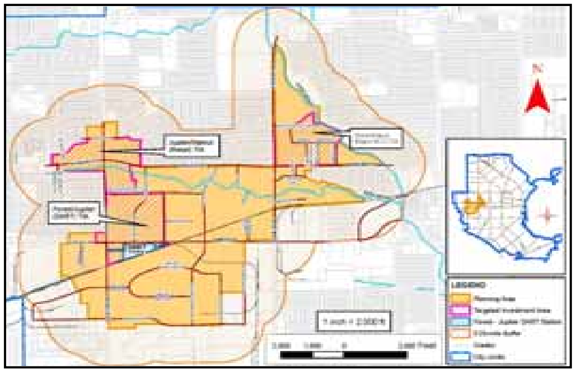
Forest / Jupiter District
Reinvestment Strategies

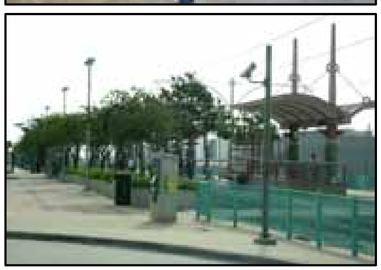
Envisioning a Framework for New Investment Projects within the Larger District

Initial Public Meeting and Stakeholder Input









Our Presentation Tonight

I. Presentation (35-45 mins)

Opportunity, Team and Process (5 mins)	*by* Paris Rutherford – Catalyst Group
Presentation of Market and Land Use (15 mins)	*by* Anne Ricker – Ricker Cunningham
Presentation of Investment Influences (15 mins)	*by* Paris Rutherford – Catalyst Group
Presentation of the Existing DART System (5 mins)	*by* DART Public Relations
Summary of Issues (5 mins)	*by* Paris Rutherford – Catalyst Group

II. Stakeholder Input (20-30 mins)

Community Visioning Questionnaire (10 mins)	*by* YOU -- the Stakeholders
Positive and Negative Location Analysis (5 mins)	*by* YOU -- the Stakeholders
Ranking Potential Improvement Concepts (10 mins)	*by* YOU -- the Stakeholders

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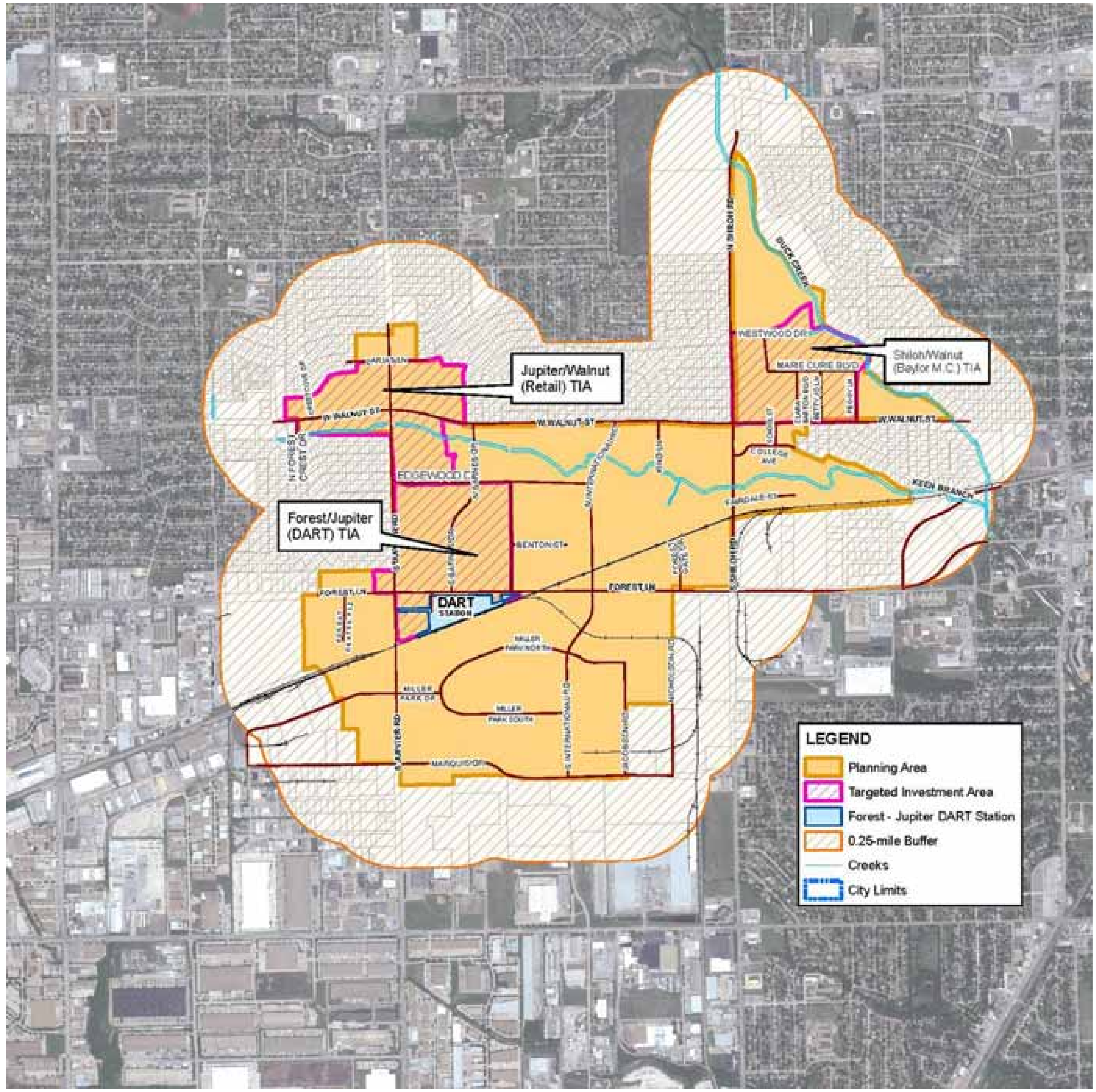
Study Area

- The study area is the seam between neighborhoods and the industrial district.

- There are positive things happening here, but in an older setting of buildings and landscaping that can be improved.

- There is potential for reinvestment and improvements to the area over time.



Study Motivators

- A large, adjacent employment base
- Well-served by DART
- Aging buildings and identity
- Large immigrant growth and dynamic ethnic investment
- Specific revitalization potential
- New investment opportunities





Our Customized Team

1. The Catalyst Group *(project lead)*	**Planning, Urban Design, Implementation Strategy**
2. Ricker Cunningham	**Economists and Market Strategy**
3. Lomenick/Parsons Brinkerhoff	**Mixed-Use and Reinvestment Strategy**
4. The Cirrus Group	**Health Care and Reinvestment Strategy**
5. Bowman-Melton Associates	**Circulation, Bicycle and Pedestrian Improvements**

4. 3. 1. 2. 2. 5.

Park Place, Winterpark, Florida

Paseo Colorado, Pasadena, CA

Clay Terrace, Carmel, IN

Uptown District, Dallas, TX

Addison Circle, Addison, TX

5th Street Loft District, Austin, TX

West Village Plan, Dallas, TX

Midtown Square, Houston, TX

The Woodlands Town Center

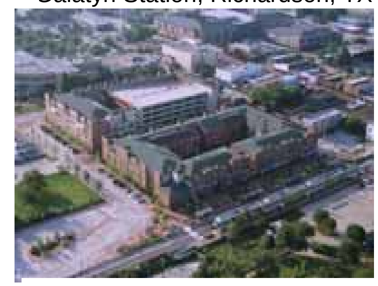
Galatyn Station, Richardson, TX

Midtown Square, Houston, TX

Paseo Colorado, Pasadena, CA

State Thomas District, Dallas, TX

Legacy Town Center – Plano, TX



Eastside Village, Plano, TX

Westchase Village, Tampa, FL

Uptown Square, Denver, CO

The Triangle, Austin, TX

Biltmore Square, Atlanta, Georgia

Harbour Place, Tampa, Florida

We have been involved in successful revitalization efforts across the country.

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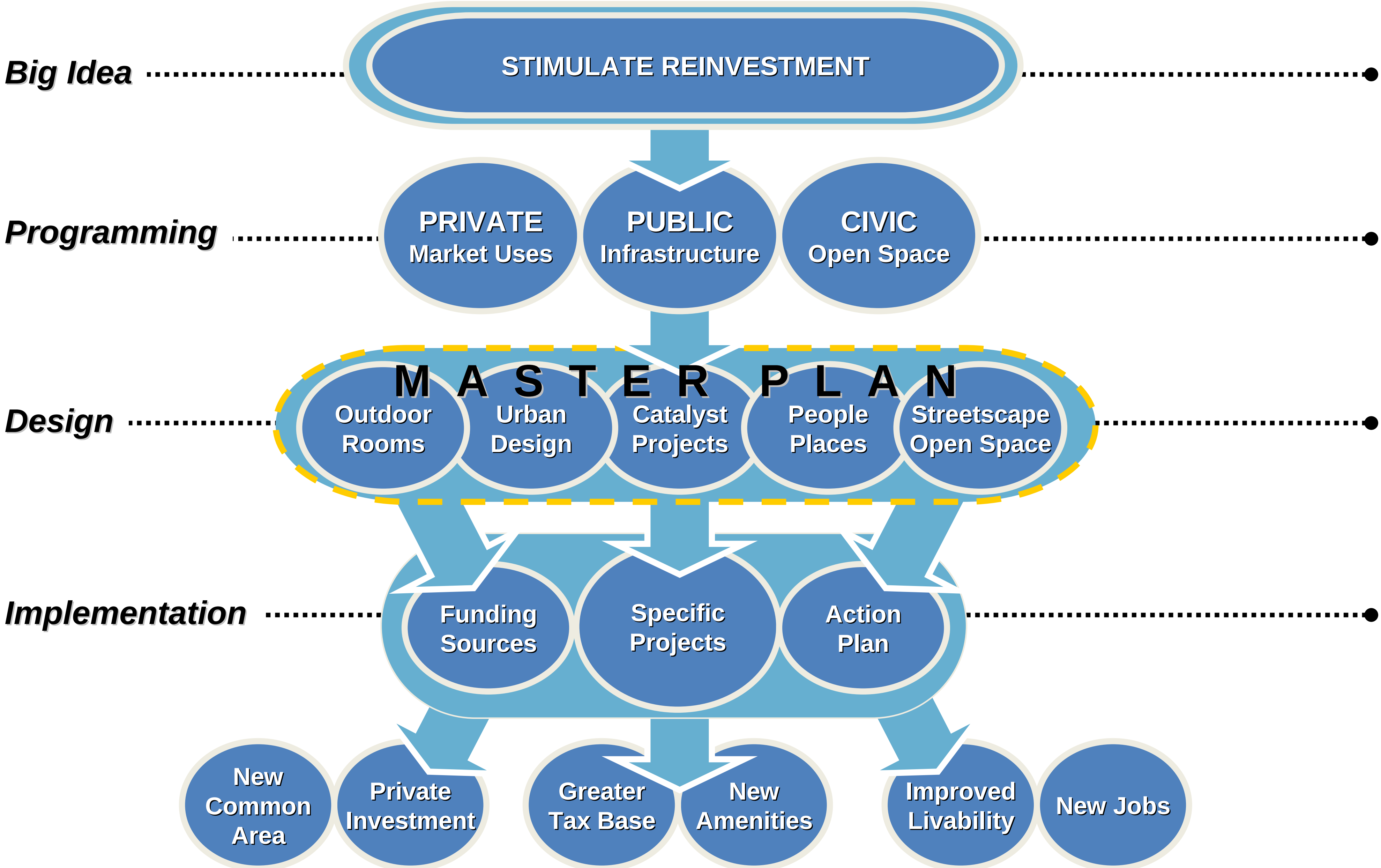

