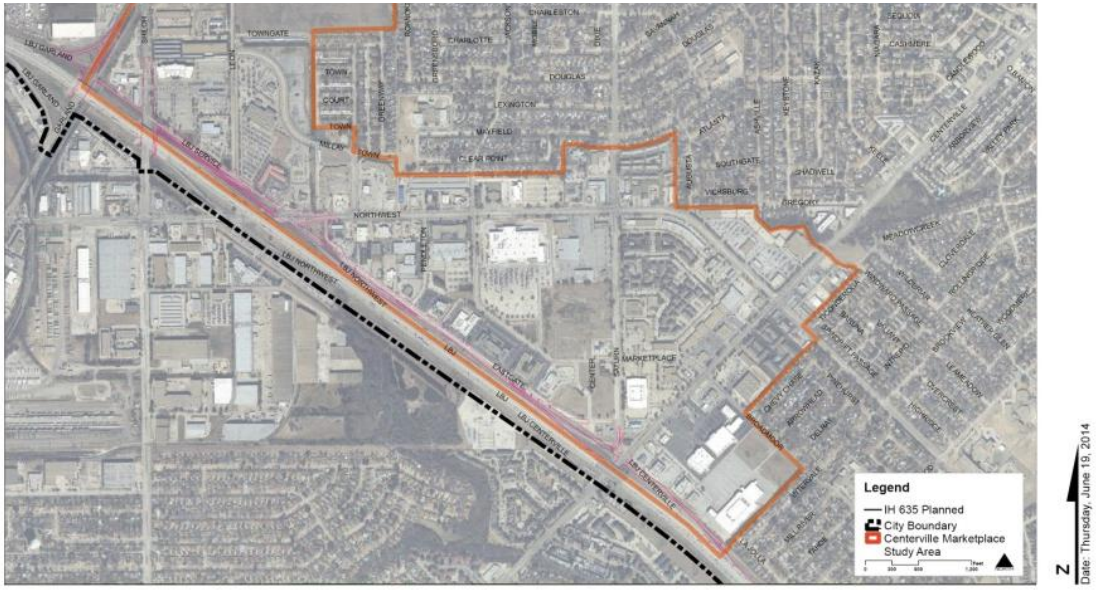


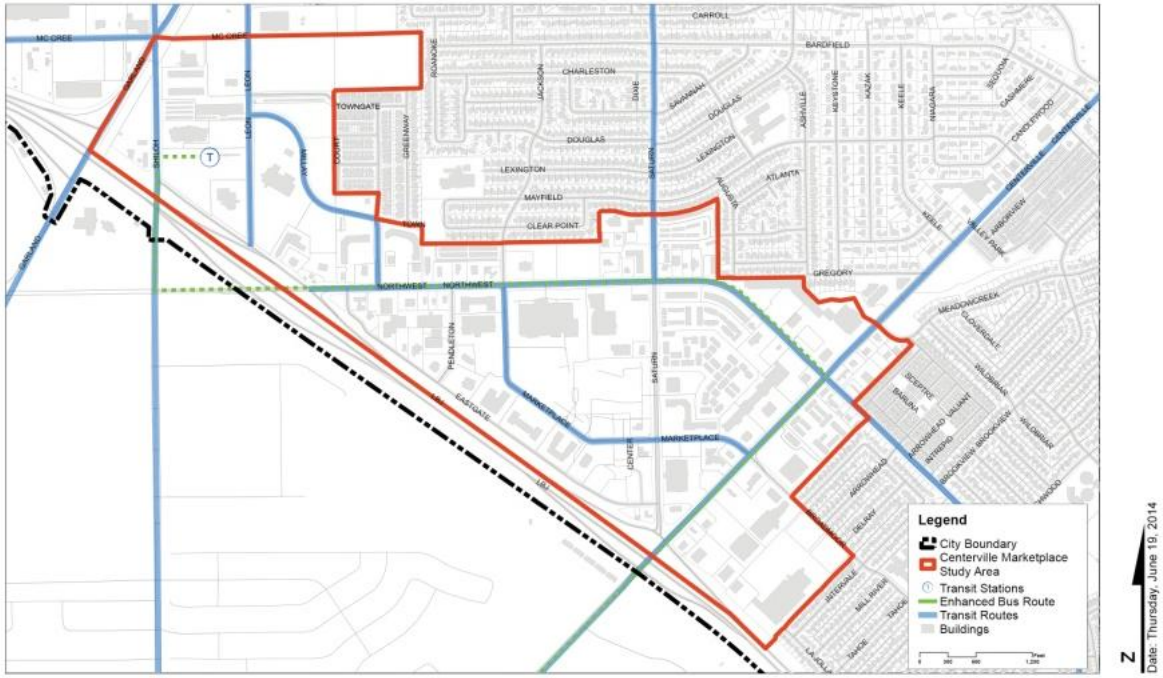
Figure 2-8: Planned I-635 Frontage Road Improvements



Improvements to the I-635 frontage road, as of the date of this report, include HOV lanes, additional travel lanes, improved access along the frontage road, and others listed below, all of which will directly benefit land values and transportation access. Those that will immediately improve conditions include (a / an):

- Off-ramp and frontage road at the northbound La Prada exit
- Two-lane frontage road at southbound I-635 at West Centerville Road
- Freeway ramp reversals along I-635 corridor
- Northbound I-635 frontage road between Shiloh Road and South Garland Avenue

Figure 2-9: Existing Transit Routes



Transit

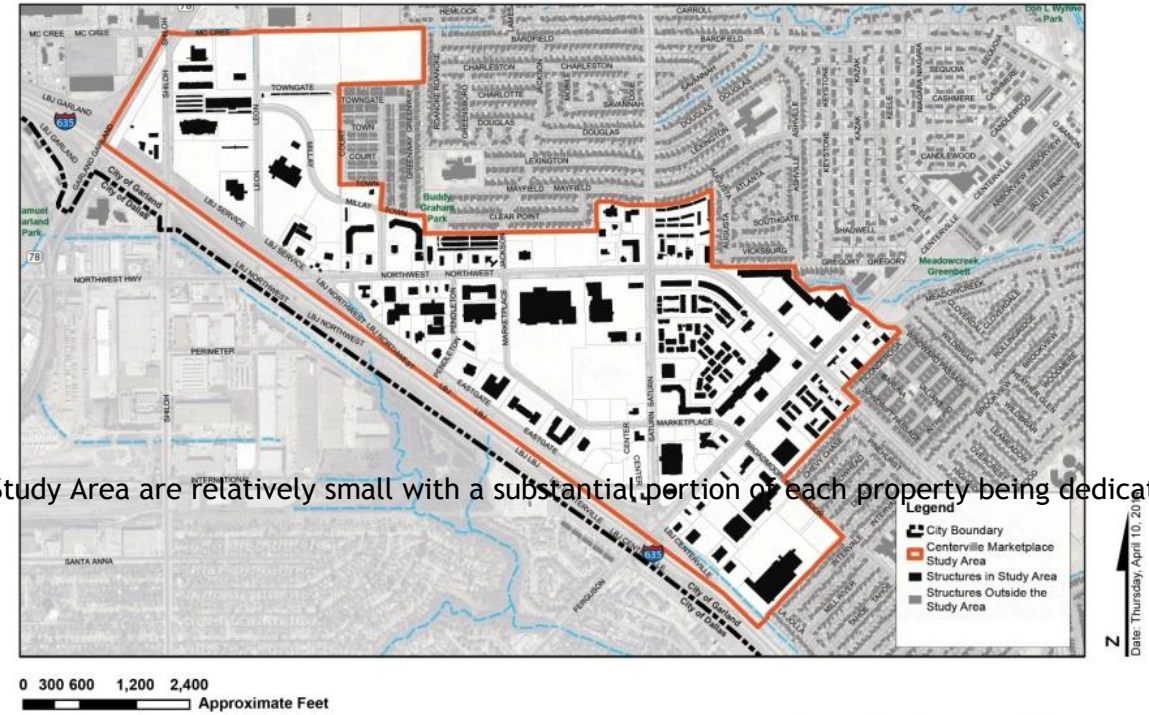
DART currently provides transit service along all of the Study Area's major roads and all routes terminate at the South Garland Transit Center, located between Leon and Shiloh Roads. The Transit Center has eight bus bays and 600 parking spaces shared by the Cinemark Theater and DART park n' ride. Buses using the Center provide service not just within the Study Area, but along 13 different routes throughout South Garland.

Non-Vehicular Connections

Due to the fact that larger format commercial uses dominate, taken together with the pattern of development that separates rather than integrates uses, connections between them are limited. Further, the infrastructure to support non-vehicular movement between uses is both inconsistent and substandard. Among the sidewalks that are present, some are aged and few meet American Disability Act (ADA) standards. Roadway shoulders that could support bicycle traffic are equally inconsistent, and lighting to support safe movement needs to be improved. Streetscape amenities vary by the age of the adjacent development, offering a lack of visual continuity along the street edge. Finally, truck traffic and through traffic are perceived as issues that discourage pedestrian connectivity within the Study Area. Along the perimeter of the Study Area, the I-635 frontage road and Northwest Highway 12 support traffic volumes and speeds that jeopardize pedestrian safety.

Collectively, large expanses of surface parking, vacant lots, fragmented development patterns, a lack of pedestrian crossing signals and crosswalks weaken overall connectivity within the Study Area. Discontinuity of clearly defined, safe, and accessible sidewalks can be a significant impediment to infill and redevelopment, therefore these types of improvements will be a priority funding item within the City's CIP.

Figure 2-10: Development Form



Development Patterns and Urban Form

As Exhibit 2-10 shows, building footprints in the Study Area are relatively small with a substantial portion of each property being dedicated to par which are primarily auto-oriented and serving moderate market segments, they yield modest improvement values, well below what would be required to support a more dense development format.

Collectively, existing development patterns and the location of institutional and commercial anchors, will make connecting existing and future uses through a street grid difficult. Supportive improvements that could be completed near-term and further this objective include a variety such as the introduction of gathering places, consistent pattern of streetscape improvements, cohesive signage program and when and if possible, a design overlay for both residential and commercial land uses.

Conclusion

In summary, the Study Area's existing pattern of development is representative of a typical suburban commercial node with improvements completed over the multiple decades. Buildings were clearly introduced independently of the others (rather than as a cohesive collection) and are served by large expanses of surface parking lots. As Envision Garland 2030 acknowledged, "Garland stands at the crossroads between its past, as a fast-growing inner-ring suburb to Dallas, and its future, as an established urban economy in its own right. The type and quality of development that the community attracted during its boom years is evidence of this statement. Today, decades later, these real estate formats present a significant challenge to its future."

With this understanding, as well as the various conditions discussed above, priority improvements in the Study Area discussed in Section 4: Framework and Section 5: Implementation, seek to reestablish its development form by strengthen connections between uses and correspondingly discouraging opportunities for pass-through traffic. Transportation enhancements to address these objectives will be difficult and costly given the location of significant and recent private developments, yet necessary in order to support a greater variety of uses and product types and advance the Area's vision. Whereas it is unlikely that the private sector will finance the desired capital improvements, it will be essential that the City "memorialize" these recommendations in available regulating documents including the City's Master Thoroughfare Plan, and focus capital expenditures in locations unlikely to change over the near- or mid-term such as along major roadways in the form of sidewalks, landscaping, signage and at gateways.

Section 3:

Market Overview

Planning for the strategic revitalization of an area requires an understanding of its limitations and opportunities. Whereas the previous Section: 2 Existing Conditions, addressed challenges in the Area's physical, investment and regulatory environments, this section focuses on opportunities resulting from untapped market niches and anticipated growth in the Area, city of Garland, and region.

The purpose of a market analysis in the context of an area-wide redevelopment initiative is fourfold. It:

- provides a “reality check” for conceptual planning;
- ensures that recommendations are grounded in market and economic reality;
- sets the stage for implementation; and
- provides an accurate and independent “story” to tell potential development and investor audiences.

Trade Area

The analyses here quantify support for a range of land uses and product types within a representative trade area, the assumption being that even though certain uses don't exist in the Study Area today, with strategic public and private reinvestment and supportive policies the Area could be successfully positioned to capitalize on select niche and destination opportunities. The Centerville Marketplace Trade Area was defined based on the following factors:

- **Physical Barriers** – the presence of certain physical barriers including highways, arterials, and significant structures which influence driving and shopping patterns;
- **Location of Possible Competition** – inventory of potentially competitive projects which could diminish the market share available to the project;
- **Proximity to Population and / or Employment** – concentrations of population and employers which could translate into more residents ("rooftops") and employees to support development;
- **Zoning** – restrictive or favorable regulatory environment which could influence a developer’s interest in delivering projects in one location vs. another;
- **Market Factors** – conditions which will set sale and lease prices, influence a developer’s interest, or impact a project’s revenue potential (value);
- **Drive Times, Spending and Commuting Patterns** – establish habits and patterns which could impact a project’s ability to capture market share (or require re-education).

Exhibit 3-1: Centerville Marketplace Trade Area Map (non-retail)

A map of the Centerville Marketplace Trade Area (the Trade Area) is presented in Exhibit 3-1.

The Trade Area comprises all or a portion of the cities of Garland, Dallas, and Richardson. These three communities have spent much of the past two decades fostering redevelopment opportunities in the older neighborhoods of their respective communities. Dallas' central location and Richardson's location along U.S. 75 have given them an advantage over Garland. Centerville Marketplace as a significant commercial hub in the city with access and frontage along the region-serving Interstate 635 (I-635) corridor offers a unique opportunity for Garland to capitalize on a range of market opportunities, if appropriately positioned and promoted.

Economic and Demographic Indicators

The information that follows presents an overview of current and future conditions among various land uses within the Trade Area. Since it represents a submarket within the city of Garland, and as such will likely compete with projects in this geography, as well as a broader influence (trade) area, indicators and conditions are presented for a variety of geographies (based on information available).

Economic and demographic characteristics, while indicators of historical trends also reflect an area's economic health and potential to affect private and public sector development decisions. Table 3-1 includes several of these indicators for the Centerville Marketplace Trade Area and Dallas-Fort Worth Metroplex. As presented, conditions within both geographies are relatively similar, but for the following exceptions.

The Trade Area:

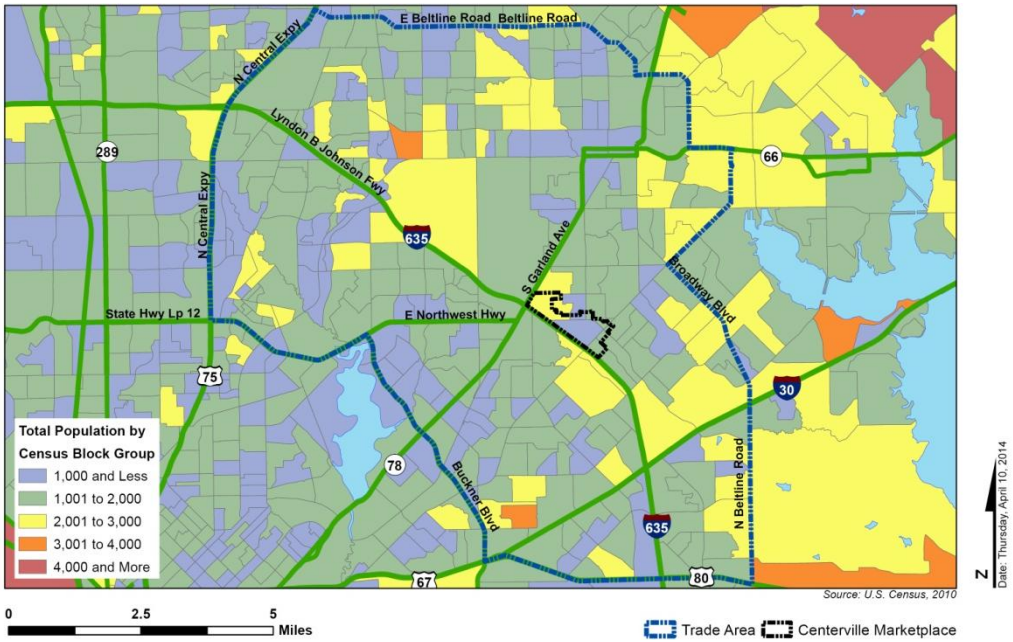
- is projected to grow at a considerably slower rate than the Metroplex overall;
- has a moderately higher share of both non-family and renter-occupied households and lower percent of college-educated residents;
- maintains household incomes lower than those of the Metroplex; and
- features a higher percent of Hispanic and African-American residents, yet similar percent of Asian residents, compared to the Metroplex.

Table 3-1: Trade Area Demographic Comparison

2010 Indicator (unless otherwise noted)	Centerville Marketplace Trade Area	DFW Metroplex
2000 Population	418,400	5,197,317
2013 Households	152,400	2,475,000
Annual Household Growth Rate (Projected through 2023)	0.8%	1.8%
Average Household Size	2.75	2.73
Pct. Non-Family Households	34%	31%
Pct. Renters	40%	38%
Pct. Age 65+	10%	9%
Pct. Age 0-19	30%	30%
Median Age	33.1	33.8
Pct. With Bachelors Degree	21%	29%
Pct. Self-Employed (Age 16+)	6%	6%
Median Household Income	$43,400	$53,600
Per Capita Income	$22,400	$26,800
Pct. With Income Below $25,000	28%	21%
Pct. With Income Over $100,000	14%	23%
Pct. Hispanic	42%	27%
Pct. Black/African-American	19%	14%

Sources: U.S. Census Bureau; North Central Texas Council of Governments; Claritas, Inc.; and RickerlCunningham.

Figure 3-2: Trade Area Population (by census block)

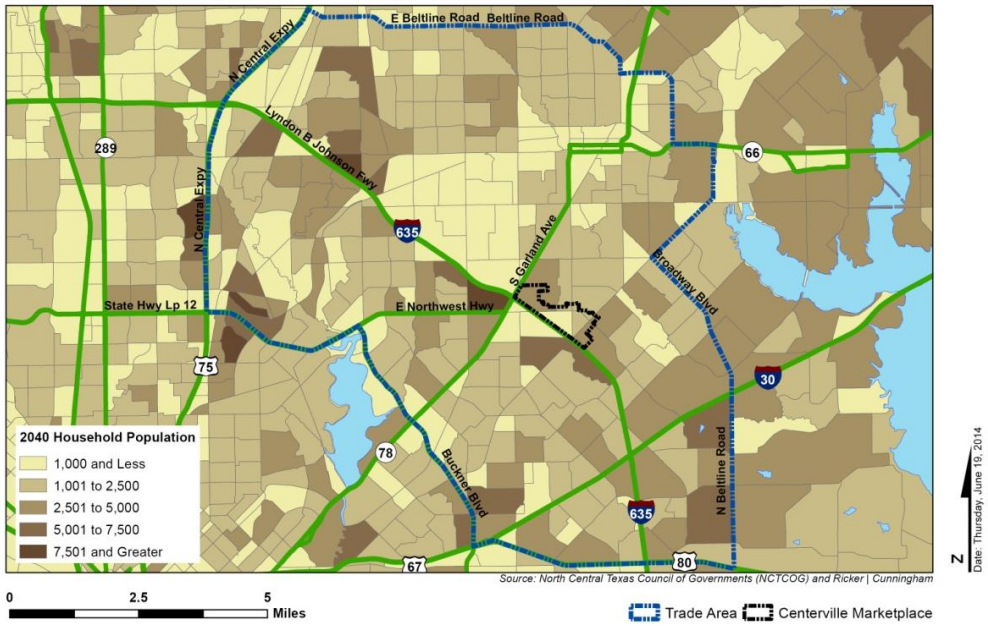


Population

Figure 3-2 illustrates concentrations of population by census block within the Study Area, Trade Area and region. As shown, census blocks in the immediate vicinity of the Study Area maintain low to moderate levels of population compared to others within the Trade Area. High levels of population in a small geography (in this instance census blocks) can mean a more dense pattern of development, if there is also a large inventory of residential units. In this instance, the fact that population levels in the Study Area are relatively modest is less an indication of density and more an indication of its land use mix which is primarily commercial and institutional.

Figure 3-3 illustrates the location of anticipated concentrations of population, specifically in the year 2040. The source of this information is the North Central Texas Council of Governments (NCTCOG or COG). Rather than census blocks, the geography used here are Traffic Survey Zones (TSZ). TSZs are used to inform the location of transit and transportation improvements based on anticipated growth. Although technically different geographies, they are similar, therefore a visual analysis of existing versus future population suggests that COG anticipates limited if any new residential growth within

Figure 3-3: Trade Area Future Population (by traffic survey zone)

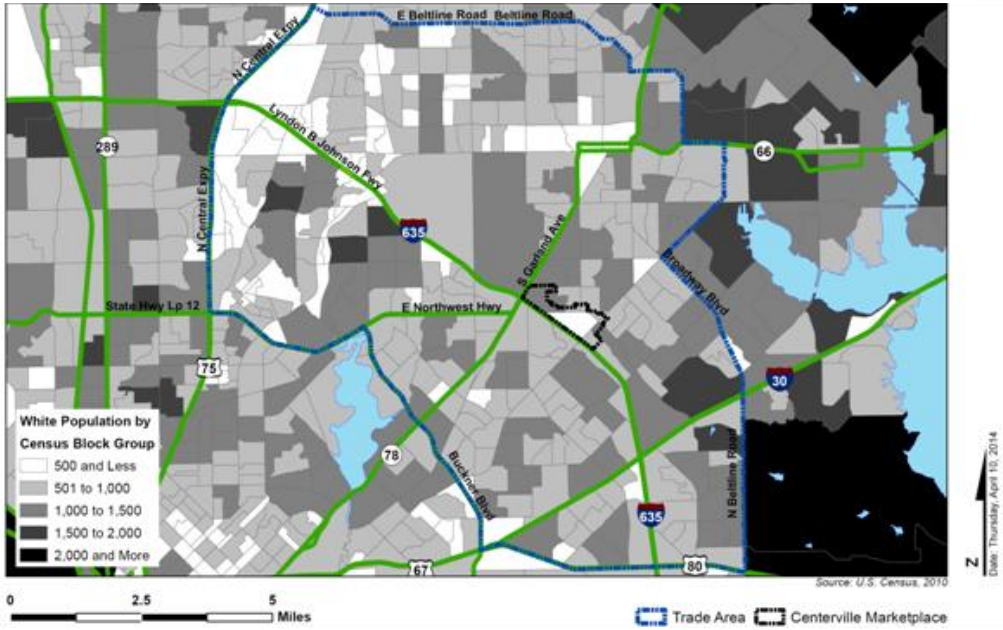


the Study Area and moderate residential growth around the Study Area. This suggests that forecasting entities such as COG expect the Area to continue to be a commercial destination within the city and region.

Ethnicity

Figures 3-4 through 3-7 illustrate the ethnic profile of residents in the Trade Area and Study Area. As shown, the largest concentrations of Whites and Asians, as a percent of total Trade Area residents, are located east of North Beltline Road, north of U.S. Highway 80 and south of Interstate 30 (I-30), in the community of Sunnyvale. There are significant concentrations of Hispanic residents east of South Garland Avenue and south of State Highway 66 (Lakeview Parkway) and north of I-635, and west of South Jupiter Road. In this latter location, there is also a large population of Black residents. Within the Study Area, there are the most Hispanic and Asian, rather than Black or White residents.

