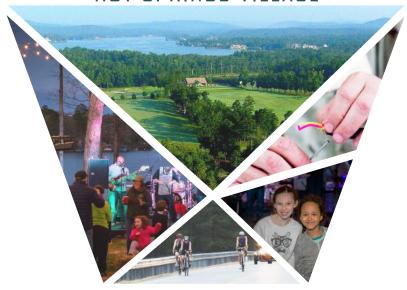


HOT SPRINGS VILLAGE



MASTERPLAN WORKBOOK



MASTERPLAN WORKBOOK

HOT SPRINGS VILLAGE

MASTERPLAN
WORKBOOK
05. 2016 UPDATE

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Acknowledgments to all the employees at the Property Owners' Association of Hot Springs Village, and special thanks to Linda Mayhood, the Assistant GM/Risk Manager and Lesley Nalley, Chief Financial Officer, and all the department heads for technical support.

"It is very gratifying when people tell me that they feel something exciting is starting to happen here." - David Twiggs, COO



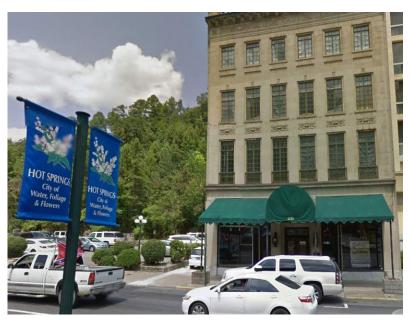




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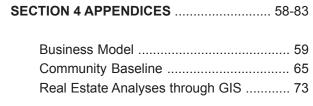




LET THE NEXT ADVENTURE BEGIN. Whether you ride of adventure is kayaking over the Balboa Chute or just exploring a new trail each week, when you like at Hot Springs Village, there are chances to learn new Horigs and surprise yourself every day. Make life an adventure at Hot Springs Village.

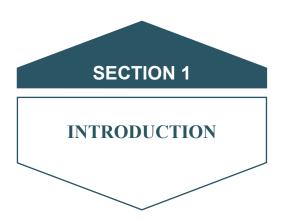
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Masterplan Workbook Introduction

Creating the conditions for growth is a complex undertaking. Any developer or investor builder is looking for as much surety as possible. This means being comfortably convinced that there is an existing market, the entitlements to create relevant products, and that the community will become more marketable and competitive over time.

Definition Notes

The term "unbuildable lot" has long been used in Hot Springs Village as a synonym for lots purchased only to secure rights for golf and other member privileges.

We acknowledge that there are no "unbuildable lots." For the purpose of analysis through our Geographic Information System (GIS), a parameter was needed to be set to determine the relative difficulty or expense of building among different lot choices. Therefore, we chose a threshold of 15% slope or greater at the center point of the lot as an indicator that the lot would be more difficult or expensive to build on, and thus falling into old connotation for "unbuildable lot."

Many of these more challenging lots have been built on in the past. The steeper topography often creates very interesting home sites with views, natural features and multi-level ground access.

For the purposes of this document, the term "unbuildable lot" is not meant as definitive but simply that the lot may be less attractive, while there are flatter and less challenging lots available in the same area.

Strategies

Our growth problem is not spread evenly over the community. It is concentrated in specific zones that have never significantly developed. These are the primary areas that lots have become nonperforming. We have several significant opportunity strategies that we are that we are exploring:

1. Sales of Lots in areas that already have value.

- We do have buildable lots in populated areas.
- We do not need to change these populated neighborhoods, they have value.
- This requires us to initiate a sales program.
- The Discovery Center on Central Avenue will be a key element in this sales program.

2. Creation of currently prohibited housing choices in areas that already have value.

- This is primarily looking at the demand for cottage communities.
- This requires overlay zones to allow the new housing types.

3. Creation of value in undeveloped areas with new development trends.

- This looks at the prevailing development trends such as Agrihoods, walkable Town Centers or smaller neighborhood centers.
- This is called ultra-local value because it gives primary value and utility to the immediate area (i.e. within 1 mile radius) around the amenity.
- According to the existing house built-outs, 78.02% of the total built-outs are within ½ mile of amenities, while 92.63% are within 1 mile.
- A small example would be the Waypoint Coffee Shop and Marina.
- Expand value of the lakes by creating more canoe and kayak launch points.

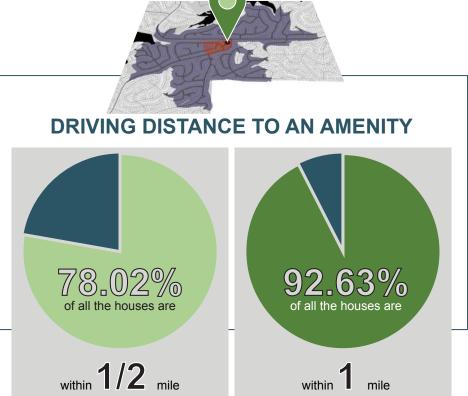
4. Opening new markets to bring different interest or demographic groups.

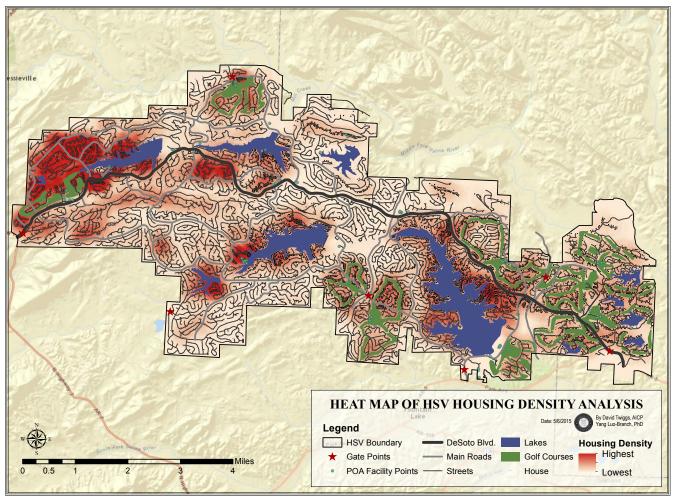
- Creating amenities and groups for people to plug in to our communities.
- Examples are Ouachita Rod & Gun, Basecamp, and the proposed Arts Center.
- Creating more specific trails (i.e. Mountain Bike) in specific target areas.

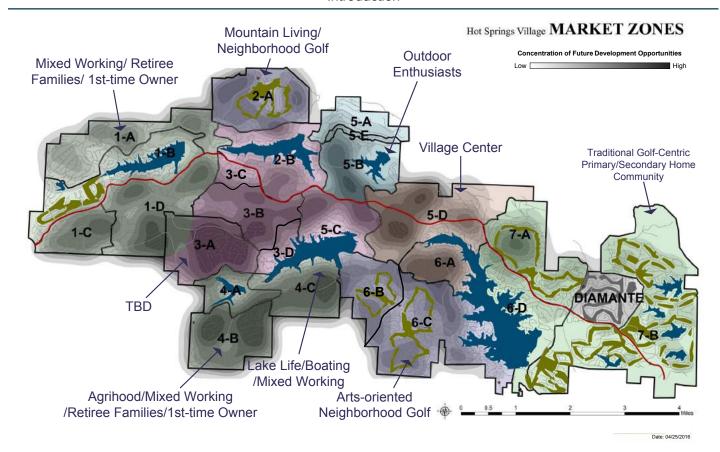
Over the past two years we have reached some significant milestones in creating the conditions for growth:

- Created programming that offer wider and new market appeal.
- Completed land and lot analysis that will allow a targeted market approach.
- Created a market zone strategy that allows us to see where we can use or improve existing amenity value

"This is called ultralocal value because it gives primary value and utility to the immediate area (i.e. within 1 mile radius) around the amenity."







to improve property values and marketability.

 Created a strategy to supply housing choices not currently available to satisfy additional market segments.

We have worked with several regional initiatives, which have or will have significant impact on our community:

- Hot Springs IMBA Ride Center Designation
- Proposed Highway Extension
- Ouachita High Country Regional Context Brand
- The Nature Conservancy

We have or will soon eliminate two significant devaluation sources, Desoto Club and the Balboa Club not having any operations or programming. This is called "dead club" devaluation. The psychological impact of a non-operational club operation on an individual's decision to build or purchase is significant.

Market Zone Strategy - Creating Lifestyle Choice and Ultra-Local Value

Hot Springs Village is too big to be just one thing. To organize the community into understandable segments

the community is divided into 7 strategic zones. The zones are not meant to be perfect translations of our development patterns but as a means of identifying and analyzing physically distinct areas. For instance, Zone 3C development patterns have much more to do with the amenity values in 2B than any value proposition for 3A.

Some of these zones have very clear value propositions while others have little discernable reason for living there considering the more livable areas as choices inside the village. This can be easily seen by looking at our growth pattern over the last 45 years. 74.60 % of our total housing fall into only 11 out of 25 of our zones. These zones have easy access to amenities, and the underdeveloped zones do not.

As we look at these zones, we must ask the questions: What is the value of living in this zone now? Can we give the zone better access to an existing amenity?

What new amenity could add value to the zone? Would new housing product types would expand the existing market?

