



Zion City & Glen Oaks Community Improvement Plan Appendix

Prepared by: Phillips-Davis Legacy & BROWN+DANOS landdesign, inc. January, 2011



CIP APPENDIX | Outreach

The following information illustrates outreach methodologies utilized throughout the CIP process as well as results of the same. Documents included are the Zion City and Glen Oaks Outreach Strategy, the Zion City and Glen Oaks Stakeholder Interview Summary, the Zion City and Glen Oaks Visioning Workshop Report, and the Zion City and Glen Oaks Alternatives and Implementation Workshop Report. These documents were completed in the first quarter of 2010.







East Baton Rouge Redevelopment Authority Community Improvement Plans (CIPs)

Outreach Strategy Zion City & Glen Oaks

January 27, 2010







Inter-Community Promotion

Community Improvement Plan Introduction

A Community Improvement Plan (CIP) is a tool that will be used by the East Baton Rouge Redevelopment Authority (RDA), in coordination with elected officials and community partners, to guide redevelopment and neighborhood improvements within a defined area. This plan will be created by overlaying the community's vision with professional expertise to develop strategies that will address the priorities of the targeted area.

The objective of the Community Improvement Plan program is to provide economically distressed communities with a regulatory framework that will guide redevelopment efforts in a manner that addresses each community's needs, while protecting its vision and character.

CIPs seek to create or re-establish sustainable, mixed-use, mixed income communities and enhance the quality of life for all residents. The CIP will maintain and enhance the positive attributes in the neighborhoods and build on those strengths while aggressively addressing the challenges of the neighborhood. This will be based on balancing the importance of long term vision with the necessity of identifying short term realistic goals.

Stakeholder Interviews

Community stakeholders are critical in building confidence and trust in any community project, while also serving as great sources of historical and working knowledge of the communities in which they live and serve. Continual communication with these stakeholders, via e-blasts and the provision of promotional materials for distribution in the communities, will play a key role in the success of the community workshops.

Stakeholder interviews in the second Community Improvement Area, Zion City, will be held 4 weeks before community workshops begin in order to collect necessary human data on the project, and subsequently allow word of mouth communication within the respective communities to build awareness and anticipation.

Stakeholders will be asked to encourage their friends and colleagues to participate in the upcoming workshops. The date and location for the Zion City stakeholder interviews are:







Zion City February 11, 2010 8:00 am - 6:00 pm

The Mackey Center 6534 Ford Street Baton Rouge, LA 70811

*NOTE: Due to prohibitive pricing at the Mackey Center, Zion City & Glen Oaks Stakeholder Interviews were conducted at the Delmont Service Center at 3535 Riley Street, Baton Rouge, LA 70805.







Media Promotion and Relations

Earned Media

Press Releases and Public Service Announcements (PSAs)

Press releases and Public Service Announcements (PSAs) will be released to News, TV, and Radio before and leading up to CIP 1 & 2 Visioning and Alternatives and Implementation Workshops. Press releases and PSAs will initially be released upon confirmation of workshop venues and 1-2 days preceding each workshop, with approval by RDA staff before submission. Recommendations for earned media include WAFB TV, WBRZ TV, Fox 44, WVLA TV, The Advocate, The Weekly Press, and all local radio stations, including those broadcast by Citadel, Guarantee, and Clear Channel Communications, with an emphasis on stations with strong listenership in the urban communities.

Live Radio Interviews

Live radio interviews will be sought for stations with key inner-city programs during the promotional period. The President of the RDA, Walter Monsour, will conduct these interviews.

Morning Show Guest Appearance

A representative of the RDA will make a one-time appearance on a local television morning show to introduce the RDA and announce the five Community Improvement Plans that are underway. Stations to be targeted for this effort are WAFB and WBRZ.

Media Contact for CIP Project

The consultant team will develop press releases and PSAs. The issuance of these releases can be executed through the consultant or the RDA, dependent on the client's preference. Regardless, all media inquiries will be directed to Walter Monsour, President of the RDA.







Paid Media

Newsprint Advertisements

While the majority of media promotion will be through earned media, the local paper, The Weekly Press is widely read throughout the Zion City area. Paid advertisements in this publication 1-week prior to community workshops could greatly increase workshop attendance.

Media Promotion Schedule & Costs

Press Releases and PSAs	PR/PSA I - 7 days priorPR/PSA II - 1-2 days prior	No cost
Morning Show Appearance	1 week prior	No cost
Newsprint Advertisements	1 week prior	\$164.16 – 1,313.25 1-week advertisement (depending on size of ad)

E-Promotion

Website

Design of a website for Zion City has begun and research regarding setup is being completed.

E-blast Announcements

E-blasts are an effective way of reaching individuals directly and instantaneously. An initial Save the Date/Spread the Word e-blast will be sent 3-4 weeks prior to the workshops, and a reminder e-blast will be sent 3-4 days prior to the workshops. E-blasts will be drafted by the project team, but will be sent via the RDA's email with the RDA logo attached.

E-blasts also serve as an effective viral means of communication, as we request recipients to share the information with their respective distribution lists.







E-Promotion Schedule & Costs

Website	Launched 3-4 weeks prior	No cost
E-blasts	 E-blast I "Save the Date/Spread the Word" – 4 weeks prior E-blast II "Reminder" – 2-3 days prior to each workshop 	No cost

Direct Canvassing

Yard Signs

Yard signs are an effective way to create buzz within an area over an upcoming event or project. Yard signs will be placed within the Zion City Improvement Plan boundaries to generate interest and let the viewers know how they can learn more details.

A general yard sign bearing the RDA logo and reading: "Learn about your Community's Improvement Plan," followed by the website and a toll-free number, will be used for all CIP areas and will stay in place for the length of the project. Yard signs will be placed with permission, with the help of community stakeholders.

It is recommended to order 60 yard signs to be distributed throughout all CIP areas 4-5 weeks before visioning workshops begin. The quantity of distribution in each CIP will be determined by population density and opportunities for high visibility. Since the signs will be designed to apply to all CIPs, it is more cost-effective to print them all at the same time.

Toll-Free Number

Not all residents have access to the internet. A toll-free number will be set up specifically for this project, offering details on upcoming workshops through a pre-recorded message. This message will be changed and updated as the project progresses. The toll-free number will not have a voice messaging system; therefore callers will not be able to leave a message. This number will be displayed on project yard signs and in other promotional materials.

Roadside Banners

While yard signs build an awareness of the project, larger roadside banners will be erected at high traffic intersections 2 weeks prior to CIP workshops, displaying specific workshop dates. These banners will not remain erect throughout the duration of the project, but will only be displayed before each workshop to draw particular attention to the workshop dates.

It is recommended that 6-8 banners be made, with the ability to change workshop dates and details for each workshop. The same 6-8 banners will be used and reused for all CIP areas. Banners will be







printed with a permanent logo and catch-phrase, with interchangeable workshop titles, locations, and dates. Therefore, there will be a one-time cost to create the banners, and a lower follow-up cost to update the information for each workshop.

Fliers & Doorhangers

Fliers and doorhangers will be utilized in the Zion City area for canvassing businesses and homes. While doorhangers will be placed on residences, fliers will be posted in high-traffic areas such as the post office, gas stations, banks, grocery stores, community centers, and other businesses, with permission granted.

Direct Canvassing Schedule & Costs

Yard signs	4-5 weeks prior to initial workshops, and for length of project	\$470.00 - \$634.00, for 60 double- sided, 1-color or 2-color chloroplast yard signs (18"x 24")
Toll Free Number	For use on yard signs and press releases/PSAs	\$3.00 to purchase toll-free number
Roadside Banners	Erect 2 weeks prior to workshops	\$84.00 per banner, \$30-\$35 to update information on each banner
Fliers & Doorhangers	Canvass 1-2 weeks prior to workshops	Fliers \$225-\$450 per CIP (500 – 1,000 quantity) Doorhangers \$127-\$211 per CIP (500 – 1,000 quantity)







Indirect Canvassing

School Backpacks: Through coordination with the school board, fliers promoting the community workshops can be placed in student backpacks of all the schools within the Zion City project area, including:

The Center, Inc.

Jami's Enterprise, Inc. (Adult Day Care)

Monte Sano Head Start First Christian School (B)

Community Christian Academy

Banks Elementary School Banks Head Start Center

Chambers and Valentine Day Care Inc. St. Michael's Episcopal Day School Southern University Laboratory School Southern University and A & M College

Children's World Development & Learning Center

EBRP Juvenile Services Detention Harding Elementary School Southern University Head Start C. N. Burrell Sr. Christian Academy

Kelly Terrace Head Start Pat's Day Care, Inc #3

Gordon's Day Care Center, Inc.

Compassionate Daycare and Learning Center

Scenic Alternative High School (JRDC)

Discovery Head Start

Progress Elementary School Progress Head Start Center Ryan Elementary School Crestworth Middle School Crestworth Elementary School

Ryan Elementary School Crestworth Middle School Crestworth Elementary School 2271 E Mason Avenue

2287Mason Avenue

3002 East Mason Street

1729 Monte Sano Street

1729 Monte Sano

2401 72nd Avenue

2305 72nd Avenue

2157 73rd Avenue 1666 77th Avenue

129 Swan Street

G. Leon Netterville Dr.

1384 Swan Street

8333 Veterans Memorial Blvd.

8600 Elm Grove

Southern University Building 131

9185 Wilbur Street 999 Rosenwald Road 999 Rosenwald Road 9537 Southern Avenue

9713 Avenue C

15200 Scenic Highway 9700 Scenic Highway 855 Progress Road 1881 Progress Road 10337 Elm Grove 10650 Avenue F 11200 Avenue F 10337 Elm Grove

10650 Avenue F 11200 Avenue F







Church Bulletins and Announcements

Churches also serve as an excellent way of communicating a message to a large, local population. Write-ups in the church bulletin, announcements at the pulpit, or pushcards made available at the back of the church are all methods that will be requested of the churches in the Zion City CIP project area. Those churches include, but are not limited to:

Camphor Memorial United Methodist Church	8600	Scenic Highway
Church Of The Faith	8607	Scenic Highway
Special Deliverance Temple	8607	Scenic Highway
Jordan United Methodist Church	4619	Packard Street
The Greater Beach Grove Baptist Church	5352	Ford Street
Truevine Baptist Church	905	Grebe Street
New Beachgrove Baptist Church	4420	Crown Avenue
The Greater Central Baptist Church	9012	Scenic Highway
Zion City Baptist Church	7815	White Street
Little Zion Baptist Church	5705	Stearns Street
Faith Bible Church	1292	Cardinal Street
Jordan United Methodist Church	4619	Stearns Street
Promised Land Baptist Church	7234	Plank Road
Mt. Pilgrim Baptist Church	9700	Scenic Highway
Bible Believers Church	9130	Scenic Highway
Antioch Full Gospel Baptist Church	5247	Ford Street
The Greater St. Michaels Spiritual Church	5355	Monarch Ave
The House Of Prayer Ministries	5211	Ford Street







Other indirect canvassing

Project pushcards and fliers will be made available to any community organization willing to distribute them to their members.

Indirect Canvassing Schedule & Costs

School Backpacks	1 week prior to workshops	\$225 - \$700 per CIP, dependent on school population (500 - 5,000 quantity)
Church Bulletins/Announcements	 To be announced/published 1 and 2 weeks prior to workshops 	No cost
Pushcards	Available for churches and community organizations	\$59 - \$175 per CIP (500 - 5,000 quantity)

Outreach Strategy Compiled Costs

	Minimum Cost per CIP	Maximum Cost per CIP	Minimum Cost Total Project	Maximum Cost Total Project
Newspaper Ads *	\$ 165.00	\$ 1,314.00	\$ 990.00	\$ 7,884.00
Yard Signs			\$ 470.00	\$ 634.00
Toll Free Phone Number	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Roadside Banners **			\$ 784.00	\$ 952.00
Fliers	\$ 225.00	\$ 450.00	\$ 1,125.00	\$ 2,250.00
Doorhangers	\$ 127.00	\$ 211.00	\$ 635.00	\$ 1,055.00
Push Cards	\$ 59.00	\$ 175.00	\$ 295.00	\$ 875.00
Backpacks	\$ 225.00	\$ 700.00	\$ 1,125.00	\$ 3,500.00
TOTAL COSTS			\$ 5,427.00	\$ 17,153.00
TOTAL PRINT BUDGET				\$ 10,000.00

^{*} Note that Newspaper Ads will be purchased 6 times, once before each set of meetings (6 sets).





^{* *}Note that 6 banners (min) to 8 banners (max) per CIP, each updated once.



Outreach Schedule - Visioning Workshops

Zion City Workshop - N	March 18, 2010	
Week of February 8	Conduct Stakeholder Interviews	
	Send out E-blast 1	
Week of February 15	Outreach to community organizations for indirect canvassing opportunities	
Week of February 22	Erect yard signs with 1-800 number	
Week of February 22	Contact churches for inclusion in bulletins for next 2 weeks	
	Erect Road-side Banners in CIP areas	
	Conduct Direct Canvassing	
Week of March 1	Morning Show interview with RDA spokesperson	
	Press release to weekly papers	
	Contact churches for inclusion in announcements	
	Provide fliers to schools for distribution in backpacks	
	Press release / PSA 1- pitch stories as needed	
Week of March 8	Send out E-blast 2 (reminder e-blast)	
WCCK OF WILLIAM	Fliers in school backpacks	
	Contact churches for inclusion in announcements/need for pushcards	
	Paid media in The Weekly Press	
Week of March 15	Send Press Release / PSA 2 (reminder)	
(Workshops Week)	Conduct workshops	







Outreach Schedule - Alternatives and Implementation Workshops

Zion City Workshop – May 22, 2010			
Week of April 19	 Send out E-blast 1 Outreach to community organizations for indirect canvassing opportunities 		
Week of April 26	 Erect Road-side Banners in CIP area Press release to weekly papers Contact churches for inclusion in announcements/bulletins for next 2 weeks 		
Week of May 3	 Press release/PSA 1 – pitch stories as needed Contact churches for inclusion in announcements/need for pushcards 		
Week of May 10	 Fliers in school backpacks (Zion City) Send out E-blast 2a (Zion City reminder) Paid media in The Weekly Press Conduct Direct Canvassing (Zion City) 		
Week of May 17 (Zion City Workshop)	 Send Press Release/ PSA 2b (Zion City reminder) Send out E-blast 2 (Zion City reminder) Paid media in The Weekly Press Conduct Zion City workshop 		







East Baton Rouge Redevelopment Authority 5 Community Improvement Plans (CIPs)

Stakeholder Interview Summary Zion City & Glen Oaks

February 24, 2010

Prepared by: Franklin Industries 1201 Main Street, Suite B Baton Rouge, LA 70809 (225) 768-9060









"Nobody cares about the changes to Ford Street anymore... the community spirit is almost gone. People are resentful because of broken promises and nothing ever happening."

-Excerpt from Zion City stakeholder interview







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Overview

As part of the Zion City Community Improvement Plan underway by the East Baton Rouge Redevelopment Authority and its consultant team, Franklin Industries (Franklin), as sub-consultant to Phillips-Davis Legacy & Brown Danos, conducted 12 stakeholder interviews on February 11, 19, and 22, 2010.

Franklin interviewed individuals and representatives from both public and private entities, including, City-Parish government, business, faith-based organizations, community organizations and local residents of the Zion City community. Stakeholder interviews were conducted as open-end discussions allowing the stakeholder to speak freely about the project and the positive or negative implications it may have on themselves or their organization; however, a uniform briefing and list of questions were followed to ensure needed information was captured (see Appendix B). Each interview lasted approximately 45 minutes, with some running longer and others shorter.

Each stakeholder was briefed on the status on the Redevelopment Authority, its mission and current endeavor to develop improvement plans for 5 underserved areas in north Baton Rouge. Each stakeholder was also presented a map of the project area and a project schedule (see Appendix C).

All stakeholder interviews were conducted by Perry Franklin, Risa Mueller, Rachel LeCompte or Kyla Hall of Franklin Industries with representatives from the RDA present as observers. This report summarizes the results of the 12 Zion City stakeholder interviews. The participants chosen in the stakeholder interview process was a joint effort of the Redevelopment Authority and Franklin.







1. Community Values

Stakeholders were asked what they most value in the Zion City community. Below is a summary of their responses:

- The People. At least five stakeholders commented on the strong sense of community and how many residents will not leave the Zion City area. Residents have pride in their community and what it used to be with many who desire to see that pride and fervor renewed. Several members commented on the area being family-orientated and close-knit. There is a strong sense of community in the area in that earned trust from one member of the community will earn a person's trust with the entire community. There was mention of the younger generations and some of the aging population moving out of the community.
- **The Ford Street Area.** The Ford Street area is viewed as "Zion City" and respected for its historical presence and value. According to stakeholders, the homes on Ford Street were the first black-owned homes in Baton Rouge. The location and its residents are considered assets; however, there are few families still residing in the area.
- **Community Centers.** The Mackey Center and The Dream Center have both made a positive impact on the community, offering safe and constructive places for youth to partake in extracurricular activities and participate in programs.
- **Local Churches.** Many of the community churches have instituted youth programs and offer mentoring opportunities to help redirect youth to a more positive direction. Faith-based organizations have initiated major efforts to improve the community's trash and littering problem, help the youth, and decrease crime.
- Zion City and its History. The Zion City area is considered the oldest, most historic
 neighborhood in East Baton Rouge parish. It preserves both culture and history through the
 elderly residents and historic housing. Zion City is actually comprised of a number of smaller
 neighborhoods with Ford Street being the major connector of those areas.







2. Landmarks

The following places were mentioned as having value, or landmarks, to the Zion City community.

- Ford Street
- Local schools
- The Mackey Center

3. Areas of Concern

Stakeholders were asked what most troubled them about Zion City. Below is a summary of their responses.

- Activites for the Youth. Almost every stakeholder mentioned the increasing number of male youth that loiter and roam the streets night and day. One member quoted a 50% high school drop-out rate* and others indicated that these youth usually sell drugs. Another stakeholder talked about the lack of father figures in the community and how the role of "drug dealer" is becoming the "father figure" image for children. Eight stakeholders referenced young males needing job training, education programs, and effective mentoring/coaching programs to change behavior and decrease the drug and crime problems in the area. *percentage not verified
- Services for the Elderly. Five of the stakeholders discussed how the community is not "elderly" friendly anymore. No longer are there easily accessible local services and businesses within walking distance. Several mentioned the lack of health and social services for senior citizens and how they are in great need of assistance with basic things like home upkeep. At least three stakeholders mentioned how some past developments that were intended to serve the elderly have become drug-infested sites with prostitution, are not maintained, or no longer affordable by the elderly population. Safety was also of great concern for this population.
- **Transportation.** The lack of transportation and limited routes for patrons was communicated by at least seven stakeholders. One referenced how the CATS bus system has already been contacted about making a loop into the terminal so that commuting employees who live near Zion City do not have to get off the bus and walk. The lack of access to shopping and medical services due to the poor transportation system was repeated by at least three stakeholders.
- **Blight and Trash.** At least nine stakeholders referenced the blight, empty lots, abandoned buildings, and trash as the greatest problems that contribute to the negative perception of Zion City. Churches continue to organize trash clean-up efforts that seem endless and almost useless. One representative believes the trash comes from outside the community and not those who live within Zion City. There is unanimous agreement that a mass beautification initiative needs to happen. It was implied or stated by five of the stakeholders that the diminishing sense







of community pride, undesirable activities, and lack of education contributes to the lack of neighborhood cleanliness and property maintenance and upkeep. There is a feeling that the community is slowly dissipating.

- **Crime.** The issue of crime was equally mentioned and believed to be directly correlated to the increasing number of male youth on the street. People mentioned an increase in criminal activity such as drugs, violence and assaults, robbery, and burglary. General public safety is also of great concern, especially for the elderly and children who travel to school in the early morning hours. Stakeholders suggested utilizing a holistic approach to address crime that will require many partners and alliances.
- External Perception of Zion City. Some stakeholders are troubled by the perceptions of their community to the rest of East Baton Rouge parish and patrons of the airport. Non-resident perception when traveling to and from the airport was a continuous theme. They feel the area being underdeveloped, trash infested, lacking property upkeep, and filled with empty lots and buildings sends a very negative message to those passing through Zion City.
- Other concerns. Other concerns mentioned by stakeholders include:
 - o Increasing number of dilapidated housing and overgrown lots
 - Lack of revitalized and restored housing (rental or homeowner)
 - Lack of constructive and education programs for the youth
 - o Lack of quality education
 - Lack of skilled workforce
 - Lack of appreciation, value of education, and willingness to stay in the community from the youth
 - The sewer system
 - Open and uncovered ditches
 - Lack of sidewalks and safe crossways
 - Speeding along Sharon Hills Boulevard and Cedar Glen Drive
 - Noise from the airport







4. Planning Considerations

Stakeholders were asked what planners should take into account when discussing improvements to Zion City. Below is a summary of their responses.

- **Employ Holistic Approach.** Stakeholders believe that all area issues should be considered, not just housing restoration and aesthetics when making community improvements. Planners need to regard other issues such as the high school drop out rate, increased drug-selling and drug addiction, crime and safety, lack of workforce and unskilled workforce, lack of businesses, and lack of programs for the youth. The best and most effective plan will include resolutions to social issues as well as the housing problem.
- Complementary Improvement Plans. There is a desire to see partnership with other neighboring regions that are concurrently developing and/or implementing improvement efforts so that efforts are complementary. Collaboration among all organizations, including funders, parish representatives, non-profits agencies, educational institutions, faith-based groups, and community members and leaders is needed to develop the most effective improvement plan that will breed long-term transformation, as opposed to quick-fix "band-aid" resolutions.
- Housing Revitalization/Development. Restore and develop homes for purchase, rental
 properties or apartment complexes. Multi-housing developments are seen as detrimental to the
 area. People want to see an economically diverse area that includes both middle-income families
 and low-income families as homeowners.
- **Listen to the community.** Stakeholders want planners to gather input from the community, partner with homeowners, and discuss issues such as housing, streets, sewer system and infrastructure.
- Public transportation. Improved public transit services need to be developed and implemented.
- **Make Zion City beautiful.** People want the area to be seen as attractive and well-kept to help draw more homeowners and business owners.
- General Development Ideas
 - Supermarket (alternative to Piggly Wiggly)
 - Businesses and stores
 - Mall-type development
 - Community center
 - o More schools
 - Wal-Mart
 - Developments that include mentoring, sports, or cultural events to help build pride







- o Coffee shop
- Sit-down restaurants
- Social services that are walking distance

Specific Development Ideas

- o Post "no littering" signs
- Tear down the Cadillac Street apartments and make them garden homes so people can invest in buying homes.

5. Long-term Vision

Stakeholders were asked what they would like to see when they think about the long-term future to Zion City. Below is a summary of their responses.

- **Preservation of History and Restoration of Community Pride.** All participants would like to see the restoration of a thriving community that values local history and has pride in their community. A renewal of the close-knit community that retrains its youth, protects its elderly, and helps one another.
- **Greater Development Around the Airport.** Several of the participants would like to see the regions around the airport, specifically Hooper Road, Plank Road, and Harding Avenue, become more developed, simulating other cities. It is believed that having more businesses, shops, and better-kept residences will not only create a positive impression of the area, but will also contribute to restoring community pride and attitude of the residents.
- **General Aesthetics.** Most stakeholders want Zion City to be seen as a beautiful, clean, historical place with landscaped areas, attractive housing, side-walks, covered sewage systems, covered bus stops, and historical markers.
- **Motivational Youth Programs.** Have a community that offers non-traditional educational opportunities, job training, life-skill training, and programs for youth.
- **Better Public Transit System.** There is a great need for an enhanced public transit services. Improving the public transit system will provide transportation means for more commuters into Zion City and for students who work outside of Zion City, as well as improve residents'quality of life.
- **Sustainable Businesses.** Having sustainable businesses that the community can support through patronage and employment.







6. Economic Development: Challenges and Aspirations

Stakeholders were asked the challenges to economic development they see and experience in Zion City, as well as their aspirations for economic development. Below is a summary of their responses.

6.1. Challenges

- **Residential Flight from the Community.** Many second-generation people have moved out of the Zion City area looking for better opportunities. The elderly are leaving because of safety issues and unaffordable housing.
- **Safety and Crime.** A hindrance to attracting both new residents and business is the unsafe perception of the area.
- Attracting New Residents to the Community. Attractive and affordable housing is needed to attract the working class.
- Lack of Funding. Limited funding has contributed to the area's decline. Specifically, grants and funding helped make the Zion City CDC efforts successful in past.
- **Fear.** Some investors are afraid to come to this area because of crime and lack of a consumer base.

6.2. Aspirations

- Rezoning. Have the area rezoned to allow for new businesses.
- Provide Social Services and Businesses. People would like to do their shopping and take care
 of social service needs within the area.
- **Young-worker Program.** Setup a provision of labor laws within the area that will allow youth to begin working at age thirteen.

7. Safety Concerns

Stakeholders were asked what the top two safety concerns they have for the Zion City area. The two major themes heard were **crime** and **violence**. Other concerns were the lack of positive activities for the youth, lack of sidewalks and uncovered ditches.







8. Hopes for Zion City & Glen Oaks CIP

Stakeholders were asked what their hopes and concerns for the Community Improvement Plan for Zion City were. Below are some remarks noted from the interviews.

- That the CIP is realistic, and that it really happens. There is already resentment within the community for past standstill initiatives. People want to see a well-planned project with real actions and deliverables that will benefit the area and really make improvements.
- A refreshing and revitalized area that is clean and promotes a safe image, has a modern look, has new businesses and social services, provides needed youth programs, is well-lit with sidewalks, and emanates pride and a sense of community.