Figure 3-4: Trade Area White Population (by census block)



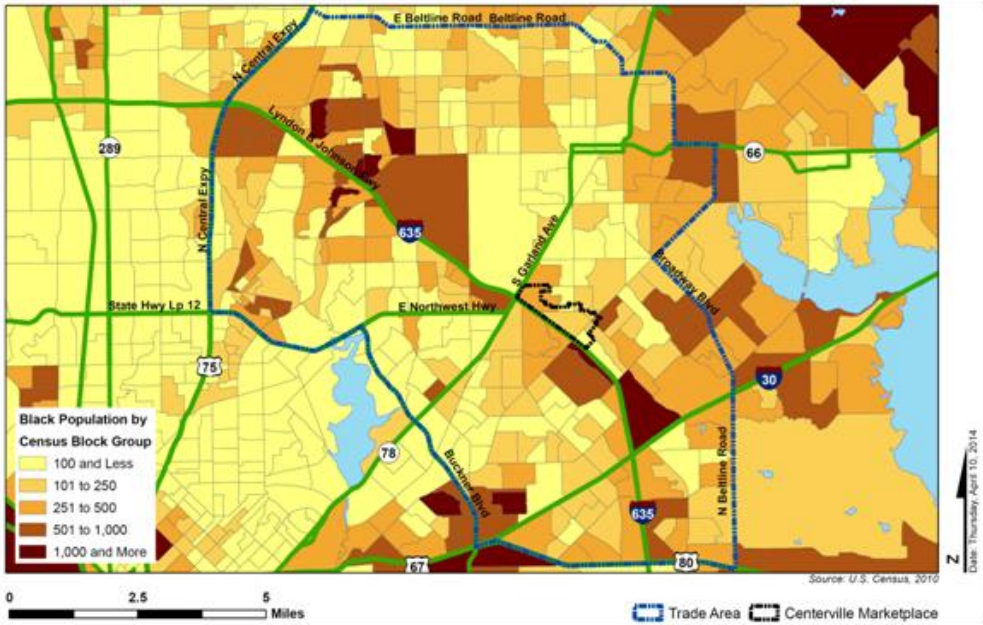


Figure 3-5: Trade Area Black Population (by census block)

Population by Age

As reflected in Figures 3-8 through 3-11, residents within the Study Area are fairly evenly represented across all of the age groups presented here, however, the largest concentrations appear to be within the 17 years and younger and 25 to 34 year groups. This pattern suggests that there are several young families in the Area, and many with children. Within the Trade Area overall, age groups that are most highly represented are the 17 and younger, 55 to 64 years, and 65 years and older, with the most in the former and latter groups.

Figure 3-6: Trade Area Hispanic Population (by census block)

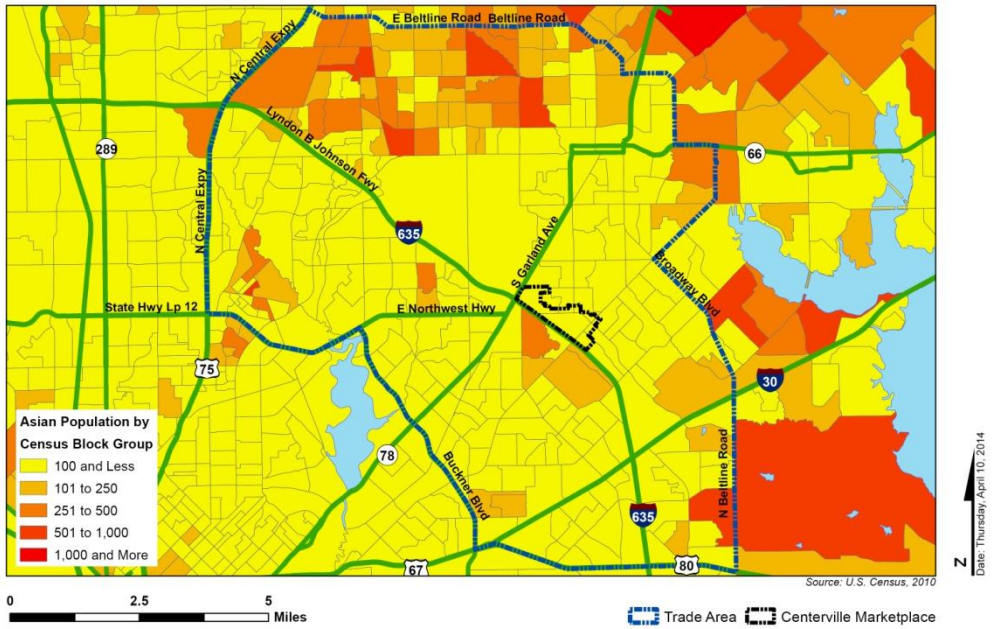


Figure 3-7: Trade Area Asian Population (by census block)

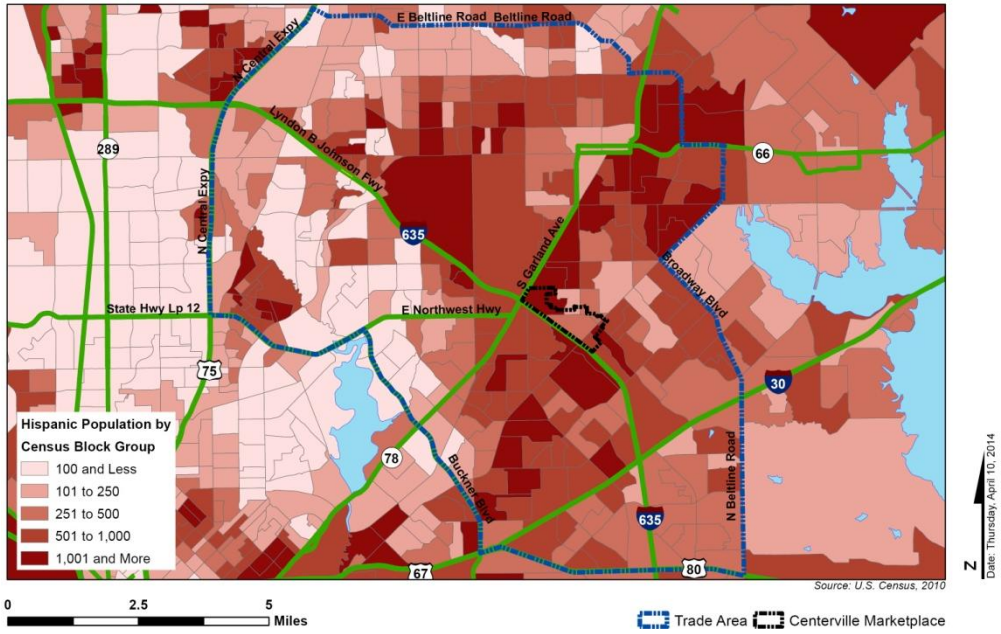


Figure 3-9: Population 17 Years and Younger (by census block)

Figure 3-9: Population 25 to 34 Years (by census block)

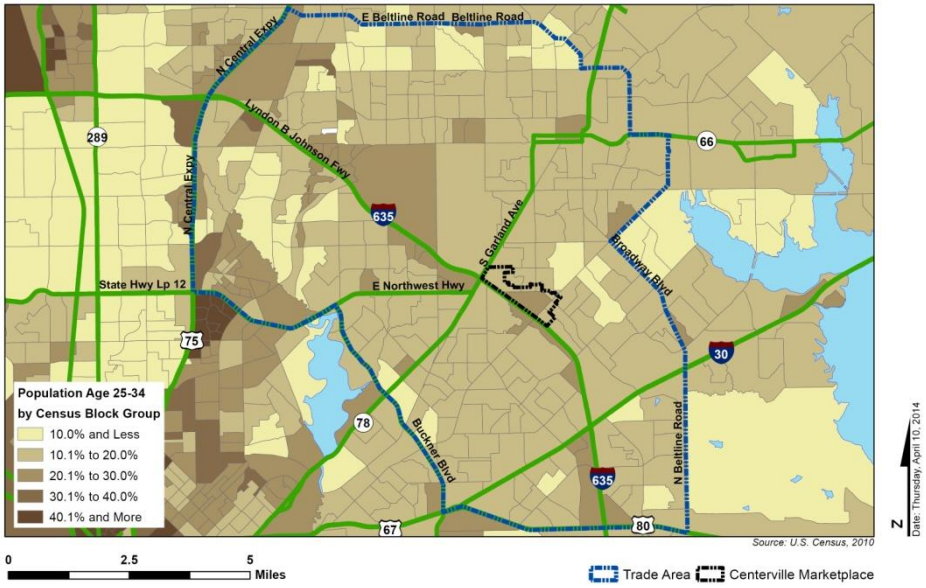


Figure 3-10: Population 55 to 64 Years (by census block)

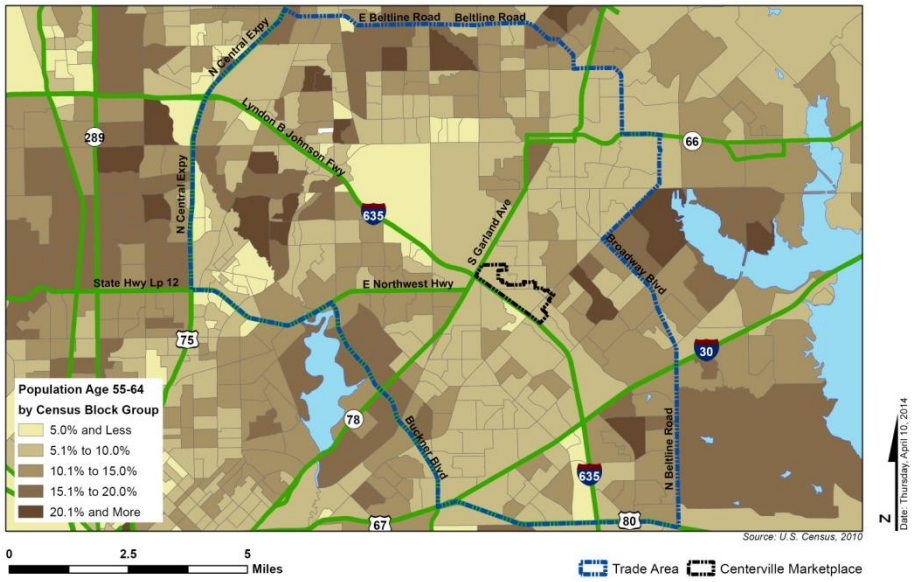


Figure 3-11: Population 65 Years and Older (by census block)

Housing

Figures 3-12 through 3-14 illustrate the characteristics of housing products in the Trade Area including the location of vacant versus occupied units. In terms of total units, vacant or occupied, the greatest concentrations are located within the western portion of the Study Area, north of I-635 and west of South Jupiter Road, and in the northeast quadrant of I-635 and I-30. Within the first concentration near I-635 and Jupiter Road, while the majority of housing units are occupied, there are still comparatively high vacancy rates. Within the second concentration near I-635 and I-30, there are fewer vacancies.

Figure 3-12: Housing Units (by census block)

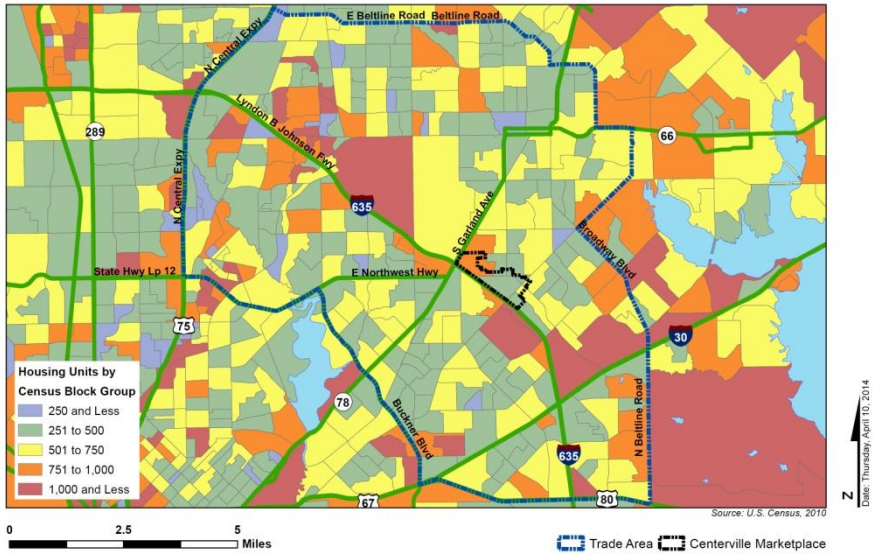


Figure 3-13: Occupied Housing Units (by census block)

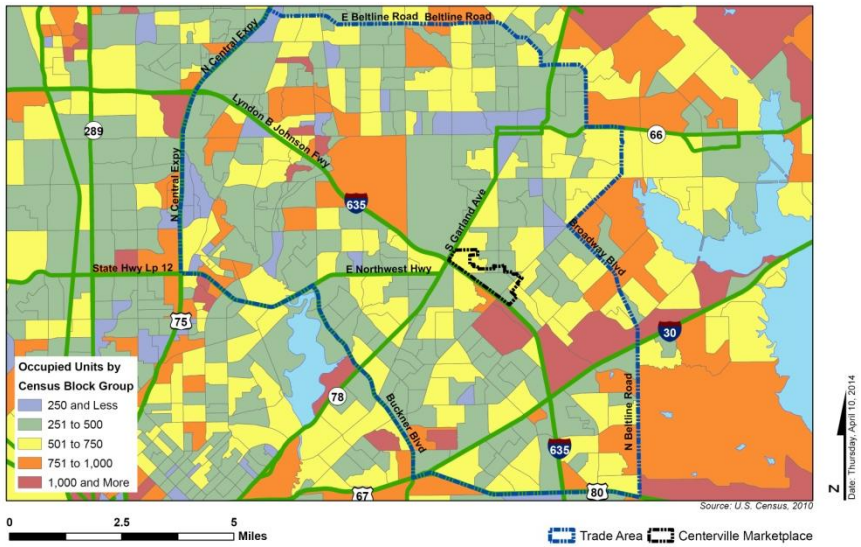
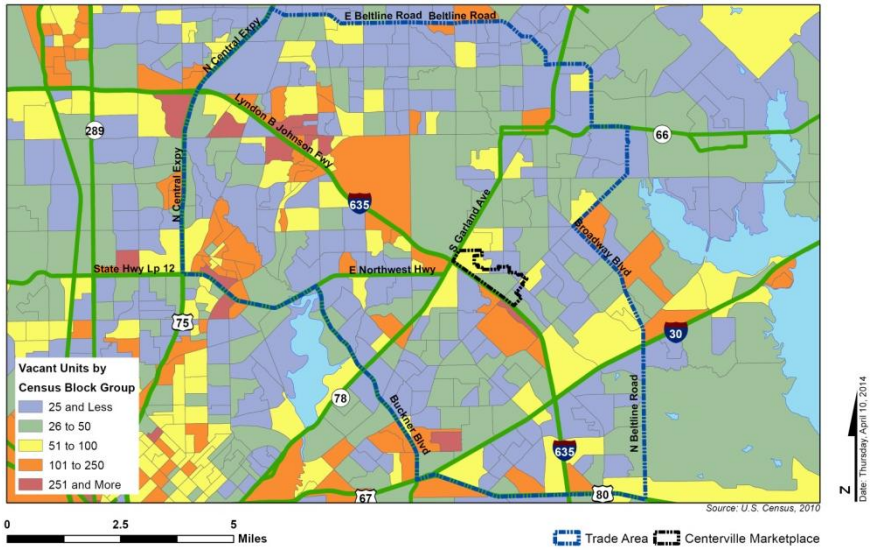


Figure 3-14: Vacant Housing Units (by census block)



Employment

An additional indicator not discussed above relates to the location of employees and employers in the Study Area and Trade Area. In addition to forecasting the location of future population groups, the NCTCOG also forecasts the location of future employees. Inherent in COG's estimates are variations in the employment penetration rates of different industry groups. For instance, industrial users generally require 350 square feet of space per employee. Conversely, retail users generally require 400 square feet of space and office users 150 to 180 square feet of space per employee. Note that the office space per employee ratio is on the decline and expected to drop to 100 square feet per employee within the next decade. COG anticipates that the largest concentrations of employees in 2040 will be located in the northeast quadrants of I-635 and I-30, and all four quadrants of I-635 and South Garland Avenue. Other concentrations are expected along the east side of U.S. Highway 75 (North Central Expressway) between U.S. Highway 12 (Northwest Highway) and East Beltline Road.

Psychographic Profile

Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions and preferences. PRIZM (Claritas, Inc.) is a leading system for categorizing neighborhoods and the local workforce into one of 65 distinct lifestyle (or psychographic) segments.

Audiences interested in this information as it may influence investment decisions, are commercial retail and residential developers. Retail developers are particularly interested in understanding an area's psychographic profile, as this can be an indicator of spending levels across select retail categories. Residential developers are interested as it tends to suggest preferences for certain housing product types.

Table 3-2 reflects the top lifestyle segments within the Trade Area. Following the table is a definition of each one. As previously presented, it appears that the Area's profile is highly diverse in terms of its ethnicity, that it supports moderate levels of spending on entertainment, and that there is a preference for modestly-priced homes. While there appears to be a significant concentration of families with children, there are also a disproportionately high number of "adults in transition" including those at both ends of the independent living scale - young twenty-somethings and Baby Boomers seeking an alternative housing product to a single family detached home.

Table 3-2: Trade Area Lifestyle Segmentation

Lifestyle Segment	Area Households	% of Total Households	U.S. Index=100*
Multi/Culti Mosaic	18,051	11.8%	668.5
Big City Blues	17,633	11.6%	1,014.7
American Dreams	16,250	10.7%	464.4
Low-Rise Living	15,303	10.0%	731.5
Close-In Couples	11,088	7.3%	594.5
Urban Subtotal	**78,325**	**51.4%**	**--**
Blue-Chip Blues	2,871	1.9%	157.7
New Beginnings	2,568	1.7%	119.9
Kids and Cul-de-Sacs	1,986	1.3%	83.3
Home Sweet Home	1,896	1.2%	69.9
Beltway Boomers	1,518	1.0%	108.6
Suburbs Subtotal	**10,839**	**7.1%**	**--**
Total Above Segments	**89,164**	**58.5%**	**--**
Total Trade Area	**152,447**	**100.0%**	**--**

* Indicates concentration of this segment relative to U.S. average. A segment index of 200 would mean that this group contains 2 times the concentration of households compared to the average U.S. neighborhood.

Source: Claritas, Inc. and Ricker|Cunningham.

Lifestyle Segment Definitions

An immigrant gateway community, **Multi-Culti Mosaic** is the urban home for a mixed populace of younger Hispanic, Asian and African-American singles and families. With nearly a quarter of the residents foreign born, this segment is a mecca for first-generation Americans who are striving to improve their lower-middle-class status.

With a population that's 50 percent Latino, **Big City Blues** has the highest concentration of Hispanic Americans in the nation. But it's also the multi-ethnic address for low income Asian and African-American households occupying older inner-city apartments. Concentrated in a handful of major metros, these young singles and single-parent families face enormous challenges: low incomes, uncertain jobs and modest educations. More than 40 percent haven't finished high school.

American Dreams is a living example of how ethnically diverse the nation has become: more than half the residents are Hispanic, Asian or African-American. In these multilingual neighborhoods--one in ten speaks a language other than English--middle-aged immigrants and their children live in middle-class comfort.

The most economically challenged urban segment, **Low-Rise Living** is known as a transient world for young, ethnically diverse singles and single parents. Home values are low--about half the national average--and even then less than a quarter of residents can afford to own real estate. Typically, the commercial base of Mom-and-Pop stores is struggling and in need of a renaissance.

Close-In Couples is a group of predominantly older, African-American couples living in older homes in the urban neighborhoods of mid-sized metros. High school educated and empty nesting, these 55-year-old-plus residents typically live in older city neighborhoods, enjoying secure and comfortable retirements.

Blue-Chip Blues is known as a comfortable lifestyle for young, sprawling families with well-paying blue-collar jobs. Ethnically diverse--with a significant presence of Hispanics

and African-Americans--the segment's aging neighborhoods feature compact, modestly priced homes surrounded by commercial centers that cater to child-filled households.

Filled with young , single adult, **New Beginnings** is a magnet for adult in transition. Many of its residents are twenty-something singles and couples just starting out on their career paths—or starting over after recent divorces or company transfers. Ethnically diverse—with nearly half its residents Hispanic, Asian or African-American—New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.

Upscale, suburban, married couples with children--that's the skinny on **Kids & Cul-de-Sacs**, an enviable lifestyle of large families in recently built subdivisions. With a high rate of Hispanic and Asian Americans, this segment is a refuge for college-educated, white-collar professionals with administrative jobs and upper-middle-class incomes. Their nexus of education, affluence and children translates into large outlays for child-centered products and services.

Widely scattered across the nation's suburbs, the residents of **Home Sweet Home** tend to be upper-middle-class married couples living in mid-sized homes with few children. The adults in the segment, mostly between the ages of 25 and 54, have gone to college and hold professional and white-collar jobs. With their upscale incomes and small families, these folks have fashioned comfortable lifestyles, filling their homes with toys, TV sets and pets.

The members of the postwar Baby Boomers are all grown up. Today, these Americans are in their forties and fifties, and one segment of this huge cohort--college-educated, upper-middle-class and home-owning--is found in **Beltway Boomers**. Like many of their peers who married late, these Boomers are still raising children in comfortable suburban subdivisions, and they're pursuing kid-centered lifestyles.

Development Climate

During the latter part of 2008, real estate development activity in the United States nearly ceased to exist. In the years that followed, particularly within markets that saw modest levels of activity, the nature of real estate moved away from what it was in earlier decades. Additionally, financing rates and under-writing criteria, effectively rendering many market-supported projects infeasible. Other evaluation matrices include: availability of development capital, technological advances, demographic and psychographic trends (lifestyle segmentation data), and municipal policies.

Development Trends

Every year, the Urban Land Institute and Price Waterhouse Coopers release their Emerging Trends in Real Estate publication, an annual forecast of commercial real estate based on interviews with developers, investors and managers of national and international properties. Following is an overview of trends and opportunities identified in the 2014

publication that could influence development in and around the Trade Area.

- Markets with favorable demographics, exposure to growing industry sectors and those with an attractive cost-of-doing-business are expected to do the best over the next five years
- Top five U.S. markets for investment and development are:
  - San Francisco
  - Houston – Booming Energy Economy
  - San Jose
  - New York City
  - **Dallas / Fort Worth – "Large Investible Universe"**
- Highest population growth is expected in Texas markets – at a rate more than double the national average – more than 78,000 new residents each year
- Housing and manufacturing industries are expected to keep economy expanding – benefiting from high concentrations of technology, corporate headquarters operations, excellent distribution infrastructure and above-average population gains
- Growth of "Generation Y" will continue to impact all real estate sectors – more urban and less suburban, but less driving; collaborative office space; close-in warehousing to ensure same-day delivery from online retailers
- "Generation Y', individuals aged 15 to mid-30s, a larger group than Baby Boomers, are more frugal, comfortable in smaller spaces, and desiring of living units convenient to work, shopping and recreation / entertainment districts.
- Generation "X" – now between 31 and 46 – are redefining the "givens" of the past several decades – they want equal parts traditionalism, work and leisure, all gravitating around smaller, higher-quality homes.
- Two age segments prefer low-maintenance housing options including apartments, condos, townhomes, rowhouses, flats and co-ops -- individuals and couples age 18 to 34 and empty nesters age 55 and over. These two segments comprise 46% of the Trade Area population.
- Retailers want more urban formats - urbanity in the suburbs (not just walkable new urbanist design, but active programming of spaces that support active lifestyles) will continue to be in demand as many consumers continue to be "priced out" of infill and established locations
- Ethnic retailing, non-store click and mortar (smart phones) concepts, and experience show rooms will dominate the retail field for the foreseeable future
- Big box retailers will continue to deliver new boutique stores, particularly in inner-city locations where big boxes are increasingly less feasible
- Consumers continue to seek new ways to limit energy consumption including shortening their commute to work and shopping.
- Office users will require less individual space (100 sf per employee), but more collaboration space

- Much of existing office space will require amendments that reflect changing tenant needs
- Industrial products are considered the best development opportunity (replacing apartments)

Market Supply and Demand

Analyses of the current performance of real estate products within a market, offer an indication of whether it may be ready for investment. They also serve to highlight potential gaps or niches that new investment could fill.