Lot Analysis

Our land analysis has allowed us to really understand

Consumer Insights

Shaded Areas

Top Amenities



Check out what more than 20,000 new home shoppers shared as the amenities they most wanted in their next community. Below are the **top 25 preferences by generation.** The major differences relate to the presence of children for the younger generations.

	Boomers Born 1946 to 1964	Gen X Born 1965 to 1979	Gen Y Barn 1980 to 2000
1	Grocery Store Close By	Grocery Store Close By	Grocery Store Close By Today's shoppers rated Service 8. Retail as the
2	Restaurants Close By	Restaurants Close By	most important amenities for their next community purchase.
3	Walking Trails	Walking Trails	Fitness Center All three generations ranked Fitness
4	Fitness Center	Fitness Center	Center and Walking Trails as top amenities above retail shopping. Walking Trails
5	Village Square	Recreational Center	Children's Park
6	Shopping	Village Square	Shopping
7	Wi-Fi Internet Access in Public Areas	Shopping	Recreational Center
8	Community High-Speed Internet	Wi-Fi Internet Access in Public Areas	Wi-Fi Internet Access in Public Areas
9	Recreational Center	Community High-Speed Internet	Village Square
10	Community-Wide events	Shaded Areas	Community-Wide events Community-Wide events rank above pools, parks, and other typical
11	*		amenities. Events can be much less expensive too!

Children's Park

Community High-Speed Internet

the lots we own, those with Commissioner of State Lands, those that are significantly delinquent, and those owned by CS Paradisio, NRPI and their derivative's. To summarize as of April 2016:

Category 1: HSV owns 2499 lots.

- 873 are served by utilities and considered buildable.
- 651 are served by utilities and considered challenging or unbuildable due to topo.
- 559 are unserved by utilities but would be considered buildable.
- 416 are unserved by utilities and considered challenging or unbuildable due to topo.

Of the 873 Served and Buildable

- 130 are in areas of existing amenity value. (RTS: Ready to Sale)
- 743 are in areas that need amenity value improved or created.

(It should be noted that the majority of very good POA lots were cherry picked by owners when the POA would sell any lot for \$500 prior to 2013.)

Category 2: Commissioner of State Lands (COSL) owns 2126 lots.

- 835 are served by utilities and considered buildable.
- 571 are served by utilities and considered challenging or unbuildable due to topo.
- 370 are unserved by utilities but would be considered buildable.
- 350 are unserved by utilities and considered challenging or unbuildable due to topo.

Of the 835 Served and Buildable

- 177 are in areas of existing amenity value. (RTS Ready to Sale)
- 658 are in areas that need amenity value improved or created.

Category 3: Owners over 1 year delinquent own 1507 lots.

- 597 are served by utilities and considered buildable.
- 415 are served by utilities and considered challenging or unbuildable due to topo.
- 255 are unserved by utilities but would be considered buildable.
- 240 are unserved by utilities and considered challenging or unbuildable due to topo.

Of the 157 Served and Buildable

- 147 are in areas of existing amenity value. (RTS Ready to Sale)
- 450 are in areas that need amenity value improved or created.

Category 4: CS Paradiso Entities (Commonly grouped as NRPI lot) owns 2906 lots.

- 883 are served by utilities and considered buildable.
- 905 are served by utilities and considered challenging or unbuildable due to topo.
- 521 are unserved by utilities but would be considered buildable.
- 597 are unserved by utilities and considered challenging or unbuildable due to topo.

Of the 883 Served and Buildable

- 126 are in areas of existing amenity value. (RTS Ready to Sale)
- 757 are in areas that need amenity value improved or created.

The masterplan workbook is a catalog of ideas that we are looking at the feasibility and markets for. Some ideas have been implemented, others are being planned, others are just ideas that the timing is not right for.

We are doing the appropriate planning necessary to build the conditions for these ideas to become reality over time. This incudes:

- Researching market desires.
- Assembling nonperforming properties to have the space to implement plans.
- Creating the internal rules environment that allow other housing type desired by current members and a significant market segment.
- Catching up with key deferred maintenance.
- Build a streamlined Builder/Permit Process for making it easier to build while still protecting our standards.
- Stabilizing our future funding model.

Remember building the conditions for growth into the undeveloped sectors of Hot Springs Village is a long-term game.

SECTION 2

ULTRA-LOCAL & COMMUNITY VALUE PROJECTS

DEFINITIONS

- Community Value is the value created that impacts the entire community.
- Ultra-local Value is the value that is localized, impacting the values within immediate area (i.e. within 1 mile radius) around amenities.
- Some projects can be both, for example the Grove Park.

CLASS 1 PROJECTS:

Direct ROI and produces new growth through

- activating non-performing properties with ultra-local value.
- generating significant community value

CLASS 2 PROJECTS: Indirect ROI and

- enhancing existing facilities/amenities
- enhancing ultra-local value to built-out neighborhood

ACTIVE ULTRA-LOCAL VALUE PROJECTS





AGRIHOOD

POINT PERSON: Nicole Good

STATUS: Active

TIMEFRAME: 2017-2018

OVERVIEW

An agrihood is a community that is situated among or around a farm or garden, much like communities situated among or around golf courses or swimming pools. While the term "agrihood" may be relatively new, the concept is not. Agritropia community in Gilbert, Arizona, the Serenbe development outside Atlanta and Prairie Crossing in Grayslake, Illinois, all were established over a decade ago.

POINT PERSON

Nicole Good

GOALS

Attract new multigenerational market segment
Anchor a nonperforming zone
Offer new housing choices
Leverage new market trends
Sell nonperforming lots and activate assessments
Increase property values in target zone

STATUS

Active

CURRENT CONDITIONS

Site location underway

- Advantageous for working families
- Close proximity to gate access
- Maximize nonperforming lot reactivation

Preliminary concept plan underway

Proven community concept

Pending legal review

KEY OBSTACLE

Pending legal review

TIMEFRAME

2017-2018

ADDITIONAL INFORMATION

The POA has retained the services of Rob Sharp, an architect from Fayetteville, Arkansas. Sharp will design a site plan and residential architectural floor plans in varying sizes with multiple elevations.





"All over the United States people are embracing local food production in an exciting new way." - Beth Buczynski, "12 Agrihood Taking Farm-to table Living Mainstream," 2014





BALBOA ARTS CENTER

POINT PERSON: Stephanie Heffer

STATUS: Active

TIMEFRAME: 2016-2017

OVERVIEW

The primary function of the Balboa Arts Center is to nurture the growth and development of artists, arts organizations, and to foster artistic inspiration. This space will be designed specifically to encourage the cultivation of arts and to provide space for performing arts, gallery, musical performance, workshop areas, educational facilities and culinary arts.

POINT PERSON

Stephanie Heffer

GOALS

Capitalize on an existing underutilized amenity Expand existing market Add additional value to 6-C zone Sell POA lots in 6-C Zone Serve existing membership needs Eliminate "dead club" devaluation of property

STATUS

Active

CURRENT CONDITIONS

Existing facility ready for operations
Golf shop and restaurant currently operational
Met with arts community to assess needs
Deferred maintenance addressed

KEY OBSTACLE

None

TIMEFRAME

2016-2017







"Communities with Arts Programs develop their social capital by

cooperating, sharing, and seeking and finding shared goals, and by developing ties on a cultural level." - Project for Public Spaces





DESOTO CLUB RENOVATIONS

POINT PERSON: Nicole Good

STATUS: Active

TIMEFRAME: June 2016 Grand Opening

OVERVIEW

In January 2014, there was a major water leak in the Desoto Club resulting in the demolition of all interior spaces and the removal of asbestos. This presented a unique opportunity to renovate modernizing the space while keeping the historical significance of E. Fay Jones to original architect. The proposed idea was an upscale casual dining and entertainment facility that attracts not just the golfing population, but those looking for a relaxed venue that offers casual dining, entertainment and a place to meet friends and neighbors for a glass of wine or cup of coffee.

POINT PERSON

Nicole Good

GOALS

Create a long term multi-market solution
Create first class amenity
Provide an opportunity to attract new residents
Create an upscale dining & entertainment facility
Repair flooded facility
Provide new location for pro shop

STATUS

Active

CURRENT CONDITIONS

Full service golf shop
Upscale casual dining
Bar and lounge with conversational seating
Enlarged outdoor deck and dining space
Private dining and event space
Conference and convention space
Event lawn to host up to 250+ for events

KEY OBSTACLE

Renovation of a 45 year old facility

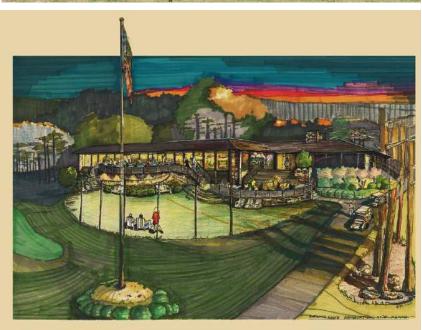
TIMEFRAME

Grand Opening planned for June 2016

ADDITIONAL INFORMATION

In March 2016, Chef Johnna Westerman was selected as the vendor to run the food and beverages operations at the DeSoto Club.





Concepts images







EXECUTIVE SUMMARY

In January 2014, we experienced a major water leak in the Desoto Club resulting in the demolition of all interior spaces, removal of asbestos throughout the facility and exposure of all mechanical systems. Consequently this presented us with a unique opportunity to renovate and develop a master plan for the Desoto Complex.