Appendix A: Stakeholders Interviewed

•	Regina Barrow.	Louisiana Senator District 29	Public Official

Ronnie Edwards, Metropolitan Council District 5
 Public Official

Betty Claiborne, Resident and Community Activist
 Community

Dot Thibodeaux, The Grandparents House
 Community

• Linda Drewery, Zion City CDC Community

Harold Scott, Winnfield Funeral Home
 Business

Anthony Marino, Baton Rouge Metropolitan Airport
 Business/Transportation

Richard Murray, East Baton Rouge Parish Housing Authority
 Housing

Vereta Lee, School Board Member (District 2)
 Education

Averil Sanders, Glen Oaks Middle School Principal
 Education

Reverend Devin O'Neal, The Dream Center
 Ministerial

Reverend Donald Hunter, New Beginning Baptist Church & Ministerial

Zion City Redevelopment



Appendix B: Stakeholder Questions

Global questions (all interviewees)

- 1. Tell us about you or your organization/services/the geographic areas that you serve.
- 2. What do you value most about Scotlandville/Zion City?
- 3. What are the things that most trouble you about Scotlandville/Zion City?
- 4. What do you think should be taken into account by planners when discussing improvements to Scotlandville/Zion City?
- 5. When you think about the long-term future of Scotlandville/Zion City, what do you most want to see happen?
- 6. What is your vision for economic development in Scotlandville/Zion City? Do you feel the area has a competitive advantage?
- 7. What are the challenges to economic development in Scotlandville/Zion City? What kind of actions should the public and private sectors take to address these challenges?
- 8. What are the top two safety concerns you have for your area?
- 9. If you could do three things to improve the economic development/redevelopment climate in Scotlandville or Zion City, what would they be?
- 10. What is your hope for this Community Improvement Plan effort? most desired outcome? Biggest concern?
- 11. Are there any venues that come to your mind that would be accessible, welcoming and/or familiar to the community in which to hold the community meetings?

Organizational questions (Ministerial, Education, Community, Businesses)

- 12. What factors about Scotlandville/Zion City make your efforts successful?
- 13. What are the primary challenges for your organization?
- 14. What are your highest priorities?
- 15. What are your aspirations for growth? What tools and resources do you need to be more successful?

Business questions (Businesses)

- 16. What are the challenges you face working in Scotlandville/Zion City? (prompts: raising funds? Attracting and retaining quality staff? Competition among entities for scarce resources?, etc)
- 17. How do you think your organization contributes to the economic well being of Scotlandville/Zion City?

Development questions (Businesses, CDCs and some Ministerial)

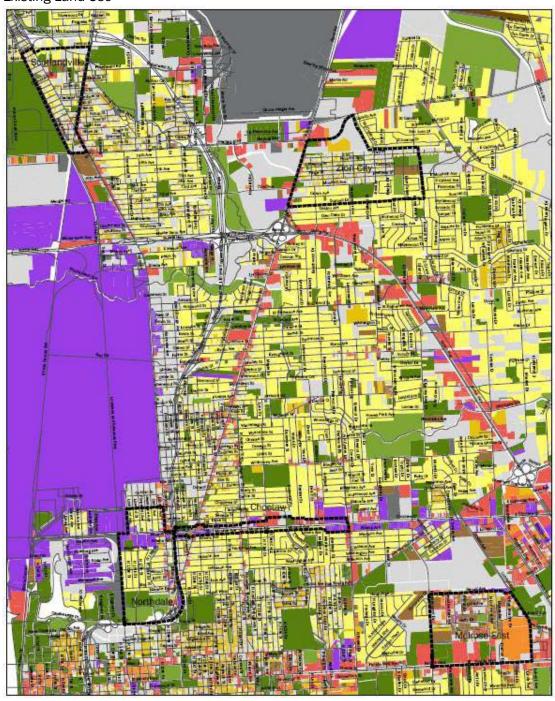
- 18. Tell us about the development process here? Cost of development? Securing financing (equity and debt)? Permitting process and timeframes?
- 19. Have you participated in public-private partnerships? To what extent? If so, have these been beneficial for you? If not, are you open to participating in partnerships?
- 20. Do you work with local businesses in the community? With the chamber of commerce? Other organizations?





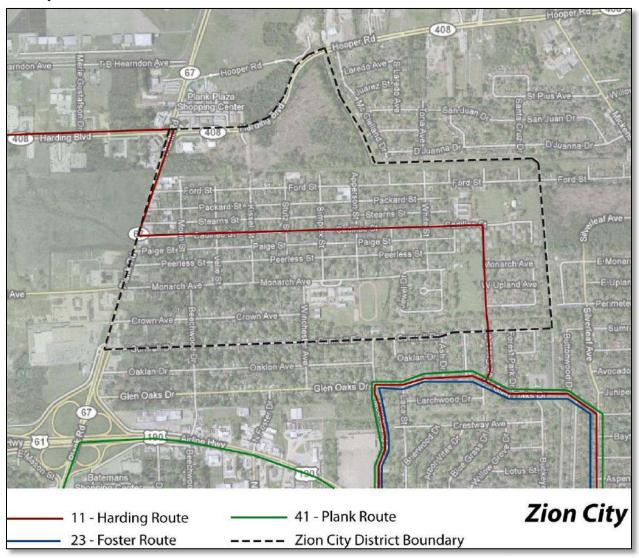
Appendix C: Map and Chart Exhibits

Existing Land Use

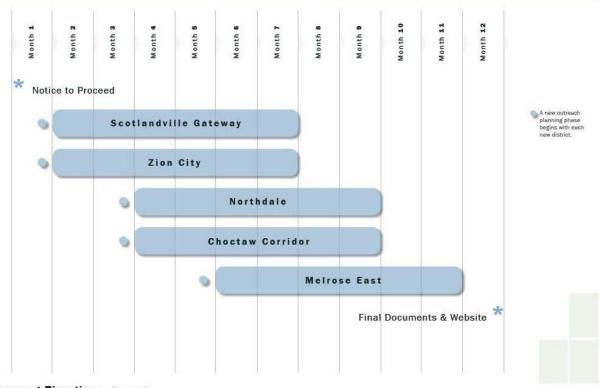




Zion City Transit Routes



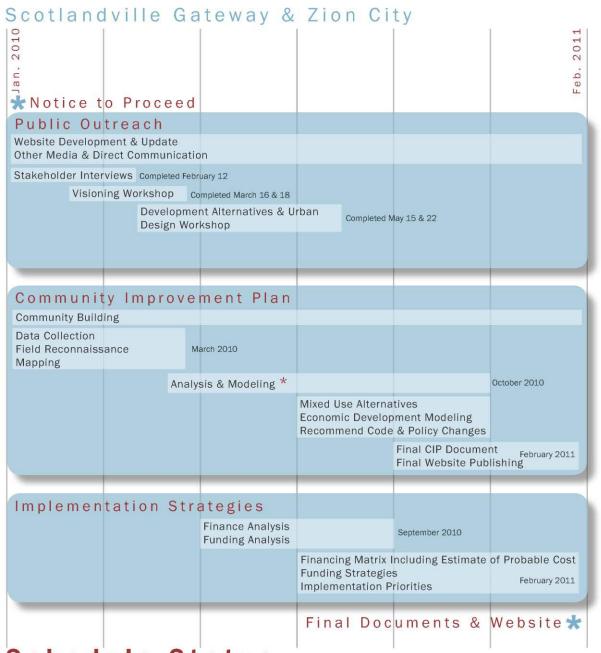
East Baton Rouge Redevelopment Authority



Proposed Timeline: Overall

Community Improvement Plan - 5 Districts within East Baton Rouge Parish





Schedule Status

Community Improvement Plans - 5 Districts within East Baton Rouge Parish

Analysis & Modeling *

- 1. Context Analysis
- 2. Land Use Analysis
- 3. Housing Design Modeling
- 4. Economic Analysis
- 5. Uniform Development Code Analysis
- 6. Brownfields Analysis
- 7. Transportation Analysis 8. Infrastructure Analysis
- 9. Safety & Crime Analysis
- 10. Green Space & Recreation Analysis
- 11. Market Analysis





Zion City & Glen Oaks Visioning Workshop

Location: Glen Oaks Middle School **Time:** March 18, 2010 5:30-8:00pm

Prepared by: Phillips-Davis Legacy & BROWN+DANOS landdesign, inc. March 30, 2010



Introduction

Presenters:

RDA

Walter Monsour, President & CEO

BROWN+DANOS, Phillips-Davis Legacy Dana Nunez Brown, ASLA, AICP, LEED AP Karen Phillips, FASLA

Franklin Industries

Perry Franklin

Facilitators:

BROWN+DANOS, Phillips-Davis Legacy Leigh LaFargue, ASLA, Senior Associate Justin Lemoine, ASLA, Senior Associate Madeline Ellis, ASLA, Senior Associate Mason Boswell, Intern Samantha Montoya, Intern

Franklin Industries

Kyla Hall Rachel LeCompte

Trahan Architects

Trey Trahan, AIA Erik Hermann David Merlin

Providence Engineering

Mart Black, AICP

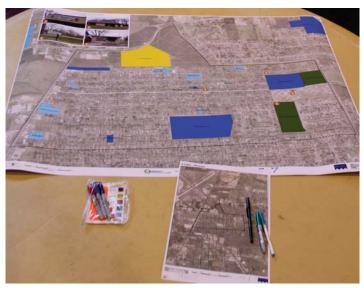
RDA

Susannah Bing Vickie Smith Mark Goodson Harold Briscoe The intent of the Visioning Workshop on March 18, 2010 was to gain public input to develop the Vision for the Zion City & Glen Oaks Community Improvement Plan. First, an introduction regarding the East Baton Rouge Redevelopment Authority's mission and an outline of the 5 CIPs project was given by Mark Goodson and Karen Phillips, followed with a brief description of smart growth principles and an explanation of the first mapping exercise by Dana Brown. Following the presentation, groups discussed assets and challenges within the CIP boundaries, and prioritized them to present to the room. A second brief training presentation describing catalyst projects was given. Zion City & Glen Oaks maps and a series of catalyst project program chips were then provided to the groups and they were invited to participate in a charrette to develop a Visioning Map. Participants worked in seven groups, facilitated by consultant team members, to graphically express ideas and opportunities for the revitalization of Zion City & Glen Oaks. The Phillips-Davis Legacy, BROWN+DANOS team will develop the Zion City & Glen Oaks Community Improvement Plan based on public charrette input from each group, technical analysis, collaboration with the RDA, and the Team's expertise and will bring alternative designs to the public in May.





Assets & Challenges



Zion City Table Exercise Map

The purpose of the first mapping exercise was to determine what residents view as the assets and challenges to improvement of the Zion City & Glen Oaks area. Groups were provided maps of the neighborhood and were asked to place blue stickers on areas that they viewed as assets and red stickers on things that they felt were a challenge to the neighborhood. Groups were then asked to give a description of each and prioritize the identified assets and challenges for presentation to the group. Facilitators at each table answered questions and kept the dialogue moving. Results of the assets and challenges mapping exercise are presented on the following pages.

Assets

Challenges



Zion City Table Exercise Map



Prioritized Assets:

- 1. Churches, schools & parks
- 2. Adjacent development
- 3. Groupings/clusters of vacant lots for development or community gardens

- 1. Lack of jobs
- 2. Vacant lots & inadequate housing
- 3. Disinvestment leads to crime, drugs, infrastructure issues, drainage, sidewalks



Table Presenter







Table Presenter

Prioritized Assets

- 1. Churches
- 2. Schools
- 3. Sense of community / Love

- 1. Crime and safety need more lights
- 2. Sewage and drainage
- 3. Lack of programs for children



Prioritized Assets:

- 1. Community Churches
- 2. Opportunity for new development on Ford Street
- 3. Schools/BREC Center

- 1. Sidewalks, drainage, infrastructure
- 2. Crime, Drugs
- 3. Housing conditions/lack of small businesses



Table Presenter







Table Presenter

Prioritized Assets

- 1. Schools, Churches, Parks
- 2. Drug store, grocery store
- 3. Post office, vet clinic, LA Leadership Campus

- 1. Sidewalks, street conditions
- 2. Ditches, canals
- 3. Lighting, trash
- 4. Truancy





Prioritized Assets:

- 1. Adult education New Beginnings
- 2. After school programs at BREC
- 3. Mackey fitness center

- 1. Drugs
- 2. Dilapidated houses, dead end roads
- 3. Swatters (city owned houses) and overgrown city owned properties

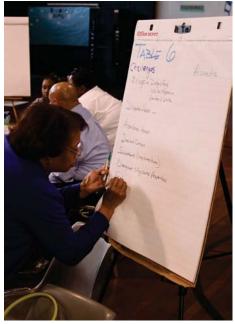


Table Presenter







Table Presenter

Prioritized Assets:

- 1. People, airport
- 2. Churches, schools, parks
- 3. History, legacy

- 1. Crime
- 2. Infrastructure drainage, streets, sewer
- 3. No economic drivers



Prioritized Assets:

- 1. Parks
- 2. Airport is sound-proofing homes
- 3. Churches

- 1. Backed up canals
- 2. Streets in poor condition, and no sidewalks
- 3. Unmaintained vacant lots



Table Discussion





Catalyst Projects

Following each group's presentation of its prioritized assets and challenges map, a brief presentation describing catalyst projects was given by Dana Brown. The tables were provided a new map of the Zion City & Glen Oaks CIP and a series of "chips", each depicting a different program or land use that could be contained within a catalyst project. The tables were asked to place the chips where they would like to see new or revitalized development and then give a specific explanation of the intended use. Facilitators encouraged groups to cluster uses together in an area in order to create a substantial, highly visible improvement and to comply with smart growth principles of mixed use and walkability.







Healthcare - Clinic, Pharmacy



Community Center - Public Services, Recreation



Commercial - Office, Shopping, Dining



Housing - Condo, Apartment



Day Care - Child Care, After School Care, Elderly Care

Visioning Chips Legend



Table 1 focused catalyst development primarily along Ford Street. Specific commercial development programs identified were grocery stores and restaurants, while the housing developments specified were multi-family, such as condominiums and senior living facilities.



Housing	Commercial	Healthcare	Day Care	Community Center
Senior Living	Grocery	Clinic	Child Care	Recreational Center
Condos	Restaurants	Pharmacy		Teen Activities
	Offices			
	Farmers Market			



Table 1 Catalyst Project Map





Table 2 focused the majority of development along Plank Road between Ford Street and Cadillac Street, but did illustrate a desire for elderly care, a small family dining facility and upgrading housing within the central part of the neighborhood.

Housing	Commercial	Healthcare	Day Care	Community Center
Apartments	Grocery	Clinic	Child Care	Recreational Center
Condos	Restaurants	Pharmacy	Day Care	
Small Homes	Shopping Entertainment	After Hours Care		



Table 2 Catalyst Project Map



Table 3 focused growth and redevelopment opportunities along the two primary east/west streets within the CIP boundary, Ford Street and Cadillac Street. Specific commercial developments envisioned included home improvement and grocery stores, while the housing developments were single family.

Housing	Commercial	Healthcare	Day Care	Community Center
Small Homes	Grocery		After School Care	Library
	Home Improvement		Elderly Care	



Table 3 Catalyst Project Map





Table 5 focused catalyst development within the interior of the neighborhood and suggested the designation of a Zion City Square which would house the majority of commercial activity as well as community services.

Housing	Commercial	Healthcare	Day Care	Community Center
Small Homes	Grocery	Clinic	Child Care	Recreational Center
	Restaurants	Pharmacy	Day Care	
	Shopping			



Table 5 Catalyst Project Map



Table 6 placed catalyst developments along Ford Street and Cadillac Street near the center of the CIP boundary. While they did request some commercial services, their focus was primarily on educational and community services such as a vocational trade school, arts instruction, and nutrition classes.



Housing	Commercial	Healthcare	Day Care	Community Center
Small Homes	Shoppning	Clinic	After School Care	Community Garden
	Restaurants	Pharmacy	Child Care	Vocational Trade School
				Art classes - music,



Table 6 Catalyst Project Map





Table 8 illustrated a desire to utilize the vacant property west of Plank Road for catalyst development with a focus on large scale shopping and entertainment opportunities as well as a children's social activity center.

Program Elements:

	Oli Col			
Housing	Commercial	Healthcare	Day Care	Community Center
	Grocery		Child Care	Library
	Restaurants		Social Center	
	Shopping			
	Bookstore			



Table 8 Catalyst Project Map



Table 9 focused commercial catalyst development near the existing post office east of Plank Road but provided housing and care services in the central and southern areas of the CIP.



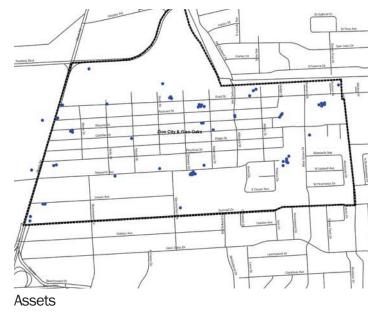
Housing	Commercial	Healthcare	Day Care	Community Center
Small Homes	Grocery	Clinic	Child Care	
	Shopping	Pharmacy		
	Restaurants			



Table 9 Catalyst Project Map



Analysis



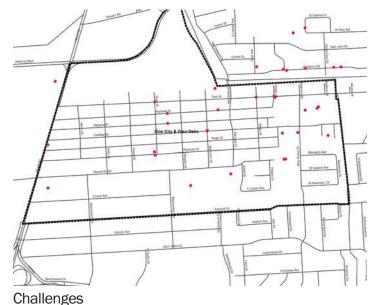
The Visioning workshop generated interaction and revealed consensus among community members. The seven randomly assigned groups identified many of the same assets and challenges. Although various locations were chosen, the themes remained the same with nearly every table identifying the following priorities:

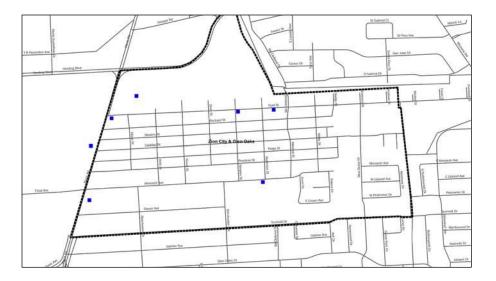
Assets -Churches Schools & parks Sense of Community / History

Challenges -Vacant properties/dilapidated buildings Infrastructure Crime

These challenges should be addressed through the catalyst projects while being sure to protect the identified assets.

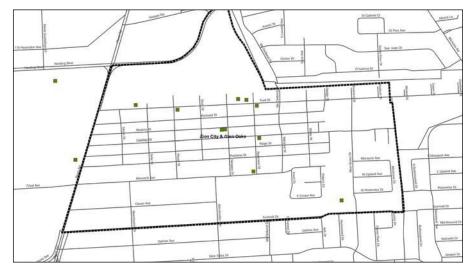
The catalyst project exercise also revealed the community's similar visions for revitalization. The details of that analysis can be found after the maps on the following pages.

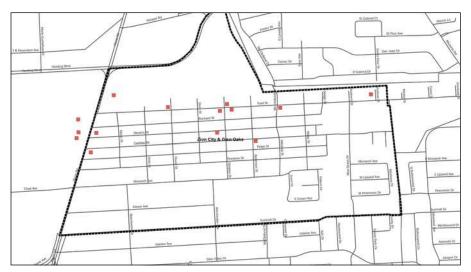




Healthcare







Commercial





Housing



Day Care





Composite Catalyst Map

Legend

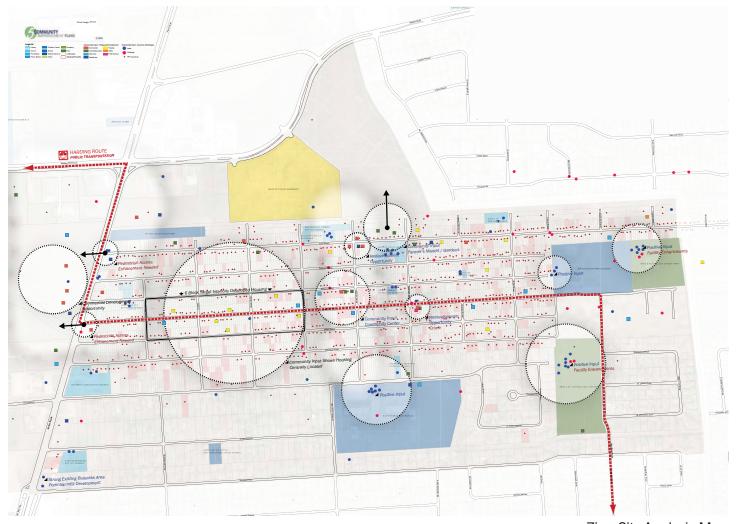




Analysis

Analysis of stakeholder input at the first meeting indicated an overwhelming lack of small businesses offering the following: grocery or farmers market, dining, elderly care, child care, pharmacy/clinic, and community center. Many of the residents identified the large undeveloped property west of Plank Road between Ford and Cadillac Street as an ideal location for commercial development. Analysis of the stakeholder's survey also indicated a need for commercial and healthcare specifically on the corner of Simplex Street and Ford Street. The property on the southeast side of this intersection is adjudicated and available for development. Additional locations identified during the survey include a library/ community center located at the intersection of Ford Street and Kissel Street, potentially on the southeast corner where a large adjudicated lot exists; and a police sub-station on the southeast corner of Cadillac Street and Paige Street. More general trends indicate a desire for new businesses to be focused on Plank Road or Ford Street, while housing redevelopment and day care facilities be focused along Cadillac Street.





Zion City Analysis Map







Attendees

Name	Name	Name
Mike Roberson	Barry Mounce	V Sumrall
Dale Acres ne	Jessie Williams	Birbara moore
BERNICE HIVOUS	KOMMINE IDWAZOS	Jon BRUCE
JEVALDWILLIAMS	Marion Zachary	Denita Hunter
xsnley (allaway	Bentha Scrups	Rev Donald Hunky
Thine Kita Cuplor	Jame Devin O'Weal	Jack World
AL BAYrON (BIGAL)	Mickie Maypiola	VALERIE JAKSON LOWES
Linda B. Drewery	Kyla Hall 10	Tlough young
Harold Williams	JAMES Hulbert	Lydia Ball-Arrhy
Harold Williams II	JAMES SANDERS	Vacantine Guess
Chip Boyles	RYAN JACKSON	Ida B. Dunn
John Powell	MARVOLYN ALEXANDER	Celestine Dunn
- Li Coh	Larry Freeman	10 year Keleser
Padrius Canus	KARGO D MARCHAND	Melipsa, Gradley
Donald Chopin	Kannah Gray	Gethy Clay go
LARRY BENDYS	,	Cany holissen
Tora Wicker		Lay S.
Lonald Moore		Com Broken
Detta moore		FILLERY JOHNSON
Tanyan Jannings		Shedon Jannson
The Dines		





Zion City & Glen Oaks Alternatives & Implementation Workshop

Location: Glen Oaks Middle School

Time: May 22, 2010 9:00 am - 12:30 pm

Prepared by: Phillips-Davis Legacy & BROWN+DANOS landdesign, inc. May 28, 2010



Presenters:

RDA

Walter Monsour, President & CEO Mark Goodson, Vice President

Phillips-Davis Legacy, BROWN+DANOSKaren Phillips, FASLA
Dana Nunez Brown, ASLA, AICP, LEED AP

Facilitators:

Phillips-Davis Legacy, BROWN+DANOS

Leigh LaFargue, ASLA, Senior Associate Christopher Hall, ASLA, Associate Christopher Africh, ASLA, Associate Samantha Montoya, Intern Patricia Brown

Franklin Industries

Kyla Hall Risa Mueller

Trahan Architects

David Merlin Erik Hermann

RDA

Susannah Bing Vickie Smith Harold Briscoe



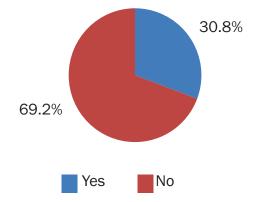


Resident ready to vote



Introduction

The intent of the Alternatives & Implementation Workshop on May 22, 2010 was to gain public input on the catalyst area concepts developed by the Phillips-Davis Legacy - BROWN+DANOS Team. Concepts were based on market assessments and information received from the community at the Visioning Workshop on March 18 2010. First, an introduction regarding the East Baton Rouge Redevelopment Authority's mission and an outline of the 5 CIPs project was given by Mark Goodson. Karen Phillips followed with a brief description of the process completed up to this point. Following the introductory presentations, Dana Brown revealed the concept plans created for the two identified target areas within Zion City & Glen Oaks. Attendees were given digital voting devices and were asked to vote on the concepts as a whole as well as individual components within each. Their votes were immediately displayed on the screen, which provided input to the team for "on-the-fly" revisions to the preferred concept. After voting was completed, respondents took a brief break to visit participants of the Resource Fair while the consultant team made adjustments to the concepts. Finally, attendees reconvened at the tables and were shown an overall vision for the area, and the preferred concepts illustrating their input were revealed. The Phillips-Davis Legacy - BROWN+DANOS Team will continue to develop the Zion City & Glen Oaks Community Improvement Plan based on input received at both the Visioning and Alternatives & Implementation Workshops, technical analysis, collaboration with the RDA, and the Team's expertise.



Percentage of respondents who attended the Visioning Workshop



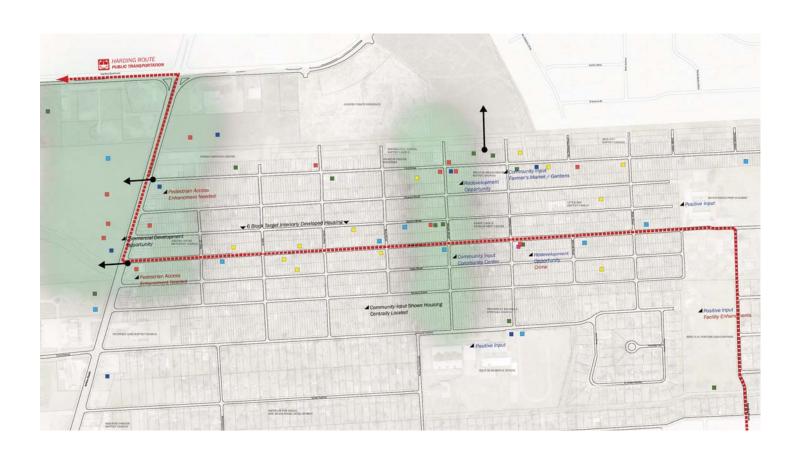


Visioning Workshop - March 18, 2010



Concepts

Analysis of input received by area residents at the Zion City & Glen Oaks Visioning Workshop identified two target areas for future catalyst development. The first area, Plank Road from Hooper Road to around Cadillac Street, illustrated resident desires focusing primarily on commercial development. The second area, Simplex Street, showed residents requesting additional housing and some commercial as well as community services and gardens. Market assessment of the area was conducted to determine what types of development could be supported. Conceptual designs were developed based on both the market assessment and the input from community residents. Two concepts for each of the two target areas were created for presentation to the public.