In order to understand the magnitude of potential growth a property or area could attract, it is first necessary to estimate demand within a representative trade area, thereby assuming that with specific strategic steps it could capture a fair share of that demand. In the discussion that follows, market conditions among the Trade Area's competitive supply are presented along with estimates of demand for residential, office and industrial land uses. Supply conditions for retail, restaurant, and service uses are presented in a separate report, however, demand for these and other commercial categories are summarized below.

Note: The methodology used in Envision Garland to quantify levels of market support within the various catalyst areas included both "top-down" and "bottom up" evaluations. The first considered regional growth in households and employment, while the "bottom-up" evaluation considered the "capacity" of targeted locations (catalyst areas) to accommodate and compete for regional market share. "Capacity" in this context means there are spaces of an appropriate size and shape, and in appropriate locations, to support desired development. Other influences include the community's posture in encouraging investment and prevailing public policy, and economic development initiatives. Similar analyses for the Area were completed in the context of Envision Garland, however, in that case total growth within a representative trade area for the city was estimated and market share for the study area and its various catalyst areas. Conversely, in the context of this analysis, growth was estimated within a trade area representative of the Study Area, followed by an allocation of market share within the individual catalyst areas.

Definition of Feasibility

For the purpose of this analysis, a determination of feasibility among land uses was based on the appropriateness of the Area and specific sites for: select types of development, levels and qualities of the competitive supply (vacant land and improvements), amount of demand, market trends (favorable vs. unfavorable), access to capital, consistency with the City’s and stakeholder’s vision, goals and objectives for the Study Area, all in the context of the community at-large.

Residential Market

Residential Supply

Table 3-3: Trade Area New Home Closings

	Market Indicators			
Submarket	**Total Closings**	**Avg Sale Price**	**Avg Sq Ft**	**Price/Sq Ft**
Garland	156	$245,400	1,929	$127
Dallas	615	$211,500	1,554	$136
Richardson	35	$237,600	1,546	$154
Total Trade Area	**806**	**$219,195**	**1,626**	**$135**
Dallas/Fort Worth	**14,244**	**$253,700**	**1,774**	**$143**

Source: Hanley Wood and Ricker|Cunningham.

The City of Garland issued, on average, 328 residential building permits annually over the last nine years. Of the permits issued, 31% were for multi-family units. Within the Trade Area over the same period of time, the average number of permits was 744 per year, 52% of which were for multi-family units. These figures are skewed by the higher levels of multi-family units in the City of Richardson, which has had better success in redeveloping older neighborhoods.

Although the City of Garland makes up nearly 65% of the Trade Area's existing households (in other words, it's total historical absorption), it has only accounted for roughly 44% of recent Trade Area home-building. These percentages are not unusual for a traditional "inner ring" community competing for new investment with "fringe" areas.

Table 3-4: Trade Area Rental Market Conditions

	Market Indicators					
Submarket	**Total Units**	**Occupancy**	**Avg Rent**	**Rent/Sq Ft**	**Units U/C**	**2013 Completion**
Garland	13,962	93.8%	$730	$0.85	281	281
Richardson	8,659	95.2%	$989	$1.03	162	162
Total Trade Area	**22,621**	**94.3%**	**$829**	**$0.92**	**443**	**443**
Overall Dallas Market	**382,849**	**93.9%**	**$853**	**$0.98**	**17,163**	**10,466**

Source: MPF Research and Ricker|Cunningham.

The Trade Area comprises all or a portion of three submarkets defined by the national data firm of Hanley Wood -- Garland, Richardson, and Dallas (See Table 3-3). At 806 closings in 2012, the Trade Area captured approximately 6% of all sales activity in the DFW Metroplex. During this same period, average sale prices in the Trade Area were approximately 14% lower than those of the Metroplex overall. Although unit sizes in the Trade Area were smaller, their price per square foot was close to the Metroplex average (6% lower).

The Trade Area rental housing market comprises all or a portion of the Garland and Richardson submarkets, as defined by MPF Research (See Table 3-4), another national data firm. Further, of the 22,621 Trade Area units represent, they represent approximately 6% of the total Dallas market. With occupancy rates at or near approximately 95%, the market remains tight in both the Trade Area and overall Dallas market. During this same period, there were 443 units under construction in these submarkets, representing 3% of all units under construction in the Dallas market.

Residential Demand

Demand for Trade Area residential units is a function of newly formed households, whether they arise through natural increases or net in-migration. As shown in Table 3-5, the Centerville Marketplace Trade Area is expected to generate demand for approximately 12,900 new housing units by 2023. Assuming the ratio of rental to owner-occupied units remains at 40%, this will translate into demand for 5,200 new rental units and 7,700 new ownership units.

Table 3-5: Trade Area 10-Year Residential Demand

					Trade Area Demand from New Households (10-yr)			
Household Income Range (2010	Approximate Rent Range	Supportable Home Price Range	Households in Income Bracket	Households by Income Bracket	Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units
up to $15K	up to $375	up to $75K	14%	13%	**1,676**	85%	1,425	251
$15-25K	$375 - $625	$75 to $100K	14%	13%	**1,676**	75%	1,257	419
$25-35K	$625 - $875	$100 to $150K	13%	12%	**1,547**	60%	928	619
$35-50K	$875 - $1,000	$150 to $200K	16%	16%	**2,063**	55%	1,135	928
$50-75K	$1,000+	$200 to $250K	19%	20%	**2,579**	10%	258	2,321
$75-100K	$1,000+	$250 to $350K	10%	11%	**1,418**	8%	113	1,305
$100-150K	$1,000+	$350 to $500K	9%	10%	**1,289**	3%	39	1,251
$150K and up	$1,000+	$500K and up	5%	5%	**645**	2%	13	632
Totals			**100%**	**100%**	**12,893**	**40%**	**5,168**	**7,726**

Source: NCTCOG; U.S. Census; Claritas, Inc.; and Ricker|Cunningham.

Attached Ownership Demand

Of the 7,474 total units of for-sale housing demand by households earning over $15,000, approximately 35% or 2,616 units could be attached (condo, townhome, rowhouse, loft, etc.). Assuming a modest 5% capture rate (market share) of attached units, the Study Area could absorb approximately 131 new attached units by 2023. Table 3-6 summarizes demand for attached ownership units in the Study Area over the next 10 years.

Table 3-6: Trade Area 10-Year Residential Demand - Attached Ownership

Annual Household Income Range	Approximate Home Price Range	For-Sale Demand (Incomes $15K+)	Estimated % Single Family Attached	Single Family Attached Demand	Attainable Capture Rate	Centerville Marketplace Capture (units)
$15-25K	$75 to $100K	419	35%	147	5%	7
$25-35K	$100 to $150K	619	35%	217	5%	11
$35-50K	$150 to $200K	928	35%	325	5%	16
$50-75K	$200 to $250K	2,321	35%	812	5%	41
$75-100K	$250 to $350K	1,305	35%	457	5%	23
$100-150K	$350 to $500K	1,251	35%	438	5%	22
$150K and up	$500K and up	632	35%	221	5%	11
Totals		**7,474**	**35%**	**2,616**	**5%**	**131**

Note: Assumes Townhome/Condo development stabilizes at 35% of all ownership demand

Source: NCTCOG; U.S. Census; Claritas, Inc.; and Ricker|Cunningham.

Rental Demand

Based on the analysis here, the Centerville Marketplace Trade Area is expected to support demand for 3,743 rental units among households earning over $15,000. At a 5% capture rate, the Study Area could absorb approximately 185 new market rate rental units by 2023. Table 3-7 summarizes demand for rental units across multiple price points.

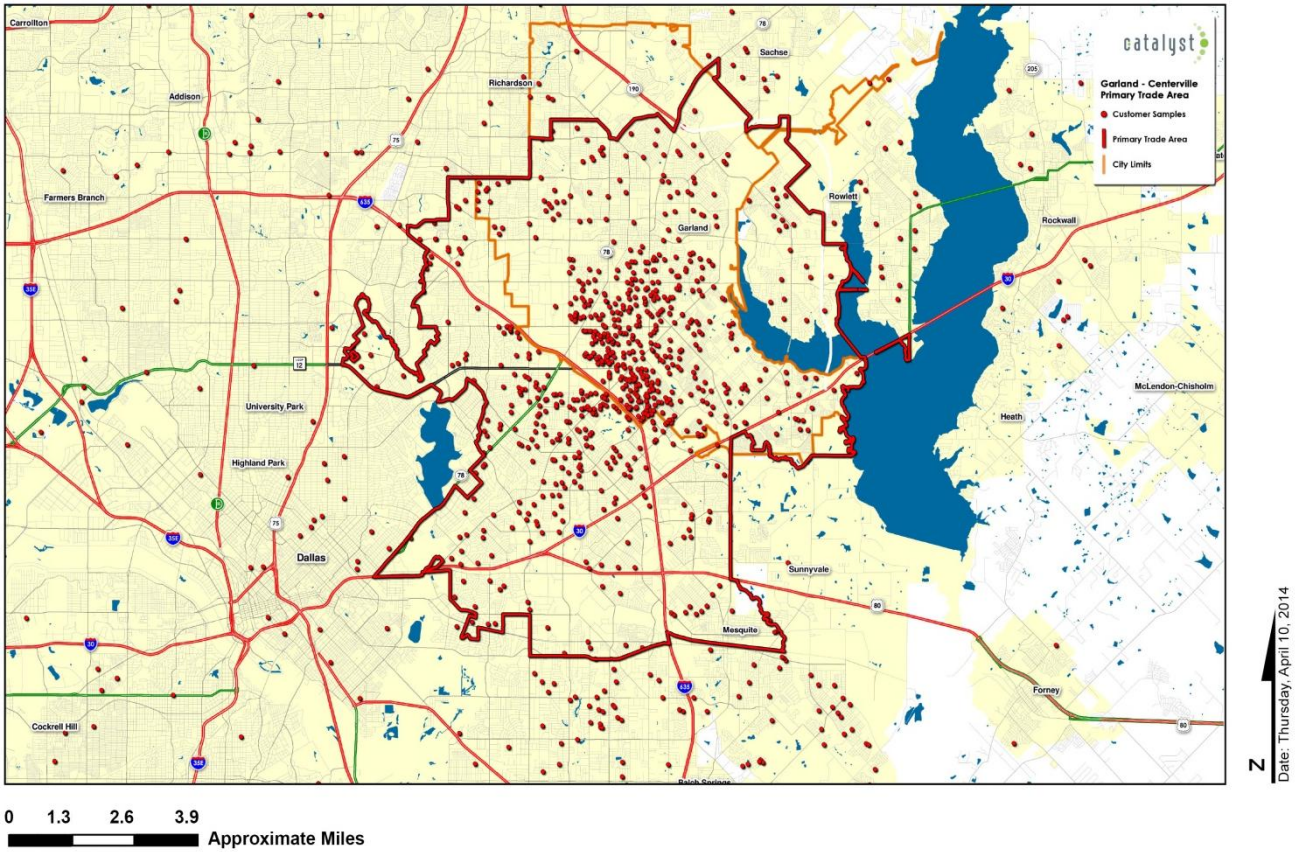
Table 3-7: Trade Area 10-Year Residential Demand - Rental

Household Income Range	Approximate Rent Range	Demand (Incomes $15K+)	Attainable Capture Rate	Marketplace Capture (units)
$15-25K	$375 - $625	1,257	5%	63
$25-35K	$625 - $875	928	5%	46
$35-50K	$875 - $1,000	1,135	5%	57
$50-75K	$1,000+	258	5%	13
$75-100K	$1,000+	113	5%	6
$100-150K	$1,000+	39	5%	2
$150K and up	$1,000+	13	5%	1
Totals		**3,743**	**5%**	**187**

Source: NCTCOG; U.S. Census; Claritas, Inc.; and Ricker|Cunningham.

Retail Market

Figure 3-15: Centerville Marketplace Retail Trade Area Map (and customer survey respondents)



The following information has been taken from a market study authored by Catalyst Commercial.

Retail demand is generated from two sources -- spending among new households and the recapture of sales leaving the market (resulting from voids and / or leakage). A cursory review of the Retail Trade Area's (see Figure 3-15) commercial supply (goods and services) might suggest an oversupply of space given the total square feet, modest vacancy rate and healthy rental rates, however, a careful examination reveals demand within specific categories including food and drink goods and services equal to $134m in sales. In addition to demand for grocery stores, there is demand for more full-service restaurants. The analysis completed by Catalyst Commercial estimated demand for 1.5 million square feet in the Trade Area, of which 262,000 square feet could be supported in the Study Area. These conclusions are arrived at using estimates based on Sales Potential and Consumer Spending Data, consumer spending data derived from the Bureau of Labor Statistics, along with ESRI forecasts for 2012 and 2017.

Consumer Survey

In addition to an analysis of demand for commercial retail products in the Trade Area, Catalyst Commercial, together with the University of Northern Texas, prepared and administered a survey of residents within and beyond the Study Area. A variety of questions were asked regarding household expenditures by retail category, as well as specific components of a revitalized Centerville Marketplace. An example of questions asked and responses received related to redevelopment in the Retail Trade Area include the following:

35. What type of retail is missing or would you like to see in Garland near Centerville Road and I-635? (following is a sample of responses by age group)

18 to 35 years - Best Buy, Organic Food Store, Entertainment for Kids, Super Target

36 to 65 years - Barnes and Noble, nice restaurants, "no more dollar stores", Hobby Lobby, Trader Joes

66 years and older - Craft and fabric store, home improvement, garden, medical center, steak house, electronics, hardware

38. Additional Comments? Please feel free to provide any open comments that you would like to clarify or expand upon. (following is a sample of responses by age group)

18 to 35 years - need to get the rift raft out of the apartments, need an organic market and farmer's market

36 to 65 years - the Walmart in no way replaced the Target, need to eliminate car lots and pawn shops, need good Italian restaurant, need to eliminate homeless

66 years and older - safe and secure environment, middle range retailers as opposed to dollar stores, miss former stores

A profile of respondents to the survey suggests they were largely 51 to 65 years of age (43.7%). 1.8% were age 18 to 25, 9.5% age 26 to 35, 17.6% 36 to 50 and 27.5% 66 years and older. Approximately 72% of the respondents 18 to 35 years old are employed outside of their home, and 58% of those 36 to 65 years. 82% of the respondents 66 years and older are retired. Of those respondents that are employed, the majority work within the zip code where the Study Area is located (75041), with the balance working in zip codes 75043 and 75338, located immediately west and south of the Study Area. In terms of where they reside, 30.2% of respondents live in the 75041 area code, while 55% live in the 75043 and 75338 area codes.

In terms of educational attainment, 64% of respondents age 18 to 35 have a college degree, compared to 59% of those 36 to 65 years and 39% of those 66 years and older. Household incomes among respondents are fairly indicative of national trends wherein 36% of respondents 18 to 35 years have households incomes between $51,000 and $75,000 and 28% of those 36 to 65 years have incomes between $76,000 and $125,000. Income levels among Area individuals 66 years and older do not adequately represent their wealth whereas a significant amount comes from investment income.

Office Market

Office Supply

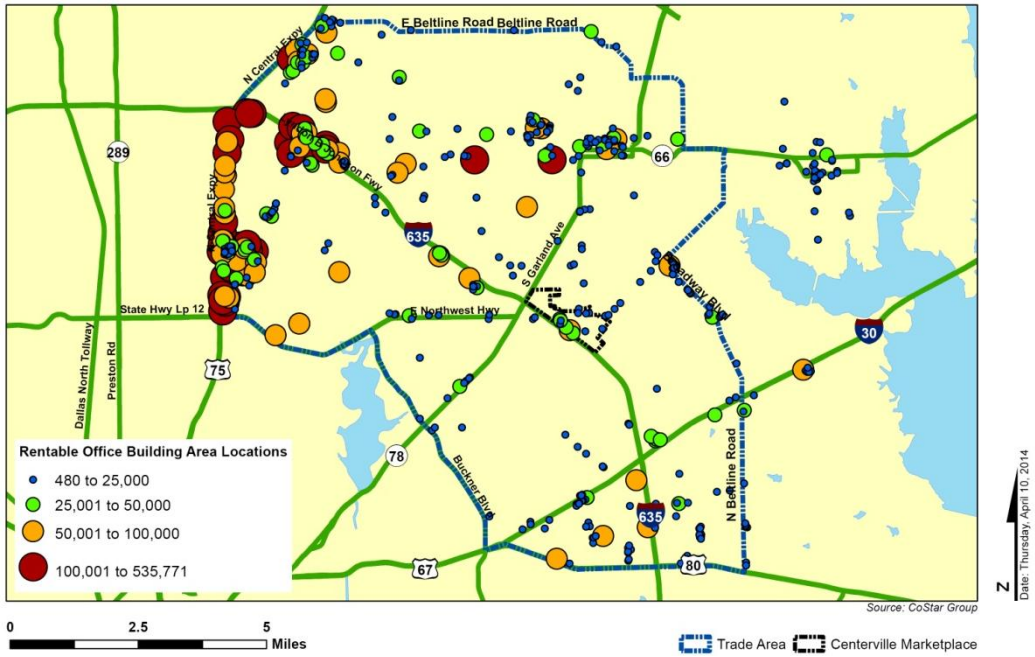
As presented in Table 3-8, the Centerville Marketplace Trade Area currently has over 14.5 million square feet of office space, of which 18.8 percent was vacant during the 4th Quarter 2012. Class A space comprised approximately 26% of this space, with 24.9% of it vacant. Class B space comprised approximately 56% with 18.2% vacant, and Class C space 18% with 11.5% of it vacant. Note: Totals may not add due to rounding. Weighted average rental rates among all three classes were $18.00, $15.00 and $12.60 per square foot (triple net), respectively.

Table 3-8: Trade Area Office Supply Conditions

Office Indicator	Centerville Marketplace Trade Area	DFW Metroplex
Total Space (sq ft)	14,547,608	223,116,326
Class A	3,826,000	108,276,683
Class B	8,134,473	101,570,378
Class C	2,587,135	13,269,265
Vacancy Rate	18.8%	18.3%
Class A	24.9%	16.9%
Class B	18.2%	20.4%
Class C	11.5%	13.8%
Weighted Average Rental Rate	$16.50	$20.58
Class A	$18.00	$23.39
Class B	$15.00	$18.06
Class C	$12.60	$13.82

Source: CoStar; PM Realty Group; and Ricker|Cunningham.

Figure 3-16: Trade Area Available Office Space



During this same period, the DFW Metroplex had over 223.1 million square feet of office space, of which 18.3% was vacant. Comparatively, Class A space comprised approximately 49% of all space in the Metroplex, with a vacancy rate of 16.9%. Class B space represented 46% of the space with a vacancy rate of 20.4%, and Class C space, 6% with a vacancy rate of 13.8%. Note: Totals may not add due to rounding. Weighted average rental rates for Class A, B and C space are $23.39, $18.06 and $13.82 per square foot, triple net, respectively.

Not surprisingly, the Trade Area had a higher concentration of Class B, than Class A or C space, and this product was performing better in the Trade Area than the DFW Metroplex in terms of occupancy, but not as well in terms of rental rates. This is likely an indication that tenants were not only successfully finding lower-priced space in the Trade Area, but unable to pay more for perhaps a better address in another location within the region.

Table 3-9: Trade Area Available Office Space

Land Use Designation	No. of Parcels	Sum of Rentable Area (sf)
Loft / Creative Space	1	1,316
Medical	105	253
Office Live / Work Unit	3	37
Commercial	2	161
NAO	1	254
Office with Street-Level Retail	8	10
C2	1	10
CA / A	1	169
Commercial	1	12
LR	2	21
MI	1	99
NO A, Dallas	1	92
Z125	1	91
blank	363	12,689,776
	480	15,594,711

Source: Ricker | Cunningham and Costar.

In terms of available office space in the Trade Area, there were 480 properties, totaling nearly 16 million square feet. Whereas the majority did not fall within a traditional office category, for example approximately 20% were medical office properties, it is not surprising that the largest concentrations were located in areas where there are also large concentrations of industrial space, along the U.S. Highway 75 corridor, north of Northwest Highway 12.

Office Demand

Demand for new office space, as illustrated in Table 3-10, is derived from two primary sources: expansion among existing businesses and the relocation of new companies into the market. Projections of employment by industry classification were used to estimate demand for employment space (office and industrial) over the next 10 years. Assuming a sustained 1.0% annual rate of growth, the Trade Area could see an additional 28,447 new jobs between 2013 and 2023. Acknowledging that different industries have different space requirements, the analysis here suggests there will be demand for nearly 1.9 million square feet of office space over the next decade. At a relatively modest 12% capture rate, the Centerville Marketplace Study Area could capture approximately 228,600 square feet of this space.

Table 3-10: Trade Area 10-Year Office Demand

Industry Category	Estimated 2013 Employees	Estimated Growth Rate 2013-2023	Estimated 2023 Employees	Estimated New Employees	Estimated % in Office Space	Estimated Net New Office Employees	Sq Ft per Office Employee	Estimated 10-yr Office Demand	Estimated Centerville Marketplace Capture Rate	Estimated Centerville Marketplace Office Capture (sf)
Natural Resources, Mining and Construction	14,526	1.0%	16,046	1,520	40%	608	180	109,420	12%	13,130
Manufacturing	21,347	1.0%	23,581	2,233	5%	112	180	20,100	12%	2,412
Trade, Transportation and Utilities	54,164	1.0%	59,831	5,667	10%	567	180	102,002	12%	12,240
Information	8,563	1.0%	9,459	896	80%	717	180	129,008	12%	15,481
Financial Activities	25,903	1.0%	28,613	2,710	90%	2,439	180	439,023	12%	52,683
Professional and Business Services	48,805	1.0%	53,911	5,106	80%	4,085	180	735,269	12%	88,232
Educational and Health Services	51,150	1.0%	56,501	5,351	20%	1,070	180	192,650	12%	23,118
Leisure and Hospitality	24,023	1.0%	26,536	2,513	10%	251	180	45,240	12%	5,429
Other Services	10,271	1.0%	11,345	1,075	30%	322	180	58,026	12%	6,963
Government	13,149	1.0%	14,525	1,376	30%	413	180	74,287	12%	8,914
Totals	**271,900**	**1.0%**	**300,347**	**28,447**	**37%**	**10,583**	**180**	**1,905,024**	**12%**	**228,603**

Source: NCTCOG; U.S. Census; and Ricker|Cunningham.

Industrial Market

Industrial Supply

As presented in Table 3-11, the Centerville Marketplace Trade Area currently has over 12.5 million square feet of industrial space, of which 11.4 percent was vacant during the 4th Quarter 2012. Warehouse / distribution space comprised approximately 5% of this space, with 20.4% of it vacant. Manufacturing space comprised approximately 11% with 12.6% vacant, and Flex / Unclassified space 84% with 10.8% of it vacant. Note: Totals may not add due to rounding. Weighted average rental rates among all three classes were $7.75, $5.97 and $5.92 per square foot (triple net), respectively.

During this same period, the DFW Metroplex had over 589.8 million square feet of industrial space, of which 5.7% was vacant. Comparatively, Warehouse / distribution space comprised approximately 74% of all space in the Metroplex, with a vacancy rate

of 6.0%. Manufacturing space represented 12% of the space with a vacancy rate of 4.0%, and Flex / Unclassified space, 14% with a vacancy rate of 12.4%. Note: Totals may not add due to rounding. Weighted average rental rates for Warehouse / distribution, Manufacturing and Flex / Unclassified space are $3.48, $3.64 and $7.55 per square foot, triple net, respectively.

Not surprisingly, the Trade Area had a higher concentration of Flex / Unclassified than Warehouse distribution or Manufacturing space, and this product was performing slightly better in the Trade Area than the DFW Metroplex in terms of occupancy, but less so in terms of rental rates. As is the case with office space, this is an indication that tenants in the market are price-sensitive, but that they are also successfully finding lower-priced.