These Efforts Utilize the Approach We are Undertaking Here

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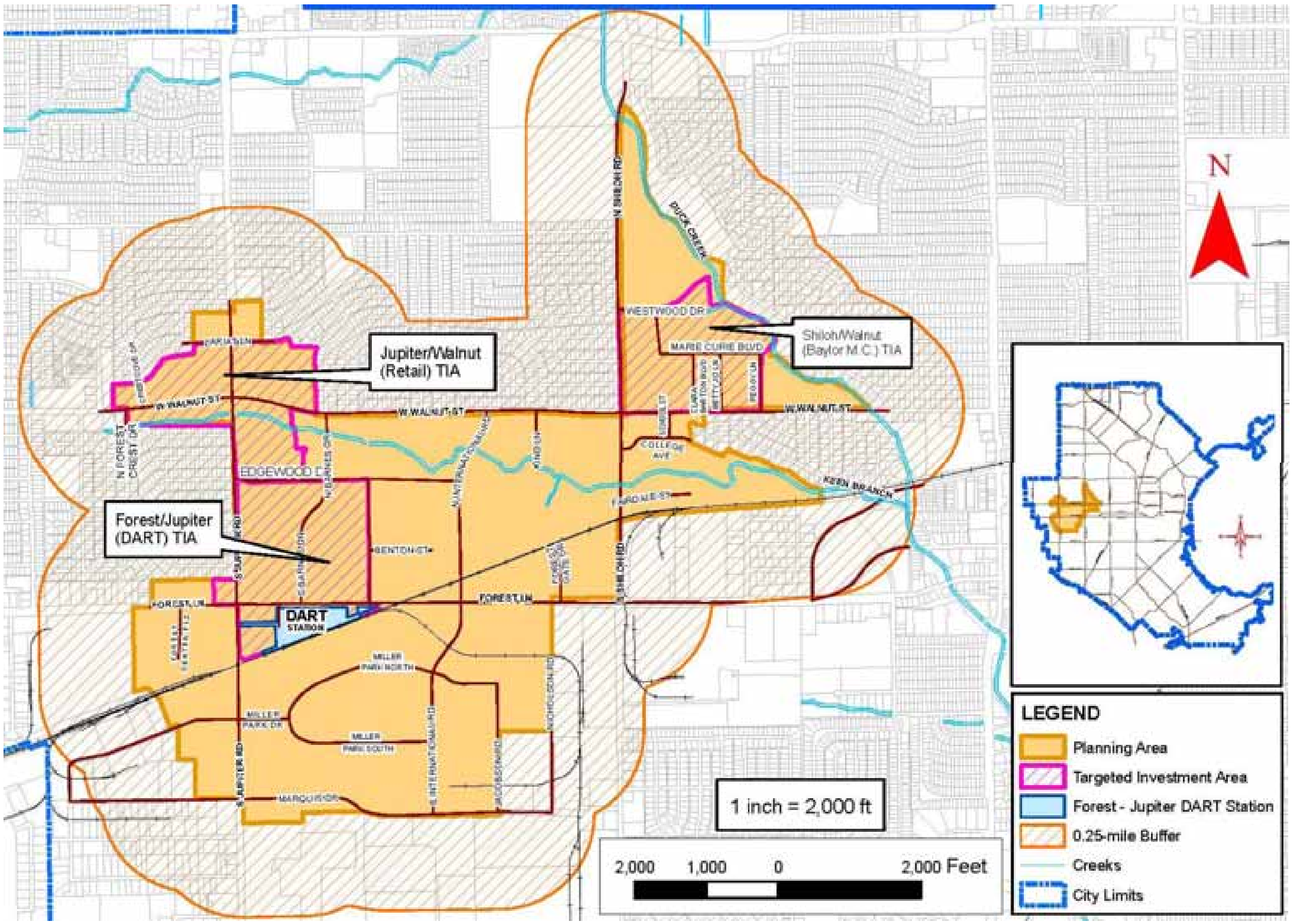
Ricker Cunningham:

Purpose of the Market Analysis

… in the context of a revitalization effort …

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

Study Area Map



Redevelopment vs. New Development Principles

- Audience for recommendations – existing property owners (commercial and residential), tenants, neighborhoods (within and near the Study Area), potential developers, potential lenders, City officials, etc.
- Changes occur incrementally over time (5, 10, 20 years)
- Stages of reinvestment – stabilization then beautification
- Community-wide education must continue beyond the planning effort
- Every subsequent phase of redevelopment is informed by the previous ones

Reinvestment Challenges

It is simply more complicated:

- Difficulty in assembling land
- Comparatively high land costs
- Heightened regulation and review
- Limited examples of creatively-financed projects
- Public opinion
- Parking costs
- Shared infrastructure
- Lot depths
- Curb cuts
- Perceived greater risk in serving narrow markets
- Construction staging

Changing Face of Real Estate

Post late 2008 …

Successful real estate development requires new understanding:

- changing demographics and lifestyle segmentations (people)
- more informed municipal policies (place)
- enhanced technology (employment)
- limited development capital (investment opportunities)

Changing Face of People

- U.S. population will increase by 100 million over the next 30 years
- Expanding population will (eventually) absorb the existing housing inventory
- “Generation Y” segment, individuals aged 15 to mid-30s, are more frugal, more comfortable in smaller spaces, and desire living in mixed-use environments
- “Generation X”, individuals between 31 and 46 want equal parts traditionalism, work and leisure
- Two age segments (18 - 32 and 55+) prefer low maintenance housing options (downtown apartments and condos, townhomes) – both are expected to grow in the Trade Area

Changing Face of Place

- Increased demand for walkable, mixed-use, high-density spaces is being driven by higher energy costs, reductions in "free time", and a desire for community
- Use of the internet has lowered per capita demand for non-residential space
- Conservative underwriting will limit speculative development
- "Place-making" elements now provide pricing premiums that offset their additional cost

Changing Face of Employment

- Business consolidations have meant fewer locations and larger facilities
- Proximity to intermodal transportation and suppliers of strategic importance
- Flexibility to accommodate growth and change critical
- Opportunities to densify and adaptively reuse buildings growing
- Increased awareness of energy and environmental issues

Investment Opportunities

- Profitable mixed-use opportunities in 2012 will involve mid- and high-rise residential products around established regional centers
- Urbanity in the suburbs (walkability for active lifestyles) will continue to be in demand as inner-city locations get too expensive
- Shared amenities including parks / trails / open space are becoming more important than large yards
- Constrained development, pent-up demand, former homeowners will drive demand for rental products
- 2012 to 2015 will be known as the "Era of Less" driving demand for apartments

Investment Opportunities (cont'd)

- Ethnic retailing, non-store click and mortar (smart phones) concepts, and experience show rooms will dominate the field
- Health and wellness connections will grow in importance
- Big box retailers (Wal-mart) will continue to deliver new boutique stores
- Malls will continue to solicit increasingly non-retail uses
- Greener speculative buildings and proximity to transport options will command higher rents ("people, planet and profit," Forest City)

Trade Area

The Forest / Jupiter TOD Trade Area includes: all of the City of Garland, plus portions of Richardson, Plano, Murphy, Sachse, Wylie, Rowlett, Sunnyvale, Mesquite and northeast Dallas.

Population and Household Growth

Regional Population Growth 2000-2016

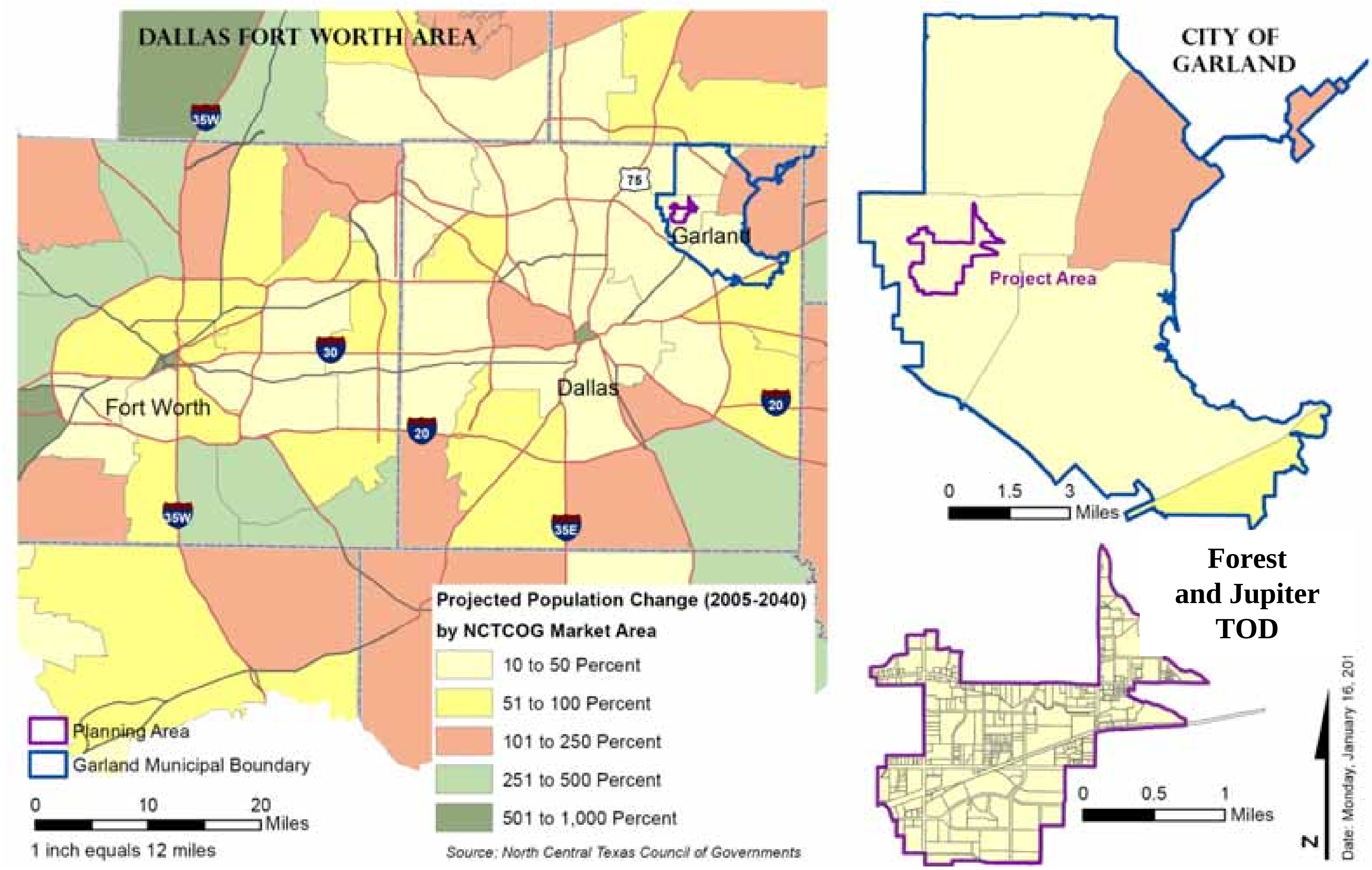
	City of Garland	Trade Area	DFW Metro
Population			
2000 Census	215,768	765,510	5,161,544
2010 Census	226,876	859,206	6,371,773
2011 estimate	227,730	869,185	6,627,743
2016 projected	239,347	920,632	7,257,611
2000-2011 CAAGR*	0.5%	1.2%	2.3%
2011-2016 CAAGR*	1.0%	1.2%	1.8%
Households			
2000 Census	73,241	287,153	1,881,056
2010 Census	75,696	316,304	2,298,498
2011 estimate	75,946	319,377	2,367,002
2016 projected	79,426	335,668	2,582,386
2021 projected	79,949	352,790	2,829,283
2000-2011 CAAGR*	0.3%	1.0%	1.8%
2011-2021 CAAGR*	0.9%	1.0%	1.8%

* Compound Average Annual Growth Rate

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

Population and Household Growth

Regional Population Growth 2005-2040



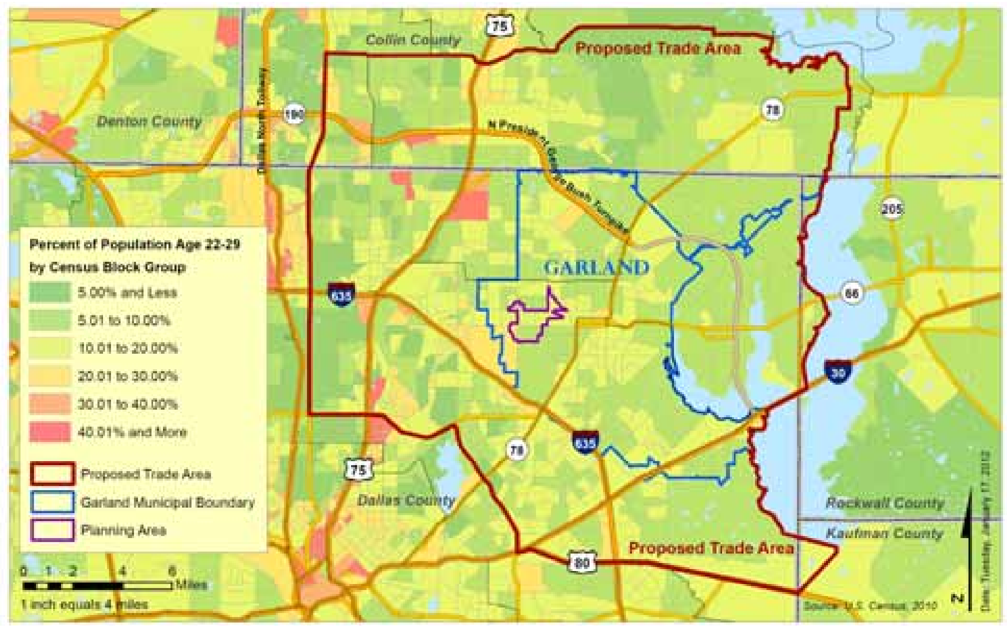
Age Distribution

Age Distribution (2010)