It is felt the recommended solution will benefit not only our current members, but future residents deliberating whether to choose Hot Springs Village as their home or vacation destination over the many choices in our competing markets.

OBJECTIVE

Our goal is to create a long term multi market solution and first class amenity for our current members, while providing an opportunity to attract tomorrow's residents. As every study and strategic planning exercise has confirmed, "Boomers & Generation X" as well as non-resident members who are now entering the retirement phase of their lives want and require a







Current condition

different model than many of our residents were seeking in the past.

A proposed upscale casual dining and entertainment facility that attracts not just our golfing population, but those looking for a relaxed venue that offers casual dining, entertainment and a place to meet friends and neighbors for a glass of wine or cup of coffee.

Improvements and functional space

- Full service golf shop
- Upscale casual dining
- Bar and lounge with grill and conversational seating
- Enlarged outdoor deck and dining space designed to provide stunning views of the golf course and grounds
- Private dining and event space for corporate functions, club

Meeting with architects from Hight Jackson Associates PA





meetings and large scale community events

Conference and convention space

MARKET ANALYSIS

We focused on several markets while considering the best use for these spaces: resident members, non-resident members, new members (Baby Boomer, Generation X and Millennial's), and vacationing guests.

From Bowden's Market Barometer; Community and resort amenities have become extremely important to the new development plan, and can and must be updated/expanded periodically with respect to existing properties. Old, stale ideas of how people wish to spend their time will actually turn prospects and travelers off and away to other currently trending opportunities. Florida's The Villages has consistently outsold every other master planned community in the country for several years. The most important thing to know about The Villages is that its success is not about location. It is about fun, the amount and quality of recreational and social opportunities at the Villages are unequaled with respect to private community development.

According to John Burns Real Estate Consulting, a poll of 20,000 new home shoppers revealed that across all age groups — Boomers, Gen-X and Gen-Y; grocery store and restaurant proximity ranked #1 within a list of 25 preferred amenities. Walking trails and fitness immediately followed.

In order for Hot Springs Village to remain competitive in today's market, we must consider and adapt to current trends. Our competition is fierce and the renovation/reinvention of the Desoto Club is a unique and exciting opportunity.

STRATEGY

Revitalizing the Desoto Complex will be undertaken in well-defined stages. This will minimize the financial risk and conform to the *Hot Springs Village Strategic Plan – which mandates that all new amenities be considered, approved and introduced in an orderly manner.

*Strategic Plan Tasks:

- 2.5.2 Improve economic development/commercial opportunities
- 3.1.2 Maintain POA buildings/management of major construction
- 2.4.1 Develop future amenity needs and planning

DESIGN AND CONSTRUCTION

Retain Architectural services as well as Construction Management at the onset. To date, the only commitment of funds has been retaining architectural services for preliminary design and study.

The pros of retaining construction management at the onset are:

Construction Manager will work with the design team on budget

minded construction solutions, materials and details throughout the design process.

- Construction
 Manager will
 provide real time
 budgets at the 30
 percent, 60 percent,
 and final 100
 percent milestones
 and offer solutions
 of cost saving/value
 engineering to steer
 the project under
 budget on bid day.
- Construction Management is particularly suited for highly involved and historic remodel projects to ensure a high quality of craftsmanship and higher







- Standard of construction from the subcontractor market.
- Construction Management method generally promotes more teamwork within the project team of owner, architect, and construction manager. The Construction Manager is not only involved in the construction, but also has a role in the design of the project and therefore has "skin in the game".

Architect

Interviews were conducted with several architectural firms for participation and collaboration on this project. The criteria for consideration was the firm have a significant portfolio of similar projects, a clear understanding of the significance of an E. Fay Jones design, and cost.

Hight-Jackson Associates PA, Rogers, AR. was chosen to provide a preliminary study for remodel at \$15,000. They have an extensive portfolio, and a keen understanding of E. Fay Jones works. The senior partner, Larry Perkin studied under and later worked with Mr. Jones.

The purpose of the study is for floor plan and site options along with mechanical, electrical plumbing, structural, and civil issues to determine the direction for the club's remodeling. They assisted in requesting qualifications and fee quotes from three construction management companies to provide pre-construction services such as real time budgeting and value engineering ideas. They will also develop a detailed schedule for the project from start to finish. When the study is complete, we will have the scope, schedule and budget well defined in order to take the project to the next step.

Construction Management

Interviews were conducted with three prequalified firms for Construction Management services. All provided fees and general conditions for the project based on an estimated \$2,200,000 project. Each firm conducted a site visit with their engineers and design teams to evaluate the space. The high bid was 12.8 percent and the low was 10 percent. Staff is recommending East Harding, Little Rock, AR. at 10%. They have extensive background in historical remodels and recently completed the renovation of the Capital Hotel, and 5 Main Place in downtown Little Rock.

Business Plan

As we move through this process, a detailed business plan has developed. Experts in the hospitality field have been consulted with for the development of this plan including representatives from the Troon Golf Food and Beverage/Hospitality division.

Project Cost Estimates

- Preliminary estimates \$2,200,000.
- Insurance Claim Reserves \$439,000
- Additional funding of \$1,761,000 has been approved in the 2015 operating budget.

Projected Timeline

- Finalize Preliminary Design December 2014
- Retain Architectural firm first quarter 2015 for production of design and construction documents



Architectural design floor plan





Perspective of Pro-shop entrance

Perspective of dinning area

- Bid project third quarter of 2015
- Begin Construction fourth quarter of 2015
- Complete Project second quarter of 2016
- Open June of 2016













TRAILS WITH THE NATURE CONSERVANCY

POINT PERSON: Stephanie Heffer

STATUS: Active

TIMEFRAME: Fall 2016

OVERVIEW

Located in the Northeast corner of Hot Springs Village, the Nature Conservancy spans 123 acres along the Middle Fork of the Saline River. Contiguous to the Nature Conservancy property is 170 acres of common property. This is an ideal opportunity to improve and market a natural area to the outdoor enthusiast member and prospective buyer and serve existing membership needs.

POINT PERSON

Stephanie Heffer

GOALS

Capitalize on an existing underutilized amenity Attract new outdoor enthusiast buyer Introduce new river sports to community Serve existing membership needs

STATUS

Active

CURRENT CONDITIONS

170 acres of common property
123 acres of Nature Conservancy land
1.7 miles of access along the Saline River
Verbal approval from Nature Conservancy
Existing land needs some low cost improvements
High community value
Existing access road

KEY OBSTACLE

Approval from Nature Conservancy

TIMEFRAME

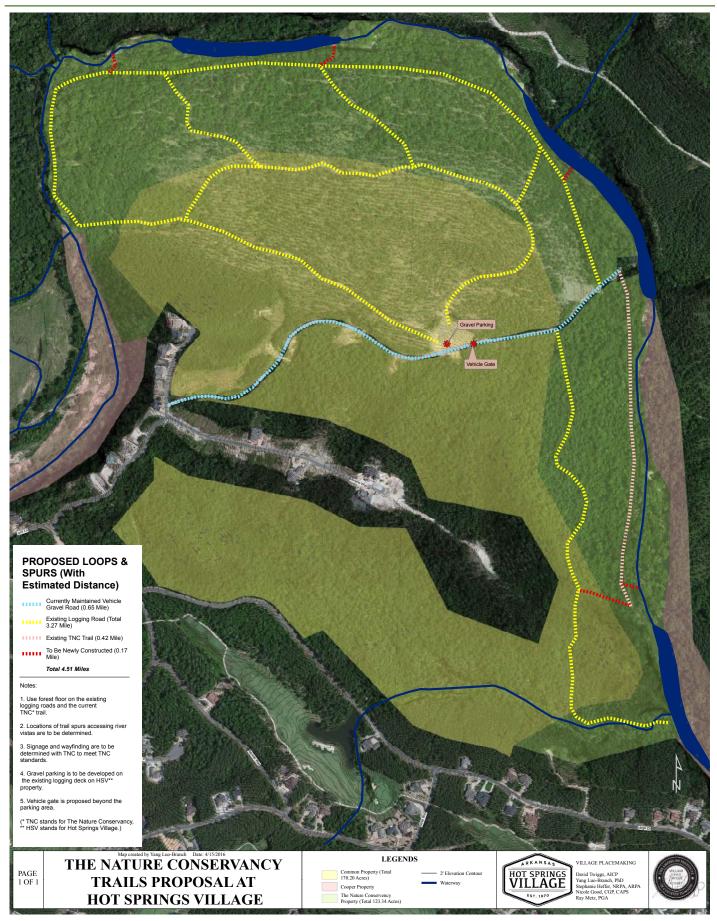
Fall 2016

ADDITIONAL INFORMATION













SWIM CLUB & FAMILY PARK

POINT PERSON: Stephanie Heffer

STATUS: Active

TIMEFRAME: 2017-2018

OVERVIEW

The current outdoor swimming pool is inoperable, unrepairable, and was recently shut down by the Arkansas Department of health for unsafe structural conditions. An outdoor swimming pool is essential to a community of our size and makeup. This project will include a pool, bathroom facility, concession area and family park. The current location is approximately 10 acres and is located on Desoto Boulevard with high visibility

and easy access for members and guests.