Table 3-12: Trade Area Industrial Supply Conditions

Industrial Indicator	Centerville Marketplace Trade Area	DFW Metroplex
Total Space (sq ft)	12,549,741	589,803,589
Warehouse/Distribution	608,031	439,195,818
Manufacturing	1,323,764	69,782,367
Flex/Unclassified	10,617,946	80,825,404
Vacancy Rate	11.4%	5.7%
Warehouse/Distribution	20.4%	6.0%
Manufacturing	12.6%	4.0%
Flex/Unclassified	10.8%	12.4%
Weighted Average Rental Rate	$6.06	$3.71
Warehouse/Distribution	$7.75	$3.48
Manufacturing	$5.97	$3.64
Flex/Unclassified	$5.92	$7.55

Source: CoStar; ; Jones Lang Lasalle; and Ricker|Cunningham.

Figure 3-17: Trade Area Available Industrial Space

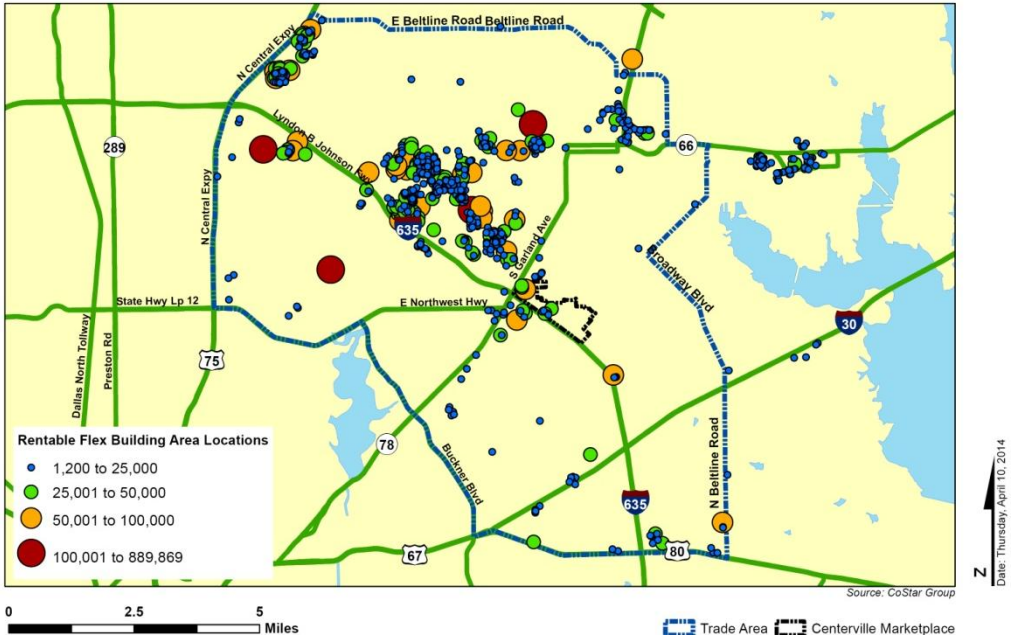


Table 3-13: Trade Area Available Industrial Space

Land Use Designation	No. of Parcels	Sum of Rentable Area (sf)
Light Distribution	38	608,031
Light Manufacturing	106	1,372,637
R&D	11	389,225
1R	1	69,000
CR, Dallas	1	13,972
IM, Richardson		31,920
IR	3	154,019
IR, Dallas	2	31,257
LR	1	16,446
MI, Garland	1	53,591
PD1183	1	5,000
R16A	1	14,000
Showroom	42	849,510
blank	532	9,438,731
	729	12,658,134

Source: Ricker | Cunningham and Costar.

In terms of available industrial flex space in the Trade Area, there are 729 properties, totaling nearly 12.7 million square feet. While many parcels do not fall within a specific industrial category, the majority of those for which information was available are classified as Light Manufacturing. In terms of available space, the majority of those of any size are clustered north of I-635 and west of South Garland Avenue and the Study Area. Of those smaller spaces, ranging between 1,200 and 25,000 square feet, there are two other clusters along the east side of the North Central Expressway (U.S. 75) and south of State Highway 66 (Lakeview Parkway).

Industrial Demand

Demand for new industrial space, as illustrated in Table 3-14, is derived from two primary sources: expansion among existing businesses and the relocation of new companies into the market. As explained above, projections of employment by industry classification were used to estimate demand for employment space (office and industrial) over the next 10 years. Further, assuming a sustained 1.0% annual rate of growth, the Trade Area could see an additional 28,447 new jobs between 2013 and 2023. Finally, acknowledging that different industries have different space requirements, the analysis here suggests there will be

demand for nearly 3.2 million square feet of office space over the next decade. At a relatively modest 5% capture rate, the Centerville Marketplace Study Area could capture approximately 158,500 square feet of this space.

Table 3-14: Trade Area 10-Year Industrial Demand

Industry Category	Estimated 2013 Employees	Estimated Growth Rate 2013-2023	Estimated 2023 Employees	Estimated New Employees	Estimated % in Industrial Space	Estimated Net New Industrial Employees	Sq Ft per Industrial Employee	Estimated 10-yr Industrial Demand	Estimated Centerville Marketplace Capture Rate	Estimated Centerville Marketplace Office Capture (sf)
Natural Resources, Mining and Construction	14,526	1.0%	16,046	1,520	20%	304	350	106,381	5%	5,319
Manufacturing	21,347	1.0%	23,581	2,233	80%	1,787	350	625,347	5%	31,267
Trade, Transportation and Utilities	54,164	1.0%	59,831	5,667	90%	5,100	350	1,785,028	5%	89,251
Information	8,563	1.0%	9,459	896	20%	179	350	62,712	5%	3,136
Financial Activities	25,903	1.0%	28,613	2,710	5%	136	350	47,425	5%	2,371
Professional and Business Services	48,805	1.0%	53,911	5,106	10%	511	350	178,711	5%	8,936
Educational and Health Services	51,150	1.0%	56,501	5,351	10%	535	350	187,298	5%	9,365
Leisure and Hospitality	24,023	1.0%	26,536	2,513	5%	126	350	43,984	5%	2,199
Other Services	10,271	1.0%	11,345	1,075	10%	107	350	37,609	5%	1,880
Government	13,149	1.0%	14,525	1,376	20%	275	350	96,298	5%	4,815
Totals	**271,900**	**1.0%**	**300,347**	**28,447**	**32%**	**9,059**	**350**	**3,170,794**	**5%**	**158,540**

Source: NCTCOG; U.S. Census; and Ricker|Cunningham.

Land Supply

As shown in Table 3-15, available parcels in the Area are primarily classified as Commercial, rather than Industrial or Residential. Not obvious from the table, there is only one available parcel within the Study Area ranging in size from 26 to 30 acres, and only five ranging in size from 10 to 25 acres. Within the larger Trade Area, there are only three parcels ranging in size from 51 to 100 acres, and another 26 to 50 acres located north of I-635 and west of South Garland Avenue.

Table 3-15: Trade Area Available Parcels by Zoning

Land Use Designation	No. of Parcels	Sum of Land Area (acres)
Commercial	30	1,316
AG	5	253
AG, O-2	1	37
Comm	1	161
Commercial	3	254
Freeway	1	10
Freeway District	1	10
FW	4	169
Industrial	1	12
Med Industrial	1	21
PD	5	99
PD-190	1	92
Planned Development Dist	1	52
(blank)	5	146
Industrial	2	20
HS1	1	10
Industrial	1	10
Residential	3	124
PD	1	21
SCA	1	12
Z02	1	91
Total	35	1,461

Source: Ricker | Cunningham and Costar.

Market Summary

Given its strategic location along the region-serving I-635 and east of the city's primary north-south spine, South Garland Avenue, Centerville Marketplace has the potential to capture a share of the region's business and commercial growth if appropriate capital improvements are made, barriers to investment are removed and the Area is marketed in a cohesive and targeted manner. Employment forecasts indicate that more than 5.0 million square feet of employment space (office and industrial) and more than 1.5 million square feet of retail space and nearly 13,000 residential units could be absorbed in the Trade Area over the next ten years. The degree to which the Study Area is able to capture a share of growth in the Trade Area will be a function of the revitalization process itself. Given the highly competitive nature of new development, and the heightened challenges of developing in infill environments, success will depend on defining a “place” in the minds of the region’s residents and area visitors. Developing key catalyzing projects as retail, residential, employment and community destinations will increase its ability to capture not only a greater share of demand, but also to reach beyond its boundaries. Its renaissance will obviously be expedited if supported by a favorable regulatory environment.

Historically, Centerville Marketplace has been a solid commercial investment, but with significant reductions in commercial development locally, regionally and nationally resulting from a combination of factors including new distribution models and an increase in on-line sales; as well as the inherent volatility of commercial real estate, it only makes sense to consider a greater diversity of land uses and product types. While this Centerville Marketplace Revitalization Strategy is a policy document, it alone cannot preclude undesirable uses, nor encourage desirable uses. Until the appropriate resources are put in place, it will be the responsibility of the City and its partners to assume a variety of roles including promoter, marketer, and regulator.

Section 4:

Framework

Experience has shown that successful revitalization efforts seek to understand and address challenges and opportunities in both the public and private realm. In order to do this, strategic initiatives must include recommendations that enhance both the physical environment and investment climate. The narrative and supporting illustrations that follow highlight key components of a framework for improvements in the Study Area (the Area) that will foster the type and character of investment desired. Following the framework discussion is a characterization of potential catalyzing investments, along with a test of their financial feasibility and ability to leverage public resources. The intent of the work described here is to inform public and private initiatives -- policy, regulating and financial.

Strategic Goals and Vision

Goals

In order to ensure that physical improvements reflect not only market and economic realities, but the community's vision for the Area, the Consultant Team solicited stakeholder input through a variety of forums. Issues discussed included possible goals, components of a vision statement, and images of possible improvements in the public and private realms. From these efforts, the following set of goals were drafted by the Consultant Team, and affirmed by stakeholders:

- Connect the Study Area as a whole and projects within it to each other and adjacent neighborhoods.
- Encourage existing and future uses to focus as much on serving Area residents and visitors, as travelers along the I-635 corridor.
- Discourage significant levels of commercial retail development in the vicinity of South Garland Avenue and I-635 in order to keep concentrations near East Centerville Road.
- Promote, and whenever possible, approve rezoning of properties to ensure, a greater diversity of land uses and product types.
- Invest in the public realm in ways that most effectively leverage desirable private investment.
- Consider the role of the Study Area as one of only a few citywide catalyst areas (as identified in Envision Garland 2030), and address market voids if feasible.

Vision Statement

"A vision is an image of the future shared by the people of a region and comprehended in physical, social, economic and environmental terms. " Urban Land Institute

A well-crafted vision is realistic and recognizes economic, political and environmental constraints. Successful visions must have their roots in the community and accurately reflect the views and aspirations of those who live and work there. A vision statement should be regularly evaluated and, if necessary, modified. Implementation of the vision requires consistent and disciplined public policy. Courage, patience, good planning, commitment and money are also necessary in order to maintain the vision over a long period of time.

One of the key directives for the Centerville Marketplace Reinvestment Strategy by both the City and participants of this strategic effort was articulation of a vision that would guide and inform future investment. The vision statement drafted by the Consultant Team, and affirmed by stakeholders, is presented as follows:

Centerville Marketplace Reinvestment Strategy Vision

Centerville Marketplace will be a neighborhood shopping area first, and regional commercial destination, second. It will include a mix of uses that foster and support development of a greater range of housing products both in the Area and in adjacent neighborhoods, among them, those that allow residents to age in-place. Public resources will be spent, first, on improving the physical realm, functionally and aesthetically. In addition to increased opportunities for living within the Area, commercial offerings will include more and different grocery stores, home improvement and clothing stores; and, a greater variety of sit-down, ethnic and fast casual restaurants.

A vision for the Area presented by the Centerville Marketplace environment as documented in Envision Garland 2030 is presented as follows.

Envision Garland 2030 Vision

"Centerville Marketplace is located at the intersection of Centerville Road and I-635 and represents a key gateway into the City of Garland. The City's overall strategy for this area is to selectively redevelop underutilized properties to increase density and quality. New opportunities here will focus on redevelopment and revitalization. Residential development potential will likely be smaller-scale, but this *Catalyst Area* is well-located to attract workforce renters

and buyers. New residential development will improve the area's overall image and help to attract the appropriate type of replacement retail. Professional and other smaller-format office users can take advantage of the I-635 access and will also benefit from quality new residential design."

Visual Preference Survey

Participants of the first of two community meetings were afforded an opportunity to provide input on their visual preferences for land uses, product types, and building forms in the Study Area. Specifically, participants were presented with a variety of visual examples for the various components of each concept and asked to select those that reflected their preferences.

Generally, participants responded most positively to images that contained a high degree of visual interest, for example, facades with varied surface planes and ornamentation. Images that showed shade from trees, awnings and shade structures, received high ratings, as did those with pedestrian features such as sidewalks, walkways, café seating and similar amenities. Designs that had less visual interest, such as those with plain walls and simple door and window openings, rated lower, with some exceptions reflected in preferences among uses which accommodate primary job-generators. Finally, more modern designs were considered less favorable than those that were more traditional in character. Images of preferred products are presented below in the context of their respective catalyst concepts.

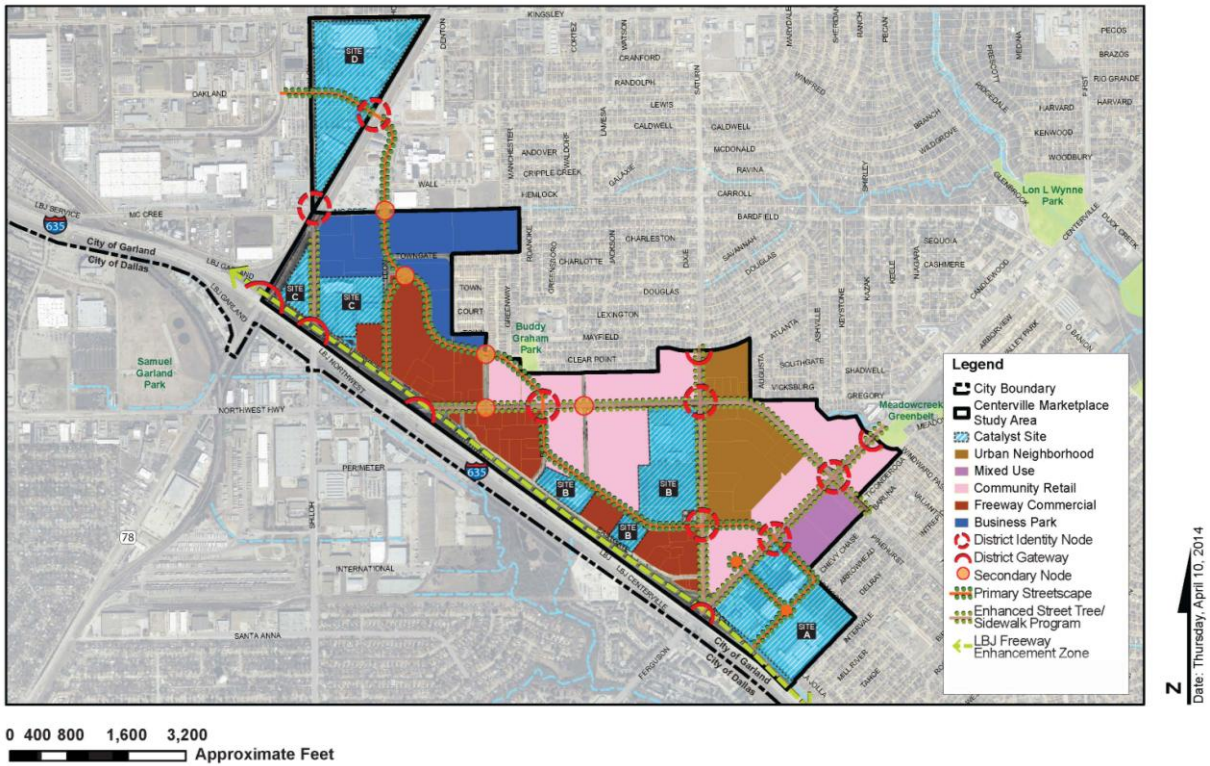
Framework Plan

The Framework Plan for the Centerville Study Area (presented here) illustrates the location of public improvements, private reinvestment projects (herein referred to as catalyst sites and / or areas), and primary land uses. Uses and product types reflected are not only consistent with stakeholder preferences, but market supportable based on analyses completed by Ricker|Cunningham and Catalyst Commercial. The discussion below provides a description of these physical enhancements and private projects, along with a characterization of building and product types.

The essence of the Framework Plan is both a greater mix and reorganization of uses than those that exist today. Recommended public improvements to roadways, the streetscape, drainage, and other infrastructure are both practical and place-making, and located to support the private investment concepts described in the discussion that follows. Private investment / reinvestment is recommended in four separate locations including: in the vicinity of the former Target store within the southeast quadrant of East Centerville Road and frontage road for I-635; along the western edge of Saturn Road, south of Northwest Highway 12; north of I-635 between Saturn Road and Pendleton Drive in the southeast quadrant of South Garland Avenue and the

I-635 frontage road, proximate to and including the DART bus transfer facility; and, the former Walmart hypermart property located west of South Garland Avenue and north of McCree Road. Framework elements were informed by the following considerations which emerged from an understanding of existing conditions along with stakeholder input.

Figure 4-1: Centerville Marketplace Framework Plan



Framework Plan Considerations

- Multi-jurisdictional border (I-635)
- Catalyst site's / Area's contribution to the larger "city portfolio" and "fiscal balance sheet"
- Vision expressed in existing policy, strategic and regulation documents
- Appropriateness of land use program in light of capital improvements (including 635 frontage road)
- Community expectations (less “big box” retail, more restaurants, greater diversity of housing product types)
- Property owner (developer) expectations and intentions (near-term return, financial gain, public support)
- Existing “barriers to investment” and the potential for and timing of resolving actions
- Available and potential tools to assist with project "economic gaps"

Framework Components

Uses within the Study Area, today, are primarily auto-oriented with few if any connections to adjacent neighborhoods or transit improvements. Many of the

proposed framework elements are intended to improve relationships between automobiles, pedestrians, bicycles, and adjacent land uses. This approach, known as creating an environment with "context sensitive solutions," is an attempt to balance the needs of several modes of travel while making it safer and more vital. Recommendations here suggest that development be linked by a series of tree-lined roadways, providing both a necessary amenity and stronger connections. Whereas current uses are auto-oriented and modest in scale, there is a significant amount of concrete in the form of parking lots and roadways which effectively increase temperatures in the Area, making it less conducive to non-vehicular movement. The introduction of softscape improvements will thereby accomplish numerous objectives. In addition to an enhanced streetscape throughout the Area, each of the catalyst concepts include either a plaza, park or passive natural area designed to establish a collective theme, or "address", and enhance its overall appeal. Development and design goals which informed both the Framework Plan and individual catalyst concepts are presented as follows.

Development and Design Goals

- Higher quality development
- Pedestrian-friendly
- Higher density development
- Strategic distribution of urban open spaces
- Destination land uses
- Improved physical environment
- Greater variety of land uses
- District unified by public environment
- Mix of locally- and regionally-serving uses

Urban Design Improvements

Proposed urban design enhancements are primarily streetscape and gateway improvements. Participants in the process expressed a desire for significant levels of landscaping to enhance the Area's image and environment, while also creating a more desirable environment for pedestrians. The streetscape concept presented includes "amenity zones" in key locations where street lights, trees, and street furnishings can be located. These areas could feature decorative pavers along with grassy strips. In addition, a hierarchy of gateways are proposed at key intersections and along major thoroughfares. Improvements envisioned for these locations could be monumental in scale and designed in a way that begins to transition perceptions of the Area from suburban and highway-serving to one that is more urban and that balances the needs of both visitors and surrounding residents. Low walls, landscaping, enhanced crosswalks, along with a unified signage system are also recommended improvements.

Parks and Open Space

The amount and location of land that could be dedicated and managed as park or open space within the Study Area is limited due to a pattern of fragmented ownership and presence of large format commercial operators. This said,

efforts to introduce publicly-accessible open space will need to include the requirement that they be incorporated into all future redevelopment projects of a specified threshold.

Transitional Zone

Infill and redevelopment in locations adjacent to established uses (transitional zones) should be informed by the character and context of those adjacent uses, including site and building improvements. While respecting the prevailing development pattern, new uses should introduce a new character and intensity more consistent with what is desired in the Study Area. Edges of the Study Area where this will be particularly important are those located south of Northwest Highway 12 and within the northern and western edges of the former Target property in the northeast quadrant of East Centerville Road and the I-635 frontage road.

Streetscape Improvements and Furnishings

In order to preserve and enhance the character of the Study Area, the overall appearance of streetscape improvements should be unified for visual continuity.

Wayfinding

While the Study Area has a recognizable "address" to consumers of commercial goods, taken as a whole, there are few improvements that distinguish features or uses. First time visitors are not assisted by directional signage to orient or inform them about the Area's offerings. Creating gateways at key entry points, as well as simple perimeter identifiers will serve to both establish the Area as a destination, while also promoting individual uses and assisting visitors with mobility within its boundaries.

Catalyst Concepts Overview

As explained above, the strategy for revitalization of the Study Area is based on the premise that private investment follows public commitment. Fundamental to this approach is the identification of "catalyst concepts" which hold investment potential despite select economic and other development challenges. While the catalyst concepts here are site-specific, they are intended to be conceptual, only. They are possible project concepts which serve to prove-up market potential in a previously unproven location. In relatively compact geographic areas, a variety of uses are presumed to be located side by side or within the same structure. Each concept is intended to inform public and private investment decisions, and public policies and regulations, as they are designed to highlight opportunities for and challenges to development and redevelopment. Whereas experience has proven that implementable plans must maintain a high degree of flexibility, the physical realm will need to evolve with changing market conditions. Therefore, while these concepts have been identified as offering potential for reinvestment, it is less important that they occur as presented and more important that whatever

he project, it embody those elements which will advance the community's vision for the Area and address its goals.

For the purposes of this effort, a "catalyst concept" is one that effectively builds off of the strengths of the surrounding area, yet proves up support for uses and products that do not necessarily exist in the market today. They have been vetted enough to know that there is market support for the various components and that they could leverage public resources at an acceptable rate of return to the community.

The four sites / areas identified as having the potential to catalyze additional development and redevelopment outside these locations and effectively leverage public contributions include:

- Catalyst Site No. 1 Former Target Site -- Commercial Village
- Catalyst Site No. 2 DART Site -- Education Campus
- Catalyst Site No. 3 Saturn Road -- Grand Boulevard and I-635 Frontage (based on relocation of Remington College)
- Catalyst Site No. 4 Former Hypermart Site -- Live-Work Center

Several factors were used to identify locations within the Area that offered near-term potential to become catalysts for future investment. Factors considered most frequently included: property ownership, financial basis, ratio of physical improvement to land value, trend in property appreciation or depreciation, and proximity to existing or planned public improvements. Other considerations included their potential impact on surrounding land uses and the capacity of the existing infrastructure to accommodate the concept. Development programs were informed by the following considerations which, similar to the Framework elements, emerged from an understanding of existing conditions along with stakeholder input.