	City of Garland	Trade Area	DFW Metro
0-17	29%	27%	28%
18-24	9%	9%	9%
25-34	15%	15%	15%
35-44	14%	15%	15%
45-54	14%	14%	14%
55-64	10%	10%	10%
65 and up	9%	10%	9%
Total	**100%**	**100%**	**100%**
Age 20 to 29	10%	12%	14%
Age 30 to 39	14%	15%	15%
Average Age	34.0	35.4	34.4

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

Population Aged 22-29 (2011 Estimate)



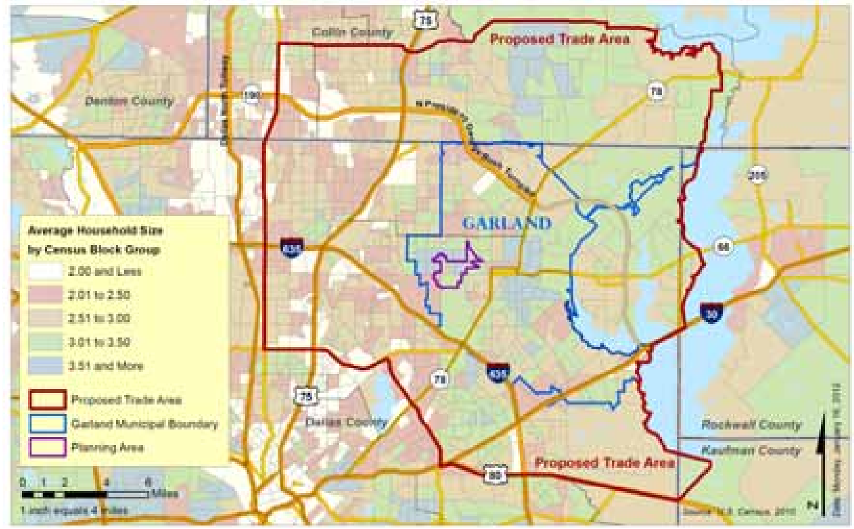
Household Characteristics

Household Characteristics (2010)

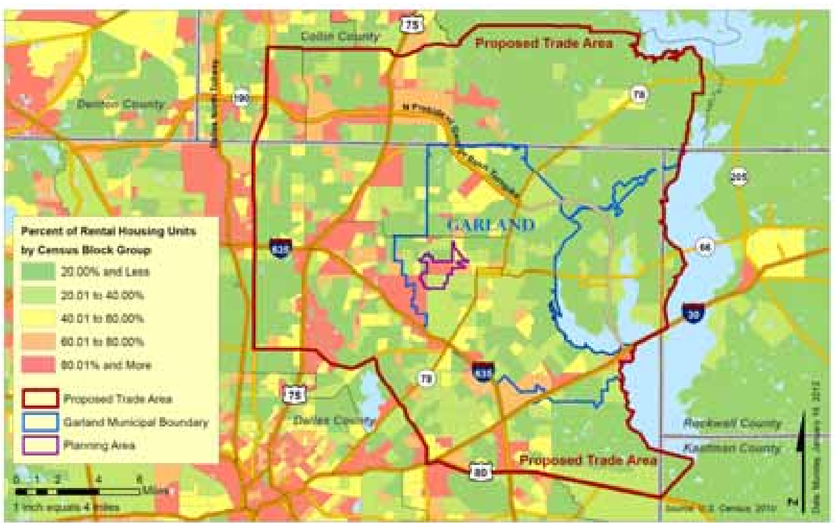
	City of Garland	Trade Area	DFW Metro
Average Household Size	3.04	2.87	2.75
1- and 2-Person	49.1%	51.5%	54.4%
Non-Family	27.4%	29.0%	30.8%
Renter-Occupied	34.8%	36.5%	38.4%

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

Average Household Size (2010)



Rental Housing Units (2010)



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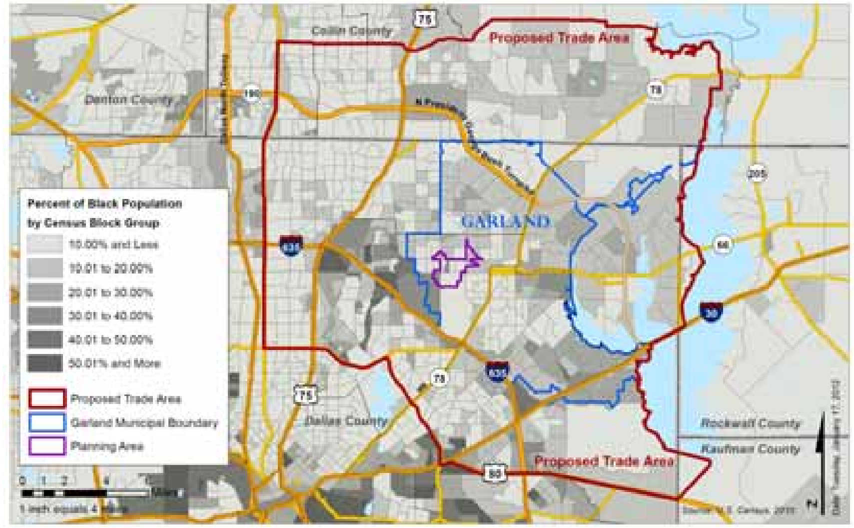
Ethnicity

Race and Ethnicity (2010)

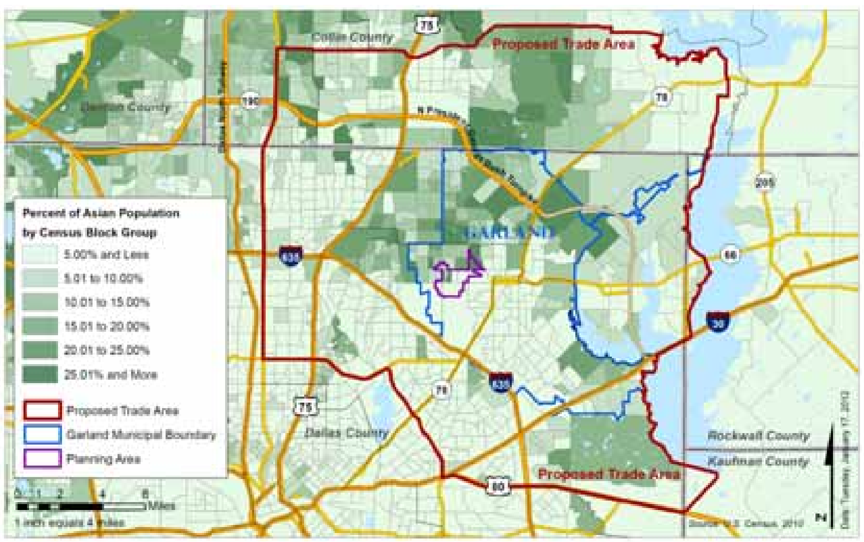
	City of Garland	Trade Area	DFW Metro
White	57%	60%	65%
Hispanic/ Latino	38%	35%	27%
Black/ African-American	15%	15%	15%
Asian	9%	8%	5%
Other or Multi-Race	19%	18%	14%

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

African American Population (2010)



Asian Population (2010)



Hispanic Population (2010)

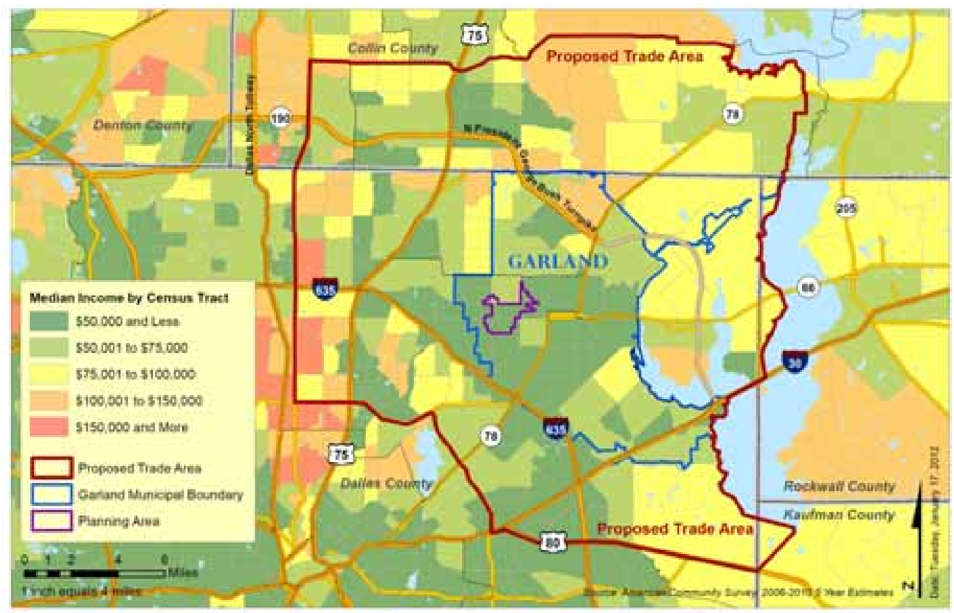
Income

Household Income Characteristics (2011 Estimate)

	City of Garland	Trade Area	DFW Metro
Median Household Income	$52,450	$57,110	$55,943
Average Household Income	$64,071	$75,638	$74,845
Per Capita Income	$21,548	$27,957	$26,929
% Earning < $35,000	30%	28%	30%
% Earning $100,000+	15%	22%	22%

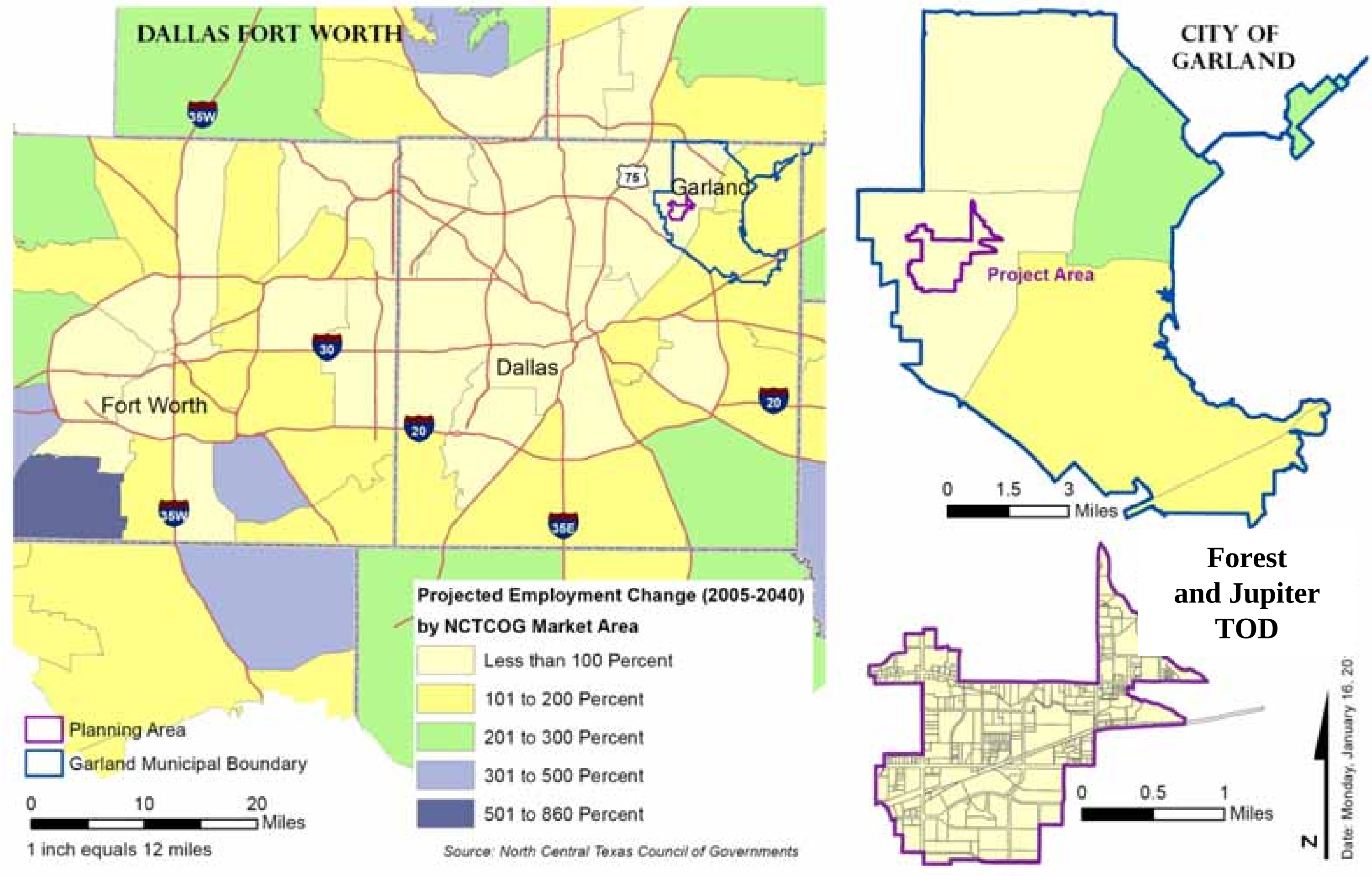
Source: U.S. Census; Claritas, Inc.; and Ricker+Cunningham.