POINT PERSON

Stephanie Heffer

GOALS

Serve existing membership needs
Improve usage, performance & operations
Attract new multigenerational market segment
Anchor the west end
Leverage new amenity trends
Offset increase of "for sale properties" in this area
Increase property values in target zone

STATUS

Active - in planning

CURRENT CONDITIONS

Renovated Desoto Club
Existing community usage
Possible pickleball complex relocation
9.5 acre common property site
Tentatively planned for 2017 budget
No existing capital reserves dedicated
Aging park concept and facilities

KEY OBSTACLES

Possible pickleball complex relocation Funding priority



TIMEFRAME

2017-2018

Site Aerial View



INACTIVE ULTRA-LOCAL VALUE PROJECTS





CORONADO MARINA

POINT PERSON: Stephanie Heffer

STATUS: Inactive
TIMEFRAME: TBD

OVERVIEW

Coronado Lake as the third largest lake in Hot Springs Village. It is located in the middle of the Village, and the lakefront are more than 90% built out. The boat launch is on the south shore of the lake and sits on approximately 1.5 acres. The marina concept is much like that of Waypoint on Desoto. Full service marina with a food and beverage component to serve the members and guests of this region of the

community.

POINT PERSON

Stephanie Heffer

GOALS

Capitalize on an existing underutilized amenity
Add additional value to 4-C zone
Sell POA lots in 4-C Zone
Leverage new market trends
Sell nonperforming lots and activate assessments
Increase property values in target zone
Serve existing member needs



TIMEFRAME

No capital reserves TBD

STATUS

CURRENT CONDITIONS

Site location has been identified

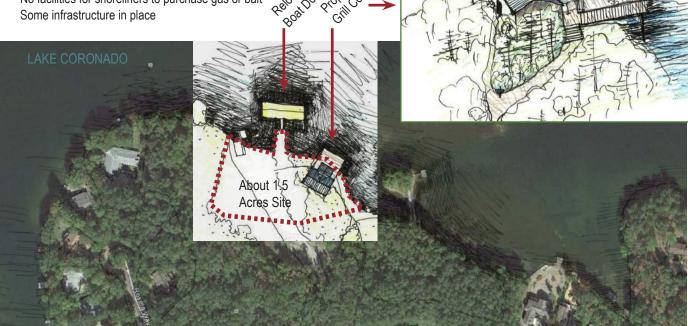
Existing 22 slip boat dock

Walking Trail on site

Inactive

Existing established neighborhood

No facilities for shoreliners to purchase gas or bait





LAGO LOOP TRAIL SYSTEM

POINT PERSON: Stephanie Heffer

STATUS: Inactive
TIMEFRAME: TBD

OVERVIEW

Lake Lago was completed in 1974 with surface area of 106.9 acres. It was constructed as the primary water supply for Hot Springs Village. The Gazebo Overlook off Jarandilla Drive overlooks Lake Lago, several mountain ranges and Lake Balboa in the distance. In 2015 IMBA named the Ouachita High Country as Epic Ride Center™. The Ride Center™ designation represents IMBA's Model Trail recognition for large-scale mountain bike facilities that offer something for every rider. 3 IMBA Epic trails are just a short drive away from The Village—including the state's newest Epic and longest mountain bike trail in the state. Lago Loop Trail System would enhance the overall area's mountain biking program while adding additional recreational activities for members and visitors.

POINT PERSON

Stephanie Heffer

GOALS

Capitalize on cost effective amenity creation Attract new outdoor enthusiast buyer Add additional value to 2-B, 5-B and 5-E zones Sell POA lots in 2-B, 5-B and 5-E Zones Introduce mountain biking sport to community

STATUS

Inactive

CURRENT CONDITIONS

Some existing trail system exists
GIS analysis of area
Met with IMBA to determine feasibility
Met with local trail builder
Regional Area designated as IMBA Ride Center
Very low housing density
Close proximity to Cortez Lake



KEY OBSTACLES

TIMEFRAME

Funding priority

TBD







PICKLEBALL COMPLEX

POINT PERSON: Stephanie Heffer

STATUS: Inactive

TIMEFRAME: 2017-2018

OVERVIEW

The existing pickleball facility is located in the Desoto Family Recreation Complex. The facility is aged and is quickly outgrowing the demand of the 300+ pickleball members. Pickleball has become the fastest growing racquet sport in the United States. To serve existing membership needs a pickleball complex needs to be incorporated in the swim club and family park complex or moved to a new location for additional expansion.

POINT PERSON

Stephanie Heffer

GOALS

Create a 12 court outdoor pickleball complex Attract new multigenerational market segment Leverage new market trends Sell nonperforming lots and activate assessments Increase property values in target zone

STATUS

Inactive

CURRENT CONDITIONS

Deteriorating court surface
Minimal parking
Located in Desoto Park
Desoto Boulevard Road Frontage
More than 300 active pickleball members

KEY OBSTACLE

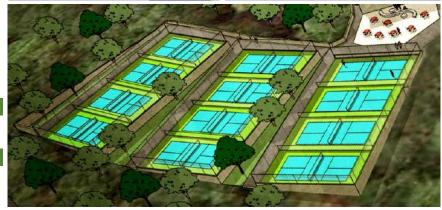
Funding Priority

TIMEFRAME

2017-2018

"Invented 50 years ago in Seattle, pickleball has become America's fastest growing sports." - NBC News, 2014











VILLAGE CENTER

POINT PERSON: David Twiggs

STATUS: Inactive
TIMEFRAME: TBD

OVERVIEW

The Village Center will be a mixed-use development and will serve as the heart of culture, arts and social life for the community. The complex will include office, commercial, educational, and recreational facilities. There will be new housing types as well as rental housing options within the development.





POINT PERSON

David Twiggs

GOALS

Create a walkable mixed-use community core
Anchor a nonperforming zone
Offer new housing choices and rentals
Leverage new market trends
Sell nonperforming lots and activate assessments
Increase property values in target zone

STATUS

Inactive

CURRENT CONDITIONS

Market studies are completed Location is tentative identified Design examples are researched

KEY OBSTACLE

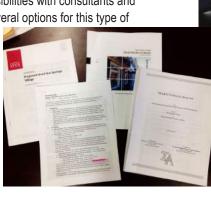
Pending legal review

TIMEFRAME

TBD

ADDITIONAL INFORMATION

Placemaking team has visited several developments, discussed possibilities with consultants and researched several options for this type of development.







Consultants and Market Studies (in the picture above):

- Ward Davis High Street Development LLC Finance (2nd left)
- Bob Gibbs Gibbs Planning Group Retail Market and Office Demand (1st left)
- Mike Watkins Michael Watkins Architect, LLC Architecture (2nd right)
- Todd Zimmerman Zimmerman/Volk Associates, Inc. Housing Market

ACTIVE COMMUNITY VALUE PROJECTS





DISCOVERY CENTER

POINT PERSON: Nicole Good

STATUS: Active

TIMEFRAME: Summer 1, 2016

OVERVIEW

The Discovery Center storefront is located in the Wade Building in Historic Downtown Hot Springs at 321 Central Avenue. This area sees more than 3.1 million visitors annually. It will be the front door to Hot Springs Village offering an insight to life in The Village, an opportunity to schedule golf outings, events and obtain information on lots or home purchases. Staff will also capture leads for potential relocation and follow

up accordingly.

POINT PERSON

Nicole Good

GOALS

Capitalize on 3.1 million visitors
Leverages Hot Springs' national advertising
Generate golf packages and event sales
Generate real estate interest

STATUS

Active

CURRENT CONDITIONS

Acquired a leased property at 321 Central Ave

KEY OBSTACLE

None

TIMEFRAME

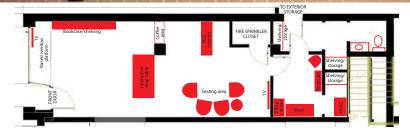
July 1, 2016 Grand Opening















MULTIPURPOSE TRAIL SYSTEM

POINT PERSON: Stephanie Heffer

STATUS: On-going **TIMEFRAME:** On-going

OVERVIEW

The current trail system in Hot Springs Village covers more than 30 miles, but was not designed stratigecally to connect neighborhood for maximum access and utilization. Trails continually rank as one of the highest priorities when making a decision on relocation. Our focus in future development will include crosswalks along major roadways to safely allow people to access the trail system.

POINT PERSON

Stephanie Heffer

GOALS

To connect neighborhoods to trail system
Diversify trail system with single track & multi-modal
Maximize amenity access

STATUS

On-going

CURRENT CONDITIONS

30 miles of existing trails

Masterplan developed

Ranked top priority in member surveys

KEY OBSTACLE

Funding priority

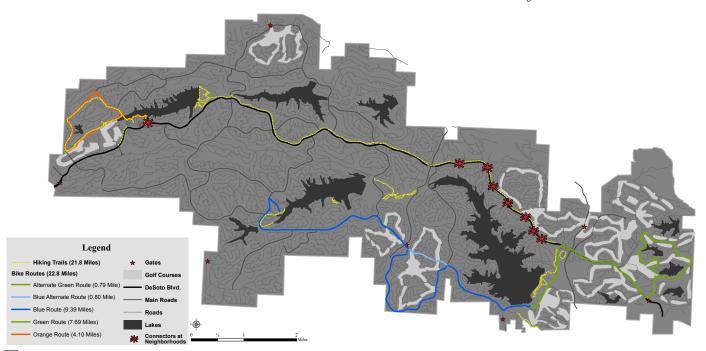
TIMEFRAME

On-going



"Walking and biking trails are the #1 amenity desired by home buyers."