Concept Development Types

















































Shaded gathering area and seating









Walking trails



Concept Development Types

In each of the four concepts that were presented to attendees of the workshop, basic development types were defined. These included those developments predetermined in the Louisiana Land Use Toolkit to be appropriate for urban areas including: Single Family, Townhouses, Apartments, Commercial, and Mixed Use. The development types were color coded on the concepts and two printed copies of the adjacent "Concept Development Types" flyer was placed at each table.

- Single Family Residential
- Multi-Family / Apartment
- Commercial
- Multi Use
- Civic / Public Space
- Existing Roads
- Existing Parking
- Proposed Parking



Plank Road Area Concepts

Plank Road Area - Concept A

Concept A focused on a combination of commercial and mixed use development. Buildings were placed along Plank Road with parking behind them to activate the street and a new Senior Living Facility was placed on Plank Road just below the existing post office on Hooper Road. In both concepts A and B new single family housing was shown along Ford Street.



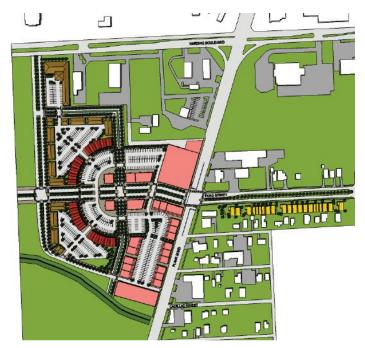




Concept A Illustrations







Plank Road Area - Concept B

Concept B also focused on a combination of commercial and mixed use development but added multi-family housing. In this option, the Senior Living Facility was placed nearer the new development, giving residents direct access to the commercial activities. In both concepts A and B, new single family housing was shown along Ford Street.

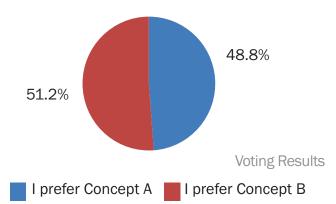




Concept B Illustrations



Following a description of both Concept A and B, attendees were asked to vote on their favorite of the two.





Concept A

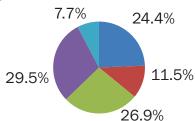


Concept B



Plank Road Area - Concept A Questions

Question: Within concept A, which of the following elements do you like the most? (choose 2, in order of preference)



Voting Results

Large Retail Building

Parking visible from the street

Mixed use (retail & residential development

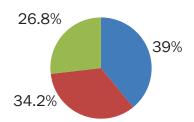
Senior Living Center

Location of the transit stops





Question: Cafe seating is shown at this location on Plank Road across from Cadillac Street. Do you prefer... (Choose 1)

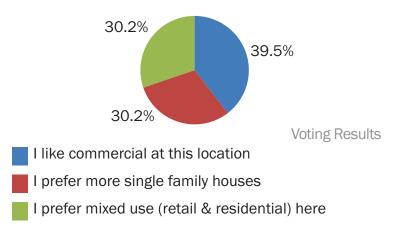


Voting Results

- I like cafe seating at this location
- I prefer the cafe seating to be further away from the road
- I don't want cafe seating

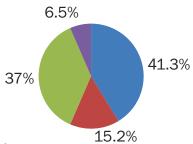


Question: A small commercial building is shown at this location on Ford Street. Do you prefer... (Choose 1)





Question: This concept shows a combination of commercial and mixed use (retail & residential) along Plank Road. Do you prefer... (Choose 1)



Voting Results

I like the combination of commercial and mixed use

I prefer more mixed use

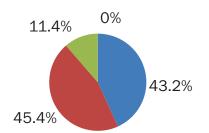
I prefer more commercial

I prefer apartments here





Question: This concept shows a large commercial building off of Plank Road. Do you prefer... (Choose 1)



Voting Results

I like the large commercial building

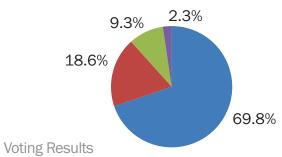
I prefer several smaller commercial opportunities

I prefer a mixed use (retail & residential) here

I prefer to add apartments or townhouses.



Question: This concept shows a senior living facility on Plank Road between Hooper Road and Ford Street. Do you prefer... (Choose 1)



I like the senior living facility

I prefer commercial buildings here

I prefer mixed use (retail & residential here)

■ I prefer to add apartments or townhouses







Area Residents Viewing Presentation



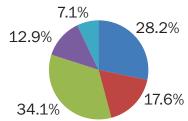


Plank Road Area Concept B



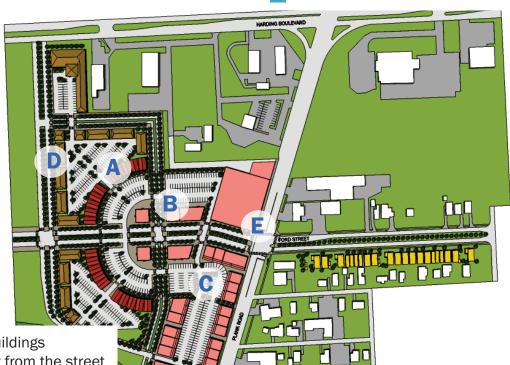
Plank Road Area - Concept B Questions

Question: Within concept B, which of the following elements do you like the most? (choose 2, in order of preference)



Voting Results

- Mixed use buildings
- Parking away from the street
- Commercial development
- Housing options
- Location of the transit stops

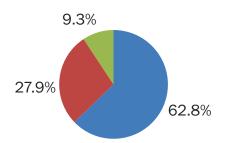


- A. Mixed use buildings
- B. Parking away from the street
- C. Commercial development
- D. Housing Options
- E. Location of the transit stops



ŊΘ

Question: In this concept, the center of the development is shown as commercial. Do you prefer... (Choose 1)



Voting Results

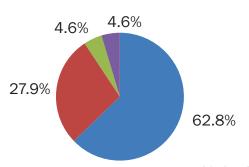
- I like commercial development in this location

 I prefer apartments or townhouses in this location
- I prefer mixed use (retail & residential in this location





Question: This concept shows a large group of commercial buildings along Plank Road. Do you prefer... (Choose 1)



Voting Results



I prefer all mixed use

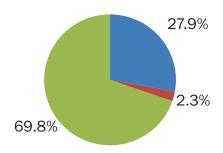
I prefer mixed use (retail & residential) here

I prefer a combination of apartments and commercial



Question: This concept shows duplex style housing.

Do you prefer... (Choose 1)



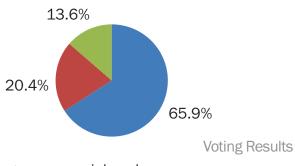
Voting Results

- I like duplexes at this location
- I prefer apartments in this location
- I prefer townhouses in this location





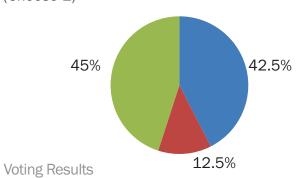
Question: In this concept, a large commercial anchor is shown. Do you prefer... (Choose 1)



- I like the large commercial anchor
- I prefer several smaller commercial buildings
- I prefer mixed use (retail & residential) at this location



Question: A senior living facility is shown at this location on Harding Boulevard. Do you prefer... (Choose 1)



I like the senior living facility here

I prefer apartments at this location

I prefer commercial buildings here





Simplex Street Area Concepts



Simplex Street Area - Concept A

Concept A placed commercial development and single family housing along Ford Street. Within the neighborhood along Simplex Street, a senior living facility, multi-family housing, and community services and gardens were shown creating a corridor between the new Hooper Pointe development and Glen Oaks Middle School.





- Single Family Residential
- Multi-Family / Apartment
- Commercial
- Mixed Use
- Civic / Public Space
- Existing Roads
- Existing Parking
- Proposed Parking
- Vacant Land / Open Space
- Proposed Green Space



Simplex Street Area - Concept B

Concept B also placed commercial development along Ford Street but focused the new housing toward the center of the neighborhood. This concept included one large community garden rather than the several small ones illustrated in concept A and also showed community services and senior housing.



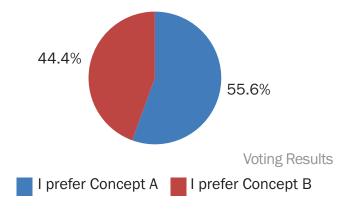








Following a description of both Concept A and B, attendees were asked to vote on their favorite of the two.





Concept A



Concept B





Single Family Housing



25%



Question: Within both concept A and B, new single family homes are shown. Do you prefer...





- I like the style of house that is shown.
- I prefer house styles like what exist now.





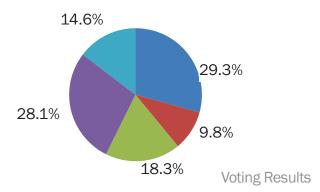


Simplex Street Area - Concept A



Simplex Street Area - Concept A Questions

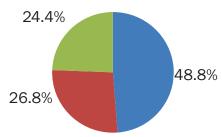
Question: Within Concept B, which do you like the most? (Choose 2, in order of preference)



- Senior Assisted Living
- Community Resource Center
- Day Care
- Commercial development on Ford Street
- Duplex style houses



Question: This concept shows Senior Assisted Living. Do you prefer... (Choose 1)

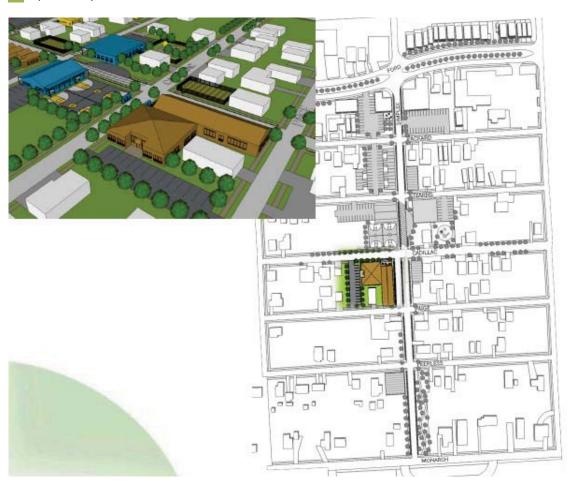


Voting Results

I like senior living facilities here

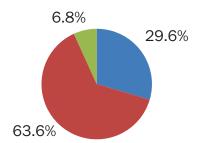
I prefer single family houses here

I prefer apartments here





Question: This concept shows a day care facility across Simplex from a Community Resource Center. Do you prefer... (Choose 1)



Voting Results

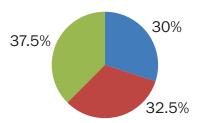
I like the day care here

I prefer the day care to be part of the Community Resource Center

I prefer more single family houses here



Question: This shows basketball courts at the Community Resource Center. Do you prefer... (Choose 1)



Voting Results

I like basketball courts here

I would prefer more community gardens

I prefer a shaded gathering space with seating







Zion City & Glen Oaks Residents



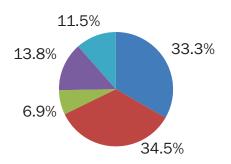


Simplex Street Area - Concept B



Simplex Street Area - Concept B Questions

Question: Within Concept B, which do you like the most? (Choose 2, in order of preference)



Voting Results

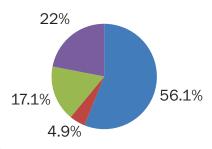
- Commercial on Ford Street
- Community Resource Center

- Day Care
- Senior Independent Living
- Community Garden





Question: This concept shows senior independent living on Cadillac Street. Do you prefer... (Choose 1)



Voting Results

I like independent living at this location

I prefer single family houses

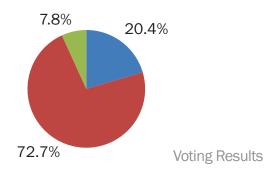
I prefer more community garden space

I prefer park space at this location





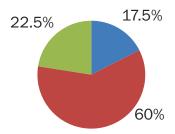
Question: This concept shows a day care across Cadillac Street from the proposed Community Resource Center. Do you prefer... (Choose 1)



- I like the day care at this location
- I prefer the day care to be part of the Community Resource Center
- I prefer more single family houses at this location



Question: In this concept, duplex style housing is shown along Simplex. Do you prefer... (Choose 1)



Voting Results

I like duplex style housing here

I would prefer townhouses here

I would prefer more single family houses here





Community Opportunities

A break was provided for attendees to visit the Resource Fair. Following the break, a concept for making connections within the community was presented. It featured crosswalks, street beautification, pedestrian enhancement opportunities, connections to nearby parks, and new street extensions. Attendees were asked a series of questions regarding the elements.

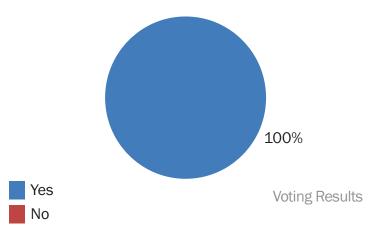
- A. Pedestrian Enhancements
- B. Crosswalks
- C. New Street Connections



Community Opportunities



Question: Would you like to have pedestrian enhancements like sidewalks, street lights, and plantings along these major streets?



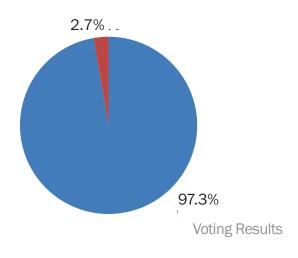


Pedestrian Enhancement Locations





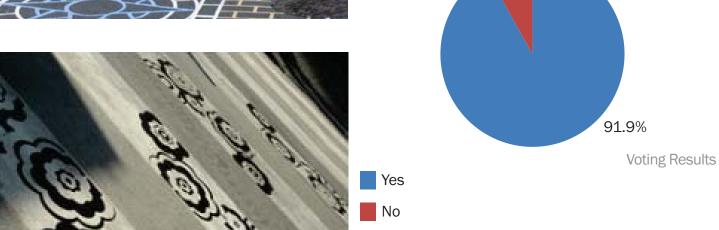
Question: Do you think the crosswalks would be helpful to increase the safety of the area?





Question: Do you like the idea of community inspired crosswalks as illustrated on the opposite screen?

8.1%



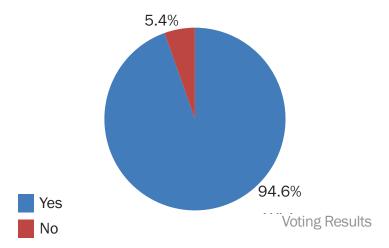
Yes

No

Crosswalk illustrations



Question: Would you like to see these new street connections made?





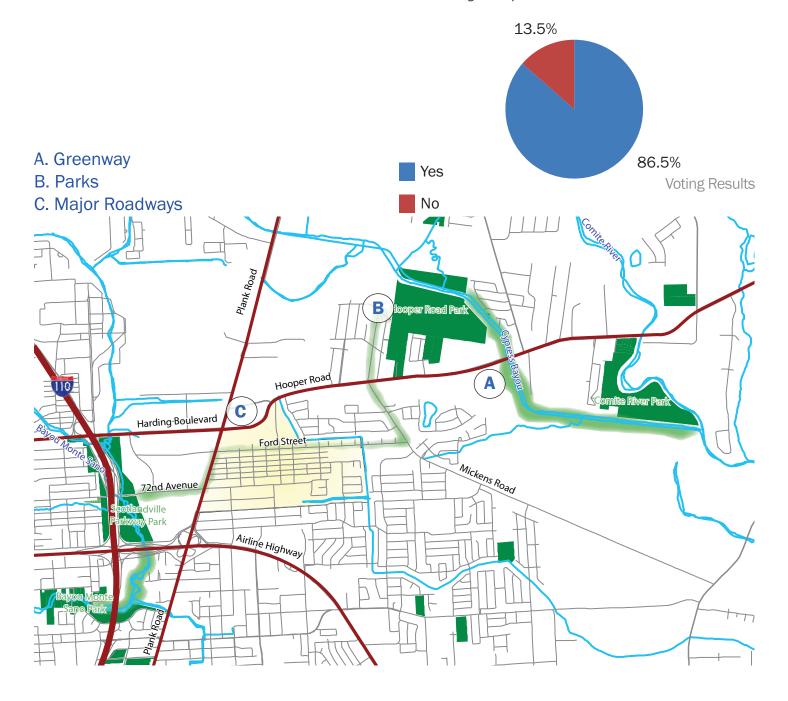
Street Extension Locations



Regional Opportunities

Attendees were then shown a map illustrating Regional Connection Opportunities.

Question: Would you walk or bike along a greenway connecting area parks that have bike trails?



Preferred Concepts

As workshop attendees answered questions regarding elements of each concept, designers worked to adjust the concepts to fit their responses. While residents took advantage of the resource fair, the adjustments were completed. Following the presentation of community and regional scale connection opportunities, the preferred concepts were revealed.

Resource Fair Participants

East Baton Rouge Career Center
Family Road of Greater Baton Rouge
FutureBR
Human Development and Services
Mid-City Redevelopment
Office of Community Development
Office Of Neighborhoods
BREC
Capital Area United Way
Capital Area Transit (CATS)
City of Baton Rouge Fire Department
City of Baton Rouge Police Department
Department of Public Works
The Greater Baton Rouge Literacy Center



Design Team



Resource Fair Table



LAChip

Plank Road Area Preferred Concept

In the original presentation of Concept A and B for the Plank Road area, residents were equally divided between their preference of the two concepts. Designers began making adjustments using Concept A as the base concept. Residents liked the idea of mixed use and commercial along Plank Road, but in viewing Concept B, they also generally liked the idea of providing more multi-family housing options in this area. Designers added a row of townhouse style living behind the commercial development to accommodate that desire. A question regarding cafe seating produced a positive response, though some residents believed the original location to be too close to Plank Road. In the preferred concept, the design team moved the cafe seating to the rear of the commercial building. They also provided several new mixed use buildings within the development along the extended Ford Street as well as new commercial buildings with frontage on Hooper Road.



Plank Road Area Preferred Concept



Simplex Street Area Preferred Concept

In the presentation of Concepts A and B for Simplex Street, residents were almost evenly divided between their preference. Working with Concept A, designers began making adjustments based on community feedback regarding the specific elements of each. Overall, residents liked the ideas of commercial development along Ford Street, a Senior Living facility within the neighborhood, and a Community Resource Center. While they also liked having a day care facility within the neighborhood, voting on both Concepts A and B indicated that residents preferred having it be a part of the Community Resource Center rather than near it. Designers placed the two buildings together with shared parking, play areas, and open space. Residents also indicated that while they generally liked multi family housing options, they prefer townhouse style over duplexes.



Simplex Street Area Preferred Concept



Next Steps

The preferred designs for both the Plank Road Area and Simplex Street Area will continue to be refined by the Philips-Davis Legacy - BROWN + DANOS Team. The final conceptual designs will be based off of the information received from both the Visioning and Alternatives & Implementation Workshops as well as market assessments, technical analysis, input from the RDA, and the Team's expertise. Additionally, the team will make recommendations for code or policy changes and new funding strategies that may be necessary to provide for the success of the Zion City & Glen Oaks Community Improvement Plan.



CIP APPENDIX | Development Analysis

The following information illustrates analysis completed regarding the development opportunities within the CIP area. Documents included are the Zion City and Glen Oaks Adaptive Reuse and Architectural Analysis Report, Zion City and Glen Oaks Market Overview, and the Zion City and Glen Oaks Pro-forma Spreadsheets. These documents were completed in the summer and fall of 2010.







Zion City & Glen Oaks Architectural Survey and Adaptive Reuse Analysis

Prepared by: Trahan Architects August 2010



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Introduction

In order to make appropriate recommendations for the future physical change and growth of Zion City & Glen Oaks, Trahan Architects conducted and prepared the Zion City & Glen Oaks Architectural Survey and Adaptive Reuse Analysis. The review began with a windshield survey conducted in March 2010 in order to examine the existing general conditions of the area. Once a catalyst area was determined via input from the community and analysis by the Team, a more thorough review was conducted in July 2010 observing each building individually, noting its physical condition as well as its existing use. Finally, analysis of this information was completed which lead to recommendations for the area as a whole as well as for each building within the catalyst area.



Zion City & Glen Oaks Windshield Survey Summary

OBSERVED CONDITIONS

Blight - The study area has numerous vacant buildings and properties in disrepair, and large pockets of the residential district are completely empty. The fabric is discontinuous and instances of consecutive, occupied properties are rare.

Litter - Deposits of litter are scattered throughout the neighborhood, concentrated mostly in drainage elements.

Low Power Line Height - The Zion City neighborhood contains several instances of extremely low power lines, which loom dangerously over the street. The surveying team noted instances as low as fifteen feet for power lines.

Existing Public Transportation - The CATS 11 (Harding) bus line runs through Zion City. This line offers services from Zion City to Downtown Baton Rouge and Zachary. Infrastructural support for this transit line is minimal, with only one covered bus stop in Zion City. Other stops are only indicated by small signage, with no seating provided.

Poor Drainage - The area contains numerous drainage problems. The team surveyed the area after a hard rain, and standing water could be found throughout the area. In addition to infrastructural issues such as inappropriately sized pipes and too shallow of ditches, the problems are further exacerbated by the accumulation of trash in the drainageways.

Strong Religious Presence - Zion City & Glen Oaks are home to dozens of churches, outreach centers, and other religious centers. The community supports churches of all sizes, from large churches on Plank such as Trinity Baptist, to churches operating out of small residences.

Street Presence of People - The streets of Zion City and assorted empty lots support a population of individuals who appear homeless or simply out of work. These individuals tend to congregate in corner, derelict properties.



Empirical Boundaries



Plank Road Roberts Canal

EMPIRICAL BOUNDARIES

Monarch Avenue separates the CIP into two neighborhoods; Zion City to the north and Glen Oaks to the south.

Plank Road is the only commercial corridor and limits pedestrian movement because of the lack of crosswalks.

Roberts Canal creates an impassable physical barrier to the East and Northeast, which is only traversed by Ford Street.



Zion City & Glen Oaks Reuse General Recommendations

The area of Zion City & Glen Oaks, bounded by Plank Road, Ford Street, Roberts Canal, and Monarch Avenue, is in distress. The cause of this distress is unclear, but it is the opinion of the Team that the litter and blight are symptoms of the distress, not the cause. One possible method to combat the problem within the scope of the Community Improvement Plan is to create pockets of greater density within the urban fabric.

Density can bring economic, environmental, physiological, and infrastructure benefits to Zion City & Glen Oaks. Economically, density leads to greater employment and labor productivity as well as a larger class of young workers (Katz, 2005). Environmentally, Urban Land Institute studies show that lowdensity developments increase air and water pollution largely due to long commutes in sprawling areas with large areas of impervious surfaces (Urban Land Institute, 2005). With respect to physiological benefits, higher density developments are designed to encourage different modes of transportation; there is an emphasis on walking and biking. Research found people living in counties/parishes marked by sprawl are less likely to walk, more likely to weigh more, and suffer from higher blood pressure than those who live in higher density areas (Smart Growth, 2003). Finally, greater density lessens the burden on local municipalities and tax payers in regard to supporting the required infrastructure costs compared to low-density development. A study using data from the National Personal Transportation Survey showed that when density is doubled, the number of vehicle miles traveled was reduced by 38 percent, thereby reducing sprawling infrastructure costs (Urban Land Institute, 2005).

To facilitate creating greater density, the following section explores density by adjudication. Density by Adjudication proposes renovation of adjudicated properties and infill of vacant lots.

In addition to densification strategies, initial observations have identified a potential catalyst site. Simplex Street between Ford Street and Monarch Avenue presents the opportunity to infill Zion City & Glen Oaks with supporting programs, such as commercial, mixed use, multi-family housing, single family housing, or community services.

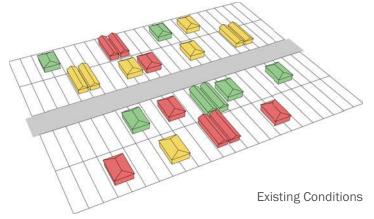
Katz, B. (2005, May 12). The Economic and Fiscal Benefits of Density. Premier's Leaders Forum on Strategic Growth. Toronto.

Smart Growth America. (2003). *Measuring the Health Effects of Sprawl: A National Analysis of Physical Activity,* Obesity, & Chronic Disease. Washington, D.C.: McCann, B. & Ewing, R.

Urban Land Institute. (2005). *Higher-Density Development: Myth & Fact. Washington*, D.C.: Levitt, R. et al.

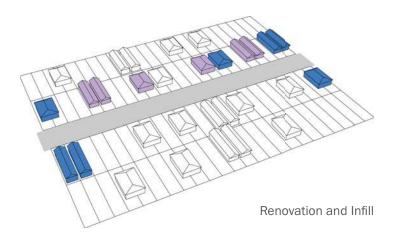
http://delawarebydesign.delaware.gov/density.shtml

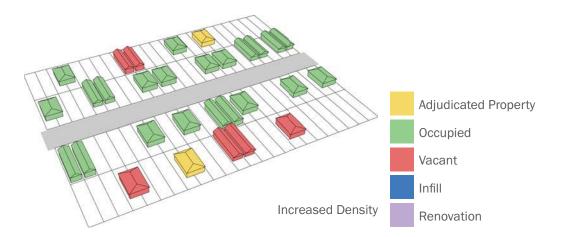




DENSITY BY ADJUDICATION

This strategy operates at the scale of 2 square blocks to increase density on the target street (2 block frontages facing each other). It proposes to renovate adjudicated properties to make them more marketable and infill vacant lots with new construction. The focused attention should increase occupancy resulting in higher density. The benefits associated with greater density encourages the surrounding area to follow suit.







Architectural Ranking

Following the Visioning Workshop, information the community provided along with analysis by the team was used to identify a catalyst area in Zion City & Glen Oaks. It is the objective of the architectural rankings to better understand the built environment in this area. Two questions were asked of each structure, "is it architecturally sound and viable for redevelopment?" and "if so in what capacity?"

Simplex Street between Ford Street and Monarch Avenue is the site identified by the Team for catalyst development and was examined in July 2010 for the purpose of this survey. In general this is a distressed single family neighborhood. A large number of structures have fallen into disrepair and are unoccupied. This creates an opportunity to either repair and reoccupy the buildings or adapt the building for an alternative use.