Catalyst Concept Considerations

- Institutional anchors distinguish this area from others in the city
- Area is over-zoned for retail – some needs to be “pruned back” in order to strengthen existing retailers
- Road system is confusing, limiting opportunities for a gridded street system
- Value of land today is considerably different (greater) than it was when this strategy process was initiated thereby supporting a greater variety of product types
- New I-635 frontage road affords adjacent parcels a "regional address" and improved access and visibility
- Homeless presence has a quantifiable impact on commercial operators in the Area
- Multi-jurisdictional border (Garland north of I-635 and Dallas south of I-635) impacts select land uses and necessitates strategic actions to overcome obstacles

- Commercial retail industry trends, in particular, will continue to impact the stability of the Area given its dominance as a land use
- Use types and land patterns in the Area have historically been informed by the Area's proximity to the I-635 corridor -- whereas future uses need to give greater importance to established neighborhoods on its fringe
- Existing uses are not integrated (vertically or horizontally)

Catalyst Concepts

The proposed program for each catalyzing project is described in more detail below. Whereas all are prototypical in nature, key components could easily be supported in other locations within the Area. These projects and the framework elements identified above are not intended to be

prescriptive, but rather to inform land use decisions, to the extent possible, until other protections are put in place. In terms of their implementation, whereas all of the catalysts will require new zoning classifications, it is assumed that City policies will support owner-, rather than City-initiated changes in use designations. Project funding will likely include a mix of traditional private sources, together with municipal financing mechanisms (380 agreements, TIF) and capital improvement dollars primarily for enhancements to transportation and utility infrastructure. In addition to a narrative description of each one, following is a discussion of the various project components along with supporting images. A synthesis of capital infrastructure costs is presented in Section 5: Implementation. Detailed economic analyses and implementation actions are presented in project profile sheets which follow this section.

Target Site / Commercial Village

Catalyst Site No. 1

The future vision for the collection of properties located in the north east quadrant of East Centerville Road and the I-635 frontage road is a multi-phase revitalization program including a mix of both new and old. Whereas redevelopment of the former Target building began during the strategy process, the concept program assumes the new tenant will remain in place for the foreseeable future. It also assumes that an additional retail box will replace a portion of the original building and that the pad sites currently located along the frontage road will remain, but that their users may change over time. In an effort to connect surrounding uses to the Area, a townhome development is proposed along the north side of the property. Physical improvements

anticipated during phase i include a landscaping buffer to between shopping areas and adjacent residential neighborhoods, a new mixed-use street connecting uses on the west side of Centerville Road to those on the east and a re-aligned Marketplace Boulevard connecting to the frontage road.

Figure 4-2: Target Site / Commercial Village -- Phase i

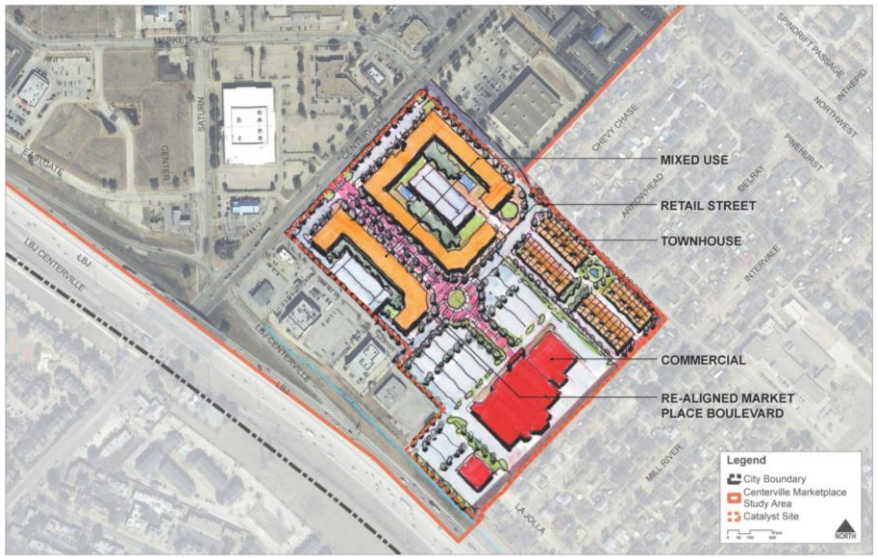
Phases ii and iii of the revitalization program include several new mixed-use buildings located along those edges of the area that border major arterials. Existing retailers that currently occupy stand-alone buildings are assumed to remain in the area, yet as either a tenant or owner in a multi-story building. The second and third floors of these buildings will be a combination of rental and ownership housing units. Physical improvements include public gathering places located in the center of the area.

The program is consistent with the expressed vision of the stakeholders and property owners, and is market-supported. The building form envisioned will afford users greater visibility from the interstate corridor, and discourage the historic pattern of development that dominates the Area.

<u>Phase i</u>

- New retail box and two new retail pad sites
- Surface parking
- 113,000 sf anchor and 20,000 sf in pads
- Landscape buffer to adjacent residential
- New mixed-use street connecting LA Fitness to new retail box along southeast edge
- Re-aligned Marketplace Boulevard connected to new I-635 frontage road
- 38 townhome units on northeast edge of property (along Broadmoor Drive)

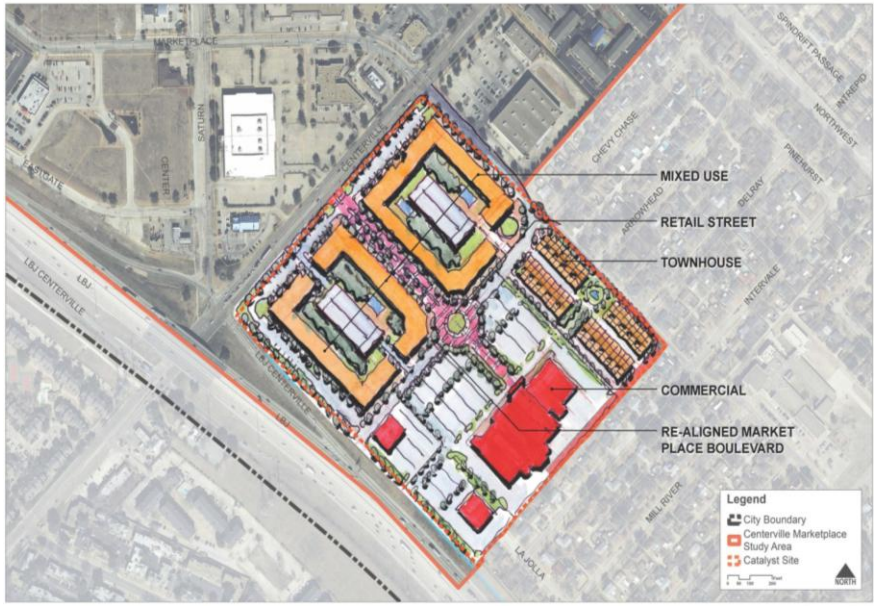
Figure 4-2: Target Site / Commercial Village -- Phase ii



Phases ii and iii

New 3-story mixed-use development along East Centerville Road, ground floor retail (flex space) and upper-floor housing

Figure 4-2: Target Site / Commercial Village -- Phase iii



DART Site / Education Campus

Catalyst Site No. 2

The future vision for properties in the vicinity of the DART bus transfer facility is flexible enough to accommodate existing uses or develop without them. The program alternatives presented here reflect both scenarios - current users (particularly the Cinemark movie theater complex) remain on site, or are relocated to an alternative location within their primary trade area. Whereas the two most obvious property owners in the area include DART and the City (the latter in the form of a ground lease), the assumption is that uses and users could be fairly easily relocated or reconfigured. New uses include several multi-story office buildings and stronger connections to the DART bus transfer facility. For the purposes of this analysis, it is assumed that Remington College, currently located within the Study Area along the I-635 frontage, adjacent to Amberton University, would be the primary anchor in these buildings. Any commercial spaces that might located with the project would be modest in scale, and primarily the type that would support the daytime workforce population. Physical improvements include pedestrian connections between land uses and the transit facility, and a new frontage road connection between Shiloh Road and South Garland Avenue. Whereas Remington's current campus comprises several low-scale stand-alone buildings with limited site efficiency, this concept offers several advantages - sale of valuable interstate frontage by University, consolidation of school facilities into fewer buildings, higher profile for school in multi-story building, greater access to transit for teachers and students, more supportive use for DART adjacent to transfer facility, and strong use at key gateway to one of the City's most visible commercial corridors (South Garland Avenue). Given the fact that an educational institution is by and large a destination use, freeing up valuable property with interstate access and visibility would benefit the entire Study Area allowing for a higher and better mix of uses in this location.

Scenario i

- Remington College relocates to property currently zoned for industrial uses northwest of the Cinemark Theater
- Multiple single-story office buildings in a campus setting – 40,000 SF
- Strong pedestrian connection to DART bus transfer center
- New frontage road connection between Shiloh Road and South Garland Avenue

Scenario ii

- Remington College relocates to property currently zoned for industrial uses northwest of the Cinemark Theater
- Multiple single-story office buildings in a campus setting
- Strong pedestrian connection to DART bus transfer center
- New frontage road connection between Shiloh Road and South Garland Avenue
- 1-story retail building located along pedestrian connection between DART facility and office buildings – 22,000 sf
- Possible integration of DART bus transfer facility either at-grade with office buildings or within office building
- Relocation of Cinemark Theater

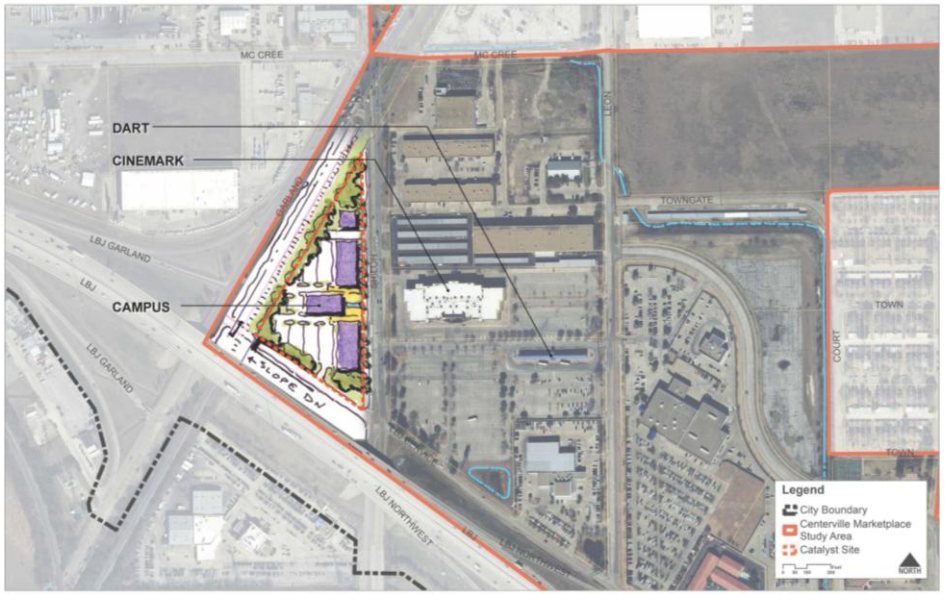
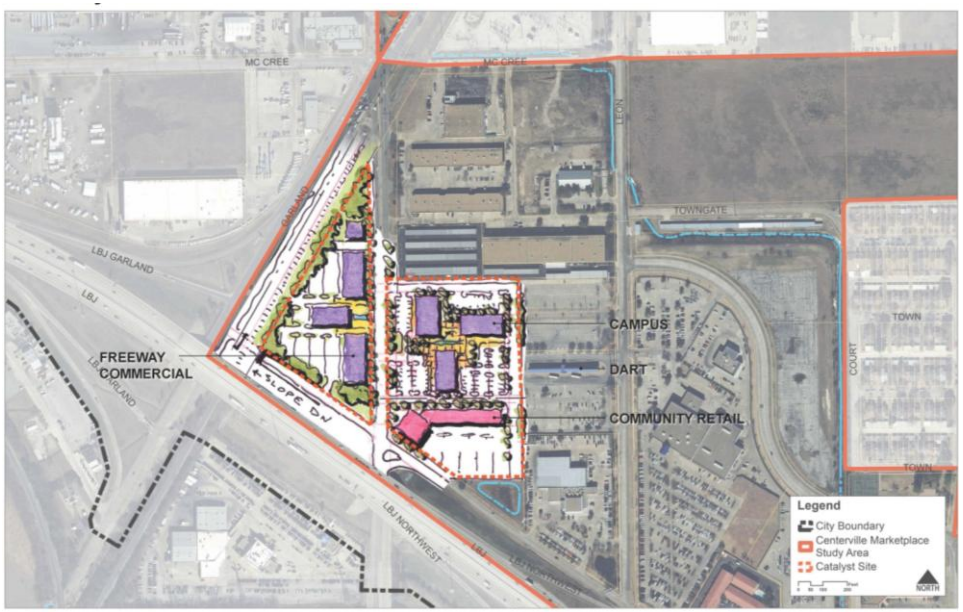


Figure 4-3: Education Campus -- Scenario ii



Grand Boulevard

Catalyst Site No. 3a

Parcels located along the western edge of Saturn Road are envisioned for a mix of higher-density residential product types, either ownership or rental. New residential projects would be expected to redevelop in a form supportive of a new block pattern, one that encourages a stronger urban edge and walkability to and through the area. Physical improvements include enhancements that effectively "green" the street, giving it a park-like effect, and thereby encourage non-vehicular mobility. Whereas residential uses occupy the eastern edge of Saturn Road, this concept while not only discouraging commercial uses that would likely pursue this type of location, particularly given its adjacency to the existing Walmart, existing commercial offerings could avoid further dilution were more competitors to enter the market.

Phase i

- New urban residential neighborhood in multi-story buildings (3 stories) and giving an urban edge to Saturn Road
- Internal parking, either surface, podium or structured
- Private pedestrian-oriented street located one block west of Saturn Road, serving as the "spine" of the development
- 780 residences (averaging approximately 950 gross square feet) and including both ownership and rental units

I-635 Frontage (based on relocation of Remington)

Catalyst Site No. 3b

The vision for the I-635 assumes that Remington College relocates to property in the vicinity of the DART facility, but that Amberton University remains in its current location. Rather than the existing and newly vacant college buildings being either re-tenanted or retrofitted, this concept assumes these buildings will be demolished and replaced with new ones. Uses that occupy properties in this area will likely be commercial with varying profiles - large to moderate format - given the visibility and access afforded by the I-635 corridor and new frontage road; or, a combination of the above, along with restaurants and / or service office buildings.

Figure 4-4: Grand Boulevard

Figure 4-5: I-635 Frontage

Phase i

- Single story commercial properties located along the I-635 frontage road
- 59,000 sf of commercial space
- Enhanced access from new frontage road

Hypermart Site / Live-Work Center

Catalyst Site No. 4

The vision for the property that is the subject of this catalyst site is based on several objectives including to: ensure that future uses are appropriate given their location at the entrance to a highly visible corridor (South Garland Avenue); discourage commercial uses that could diminish the value of existing commercial operators in the vicinity of East Centerville Road; host product types that would not be in conflict with surrounding industrial uses; and, offer a unique opportunity in Garland for a business park development that is centrally located with access to a significant regional thoroughfare. Any commercial spaces that might locate with the property would be modest in scale, and primarily the type that would support the daytime workforce population.

Figure 4-6: Live-Work Center -- Scenario i and ii

Scenario i

- Completion of infrastructure in a block pattern
- Multiple low-scale light industrial and flex buildings in a business park setting
- 1,170,000 sf of space at build-out
- Structured parking facility

Scenario ii

- Completion of infrastructure in block pattern
- 3 development parcels designed to accommodate
- multiple light industrial and flex buildings in a business park setting
- 500K sf on 42.52 acres
- Surface parking

Economic Feasibility

Project outcomes, including profitability, are influenced by a multitude of factors including a project's location, management, marketing, political support and others. Because there are many "moving parts" to development, and even more associated with redevelopment, success is highly dependent on the elimination of as much uncertainty as possible. Challenges on the cost side of the equation include: significant variations in land prices, depending on market conditions and property owner expectations; on-site development costs, depending on existing conditions; off-site development constraints, including upgrades to existing infrastructure; and, higher financing costs due to perceptions of risk. Challenges on the revenue side include the fact that it can take longer to absorb space or achieve anticipated rents and / or sale prices in an unproven or changing market. Collectively, these dynamics can result in an endeavor, considered by some developers, to be high risk. This said, the level to which public sector requirements assist or impede development and redevelopment projects can decrease or increase some of the inherent variability and uncertainty.

Among the most significant challenges facing potential catalyst projects such as those presented here are:

- Level of market "education" required to reframe the consumer's perceptions about the area;

- Higher development costs associated with creating a “place” sufficient to attract the desired market segments;
- Ability to overcome investor concerns about the projects’ location in a transitional area; and
- Higher project costs associated with the assembly of land, construction staging in a built environment, and parking.

Presented here are preliminary economic analyses for each of the catalyst concepts described above. The purpose of this type of examination is to provide the City and its partners with information that most effectively “tells the story” of the Area's potential for investment and reinvestment. In addition, this analysis serves to quantify the potential for value creation, along with the "order of magnitude" of any financial “gap” that might result from development and / or redevelopment of these or similar projects in the Area. Finally, they offer guidance with regard to the type and number of financing mechanisms and strategies which will be needed to deliver projects of these types to the market. Since assumptions used are based on prevailing market indicators, final figures associated with actual projects will likely be different as conditions and markets change. For

Table 4-1: Catalyst Projects -- Economic "Gap" Analyses

	Catalyst Projects			
Project Indicator	**Site No. 1: Commercial Village**	**Site No. 2: Education Campus**	**Site No. 3: Grand Boulevard**	**Site No. 4: Live-Work Center**
Private Sector Investment				
Development Sq Ft:				
Project Land Area (Acres)	40.00	14.23	36.00	42.52
Retail/Restaurant	135,000	22,000	59,000	0
Office/Employment	0	0	0	500,000
Residential (Rental)	522,500	0	741,000	0
Residential (For-Sale)	68,400	0	0	0
Total Private Development	**725,900**	**22,000**	**800,000**	**500,000**
Floor Area Ratio	**42%**	**10%**	**51%**	**27%**
Total Project Value (@ Build-Out)	**$72,010,875**	**$6,539,000**	**$69,594,400**	**$38,437,500**
Total Project Costs (@ Build-Out)	**$97,012,564**	**$12,161,986**	**$110,423,099**	**$62,635,423**
Project Margin/(Gap)	**($25,001,689)**	**($5,622,986)**	**($40,828,699)**	**($24,197,923)**
Project Margin/(Gap) %	**-26%**	**-46%**	**-37%**	**-39%**
Potential Contributions to Gap				
Land Acquistion/Writedown	$4,356,000	$3,719,153	$3,920,400	$9,260,856
Site Improvements Contribution	$6,585,956	$499,100	$11,170,850	$5,461,250
Supportable TIF (25 Years)	$15,200,000	$700,000	$14,800,000	$7,000,000
Sales Tax Sharing (380 Loan -- 20 Yrs)	$3,400,000	$600,000	$1,500,000	$0
Public Improvement District (20 Years)	$2,903,600	$248,000	$3,200,000	$2,000,000
Property Tax Abatement (10 Years)	$0	$0	$0	$0
Development Fee Waivers	$0	$0	$0	$0
Federal/State/Local Grants	$0	$0	$0	$0
Streamlined Development Approval Process	$152,460	$0	$137,214	$0
Total Contributions to Gap	**$32,598,016**	**$5,766,253**	**$34,728,464**	**$23,722,106**
Project Margin/(Gap) % After Contributions	**8%**	**1%**	**-6%**	**-1%**

Source: Jacobs; Kimley Horn; and Ricker | Cunningham.

perspective, economic gaps of 20% to 50% are not uncommon in established commercial locations like Centerville Marketplace that are on the cusp of a renaissance. As Table 4-5 illustrates, project gaps associated with the catalyst projects proposed here range from approximately 25% to 45%.

Leveraged Investment

One of the primary objectives of publicly-led revitalization efforts is to “leverage” public resources while encouraging private investment. During the early stages of these initiatives, however, the public sector should not necessarily expect a healthy return on their investment. Early projects almost always suffer from an economic "gap" resulting from the challenges identified above. In addition, it is rare that these "gaps" are limited to the first one or two projects. Having said this, however, it is equally rare that ongoing public participation is necessary, whereas catalyzing initiatives typically gather momentum as project economics improve (revenues exceed costs) and project risk is minimized.

The catalyst concepts presented here are multi-phased, and individually and collectively have the potential to effectively leverage a high degree of private investment. As shown in Table 4-2, in total, these projects have the potential to generate approximately $282.2 million in new private investment and $96.8 million in new public investment in the Area, leveraging public investment at an overall average ratio of 2.92 or $2.90 spent by the private sector for every $1.00 spent by the public sector.

Public sector decisions whether to participate in projects and to what degree should be based on several factors, among them the level of public investment in infrastructure, parking, and land required to encourage or "ready the environment" for investment and resulting return on this investment as measured by the ratio of private investment leveraged.

Table 4-2: Catalyst Projects -- Private Investment Leverage Ratios

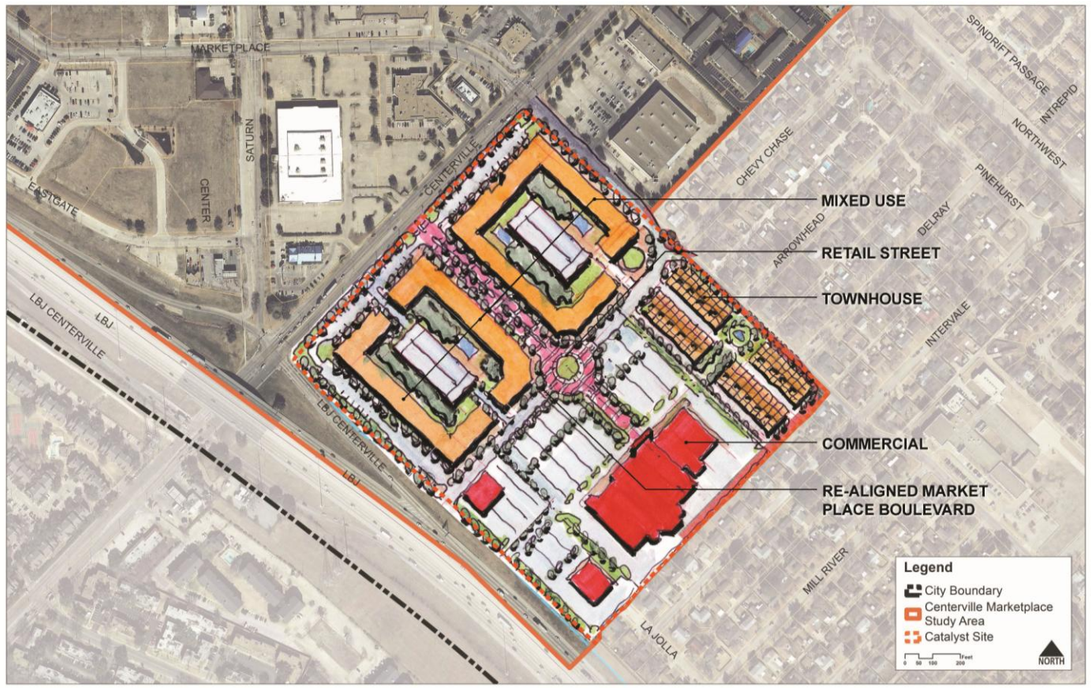
Catalyst Project	Total Public Investment*	Total Private Investment**	Private Investment Leverage Ratio
Site No. 1: Commercial Village	$32,600,000	$97,000,000	2.98
Site No. 2: Education Campus	$5,800,000	$12,200,000	2.10
Site No. 3: Grand Boulevard	$34,700,000	$110,400,000	3.18
Site No. 4: Live-Work Center	$23,700,000	$62,600,000	2.64
Totals	**$96,800,000**	**$282,200,000**	**2.92**

* Reflects both "direct" and "indirect" public investment.

** Reflects amount of private investment generated for every $1 dollar in public investment.

Source: Jacobs; Kimley Horn; and Ricker | Cunningham.