- National Association of Realtors, 2012







BALBOA BEACH RENOVATION

POINT PERSON: Stephanie Heffer

STATUS: On-going

TIMEFRAME: On-going

OVERVIEW

The Balboa Beach is located on the South shore of Lake Balboa, Hot Springs Village's largest and most utilized lake. The beach was constructed in 1993. Since that time, some improvements have been made to the area including an expanded sand area, two picnic pavilions, and an 8000 square foot event pavilion. The site is also home to Stars and Stripes, the 4 day July 4th Festival. Additional improvements to this area will further establish the Balboa Beach as a must see for our members and guests.

POINT PERSON

Stephanie Heffer

GOALS

To improve public spaces at our largest lake amenity Attract new multigenerational market segment Leverage new market trends

STATUS

Incremental improvements as budgeted

CURRENT CONDITIONS

Most used public beach in Hot Springs Village 2 existing picnic cabanas Existing pavilion Close proximity to Balboa Spillway and Trail system Existing Infrastructure

KEY OBSTACLE

Funding Priority

TIMEFRAME

TBD











BALBOA WHITEWATER

POINT PERSON: Stephanie Heffer

STATUS: On-going

TIMEFRAME: 2018-2019

OVERVIEW

Hot Springs Village is home to several beautiful waterways in which paddling sports could be explored. In July of 2015, a kayak invitational waterways on the Balboa Spillway with tremendous turnout and enthusiasm among the participants and audience. Capitalizaing on this natural resource is an opportunity to market to and attract a new segment of buyers for Hot Springs Village.

POINT PERSON

Stephanie Heffer

GOALS

Capitalize on existing natural resource
Expand existing market
Attract new multi generational market segment
Leverage new amenity trends
Introduce paddling sports to community

STATUS

On-going

CURRENT CONDITIONS

Recently construted bridge overlooking waterway Already being used as a whitewater track Adjacent to Balboa Beach Adjacent to the Balboa Spillway trail system Proven concept

KEY OBSTACLE

Community Support

TIMEFRAME

On-going









INACTIVE COMMUNITY VALUE PROJECTS





COTTAGE COURTS

POINT PERSON: Nicole Good

STATUS: Inactive

TIMEFRAME: 2017-2018

OVERVIEW

Residents are beginning to look at their communities as clusters of micro-neighborhoods; a series of niche district or neighborhoods with unique vibes and offerings. By identifying these micro-neighborhoods and encouraging property owners to work together, synergy is created that elevates and adds value to the entire area.

POINT PERSON

Nicole Good

GOALS

Attract new multigenerational market segment
Anchor a nonperforming zone
Offer new housing choices
Leverage new market trends
Sell nonperforming lots and activate assessments
Increase property values in target zone

STATUS

Inactive

CURRENT CONDITIONS

Potential site location have been researched Pending legal review

KEY OBSTACLE

Pending legal review

TIMEFRAME

2017-2018

ADDITIONAL INFORMATION

Placemaking team has visited several developments and researched options that will create a new housing type in a dynamic neighborhood.







"It is pattern of housing that fosters a strong sense of community among nearby neighbors, while preserving their need for privacy." - Ross Chapin, Pocket Neighborhood, 2011





FUEL STOP RENOVATION

POINT PERSON: Stephanie Heffer

STATUS: Inactive TIMEFRAME: TBD

OVERVIEW

The Fuel Stop is located on the corner of Balearic Road and Opalo Lane. It has extremely high visibility with traffic counts of approximately 1500 cars per day. Between the Coronado Tennis Complex, the Fitness Center and the Coronado Community Center, this area sees on average 750 people per day. The number greatly increases on the weekend as 3 churches are also located in this area. Many ideas have been researched for this facility. The POA's goal is to have something that will add value to this area and serve existing membership needs. Around the United States, old gas stations have inspired restaurateurs to launch businesses and invest in communities. But why serve food where they used to service cars? It turns out that those old filling stations are sitting on prime real estate for restaurants and bars. Gas stations are almost always on corner sites, they have good visibility and great accessibility, so they make great locations for restaurants.

POINT PERSON

Stephanie Heffer

GOALS

Capitalize on an existing underutilized facility Add additional value to 3-B zone Serve existing membership needs Increase property values in target zone

STATUS

Inactive

CURRENT CONDITIONS

Existing facility located in Ponderosa Center
Deferred maintenance needs
Traffic Count recorded for winter & summer months
No current vendor
Existing car wash that could be used for storage

KEY OBSTACLES

Funding
No operating vendor

Balearic Road frontage

TIMEFRAME

TBD





"Gas stations are almost always on corner sites, they have good visibility and great accessibility, so they make great locations for restaurants," said Ellen Dunham-Jones, Coauthor of "Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbs," 2013





MOTORCOACH COMPLEX

POINT PERSON: David Twiggs

STATUS: Inactive
TIMEFRAME: TBD

OVERVIEW

This project is targeted towards the motorcoach lifestyle clients to own property as vacation home.

POINT PERSON

David Twiggs

GOALS

Create new target market

STATUS

Inactive

CURRENT CONDITIONS

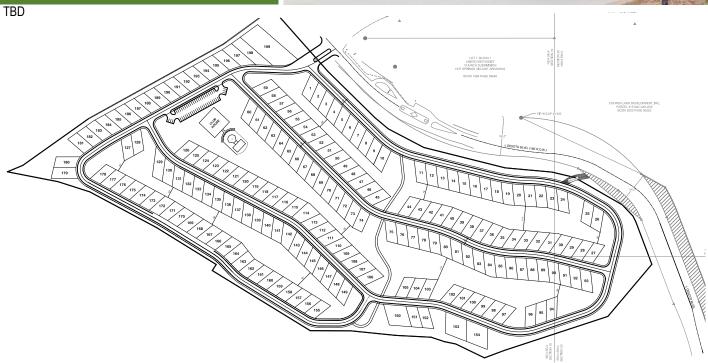
Preliminary site plan has been created

KEY OBSTACLE

Private potential developer pending

TIMEFRAME













SHOOTING COMPLEX

POINT PERSON: David Twiggs

STATUS: Inactive
TIMEFRAME: TBD

OVERVIEW

In January 2015, the POA partnered with Coordinated Shooting Method, LLC (CSM). CMS designs outdoor shooting facilities to enhance the recreational purposes of the areas where they are located, while protecting the integrity and beauty of the land for generations to come.

POINT PERSON

David Twiggs

GOALS

To create a new type of outdoor recreation sports amenity To create a new target market

Recreational Shooting Complex Analysis for Hot Springs Village, Arkansas

January 2015

Summary

Design Mission

Coordinated Shooting Method, LLC (CSM) designs outdoor shooting facilities to enhance the recreational purposes of the areas where they are located, while protecting the integrity and beauty of the land for generations to come. We have designed sporting facilities and programs for some of the world's top leisure destinations: The Greenbrier (WV), The Homestead (VA), The Fork Farm (NC), Brays Island Plantation (SC), Barnsley Gardens Resort (GA), Blackberry Farm (TN), Cielosy Praderas (Nicaragua), and Rancho Caracol (Mexico).

Design Overview

CSM has developed design solutions that will fit a wide variety of needs, styles, and budget considerations. We specialize in creating innovative, highly-valued, beneficial facilities and programs that will enrich the lives of the people who use them.

We work closely with our clients to design facilities and programs that will meet their needs. Our designs are based on eight dimensions of quality:

- Performance Equipment, programs, and spaces that are versatile, easy to install, use, and modify if required.
- Features State of the art equipment and professionally designed programs.

STATUS

Inactive

CURRENT CONDITIONS

Project feasibility is completed No site has been identified yet



- Reliability Facilities are designed to minimize maintenance costs.
- Conformance Equipment and programs meet or exceed current industry standards.
- Durability All equipment has a standard 5 year warranty, with an average lifespan of 10-15 years.
- Serviceability Equipment can be repaired, with easy access to replacement parts.
- Aesthetics Facilities are designed to create great places that people will remember and want to return to
- Quality Our facility and program designs are of the highest quality and have been implemented at some of the nation's top resorts: The Homestead, Blackberry Farm, and The Greenbrier to name a few.

The CSM Team



John Higgins is a co-founder of the Coordinated Shooting Method, and has been an international sporting clays instructor and course designer for over 25 years. He was also the first chief instructor for the National Sporting Clays Association in San Antonio, TX. John is also a fly fishing and archery instructor.



Robert (Bob) Hughes is the education director for Coordinated Shooting Method, LLC. He earned his Ed. D in educational leadership from the University of Georgia. Bob is also a Council Commissioner for the Coastal Empire Council of the Boy Scouts of America. He is also a BSA shooting sports director, COPE course director (ropes courses), and an Archery in the Schools instructor.

Rhonda Young is a co-founder of Coordinated Shooting Method. Rhonda earned a B.S. in Recreation form Georgia Southern University, and an MBA from Columbia Southern University. She is also a certified environmental educator with over 15 years of experience in recreation program design and outdoor education.