To determine how a building should be addressed a rating of A, B, or C was given to each one. A rating of "A" indicates the building is in extremely poor condition and should be removed due to safety concerns. A rating of "B" indicates the building is in poor condition but can and should be rehabilitated. In this case, commercial building owners can explore available rehabilitation programs. A rating of "C" indicates the structure is viable architecturally and any development should maintain the building.

The catalyst area and each building's rating is diagrammed in the following map. Additionally, a brief description of each building's existing use and condition and where viable, its reuse opportunities, is provided. The information in this survey is based on visually observed conditions from the exterior of the structures. Prior to any action taken regarding each property, further analysis should be completed.





SIMPLEX STREET CORRIDOR



A - Poor Condition

B - Fair Condition

C - Good Condition

Zion City & Glen Oaks Architectural Survey and Adaptive Reuse Analysis





BUILDING 01 PRIORITY A

This is a single family residence in poor condition that does not appear to be occupied. If this property becomes available in the future, it is recommended that the structure be replaced to reflect a more appropriate use, such as multi-family housing, community services, or commercial occupancy.





BUILDING 02 PRIORITY C

This is a single family residence in fair to good condition. Any development should maintain the building.





BUILDING 03 PRIORITY A

This is a single family residence in poor condition. It is currently occupied and therefore needs to be maintained in development proposals. However, due to its existing condition, if the structure becomes available in the future, it could be considered for replacement but should maintain a residential use.







BUILDING 04 PRIORITY A

This is a single family residence in fair to poor condition. It does appear to have received recent cosmetic upgrades, but the structure itself may still need repairs. If this property becomes available in the future, it would be a candidate for replacement with a new single family residence.





BUILDING 05 PRIORITY A

This is a single family residence in poor condition that appears to be occupied. If this property becomes available in the future, it would be a candidate for replacement with a new single family residence.





BUILDING 06 PRIORITY A

This is a single family residence in poor condition that does not appear to be occupied. It does not appear to be architecturally viable and appears to present safety concerns for the neighborhood. It is recommended that the structure be replaced to reflect a more appropriate use, such as multi-family housing, community services, or commercial occupancy.



Zion City & Glen Oaks Architectural Survey and Adaptive Reuse Analysis





BUILDING 07 PRIORITY B

The building is in fair condition and is currently occupied. Any development should maintain the building.





BUILDING 08 PRIORITY C

This is a single family residence in fair to good condition. Any development should maintain the building.





BUILDING 09 PRIORITY C

This is a single family residence in fair to good condition. Any development should maintain the building.







BUILDING 10 PRIORITY C

This is a single family residence in fair to good condition. Any development should maintain the building.





BUILDING 11 PRIORITY C

This is a single family residence in fair to good condition. Any development should maintain the building.





BUILDING 12 PRIORITY A

This is a single family residence in poor condition that is currently occupied. The ancillary structure on the site does not appear to be architecturally sound and may pose safety issues. The home itself may be viable architecturally but requires additional review. If, at that time it is deemed viable, it should be considered a candidate for facade enhancements.







Market Overview for Zion City & Glen Oaks

Prepared by: ECONorthwest July 20, 2010



1 INTRODUCTION

1.1 BACKGROUND

The East Baton Rouge Redevelopment Authority (RDA) has engaged the services of the Phillips-Davis and BROWN+DANOS Team to assist in creating a series of Community Improvement Plans (CIPs) for five distinct districts in East Baton Rouge Parish: (1) Choctaw Corridor, (2) Melrose East, (3) Northdale, (4) Scotlandville Gateway, and the (5) Zion City & Glen Oaks. ECONorthwest is a sub consultant to the Team whose role is to discuss factors that affect redevelopment in the 5 CIP areas. In addition, our scope includes preparing financial development pro formas and recommendations for redevelopment financing and implementation. The purpose of this document is to provide an overview of the market and discuss the factors that affect redevelopment in Zion City & Glen Oaks. Though this report focuses on the Zion City & Glen Oaks neighborhood, it is part of a market area that also includes Scotlandville Gateway, and therefore some issues will be discussed in regards to the market area as a whole. The overview will help facilitate discussion among residents, the RDA, the technical advisory committee, and the consultant Team. The balance of this document is organized as follows:

- **Data and methods** describes available data and documents and explains other sources of information used in the market overview.
- **Framework** provides an overview of the Zion City & Glen Oaks neighborhood and the geographical approximations used for data collection.
- **Factors that affect redevelopment** includes an analysis of the factors that will shape future growth in the Zion City & Glen Oaks neighborhood.
- **Implications recommendations** lists the implications and recommendations for planning future development in the Zion City & Glen Oaks neighborhood.

1.2 DATA AND METHODS

This document assesses key demographic and real estate market trends. It is not a market analysis for a specific site or use. We reviewed the following available data and documents: 1) Census Bureau: population, household demographics and income, housing ownership and costs, 2) Claritas: demographics and forecasts, 3) Economic census: per capita spending at certain types of stores, 4) Bureau of Labor Statistics, 5) Consumer Expenditure Survey: proportion of income spent on certain products. We assessed growth factors, demographics, and development market trends, conducted a site visit and interviews with developers, brokers, property owners, and other stakeholders; and held discussions with the consultant team and the RDA.

2 FRAMEWORK

2.1 OVERVIEW OF ZION CITY & GLEN OAKS

The neighborhood discussed in this document is Zion City & Glen Oaks (referred to as Zion/Glen). The neighborhood is located in the City of Baton Rouge, which is within East Baton Rouge Parish. Exhibit 1 shows the location of the neighborhood relative to surrounding parts of the City and Parish. Our assessment relies on data from the U.S. Census Bureau, which can be analyzed at different size geographies: (1) state, (2) parish, (3) city, (4) tracts, (5) block groups, and (6) blocks. The State, Parish,



and City geographies are too large to provide accurate information about characteristics of the 5 CIPs. Alternately, block groups and blocks are not large enough to yield necessary information about income and housing. Therefore, we use census tracts for this analysis, as they provide the best available balance of geography and data. Exhibit 1 illustrates the relationship between census tract boundaries and the neighborhood boundaries. Note that census tracts do not correspond to the exact boundaries of the 5 CIP neighborhoods. Instead of identifying census tracts by number, the neighborhood names are used to refer to the census tracts.

Exhibit 1. Vicinity map with census tracts, Zion City & Glen Oaks, East Baton Rouge, 2010



Source: ECONorthwest, GIS data provided by BROWN+DANOS landdesign, inc.

2.2 MARKET OVERVIEW

An overview of market factors can help a community prepare for future growth and change. It can assess whether public policies about land use, public facilities, financial incentives, and economic development are compatible with market forces. A market overview can help identify the degree to which likely demand for development matches the underlying ability of the area to provide built space at expected prices to meet that demand.



The analysis in this overview focuses on market factors that affect the potential development of residential, commercial, and industrial uses. Many factors can influence the future supply and demand for development in a specific area. Key among them are 1) growth (or decline) in population and employment in the downtown, the city, the surrounding area and selected neighborhoods, 2) the demographic makeup of expected growth, 3) type of new employment, 4) cost and availability of land, 5) access to land, and 6) land use regulations that determine how and where growth will occur. A logical way to get to the specific questions about the type of development that is desirable and possible is to start more broadly with the region, the Parish, and the City. First it is important to have an idea of what type and how much growth has occurred and where new growth is likely to locate. Some rough estimate of the amount and distribution of growth provides a context for our evaluation of specific development issues in selected neighborhoods.

3 FACTORS THAT AFFECT REDEVELOPMENT

The commercial and residential market within both neighborhoods must be understood in the context of the City of Baton Rouge, the Parish, and the larger region. This section describes key demographic and market trends that affect redevelopment in Zion City & Glen Oaks.

3.1 POPULATION GROWTH

Exhibit 2 shows population in the United States, Louisiana, the Baton Rouge MSA, City of Baton Rouge, and Zion/Glen in 1990, 2000, and 2008. Population grew by less than 5% in Louisiana over the 28-year period, adding about 200,000 new residents. Much of the growth in Louisiana after 2000 can be attributed to natural increase, as net out-migration from Louisiana was nearly 300,000 for the decade.¹ Population in the Baton Rouge MSA grew by 0.97% annually between 1980 and 2008, accounting for nearly 90% of population growth in the State over the 28-year period. The City of Baton Rouge grew by 4% between 1990 and 2000, an increase of over 8,000 people. Between 2000 and 2008, the City's population declined by 2% or over 4,000 people. Census tracts representing Zion/Glen declined by about 850 people between 1990 and 2008, or about 0.7% annually.

Statewide population trends were affected by Hurricanes Katrina and Rita in 2005. The region saw an influx of nearly 43,000 evacuees from Hurricanes Katrina and Rita, according to the Louisiana Public Health Institute². While the population of the Parish grew by 13% between 1990 and 2008, the Parish's share of the regional population growth declined from 61% to 55%.

² Migration Patterns: Estimates of Parish Level Migrations due to Hurricanes Katrina and Rita. Louisiana Public Health Institute. http://takecharge.dhh.louisiana.gov/offices/publications/pubs-81/ACT%20242%20of%2003.pdf



U.S. Census National and State Population Estimates, Components of Population Change. http://www.census.gov / popest / states / NST-comp-chg.html

Exhibit 2. Population and population change, United States, Louisiana, Baton Rouge MSA, East Baton Rouge Parish, City of Baton Rouge, and Zion City & Glen Oaks, 1990, 2000, and 2008

			Baton Rouge	East Baton Rouge	City of Baton	Zion/
Year	U.S.	Louisiana	MSA	Parish	Rouge	Glen
1990	249,464,396	4,219,179	624,709	380,699	219,531	7,520
2000	281,421,906	4,468,976	705,973	412,852	227,818	7,075
2008	304,059,724	4,410,796	774,327	428,360	223,689	6,671*
Change 1	990-2008					
Number	54,595,328	191,617	149,618	47,661	4,158	-849
Percent	22%	5%	24%	13%	2%	-11%
AAGR	1.11%	0.25%	1.20%	0.66%	0.10%	-0.66%

Source: U.S. Census Population Estimates, Claritas 2009

Note: Baton Rouge MSA includes Ascension, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, West Baton Rouge, and West Feliciana parishes.

Zion City population figures show 2009 Claritas estimates for East Baton Rouge Census Tract 33.

The Louisiana State Census Data Center projects population growth by parish over the 2010 and 2030 period. The State developed forecasts under three different sets of in-migration assumptions. Exhibit 3 shows the State of Louisiana's population projections for Louisiana and the Baton Rouge MSA for the 2005-2030 period under middle migration assumptions. The Baton Rouge MSA is forecast to grow at 0.98% annually between 2010 and 2030, which is consistent with the population growth rate in the MSA over the 1980-2008 period. Population growth in the Baton Rouge MSA is forecast to account for about 39% of statewide population growth over the 20-year period.

The key findings for the State forecasts of population growth are:

- The Baton Rouge MSA will continue to grow at an average annual rate about twice that of Louisiana between 2010 and 2030 but will only account for 39% of statewide growth over the 20-year period. The MSA accounted for 90% of population growth over the 1980 to 2008 period.
- All population growth in the Baton Rouge MSA is expected to take place in Ascension and Livingston Parishes, which are projected to nearly double in size between 2010 and 2030. The population of East Baton Rouge is projected to decrease over the 20-year period at an annual rate of -0.14%.

¹ Under high migration assumptions, the State forecasts average annual growth of 0.72% in Louisiana and 1.48% in the Baton Rouge MSA. Under low migration assumptions, the State forecasts average annual growth of 0.34% in Louisiana and 0.59% in the Baton Rouge MSA.



- Growth is occurring in outer parishes, southern parts of East Baton Rouge Parish, and in Central/Zachary. Between 1990 and 2008, the City of Baton Rouge grew by 0.10% annually compared to 0.66% in the Parish as a whole, which suggests that unincorporated areas outside the City of Baton Rouge and other municipalities in the parish grew faster than the City.
- Slow growth in the City and the Parish suggest that declining populations in North Baton Rouge neighborhoods may continue without significant changes to policy and economic conditions.

Exhibit 3. Population projections under middle migration assumptions, Louisiana and Baton Rouge MSA, 2005-2030

		Baton Rouge
Year	Louisiana	MSA
2005	4,510,170	731,570
2010	4,369,760	793,630
2015	4,477,680	827,460
2020	4,588,310	868,210
2025	4,699,260	914,390
2030	4,813,420	965,440
Change 2	2010-2030	
Number	443,660	171,810
Percent	10%	22%
AAGR	0.48%	0.98%

Source: State of Louisiana Population Projections

http://www.louisiana.gov/Explore/Population_Projections/

Exhibit 4 shows projected population change over the 2010-2030 period for the nine parishes in the Baton Rouge MSA under middle migration assumptions. Only Ascension and Livingston Parishes are expected to add population over the period.

Exhibit 4. Population projections under middle migration assumptions, parishes in the Baton Rouge MSA, 2010-2030

			Change 2010-2030		030
Parish	2010	2030	Number	Percent	AAGR
Ascension	109,030	196,140	87,110	80%	2.98%
East Baton Rouge	433,700	421,500	-12,200	-3%	-0.14%
East Feliciana	20,040	17,060	-2,980	-15%	-0.80%
Iberville	30,830	24,640	-6,190	-20%	-1.11%
Livingston	129,420	242,780	113,360	88%	3.20%
Pointe Coupee	22,240	19,380	-2,860	-13%	-0.69%
St. Helena	10,390	8,610	-1,780	-17%	-0.94%
West Baton Rouge	22,720	21,070	-1,650	-7%	-0.38%
West Feliciana	15,260	14,260	-1,000	-7%	-0.34%

Source: State of Louisiana Population Projections

http://www.louisiana.gov/Explore/Population_Projections/



3.2 EMPLOYMENT (EMPLOYEES BY INDUSTRY)

Exhibit 5 shows labor force participation and unemployment in East Baton Rouge Parish and Zion City & Glen Oaks in 2009. The labor force participation rate was slightly lower in Zion/Glen (60%), compared to 65% Parish-wide. The unemployment rate in Zion/Glen was 8%, compared to 6% in the Parish.

Exhibit 5. Labor force participation and unemployment, East Baton Rouge Parish and Zion City & Glen Oaks, 2009

	East Baton Rouge Parish	Zion/ Glen
Population 16+	338,349	4,785
Labor Force	220,749	2,856
Labor Force Participation	65%	60%
Unemployed	13,211	236
Unemployment Rate	6%	8%

Source: Claritas 2009

Exhibit 6 shows relative employment by sector in East Baton Rouge Parish and Zion City & Glen Oaks in 2009. The major industry sectors in Zion/Glen were educational services, health care and social assistance, and retail trade. These three industries had below-average weekly wages in the Baton Rouge Regional Labor Market in 2009. Zion/Glen had a higher share of employees in health care and social assistance than the Parish. The neighborhood had a relatively low number of employees in finance, insurance, real estate rental and leasing, and professional, scientific, and technical services industries with average- to above-average weekly wages in the Baton Rouge Regional Labor Market in 2009.¹

¹ Louisiana Workforce Commission, Labor Market Information, http://www.laworks.net/LaborMarketInfo/LMI_MainMenu.asp



Exhibit 6. Employment by sector, East Baton Rouge Parish and Zion City & Glen Oaks, 2009

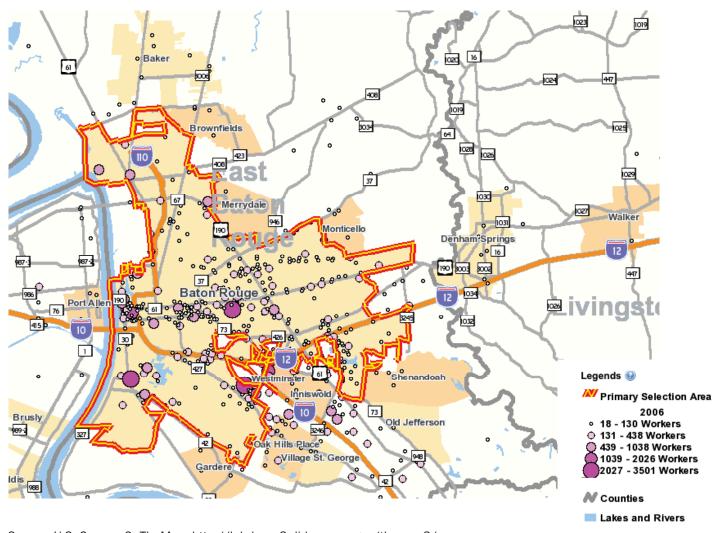
	East Baton	
	Rouge	Zion/
Industry Sector	Parish	Glen
Agriculture, Forestry, Fishing and Hunting, and Mining	1%	0%
Construction	7%	7%
Manufacturing	10%	9%
Wholesale Trade	3%	4%
Retail Trade	11%	14%
Transportation and Warehousing, and Utilities	4%	6%
Information	2%	0%
Finance, Insurance, Real Estate and Rental and Leasing	7%	3%
Professional, Scientific, and Technical Services	7%	1%
Management of Companies and Enterprises	0%	0%
Administrative and Support and Waste Management Services	3%	3%
Educational Services	12%	10%
Health Care and Social Assistance	11%	17%
Arts, Entertainment, and Recreation	2%	3%
Accommodation and Food Services	6%	10%
Other Services (Except Public Administration)	5%	5%
Public Administration	8%	8%
Total Employment	207,225	2,620

Source: Claritas 2009



Exhibit 7 shows where residents of East Baton Rouge Parish worked in 2006. It provides a useful illustration of where major employment centers are located relative to Zion/Glen. While two of the largest employment centers are located in the southern portion of the Parish, there are high concentrations of large, mid-size, and small employment centers located in the north and middle portions of the Parish (Downtown, Florida Boulevard, etc.).

Exhibit 7. Employment centers, 2006



Source: U.S. Census OnTheMap, http://lehdmap3.did.census.gov/themap3/



3.3 DEMOGRAPHIC CHARACTERISTICS

Racial composition

Exhibit 8 shows the racial composition of Louisiana, East Baton Rouge Parish, and Zion City & Glen Oaks in 2009. The population of Zion/Glen was 96% black or African American. These ratios were roughly two to three times higher than in Louisiana or the Parish.

Exhibit 8. Black or African American population of Louisiana, East Baton Rouge Parish, and Zion City & Glen Oaks, 2009

	East Baton		
	Rouge Zio		Zion/
	Louisiana	Parish	Glen
Total Population	4,455,166	434,260	6,671
Black or African American	1,444,782	197,745	6,414
Percent Black or African American	32%	46%	96%

Source: Claritas 2009

Educational attainment

Exhibit 9 shows educational attainment for population above the age of 25 in Louisiana, East Baton Rouge Parish, and Zion City & Glen Oaks in 2009. Sixty-five percent of Zion/Glen residents were high school graduates with no higher education, which is comparable to the statewide level (57%), but higher than the Parish (42%).

In contrast, 32% of Parish population had bachelor's degrees or better, compared to 19% in the State and 14% in Zion/Glen. Zion/Glen had a lower proportion of residents with some college experience or associate's degrees (21%) compared to the State (23%) and Parish (27%).

Exhibit 9. Educational Attainment in Louisiana, East Baton Rouge Parish, and Zion City & Glen Oaks, 2009

	East Baton		
Educational Attainment for		Rouge	Zion/
Population 25+	Louisiana	Parish	Glen
Less than 9th grade	9%	4%	8%
9th to 12th grade, no diploma	16%	11%	24%
High school graduate	33%	26%	34%
Some college, no degree	20%	24%	18%
Associate's degree	3%	3%	3%
Bachelor's degree	12%	20%	9%
Graduate or professional degree	7%	12%	5%
Population 25+	2,869,067	266,760	3,711

Source: Claritas 2009



Age

Exhibit 10 shows age for residents of East Baton Rouge Parish and Zion City & Glen Oaks in 2009. Zion/Glen had a larger proportion of people under the age of 17 (33%) than the Parish as a whole (25%). Nearly 40% of Parish residents were between the age of 25 and 54 compared to only 35% in Zion/Glen. Nine percent of Zion/Glen residents were 65 or older, compared to 11% in the Parish. In summary, Zion/Glen had a greater proportion of both young and old residents than the Parish, and a smaller proportion of residents within the traditional workforce age range.

In addition to having a high percentage of residents over the age of 65, Zion/Glen is located in a portion of East Baton Rouge Parish with some of the lowest life expectancy rates in the State. The life expectancy for residents of Central East Baton Rouge Parish are expected to live 71-74 years, compared to 76-77 in the rest of the Parish and 77-78 in West Baton Rouge Parish.¹

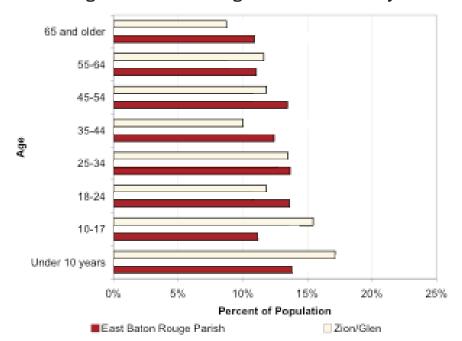


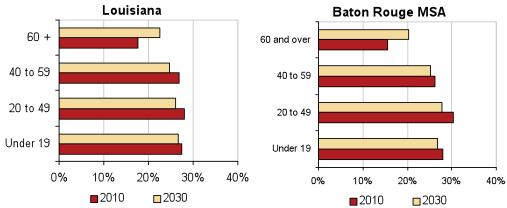
Exhibit 10. Age in East Baton Rouge Parish and Zion City & Glen Oaks, 2009

¹ Louisiana Human Development Report 2009



Exhibit 11 shows the age composition portion of the State population forecast for Louisiana and the Baton Rouge MSA in 2010 and 2030. The State projects that the greatest growth will be in population over 60 years old, consistent with national trends. The percent of population above the age of 60 is projected to increase over the 20-year period from 18% to 23% statewide and 16% to 20% in the Baton Rouge MSA.

Exhibit 11. Age distribution, Louisiana and Baton Rouge MSA, 2010 and 2030



Source: State of Louisiana Population Projections

http://www.louisiana.gov/Explore/Population_Projections/

Income

Exhibit 12 shows per capita income and percentage of residents at or below the poverty line in East Baton Rouge Parish and Zion City & Glen Oaks in 2009. Per capita income in Zion/Glen was 50% of the Parish average. The average household income in Zion/Glen was about \$36,000 compared to the Parish average of over \$61,000. About 33% of families in Zion/Glen lived below poverty, compared to just 13% in the Parish.

Exhibit 12. Per capita income, average household income, and families below poverty, East Baton Rouge Parish and Zion City & Glen Oaks, 2009

	East Baton Rouge Parish	Zion/ Glen
Per capita income	\$23,796	\$11,956
Average household income	\$61,151	\$35,894
Families	110,862	1,744
Families below poverty line	14,327	567
Percentage of families below poverty	13%	33%

Source: Claritas 2009

Note: Average household income was calculated by dividing aggregate household income in each census tract and dividing by the total number of households. Calculating median income for each census tract was not possible with block group-level data.



3.4 LOCATION AND ACCESS

Zion/Glen has several important locational advantages and disadvantages relative to other communities in the Parish. These are described below.

- **Proximity to downtown**. The neighborhood is situated within a 15-minute drive (about 7 miles) to downtown Baton Rouge, which is a major employment center. This gives the area a slight advantage (in terms of commute distance) over other areas located close to one or more employment centers.
- **Proximity to Baton Rouge Community College.** Zion/Glen is approximately 5-7 miles from Baton Rouge Community College, which provides opportunities for higher/continuing education and job training.
- Access to medical facilities. The neighborhood is located within relatively close proximity to the Greater Baton Rouge Surgical Center (at Howell Place) and the state-operated Earl K. Long Medical Center (operated by LSU). It was recently announced that the State will close the Earl K. Long facility in 2013 and move most of its inpatient programs to Our Lady of the Lake (which is located in south Baton Rouge). The closure of Earl K. Long means that the next closest hospital is Baton Rouge General Medical, located on Florida Boulevard in Mid-City.
- **Proximity to airport.** The neighborhood is located within close proximity to the Baton Rouge Municipal Airport, relative to other neighborhoods in the Parish. This proximity gives the neighborhood a comparative advantage, not only for access to the airport, but also as a potential location for employers seeking convenient airport access (distribution, airport services, logistics, transportation).
- **Access.** The neighborhood has relatively convenient access to I-110 and Airline Highway, which provide direct routes to downtown, employment centers, and commercial services via Harding Boulevard and the Airline Highway/Plank Road interchange.
- **Transit.** Zion/Glen is served by the Capital Area Transit System (CATS), which operates a bus system throughout the region, via Route 41 (Plank) and Route 23 (Foster). Headways on these routes are hourly or less. Convenient and reliable access to transit is a challenge throughout the Parish, especially so in areas with lower rates of car ownership.
- **Access to vehicles.** In 2000, 14% of residents in Zion/Glen did not have access to a vehicle, compared to 9% in East Baton Rouge Parish.¹ The amount of travel a household demands is strongly related to the availability of vehicles. According to the Bureau of Transportation Statistics, persons in households with vehicles in 2001 took on average 50% more trips than households that did not. Households with income less than \$25,000 were almost 10 times more likely to not have a vehicle than households making above \$25,000.²

² Bureau of Transportation Statistics. http://www.bts.gov/publications/transportation_statistics_annual_report/2003/html/chapter_02/vehicle_ownership_and_availability.html



¹ U.S. Census 2000, H44 Summary File 3

3.5 COMMERCIAL SERVICES

Exhibit 13 shows that there are relatively few full service grocery stores and pharmacies located within a 5- or 10-minute drive of the neighborhood. These data and information gathered from local residents and commercial brokers suggests that Zion/Glen is underserved by commercial services, most noticeably by grocery stores and pharmacies. Workshop attendees noted that they travel to preferred grocery stores outside the neighborhood to Cortana Place, Mid-City, and as far as Baker/Zachary.

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Exhibit 13 Existing grocery stores and pharmacies, Zion City & Glen Oaks

Source: ECONorthwest. GIS data provided by Brown + Danos



Exhibit 14 illustrates the location of existing health care services (clinics, hospitals, and other medical services). The nearest major hospital is the Earl K. Long Medical Center, which is about two miles from Zion/Glen, on Airline Highway. As noted above, Earl K. Long Medical Center will be closing and most of its services distributed to other area hospitals, which are further from the two neighborhoods.