Median Household Income (2010)



Employment Growth

Regional Employment Growth 2005-2040



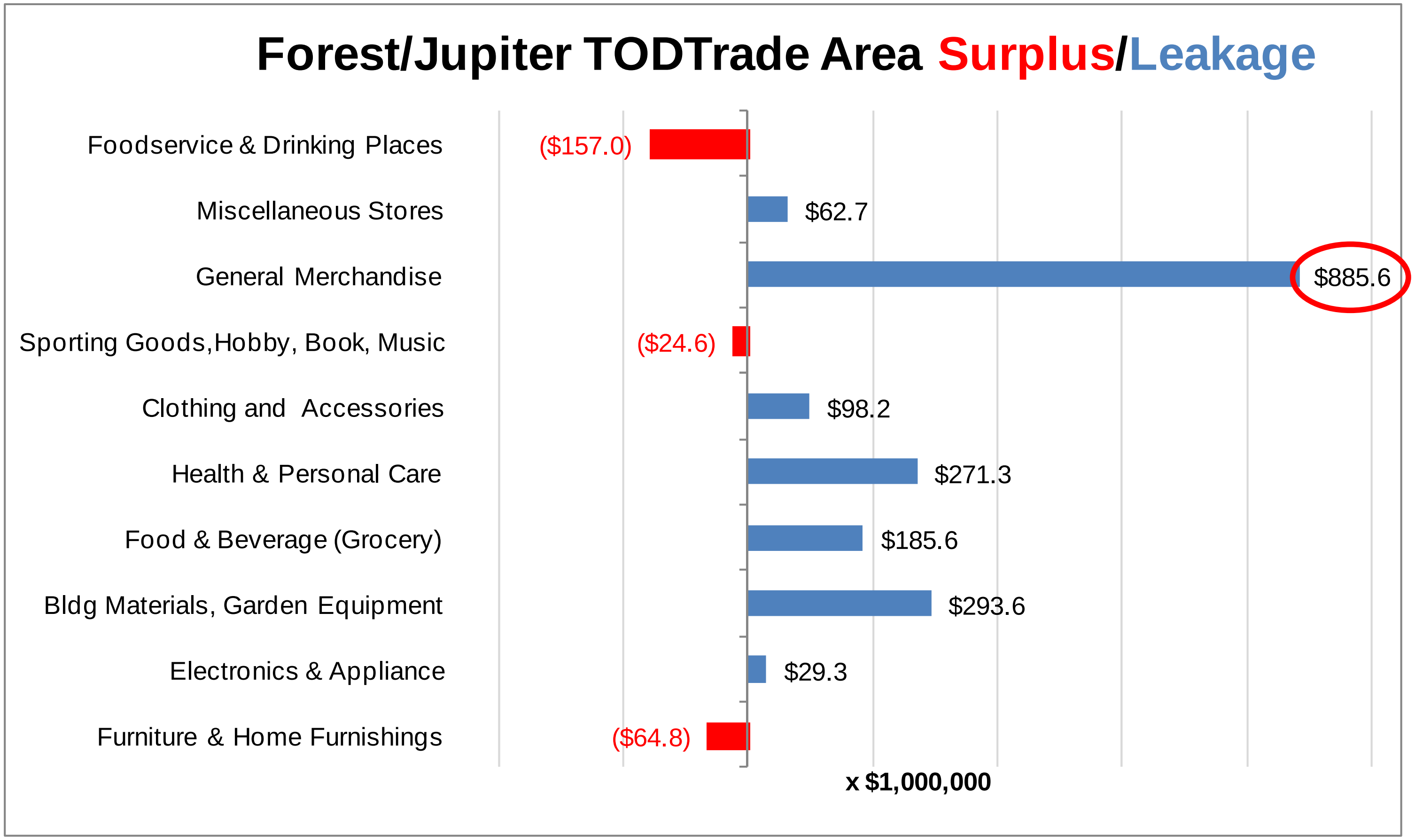
Residential Supply and Demand

- City of Garland makes up nearly 23% of the Trade Area's existing households, yet accounted for approx. 17% of recent home-building
- Approximately 53% of single family detached sales were priced between $200K and $350K
- Single family attached units accounted for 2% of Trade Area new home sales in 2011, in Garland and Richardson only, priced between $193K and $220K
- Trade Area falling behind other competitive infill communities in terms of diversifying housing product types and responding to lifestyle needs
- Trade Area is expected to experience demand for approx. 33,748 new units by 2021; at the current rental to owner ratio (38%) - 12,672 new rental units and 21,076 new ownership units

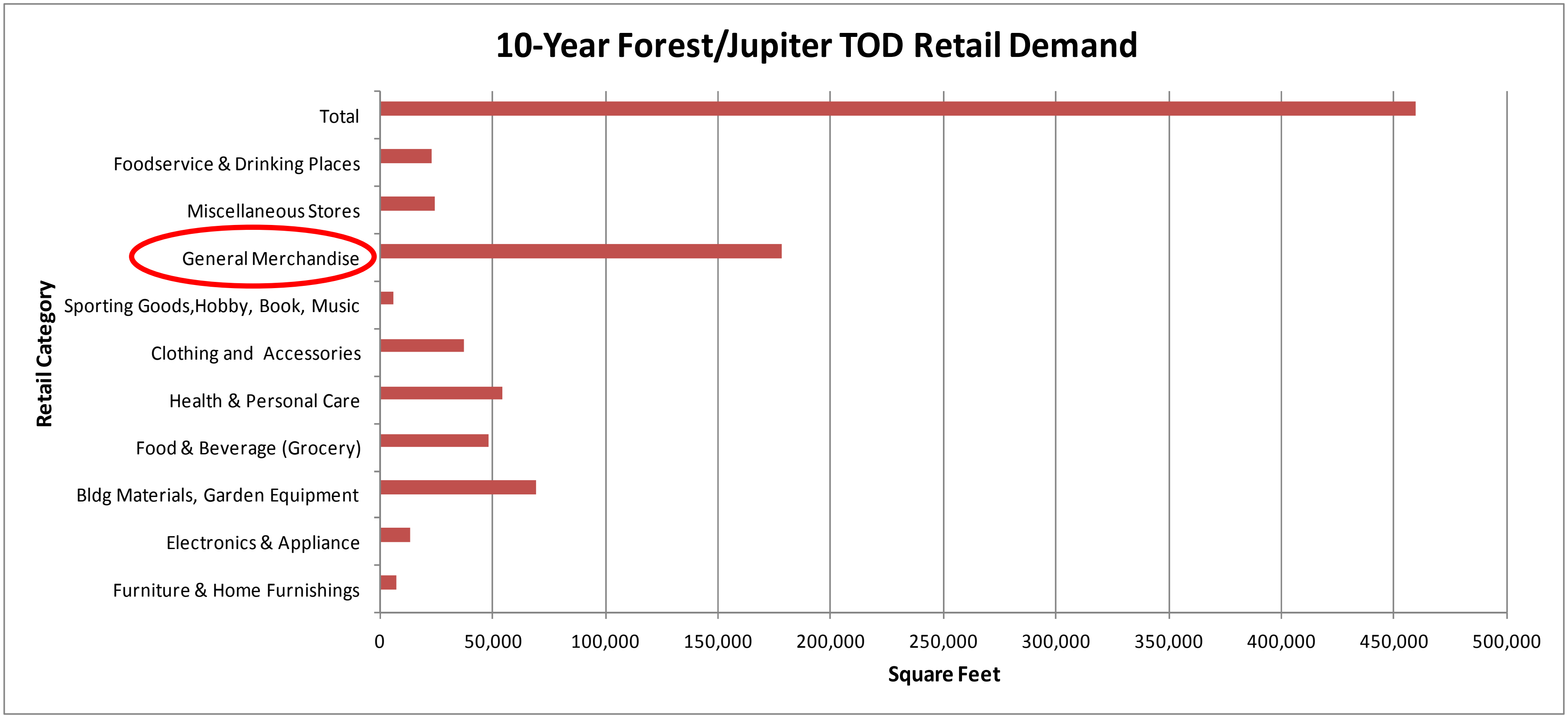
Retail Supply and Demand

- Trade Area retail inventory is 57.9 million square feet
- Vacancy rates in the Trade Area are 11.2% vacancy rate (equilibrium is 7%)
- Stabilizing vacancy rates suggests strengthening market and aging building stock (average age 28 years) may indicate the market is under-served by new formats and product mixes
- Demand for retail space (from household growth and recapture of retail leakage) is expected to total 9.2 million square feet over the next 10 years
- While leakage levels are high, market perceptions are that opportunities for new space are limited

Retail Supply and Demand (cont'd)



Retail Supply and Demand (cont'd)



Office Supply and Demand

- Trade Area office inventory is 4.5 million square feet of Class A and 3.3 million square feet of Class B space
- Vacancy rates in the Trade Area for both Class A and Class B space have increased over the past three years from 27% to 48% for Class A and from 45% to 62% for Class B
- Demand for employment space (from industry expansion and relocation of new companies) is expected to total 9.2 million square feet over the next 10 years, supporting approx. 127,300 new jobs
- With an over-supply of Class A office space along the U.S. 75 and I-635 corridors, niche opportunity for secondary office location providing less expensive space in a close-in location (especially for education and health care)

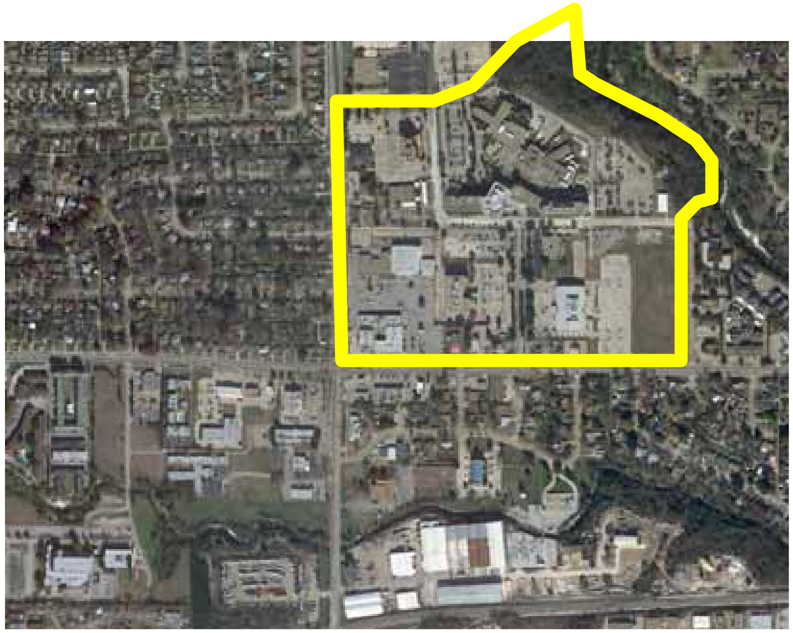
Health Care Opportunity

- Presence of Baylor Medical Center at Garland offers an opportunity for enhancement/expansion of health care services
- Baylor Garland is a significant direct employer and produces a positive residual effect for healthcare businesses and investments
- Properties in front of hospital set a negative tone

Potential uses for these "front door" parcels could include:

- Outsourced Urgent Care / Emergency Care
- The Hope Clinic
- Staff Daycare
- Senior Housing
- Education Facilities

Health Care – Front Door Parcels



Industrial Supply and Demand

- Trade Area industrial inventory is 92.5 million square feet of industrial space
- Vacancy rates decreased over the past three years from 12.1% to 10.9%
- Products are diverse with a wide variety of employment space
- Demand for industrial space (from industry expansion and relocation of new companies) is expected to total 8.4 million square feet over the next 10 years, supporting approx. 127,300 new jobs
- Although a recognized industrial market, the Trade Area has a lower share of higher-value flex space (where rents are at the high end of the industrial market)

Market Demand

Market Demand Summary (2011 – 2021)

Land Use Type	Trade Area Demand (10 Year)	Forest/Jupiter TOD Study Area: Market Share Low	Market Share High	10-Year Absorption (Units/SF) Low	10-Year Absorption (Units/SF) High
Residential (Units):					
Single Family Attached	6,242	8%	12%	499	749
Multifamily Apartments	10,243	8%	12%	819	1,229
Residential Total	**16,485**			**1,319**	**1,978**
Non-Residential (SF):					
Retail	9,187,500	4%	6%	367,500	551,250
Office	9,211,300	5%	7%	460,565	644,791
Industrial	8,427,300	5%	7%	421,365	589,911
Non-Residential Total	**26,826,100**			**1,249,430**	**1,785,952**

Source: Ricker+Cunningham.