Planning and Design Principles

Our team has formulated planning and design principles that guide us toward creating sensitive, inspired, and innovative solutions for shooting range development. Some of these principles address environmental concerns, others help to create memorable settings and activities, while others speak to the importance of budget and client input.

Create Consistency

a. Challenge

To create a consistent design that will add a certain "parkness" to each facility, so that the spaces will be immediately recognizable and will add stature to the facility in the mind of each guest.

b. Response

- Design buildings and structures that are recognizable as shooting range or gun club structures (5-Stand, skeet houses, club house, etc...).
- Use natural and naturally colored materials.
- Design facility elements that are timeless (gun racks, benches, shooting stands, etc...)
- Hide as many of the clay target machines as possible (in machine boxes, behind bushes, etc...).
- Incorporate the natural environment in to the facility.

The Natural Landscape

a. Challenge

Stewardship of fish and wildlife habitat, wetlands, creeks, ponds, lakes, and vegetation is an important consideration for all shooting range or gun club development. Preserving the quality of the natural environment is paramount, and every effort is made to minimize the impacts of site development and daily use.

b. Response

- Wetlands are never encroached upon.
- Excavation is minimized.
- Tree removal is minimized
- Landscaping with native plants is encouraged.

The Cultural Landscape

a. Challenge

The history of an area and the cultural landscape should be considered when planning architectural designs. This can serve as a link between the past and what is to come in the future.

b. Response

- Choose building designs that are timeless.
- Choose building designs that reflect the diversity of the local area.

Sustainable Design

a. Challenge

Minimize the resource impacts of construction and operations of the facility.

b. Response

- Use simple building forms and materials that facilitate natural cooling and daylight.
- Design buildings and other elements based on 2' or 4' modules to reduce material waste.
- Use locally sourced materials when available.
- Develop a recycling plan for the facility (cardboard, pallets, lead reclamation, etc...).
- Use bio-degradable clay targets.
- Use solar chargers on batteries to operate clay target machines.

Views

a. Challenge

Maximize the views into, through, and around the facility.

b. Response

- Design buildings where the activities on the shooting range can be seen from inside.
- Choose scenic locations for the shooting range stations and buildings.
- Design shooting range buildings with adequate seating for family and friends.
- Position building to provide the best views of the participants as well as the natural surroundings.

Multi-Use

a. Challenge

To create designs for facilities and programs that can have multiple uses to attract different user groups.

b. Response

- Design all buildings large enough so that they can be multi-purpose (hosting outdoor education classes, parties, etc...)
- Design the shooting range where there are varying levels of challenge (suitable for beginners to advanced shooters).
- Leave open areas to put up tents for larger events.

Making Memories

a. Challenge

Creating spaces that support good times and great memories and to promote the use of the facilities today and into the future.

b. Response

- Create places within and without the buildings for small group gatherings, both planned and spontaneous.
- Create places within and without the buildings for large public and private events.
- Choose an architectural style that is in keeping with the history and cultural traditions of the area.

Shooting Facility Descriptions

5-Stand

5-Stand is a shooting game that consists of five shooting positions. Each shooting position has a menu card that shows the target

sequence for that position. Each person takes a turn shooting at 5 targets in each position. There are eight clay target machines which throw targets in a wide variety of speeds, angles, distances, and sizes.

5-Stand buildings are typically 40 feet long and 20 feet wide. They may be designed in any style or fashion, and can be found from the most simple pole barn to the more elaborate semi- enclosed structure with fire place.

a. Cost Estimate for a 5-Stand Design

- 20x40 covered pavilion or barn cost per contractor
- 8 clay target machines \$24,000
- Gun racks, trash cans, benches \$2,500
- 8 batteries (deep-cycle marine) \$800
- 8 solar panels for batteries \$800
- 5-Stand controller/release system \$2,000
- Design fees Based on a day rate of \$1,650.00 per day plus travel expenses.
- Estimated 5 days to complete.

b. Site Selection

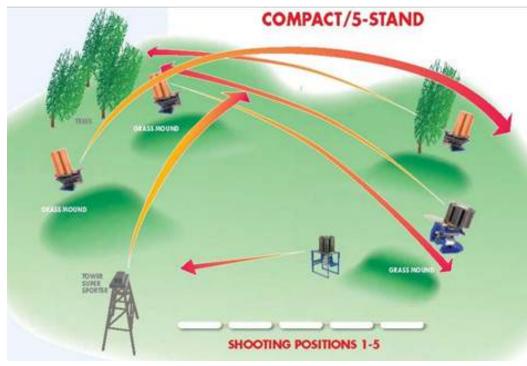
- A minimum of 40 acres are required for a 5-Stand.
- The safety zone requirement for a 5-Stand is a 300 meter safety arc in front of the shooting positions.





5-Stand Buildings

5-Stand Buildings



Sporting Clays Course

Sporting Clays is a shooting game that is designed to simulate field shooting. The course presents a wide variety of targets that resemble the natural flight path of game birds. A typical sporting clays course has at least 12 stations or shooting positions and at lease 24 clay target machines. While shooting the course, each person moves from one station to the next, shooting at several pairs of targets on each station. Courses are usually 50 or 100 targets.

Each station has a shooting stand, which may be designed in any style or fashion, and are constructed from a wide variety of materials. Shooting stands may be covered for all weather use, or left open.

- a. Cost Estimate for a Sporting Clays Course Design
- At least 24 clay target machines (includes pull cords) \$75,000
- Shooting stands, benches, trash cans, and gun racks for each station \$12,000
- 24 batteries (deep cycle marine) \$2,400
- 24 solar panels for batteries \$2,400
- Battery Charger \$750
- Extra Wire \$500
- Site Preparation and pathway construction per contractor
- Club house per contractor
- Course design fees based on \$1,650 per day plus travel expenses
- Estimated 10-15 days to complete

b. Site Selection

- A minimum of 50 acres is required for a sporting clays course.
- The ideal acreage for a sporting clays course is 75-100 acres.
- The safety zone requirement for a 5-Stand is a 300 meter safety arc in front of the shooting positions.
- A sporting clays course is a great way to make use of poor quality or inaccessible land.

Skeet Field with Double Trap Overlay

Skeet fields are laid out in a semi-circle shape with two trap houses (High House & Low House) which face each other and are approximately 130 feet apart. There

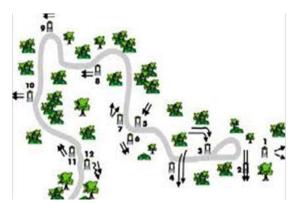
are 8 shooting positions on a skeet field. Targets are always thrown in the same flight pattern, left to right and right to left crossing, but the angle of the shot varies as the shooter changes position on the field. A round of skeet is 25 targets.

The double trap overlay is the addition of a trap bunker in the center of the skeet field. Trap targets are always going away targets, and adds variety to the skeet field. 5 handicap lanes are added that run from 16 to 27 yards from behind the trap.

- a. Cost Estimate for a Skeet Field with Double Trap Overlay Design
- One heavy duty skeet set \$9,500
- One heavy duty double trap \$9,000
- Construction of the skeet houses and trap bunker per contractor
- Construction of the concrete pathway per contractor



Skeet Field



Sample Sporting Clays Layout



Covered Shooting Stand

- Design fees based on \$1,650 per day plus travel expenses
- Estimated 3-4 days to complete.

b. Site Selection

- A minimum of 40 acres are required for a skeet & trap field.
- The safety zone requirement for a 5-Stand is a 300 meter



Shooting Dock



Open Shooting Stands

safety arc in front of the shooting positions.

- A northern or northeastern facing direction is ideal to avoid issues with the sun.
- Skeet & trap fields need to be graded and completely flat, with no trees within 60 yards of the shooting positions.









Gate Automation System

POINT PERSON: TBD

STATUS: Inactive TIMEFRAME: TBD

OVERVIEW

At our current unstaffed gates, visitors are not granted entering or exiting the Village. This causes considerable inconvinience for visitors, outside golfers, residents who are expecting the visitors and any other involved parties. As GPS system oftentimes directs the non-members to these unstaffed gates, they are left with no choice but to take a long detour in order to enter or exit from the staffed gates. CapSure System is one of the automation options that can help the community solve the issue.

POINT PERSON

TBD

GOALS

To provide convinience for visitors, outside golfers and any other non-residents who need to get through the unmanned gates with a barcode (or other forms of digital permission depending on the system)

To increase gate access efficiency without adding

Note: The state of the it easier for members to let their guests in or out of the Village

To make a good impression on visitors who can potentially beceom future buyers

GATE SYSTEM - "CapSure"

We only get one chance to make a good first impression. For Hot Springs Village, the gates are our initial first contact point, and we want to make it a pleasurable experience. What does that mean? Smiling faces, helpful information, and easy yet secure ingress and egress.

Our current gate software makes authoring access difficult. Currently, every relative, visitor, contractor and participant in a community event must be manually checked in, and members call in their guests instead of using the difficult Chelsea login system... together the result is slow access, long lines and excessive work for our employees, especially during events and other high-traffic occasions.

We Recommend CapSure

Entry to our community can easily be streamlined by upgrading our gate software to industry standards. Bar code passes allow access to pre-qualified guests at ANY gate and free up our employees to perform other duties while still maintaining security and capturing accurate visitor data. After much research and analysis, we recommend CapSure, Inc., an industry leader.