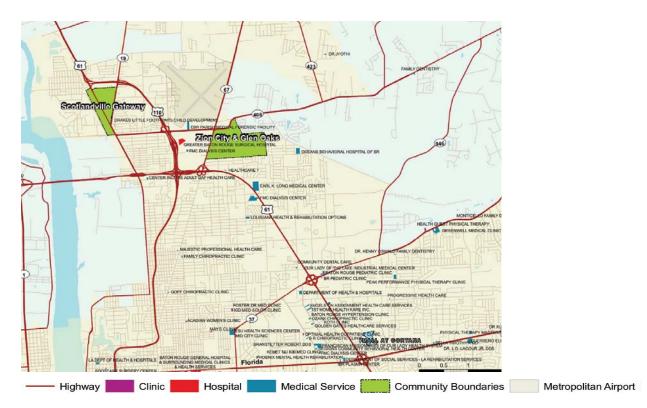


Exhibit 14. Existing health care services, Zion City & Glen Oaks

Source: ECONorthwest. GIS data provided by Brown + Danos



Exhibit 15 illustrates the market area around Zion/Glen. For the purposes of this analysis and after discussion with the consultant team, we selected a center point located roughly mid-way between Scotlandville and Zion /Glen (Howell Place). Exhibit 15 shows a 2, 3, and 5-mile radius from Howell Place.

Mile 5.0 Leland College Park Ridge Elemen Dumas Park Golf Course Rafe Meyer Rd Mile 3.0 Isidore School Mile 2.0 70807 Sharon Hills Elementary So School gad Park glits Elem 70812 Judson Baptist Recienton nier Griye Park orest Ete. Howell Gol Rauge Voc Tech Inst Red Dalis Elec Capitol Middle School Sata Park

Exhibit 15. Market area (2, 3, and 5-mile radius from Howell Place)

Source: Claritas, 2010



Exhibit 16 shows the estimated retail demand and supply for selected types of retail stores within a 2-mile radius and a 3-mile radius of Howell Place. The difference between demand and supply represents a rough estimate of the opportunity "gap" or "surplus" available for each merchandise line within the given radius of Howell Place. When the demand is greater than the supply, there is an opportunity "gap" or an opportunity for more retail sales. For example, a positive value represents an opportunity gap, while a negative value represents a surplus.

Exhibit 16. Retail sales opportunity gap, 2- and 3-mile radius

	2009 Demand (Consumer	2009 Supply (Retail	Opportunity
Industry Sector	Expenditures)	Sales)	Gap
2-mile radius			
Supermarkets, Grocery Stores	\$32,851,173	\$29,312,234	\$3,538,939
Pharmancies and Drug Stores	\$14,718,570	\$13,290,013	\$1,428,557
Family Clothing Stores	\$4,976,969	\$858,609	\$4,118,360
Building materials, etc.			
Home centers	\$9,698,657	\$997,369	\$8,701,288
Hardware stores	\$2,020,244	\$490,117	\$1,530,127
Health and Personal Care Stores	\$16,946,575	\$14,640,731	\$2,305,844
3-mile radius			
Supermarkets, Grocery Stores	\$74,178,229	\$37,775,678	\$36,402,551
Pharmancies and Drug Stores	\$32,847,372	\$25,987,084	\$6,860,288
Family Clothing Stores	\$11,455,180	\$1,528,551	\$9,926,629
Building materials, etc.			
Home centers	\$22,279,865	\$2,876,222	\$19,403,643
Hardware stores	\$4,697,773	\$877,362	\$3,820,411
Health and Personal Care Stores	\$37,856,181	\$27,815,033	\$10,041,148

Source: Claritas RMP Opportunity Gap data 2-mile radius and 3-mile radius from 7855 Howell Place Boulevard, 2009. Note: Claritas RMP data is derived from two major sources: the demand data is derived from the Consumer Expenditure Survey. The supply data is derived from the Census of Retail Trade, which is made available by the U.S. Census. Expenditures represent what residents within the radius spend, regardless of where they spend. Retail sales represent what is sold at stores within the 2-mile radius, regardless of where the customers live.

The above table reveals that there may be opportunities for certain types of commercial services to locate in or near Zion/Glen.¹

¹ ECO will work with the consulting team and local brokers and developers to prepare financial development proformas for different types of commercial buildings and uses identified here. Our initial research and discussions with brokers/developers suggests that commercial rents in Zion/Glen are lower than other areas in the Parish and in many cases, not high enough to support the cost of construction. Baton Rouge Trends estimates that rents for all types of retail commercial buildings in the areas north of Choctaw Drive and northeast of Airline Highway averaged \$10-\$14/square foot in the spring of 2010, compared to \$14-\$18/square foot for areas south of I-10 and West of Airline. Local brokers also estimate that existing commercial building rents range from \$2.00 to \$6.00 per square foot. For newer buildings, retail rents average \$10-\$14/square foot (depending site location factors, such as proximity to other shops and a street corner)



Grocery

It has been found that there is about a \$3.5m opportunity gap for supermarket expenditures within a 2-mile radius. That jumps to about \$30m in the 3-mile radius (likely because 3-miles picks up Southern University and quite a bit of residential area towards Florida Boulevard).

According to our discussions with local brokers, the most likely grocers to locate in this area will be about 40-55k square feet (such as a Winn Dixie, Matherne's, or Piggly Wiggly). At around \$200-300 per square foot in sales, a typical grocer of that size would be easily twice or three times the demand in the 2-mile radius and would start drawing from the 2-3 mile radius. Preliminary conclusions based on this would be that the area in and around Zion City has capacity for at most one grocer of this type (i.e. supermarket). It is understand that a new grocery store may be in the works for a site just west of Zion City & Glen Oaks. That would more than likely draw the existing demand within the market area.

Drug Store / Pharmacy

There is about \$1.4m opportunity gap for drug stores within the 2-mile radius, which jumps to about \$6.9m within 3 miles. Drug stores vary in size from 9,000 to 12,000 square feet (or larger). At \$350/foot in sales (below the national median), that is \$3m to \$7.5m in sales, which exceeds the demand within the 2-mile radius and draws into the 3-mile radius.

Family clothing stores

There is a \$4m opportunity gap in the 2-mile radius. There is a greater range in size for these stores, depending on whether they are local or national chains, between 3,000 and 20,000 square feet. At about \$95 to \$115 in sales per foot, that is anywhere from less than half a million in sales to \$2.3m. That is about half of what these data would indicate there is demand for, even in the 2-mile area. These stores would need to be located in a neighborhood shopping center, with good visibility and in close proximity to other uses.

3.6 HOUSING

Unit type, size, and tenure

Exhibit 18 shows the prevalent household structure types in East Baton Rouge Parish and Zion City & Glen Oaks in 2009. Zion/Glen had a high proportion of single-unit detached units (86%) compared to the Parish (64%). About a third of housing units in the Parish were multifamily, compared to just 12% in Zion/Glen.



Exhibit 18. Units in structure, East Baton Rouge Parish and Zion City & Glen Oaks, 2009

	East Baton	Zion/
Units in Structure	Rouge Parish	Glen
Single-unit detached	64%	86%
Single-unit attached	3%	2%
Duplex	2%	1%
3-19 units	16%	8%
20-49 units	3%	1%
50 units or more	8%	1%
Mobile or manufactured	4%	1%
Total Housing Units	186,078	2,443

Source: Claritas 2009

Exhibit 19 shows tenure and household size in East Baton Rouge Parish and Zion City & Glen Oaks in 2009. Sixty-nine percent of households in Zion/Glen were owner-occupied, compared to 62% in the Parish.

Zion/Glen had a higher proportion of households with 4 people or more (33%) than the Parish (23%). Forty-three percent of Zion/Glen households had one or two people, compared to 59% in the Parish.

Exhibit 19. Tenure and household size, East Baton Rouge Parish and Zion City & Glen Oaks, 2009

	East Baton Rouge Parish	Zion/ Glen
Owner-occupied	62%	69%
Renter-occupied	38%	31%
1-person households	28%	20%
2-person households	31%	23%
3-person households	18%	24%
4-person households	14%	17%
5-person households	6%	9%
6-person households	2%	4%
7- or more person households	1%	3%
Total Households	168,987	2,222

Source: Claritas 2009



The neighborhood is made up predominantly of owner-occupied households in detached single-family units. A lower percentage of residents live in larger apartment complexes than Parish-wide.

Exhibit 19 suggests that the neighborhood has slightly larger households than the parish as a whole. It has a lower percentage of one and two-person households than the parish as a whole, but a slightly higher percentage of three-, four-, and five-person households.

Average sale price of single-family homes Parish-wide was \$197,374 between March 2009 and March 2010 (a 6.5% decrease from the previous year). The average sale price of condominiums and townhouses in the March 2009 to March 2010 time period was \$146,988 (a 25% decrease from the previous year).¹

Average rents in the fall of 2009 in East Baton Rouge Parish for multi-unit apartment complexes ranged from \$539 for a studio to \$1,524 for a four-bedroom unit. Rents per square foot average \$0.850/ square foot parish-wide. Rents in the north and east parts of the parish were slightly lower: \$402 for a studio, up to \$715 for a four-bedroom unit.² If these rents were converted to mortgage payments, the payments would support \$75,000 to \$115,000 sale price for a home.³ The average rents per square foot in the northern parts of the parish were \$0.654. Apartment vacancy rates were slightly higher in the northern parts of the parish (6%) than the south and southeastern parts of the parish (4.9%).

Average rents in apartment complexes in or near Zion/Glen ranged from \$482 per unit (and \$0.689/sf) to \$559 per unit (and \$0.799/sf). Based on communication with the Team and developers in the area, it is understood that there is a group of proposed new housing developments that includes a mix of affordable, senior, and market rate rental units. The senior affordable units range from \$229 for one-bedroom units, to \$552 for two-bedroom units. The family affordable units range from \$691 for two-bedrooms to \$899 for four bedrooms. The market rate family units will range from \$750 for one bedroom to \$1,200 for three bedrooms. Similar to commercial uses, preliminary observations suggest that rents may not support the cost of construction.

Zion City & Glen Oaks has experienced a decline in population over the last decade, which impacts current and future demand for housing. If the area were to grow at the same rate or similar rates as the Parish and the Region, the area might see about 1.0% average annual growth. That's about 1,229 people in Zion City over the next 15 years. At an average of 2.9 persons per household, that is a potential demand for 472 units (Zion City & Glen Oaks) over the next 15 years. That is about 28 units per year in Zion/Glen.

This sale price assumes a mortgage under the following terms: a 30-year, fixed loan at 6.25% interest with 20% for a down payment.



¹ Baton Rouge Trends, 2010. Commercial Investment Division of the Greater Baton Rouge Association of Realtors.

² Baton Rouge Trends, 2010. Commercial Investment Division of the Greater Baton Rouge Association of Realtors.

A slightly expanded market area (including not just the census tracts defined as the neighborhood but also the population within the 2-mile radius used for the commercial analysis), contains about 28,000 people (including a small portion of the University). At an annual average growth rate of 1%, this would be an additional 5,486 people, or demand for approximately 2,100 units in the next 15 years, or an average of 140 per year. (For comparison purposes, the number of residential building permits issued in the entire City of East Baton Rouge for the last 5 years was about 800 to 1,100 per year).

This analysis is intended only to provide an order-of-magnitude picture of how much growth the area could potentially expect over the next 15 years. There are a variety of factors that could affect this outcome. In order to reverse the trend of declining population, we would need to assume significant Parishwide policy changes that will improve secondary education, public safety, and infrastructure. Furthermore, the relatively high percentage of vacant and adjudicated properties could affect demand for new housing units, especially if a significant number of existing vacant homes become inhabited or are rehabilitated.

The neighborhood has a higher proportion of 55+ and seniors and is in close proximity to medical facilities. We recommend that housing units in Zion/Glen are affordable, convenient, and accommodate younger seniors and professionals such as modest single-family units, attached (townhomes) and detached (possibly clustered) housing, senior housing (usually multi-family arrangement), and student housing (multi-family).

3.7 LAND OWNERSHIP, PARCEL SIZE, AND VALUE

Zion/Glen contains a relatively high percentage of vacant and/or adjudicated properties and the majority of property consists of single-family residential lots. The majority of properties in Zion/Glen are held in separate ownership, with a few larger parcels (or groups of parcels) held in single ownership.

Land ownership patterns can be a challenge to redevelopment when existing parcels are small and owned by many different owners. Any mid- to large-scale development will require assembly of smaller parcels into one larger site. When these parcels are owned by a variety of people who may or may not be willing to sell, land assembly can be an impediment.

Availability of vacant land can be an important asset, because that area is more likely to attract new development than areas with less vacant land. The relatively high number of vacant lots gives both neighborhoods a short-term comparative advantage over areas with fewer vacant lots. However, we note that many of the vacant parcels are also adjudicated, which can significantly increase the cost and risk associated with redevelopment.

A property's improvement-to-land value ratio is also an indicator of development potential, although it is by no means a perfect one. The other factors discussed in this document (such as land ownership, access, and infrastructure) can affect the redevelopment potential as much or more than the improvement-to-land value ratio.



A ratio of 1:1 indicates that the improvement value of a property is equal to the land value. As the ratio nears zero (meaning the value of the improvement is less than the value of the land), the redevelopment potential increases. A ratio above 1:1 means the value of the improvement is greater than the value of the land, and redevelopment becomes less likely. Vacant land, as defined in this overview, has an improvement-to-land value of zero, meaning it theoretically has the most potential for development.

3.8 ZONING

City-Parish policy can play a significant role in the revitalization of an area. Regulations do not necessarily have to be a barrier to redevelopment: they can place restrictions on development while helping to ensure that new development achieves the community's goals. Zoning can play a key role in the redevelopment potential of an area. Zion/Glen has developed according to its zoning, which allows primarily detached single-family homes, duplexes, and attached single family homes (A2), with some areas that allow heavy commercial uses (C2).

3.9 FINANCIAL INCENTIVES

Similar to zoning, financial incentives offered by the City-Parish can play a significant role in revitalization. Incentives can be put in place to encourage the kinds of development a community wants. In many cases, such development requires public financial support due to market constraints or other factors that limit the feasibility of revitalization projects. Appendix A includes a full description of the various financial resources that may be available.

4 IMPLICATIONS & RECOMMENDATIONS

The information presented in the previous sections is consistent with that which was learned anecdotally through conversations with residents, the consultant Team, brokers, and the RDA. The challenges facing North Baton Rouge are well documented: Baton Rouge is home to both the highest and lowest levels of human development in the State.¹ Residents in the southern portion of the Parish have the highest incomes, educational attainment, and life expectancy. Residents in the northern parts of the Parish have the lowest income, educational attainment, and life expectancy. A resident in the south part of the Parish can expect to live five years longer, earn twice as much, have a bachelor's degree, and be three times less likely to have dropped out of high school than a resident in the north part of the Parish. ²

This analysis thus far bears out what is described above: Zion/Glen has experienced a decline in population, has fewer employment opportunities, lower incomes, less access to health care, less educational attainment, higher proportion of vacant/adjudicated properties, and lower commercial and residential rents than the rest of the Parish. The advantages and opportunities are perhaps less well known (or articulated). These include: active and involved residents, community and religious organizations, high rates of home ownership, and close proximity to downtown, higher education, and

- Human development is an index developed by the American Human Development Project that measures a variety of dimensions, including life expectancy, educational attainment, and earnings.
- A Portrait of Louisiana: Louisiana Human Development Report 2009, American Human Development Project of the Social Science Research Council



transportation facilities. With the formation of the East Baton Rouge Redevelopment Authority and its focus on North Baton Rouge, the area now has access to significant financial resources.

Though it is recognized that Zion/Glen faces significant challenges that will require consistent effort at many levels (neighborhood, City, Parish, and state), our recommendations focus on actions that residents and the RDA (and its partners) can take to help each neighborhood achieve its goals for enhancing economic opportunity and revitalization:

- **Start small.** The combination of the economic downturn, the relative lack of economic opportunity, and population growth trends in Zion/Glen suggest that initial redevelopment efforts should focus on relatively small or modest efforts, such as rehabilitating existing commercial or residential properties, or modest scale infill development instead of large-scale, complex redevelopment projects that would require the market to guickly absorb hundreds of thousands of square feet of commercial and residential space.
- Focus on siting a grocery store and/or pharmacy. Feedback from residents and consumer expenditure/demand data suggest a strong desire among residents to have convenient access to quality grocery stores and pharmacies. Our analysis also suggests that grocers and pharmacies have thus far been hesitant or reluctant to develop stores in Zion/Glen for a variety of reasons ranging from the perception (and reality) of crime to a lack of consumer demand. Siting a grocery store and/or a pharmacy in the market area will require careful financial analysis, outreach, and collaboration between the RDA, brokers, developers, and grocery store/pharmacy tenants.
- Work towards horizontal mixed-use and modest scale redevelopment projects. Redevelopment projects that contain a mix of uses, particularly residential use coupled with commercial uses, can create a convenient central place for residents and customers. Coupling different uses together usually helps each use in the project succeed. Mixed-use does not necessarily have to take the form of a five or tenstory building with apartments above and retail on the ground floor. Mixed-use developments can take on a variety of shapes and forms. For instance, a smaller scale "vertical" mixed-use project may have one to three floors of housing over commercial, or office over retail. A "horizontal" mixed-use project could contain five to ten townhouses that share parking or a courtyard with a restaurant, coffee shop, electronics shop, or other commercial use. Mixed-use projects can also incorporate existing buildings that are adapted for new uses.
- Build on existing transit links and work to improve transit connections. Convenient access to a transit network is a key component of any successful redevelopment project, especially in Zion/Glen, where fewer residents have access to a vehicle than elsewhere in the Parish. Transit is especially important as a means to provide residents with access to employment opportunities, workforce training, higher education, and medical facilities. The RDA should work closely with the Capital Area Transit System (CATS) to ensure revitalization efforts in Zion/Glen are coordinated with transit planning and implementation of transit services.



- Refine a strategy to resolve adjudicated properties. The large number of vacant and adjudicated properties in the neighborhood will continue to hamper redevelopment efforts unless those properties are assembled by the RDA and disposed of in a strategic manner that brings a mix of uses into the community.
- **Implement a robust and consistent code enforcement program.** Preliminary analysis, interviews, and workshop feedback suggest that the neighborhood needs additional code enforcement for buildings and parcels that are in dilapidated or unsafe condition. This will help turn the image of the area around for both existing residents and future investors.
- Leverage public financial resources to stimulate private investment. This document describes a number of financial resources available, not only through the RDA, but also through the Parish, the state, and federal programs. These resources can be leveraged to attract private investment in development projects that earn reasonable returns for private investors and provide projects that will enhance and benefit the community.
- Implement/facilitate policies that enhance economic opportunity for residents. In addition to financial resources that may be available for specific (re)development projects, we also recommend that the RDA work with the City-Parish as it develops a long range economic development strategy (FuturEBR) to find areas where residents and the RDA can facilitate or implement additional opportunities and programs that would be focused in 5 CIP neighborhoods. These could include life skills development, workforce training, entrepreneur mentoring, economic gardening, and an enhanced micro-loan program.





	Zion City	ity & Glen Oaks Pro	Forma Spreadsheet	et - Prototype: Adap	- Prototype: Adaptive Commercial Reuse	nse	
Assumptions / Building value bottom line	value bottom line	Scenario	1 (35/65)	Scenario 2 (20/80)	2 (20/80)	Scenario 3 (w	Scenario 3 (with public loan)
About the development		Equity		Equity		Equity	
use square feet	feet		assumption dollars		assumption dollars		assumption dollars
Conversion to shop retail Pad retail Office Ground floor retail	20,829	Equity required Equity terms term (yrs) interest rate	35% \$612,784 7 15%	Equity required Equity terms term (yrs) interest rate	20% \$350,162	Equity required Equity terms term (yrs) interest rate	12% \$210,097 7 15%
Surface parking Total (w/o parking)	12,600 20,829	Total equity repayment (balloon payment at end of term) Bank loan	\$1,031,023	Total equity repayment (balloon payment at end of term) Bank loan	\$589,156	Total equity repayment (balloon payment at end of term) Bank loan	\$353,493
Development costs			assumption dollars		assumption dollars		assumption dollars
item % assu Site acquisition New construction	% assumption dollars \$296,416 \$1,252,709	Bank loan required Bank loan terms: term (yrs)	65% \$1,138,027	Bank loan required Bank loan terms: term (yrs)	80% \$1,400,649	Bank loan required Bank loan terms: term (yrs)	80% \$1,400,649
Developer fee (as % of construction)	5% \$62,635	interest rate	7%	interest rate	7%	interest rate	%2
Soft costs (as % of construction)	\$12,527	Annual payment	\$91,710	Annual payment	\$112,873	Annual payment	\$112,873
Contingency (as % of soft & hard costs) TOTAL	\$126,524 \$1,750,811						
es and expense		Bottom line		Bottom line		Second loan	
source of \$/SF income/expense assumption Ground floor retail rent	annual incor		0.56 1.93	Loan to value ratio Debt coverage ratio	0.69	Required loan amount	assumption dollars 8% \$140,065
Office rent Other retail total revenue	0 \$0 10 \$177,049	Financing gap Equity repayment gap (or surplus)	\$0 -\$530,112 -4%	Financing gap Equity repayment gap (or surplus)	\$0 -\$236,392 0%	Second loan terms term (yrs) interest	30
Management/operations (as % of revenue) STABILIZED NOI	\$8,852		er to manipulate four ing scenarios by hat are highlighted in	: :	3	Annual payment (interest only payments for 10 yrs)	\$5,427
Other assumptions	;	BLUE. All scenarios reference the same development program. All scenarios reference	rence the same			Bottom line	;
Rent increase per year Operating cost increase Vacancy, Yr 1	3% 30%	the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is	cost assumptions, but be changed on this e in the scenarios is			Loan to value ratio Debt coverage ratio Financing gap	0.69 1.35 \$0
Vacancy, Yr 2 Vacancy, Yr 3 and	10%	the structure of the financing.	ncing.			Equity repayment gap (or surplus)	-\$10,534
Cap rate	7.5%					¥ ¥ -	0/11
Fair Market Value \$2 Created value (FMV - costs)	\$2,032,518 \$281,707						
	,,,,,,,						

			Zion City & Glen Oa	ks Pro Form	na Sprea	Zion City & Glen Oaks Pro Forma Spreadsheet - Prototype: Hardware Store	Hardware Store			
Assumptions / Building value bottom line	ling value botte	om line	Scenario 1	1 (35/65)		Scenario 2 (20/80)	(20/80)	Scenario 3 (with public loan)	n public Ioan)	
About the development			Equity			Equity		Equity		
nse sc	square feet -		Equity required	assumption dollars 35% \$41	ars \$418,227	Equity required	assumption dollars 20% \$238,987	Equity required	assumption dol	<i>dollars</i> \$143,392
Ground Floor retail Surface parking TOTAL (w/o parking)	10,000 7,000 10,000		Equity terms term (yrs) interest rate	7		Equity terms term (yrs) interest rate	7	Equity terms term (yrs) interest rate	7	
			Total equity repayment (balloon payment at end of term)		\$703,676	Total equity repayment (balloon payment at end of term)	\$402,100	Total equity repayment (balloon payment at end of term)		\$241,260
Development costs			Bank loan			Bank loan		Bank loan		
item	% assumption do	dollars		assumption dollars	ars		assumption dollars		assumption dol	dollars
		\$102,000	Bank loan required Bank loan terms:	%59	\$776,706	Bank loan required Bank loan terms:	80% \$955,946	Bank loan required Bank loan terms:	80%	\$955,946
Developer fee (as % of construction)	28%	\$41,715	term (yrs)	30		term (yrs)	30	term (yrs)	30	
construction)	20%	\$166,860	interest rate	7%		interest rate	%2	interest rate	7.0%	
hard costs) TOTAL	2%	\$50,058 \$1,194,933	Annual payment		\$62,592	Annual payment	\$77,036	Annual payment		\$77,036
Revenues and expenses			Bottom line			Bottom line		Second loan		
ense	\$/SF assumption an	annual income	Loan to value ratio	0.59		Loan to value ratio	0.73		assumption dol	dollars
Residential rent (per month)		\$0	Debt coverage ratio	1.58		Debt coverage ratio	1.28	Required loan amount	%8	\$95,595
Retail rent (per year)	12.5	\$106,250	Financing gap	\$0		Financing gap	\$0	Second loan terms		
total revenue		\$106,250	surplus)	-\$384,672		surplus)	-\$184,207	term (yrs)	30	
Management/operations (as % of revenue)	2%	\$5,313	IRR	%9-		IRR	-2%	interest	1%	
STABILIZED NOI		\$98,813						Annual payment (interest only payments for 10 yrs)		\$3,704
Other assumptions			This sheet allows the user to development and financing s	to manipulate four scenarios by				Bottom line		
Rent increase per year	3%		changing the variables that are highlighted in	ire highlighted in				Loan to value ratio	0.73	
Operating cost increase	3%		development program. All scenarios	enarios				Debt coverage ratio	1.28	
			reference the same revenue and cost assumptions, but these assumptions can be	and cost mptions can be				Equity repayment gap (or	}	
Vacancy, Yr 2	%0		changed on this page. The key difference in the scenarios is the structure of the	ey difference in				surplus)	-\$30,059	
stabilization	%0		financing.					IRR	10%	
Cap rate	7.5%									
Bottom line	200									
Fair Market Value	\$1,317,500									
Created value (FMV - costs)	\$122,567									