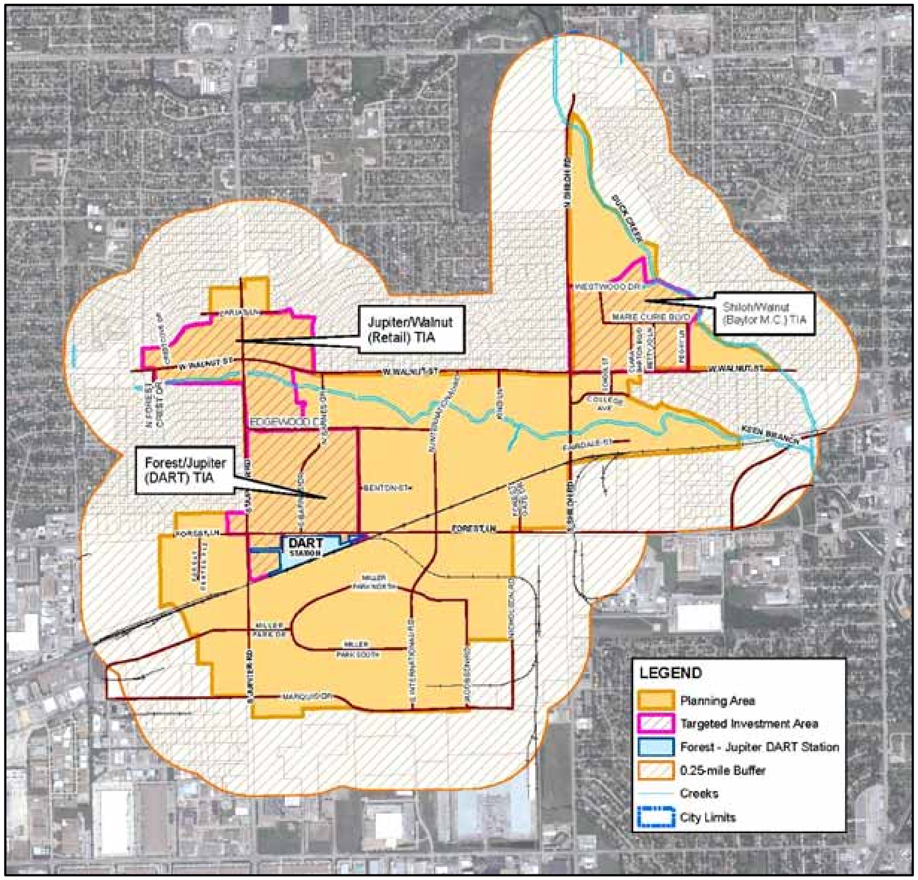
Study Area Realities

City of Garland …

- proactively revised its development growth policies to honor the evolution of "people" "place" and "employment"
- long maintained a sizable industrial / manufacturing base, primarily along I-635
- industrial base largely constructed prior to 1980
- manufacturing and distribution companies trending away from traditional industrial space
- study area has an opportunity to "re-tool" space to accommodate expansion and / or conversion of existing industries, and enhance environment with the addition of ancillary housing (workforce) and commercial uses

Catalyst Group:

Analysis of the Existing Study Area



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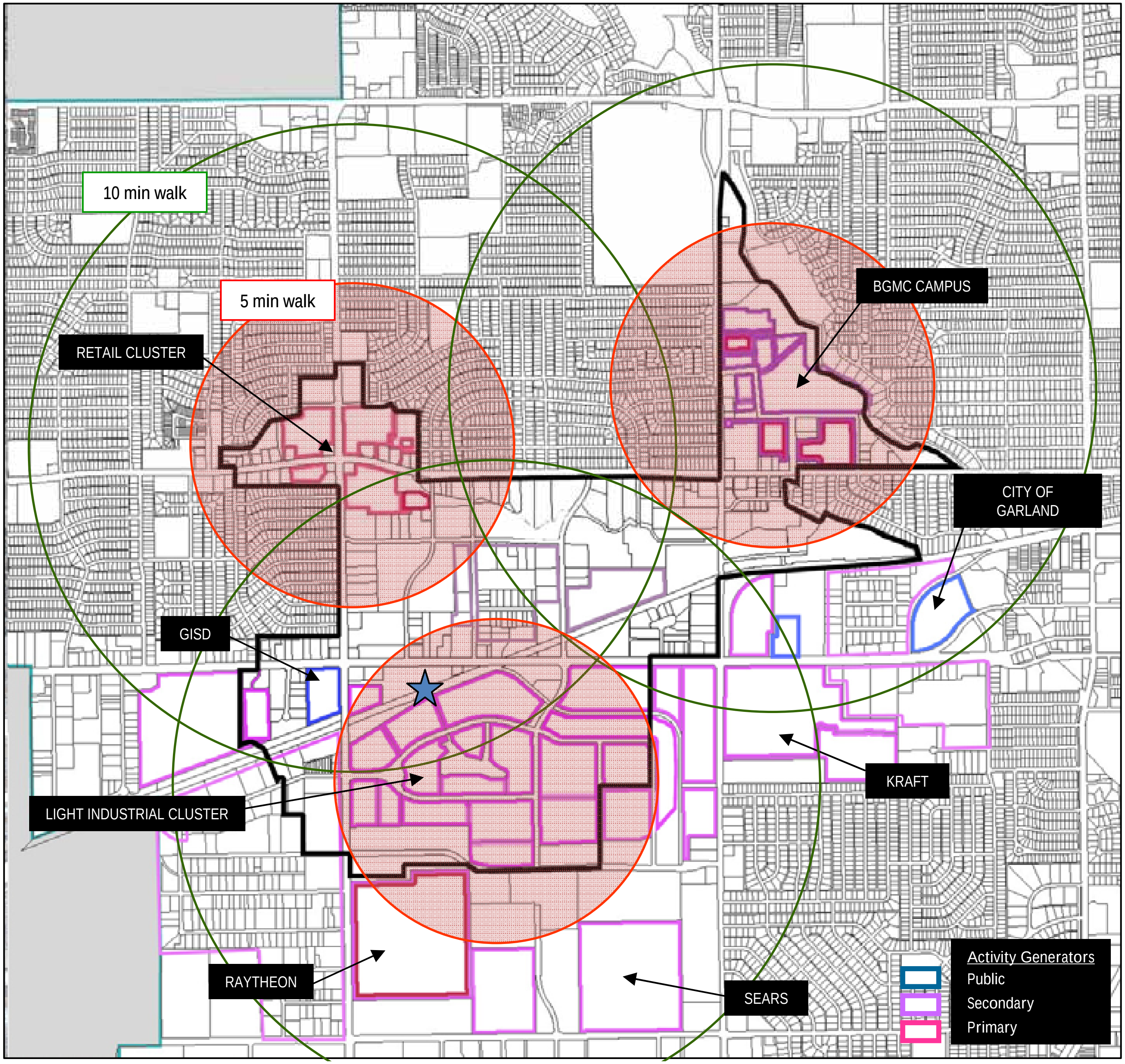
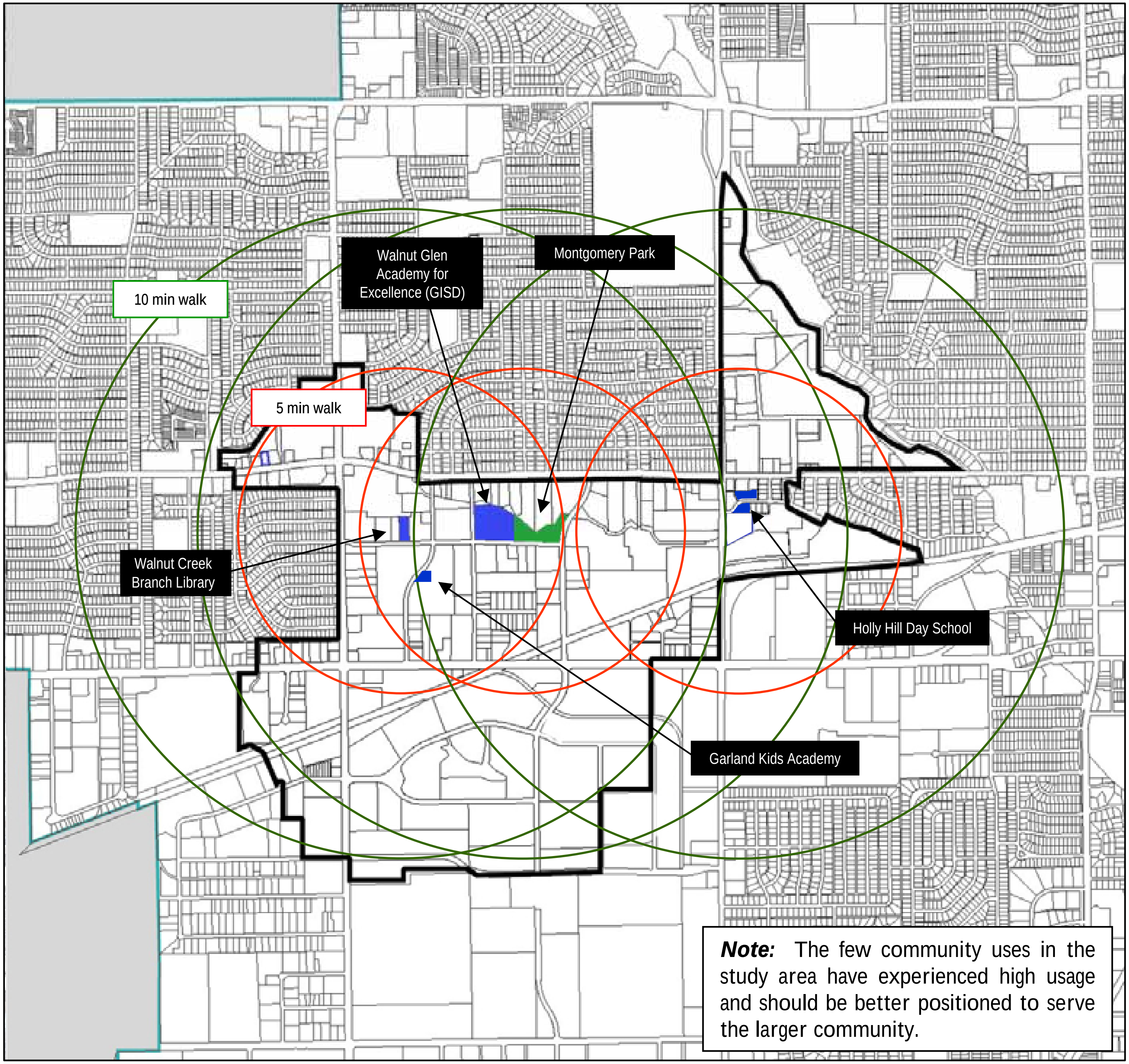
Employment Generators

- Some of Garland's largest employers are near by.
- These employment areas aren't well connected or in proximity to desired neighborhood amenities.
- As a result, a large employment district is missing opportunities to attract and retain new employees and talent.



Schools/Civic Uses

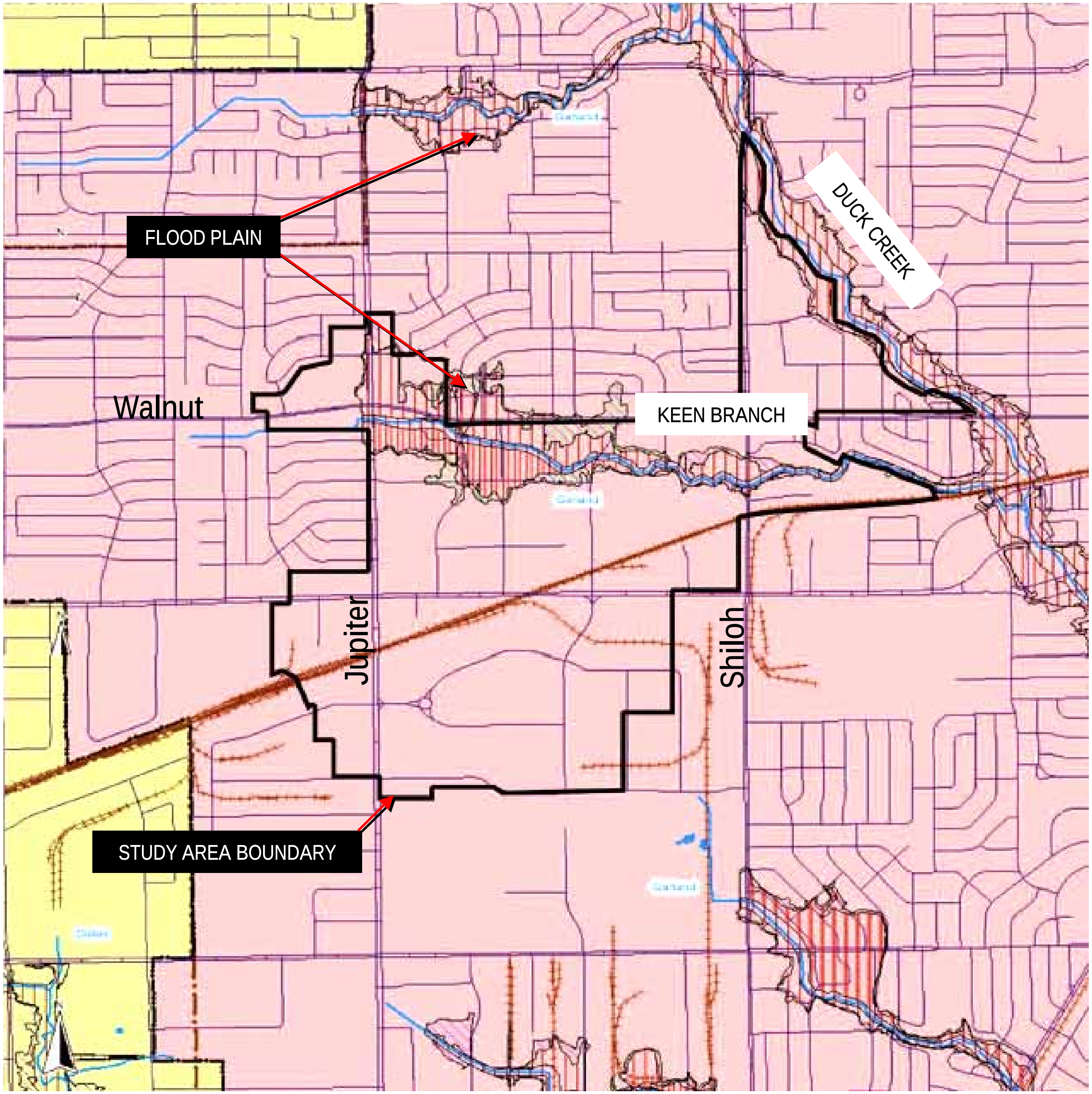
- There are a few schools and civic uses in there area.
- In general, they are disconnected from the larger community.
- There are no civic uses/amenities in the employment and manufacturing area.