STATUS

Inactive

CURRENT CONDITIONS

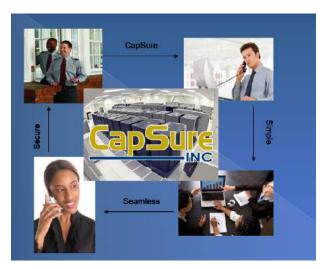
- Two staffed gates among all five gates (East Gate accessible from 6 am to mid-night, West Gate accessible 24 hours)
- Card reading system at the unmanned gates
- CapSure System is explored as one of the options (see information below)

KEY OBSTACLE

Funding priority

TIMEFRAME

TBD



CapSure's web based visitor management and access control system offers several advantages:

- It's easy to use. It's a stand-alone system with an easily identifiable link for guest registration.
- It will improve customer service. Guests and members have better access and faster service because of improved

technology. Guests who's GPS leads them to a remote, unmanned gate won't be stuck. And our remote 'call in' system will allow the West Gate to assist as needed.

 It will improve traffic flow. The software will provide access to guests at all unmanned gates, reducing overall traffic at the West and East gates.

Why CapSure?

- It has proven quality and service performance. Their software package includes: regular updates, Ruggedized Motion Computing Tablets, Microsoft SQL Server (good integration with other software systems), remote hosting, notifications via phone, email or text, database exports (lead capture), reporting and quality printed barcode passes.
- Current car decals and membership ID cards will still be used with the new system, no extra costs to residents.
- It offers a complete visitor and resident database as well as accurate reporting.
- It is a cloud based system with remote real-time information and programming capabilities.

1. The benefits of online portal

- Profile management, which enables residents to maintain information about themselves and their families, such as vehicles, children's schools, and even hobbies. A database or personal information can be set-up for emergency personnel, and a pet database can help to quickly return lost pets to their rightful owners. Each resident can choose how much or how little of this information can be viewed by other residents.
- Photo upload allows the resident to store photos of the entire family for security purposes. Stored photos allow security



Notification of Arrival

to process residents via the handheld if other means of access control are not available. This is a bonus feature, and not a requirement.

 Maintaining Visitor lists, which are used to identify regular guests, contractors, domestic help, realtors, and one-time visitors. Our unique Quick Tasks feature lets residents easily authorize visitors in the web portal. This method also reduces voice traffic to security officers and makes it easier for them to access the information when needed.

Event management, which

enables residents to build party lists by simply selecting entries from their visitor lists.

2. Guest benefits from Visitor/guest Passes

- Emailed barcode pass (print or use phone)
- Remote access (call West Gate)



- Rental companies can create passes for guests
- Passes can include driving directions
- 3. Remote Access via West Gate

The West Gate will monitor a live feed from every gate to provide secure remote access between the hours of 7 AM – 5 PM. Visitors without

a barcode pass will not be allowed in after dark.

4. The benefits of Arm System

The East Gate, West Gate and any new gate will have an arm barricade system...

- Easier to maintain
- Faster service, opens & closes quickly to reduce tailgating
- Safer overall

Overall CapSure, Inc. will streamline operations and provide improved customer service.

- \$190,000 Installation starting mid-July and take approx 12-14 weeks to complete.
- On-going annual cost of Capsure: \$32,000
- Existing Annual Cost (average of the last three years): \$9,100 (no data management)







COMPLETED ULTRA-LOCAL VALUE PROJECTS





GROVE PARK

POINT PERSON: Stephanie Heffer

STATUS: Construction Completed in May 2014, programming on-going

OVERVIEW

Grove Park opened May 2014 as a community gathering place. Grove Park hosts the Green Market, Artisans Market, Rock Porch Sessions and Rhythm Jams. Grove Park will continue to deliver a multitude of options for residents and guest wanting to get outside their homes and explore the culture and richness of this beautiful region.

POINT PERSON

Stephanie Heffer

CURRENT CONDITIONS

Construction completed in May 2014 Location 1105 DeSoto Boulevard Proven concept with successful events







Above: Green Market, Artisan Market and Rock Porch community activities took place at Grove Park.

GOAL

Create new public space Increase property values in target zone
Leverage new market trends A key component for future Village Center
Sell non-performing lots and activate assessments











"Grove Park offers a destination for individuals to shop locally while also enhancing the outdoor pleasure derived by visitors and guests to the Ouachita area."





WAYPOINT

POINT PERSON: Stephanie Heffer

STATUS: Completed

TIMEFRAME: Construction completed in July 2015

OVERVIEW

The Desoto Marina was built in 1978, and has served as a minimally operated bait shop since inception. Much of this time, the marina was leased to a third party. The property is approximately 4 acres, and sits on a beautiful point on Lake Desoto. The POA rescinded the lease agreement for marina operations in 2015, opting instead to bring the area back in house, and make necessary improvements to the existing building and grounds to create a full service marina and restaurant.

POINT PERSON

Stephanie Heffer

GOALS

Renovate DeSoto Marina

Create primary location for Basecamp operations Capture revenue for POA previously outsourced Control the standards and services of amenities Improve functionality by adding additional services Extended operational season

Reintroduce F&B operations through the POA

STATUS

Completed

CURRENT CONDITIONS

Full service marina with fuel
Coffee shop, breakfast and lunch
Large deck for events
Large outdoor area on peninsula for events
Kayak, paddleboard and pontoon rentals

KEY OBSTACLE

Renovation of a aged facility using original footprint

ADDITIONAL INFORMATION

Opened July 2015 Location 120 Marina Road







"Waypoint is also the primary location for Basecamp operations."







April 2015 -













COMPLETED COMMUNITY VALUE PROJECTS





GATE ENHANCEMENTS

POINT PERSON: Stephanie Heffer

STATUS: Completed

TIMEFRAME: Construction completed December 2014

OVERVIEW

The East and West Gate landscaping, signage and fountains were in desperate need of renovation. These renovations were approved and started in the spring of 2014. The iconic fountain at the West Gate was rebuilt to the exact size and design as the original E Faye Jones design.

POINT PERSON

Stephanie Heffer

GOALS

Improve landscaping at East and West Gates
Improve first impression for visitors and members
Improve signage
Add bypass lane to East Gate
Rebuild crumbling E Faye Jones Fountain

STATUS

Completed December 2014

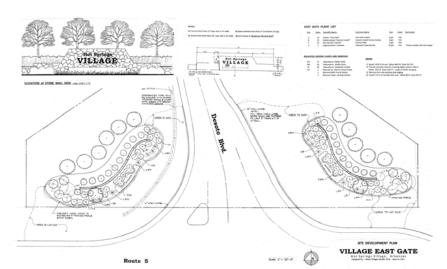
CURRENT CONDITIONS

Improved visibility of entrance from highway Bypass lane added at East Gate All landscaping and signage

ADDITIONAL INFORMATION

Designed by Al Edmondson







"The daily traffic count at the West Gate averages about 11,127 in winter and 11,800 during summer months. For the East Gate, it is 3,810 in winter and 3,186 in summer."

SECTION 3 BRANDING & PROGRAMMING

GOLF WITH TROON



Hot Springs Village proudly boats an affiliation with Troon, the global leader in upscale golf course management, development and marketing. Our affiliation provides the opportunity for Hot Springs Village to garner additional awareness, and exposure locally, regionally and nationally. Hot Springs Village members in good standing benefit from reciprocal programs Troon offers. The Troon Advantage Program offers members travel benefits at iconic golf destinations such as Troon North Golf Club in Scottsdale, Kapalua in Maui and beyond.

Troon's affiliation with Hot Springs Village also affords our community golf operations with resources such as national account buying power, agronomic resources access to proven best

practices that ultimately will enhances the efficiency of golf operations at our eight resident/member/daily fee access courses.

Additionally Hot Springs
Village benefits from
national exposure and
marketing including
troongolf.com, Troon social
channels and Troon's
vacation division, Troon
Golf Vacations. The latter
of which delivers traveling
golf rounds and vacation
rental/accommodations
visitation to Hot Springs
Village.

TROON GOLF

Outside Rounds of Golf

With the partnership of Troon Golf, Hot Springs Village is now being marketed as a major golf destination in the South Central region of the United States. This marketing campaign is targeted to attract a highly affluent golfer to The Village and will not only produce additional revenue for the POA but will also provide a new clientele to showcase the real estate opportunities within Hot Springs Village.

- · Market HSV to an affluent traveling golfer
- National and regional exposure of HSV golf
- · Drive additional revenues to offset POA subsidies
- Offset the annual trend of decreasing rounds
 Drive demand for lodging opportunities within the
 community
- Market and capture additional group/charity outings
- Gain regional awareness of the public golfer









About Troon

Headquartered in Scottsdale, AZ., Troon is the world's largest golf management company, with more than 250 golf courses in its portfolio. Also specializing in homeowner association management, private residence clubs, estate management and associated hospitality venues, the company oversees operations at Troon Golf® (daily-fee & resort) and Troon Privé (private) properties located in 35 states and 28 countries.