		Zion City & Glen Oa	Oaks Pro Forma Spre	ks Pro Forma Spreadsheet - Prototype: Student Housing	Student Housing		
Assumptions / Building value bottom line	ng value bottom line	Scenario 1	0 1 (35/65)	Scenario 2 (20/80)	(20/80)	Scenario 3 (with public loan)	h public Ioan)
About the development		Equity		Equity		Equity	
	square feet		llop		ellop		llop
Apartments Ground Floor retail	6,000	Equity required	35% \$696,145	Equity required	20% \$397,797	Equity required	6% \$119,339
Surface parking	8.050	term (vrs)	7	term (vrs)	7	term (vrs)	7
TOTAL (w/o parking)	12,000	interest rate	15%	interest rate	15%	interest rate	15%
		Total equity repayment (balloon payment at end of term)	n \$1,171,280	Total equity repayment (balloon payment at end of term)	\$669,303	Total equity repayment (balloon payment at end of term)	\$200,791
Development costs		Bank loan		Bank loan		Bank loan	
item % 6	% assumption dollars		assumption dollars	48	assumption dollars		assumption dollars
Site acquisition			65% \$1,292,841	Bank loan required	80% \$1,591,189	Bank loan required	72% \$1,432,070
New construction	\$1,306,478	6,478 Bank loan terms:		Bank loan terms:		Bank loan terms:	
construction)	9\$ 86	\$65,324 term (yrs)	30	term (yrs)	30	term (yrs)	30
Soft costs (as % of			ì		Ì		1
Contingency (as % of soft &	.02¢ %02	SZ61,296 Interest rate	1%	interest rate	170	interest rate	7.0%
hard costs)	5% \$78	\$78,389 Annual payment	\$104,185	Annual payment	\$128,228	Annual payment	\$115,405
-0.A	31,988,380	8,980					
Revenues and expenses		Bottom line		Bottom line		Second loan	
euse	\$/SF assumption annual income	come Loan to value ratio	0.69	Loan to value ratio	0.85		assumption dollars
Residential rent (per month)	1.4 \$8	\$84.000 Debt coverage ratio	1.35	Debt coverage ratio	1.10	Required loan amount	22% \$437,577
Retail rent (per year)			0\$	Financing gap	0\$	Second loan terms	
total revenue	\$15!	Equity repayment gap (or surplus)	-\$860,548	Equity repayment gap (or surplus)	-\$526,870	term (vrs)	30
Management/operations							
(as % of revenue)	%9	\$9,324 RR	-15%	IRR	-17%	interest	1%
STABILIZED NOI	\$140	\$140,482				payments for 10 yrs)	\$16,955
Other assumptions		This sheet allows the user to development and financing sc	r to manipulate four			Rottom line	
Rent increase per year	3%	changing the variables that are highlighted in	at are highlighted in			loan to value ratio	0.76
Operating cost increase	% °°	BLUE. All scenarios reference	ence the same			Debt coverage ratio	1.22
Vacancy, Yr 1	20%	development program. All scenarios reference the same revenue and cos	II scenarios nue and cost			Financing gap	\$0
C 3///	000	assumptions, but these assumptions can be	ssumptions can be			Equity repayment gap (or	7223
Vacancy, Yr 3 and	0%0	changed on this page. The key difference in the scenarios is the structure of the	ture of the			(cond inc	1//6
stabilization	2%	financing.				IRR	11%
Cap rate	7.5%						
Bottom line							
Fair Market Value	\$1,873,088						
Created value (FMV - costs)	(\$115,898)						

		Zion City & Glen Oaks		preadsl	Pro Forma Spreadsheet - Prototype: Attached Commercial	iched Commerd	ial		
Assumptions / Building value bottom line	tom line	Scenario 1	(32/65)		Scenario 2 (20/80)	(08/0)	Scenario 3 (with public Ioan)	h public Ioan)	
About the development		Equity		<u> </u>	Equity		Equity		
use square feet		-	dolla			glop		д	
Ground Floor retail 26,000		Equity required Equity terms	95% %SE	\$980,487 E	Equity required Equity terms	20%	8 Equity required Equity terms	12% \$33	\$336,167
Surface parking 10,850 TOTAL (w/o parking) 26,000		term (yrs) interest rate	7		term (yrs) interest rate	7 15%	term (yrs) interest rate	7 15%	
		Total equity repayment (balloon payment at end of term)	\$1,6	\$1,649,692 p	Total equity repayment (balloon payment at end of term)	\$942,681	Total equity repayment (balloon payment at end of term)		\$565,609
Development costs		Bank loan			Bank loan		Bank loan		
item % assumption do	dollars \$44,772	Bank Ioan required	assumption dollars 65% \$1,8	Vars \$1,820,905	as Bank loan required	assumption dollars 80% \$2,241,114	4 Bank loan required	assumption dollars 80% \$2,24	follars \$2,241,114
New construction	\$2,104,290	Bank loan terms:			Bank loan terms:				
Construction of the constr	\$105,215	term (yrs)	30		term (yrs)	30	term (yrs)	30	
Soli costs (as % of construction)	\$420,858	interest rate	7%		interest rate	7%	interest rate	7.0%	
& hard costs)	\$126,257	Annual payment	\$1	\$146,740	Annual payment	\$180,603	3 Annual payment	\$18	\$180,603
IOIAL	\$2,801,392								
Revenues and expenses		Bottom line			Bottom line		Second loan		
\$/SF ense_assumption	annual income	Loan to value ratio	0.56		Loan to value ratio	0.69		assumption dollars	
Residential rent (per	4		,						,
Retail rent (per year) 12.5	\$0 \$276,250	Debt coverage ratio Financing gap	1.66 \$0	<u> </u>	Debt coverage ratio Financing gap Fquity repayment gap (or	1.35 \$0	Kequired loan amount Second loan terms	8% \$22	\$224,111
total revenue	\$276,250	surplus)	-\$852,620		surplus)	-\$382,651	term (yrs)	30	
Management/operations 5% (as % of revenue)	\$13,813	IRR	-4%		IRR	%0	interest	1%	
STABILIZED NOI	\$244,205						Annual payment (interest only payments for 10 yrs)	01	\$8,684
		This sheet allows the user to manipulate four development and financing scenarios by	manipulate four cenarios by				Bottom line		
S		changing the variables that are highlighted in	are highlighted in				Loan to value ratio	69:0	
Rent increase per year 3% Operating cost increase 3%		development program. All scenarios reference the same revenue and cost	enarios and cost				Debt coverage ratio Financing gap	1.35 \$0	
Vacancy : Yr 1 20%		assumptions, but these assumptions can be changed on this page. The key difference in	mptions can be				Equity repayment gap (or surplus)	-\$21.267	
		the scenarios is the structure	of the				IRR	11%	
Vacancy, Yr 3 and		financing.							
Cap rate 7.5%									
Bottom line									
Fair Market Value \$3,256,067									
costs) \$454,675									

	Z	Zion City & Glen Oaks I	Pro Forma Spreadsheet	sheet - Prototype: Det	- Prototype: Detached Commercia	le		
Assumptions / Building value bottom line	ng value bottom line	Scenario 1 ((35/65)	Scenario 2 (20/80)	20/80)	Scenario 3 (with public loan)	ı public Ioan)	
About the development		Equity		Equity		Equity		
	square feet		မ		glop		qoll	
Ground Floor retail	#REF! 2,537	Equity required Equity terms	35% \$115,449	Equity required Equity terms	20% \$65,971	Equity required Equity terms	7% \$23,	\$23,090
Surface parking	2,450	term (yrs)	7	term (yrs)	7	term (yrs)	7	
TOTAL (w/o parking)	#REF!	interest rate	15%	interest rate	15%	interest rate	15%	
		Total equity repayment (balloon payment at end of term)	\$194,245	Total equity repayment (balloon payment at end of term)	\$110,997	Total equity repayment (balloon payment at end of term)	\$38	\$38,849
Development costs		Bank loan		Bank loan		Bank loan		
item %	% assumption dollars		assumption dollars		assumption dollars		assumption dollars	
Site acquisition	\$44,772	Bank loan required	65% \$214,405	Bank loan required	80% \$263,883	Bank loan required	74% \$244,092	,092
New construction	\$217,619	Bank loan terms:		Bank loan terms:		Bank loan terms:		
Developer fee (as % of	, ¢10 001	(0 0 1 1) 0 0 0 0 0 0 0	CC	(000) 0000 0 4	OC.	(000)	C	
Soft costs (as % of	100,U1¢ %C	reitii (yrs)	06	reitii (yis)	00	(kis)	Oc.	
construction)	20% \$43,524	interest rate	7%	interest rate	7%	interest rate	7.0%	
Contingency (as % of soft &			1	-			4	j
nard costs)	5% \$13,057 \$329.853	Annual payment	\$17,278	Annual payment	\$21,265	Annual payment	\$19,	\$19,670
Revenues and expenses		Bottom line		Bottom line		Second loan		
\$/SF source of income/expense assu	\$/SF assumption annual income	Loan to value ratio	0.67	Loan to value ratio	0.83		assumption dollars	
Residential rent (per month) Retail rent (per year)	\$0 12.5 \$26,956		1.38 \$0	Debt coverage ratio Financing gap	1.12 \$0	Required loan amount Second loan terms	19% \$62	\$62,672
total revenue	\$26 956	Equity repayment gap (or surplus)	-\$137 181	Equity repayment gap (or surplus)	-\$81 844	term (vrs)	30	
Management/operations (as	00000		101',C1¢-		, 10, 10, 11, 11, 11, 11, 11, 11, 11, 11	(6)(3)	8	
% of revenue)	5% \$1,348	IRR	-14%	IRR	-14%	interest	1%	
STABILIZED NOI	\$23,830					payments for 10 yrs)	\$2	\$2,428
		This sheet allows the user to	manipulate four					
Other assumptions		development and financing scenarios by	cenarios by			Bottom line		
Rent increase per year	3%	BLUE. All scenarios reference the same	the same			Loan to value ratio	0.77	
Operating cost increase Vacancy, Yr 1	3%	development program. All scenarios	enarios and cost			Debt coverage ratio Financing gap	1.21 \$0	
		assumptions, but these assumptions can be	mptions can be			Equity repayment gap (or		
Vacancy, Yr 2	2%	changed on this page. The key difference in the scenarios is the structure of the	ey difference in			surplus)	-\$2,919	
stabilization	2%	financing.				IRR	10%	
Cap rate	7.5%							
Bottom line								
Fair Market Value	\$317,727							
Created value (FMV - costs)	(\$12,126)							
								Ī

	Zion City & Glen Oaks Pro		adsheet	Forma Spreadsheet - Prototype: Mixed Use - Residential / Retail	Jse - Residential /	Retail		
Assumptions / Building value bottom line	line	Scenario 1 (35/65)		Scenario 2 (20/80)	(20/80)	Scenario 3 (with public loan)	th public loan)	
About the development	Equity			Equity		Equity		
use square feet		assumption dol	dollars		ρ		dolla	
Apartments 5,500	Equity required	35%	\$776,646	Equity required	20% \$443,798	Equity required	2% \$4	\$44,380
	term (vrs)	7		term (vrs)	7	term (vrs)	7	
oarking) 1	interest rate	15%		interest rate	15%	interest rate	, 15%	
	Total equity repayment (balloon payment at end of term)	nent (balloon term)	\$1,306,725	Total equity repayment (balloon payment at end of term)	\$746,700	Total equity repayment (balloon payment at end of term)	2\$	\$74,670
Development costs	Bank loan			Bank loan		Bank loan		
% assumption dollar.		assumption dol	dollars		assumption dollars		assumption dollars	
	\$277,500 Bank loan required \$1,482,053 Bank loan terms:	%29	\$1,442,343	Bank Ioan required Bank Ioan terms:	80% \$1,775,191	Bank loan required Bank loan terms:	66% \$1,464,533	4,533
Leveloper Tee (as % of construction) 5%	\$74,103 term (yrs)	30		term (yrs)	30	term (yrs)	30	
Soft costs (as % of construction) 20% \$	\$296,411 interest rate	%_		interest rate	7%	interest rate	7.0%	
Contingency (as % of soft & hard costs)	\$88 923 Applial payment		\$116 233	Annual navment	\$143.056	Appual payment	\$11	\$118 021
							1	130,0
Revenues and expenses	Bottom line			Bottom line		Second loan		
source of income/expense \$/SF assumption annual income	income Loan to value ratio	0.84		Loan to value ratio	1.03		assumption dollars	
(per month)	\$60,000 Debt coverage ratio	1.11		Debt coverage ratio	0.90	Required loan amount	32% \$71	\$710,077
per year)				Financing gap	\$0	Second loan terms		
total revenue	Equity repayment gap (or \$143,300 surplus)	ap (or -\$1,166,798		Equity repayment gap (or surplus)	-\$794,535	term (yrs)	30	
Management/operations 6.5%	\$9,315 RR	-26%		IRR	-42%	interest	1%	
STABILIZED NOI	\$128,827					Annual payment (interest only payments for 10 yrs)	\$\$	\$27,514
		vs the user to manipulate four				o::1		
Rent increase per year 3%	changing the va	changing the variables that are highlighted in				Loan to value ratio	0.85	
a	BLUE. All Scena development pr	BLUE. All scenarios reference tne same development program. All scenarios				Debt coverage ratio	1.09	
	reference the si	reference the same revenue and cost assumptions, but these assumptions can be				Financing gap	0\$	
Vacancy, Yr 2 5%	changed on this	s page. The key difference in				Equity repayment gap (or surplus)	\$3,034	
and	financing.							
stabilization 2%						IRR	%6	
Fair Market Value \$1,717,689								
costs) (\$501,300)								

	Zion City & Glen	Oaks Pro Forma	Spreadsheet - Prototype: Apartments	e: Apartments			
Assumptions / Building value bottom line	Scenario 1	(35/65)	Scenario 2 (20/80)	(080)	Scenario 3 (with public loan)	public Ioan)	
About the development	Equity		Equity		Equity		
use square feet Apartments 9,000	Equity required	assumption dollars 35% \$600,484	pa	assumption dollars 20% \$343,134	Equity required	assumption dollars	ırs \$34,313
Ground Floor retail - Surface parking 6,650	Equity terms term (vrs)	7	Equity terms term (vrs)	7	Equity terms term (vrs)	7	
parking)	interest rate	15%	interest rate	15%	interest rate	15%	
	Total equity repayment (balloon payment at end of term)	\$1,010,328	Total equity repayment (balloon payment at end of term)	\$577,330	Total equity repayment (balloon payment at end of term)		\$57,733
Development costs	Bank loan		Bank loan		Bank loan		
% assumption dollars		ρ		ક		lop	ırs
ron \$1,309,6	\$0 Bank loan required 71 Bank loan terms:	65% \$1,115,185	Bank loan required Bank loan terms:	80% \$1,372,535	Bank loan required Bank loan terms:	54%	\$926,461
Developer ree (as % 565,484 of construction) 5% \$65,484	84 term (yrs)	30	term (yrs)	30	term (yrs)	30	
5011.035.5 (as % 20% \$261,934 of construction) (as % 2061,934)	34 interest rate	7%	interest rate	2%	interest rate	7.0%	
		000	-	000	1		0.00
TOTAL \$1,715,669	80 Annual payment	869,886	Annual payment	9110,608	Annual payment		5/4,660
Revenues and expenses	Bottom line		Bottom line		Second loan		
source of income/expense assumption annual income	ne Loan to value ratio	0.88	Loan to value ratio	1.09		assumption dollars	ırs
	80 Debt coverage ratio	0.98	Debt coverage ratio	0.80	Required loan amount	44%	\$754,894
Ketali rent (per year)	\$0 Financing gap	\$0	Financing gap	0\$	Second loan terms		
total revenue \$100,980	Equity repayment gap (or surplus)	-\$995,305	Equity repayment gap (or surplus)	-\$707,479	term (yrs)	30	
Management/operations 6% \$6,059	129				interest	1%	
ION CIVILIDATS	c				Annual payment (interest		7.00
STABILIZEU NOI		o manipulate four scenarios by			only payments for 10 yrs)		152,624
S	changing the variables that	are highlighted in			Bottom line		
Rent increase per year 3% Operating cost increase 3%	BLUE. All scenarios reference the same development program. All scenarios	e the same cenarios			Loan to value ratio Debt coverage ratio	0.73	
Vacancy, Yr 1	assumptions, but these assumptions can be	umptions can be			Financing gap	0\$	
Vacancy, Yr 2 10%	the scenarios is the structur	e of the			surplus)	\$10,908	
3 and	financing.				<u> </u>	,	
Stabilization 5% Cap rate 7.0%					ÄÄ Ä	%TT	
Bottom line							
lue							
- costs) (\$451,976)							

		Zion City & Glen O	Jaks Pro Forma Sprea	aks Pro Forma Spreadsheet - Prototype: Senior Housing	Senior Housing		
Assumptions / Building value bottom line	alue bottom line	Scenario 1	1 (35/65)	Scenario 2 (20/80)	2 (20/80)	Scenario 3 (no more than 20% public)	than 20% public)
About the development		Equity		Equity		Equity	
use square feet	t		assumption dollars		assumption dollars		assumption dollars
10 Ground Floor rotail	100,401	Equity required	35% \$7,029,420	Equity required	\$952,903	Equity required	20% \$4,016,811
		rdary remis	1	Educy cernis	1	rdary reillis	1
surrace parking TOTAL (w/o parking) 10	100,401	term (yrs) interest rate	15%	term (yrs) interest rate	15%	term (yrs) interest rate	15%
		Total equity repayment (balloon payment at end of term)	\$11,827,157	Total equity repayment (balloon payment at end of term)	\$1,603,281	Total equity repayment (balloon payment at end of term)	\$6,758,376
Development costs		Bank loan		Bank loan		Bank loan	
item % assumption	tion dollars		assumption dollars		assumption dollars		assumption dollars
Site acquisition		Bank loan required	%	Bank loan required	%	Bank loan required	80% \$16,067,245
Developer fee (as % of	CC0,C21,21¢	Bally loan tellins.		Dalin Idali Cellis.		Bally loan cellis.	
construction)	5% \$636,283	term (yrs)	30	term (yrs)	30	term (yrs)	30
construction)	30% \$3,817,697	interest rate	7%	interest rate	7%	interest rate	7.0%
Contingency (as % of soft					200 800 15		61 204 602
TOTAL	5% \$27,168 \$20,084,056	Annual payment	71,052,026	Annuai payment	71,294,802	Annual payment	51,294,802
		:		:		;	
Revenues and expenses		Bottom line		Bottom line		Second loan	
source of income/expense \$\SF assumption annual income	nption annual income	Loan to value ratio	0.41	Loan to value ratio	0.51		assumption dollars
(per month)	2.9 \$2,969,850	Debt coverage ratio	2.11	Debt coverage ratio	1.71	Required Ioan amount	0\$ %0
Retail rent (per year)		Financing gap	\$0	Financing gap	\$0	Second loan terms	
total revenue	\$2,969,850	Equity repayment gap (or surplus)	-\$3,187,986	Equity repayment gap (or surplus)	\$181,368	term (yrs)	30
Management/operations (as % of revenue)	14% \$415.779	RR	2%	IRR	13%	interest	1%
STABILIZED NOI	- ₹					Annual payment (interest only payments for 10 yrs)	0\$
		This sheet allows the user to manipulate four	nipulate four			<u> </u>	
Other assumptions	700	development and financing scenarios by changing the variables that are highlighted in RITIF All	larios by cnanging			Bottorn line	7 10
Operating cost increase	%6	scenarios reference the same development	svelopment			Debt coverage ratio	1.71
Vacancy, Yr 1	30%	program. All scenarios reference the same revenue	the same revenue			Financing gap	(\$0)
Vacancy, Yr 2	20%					surplus)	\$181,368
Vacancy, Yr 3 and							
stabilization Cap rate	10% 7.0%					- KK	13%
Bottom line							
	\$31,650,116						
Created value (FMV - costs) \$11,56	\$11,566,060						

		Zion City & Glen O	aks Pro Forma	Spreadsheet - Prototype: Grocery Store	e: Grocery Store		
Assumptions / Building value bottom line	bottom line	Scenario 1 (3	(35/65)	Scenario 2 (20/80)	(20/80)	Scenario 3 (with public loan)	h public loan)
About the development		Equity		Equity		Equity	
use square feet			llop		assumption dollars	7	glop
Ground Floor retail 50,000	0	Equity required Equity terms	35% 21,667,380	Equity required Equity terms	20%,2554,303	Equity terms	%/ %7555, D.D.
Surface parking 70,000 TOTAL (w/o parking) 50,000	0.0	term (yrs) interest rate	7 15%	term (yrs) interest rate	15%	term (yrs) interest rate	7 15%
		Total equity repayment (balloon payment at end of term)	\$2,805,741	Total equity repayment (balloon payment at end of term)	\$1,603,281	Total equity repayment (balloon payment at end of term)	\$561,148
Development costs		Bank loan		Bank loan		Bank loan	
item % assumption dollars	n dollars		assumption dollars		assumption dollars		assumption dollars
Site acquisition New construction	\$784,080	Bank loan required	\$3,096,935	Bank loan required	\$3,811,612	Bank loan required Bank loan terms:	70% \$3,335,161
% of					· ·		Č
construction) Silver (as % of Soft costs (as % of	\$151,925	term (yrs)	30	term (yrs)	90	term (yrs)	30
construction) 20%	\$607,700	interest rate	7%	interest rate	7%	interest rate	7.0%
& hard costs) 59	5% \$182,310	Annual payment	\$249,571	Annual payment	\$307,164	Annual payment	\$268,769
TOTAL	❖						
Revenues and expenses		Bottom line		Bottom line		Second loan	
source of income/expense assumption	annual income	Loan to value ratio	0.71	Loan to value ratio	0.88		assumption dollars
Residential rent (per month)	O\$	Debt coverage ratio	1 30	Debt coverage ratio	30,1	Required loss amount	23% ¢1 005 838
Retail rent (per year)	2 \$350,000	Financing gap	\$0	Financing gap	\$0\$	Second loan terms	
total revenue	\$350,000	Equity repayment gap (or surplus)	-\$2,058,606	Equity repayment gap (or surplus)	-\$1,259,298	term (yrs)	30
Management/operations	¢17 E00	ag	76%	9	798%	+2010	7%
	_) 1			Annual payment (interest only payments for 10 vrs)	\$42.462
	000,000	This sheet allows the user to manipulate four	manipulate four			(0.600.000.000.000.000.000.000.000.000.0	201,210
S		development and financing scenarios by changing the variables that are highlighted in	senarios by			Bottom line	
	3%	BLUE. All scenarios reference the same	the same			Loan to value ratio	0.77
Operating cost increase 3	%° 0%	development program. All scenarios	enarios			Debt coverage ratio Financing gap	1.21
	2	assumptions, but these assur	nptions can be			Equity repayment gap (or	2
Vacancy, Yr 2 O	%0	changed on this page. The key difference in the scenarios is the structure of the	y difference in of the			surplus)	-\$25,106
	%0	financing.				IRR	12%
Cap rate 7.5%	%						
Bottom line							
Fair Market Value \$4,340,000	0						
costs) (\$424,515)	5)						

		Zior	Zion City & Glen Oaks Pro Forma Spreadsheet	S Pro Forr	na Spreads	sheet		
Prototype: Single Family Large Lot	e Family La	rge Lot	Prototype: Single Family	Single Fa	mily	Prototype: -	Prototype: Townhomes	
Assumptions / Building value bottom line	ding value bott	om line	Assumptions / Building value bottom line	ding value b	ottom line	Assumptions / Building value bottom line	ling value botton	line
About the development			About the development	ī		About the development		
esn	square feet		bs esn	square feet		s esn	square feet	
Single Family	1,519		Single Family (one unit)	260		Townhomes (5 units)	6,750	
Ground Floor retail	•			ı			•	
Surface parking	•		Surface parking			Surface parking	3,600	
TOTAL (w/o parking)	1,519		TOTAL (w/o parking)	200		TOTAL (w/o parking)	6,750	
Development costs			Development costs			Development costs		
item	% assumption	dollars	item	% assumption dollars	ollars	item	% assumption dollars	ş
Site acquisition		\$18,600	Site acquisition		\$9,300	Site acquisition		\$72,000
New construction		\$125,166	New construction		\$66,494	New construction (5 units)		\$590,963
Developer fee (as % of			Developer fee (as % of			Developer fee (as % of		
construction)	2%	\$6,258	construction)	2%	\$3,325	construction)	2%	\$29,548
Soft costs (as % of			Soft costs (as % of			Soft costs (as % of		
construction)	30%	\$37,550	construction)	30%	\$19,948	construction)	20%	\$118,193
Contingency (as % of soft &			Contingency (as % of			Contingency (as % of soft &		
hard costs)	2%	\$8,136	soft & hard costs)	2%	\$4,322	hard costs)	2%	\$35,458
TOTAL		\$195,709	TOTAL		\$103,389	TOTAL		\$846,161
						Per Unit		\$169,232.18

CIP APPENDIX | Inventory Data

The following information illustrates data collected in order to inform decisions and recommendations within the CIP area. Documents included are a series of GIS maps, existing street and drainage conditions and types, and CATS ridership information. This information was gathered throughout the CIP planning process.