Commercial Village



Source: Ricker | Cunningham, 2014

Description:

Regional commercial anchor surrounded by owner-occupied townhomes and vertically mixed-use development establishing an urban village at this commercial gateway

Market Readiness:

High

Low

Program:

- 135,000 SF mixed-use and freestanding retail
- 550 residential rental units
- 38 townhomes
- 552 surface parking spaces
- 675 structured parking spaces

Public Participation (Level):

High

Low

Contributions:

- City shared ownership of existing retail (land write-down))
- Capital improvements (CIP)
- Site improvement assistance
- TIF District
- Sales tax sharing (380 agreement)
- Development fee waivers
- Federal / State / Local grants
- Fees associated with rezoning

Barriers:

- Fractured property ownership
- Limited involvement by owner of improvements within central portion of the site
- Recent reinvestment in big box retail (prevailing retail format)
- Recent investment in stand-alone commercial uses along frontage suggesting a lack of potential for either near- or mid-term reinvestment consistent with vision
- Privately-held easement running through site
- Existing uses suboptimal (third tenant)
- Capital improvements required – onsite and offsite including utility, roadway, streetscape and signalization
- New road to extend Marketplace Boulevard to 635 frontage road
- Use and density rezoning required for concept
- New roadway and utility improvements required to establish partial block pattern
- Indirect access to improvements along eastern edge

Commercial Village cont'd

Returns:

- Introduction of alternative retail product (mixed-use)
- Elevates visibility of site and improvements for travelers along 635 once density increased
- Incorporates uses more compatible with established adjacent neighborhoods
- Establishes a partial street grid (eliminating current street confusion)
- Increases potential for fewer property owners and more cohesive development program
- Establishes a destination within the study area
- Slows traffic into adjacent neighborhoods
- Improves visibility of uses in the back portion of the site
- Minimizes surface parking over time
- Eliminates traffic through site

Strategic Steps:

Public sector initiatives

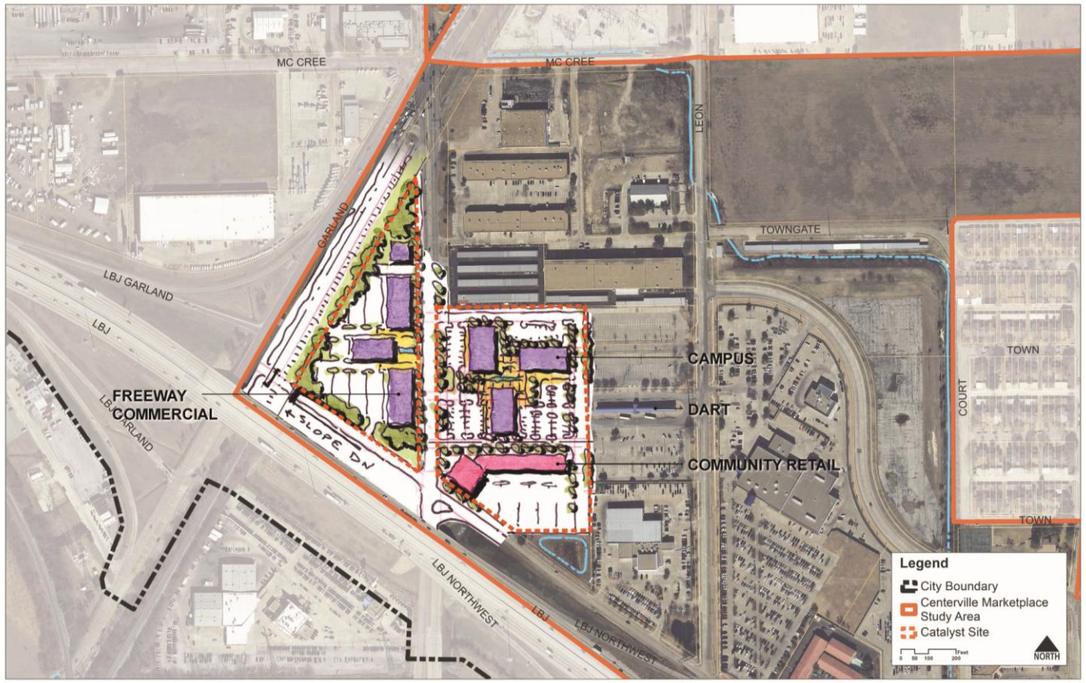
Private sector initiatives

1. Contact broker of former target site
   a. Understand intentions and timing
   b. Understanding their financial resources and timing
   c. Understand if they have experience developing residential and / or mixed-use products
   d. Find out if contacting other property owners regarding sale of sites and / or relocation of existing users
2. Meet with elected officials and other stakeholders to discuss how to educate community about density
   a. Develop program materials
   b. Establish outreach schedule
3. Define boundaries of a potential TIF district to assist with capital improvements (utility and roadway)
   a. Prepare "business plan" for TIF
   b. Meet with appropriate agencies regarding potential participation
   c. Complete statutory steps
4. Work with property owners to rezone parcels to accommodate vision
   a. Investigate benefits of a form-based code for area (define boundaries)
   b. Entitle existing parcels for desire uses and density
5. Work with property owners to rezone parcels to accommodate vision
   a. Prepare "business plan" for PID

Development Program	Units/Spaces	Square Feet		Assumption Factors	
Retail/Restaurant		135,000			
Office/Employment		0			
Residential (Rental)	550	522,500		950	SF/Unit
Residential (For-Sale)	38	68,400		1,800	SF/Unit
Gross Floor Area		725,900			
Project Land Area		1,742,400		40.0	Acres
Floor Area Ratio		42%			
Surface Parking	552	176,760		320	SF/Space
Structured Parking	675	216,040		320	SF/Space
Estimated Project Value (Stabilized Yr)					
Total Retail/Restaurant Rentable SF		121,500		90%	Bldg. Efficiency Ratio
Rent/SF*		$16.00			
Total Office/Employment Rentable SF		0		90%	Bldg. Efficiency Ratio
Rent/SF*		$20.00			
Total Residential Rentable SF		418,000		80%	Bldg. Efficiency Ratio
Rent/SF		$15.60		$1.30	Monthly Rent/SF
Total Parking Spaces (Structured)		675			
Rent/Space		$0		$0	Monthly Rent/Space
Gross Income		$8,464,800			
Occupancy		90%			
Effective Gross Income		$7,618,320			
Operating Costs		$2,564,250		$3.90	$/SF (Wtd. Avg. All Uses)
Net Operating Income		$5,054,070			
Capitalization Rate		8.0%			
Project Value -- Office/Retail/Rental Hsg		**$63,175,875**			
Total Housing Units		38			
Sales Price/Unit (Wtd Avg)		$250,000			
Gross Revenue		$9,500,000			
Less Marketing Costs		($665,000)		7%	% of Sales
Net Sale Proceeds		$8,835,000			
Project Value -- For-Sale Housing		**$8,835,000**			
Total Project Value			**$72,010,875**		
* Retail based on triple net lease; Office based on gross lease.					
Development Cost Estimate					
Property Purchase (Acquisition/Demolition)		$8,712,000		$5.00	$/SF Land (20% Premium)
On-Site Improvements (Surface Parking)		$1,380,938		$2,500	$/Space
On-Site Improvements (Structured Parking)		$10,126,875		$15,000	$/Space
Site Development/Infrastructure		$1,664,100		$0.96	$/SF
Building Construction (Hard Costs)		$55,942,209		$77	$/SF (Wtd. Avg. All Uses)
Construction Contingency		$3,455,706		5%	% of Construction Costs
Soft Costs (% of Hard Costs)		$6,911,412		10%	% of Hard Costs
Developer Profit		$8,819,324		10%	% of Total Costs
Total Project Cost			**$97,012,564**	**$133.64**	**$/SF**
Development Economic Summary					
Total Project Cost			**$97,012,564**		
Total Project Value			**$72,010,875**		
Project Margin/"Gap"			**($25,001,689)**		
% Project Margin/"Gap"			**-26%**		
Potential Contributions to "Gap":					
Land Acquistion/Writedown		$4,356,000		50%	of Land Cost
Site Improvements Contribution		$6,585,956		50%	of Total Site Costs
Supportable TIF (25 Years)		$15,200,000		1.067075	Total Property Tax Rate
Sales Tax Sharing (380 Loan -- 20 Yrs)		$3,400,000		50%	% of Local Sales Tax
Public Improvement District (20 Years)		$2,903,600		$0.20	Assessment Per Bldg Sq Ft
Property Tax Abatement (10 Years)		$0		0.000000	City Property Tax Rate
Development Fee Waivers		$0			
Federal/State/Local Grants		$0			
Streamlined Development Approval Process		$152,460			6 months saving @ 6%
Tax Credit Equity (LIHTC, Historic, New Market)		$0			
Total Contributions to "Gap"			**$32,598,016**		

Source: Jacobs; Kimley Horn; and Ricker|Cunningham.

Education Campus



Source: Ricker | Cunningham, 2014

Description:

Education campus with supporting retail and office uses, anchored by a transit facility

Market Readiness:

High

Low

Program:

- 22,000 SF ground floor retail serving daytime population
- 40,000 SF office space
- 221 surface parking spaces
- Potential multi-modal facility integrated with office / education uses

Public Participation (Level):

High

Low

Contributions:

- TIF District (land write-down and lease buy-out)
- Site improvement assistance
- Limited sales tax sharing (380 agreement)
- Fees associated with rezoning

Barriers:

- Existing lease with Cinemark Theaters for parking
- Cinemark relocation limitations – cost to move and available space
- Location of parking for theater
- DART needs – location of bays and amount of parking
- On-going planning for 635 / frontage road and potential loss of land with new off-ramp
- Still as yet undefined Garland Avenue Corridor vision
- Existing industrial uses which will require relocation
- Consolidation of Remington's existing campus
- Capital improvements required – onsite and offsite
  - New frontage road connection between Shiloh and Garland (before construction begins)
  - Streetscape improvements along Shiloh Road
  - Branding along 635 frontage road with gateway improvement at Garland
- Use and density rezoning required at DART site and on existing Remington campus
- New roadway and utility improvements required to establish block pattern

Market Readiness Criteria:

1. Requires relocation -
2. Favorable ownership patterns +
3. Assemblage needed -
4. Availability of qualified developer +
5. Capital improvements needed -
6. Market supported +
7. Stakeholder support +
8. Political support +
9. Regulatory change needed -/+

Education Campus cont'd

Returns cont'd:

- Prevents additional region-serving retail that could compete with Centerville uses
- Effectively prunes back potential for over-supply of retail
- Provides for save transit connection for students of Remington College
- Maintains spending potential in area
- Retains a "destination" within study area
- Diversifies land use mix
- Separates conflicts between two existing education campuses
- Potentially catalyzes reinvestment in existing uses
- Maintains current jobs-housing balance in area
- Frees up valuable 635 frontage land for alternative use at an appropriate density
- Gives greater visibility to school in the form of a multi-story building in the transit center
- Affords cost efficiencies to Remington College that are impossible by existing campus layout
- Integration of transit and educational uses potentially offers access to additional funding sources (Federal transportation)
- Greater efficiencies in land use within study area
- Market source (students) for future alternative housing products
- Relocates homeless from this location within the area

Strategic Steps:

Public sector initiatives

Private sector initiatives

1. Contact DART regarding interest
   a. Share due-diligence regarding market support
   b. Understand existing operating levels
   c. Solicit interest in reorganizing parking (DART and Cinemark)
   d. Discuss potential for integrated bus transfer facility
   e. Inquire about funding sources to participate in construction (ISTEA)
   f. Discuss reuse of site since original source of funds FTA
   g. Determine whether Remington qualifies as a "public use" per State law or RTD Charter which would make land swap vs. sale possible
   h. Identify steps required to rework existing "licensing agreement"
2. Contact Remington regarding interest
   a. Share due-diligence and discussions with DART
   b. Offer to prepare estimates of costs for relocation and property acquisition and offsets from property sales and facility efficiencies
   c. Understand their financial resources and timing
3. Meet with City Council and City legal counsel regarding Cinemark lease
   a. Understand limitations associated with relocating parking (assuming they stay)
   b. If possible, prepare paperwork and present to Cinemark for negotiation
   c. If not possible, rework concept drawing to accommodate Cinemark as an interim use (3 to 5 years)
   d. Involve DART where necessary

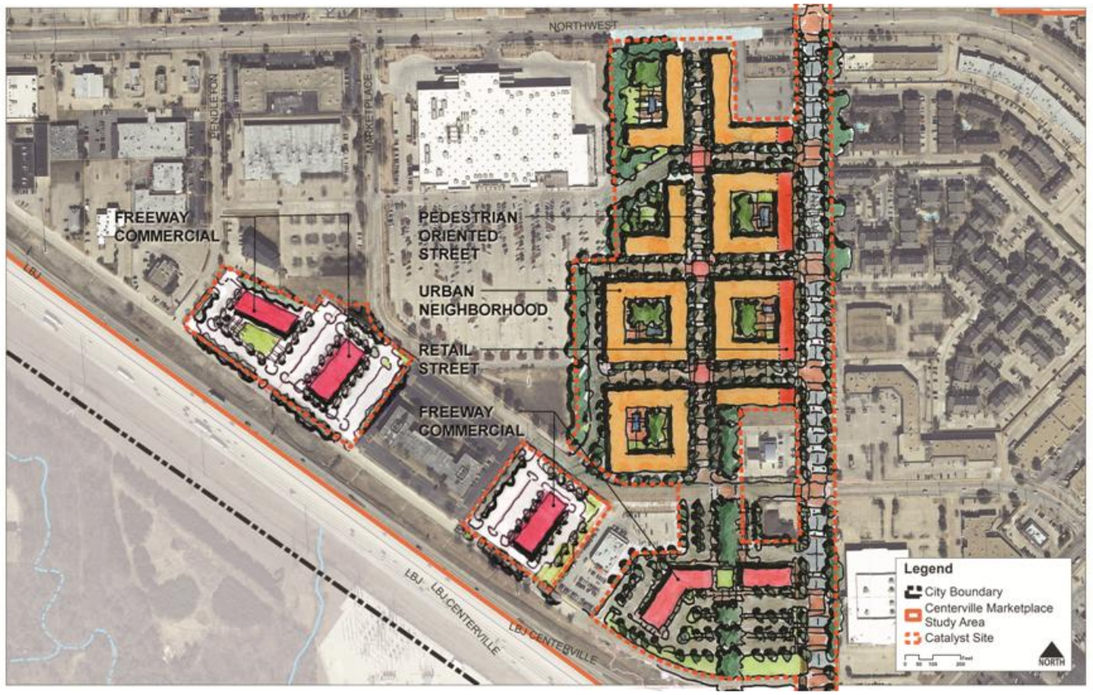
Development Program	Units/Spaces	Square Feet		Assumption Factors	
Retail/Restaurant		22,000			
Education/Office		40,000			
Residential (Rental)	0	0		950	SF/Unit
Residential (For-Sale)	0	0		1,800	SF/Unit
Gross Floor Area		62,000			
Project Land Area		619,859		14.2	Acres
Floor Area Ratio		10%			
Surface Parking	221	70,822		320	SF/Space
Structured Parking	0	0		320	SF/Space
Estimated Project Value (Stabilized Yr)					
Total Retail/Restaurant Rentable SF		19,800		90%	Bldg. Efficiency Ratio
Rent/SF*		$16.00			
Total Education/Office Rentable SF		36,000		90%	Bldg. Efficiency Ratio
Rent/SF*		$15.00			
Total Residential Rentable SF		0		80%	Bldg. Efficiency Ratio
Rent/SF		$15.60		$1.30	Monthly Rent/SF
Total Parking Spaces (Structured)		0			
Rent/Space		$0		$0	Monthly Rent/Space
Gross Income		$856,800			
Occupancy		90%			
Effective Gross Income		$771,120			
Operating Costs		$248,000		$4.00	$/SF (Wtd. Avg. All Uses)
Net Operating Income		$523,120			
Capitalization Rate		8.0%			
Project Value -- Office/Retail/Rental Hsg		**$6,539,000**			
Total Housing Units		0			
Sales Price/Unit (Wtd Avg)		$250,000			
Gross Revenue		$0			
Less Marketing Costs		$0		7%	% of Sales
Net Sale Proceeds		$0			
Project Value -- For-Sale Housing		**$0**			
Total Project Value			**$6,539,000**		
* Retail based on triple net lease; Office based on gross lease.					
Development Cost Estimate					
Property Purchase (Acquisition/Demolition)		$3,719,153		$6.00	$/SF Land (20% Premium)
On-Site Improvements (Surface Parking)		$553,300		$2,500	$/Space
On-Site Improvements (Structured Parking)		$0		$15,000	$/Space
Site Development/Infrastructure		$444,900		$0.72	$/SF
Building Construction (Hard Costs)		$5,381,972		$87	$/SF (Wtd. Avg. All Uses)
Construction Contingency		$319,009		5%	% of Construction Costs
Soft Costs (% of Hard Costs)		$638,017		10%	% of Hard Costs
Developer Profit		$1,105,635		10%	% of Total Costs
Total Project Cost			**$12,161,986**	**$196.16**	**$/SF**
Development Economic Summary					
Total Project Cost			**$12,161,986**		
Total Project Value			**$6,539,000**		
Project Margin/"Gap"			**($5,622,986)**		
% Project Margin/"Gap"			**-46%**		
Potential Contributions to "Gap":					
Land Acquistion/Writedown		$3,719,153		100%	of Land Cost
Site Improvements Contribution		$499,100		50%	of Total Site Costs
Supportable TIF (25 Years)		$700,000		1.067075	Total Property Tax Rate
Sales Tax Sharing (380 Loan -- 20 Yrs)		$600,000		50%	% of Local Sales Tax
Public Improvement District (20 Years)		$248,000		$0.20	Assessment Per Bldg Sq Ft
Property Tax Abatement (10 Years)		$0		0.000000	City Property Tax Rate
Development Fee Waivers		$0			
Federal/State/Local Grants		$0			
Streamlined Development Approval Process		$0			6 months saving @ 6%
Tax Credit Equity (LIHTC, Historic, New Market)		$0			
Total Contributions to "Gap"			**$5,766,253**		

Source: Jacobs; Kimley Horn; and Ricker|Cunningham.

Education Campus cont'd

1. Contact Cinemark regarding interest – near- and long-term
    a. Share vision regarding future use of site
    b. Prepare and share due diligence regarding growth areas within city and location of competition (particularly in the context of available sites for relocation)
    c. Understand their operations and timing
    d. Quantify the impact and requirements associated with a near-term relocation
    e. Understand if there is any potential for long-term stay (were option provided)
    f. If interested in relocation, identify site along I-30 (Rosehill – not within 3 miles of existing first run theater)
    g. Quantify costs of move and impact to theater and include as line item in development proforma
2. If relocation of existing industrial uses necessary, meet with existing owners
    a. Share vision regarding future use of site
    b. Prepare and share due diligence regarding growth areas within city (particularly in the context of available sites for relocation)
    c. Understand their operations and timing
    d. Quantify the impact and requirements associated with a near-term relocation
    e. Quantify costs of move and impact and include as line item in development proforma
3. Meet again with representatives of Remington to discuss sale of property
    a. Offer to assist with identification of potential buyers – preparation and distribution of RFP
    b. Engage Chamber in search
    c. Complete re-entitlement process prior to solicitation
4. Understand political support for concept by the following groups
    a. Existing and future City Council person
    b. Remington Administration
    c. DART Board and Director
    d. South Garland stakeholders
    e. Advisory Committee Members (Mayor Day)
    f. Dallas representatives
    g. Chamber of Commerce Officials
    h. Garland Police
    i. TxDOT , NTTA
5. Meet with representatives for TxDOT 635 improvement project
    a. Determine if additional row is required
    b. Understand timing of improvements
    c. Request early access to site from frontage road (prior to reconstruction)
    d. Meet with department representatives to understand all capital improvements required (drainage)
6. Define boundaries of a potential TIF district to assist with capital improvements (utility and roadway)
    a. Prepare "business plan" for TF
    b. Meet with appropriate agencies regarding potential participation
    c. Complete statutory steps
7. Work with property owners to rezone parcels to accommodate vision
    a. Investigate benefits of a form-based code for area (define boundaries)
    b. Entitle existing Remington parcels to restrict what is undesirable
    c. Entitle future uses at DART site
8. Investigate potential support for Public Improvement District
    a. Prepare "business plan" for PID

Grand Boulevard



Source: Ricker | Cunningham, 2014

Description:

New urban residential neighborhood located along a tree-lined street with low scale neighborhood-serving retail at its southern gateway, and medium-scale commercial retail uses along the 635 frontage road (replacing current uses on the Remington College campus)

Market Readiness:

Program:

- 59,000 SF neighborhood-serving retail
- 780 residential (market rate) units – townhomes, stacked flats, apartments
- Mix of surface and structured (including podium) parking spaces

Public Participation (Level):

High

Low

Contributions:

- TIF District (land write-down and lease buy-out)
- Capital improvements (CIP)
- Interim maintenance expenses for streetscape
- Limited sales tax sharing (380 agreement)
- Fees associated with rezoning

Barriers:

- Debt on major vacant tract limiting access to capital
- Owner of other major vacant tract active with other projects in area
- Owner of office space along northern edge has "history" with City
- State lease terms (10 years) (tenant in office space)
- Limited involvement by owner in southwest quadrant of Northwest Highway 12 and Saturn Road
- Poor condition of existing residential along east side of Saturn Road
- Capital improvements required – streetscape (construction and maintenance)
- Use and density rezoning required
- New roadway and utility improvements required to establish block pattern

Market Readiness Criteria:

1. **Requires relocation -**
2. **Favorable ownership patterns +**
3. **Assemblage needed -**
4. **Availability of qualified developer +**
5. **Capital improvements needed -**
6. **Market supported +**
7. **Stakeholder support +**
8. **Political support +**
9. **Regulatory change needed -/+**

Returns:

- Effectively prunes back potential for over-supply of retail
- Connects residential neighborhoods to retail
- Increases spending potential by increasing rooftops
- Offers setting for new residential product types in area

Grand Boulevard cont'd

Returns cont'd:

- Establishes a different "destination" within study area
- Stabilizes area from commercial market swings
- Potentially catalyzes reinvestment in existing uses
- Improves current jobs-housing balance in area
- Limited risk in partnership ("proven commodity")

Strategic Steps:

1. Contact property owners (phase i)
   a. Share due-diligence regarding market support
   b. Understand existing debt structure (if any)
   c. If not interested in developing themselves, partner to solicit developer interest
2. Quantify expense associated with streetscape improvements
   a. Request line-item in City's CIP
   b. Determine if additional row is required
   c. Meet with parks department regarding maintenance expenses
3. Define boundaries of a potential TIF district to assist with capital improvements (utility and roadway)
   a. Prepare "business plan" for TF
   b. Meet with appropriate agencies regarding potential participation
   c. Complete statutory steps
4. Contact NCTCOG regarding funding match
   a. Map 21 program
5. Work with property owners to rezone parcels to accommodate vision
   a. Investigate benefits of a form-based code for area (define boundaries)
   b. Entitle existing residential parcels for additional units
   c. Entitle existing commercial parcels for greater variety of uses
6. Meet with elected officials and other stakeholders to discuss how to educate community about density
   a. Develop program materials
   b. Establish outreach schedule
7. Meet with existing owners – residential and commercial to discuss potential for redevelopment (phase ii)
   a. Update existing market data
8. Investigate potential support for Public Improvement District
   a. Prepare "business plan" for PID