Note: The few community uses in the study area have experienced high usage and should be better positioned to serve the larger community.

Flood Plain

- There are two primary drainage features within the study area.
- Duck Creek runs along the eastern edge of the study area.
- Keen Branch runs from the Walnut/Jupiter intersection to Duck Creek.
- These features impact existing developed areas, and connect with Montgomery Park.
- They pose opportunities and challenges to reinvestment.



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Urban Form

- Generally, the pattern set by existing buildings does not present a strong and clear urban design / identity.
- Key interventions and additions to these existing conditions could greatly help the area's identity and cohesion.
- Further, this condition helps downgrade the user experience along the primary thoroughfares.

Composite

Overall, the Area is Mostly “Built-Out,” has Aging Buildings/Infrastructure and lacks identity.

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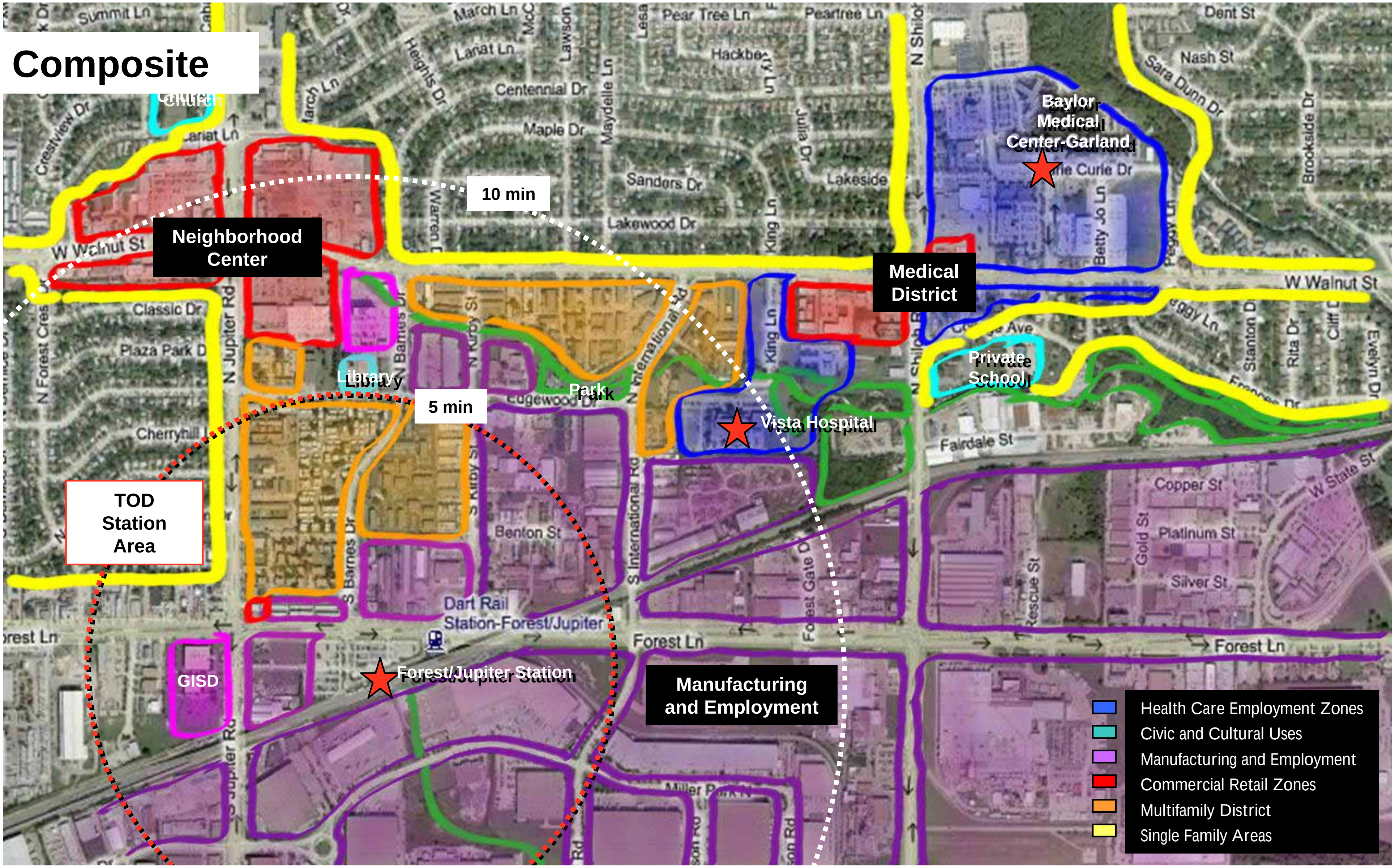
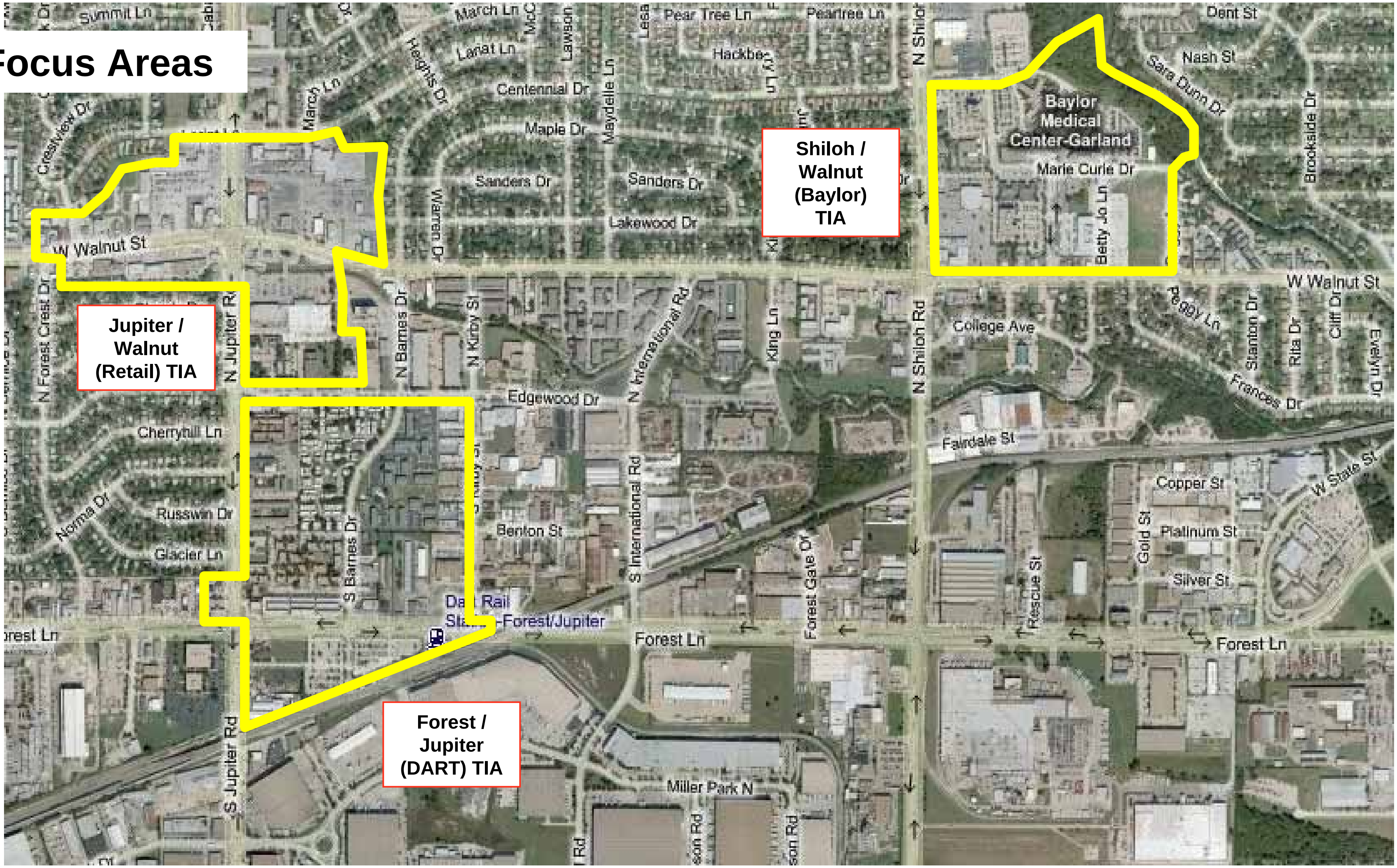


There are Core Investments/Places that have Opportunity to Improve Area Identity.

Focus Areas



The City has Identified 3 "Targeted Investment Areas" (TIA) to Envision Opportunity Projects.

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DART Platform is Isolated from its Community

Forest / Jupiter -- Targeted Investment Area

Issues Affecting Reinvestment

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There is a need for stronger outward identity on the primary street corridors, and better positioning of its anchors / assets.

Forest / Jupiter -- Targeted Investment Area

Issues Affecting Reinvestment

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Outdated Housing Stock that Exist as Side-by-Side Projects Rather than as a "Community"

Forest / Jupiter -- Targeted Investment Area

Issues Affecting Reinvestment

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Existing Public and Civic Assets (Library, School and Park) Currently Serve the Neighborhood, but are in Secondary Locations

Forest / Jupiter -- Targeted Investment Area

Issues Affecting Reinvestment

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Garland — Texas Made Here

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Community Experience Based on Older Suburban Form and Disorganized Signage

Jupiter / Walnut -- Targeted Investment Area

Issues Affecting Reinvestment

Parking is Currently Inefficient and Dominates Area Identity. Also, there are Improper Neighborhood Transitions.