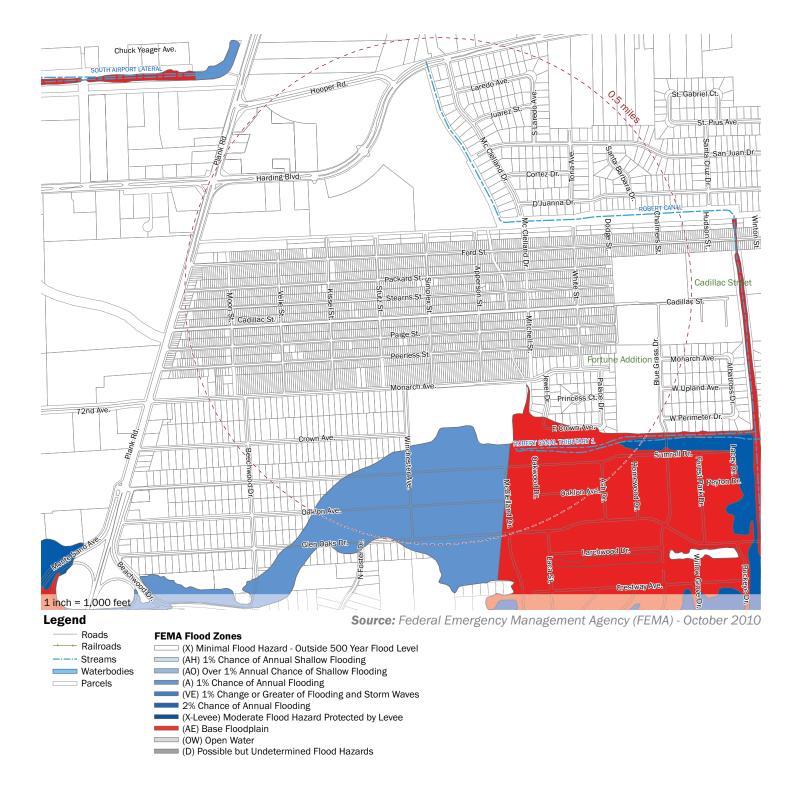


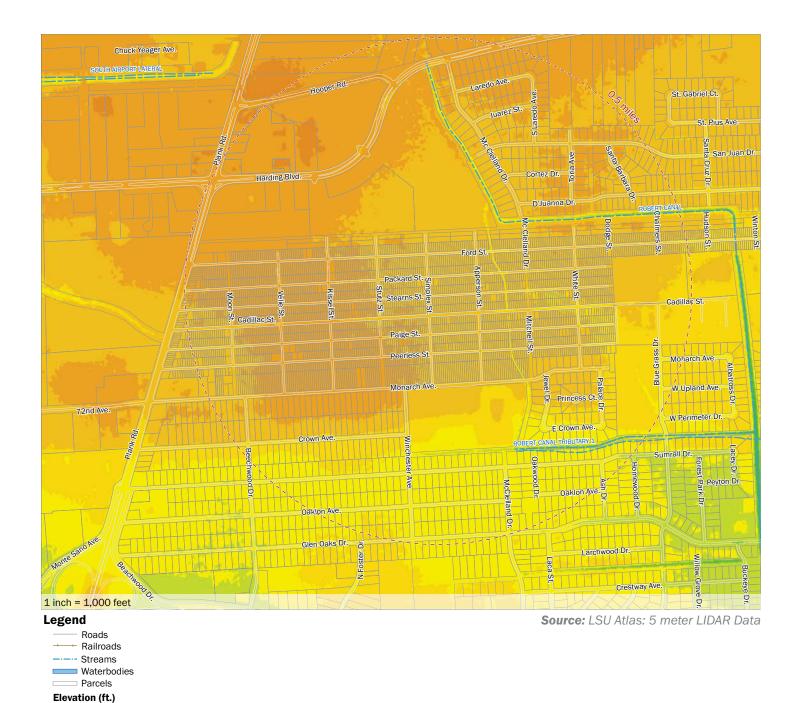






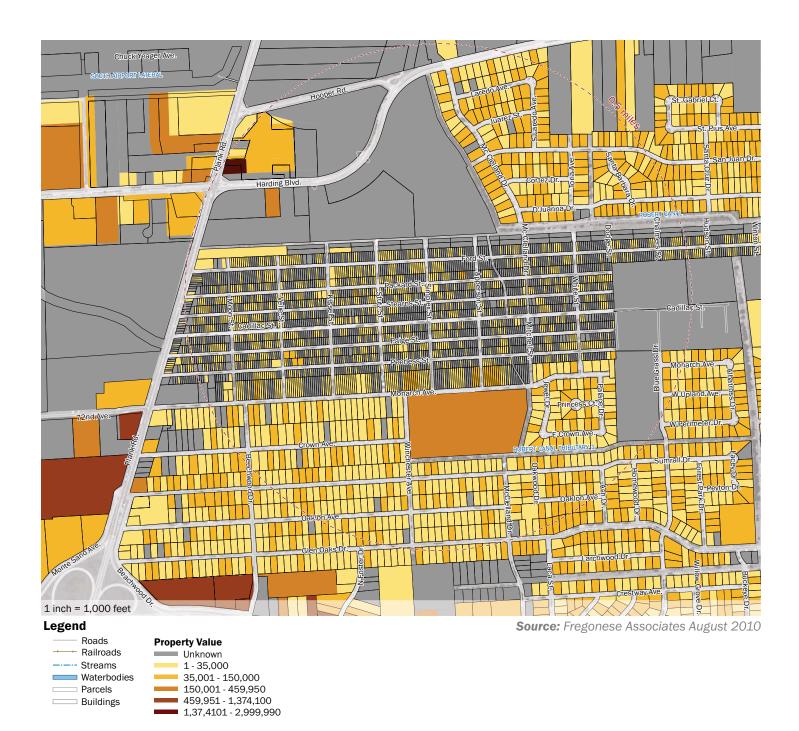


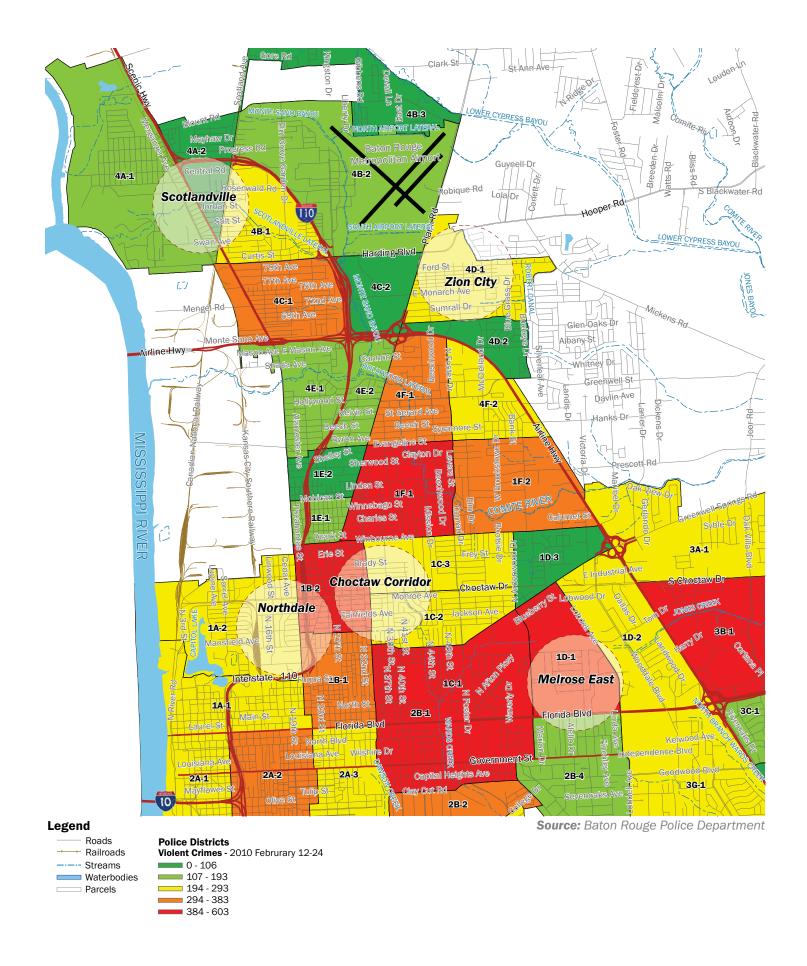




Elevation

High : 32 Low : 0





			Exist	ting Street Conditions				
			Site	e-inventory checklist				
			Zion City &	& Glen Oaks Catalyst A	Areas			
	STREET	# LANES	SURFACE COMPOSITION	SIDEWALKS YES/NO	Catalyst Areas FYES/NO TYPE DRAINAGE PARTIAL DITCHES NORTH & SOUTH DITCH - WEST SIDE NONE DITCH - EAST & WEST DITCH - SAST & WEST DITCH - NORTH & SOUTH DITCH - EAST & WEST DITCH - BAST & WEST DITCH - EAST & WEST RUCTION - CANNOT ACCESS ROAD BECAUSE OF CONSTRUCTION TE APRON, NO STREET TE APRON, NO STREET TE APRON, NO STREET DITCHES - NORTH & SOUTH SIDES DITCHES - NORTH & SOUTH DITCHES - NORTH & SOUTH SIDES DITCHES - NORTH & SOUTH DITCHE			
1	FORET	2	ASPHALT	NO	PARTIAL DITCHES NORTH & SOUTH			
2	VELIE	2	ASPHALT	NO	DITCH - WEST SIDE			
3	KISSELL	2	ASPHALT	NO	NONE			
4	STUTZ	2	ASPHALT	NO	DITCH - EAST & WEST			
5	SIMPLEX	2	ASPHALT	NO	DITCH - EAST & WEST			
6	PACKARD	2	ASPHALT	NO	DITCH - NORTH & SOUTH			
7	APPERSON	2	ASPHALT	NO	DITCH - EAST & WEST			
8	WHITE	2	ASPHALT	YES	DITCH - EAST & WEST			
9	MITCHELL #1			ROAD CONSTRUCTION - CAN	NNOT ACCESS			
10	DODGE		STRE	ET SIGN, BUT NO ROAD BECAU	SE OF CONSTRUCTION			
11	CHALMERS			CONCRETE APRON, NO	STREET			
12	HUDSON			CONCRETE APRON, NO	STREET			
13	STEARNES	2	ASPHALT	NO	DITCHES - NORTH & SOUTH			
14	MOON	2	ASPHALT	NO	DITCHES - EAST & WEST			
15	CADILLAC	2	CONCRETE	YES, BOTH SIDES PARTIAL	STORM DRAINS			
16	PAIGE	2	ASPHALT	NO	DITCHES - NORTH & SOUTH			
17	MITCHELL #2	2	ASPHALT	NO	DITCHES - EAST & WEST			
18	PEERLESS	2	ASPHALT	NO	DITCHES - NORTH & SOUTH			
19	MONARCH	2	ASPHALT	YES, BOTH SIDES	DITCHES - NORTH & SOUTH			
20	PALACE DRIVE	2	ASPHALT	YES, BOTH SIDES	DITCHES - EAST & WEST			
21	PRINCESS	2	ASPHALT	YES, BOTH SIDES	DITCHES - NORTH & SOUTH			
22	CROWNE #1	2	ASPHALT	YES, BOTH SIDES	DITCHES - NORTH & SOUTH			
23	JEWELL DRIVE	2	ASPHALT	YES, BOTH SIDES	DITCHES - EAST & WEST			
24	WINCHESTER	2	ASPHALT	YES, BOTH SIDES				
	CROWNE #2	2	ASPHALT	NO	DITCHES AND STORM DRAINS - NORTH & SOUTH			
26	BEECHWOOD	2	ASPHALT	NO	DITCHES - NORTH & SOUTH			
27	SUMRALL	2	ASPHALT	NO	DITCHES - NORTH & SOUTH			
	BLUE GRASS	2	ASPHALT/CONCRETE	YES, BOTH SIDES	STORM DRAINS			
29	WEST MONARCH	2	ASPHALT	YES, BOTH SIDES	STORM DRAINS			
30	ALBATROSS	2	ASPHALT	YES, BOTH SIDES	STORM DRAINS			
31	UPLAND	2	ASPHALT	YES, BOTH SIDES	STORM DRAINS			
32	PERIMETER	2	ASPHALT	YES, BOTH SIDES	STORM DRAINS			

CATS RIDERSHIP INFORMATION Airline Route 54 11/3/2009 11/3/2009 11/4/2009 11/3/2009 11/3/2009 9:00am 11:00am 3:55pm 4:35pm 6:30pm **Primary Street** Cross Street Mileage On On On On On TT Allian Elton C. Harrison SU 0.40 5 5 6 2 4 0.30 2 2 Swan Isabel 1 Swan Scenic 0.20 1 1 Scenic Harding Blvd. 0.50 1 1 Scenic* 72nd 0.13 1 1 3 1 72nd Somerset 0.10 72nd Goode 0.10 72nd Pembroke 0.10 1 1 72nd Middlesex 0.10 1 72nd 0.00 Nottingham 72nd 0.00 Yorkshire 0.00 72nd Plank Rd. Plank Rd. Airline Exit South 0.55 1 1 1 Airline Hwy. Beechwood Dr. 0.18 Airline Hwy. Foster Dr. 0.17 Airline Hwy. Winchester 0.29 Airline Hwy. McClelland 0.20 1 1 McClelland Dr. Maplewood Dr. 0.18 McClelland Dr. Bingo Hall 0.12 McClelland Dr. Glen Oaks Dr. 0.20 1 0.12 Glen Oaks Dr. Ash Dr. Glen Oaks Dr. Bluegrass Dr. 0.15 Glen Oaks Dr. Buckeye Dr. 0.11 Glen Oaks Dr. Buttonwood Dr. 0.07 1 Glen Oaks Dr. Silverleaf Ave. 0.12 2 1 Silverleaf Ave. Poinsettia 0.12 Silverleaf Ave. Maplewood Dr. 0.15 Silverleaf Ave. Fern Dr. 0.15 Silverleaf Ave. Greenwell St. 0.21 Greenwell St. Urban Meadow Apts. 0.09 Greenwell St. Quida Mae Dr. 0.05 0.08 Greenwell St. Airline Hwy. Airline Hwy.* E.K.L. Hospital 0.29 3 4 2 1 Airline Hwy. McClelland 0.07 McClelland Dr. Hollywood St. 0.00 Hollyw/Grwll Crossor Greenwell St. 0.30 Greenwell St. Airline Hwy. 0.00 Airline Hwy. Katherine Dr. 0.15 2 Airline Hwy. St. Gerard Ave. 0.13 Airline Hwy. Hanks Dr. 0.17 1 Airline Hwy. Evangeline 0.42 2 1 1 Airline Hwy. Prescott Rd. 0.15 1 0.22 Airline Hwy. Bicentennial Pl. Airline Hwy. Victoria Dr. 1 1 1 1 0.71 Airline Hwy. Winbourne Grwell Springs Rd.* Wooddale Blvd. 0.18 Wooddale Blvd. Ofc of Fam Support 0.12 3 2 1 1 Wooddale Blvd. Choctaw 0.12 Wooddale Blvd. Lobwood St. 0.13 Wooddale Blvd. **Employment Ofc** 0.23 1 Wooddale Blvd. Exchange Place 0.12 1 Wooddale Blvd. Tom Dr. 0.19 Tom Dr. Dallas Dr. 0.08

Tom Dr.	Beaumont Dr.	0.18					T					1
Tom Dr.	Airline Hwy.	0.05		2		3				7		
Tom Dr.	S. Commerce Ave.	0.17	1		1		 					
Tom Dr.	Airway Dr.	0.12					+					
Airway Dr.	Oak Villa	0.00		+			+					
Oak Villa	Wal-Mart	0.00	4	9		7	+		10	5	1	1
Oak Villa	Crossway	0.00	2	1 3	1		+	1	10			
	Cortana Place	0.00		+			+				 	
Crossway Cortana Place	Wal-Mart	0.20	<u> </u>	+	 		+	5				
		0.14	<u> </u>	-	<u> </u>		+	- 5				<u> </u>
Cortana Place	Bus Shelter	0.14	 	+	<u> </u>		+					
Cortana Place	Florline	0.12	<u> </u>	+			┼					
Airline Hwy.	Academy	0.68	<u> </u>									
Airline Hwy.	Connell's Village	0.20	<u> </u>		<u> </u>		 		<u> </u>			1
Airline Hwy.	Woman's Hospital	0.17	 	2			 		1			-
Airline Hwy.	Coleman's	0.19	<u> </u>	2			—		1			
Airline Hwy.	Olinde's	0.22	1	3	ļ				2	1		
Airline Hwy.	Hammond Aire	0.43	<u> </u>				↓					
Airline Hwy.	Old Hammond Hwy.	0.16	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Airline Hwy. *	Commonwealth	0.18	<u> </u>	<u> </u>	<u> </u>			<u> </u>			<u> </u>	
Airline Hwy.	Interline Blvd.	0.90		<u> </u>								
Airline Hwy.	Bluebonet Blvd.	0.16										
Coursey Blvd.	Cedarcrest Ave.	0.11		3					2	1		
Cedarcrest Ave.	Home Depot	0.15										
Cedarcrest Ave.	BR Teacher's Union	0.09										
Airline Hwy.	Arnold Lane	0.33		1						1		
Airline Hwy.	LA. Truck Center	0.47					1	1			1	
Airline Hwy. *	Sherwood Common	0.46										
Airline Hwy.	S. Sherwood	0.91				1	1					
Airline Hwy.	Alco Dr.	0.40		1								
Cedarcrest Ave.	Home Depot	0.26		1								
Coursey Blvd.	Airline Hwy.	0.22		1	1	3			1			
Airline Hwy.	Daradale Ave.	0.70		1	 		+					
Airline Hwy.	Interline Blvd.	0.30	1				+					
Airline Hwy. *	Old Hammond Hwy.	0.34					+		3		1	
Airline Hwy.	Benny's Car Wash	0.09		1			+					
Airline Hwy.	Delcourt St.	0.22	1	+			+					
Airline Hwy.	Russell's Grill	0.28		+			2					
Airline Hwy.	Goodwood	0.24		+					1			
Airline Hwy.	Woman's Hospital	0.24	1	+	 		1	 			3	
Airline Hwy.	Vine St.	0.12	1	+	\vdash			 				
	Florline	0.80		1	 		+					
Airline Hwy. Cortana Place	Bus Shelter	0.14	6	1 1	 		5		1			
			6		<u> </u>		5		1			
Tom Dr.	S. Commerce Ave.	0.26	 	+	2	1	+	 	5	3	6	2
Tom Dr.	Airline Hwy.	0.18	<u> </u>	+	5		+		1			
Tom Dr.	Beaumont Dr.	0.08	 	+	1	1	+	 				
Tom Dr.	Dallas Dr.	0.17	 	 	 						<u> </u>	
Tom Dr.	Wooddale Blvd.	0.12	<u> </u>		<u> </u>	<u> </u>		1	1	1	1	3
Wooddale Blvd.	Exchange Place	0.18	<u> </u>	2	<u> </u>							
Wooddale Blvd.	Scobell St.	0.30	<u> </u>	 	<u> </u>		 	 	<u> </u>	1	 	
Wooddale Blvd.	S. Choctaw	0.12	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Wooddale Blvd.	E. Industrial Ave.	0.18	<u> </u>	<u> </u>	<u> </u>			1			<u> </u>	
Wooddale Blvd. *	Greenwell Springs	0.77	ļ	<u> </u>								
Airline Hwy.	Salvation Army	0.31		1	1	2	1					1
Airline Hwy.	Victoria Dr.	0.37							1	1		
Airline Hwy.	Prescott Rd.	0.43						1				
Airline Hwy.	Evangeline	0.71				1		2		1	1	1
Airline Hwy.	Greenwell St.	0.12								1		
			1	†	2	1	1	3	2	1	3	1
Airline Hwy. *	E.K.L. Hospital	0.25	T					5	_		5	

Airline Hwy.	Bingo Hall	0.18	1	2		3						3
Airline Hwy.	Winchester	0.17										
Airline Hwy.	Foster Dr.	0.22										
Airline Hwy.	Plank Exit North	0.34				1				1		2
Plank Rd.	Sumrall	0.18										
Plank Rd.	72nd	0.15						1				
72nd	Winnifield Memorial	0.52										
72nd	Howell	0.00								1	1	
72nd	Yorkshire	0.00								1		
72nd	Notingham	0.10										
72nd	Middlesex	0.10								1	1	1
72nd	Pembroke	0.10				1						
72nd	Goode	0.10										
72nd	Somerset	0.10										
72nd *	Scenic	0.11								1		
Scenic	74th	0.30										
Scenic	79th	0.09	1	1	5	1						1
Scenic	Harding Blvd.	0.77		1								
Harding Blvd.	Elton Harrison	0.10	1				1					
Elton Harrison	WMS Stewart Hall	0.05				3	2		1	1	2	
Elton Harrison	Fine Arts Building	0.05	1	1				1				
Elton Harrison	Natural Science	0.10	1				1					2
Elton Harrison	Jessie Stone	0.05	3	1					1			
Jessie Stone	B.A. Little	0.10				2						
B.A. Little	R.E. Smith	0.07										
R.E. Smith	TT Allian	0.07		1								
	Total:		47	40	36	34	22	21	44	33	26	21
			10:5	8am	12:5	i0pm	6:0	5pm	6:2	5pm	8:1	7pm

	(CATS RID	ERS	HIP I	NFO	RMA	TION					
			Fost	ter R	oute							
		***************************************	10/31	1/2009	10/14	1/2009	10/15	5/2009	10/9/	/2009	10/15	5/2009
				5am		5am		36am	11:5	i0am	12:5	51pm
Primary Street	Cross Street	Mileage	On	Off	On	Off	On	Off	On	Off	On	Off
Florida	22nd	0.32	1		5		12		13		20	
Florida	25th	0.05										
Florida	26th	0.11										
Florida	N. Eugene	0.06										
Florida	Atkinson	0.05										
Florida	Gottlieb	0.05										
Florida	Gobellin	0.14										
Florida	Kernan	0.07										
Florida	Acadian Thruway	0.14							2	1		
Florida	Peach Tree	0.07				1						
Florida	Wabash	0.07								3		
Florida	Jasmine	0.07										
Florida	Live Oak	0.15										
Florida	N. Leo	0.11								1		
Florida	N. Beck	0.21										1
N. Beck	North	0.18						1				
North	48th	0.14			1					2		4
North	N. Foster Dr.	0.06										1
N Foster	Crillion	0.39			1				3			
N Foster	Hermitage	0.33	1				1	3		2	1	4
N Foster	Jefferson	0.06						1			1	
N Foster	Washington	0.11									_	
N Foster	Fairfields	0.06								1		
N Foster	Madison	0.06										
N Foster	Adams	0.08										
N Foster	Choctaw	0.17						1				
N Foster	Osborne	0.07						_				
N Foster	Underwood	0.06										
N Foster	Ritterman	0.06										
N Foster	Frey	0.11										2
N Foster	Jean St.	0.11										
N Foster	Winborne	0.20			1	1						
N Foster	Charles	0.16	1								1	
N Foster	Conrad	0.09										
N Foster	Linden	0.15	1					1				1
N Foster	Prescott	0.13				1		Т.				
Prescott	Elm	0.09			2					1		2
Prescott	The Lodge Apt.	0.50		1								
Prescott	W. Brookstown	0.18						1		1		
	school	+					1				1	
E. Brookstown E. Brookstown	Evangeline	0.15 0.12		1			1				1	2
				 				4		2		
Evangeline	Bank	0.06		1				1		2		
Evangeline	Enterprise	0.13		1								-
Evangeline	Annette	0.08		1								-
Evangeline	McCleland	0.19		1								ļ
Evangeline	Elm	0.14		1								
Evangeline	N. Foster Dr.	0.06		<u> </u>		-	<u> </u>					<u> </u>
N. Foster Dr.	Byron	0.06	1]			4				1	1

Primary Street	Cross Street	Mileage	On	Off	On	Off	On	Off	On	Off	On	Off
N. Foster Dr.	Sycamore	0.32	• • • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • • •	0	<u> </u>	1	<u> </u>	<u> </u>	0	• • • • • • • • • • • • • • • • • • • •	<u> </u>
N. Foster Dr.	Hollywood St.	0.16				2		1				2
N. Foster Dr.	Greenwell	0.10					1					
N. Foster Dr.	Woodlawn	0.08										
N. Foster Dr.	Denham St.	0.28										
N. Foster Dr.	Airline Hwy	0.18				1		2				1
Airline Hwy	Winchester	0.23										
Airline Hwy	McCleland	0.06		2								
Airline Hwy	Bus stop	0.30										
Airline Hwy	Glen oaks	0.08										
Glen Oaks	Bus stop	0.24										
Glen Oaks	Blue Grass	0.15									1	
Glen Oaks	Buckeye	0.11										
Glen Oaks	Buttonwood	0.07										
Glen Oaks	Silverleaf	0.11										
Silverleaf	Bus stop	0.12						2				
Silverleaf	Maplewood	0.15										
Maplewood	bus stop	0.07										
Maplewood	Cedar Cove	0.12										
Maplewood	Glen oaks Baptist Church	0.06			1							
Maplewood	E. Fairlane	0.00										
Maplewood	Shiloh	0.11										
· ·	Matthews	0.12	2		2			1				
Maplewood Matthews		0.15						Т.				
	Cheyenne	t	1									
Matthews	Whitney	0.05	Т									
Whitney	Hartford	0.19						4	2		4	
Hartford	Greenwell	0.58 0.09	1			2		1			1	
Greenwell Greenwell	Satinwood Silverleaf	0.09										
		t										1
Greenwell	Grand Ouinto Mas	0.09 0.05						-1				1
Greenwell	Quinta Mae	t						1				
Greenwell	Airline Hwy	0.08	4			2	2			2		
Airline Hwy	Earl K Long Hospital	0.29	4			3	3			3	5	
Airline Hwy	McCleland	0.40										
Airline Hwy	N. Foster Dr.	0.00										
N. Foster Dr.	Airline Hwy	0.28					4					
N. Foster Dr.	Denham St.	0.08					1					
N. Foster Dr.	Woodlawn	0.10										
N. Foster Dr.	Greenwell	0.16									4	
N. Foster Dr.	Hollywood St.	0.21									1	
N. Foster Dr.	Lorraine	0.06										
N. Foster Dr.	Beach	0.06			4							
N. Foster Dr.	Sycamore	0.06	2		1							
N. Foster Dr.	Byron	0.06										
N. Foster Dr.	Evangeline	0.07										
N. Foster Dr.	Shelly	0.06										
N. Foster Dr.	Clayton	0.06						4				
N. Foster Dr.	Sherwood St.	0.19	4					1	4			
N. Foster Dr.	Prescott	0.15	1						1			
N. Foster Dr.	Linden	0.09			2							
N. Foster Dr.	Mohican	0.04										
N. Foster Dr.	Winnebego	0.13										
N. Foster Dr.	Charles	0.20			_			_				
N. Foster Dr.	Winborne Ave	0.05			2			2				