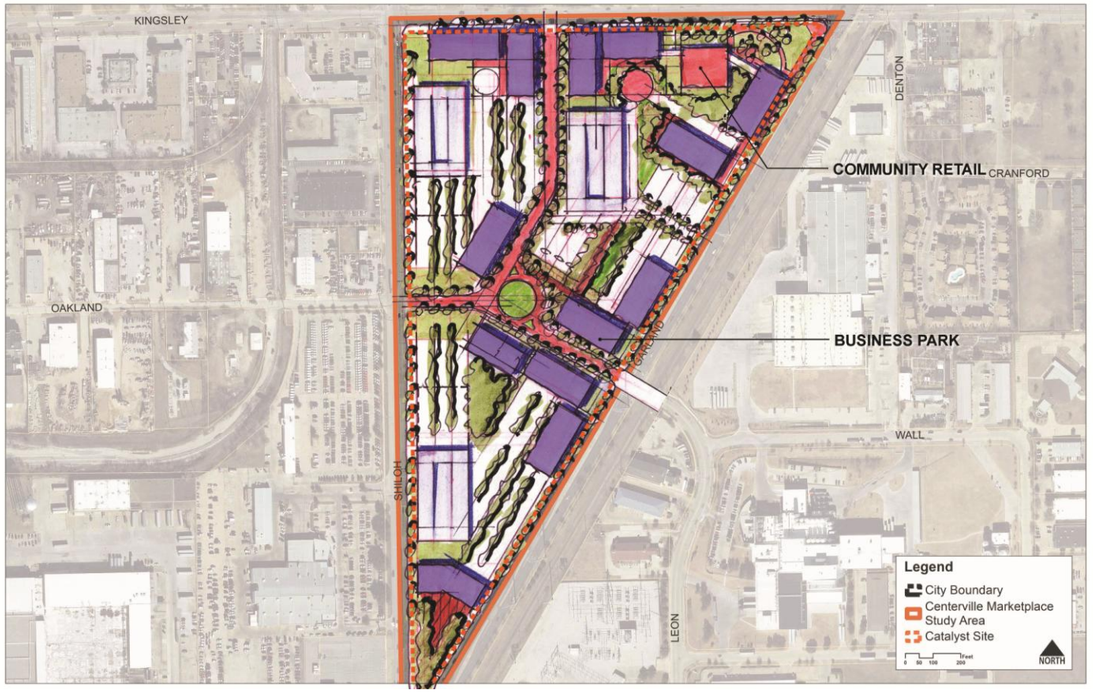
Public sector initiatives

Private sector initiatives

Development Program	Units/Spaces	Square Feet		Assumption Factors	
Retail/Restaurant		59,000			
Office/Employment		0			
Residential (Rental)	780	741,000		950	SF/Unit
Residential (For-Sale)	0	0		1,800	SF/Unit
Gross Floor Area		800,000			
Project Land Area		1,568,160		36.0	Acres
Floor Area Ratio		51%			
Surface Parking	242	77,504		320	SF/Space
Structured Parking	969	310,016		320	SF/Space
Estimated Project Value (Stabilized Yr)					
Total Retail/Restaurant Rentable SF		53,100		90%	Bldg. Efficiency Ratio
Rent/SF*		$16.00			
Total Office/Employment Rentable SF		0		90%	Bldg. Efficiency Ratio
Rent/SF*		$20.00			
Total Residential Rentable SF		592,800		80%	Bldg. Efficiency Ratio
Rent/SF		$15.60		$1.30	Monthly Rent/SF
Total Parking Spaces (Structured)		969			
Rent/Space		$0		$0	Monthly Rent/Space
Gross Income		$10,097,280			
Occupancy		90%			
Effective Gross Income		$9,087,552			
Operating Costs		$3,520,000		$4.40	$/SF (Wtd. Avg. All Uses)
Net Operating Income		$5,567,552			
Capitalization Rate		8.0%			
Project Value -- Office/Retail/Rental Hsg		**$69,594,400**			
Total Housing Units		0			
Sales Price/Unit (Wtd Avg)		$200,000			
Gross Revenue		$0			
Less Marketing Costs		$0		7%	% of Sales
Net Sale Proceeds		$0			
Project Value -- For-Sale Housing		**$0**			
Total Project Value			**$69,594,400**		
* Retail based on triple net lease; Office based on gross lease.					
Development Cost Estimate					
Property Purchase (Acquisition/Demolition)		$7,840,800		$5.00	$/SF Land (20% Premium)
On-Site Improvements (Surface Parking)		$605,500		$2,500	$/Space
On-Site Improvements (Structured Parking)		$14,532,000		$15,000	$/Space
Site Development/Infrastructure		$7,204,200		$4.59	$/SF
Building Construction (Hard Costs)		$58,131,200		$73	$/SF (Wtd. Avg. All Uses)
Construction Contingency		$4,023,645		5%	% of Construction Costs
Soft Costs (% of Hard Costs)		$8,047,290		10%	% of Hard Costs
Developer Profit		$10,038,464		10%	% of Total Costs
Total Project Cost			**$110,423,099**	**$138.03**	**$/SF**
Development Economic Summary					
Total Project Cost			**$110,423,099**		
Total Project Value			**$69,594,400**		
Project Margin/"Gap"			**($40,828,699)**		
% Project Margin/"Gap"			**-37%**		
Potential Contributions to "Gap":					
Land Acquistion/Writedown		$3,920,400		50%	of Land Cost
Site Improvements Contribution		$11,170,850		50%	of Total Site Costs
Supportable TIF (25 Years)		$14,800,000		1.067075	Total Property Tax Rate
Sales Tax Sharing (380 Loan -- 20 Yrs)		$1,500,000		50%	% of Local Sales Tax
Public Improvement District (20 Years)		$3,200,000		$0.20	Assessment Per Bldg Sq Ft
Property Tax Abatement (10 Years)		$0		0.000000	City Property Tax Rate
Development Fee Waivers		$0			
Federal/State/Local Grants		$0			
Streamlined Development Approval Process		$137,214			6 months saving @ 6%
Tax Credit Equity (LIHTC, Historic, New Market)		$0			
Total Contributions to "Gap"			**$34,728,464**		

Source: Jacobs; Kimley Horn; and Ricker|Cunningham.

Live-Work Center



Source: Ricker | Cunningham, 2014

Description:

Business campus (light industry, flex office and showroom space) gateway project with limited supporting commercial retail uses

Market Readiness:

High

Low

Program:

- 500,000 SF to 1.0 million+ SF
- 1,667 surface parking spaces

Public Participation (Level):

High

Low

Contributions:

- TIF District
- Capital improvements (CIP) - offsite
- Fees associated with rezoning

Barriers:

- Current owner is new and may be interim given presence of for-sale sign
- Implied desire for short-term gain vs. long-term investment
- Existing uses suboptimal (former large format retailer)
- On-going planning for 635 / frontage road and potential disruptions associated with the same
- Still as yet undefined Garland Avenue Corridor vision
- Capital improvements required – onsite and offsite including utility, roadway, streetscape and signalization
- Use and density rezoning required at DART site and on existing Remington College campus
- New roadway and utility improvements required to establish block pattern
- Limited access from this area to and through study area – necessity for stronger connections through site to Shiloh and Kingsley Roads

Market Readiness Criteria:

1. Requires relocation -
2. Favorable ownership patterns +
3. Assemblage needed -
4. Availability of qualified developer +
5. Capital improvements needed -
6. Market supported +
7. Stakeholder support +
8. Political support +
9. Regulatory change needed -/+

Returns:

- Prevents additional region-serving retail that could compete with uses along Centerville Road
- Grows daytime population and spending potential in area
- Provides City with a significant assemblage for business park setting and uses in infill location
- Diversifies land use mix in study area
- Offers better gateway improvement for redeveloped Garland Avenue Corridor
- Potentially catalyzes reinvestment in existing uses

Live-Work Center cont'd

Returns cont'd:

- Improves current jobs-housing balance in area
- More effectively leverages investment in area transit improvements
- Employees offer source for residents of future alternative housing products

Strategic Steps:

Public sector initiatives

Private sector initiatives

1. Contact broker for property
   a. Share due-diligence regarding vision for property and area
   b. Understand intentions and timing
   c. Understand their financial resources and timing
   d. Involve Chamber where necessary
   e. Offer to assist with identification of potential buyers / users – preparation and distribution of RFP
   f. Complete entitlement process prior to solicitation (see below)
2. Meet with representatives for TxDOT 635 improvement project
   a. Determine if additional row is required
   b. Understand timing of improvements
   c. Meet with department representatives to understand all capital improvements required (drainage)
3. Define boundaries of a potential TIF district to assist with capital improvements (utility and roadway)
   a. Prepare "business plan" for TF
   b. Meet with appropriate agencies regarding potential participation
   c. Complete statutory steps
4. Work with property owners to rezone parcels to accommodate vision
   a. Investigate benefits of a form-based code for area (define boundaries)
5. Investigate potential support for Public Improvement District
   a. Prepare "business plan" for PID

Development Program	Units/Spaces	Square Feet		Assumption Factors	
Retail/Restaurant		0			
Office/Showroom		500,000			
Residential (Rental)	0	0		950	SF/Unit
Residential (For-Sale)	0	0		1,800	SF/Unit
Gross Floor Area		500,000			
Project Land Area		1,852,171		42.5	Acres
Floor Area Ratio		27%			
Surface Parking	1,667	533,280		320	SF/Space
Structured Parking	0	0		320	SF/Space
Estimated Project Value (Stabilized Yr)					
Total Retail/Restaurant Rentable SF		0		90%	Bldg. Efficiency Ratio
Rent/SF*		$16.00			
Total Office/Showroom Rentable SF		450,000		90%	Bldg. Efficiency Ratio
Rent/SF*		$15.00			
Total Residential Rentable SF		0		80%	Bldg. Efficiency Ratio
Rent/SF		$15.60		$1.30	Monthly Rent/SF
Total Parking Spaces (Structured)		0			
Rent/Space		$0		$0	Monthly Rent/Space
Gross Income		$6,750,000			
Occupancy		90%			
Effective Gross Income		$6,075,000			
Operating Costs		$3,000,000		$6.00	$/SF (Wtd. Avg. All Uses)
Net Operating Income		$3,075,000			
Capitalization Rate		8.0%			
Project Value -- Office/Retail/Rental Hsg		**$38,437,500**			
Total Housing Units		0			
Sales Price/Unit (Wtd Avg)		$200,000			
Gross Revenue		$0			
Less Marketing Costs		$0		7%	% of Sales
Net Sale Proceeds		$0			
Project Value -- For-Sale Housing		**$0**			
Total Project Value			**$38,437,500**		
* Retail based on triple net lease; Office based on gross lease.					
Development Cost Estimate					
Property Purchase (Acquisition/Demolition)		$9,260,856		$5.00	$/SF Land (20% Premium)
On-Site Improvements (Surface Parking)		$4,166,250		$2,500	$/Space
On-Site Improvements (Structured Parking)		$0		$15,000	$/Space
Site Development/Infrastructure		$1,295,000		$0.70	$/SF
Building Construction (Hard Costs)		$36,000,000		$72	$/SF (Wtd. Avg. All Uses)
Construction Contingency		$2,073,063		5%	% of Construction Costs
Soft Costs (% of Hard Costs)		$4,146,125		10%	% of Hard Costs
Developer Profit		$5,694,129		10%	% of Total Costs
Total Project Cost			**$62,635,423**	**$125.27**	**$/SF**
Development Economic Summary					
Total Project Cost			**$62,635,423**		
Total Project Value			**$38,437,500**		
Project Margin/"Gap"			**($24,197,923)**		
% Project Margin/"Gap"			**-39%**		
Potential Contributions to "Gap":					
Land Acquistion/Writedown		$9,260,856		100%	of Land Cost
Site Improvements Contribution		$5,461,250		100%	of Total Site Costs
Supportable TIF (25 Years)		$7,000,000		1.067075	Total Property Tax Rate
Sales Tax Sharing (380 Loan -- 20 Yrs)		$0		50%	% of Local Sales Tax
Public Improvement District (20 Years)		$2,000,000		$0.20	Assessment Per Bldg Sq Ft
Property Tax Abatement (10 Years)		$0		0.000000	City Property Tax Rate
Development Fee Waivers		$0			
Federal/State/Local Grants		$0			
Streamlined Development Approval Process		$0			6 months saving @ 6%
Tax Credit Equity (LIHTC, Historic, New Market)		$0			
Total Contributions to "Gap"			**$23,722,106**		

Source: Jacobs; Kimley Horn; and Ricker|Cunningham.

Section 5:

Implementation

In any successful revitalization initiative, clarification of the vision and desired results should be followed by definition of an implementable and comprehensive strategy for promoting development and redevelopment. As explained earlier in this document and during the strategy process, success will depend on implementation of a series of actions designed to capitalize on market opportunities and overcome barriers, collectively "readying the environment for investment." Key to achieving the ultimate vision will be the continued monitoring of these efforts to ensure they are effectively addressing the unique circumstances of the Area and any changes in market conditions. In terms of roles and responsibilities, the approach described below assumes that the City and its partners, DART and the Garland Chamber of Commerce, will be the early leads in this revitalization initiative, but as progress becomes visible, the private sector will see that the Area is evolving and that it is an increasingly safe place to invest.

Strategy Fundamentals

Project Review

A common complaint associated with publicly-led redevelopment initiatives such as this one is the speed with which investment decisions are made, both public and private. A fundamental assumption associated with this Strategy is that there will be a hierarchy of decision-making. The first level will be between the applicant (often private sector) and City Staff, where they will be provided with all relevant policy and regulating documents associated with the Study Area. Among them will be a description of the City's commitment to the long-term vision for its catalyst areas, including Centerville Marketplace, as explained in Envision Garland 2030, the City's recently adopted comprehensive plan update. The second level will be between City Staff, the applicant, and relevant Boards and Commissions. Decision-making at this level will be informed by Staff recommendations and the proposed project concept's consistency with all City-adopted documents (policy and regulatory). The third level will be between City Staff, the applicant and City Council. Decision-making at this level will be informed by Staff recommendations, as well as those of

the Boards and Commissions, along with the guiding principles articulated in this Centerville Marketplace Revitalization Strategy, Envision Garland 2030, and Garland ED Strategy, all of which are listed below. The guiding principles wile an essential reference for Council, particularly before regulatory resources are established to protect the Centerville Marketplace vision.

Guiding Principles

The cornerstone of this Centerville Marketplace Revitalization Strategy is the assumption that the City and its partners will direct scarce resources to the Area, while at the same time establishing policies and programs that benefit its stakeholders. Further, it is assumed that City Council will adopt a proactive posture in competing for regional growth as described in the documents that proceeded this one, in an effort to demonstrate their commitment. Finally, it is assumed that whereas the range of actions identified to move this Strategy forward were based on a foundation of guiding principles, and that these guiding principles are responsive to existing conditions, market opportunities, and stakeholder input; they will be used in City Council deliberations on policies, programs and specific projects that will directly impact the Area. Note: The guiding principles are presented here as commitments by the City.

The City will:

- streamline development and redevelopment initiatives that conform to the community's vision as expressed in this Centerville Marketplace Revitalization Strategy;
- leverage public investment and catalyze projects that generate sufficient revenue to support creation of financing mechanisms that can fund capital improvements;
- encourage uses that support the needs of residents in surrounding neighborhoods and complement, rather than compete with, existing commercial and institutional operators;
- discourage uses that perpetuate the current pattern of development - low density, auto-oriented, and disconnected;
- promote uses that foster multiple modes of transportation and a greater diversity of land uses and product types; and
- complete transportation and utility improvements which better connect uses and users.

Regulations

As expressed in Envision Garland 2030, it will be essential that regulatory tools and processes are restructured, and that leadership recognize the economic challenges associated with promoting the concepts and development types desired within its catalyst areas. Whereas Envision Garland is a policy document, it cannot ensure implementation of either its citywide or catalyst area-specific concepts without regulatory support. Similarly, since this Centerville Marketplace Revitalization Strategy is also a policy document, it cannot ensure implementation without corresponding regulations. In order to protect the vision stated herein and foster its implementation, the City will need to amend its existing zoning categories and supplement the same with design standards and / or regulations as appropriate and identified herein. Note: These statements assume there is a City preference for fewer Planned Developments (PDs) in the Study Area.

Table 5-1: Existing Zoning and Proposed Land Uses (within the catalyst areas)

Catalyst Area Current Zoning	Proposed and Possible Land Uses
Catalyst No. 1: Commercial Village	
General Business	Retail
Commercial	Mixed-Use
Retail	Attached Residential Ownership (Ths)
Shopping Center	Rental Residential
Catalyst No. 2: Grand Boulevard	
Office 1	Multi-Family Residential
Office 2	Small-Scale Retail
Retail	Office
Shopping Center	Freeway Commercial
Multi-Family	
Freeway Commercial	
Specific Use Permit	
Catalyst No. 3: Education Campus	
Industrial	Office
	Institutional
	Small-Scale Retail
	Multi-Modal Transit Center
Catalyst No. 4: Live-Work Center	
Retail	Flex Office
Industrial	Office Showroom
	Small-Scale Retail

Source: Ricker|Cunningham and City of Garland.

To demonstrate conflicts between existing zoning classifications and proposed land uses, Table 5-1 compares the two -- existing zoning and proposed land uses and product types. This information is presented to highlight the necessity for either new zoning classifications or some other regulatory action or actions that discourage what is not desired and encourages what is desired. During the interim, this Strategy assumes the City will streamline privately-initiated re-zonings

until these protections are in place, and as stated above, the guiding principles will be used when considering changes in land use within the Area.

Management Organization

Among the many initiatives presented here is the recommendation that the Study Area be managed as one cohesive sub-market and that all actions seek to strengthen, connect and promote its collection of diverse assets, offer the flexibility to respond in innovative ways to opportunities for investment, and effectively leverage capital investments. Whereas the strategic actions presented here are intended to assist the City and stakeholders by reducing barriers, administering appropriate incentives, and defining the roles and responsibilities of various partner agencies, these efforts could benefit from a coordinated approach by a single entity whose mission is solely focused on the revitalization of Centerville Marketplace. The actual type of organization recommended for the Study Area will depend on a number of factors described below.

Organizational entities that can oversee initiatives such as this are primarily defined by two factors - their source of funding and the make-up of their board of directors. Further, the type of entity selected should be based on prevailing conditions and desired outcomes. In this instance, the most significant barriers to reinvestment in the Area and a more diverse use mix are conditions associated with its physical environment. Efforts to overcome these barriers will be largely dependent on capital improvements, many of which will need to occur within the public realm. Another barrier is the Area's lack of identity regionally, and its uses and product types locally.

This said, whatever entity assumes primary responsibility for redevelopment of the Area, they will require the resources to facilitate the retention and expansion of existing businesses; manage, attract and cluster appropriate new businesses (to the extent possible); coordinate improvement of public spaces; ensure a clean and safe environment; stimulate development of vacant / underutilized parcels; spear-head efforts to address parking and traffic problems; and, market to current and potential consumers. Their purpose will be to: unite stakeholders, elevate the Study Area on the civic agenda, leverage financial resources, be the Area's primary advocate, set the standard of quality for others to follow, and stimulate private reinvestment and action by others. Early priorities will include: 1) advocating for early capital investments; 2) preparing destination marketing materials and a program to recruit both consumer and investor audiences; 3) identification of communications activities to better inform and engage property owners and businesses; and, 4) establishment of incentive programs and supporting policies and regulations for desired development types. It's ongoing responsibility will be to improve the Area's business and investment climates and to serve in the following capacities:

Advocate: The entity will first and foremost be an advocate for the Study Area, ensuring that its interests are represented and advanced in policy and resource allocation decisions at both the local and regional level.

Promoter: The entity will continue to build upon the Area's role as a commercial node with regional access, seeking to draw in untapped consumer markets and better serve residents in the immediate vicinity.

Facilitator: The entity will have a strong role as a facilitator, or "deal-maker", encouraging new types of marketable real estate in the Area.

Based on the information provided, above, the entity recommended for the Centerville Marketplace Study Area is a Public Improvement District (PID). However, whereas this type of organization requires a self-assessment of area property owners, it is unlikely that it would be widely received, near-term, without education and comparable commitments by the City and its partners.

Actions for Change

Part of the recommended positioning and investment strategy for the Study Area is design of a process that always keeps multiple initiatives moving forward - area-wide and catalyst area-specific. The definition of strategic initiative in this context is broad -- it includes: public, private, and public-private physical projects; social, educational and promotional programs; policy reform; etc. Presented below is a list of area-wide and catalyst area-specific actions. These are followed by a discussion of capital investments required to "ready" the Study Area for investment. Ultimately, it will be the combination of a variety of improvements and programs, the synergies of which will be greater than the sum of its parts, elevating the Area to a new level and enabling it to compete more effectively in the market and region.

Study Area-Wide Actions

- Property-owner initiated re-zonings will be expedited and occur either prior to or in conjunction with development applications, but after the existing code has been updated to reflect the necessary classifications.
- Explore the possibility of preparing either a form-based code or design standards for the Study Area or catalyst projects within its boundaries.
- Establish a Tax Increment District (TIRZ) in order to fund the capital improvements identified later in this section.
- Budget for the City to maintain enhanced landscaping and future public spaces during the near-term, with the private sector assuming responsibility mid- and long-term.
- Investigate the potential for creating a Public Improvement District (PID) once market values and business performance reaches an established threshold.

- Continue the dialogue initiated by this strategic effort and pursue partnerships with property owners and other public entities.
- Amend the City's Master Thoroughfare Plan to reflect the transportation infrastructure improvements described here.
- Prioritize the identified transportation and infrastructure improvements and have them included in the City's Capital Improvement Plan for completion within the next five years.
- Identify an appropriate business support organization to assist the City and its partners with marketing, promotion and possibly maintenance of properties in the Area.
- Transportation and CIP infrastructure improvements

Catalyst Area Strategies

Whereas the area-wide strategies are broad, the catalyst area strategies are more focused on reducing project risks inherent in bringing forward components of catalyst projects that may not have yet been prove-up in the market. Each was designed to address the most significant challenges facing the respective concepts, from a regulatory, policies, market, physical, financial and organization perspective, providing a roadmap for the City and its partner agencies to better position affected properties for investment.