Jupiter / Walnut -- Targeted Investment Area
Issues Affecting Reinvestment

The SE Quadrant has Problems with its Frontage Area (narrowness, image, etc)

Jupiter / Walnut -- Targeted Investment Area

Issues Affecting Reinvestment

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The Walnut frontage diminishes the front door experience of the Baylor Campus

Shiloh / Walnut -- Targeted Investment Area
Issues Affecting Reinvestment

The Vista Hospital Campus Offers Opportunities for Infill and Strategic Programming

Shiloh / Walnut -- Targeted Investment Area

Issues Affecting Reinvestment

Baylor Garland is a Critical Anchor in Employment, Identity and Quality

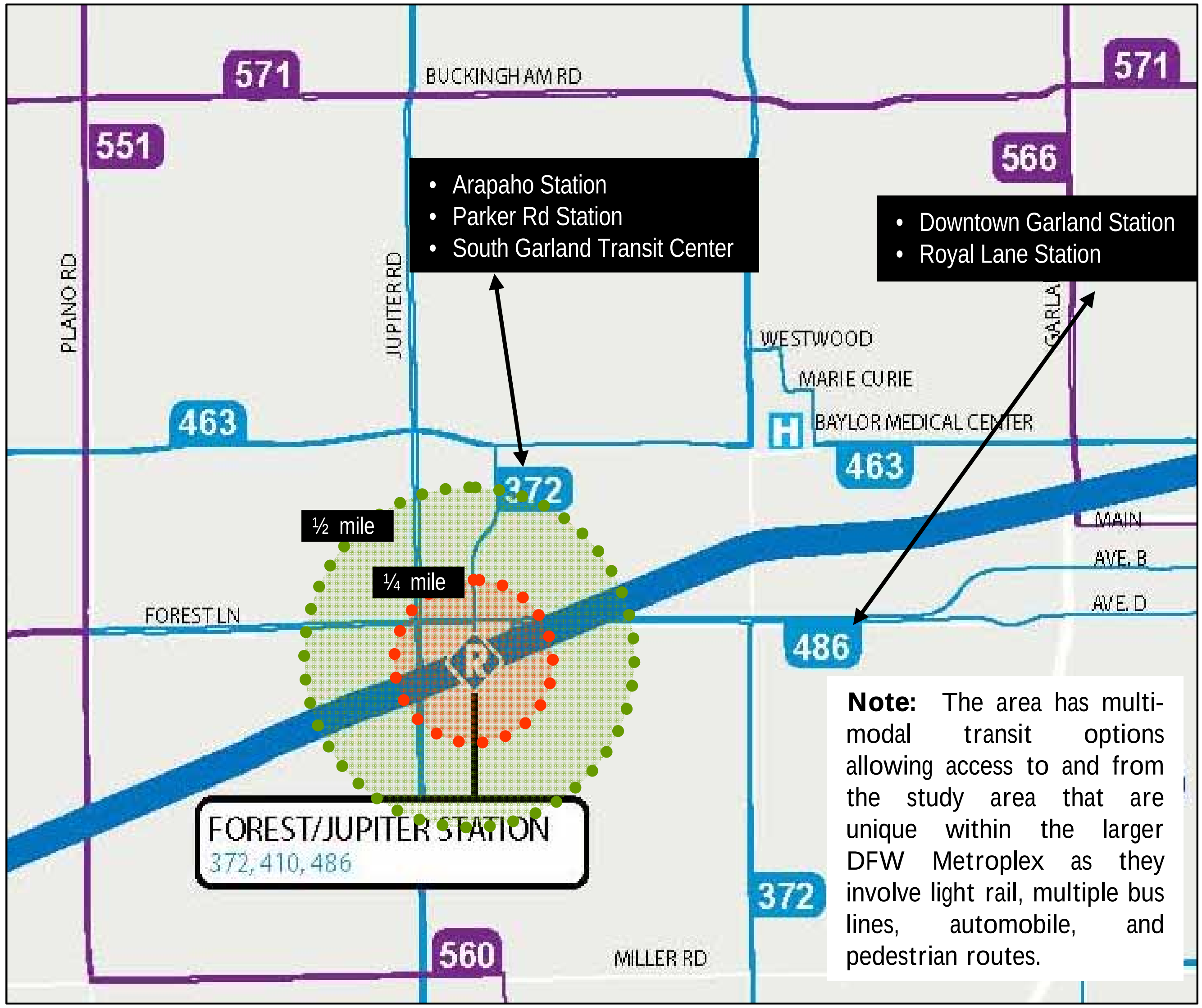
The Hospital is faced with a deteriorated “front door”, declining competitive market, and need to improve its appeal as a workplace. Strengthening the Hospital’s position is a key goal for this effort.

Shiloh / Walnut -- Targeted Investment Area
Reinvestment Drivers

DART:

DART SERVICE

- **Light rail station** on DART Blue Line
- **Connecting bus routes**: 372 (Mon-Sat), 410, 486
- **Interface with Five Buses**
  Bay 1. Paratransit
  Bay 2. 486 Royal Lane Station
  Bay 3. 486 Downtown Garland Station
  Bay 4. 372 Arapaho Station, 410 S. Garland Transit Center
  Bay 5. 372 S. Garland Transit Center, 410 Parker Rd Station
- **Parking**:
  561 spaces *(249 used, 44% utilization when studied in 2008)*
- **Ridership**:
  935 avg weekday *(7% higher than previous 12-month period)*
- Bus Route 486 / Forest Lane is planned to have a Enhanced/Rapid format.



- **Enhanced/Rapid format** will provide frequent bus service with limited stops, Intelligent Transportation System (ITS) improvements, and/or enhanced passenger amenities operating within the existing street network.

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Summary of Key Planning and Market Issues


Need for Stronger Identity


Anchors are “Floating”


Walnut Frontage Strategy


Outdated Housing


Multi-Modal Needs


Lack of Connectivity


Outdated Signs / Visual Clutter


Lack of Streetscape in Key Areas

- In general, conventional real estate activities have left this area
- Retail occupancies are relatively high (immigrant and ethnic retailing, service, etc)
- Despite older buildings, there are some (comparatively) high expectations of land value
- Difficult land assembly due to a range of factors
- Market rents do not justify “Uptown” style redevelopments
- Hospital marketplace has changed; now is time to strengthen

Key Planning Opportunities

Redefined Streetscape

Coordinated Investment

A Better Walnut Frontage

Strategic Infill

- Value enhancement strategies for key properties/property owners
- Large employment enables redevelopment, new housing, and walkability/bikeability
- Strong existing anchors to draw upon (hospital, DART, civic, retail, open space)
- Smaller blocks through new street and open space network (infill)
- New streetscape and development design will contrast greatly with existing area (marketability)
- Immediate Station area has simple ownership with clear infill potential
- Better position primary uses through frontage infill along Walnut

Key Economic / Market Opportunities

Counteract Sameness -- Before


Counteract Sameness -- After


Allow Neighborhoods to Benefit as well

- Expand the motivation to locate employment in the larger area
  (improve area amenities and overall identity to make it more attractive to work here)
- Harness the market energy of recent immigration through creative programming
  (incubator space, unique food service, education, interactive open spaces, etc)
- Capitalize on the area's existing "anchors"
  (hospitals, DART, civic, retail, manufacturing/employment)
- Work with key landowners on creative solutions to land assembly/valuation challenges
  (potential partnerships, adding new investment potential, etc)

Stakeholder Input Exercises

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Exercise 1: Community Positioning Questionnaire

Please fill in answers to the following questions and turn this sheet in at end of meeting.

**** REMINDER -- Place a dot on the Aerial Photograph Board showing your interest in the Study Area ****

Write answers to the questions on your sheet (that relate to your interest/position in the study area):

- Questions for commercial property or business owners within the study area…

- Questions for residents or employees within in the study area…

- Questions for everyone here tonight…

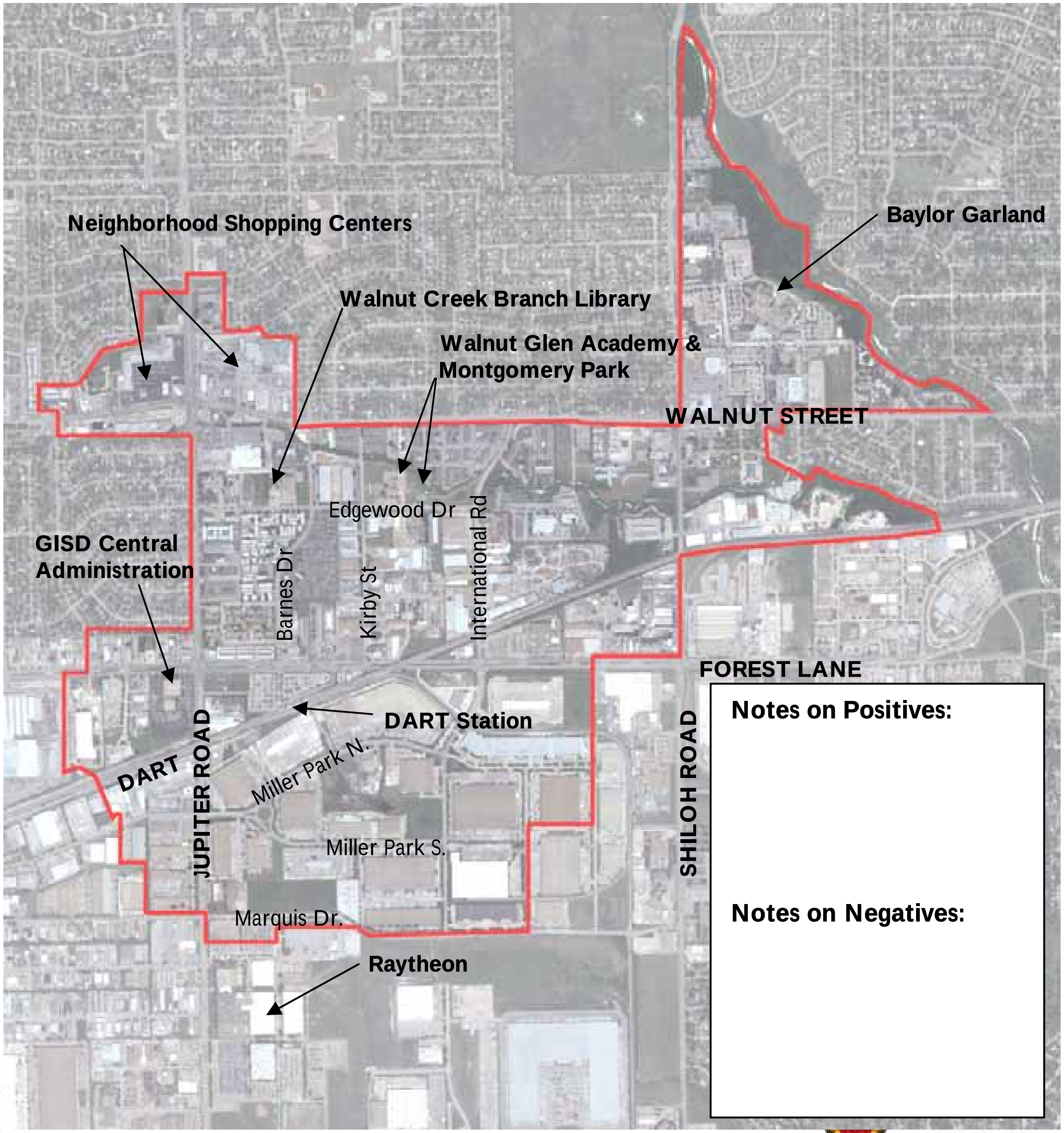
Exercise 2: Positive and Negative Locations

Follow the directions below to help us better understand your opinions.

Directions:

1. Place a "**+**" on the locations/features in the study area you think are positive, and tell us why.

2. Place a "**-**" on the locations /features in the study area you think need to change /improve, and tell us why.



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Exercise 3: Ranking Potential Improvements

Please rank each idea from 1 to 9 (1 being Most Important)

Improvement Ideas	Ranking
More Positive Public Experiences	______
Better Connections for Walking, Biking and Driving	______
Better Sense of Community Scale	______
Pedestrian-Friendly Experiences	______
Expanded Choice of Housing Types	______
Expanded Choice of Workplaces	______
Greater Diversity of Retail Formats	______
Better Defined Open Space System	______
More Interesting Street and Streetscape Designs	______

A More Positive Public Experience

_Ranked _ of 9_

Public opinions of an area have a lot to do with the community's outward appearance. This is effected by the quality of the area between buildings as much as the buildings themselves, and is about how "inviting" the community's uses are. (*ie,* one's impression of an area with outdoor dining vs. a parking lot next to a blank wall)

Note: Ranking this higher would cause us to suggest how key property owners and the City could work together to improve the appearance of areas in highly visible locations.

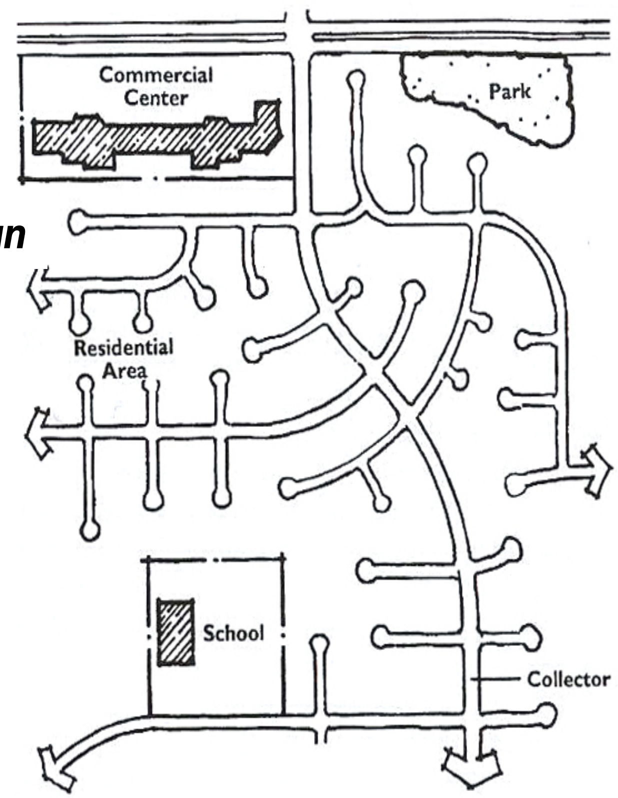
Better Connections for Walking, Biking and Driving

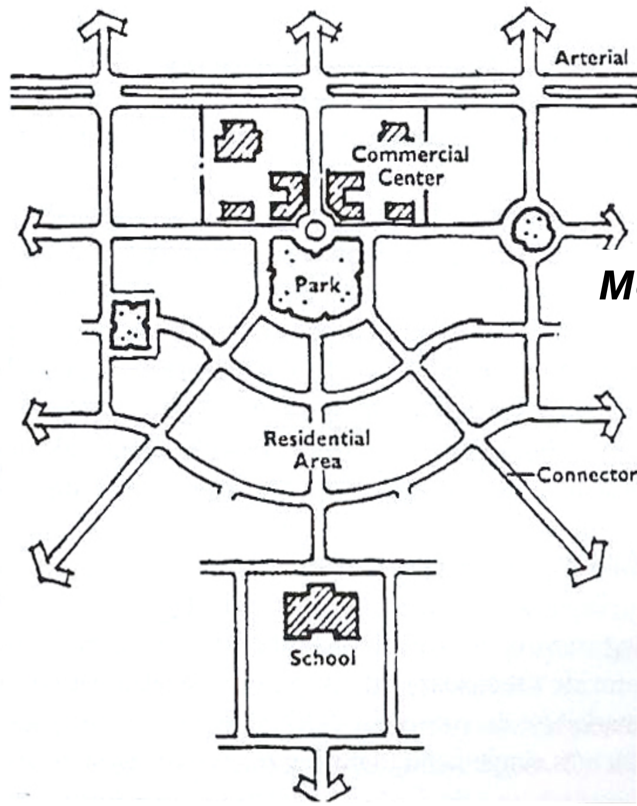
Ranked _ of 9

The study area does not allow easy connections for people to walk, bike or drive between its destinations. There are small improvements (such as sidewalks, trails and small lanes) that could be made in the area to improve these connections and the area's overall convenience.