Primary Street	Cross Street	Mileage	On	Off								
N. Foster Dr.	Bradley	0.06										
N. Foster Dr.	Jean St.	0.06										
N. Foster Dr.	Wilmot	0.05			1		1		1			
N. Foster Dr.	Frey	0.06	1								1	1
N. Foster Dr.	Ritterman	0.06										
N. Foster Dr.	Underwood	0.07	1									
N. Foster Dr.	Osborne	0.17			1							
N. Foster Dr.	Choctaw	0.08										
N. Foster Dr.	Adams	0.06										
N. Foster Dr.	Madison	0.06										
N. Foster Dr.	Fairfields	0.11										
N. Foster Dr.	Washington	0.06										
N. Foster Dr.	Jefferson	0.11										
N. Foster Dr.	Gus Young	0.12		1					1			
N. Foster Dr.	Church	0.48			1							1
N. Foster Dr.	North St.	0.09										1
North St.	N. 48th St.	0.10	1									
North St.	N. 46th St.	0.02								1		
North St.	Columbus Dunn	0.05										
North St.	N. Beck	0.21										
N. Beck	Florida	0.11		1								
Florida	N. Leo	0.06										
Florida	Tascalusa	0.04										
Florida	Roselawn	0.09										
Florida	Lofaso	0.06					2					
Florida	Park Hills	0.05										
Florida	Wabash	0.06										
Florida	Peach Tree	0.05										
Florida	Sagnaro	0.09					1					
Florida	N. Acadian Thruway	0.15	1				1					
Florida	Connell	0.06							1			
Florida	Gebellin	0.05										
Florida	Gottlieb	0.05										
Florida	Atkinson	0.06										
Florida	N. Eugene	0.05			1							
Florida	N, 26th St.	0.05										
Florida	N. 25th St.	0.05										
Florida	N. 24th St.	0.05										
Florida	N. 23rd St.	0.09										
Florida	N. 22nd St.			14		11		9	1	6		8
	Total		20	20	22	22	29	29	25	24	34	33

	CAT	S RIDERSH	IP INF	ORMA	ATION							
		Harding	Route	e 11								
			10/23	3/2009	10/24	1/2009	12/8	/2009	10/23	3/2009	10/27	7/2009
			8:5	0am	9:0	5am	10:3	30am	10:3	30am	12:2	20pm
Primary Street	Cross Street	Mileage	On	Off	On	Off	On	Off	ON	OFF	ON	OFF
E. K. L. Hospital*	Airline Hwy.	0.50	5		3		4		5		10	
Airline Hwy.	McClelland Dr.	0.06		1			3			1		
McClelland Dr.	Maplewood Dr.	0.18							1			
McClelland Dr.	Bingo Hall	0.12										
McClelland Dr.	Glen Oaks	0.20										
Glen Oaks	Ash Dr.	0.12										
Glen Oaks	Blue Grass	0.14										
Blue Grass	Sumrall	0.19										
Blue Grass	West Monarch	0.11										
Blue Grass	Cadillac St.	0.16										1
Cadillac St.	White St.	0.19										
Cadillac St.	Apperson St.	0.10						1				
Cadillac St.	Simplex	0.19										
Cadillac St.	Kissell St.	0.19										
Cadillac St.	Moon St.	0.12										
Cadillac St.*	Plank Rd.	0.08										
Plank Rd.	Packard St.	0.39						2				
Harding Blvd.	Social Security Office	0.14							1			
Harding Blvd.	Sonic Drive In	0.29	1	1								
Harding Blvd.	Margaret Dumas	0.25										2
Harding Blvd.	Parkway Park	0.24										
Veterans Memorial	Badley St.	0.30		1								
Veterans Memorial	Army Reserve Center	0.22				1						1
Veterans Memorial	Rosenwald	0.25								1		
Rosenwald*	Wilbur	0.13					2					
Wilbur	Varsity	0.14										1
Wilbur	Andover St.	0.05							1			1
Wilbur	Jay St.	0.19										
Wilbur	Badley St.	0.12						1				1
Badley St.	Church St.	0.08										
Badley St.	Heath	0.13	1		1							
Heath	Harding Blvd.	0.16										
Pembroke	78th	0.16								1		
Pembroke	75th	0.05										
Pembroke	74th	0.09						1		1		
Pembroke	72nd	0.14										
72nd	Goode St.	0.12	1									
72nd	Somerset St.	0.13										
72nd	Scenic Hwy.	0.11				1						
Scenic Hwy.	74th	0.13										
Scenic Hwy.	77th	0.17		1								
Scenic Hwy.	79th	0.21		1								
Scenic Hwy.	Fairchild	0.09	1		1							
Scenic Hwy.	Scotland Ave.	0.04										
Scotland Ave. (Hwy 19)	Swan	0.11										
Scotland Ave. (Hwy 19)	Robin	0.11					1					
Scotland Ave. (Hwy 19)	Stilt	0.11										
Scotland Ave. (Hwy 19)	Oriole	0.11			2							
Scotland Ave. (Hwy 19)	Fratenity	0.10		İ								
Scotland Ave. (Hwy 19)	Rosenwald	0.23		<u> </u>						1		
Scotland Ave. (Hwy 19)	SctInville Magnet Sch	0.21						<u> </u>				

Primary Street	Cross Street	Mileage	On	Off	On	Off	On	Off	ON	OFF	ON	OFF
Scotland Ave. (Hwy 19)	Progress	0.11	OII	OII	OII	OII	OII	OII	ON	011	OIN	011
Scotland Ave. (Hwy 19)	Stanocola	0.11										
Scotland Ave. (Hwy 19)	Bus Shelter	0.11	1							1		
Scotland Ave. (Hwy 19)	Blount Rd.	0.19										1
Hwy. 19	Sparta Ave.	0.23										
Hwy. 19	Thomas Rd.	0.23				2						
	Clark Park	0.41										
Hwy. 19		0.16										
Hwy. 19	Greenwood Park											
Hwy. 19	Lavey Lane	0.47										
Hwy. 19	Winn Dixie Shop Ctr.	0.04						4				
Hwy. 19	Coolidge	0.10	1					1				
Hwy. 19	Van Buren	0.13										
Hwy. 19	Truman St.	0.17						1				
Hwy. 19	Groom Rd.	0.11										
Hwy. 19	Adams	0.22										
Hwy. 19	Jackson	0.10	1				1				1	
Hwy. 19	Baker Blvd.	0.37										
Hwy. 19	Singletary (Pus Safety)	0.37										
Hwy. 19	Ben Williams Lane	1.33		1								
Hwy. 19	Midway Plaze	0.65				1						
Hwy 19	Cablevision	0.64										
Hwy 19	Lower Zachary Rd.	0.50			3	1				1		
Hwy 19	Main St. Zachary	0.06		1					2			
Main St. (Hwy 64)	McDonald 's	0.11										
Main St. (Hwy 64)	Old Slaughter Rd.	0.10										
Main St. (Hwy 64)	Carpenter Rd.	0.31		1						1		
Main St. (Hwy 64)	Walmart Super Center	0.16		2				1	1			1
Main St. (Hwy 64)*	Lane Memorial Hospital	0.16	1	1				1	1		1	
Main St. (Hwy 64)	Walmart Super Center	0.41							1		2	
Main St. (Hwy 64)	Old Slaughter Rd.	0.17							1			
Main St. (Hwy 64)	Hwy 19	0.11										
Hwy 19	Church St.	0.09			1							
Hwy 19	Bond	0.33										
Hwy 19	Ave A	0.19										
Ave A	Ave K	0.14										1
Ave A	East Central	0.16										
Ave A	Rollins Rd.	0.22										
Rollins Rd.	North St.	0.21						1				
Rollins Rd.	Church St.	0.25										
East Central Ave.	Main St. Zachary	0.01							1			
Main St. Zachary*	Terminal (Depo)	0.12										
West Central	Church St.	0.16										
Church St.	Rollins Rd.	0.21										
Rollins Rd.	North St.	0.38										
Ave A	East Central	0.14										
Ave A	Ave K	0.19										
Ave A	Hwy 19	0.53										
Hwy 19	Main St. (Hwy 64)	0.06										
Main St. (Hwy 64)	McDonald 's	0.00				1						
Main St. (Hwy 64)	Carpenter Rd.	0.21				_						
Main St. (Hwy 64)	Walmart Super Center	0.31			 			 				
Main St. (Hwy 64)	Lane Memorial Hospital	0.16			1			 	 	 	 	
Main St. (Hwy 64)	Walmart Super Center	0.16						 	 	 	 	
Main St. (Hwy 64)	Old Slaughter Rd.	0.41			 			 	 	 	 	\vdash
Hwy 19	Bank One	0.24						-		-	-	\vdash
пwy 19	Darik Une	0.14		<u> </u>								

Primary Street	Cross Street	Mileage	On	Off	On	Off	On	Off	ON	OFF	ON	OFF
Hwy 19	Lois Dr.	0.29				<u> </u>						
Hwy 19	New Weis Rd.	0.28										
Hwy 19	Lupine St.	1.02										
Hwy 19	Spur	0.36										
Hwy 19	Ciry Parish DPW	0.43	1									
Hwy 19	Midway Paza	0.86	_									
Hwy 19	Twin Oak Drive	0.41										
Hwy 19	Baker Blvd.	0.10										
Hwy 19	Jackson	0.10						1				
Hwy 19	Groom Rd.	0.33	1		2							1
		_	Т		2				1		1	1
Hwy 19	Ray Weiland	0.23							1	1		
Hwy 19	Winn Dixie Shop Ctr.	0.51							4	1		
Hwy 19	Magnolia Dr.	0.59							1			
Hwy 19	Rafe Meyer Dr.	0.57			1							
Hwy 19	Thomas Rd.	0.47										
Hwy 19	Gore Rd.	0.59									1	<u> </u>
Hwy 19	Blount Rd.	0.24								1		
Scotland Ave.	Standard St.	0.17	1									
Scotland Ave.	Progress	0.21										1
Scotland Ave.	Central Rd.	0.23			1							
Scotland Ave.*	Rosenwald	0.10									1	
Scotland Ave.	Fratenity	0.22										
Scotland Ave.	Stilt	0.22				1	1					
Scotland Ave.	Swan	0.12							1	1		1
Scenic Hwy.	Police Dept. 4th Distr.	0.12								1		
Scenic Hwy.	Harding Blvd.	0.34				1						
Scenic Hwy.	75th	0.16			2							
Scenic Hwy.*	72nd	0.13			1							
72nd	Somerset St.	0.12			1	1				1		
72nd	Goode St.	0.14				1						
72nd	Pembroke	0.45										
Pembroke	Harding Blvd.	0.17										
Heath	Badley Rd.	0.17										
Badley Rd.	Wilbur	0.08										
Wilbur	Lark	0.09										
Wilbur	Jay St.	0.07										
Wilbur	Andover St.	0.14							1		1	
Wilbur	Varsity St.	0.13						1				
Wilbur	Rosenwald	0.24										
Rosenwald	Veterans Memorial	0.22										
Veterans Memorial	Army Reserve Center	0.30										
Veterans Memorial	Badley	0.18										
Veterans Memorial	Harding Blvd.	0.10										
Harding Blvd.	Parkway Park	0.13										
Harding Blvd.	BR Fire Training Centr	0.13										
Harding Blvd.	Sonic Drive In	0.13						 			 	
Harding Blvd.	Social Security Office	0.27						 	1		1	
		0.31				1						1
Harding Blvd.	Plank Rd.	_			-	1		-	1		-	1
Plank Rd.*	Cadillac St.	0.12				1		1	1		1	
Cadillac St.	Moon St.	0.19										
Cadillac St.	Kissell St.	0.19						<u> </u>	-		<u> </u>	<u> </u>
Cadillac St.	Simplex	0.10			<u> </u>							<u> </u>
Cadillac St.	Apperson St.	0.19										<u> </u>
Cadillac St.	White St.	0.15										<u> </u>
Cadillac St.	Blue Grass	0.11										

Primary Street	Cross Street	Mileage	On	Off								
Blue Grass	West Monarch	0.11										
Blue Grass	Perimeter	0.08										
Blue Grass	Sumrall	0.14										
Blue Grass	Glen Oaks	0.15										
Glen Oaks	Buckeye	0.11										
Glen Oaks	Buttonwood	0.07										
Glen Oaks	Silverleaf	0.11										
Silverleaf	Poinsettia	0.12										
Silverleaf	Maplewood Dr.	0.15										
Silverleaf	Fern Dr.	0.15										
Silverleaf	Greenwell St.	0.21										
Greenwell St	Urban Meadows Apts.	0.09				1						
Greenwell St	Quida Mae Dr.	0.05										
Greenwell St	Airline Hwy.	0.29				4						
Airline Hwy.*	E.K.L. Hospital			4		2				7		5
	Total:		16	15	20	20	12	12	21	20	19	19

Terminal*			CAT	S RID	ERSH	IP INI	FORM	ATION	I				
				P	Plank I	Route	41						
Finance Street Mileage On Off On On				10/29	9/2009	11/1,	/2009	10/22	/2009	10/22	/2009	10/20)/2009
Tearminat				8:4	0am	8:4	5am	9:40	Dam	10:5	2am	12:4	l0pm
22nd Main St. 0.07	Primary Street	Cross Street	Mileage	On	Off	On	Off	On	Off	On	Off	On	Off
22nd North St. 0.12 1 1	Terminal*		0.28	14		6		15		6		15	
22nd Edgewood 0.10	22nd	Main St.	0.07										
22nd Gracie 0.07	22nd	North St.	0.12			1							
Page Page	22nd	Edgewood	0.10										
	22nd	Gracie	0.07										
Flank Rd.	22nd	Fuqua	0.27										
Plank Rd. Fairfield 0.23	22nd	Bellvale	0.21										
Plank Rd. Choctaw	Plank Rd.	Jefferson	0.18										
Plank Rd. Chippewa 0.11 1 2 1 1 1	Plank Rd.	Fairfield	0.23				1						
Flank Rd. Chippewa	Plank Rd.	Choctaw	0.10										1
Flank Rd	Plank Rd.	Seneca	0.13										
Plank Rd.				1	2		1			1			
Plank Rd. Winbourne					1				1				1
Plank Rd. Oswego					1							1	1
Flank Rd. Wyandotte					_		<u> </u>	1				_	
Plank Rd. Winnebago					1				1			1	1
Plank Rd. Mohican 0.08 3		-		2	 		 				1		1
Plank Rd. Weller					1		<u> </u>	1		2			
Plank Rd. Prescott 0.09 2 2										3			
Plank Rd. Dayton													
Plank Rd. Sherwood 0.06 1 1 1 4 4 1 1 1 1 1							1						_
Plank Rd. Clayton 0.14				4	4			2	4				2
Plank Rd. * Evangeline				1	1				4				
Plank Rd. Sycamore											1		
Plank Rd.													
Plank Rd.		•			1		2						
Plank Rd. Hollywood 0.16				1	2								4
Plank Rd. Vaughn 0.06 Plank Rd. Rite Aid 0.09 Plank Rd. McDonald's 0.07 Plank Rd. Fruit Stand 0.62 Airline Hwy. Beechwood 0.18 Airline Hwy. Foster Dr. 0.17 Airline Hwy. Winchester 0.23 Airline Hwy. McClelland 0.07 McClelland Maplewood 0.18 1 McClelland Bingo Hall 0.12 1 McClelland Glen Oaks 0.20 1 Glen Oaks Blue Grass 0.15 1 Glen Oaks Blue Grass 0.15 1 Glen Oaks Buttonwood 0.07 1 Silverleaf Maplewood 0.09 Silverleaf Wineyard 0.12 1 Silverleaf Waplewood 0.09 5 Silverleaf Wadowbrook Apts. 0.09							1		1				
Plank Rd. Rite Aid 0.09 Plank Rd. McDonald's 0.07 1 2 3 Plank Rd. Fruit Stand 0.62 3 4		•									1		
Plank Rd. McDonald's 0.07 1 2 3 Plank Rd. Fruit Stand 0.62 <td>Plank Rd.</td> <td></td>	Plank Rd.												
Plank Rd.	Plank Rd.	Rite Aid	0.09										1
Airline Hwy. Beechwood 0.18 1 Airline Hwy. Foster Dr. 0.17 Airline Hwy. Winchester 0.23 Airline Hwy. McClelland 0.07 McClelland Maplewood 0.18 McClelland Bingo Hall 0.12 McClelland Glen Oaks 0.20 Glen Oaks Ash 0.12 Glen Oaks Blue Grass 0.15 Glen Oaks Buttonwood 0.01 Glen Oaks Buttonwood 0.07 Glen Oaks Buttonwood 0.07 Glen Oaks Buttonwood 0.07 Glen Oaks Buttonwood 0.07 Glen Oaks Silverleaf 0.12 1 Silverleaf Poinsettia 0.12 1 Silverleaf Maplewood 0.09 1 Silverleaf W. Rio 0.07 0.15 Silverleaf Greenwell Meadowbrook Apts. 0.09 Greenwell Meadowbrook Apts. 0	Plank Rd.	McDonald's	0.07		1					2	3		1
Airline Hwy. Foster Dr. 0.17 Airline Hwy. Winchester 0.23 Airline Hwy. McClelland 0.07 McClelland Maplewood 0.18 McClelland Bingo Hall 0.12 McClelland Glen Oaks 0.20 Gien Oaks Ash 0.12 Glen Oaks Blue Grass 0.15 Glen Oaks Buckeye 0.11 Glen Oaks Buttonwood 0.07 Glen Oaks Silverleaf 0.12 Silverleaf 0.12 1 Silverleaf Maplewood 0.09 Silverleaf Vineyard 0.15 Silverleaf W. Rio 0.07 Silverleaf W. Rio 0.07 Silverleaf W. Rio 0.07 Silverleaf Meadowbrook Apts. 0.09 Greenwell Meadowbrook Apts. 0.09 Greenwell Airline Hwy. McClelland (Circle K) Airline Hwy. McClelland (Circle K) 0.10	Plank Rd.	Fruit Stand	0.62										
Airline Hwy. Winchester 0.23 Airline Hwy. McClelland 0.07 McClelland Maplewood 0.18 McClelland Bingo Hall 0.12 McClelland Glen Oaks 0.20 Glen Oaks Ash 0.12 Glen Oaks Blue Grass 0.15 Glen Oaks Buttonwood 0.07 Glen Oaks Buttonwood 0.07 Glen Oaks Silverleaf 0.12 Silverleaf 0.12 1 Silverleaf O.12 1 Silverleaf Maplewood 0.09 Silverleaf Vineyard 0.15 Silverleaf W. Rio 0.07 Silverleaf W. Rio 0.07 Silverleaf W. Rio 0.07 Silverleaf Meadowbrook Apts. 0.09 Greenwell Meadowbrook Apts. 0.09 Greenwell Airline Hwy. 0.08 Airline Hwy.* E.K.L. Hospital 0.29 Airline	Airline Hwy.	Beechwood	0.18		1								
Airline Hwy. McClelland 0.07	Airline Hwy.	Foster Dr.	0.17										
Airline Hwy. McClelland 0.07	Airline Hwy.	Winchester	0.23										
McCelland Maplewood 0.18 1 McCelland Bingo Hall 0.12 1 McCelland Glen Oaks 0.20 0 Glen Oaks Ash 0.12 0 Glen Oaks Blue Grass 0.15 1 Glen Oaks Buckeye 0.11 0 Glen Oaks Buttonwood 0.07 1 Glen Oaks Silverleaf 0.12 1 Glen Oaks Silverleaf 0.12 1 Glen Oaks Silverleaf 0.12 1 1 Glen Oaks Silverleaf 0.12 1 1 1 Glen Oaks Silverleaf 0.12 1 1 1 1 Glen Oaks Silverleaf 0.12 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 2 1 2 2 2 2 2 2 3 2	Airline Hwy.	McClelland											
McClelland Bingo Hall 0.12 1 McClelland Glen Oaks 0.20 0.20 Glen Oaks Ash 0.12 0.15 Glen Oaks Blue Grass 0.15 0.15 Glen Oaks Buckeye 0.11 0.00 Glen Oaks Buttonwood 0.07 1 Glen Oaks Silverleaf 0.12 1 1 Silverleaf Poinsettia 0.12	·		0.18	1									
McClelland Glen Oaks 0.20 Glen Oaks Ash 0.12 Glen Oaks Blue Grass 0.15 Glen Oaks Buckeye 0.11 Glen Oaks Buttonwood 0.07 Glen Oaks Silverleaf 0.12 Glen Oaks Silverleaf 0.12 Silverleaf Poinsettia 0.12 Silverleaf Maplewood 0.09 Silverleaf Vineyard 0.15 Silverleaf W. Rio 0.07 Silverleaf Greenwell 0.21 1 Greenwell Meadowbrook Apts. 0.09 Greenwell Quida Mae 0.05 1 2 Greenwell Airline Hwy 0.08 1 1 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. Bingo Hall 0.30 2 1 1 1 1 2 1 1 <td></td> <td>·</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1</td> <td></td> <td></td> <td></td> <td></td>		·							1				
Glen Oaks Ash 0.12 1 Glen Oaks Blue Grass 0.15 1 Glen Oaks Buckeye 0.11 0 Glen Oaks Buttonwood 0.07 1 Glen Oaks Silverleaf 0.12 1 Silverleaf Poinsettia 0.12 1 Silverleaf Maplewood 0.09 0 Silverleaf Vineyard 0.15 0 Silverleaf W. Rio 0.07 0 Silverleaf Greenwell 0.21 1 1 Greenwell Meadowbrook Apts. 0.09 0 0 Greenwell Airline Hwy 0.08 0 0 0 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. Bingo Hall 0.30 2 0 0 0 0 0 0 0 0 0 0 0													
Glen Oaks Blue Grass 0.15 1 Glen Oaks Buckeye 0.11													
Glen Oaks Buckeye 0.11			1					1				1	1
Glen Oaks Buttonwood 0.07 1 Glen Oaks Silverleaf 0.12 1 1 1 Silverleaf Poinsettia 0.12<					1								
Glen Oaks Silverleaf 0.12 1					1		 						
Silverleaf Poinsettia 0.12 Silverleaf Maplewood 0.09 Silverleaf Vineyard 0.15 Silverleaf W. Rio 0.07 Silverleaf Greenwell 0.21 1 Greenwell Meadowbrook Apts. 0.09 Greenwell Quida Mae 0.05 1 2 Greenwell Airline Hwy 0.08 1 1 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. McClelland (Circle K) 0.10 0.10 0.30 2 0.30 2 0.30 0.3				1		<u> </u>		1			1		
Silverleaf Maplewood 0.09 Silverleaf Vineyard 0.15 Silverleaf W. Rio 0.07 Silverleaf Greenwell 0.21 1 Greenwell Meadowbrook Apts. 0.09 Greenwell Quida Mae 0.05 1 2 Greenwell Airline Hwy 0.08 1 1 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. McClelland (Circle K) 0.10 0.10 0.30 2 0.30 2 0.30		_			+ -		-						1
Silverleaf Vineyard 0.15 Silverleaf W. Rio 0.07 Silverleaf Greenwell 0.21 1 Greenwell Meadowbrook Apts. 0.09 Greenwell Quida Mae 0.05 1 2 Greenwell Airline Hwy 0.08 1 1 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 2 3 Airline Hwy. McClelland (Circle K) 0.10 0.10 0.30 2 0.30 2 0.30					1		-	1					
Silverleaf W. Rio 0.07 1 1 1 1 1 3 1 2 1 2 1 2 2 2 1 2 3 1 2 1 1 2 3 1 2 1 1 2 3 3 1 2 1 1 2 3 3 1 2 1 1 2 3 3 1 2 1 1 2 3 3 1 2 1 1 2 3 3 1 2 1 1 2 3 3 3 1 2 1 1 2 3 3 3 1 2 1 1 2 3							-						
Silverleaf Greenwell 0.21 1 1 1 Greenwell 0.09					 								1
Greenwell Meadowbrook Apts. 0.09 5 Greenwell Quida Mae 0.05 1 2 5 Greenwell Airline Hwy 0.08 1 1 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. McClelland (Circle K) 0.10 0.30 2 0.30 2 0.30				4	1		4	1					1
Greenwell Quida Mae 0.05 1 2 5 Greenwell Airline Hwy 0.08 1 1 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. McClelland (Circle K) 0.10 0.30 2 0.30 2 0.30		+		1	 		1	1					
Greenwell Airline Hwy 0.08 1 Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. McClelland (Circle K) 0.10 0.10 0.30 2 0.30 2 0.30 </td <td></td> <td></td> <td></td> <td></td> <td>_</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>					_								
Airline Hwy.* E.K.L. Hospital 0.29 8 7 3 1 2 1 1 2 3 Airline Hwy. McClelland (Circle K) 0.10 0.10 0.20 <t< td=""><td></td><td></td><td></td><td>1</td><td>2</td><td></td><td>ļ</td><td></td><td>5</td><td></td><td></td><td></td><td></td></t<>				1	2		ļ		5				
Airline Hwy. McClelland (Circle K) 0.10 Airline Hwy. Bingo Hall 0.30 2					1			1					1
Airline Hwy. Bingo Hall 0.30 2				8	7	3	1	2	1	1	2	3	4
					<u> </u>								
Airling Huy Foctor Dr. (Fruit Stand) 0.19				2			ļ						
	Airline Hwy.	Foster Dr. (Fruit Stand)	0.18				ļ						
Airline Hwy. Metro Aire Shop Center 0.04 1	Airline Hwy.	Metro Aire Shop Center	0.04		1								

Primary Street	Cross Street	Mileage	On	Off								
Plank Rd.	Dawson Dr.	0.33			1							
Plank Rd.	Greenwell	0.12	2									
Plank Rd.	Amarillo St.	0.07		1								
Plank Rd.	Hollywood	0.06					1					
Plank Rd.	Riley St.	0.10									1	
Plank Rd.	Tony's Seafood	0.14										
Plank Rd.	Del Vlage (Bus Shelter)	0.12	2		1		2					
Plank Rd.	Byron	0.07					1					
Plank Rd.*	Evangeline	0.14	1				1		1		4	
Plank Rd.	Police Station	0.18	1		1		1		4		1	
Plank Rd.	Dayton	0.14		1				1				
Plank Rd.	Linden	0.12										1
Plank Rd.	Mohican	0.20		2	1							
Plank Rd.	Wyandotte	0.10	2	1	2							1
Plank Rd.	Oswego	0.17										
Plank Rd.*`	Winbourne	0.08			1					1	1	
Plank Rd.	Huron	0.12					1				1	
Plank Rd.	Ontario	0.07							1			
Plank Rd.	Osage	0.07										
Plank Rd.	Chippewa	0.15	2					1				
Plank Rd.	Seneca	0.09							1			
Plank Rd.	Choctaw	0.10							1			
Plank Rd.	Adams	0.15							1	2	1	
Plank Rd.	Pawnee	0.11								1		
Plank Rd.	Washington	0.27	2									
Plank Rd.	Bellvale	0.27							1		1	
22nd	Fuqua	0.07		1								
22nd	Gracie	0.14										
22nd	Gayosa	0.08										
22nd	North St.	0.07										
22nd	Main St.	0.28										
Terminal*				20		10		7	7			12
	Total		47	47	17	17	28	28	30	16	31	31