Commercial Village

1. Contact new owner of former target site
   a. Understand intentions and timing with regard to next phases
   b. Understand their financial resources and timing
   c. Understand if they have experience developing residential and / or mixed-use products
   d. Find out if contacting other property owners regarding sale of sites and / or relocation of existing users and if not, offer assistance
2. Meet with elected officials and other stakeholders to discuss how to educate community about density
   a. Develop program materials
   b. Establish outreach schedule
3. Request capital projects below, associated with this concept, be included in the earliest Capital Improvement Plan budget
   a. New road to extend Marketplace Boulevard to I-635 frontage road
      i. Upon completion, monitor impact to neighborhoods (determine if appropriate level of traffic relief achieved)
4. With introduction of residential units, encourage connections to neighborhoods
5. Define boundaries of a potential TIF district to assist with capital improvements (utility and roadway)
   a. Prepare “business plan” for TIF
   b. Meet with appropriate agencies regarding potential participation
   c. Complete statutory steps
   d. Once in place, use TIF dollars to fund structured parking (if any) during later phases he project

6. Streamline property owner-initiated re-zonings which advance the desired vision
   a. Investigate benefits of a form-based code for area (define boundaries)
   b. Entitle existing parcels for desired uses and density (expedite privately-initiated rezoning)
   c. Encourage taller buildings along I-635 frontage road
7. Continue dialogue with existing retailers about ultimate vision and strategies to incorporate them into any new structures

Education Campus

1. Contact DART to
   a. Share due-diligence regarding market support for multiple uses integrated with transit infrastructure
   b. Understand existing operating levels and the facility's capacity
   c. Solicit interest in reorganizing the location of parking for DART and Cinemark Theater
   d. Discuss potential for integrated bus transfer facility within non-public office building
   e. Inquire about funding sources to assist with project construction costs (ISTEA)
   f. Discuss potential use of DART dollars if properties are sold since original source of funds were Federal Transportation Agency (FTA)
   g. Determine whether Remington qualifies as a “public use” per State law or DART's Charter which would make land swap vs. sale possible
   h. Identify steps required to rework existing “licensing agreement” with Cinemark Theater
2. Contact Remington
   a. Share due-diligence work completed during this strategy effort, as well as discussions with DART
   b. Offer assistance with preparation of cost estimates regarding consolidation of school facilities, relocation and property acquisition relative to revenue from property sales and greater facility efficiencies
   c. Understand their financial resources, interest and timing
3. Meet with City Council and City legal counsel regarding Cinemark lease
   a. Understand limitations and impacts associated with relocating parking for existing users
   b. Present proposal to Cinemark and negotiate
   c. If relocation of parking is not possible, rework proposed concept to accommodate Cinemark as an interim use (3 to 5 years) until lease has expired
   d. Involve DART in these discussions where necessary
4. Contact Cinemark regarding interest in current location – near- and long-term
   a. Share vision regarding future use of sites within Area at build-out
   b. Prepare and share due diligence regarding growth areas within city and location of competition (particularly in the context of available sites for relocation)
   c. Understand their operations and timing for expansion or relocation
   d. Quantify impacts associated with a near-term relocation
   e. Determine if there is any interest in remaining onsite long-term

   f. If interested in relocation, identify site along I-30 (Rosehill – not within 3 miles of existing first run theater)
   g. Quantify cost of move and impact to theater and include as line item in development proforma
5. If relocation of existing industrial uses necessary, meet with existing owners
   a. Share vision regarding future use of sites in Area
   b. Share due diligence regarding growth areas within city (particularly in the context of available industrial sites for relocation)
   c. Understand their operations and timing
   d. Quantify impacts associated with a near-term relocation
   e. Quantify cost of move and impact to operators, and include as line item in development proforma
6. Meet again with representatives of Remington to discuss sale of property
   a. Offer to assist with identification of potential buyers and preparation and distribution of a Request for Proposals (from potential buyers) (RFP)
   b. Engage Garland Chamber in search for potential buyers / developers
   c. Complete re-entitlement process prior to solicitation (see commitment to streamline referenced above)
7. Understand political support for concept by the following groups
   a. Existing and future City Councilors
   b. Remington Administration
   c. DART Board of Directors
   d. South Garland Stakeholders
   e. Advisory Committee Members (Mayor Day)
   f. Dallas Representatives
   g. Chamber of Commerce Officials
   h. Garland Police
   i. TxDOT , NTTA
8. Meet with representatives of TxDOT 635 improvement project
   a. Determine if additional r-o-w is required to accommodate project as planned
   b. Understand timing of planned improvements in an effort plan for coordination with private and institutional development in the area
   c. Request early access to sites within area from frontage road (prior to reconstruction)
   d. Meet with relevant City department representatives to understand all capital improvements required (drainage)
9. Define boundaries of a potential Tax Increment Financing (TIF) district for the purpose of using this resource to assist with funding capital improvements (utility and roadway)
   a. Prepare “business plan” for TIF
   b. Meet with appropriate agencies regarding potential participation in cost of improvements
   c. Complete statutory steps to establish a Tax Increment Reinvestment Zone (TIRZ)
10. Re-zoning properties
   a. Investigate benefits of a form-based code for catalyst area only, or Study Area
   b. Entitle existing Remington parcels to restrict what is undesirable
   c. Entitle future uses at DART site
   d. Ensure rezoning allows for additional height to allow for enhanced visibility from interstate
11. Investigate potential support for Public Improvement District (PID)
   a. Facilitate meeting with property owners to discuss logistics and merits of creating a PID

b. Prepare “business plan” for PID
c. If /when desired, complete statutory steps to establish a PID

12. Complete schematic drawings
    a. Use drawings for funding request to NCTCOG for grant dollars to assist with funding capital costs
    b. Include capital items among City's priority Capital Improvement Projects (CIP)

Grand Boulevard

1. Contact property owners (phase i)
    a. Share due-diligence regarding market support for concept components
    b. Understand existing debt structure (if any) on parcels in order to incorporate into financial feasibility analysis
    c. If not interested in developing themselves, partner to solicit developer interest
2. Quantify expense associated with streetscape improvements - construction and maintenance
    a. Request capital items be among City's priority Capital Improvement Projects (CIP)
    b. Determine if additional r-o-w is required to complete desired roadway improvements
    c. Meet with representatives of City Parks Department regarding cost of maintaining improvements near-term
3. Define boundaries of a potential Tax Increment Financing (TIF) district for the purpose of assisting with capital improvement costs (utility and roadway)
    a. Prepare “business plan” for TIF
    b. Meet with appropriate agencies regarding potential participation in cost of improvements
    c. Complete statutory steps to establish a Tax Increment Reinvestment Zone (TIRZ)
4. Contact NCTCOG regarding funding match
    a. Review requirements associated with Map 21 program
5. Streamline property owner-initiated re-zonings which advance the desired vision
    a. Investigate benefits of a form-based code for catalyst area only, or Study Area
    b. Entitle existing residential parcels for additional units
    c. Entitle existing commercial parcels for a greater variety and intensity of uses
6. Meet with elected officials and other stakeholders to discuss how to educate community about density
    a. Develop program materials
    b. Establish outreach schedule
7. During a second or third phase - meet with existing owners (residential and commercial) who have not yet redeveloped their properties
    a. Update existing market data and share these with existing owners
    b. As resources are available and if appropriate, buyout commercial leases in order to expedite revitalization efforts
    c. Offer similar assistance as identified above (including enhanced zoning assistance)
8. Investigate potential support for Public Improvement District (PID)
    a. Facilitate meeting with property owners to discuss logistics and merits of creating a PID
    b. Prepare “business plan” for PID

   c. If /when desired, complete statutory steps to establish a PID
9. Offer to assist area churches with managing homeless challenge

Live Work Center

1. Cotact broker for property
   a. Share due-diligence regarding market support for desired uses
   b. Understand owners development intentions, timing and return expectations
   c. Identify their ability to finance necessary improvements (onsite and offsite)
   d. Offer to assist with identification of potential buyers and preparation and distribution of a Request for Proposals (from potential buyers) (RFP)
   e. Engage Garland Chamber in search for potential buyers / developers
   f. Complete re-entitlement process prior to solicitation (see commitment to streamline referenced above)
2. Meet with representatives of TxDOT 635 improvement project
   a. Determine if additional r-o-w is required to accommodate project as planned
   b. Understand timing of planned improvements in an effort plan for coordination with private and institutional development in the area
   c. Meet with relevant City department representatives to understand all capital improvements required (drainage)
3. Define boundaries of a potential Tax Increment Financing (TIF) district for the purpose of assisting with capital improvement costs (utility and roadway)
   a. Prepare “business plan” for TIF
   b. Meet with appropriate agencies regarding potential participation in cost of improvements
   c. Complete statutory steps to establish a Tax Increment Reinvestment Zone (TIRZ)
4. Re-zoning properties
   a. Investigate benefits of a form-based code for catalyst area only, or Study Area
   b. Ensure rezoning restricts what is not desired and encourages what is desired
5. Investigate potential support for Public Improvement District (PID)
   a. Facilitate meeting with property owners to discuss logistics and merits of creating a PID
   b. Prepare “business plan” for PID
   c. If /when desired, complete statutory steps to establish a PID *

* Note: Since a single developer, likely that will want to include additional properties and owners in vicinity of area.

Capital Improvements

As explained throughout this report, uses within the Study Area, today, are primarily auto-oriented with few if any connections to adjacent neighborhoods or transit improvements. Further, stakeholders have expressed a desire for improved relationships between automobiles, pedestrians, bicycles, and adjacent land uses. Strategies to address these deficiencies and advance this objective are primarily infrastructure in nature and include transportation and utility improvements.

The Section 2: Existing Conditions discussion regarding the Area's transportation network provides an overview of conditions which continue to limit the type of supportable development. During a public workshop facilitated by the City of Garland and Consultant Team, participants were asked to offer more specific input regarding transportation and utility issues in the Study Area, specifically points of confusion and disconnects between uses and activity centers. Among those shared were the following:

- Congestion at East Centerville Road and I-635
- Adverse condition of Broadmoor Drive
- Limited connection to McCree Road
- Lack of bicycle and pedestrian connections
- No aesthetic appeal along I-635
- No exit at La Prada and I-635
- Limited access to DART transit infrastructure

Solutions to address these deficiencies and support the desired redevelopment concepts presented here include those identified in Table 5-1 below. The location of transportation improvements are reflected in Figure 5-1 and summarized following the table. Completion of these capital projects will not only enhance access to and between improved properties in the Area, but increase the value of undeveloped and undeveloped parcels.

Figure 5-1: Recommended Transportation and Utility Capital Improvements

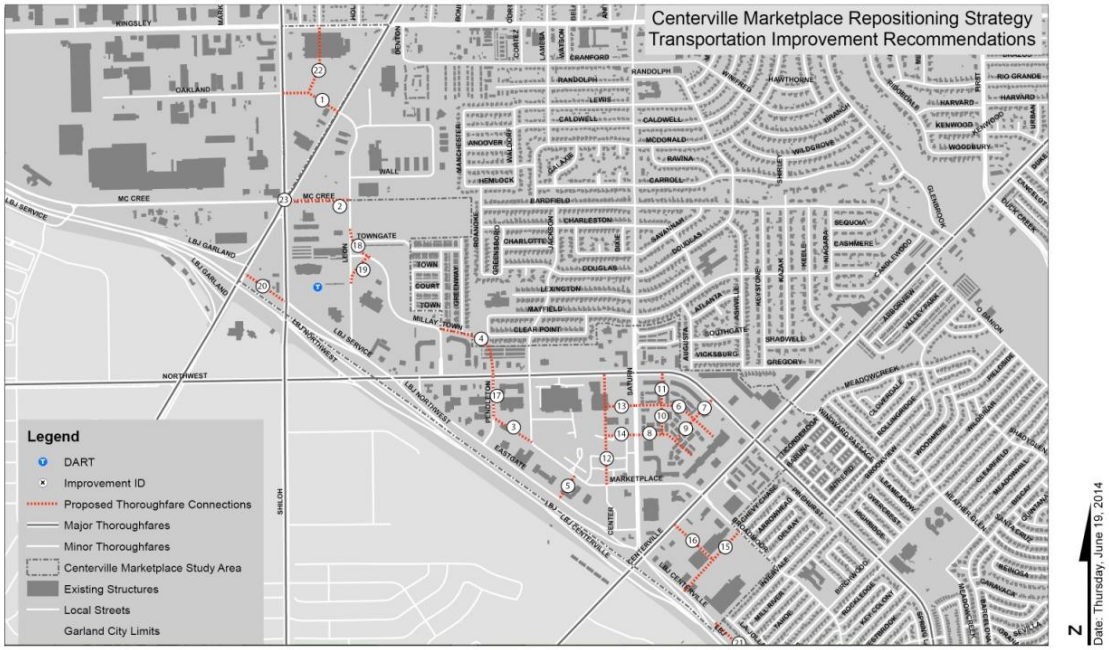


Figure 5-1: Recommended Transportation and Utility Capital Improvements

Map ID	Length (ft)	Functional Class	Phase	Right-of-Way (r-o-w)	Agency	Transportation Cost	Utility Cost
Commercial Village							
15	1,263	D2	Short	80'	Garland	$956,400	$290,400
16	800	G	Private	50'	Private	$233,300	$184,000
					Total:	$1,189,700	$474,400
Education Campus							
20	731	F	Long	60'	TxDOT	$276,800	$168,100
					Total:	$276,800	$168,100
Grand Boulevard							
3	690	D2	Short	80'	Garland	$522,800	$158,700
5	437	G	Private	50'	Private	$127,500	$100,600
6	1,352	G	Private	50'	Private	$394,300	$311,000
7	420	G	Private	50'	Private	$122,500	$96,600
8	984	G	Private	50'	Private	$286,900	$226,300
9	438	G	Private	50'	Private	$127,800	$100,800
10	453	G	Private	50'	Private	$132,100	$104,100
11	494	G	Private	50'	Private	$144,200	$113,700
12	1,701	G	Private	50'	Private	$496,000	$391,100
13	464	G	Private	50'	Private	$135,400	$106,700
14	461	G	Private	50'	Private	$134,400	$106,000
24	2,600	C	Medium	100'	Garland	$2,166,700	$598,000
					Total:	$4,790,600	$2,413,600
Live-Work Center							
1	929	E	Short	80'	Garland	$527,900	$213,700
22	1,061	G	Private	50'	Private	$309,400	$244,000
					Total:	$837,300	$457,700
Study Area (outside catalyst areas)							
2	992	E	Long	80'	Garland	$563,900	$228,300
4	1,264	E	Medium	80'	Garland	$718,000	$290,700
17	636	D2	Short	80'	Garland	$481,700	$146,200
18	583	E	Short	80'	Garland	$331,500	$134,200
19	505	E	Short	80'	Garland	$287,200	$116,300
21	462	F	Long	60'	TxDOT	$1,538,600	$934,200
23	--	rade Separatio	Long	--	TxDOT	$20,000,000	--
						$23,920,900	$1,849,900

Source: Kimley-Horn.

- Extension of Leon Road from Garland Avenue to Shiloh Road
- Realignment of Leon Road to connect with Millay Boulevard
- Realignment of Leon Road on the south to "T" into Millay Boulevard
- Extension of Millay Boulevard to connect with Northwest Highway at Pendleton Drive
- Extension and realignment of Marketplace Drive to Pendleton Drive
- Possible extension of McCree Road from Shiloh to Leon Roads
- Grade separation of Garland Avenue and possible underpass beneath the Shiloh Road and McCree intersection
- Extension of the northbound I-635 frontage roads from Shiloh Road to Garland Avenue
- Connection of new collector from Broadmoor Drive to the northbound I-635 frontage road

The cost of the transportation improvements recommended here vary based on a variety of factors including the functional class of the respective roadway, number of lanes and nature of required improvement -- on- or off-site. The latter factor dictates whether the improvement could be funded through public resources (City, Regional, State, Federal) (off-site) or private investment (on-site). Estimates of costs are based on current dollars with inflationary

adjustments built-in to the average per-mile figure. Capital costs were based on the following assumptions.

Assumptions:

Local	$500,000 per lane mile
Collector	$1,000,000 per lane mile
Arterial	$2,000,000 per lane mile
Utilities	$230 per linear foot *

* Utility cost assumptions were based on the average cost per linear foot of both water and sewer infrastructure for each new roadway.

Conclusion

In summary, successful implementation of this Revitalization Strategy will be dependent on the degree to which the City's leadership is committed to the long-term vision stated herein, and the Study Area's designation as one of only seven catalyst areas in the community. Whereas it is assumed that it will take several years (potentially 20) to accomplish the recommendations presented, their sustained commitment will be essential in order to ensure that the concepts and intentions described will not be vulnerable to the failure of one (if any) project or initiative. To this end, benchmarks will need to be established and affirmed as measures of the Strategy's and Area's progress and success. Selected benchmarks should gauge efforts near- and long-term and include both quantitative and qualitative indicators. Ultimately the Area's success will be measured by the level and type of development that has occurred, as well as the City's success in removing barriers to ongoing investment. Whereas initiatives to remove barriers and the resources they require can take several years to establish, a principal recommendation here is that these efforts begin immediately upon adoption of this Strategy by the Garland City Council. Finally, when progress is evaluated too soon after a Strategy is put in place, they can misrepresent the success or failure of select initiatives. Therefore, it is assumed that efforts to measure the Area's progress commence six to 12 months post adoption.

In addition to taking some time to implement, redevelopment and revitalization initiatives are rarely easy, but often rewarding. As such, they require a high levels of analysis, planning and in most instances, public assistance. As one of the city's most identifiable and visible commercial concentrations, it's performance has a tremendous influence on the economic well-being of the community and I-635 corridor. Communities with a strong and balanced commercial base tend to have stronger economies, making initiatives such as this vitally important.

While redevelopment is never easy, but usually rewarding and always challenging. As such, these types of initiatives require higher levels of analysis, planning and assistance. Whereas experience has shown that early projects in any

revitalization effort should be assisted at least until market conditions reach levels where new construction can support itself, this Strategy assumes early and ongoing support from the City and its partners.

This Centerville Marketplace Revitalization Strategy is intended to assist the City and stakeholders with a technical framework for discussions regarding market opportunities, development programming alternatives, and partnership strategies. Further, it is designed to provide multiple audiences with a clear vision of desired investment along with criteria (guiding principles) with which early development proposals will be evaluated. Finally, it offers recommendations for initiatives -- capital, policy and regulatory. Ultimately, this strategic document should be used as a roadmap to ensure that redevelopment of the Study Area is accomplished in a way that balances private investment objectives with community goals.

Section i:

Appendix

Amberton University

Centerville Marketplace Redevelopment Strategy

Survey Responses

Summer 2012

During the Summer of 2012, Amberton University's Office of Strategic Planning surveyed approximately 250 students attending the Garland Campus regarding the proposed redevelopment of Centerville Marketplace. Students were asked for their recommendations of what types of businesses they would like to see developed in the Area. Students were also polled as to the likelihood of their support of these businesses if developed and were asked to voice concerns, if any, regarding future redevelopment.

As an introduction, students received a brief explanation of the Marketplace area, identifying it as one of seven *catalyst areas* identified in Envision Garland 2030, the City's updated comprehensive plan adopted in 2012. Approximately 70% of Amberton's student population are pursuing a master's degree, 65% are female, and the average age is 39 to 40 years old. Amberton University is designed for the mature working adult.

Survey Questions:

1. **What businesses (stores, restaurants, services, entertainment venues) would you like to see developed in the Centerville Marketplace area?**

Categories / Responses / Examples Mentioned:

Restaurants	90	Chick-fil-a,Chipotle, La Madeline's, Cheesecake Factory, Panera Bread, Studio Movie Grill, Cheddar's, Red Lobster, Chuy's, Dickey's, Pei-Wei, Souper Salad
Coffee Shops	42	Starbucks – or similar place with wi-fi
Bookstores / Libraries	37	Barnes & Noble, half-price bookstore
Entertainment	26	Movie theater, water park, ice rink
Fast Food	23	Subway, healthy fast food, Steak 'n Shake, Bahama Bucks, yogurt, ice cream, Jamba Juice
Fresh Food Markets	10	Central Market, Whole Foods, Sprouts
Retail / Services	11	Target, sporting goods stores, Apple store, clothing stores, Hobby Lobby, educational supply stores, Kohls, Costco, Best Buy

Shopping Mall (small)	5	
Grocery Stores	5	Super Target
Drug Store	4	Walgreens, CVS
Apartments (upscale)	2	

2. How likely would you be to use or support these businesses if developed?

110 - Very Likely 83 - Likely 40 - Not Likely

* Responses of “not likely” came from students who did not live in the area and only came to the Garland Campus once per week.

3. What concerns do you have, if any, regarding the re-development of Centerville Marketplace?

Responses:

Traffic Congestion	39
Crime/Safety	14
Road Construction	8
Bad Roads	6
Lighting	5
Easy Access to Campus	4
More accidents on I-635	4
Parking	3
More police will be needed	3
Care of Roads and Traffic Lights	2

The majority of comments received focused on access to the Amberton campus, along with traffic and road conditions in the area. Also noteworthy were comments regarding the number of homeless people in the area, especially during the evening when students are coming to class.

Students also expressed desires for the area to have more and well-maintained “green space” (parks for walking and jogging areas and outdoor dining) and a stronger feeling of community. A need for “gathering places” where students can study and feel safe, was mentioned numerous times. Finally, concerns were expressed regarding the City's level of commitment to keep the area updated through and following redevelopment efforts.

Neighborhood Focus Group Input (Detail)

July 2013

Note: If response to questions was offered more than once, it is listed each time it was given in order to illustrate priorities.

1. **What would you see if you were to take a 360 degree view of Centerville Marketplace 20 years from now?**

Businesses booming with customers
No homeless population
Sound wall on LBJ
Hotel / convention center
Hardware store
Restaurants (not "all you can eat")
Costco
Upscale supermarket
Grocery stores
Clothing stores
Movie theaters
Large shopping stores (i.e., Costco)
Restaurants
Upscale retailers
Restaurants
Green space
Restaurants (no more buffets)
Sprouts
Trader Joe's
Tree-lined streets and parks
Sound wall to lessen traffic noise
No vacant big boxes (they will either be torn down or filled)
Fabric store
Fewer car washes
"Pecan Grove Park"
Mature trees
Young families
Central market
Fewer apartments or upgraded apartments
Neighborhood with a community park
Vocational school of some kind
No vacancies
Restaurants
Stores like those in Highland Park, Lakewood, Richardson, Greenville Avenue
Less tall grass
Fewer used car locks
More upscale businesses and restaurants
Retailers - Sprouts, Cafe Express, Movie theater grill, Marshalls, Central Market, Eco Cleaners
Parks
Senior Apartments (upscale)
Target
Dog-friendly spaces
Spaces for young families
Pedestrian atmosphere
Fish City
Rusty Taco
Shoe Repair
New construction
Lake / pond area (Shops of Legacy)
No homeless / panhandlers in median
No pawn shops
No empty abandoned store fronts
Greenbelt area (trees, plantings)

Nice homes / real estate
Sidewalks
Bicycle paths
Upgraded housing -- apartments, townhomes, mixed-use
Costco
Hotel
High quality bars and restaurants
Continuous service road over Garland Avenue
Grocery stores
Fewer empty buildings
Sound barrier wall along LBJ
Better roads into neighborhoods
Churches
Independent housing for the senior citizens
Variety of grocers, shops and services
Upscale housing
"Bustling business district catering to people's needs"
Family entertainment concepts
Upscale shopping and eating areas
Good grocery stores
Green spaces and parks
Retailers like -- Kohl's, TJ Max
Restaurants -- Gloria's, Cheddars
Grocers - Trader Joe's, Kroger
Convention center
Grocery stores
Restaurants
Virtually no crime
Green pocket parks
High-rise luxury apartments
More greenery (i.e., trees)
Nice senior living residence
Target
Trader Joes
Liquor store (upscale)
High-rise luxury apartments with condo units and penthouse
Park with band shell (outdoor)
Target
Evening gathering areas for couples with kids
Trader Joes
Costco
Entrance to LBJ eastbound from LaPrada
Flourishing convention center area" large enough to hold high school graduations
High-end hotel
Good restaurants
Ethnic shops
Well-lit walking trails

2. **What do you fear you will see if you were to take a 360 degree view of Centerville Marketplace 20 years from now?**

More run-down apartments
Poorly kept properties
"Uninviting tangle of hard-to-figure out streets"
"Easy place to shoot straight past on your way to somewhere else"
"No or limited service road access:
"Barren wasteland"
Empty stores
Deteriorated infrastructure
Pawn shopts
Discount stores
Apartments
Crime

Vacant shops
Rundown buildings
More crime
Second-hand stores

3. **What should you not see if you were to take a 360 degree view of Centerville Marketplace 20 years from now?**

Vacant stores
Car washes
Check cashing / paycheck loans
Title loans
Pawn shops
Inefficient uses of land
Apartment complexes
Centerville Road complex across from Tom Thumb
Our big DART buses, in smaller buses
Unsurfaced parking lots and trees lots
Tall grass (breeds crime)
Surface car lots (too many)

4. **What should you see if you were to take a 360 degree view of Centerville Marketplace 20 years from now?**

Less stuff, higher value
Hardware store
Higher rise office
Liquor store
Semi-outdoor amphitheater
"South by Southwest" (this type of destination event)
"Need eminent domain on steroids" (comment from participant in group)
Young people (wealthy urban)
High rise luxury apartments on Highway 12, multiple stories, two penthouses
market rate apartments, but limited
Family shopping opportunities
See youth concern @ Town East; don't want to see that here
Nice apartments
Vocational schools

5. **Should redevelopment be programmed for people that are here or people you would like to be here?**

Need amenities to move here
Older homes good for both - those here and want to come