Note: Ranking this higher would cause us to suggest how key property owners and the City could work together to make the area more connected and convenient.

Less Connected Design



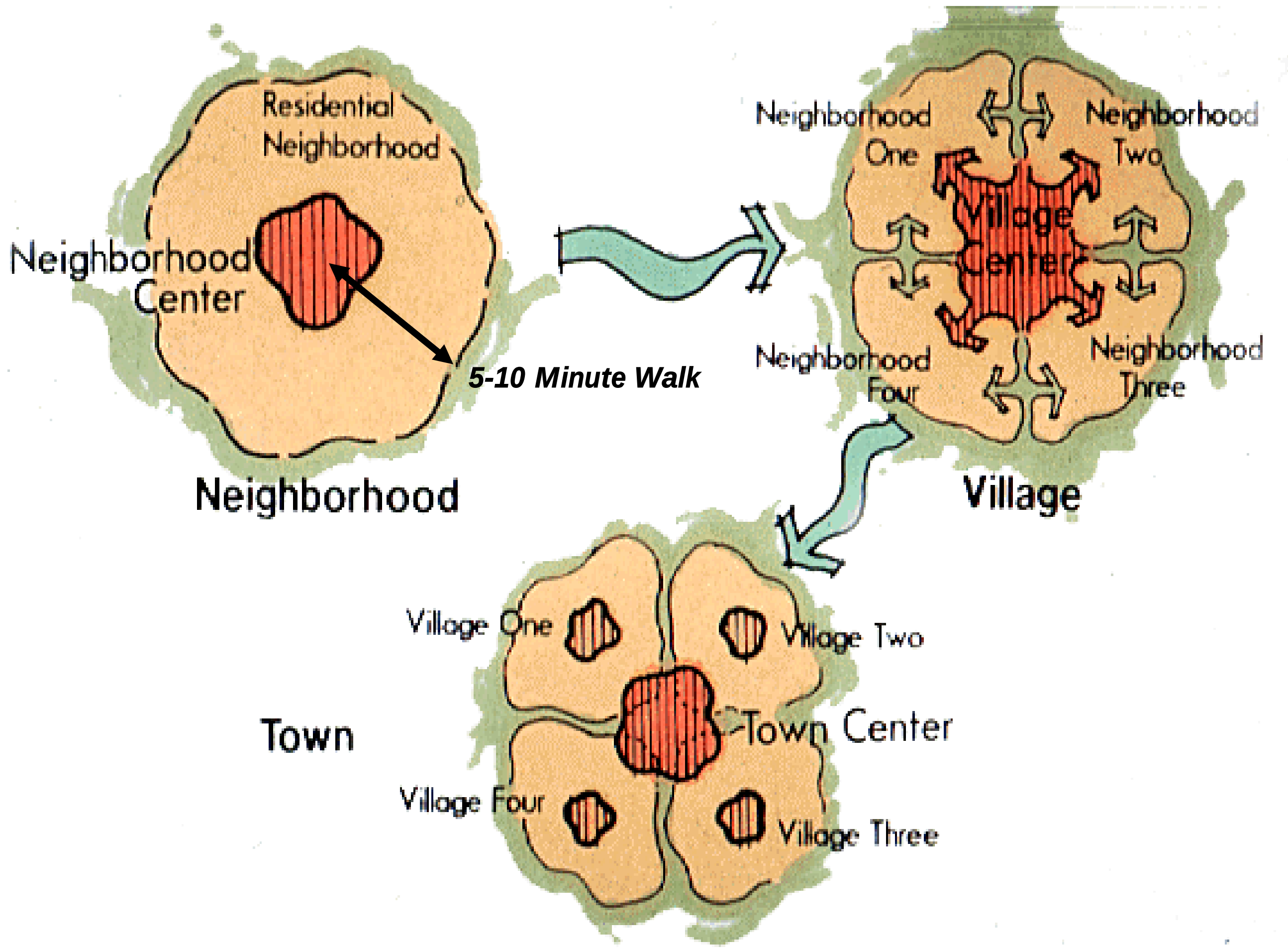


More Connected Design

Better Sense of Community Scale

The study area is a large area that generally blends together without clarity of separate employment or residential neighborhoods (that are scaled to walkable dimensions). With key renovations and additions of new development, this lack of clarity could be refined to create distinctive employment and residential districts that are interconnected for convenience.

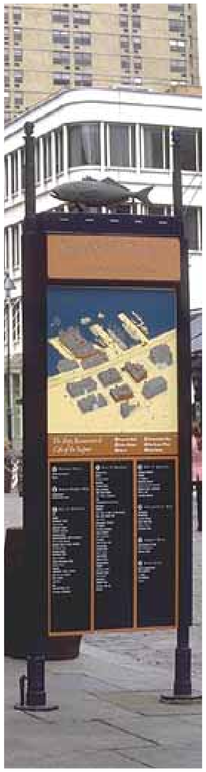
Note: Ranking this higher would cause us to suggest how key property owners and the City could work together to create more defined neighborhoods and employment cores.



Pedestrian-Friendly Experiences

There has been little attention paid to creating positive pedestrian experiences in the study area. As a result, walking to the Baylor Hospital, Walnut Creek Library, area retail, the train station, etc. is generally not a pleasant experience. Key modifications to certain streets and development sites could occur that would promote more pedestrian-friendly experiences (through wider sidewalks with streetscape landscaping and wayfinding systems).

Note: Ranking this higher would cause us to suggest ways key property owners and the City could work together to create more pleasant and connected pedestrian routes to activity centers.



Expanded Choice of Housing Types

Ranked _ of 9

There exists a range of demographic and cultural diversity in the study area that continues to expand. This population influx brings new household makeup with need for a greater range of housing types beyond the existing choice of 60's era single-family detached units and garden apartment units. This concept would promote the addition of new housing types including live/work units, loft residential buildings oriented to urban streetscape, townhomes and rowhouses, senior and assisted living facilities, and additional small lot single-family options.

Note: Ranking this higher would cause us to suggest locations where these different types of housing could be added.

Expanded Choice of Workplaces

Ranked _ of 9

Currently, non-service sector employment in the area is primarily limited to large industrial, manufacturing and health care facilities. While this allows a robust workforce to exist in the area, it does not provide options for smaller office and employment uses to co-exist comfortably. There is room for traditional office, loft office, office incubator, and live-work/home office workplaces to be added to the study area to diversify the kinds of employment the area offers.

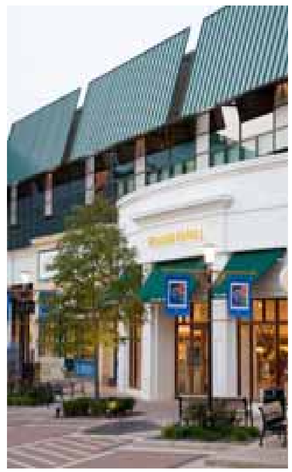
Note: Ranking this higher would cause us to suggest locations where these different types of workplaces could be added.

Greater Diversity of Retail Formats

Ranked _ of 9

Most of the existing retail buildings in the study area reflects development patterns from the 1960's and 1970's. Not only does it not follow the more interactive shopping environments prevalent today, but its format does not allow the proper leveraging of the dynamic mix of ethnic retailers that is present. Rather than focus entirely on the needs of the car, new development can be added to these areas and introduce new patterns to take advantage of this underserved opportunity.

Note: Ranking this higher would cause us to suggest ways in which key property owners and the City can work together to increase retail potential at key locations and allow a new range of shopping and eating experiences than currently exist.



Better Defined Open Space System

Most successful, transit-oriented, mixed-use communities have an open space system that is well integrated into its development pattern allowing its people connections to a range of passive and active experiences. This does not occur presently within the study area, despite 2 major natural features. This concept would look to generate such a framework over time.

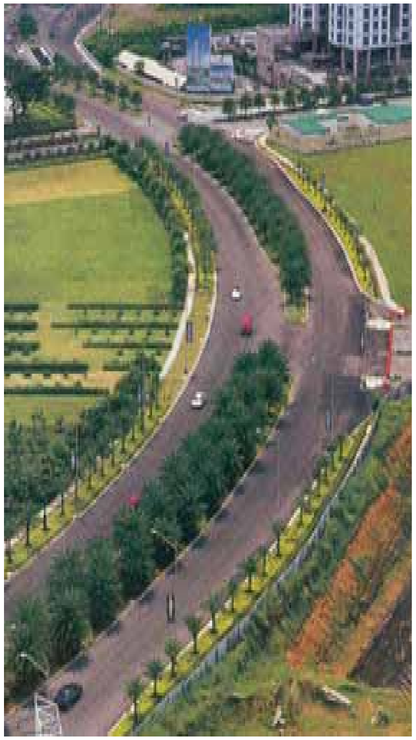
Note: Ranking this higher would cause us to suggest ways in which the City and key property owners can work together to create a more defined and interactive open space system over time.

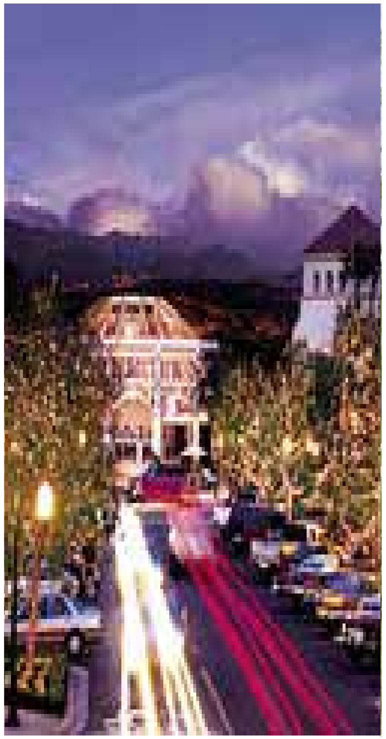
More Interactive Street and Streetscape Designs

Ranked _ of 9

A hallmark of many memorable communities is the visual and functional success of its streets and streetscapes. Generally the more mundane and typical streets appear, the more mundane and typical the community can be perceived. While the study area currently moves a lot of traffic, it does not do so along streets that provide a positive image or lasting positive memory. This concept would look to create such positive impressions through careful additions and renovations to the existing street network over time.

Note: Ranking this higher would cause us to suggest locations where the City can work with property owners to promote the renovation of key areas of streets and streetscapes to achieve more interaction and beautification over time.

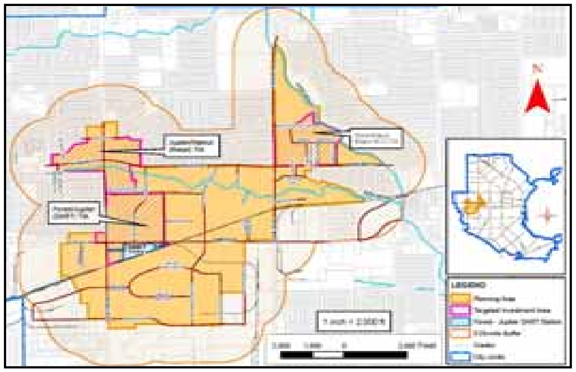




Forest / Jupiter District
Reinvestment Strategies

Envisioning a Framework for New Investment Projects within the Larger District

Next Steps in this Planning Process



- We will consolidate your input and consider as we prepare a program for the planning phase to follow.
- We will prepare specific investment programs for the area, with specific attention paid to potential projects in the 3 detail areas.
- We will meet with land owners related to these areas to brainstorm opportunities for them and others to invest in the area.
- We will return to present these efforts at our next public meeting in *Summer.*