Additionally, 52 Troon facilities enjoy a Top 100 ranking by national or international publications. Troon properties include Kapalua, Maui, Hawaii; Sewailo Golf Club, Tucson, AZ; Manchester Country Club, Bedford, NH; The Grove, London, England; and Mazagan Beach & Golf Resort, El Jadida, Morocco.

MARKETING

Hot Springs Village has been in an expressioneering process in effort to further strengthen the Hot Springs Village brand. During this process it was determine that Hot Springs Village's Key Benefit was: Hot Springs Village offers an authentic connection to nature, community and small town living in an extraordinary location surrounded by a national forest and within close proximity to Arkansas' most populated city.

Hot Springs Village Brand Characters are:

- Transformative
- Ideal Location
- Haven for Nature and Recreation
- Authentic
- Small Town Atmosphere
- Community Focused
- Family Friendly
- Multi-Generational
- Diverse
- Focus on Lifestyle
- Healthy Way of Living
- Beautiful, Sustainable, and Comfortable



A new marketing ad campaign was designed keeping the Key Benefit and Brand Characters in mind. Whether your idea of adventure is kayaking over the Balboa Chute or just exploring a new trail each week, when you live at Hot Springs Village, there are chances to learn new things and surprise yourself every day. Make life an adventure at Hot Springs Village.



Brand-new Homes from the \$300s | ExploreTheVillage.com



BASECAMP

Basecamp was created to draw attention to the Ouachita Region and its vast opportunities for outdoor enthusiasts. We showcase the many lakes, rivers, streams and trails that appeal to an emerging market. Hot Springs Village has long been known as a golfing community, but we have never fully leveraged the potential of our surrounding natural and scenic environment.

Some of the goals for Hot Springs Village Basecamp are:

- Leverage new market trends
- Engage new members with outdoor sports
- · Capitalize on regional attraction
- Engage current members with outdoor sports













HSV BASECAMP

"YOU CAN STILL HAVE THE LIFESTYLE YOU WANT

Seeking outdoor adventure within a welcoming community? Interested in finding newways to getyour heart pumping? The Ozarks of Northwest Arkansas might have their Fayettechill; but down in the wild Ouachitas, Hot Springs Village Basecamp has you covered.

HSVBasecamp is an adventure sports and outdoor concept that connects residents and visitors to a thrilling community of outdoor fun. With events for all skill levels and ages, the program in its second full year has continued

program in issecond ruilyear to attract participants. The lush ecology of the Ouachita High Country Region provides ample opportunities to seek out the wild wonders of this enchanting and largely untouched terrain and its AND ENJOY THE OUTDOORS."

many waterways, deep forest trails and soaring vistas. Basecamper, Marcus Everett, who has lived in the Village for almost 19 years, discovered the richness and excitement of the natural world around him through his involvement in this community. Until two was an avid runner but

health issues. Looking for

ning, he gets his heart

tive, he found Basecamp.

a community. When he isn't paddling or biking. Everett breaks out the grill to make turkey burgers for happy and hungry hikers coming down off one of the many of scenic trails in the Village and the region.

racing kayaking and biking. Everette also mentors others at events like the kayaking clinic- a fundamentals/refresher program and great way to dip a toe-or in this case -paddle into the community. "The program is wide open to any level.

At the kayak clinic there were several people

there who had never been in a kayak before. The enthusiasm I saw from them -- they were just so excited to go and get started!" says Everett.

Everett points out that Basecamp is about

"My involvement was originally to help with my rehabilitation. I recognized very quickly that for someone my age, the activities wil

IS ADVENTURE!

saysEverett.Not only does he "keep moving" but Everett completed a 17.5 mile biking event with other Basecampers earlier this month. He says he will pedal even harder next time because he was "smoked" by an 86-year-old woman.

86-year-old woman.

Basecamp came about via the vision of David Twiggs, the Village's Chief Operating Officer. Twiggs looked around at the twenty-six thousand acres in Hot Springs Village with direct access to the Quachita National Forest and thought – what better way to connect residents with opportunities for adventure around them than by building a community focused on the natural wonderland literally laying in their backyards?

laying in their backyards?

"He [Twiggs] said we can't be just go
Let's broaden our reach. We have lakes ar
beaufilat trails." Any Stephane Helfer, Drect
Ollfestjele and Community Development
the Village, of Twiggs' vision for Basean
in recent years. The Village has been
in recent years. The Village has been
families moving in search of a quiet ha
in the woods with backdoor access to
thrills of the Natural State's adventures;
the list of the Natural State's adventures;
and leisure. Twiggh and no problem fin and leisure. Twiggs had no problem fine an enthusiastic community just ready waiting to be plugged-in. About a year

atter conception, Basecamp was a reality.

Though geared primarily toward residents,
Basecamp encourages participants from all
over. "Reaching the people that currently
live here was our big thing," says Stephanie
Heffer, "but another goal was to get the word

out to the surrounding region."Heffer points out the program's proximity to cities like Hot Springs and Little Rock affords residents and non-residents the best of both worlds. "You can still have the lifestyle you want and enjoy the outdoors." Whether an adrenaline junky or a nature lover, Basecamp events are varied and plentiful, and the community will welcome you readily. Want to watch a late-night meteor shower by paddling to





Hot Springs Village Basecamp added a

April 26 at 4:47pm - 🙆



ABC Cycling Event

Sat 1 PM - Hot Springs Village 1 person interested



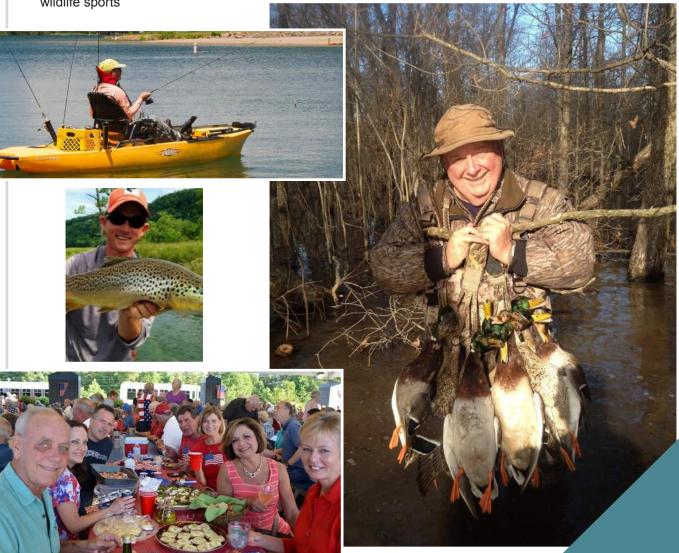
OUACHITA ROD & GUN CLUB

The Ouachita Rod and Gun (ORG) Club was created to draw attention to the Ouachita Region and its long history with sport hunting and fishing. Hot Springs Village has historically been known as a golfing community but has never fully leveraged the potential of surrounding natural history and environment. The Ouachita Rod and Gun Club brings like minded people together to engage in wildlife sporting activities.

Some of the goals for the ORG Club are:

- Leverage new market trends
- Engage new members with wildlife sports
- · Capitalize on regional attraction
- Engage current members with wildlife sports





OTHER COMMUNITY PROGRAMMING **EVENTS**

Some of the events that are under the Placemaking Brands are Rhythm Jam Rock Porch Green Market Artisan Market



































OUACHITA HIGH COUNTRY MAGAZINE

In 2014, we put together a concept and launched the publication of Ouachita High Country to market the region, based on David Twiggs' Little River Blueway Project in South Carolina. This is a lifestyle publication, focusing on the heart of Arkansas highlighting the experience of recreation, tourism and living in the Ouachitas.

Ouachita High Country Magazines

This beautiful region is rich in history and scenic wonders and offers a countless assortment of natural resources, outdoor activities and amenities for the stylish and active country lifestyle.

Each quarter we will feature seasonal interests

throughout the region, including regional musicians, regional artists, dining, entertaining, gardening and social opportunities, as well as, highlighting the latest trends in shopping, sophisticated home decor. food and wine, social events and living in style.

Striving to inspire active family friendly lifestyles of the Ouachitas by showcasing area amenities, new developments, community contributions and business profiles while supporting our

readers personal well-being and enabling creativity and self-expression.

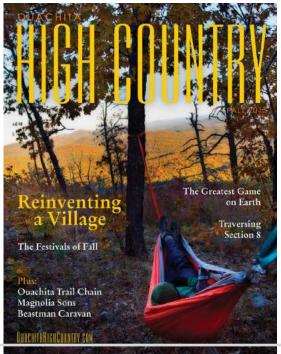
High Country is a production of Hot Springs Village.





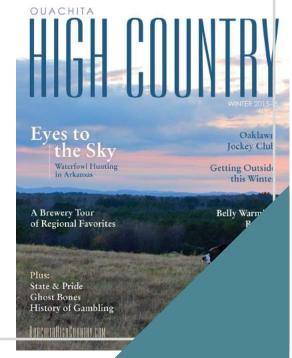














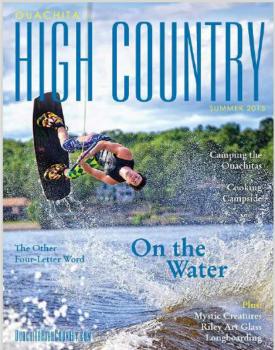
Left: Official Website http://ouachitahighcountry.com/

Below: Facebook page and Twitter of Ouachita High Country



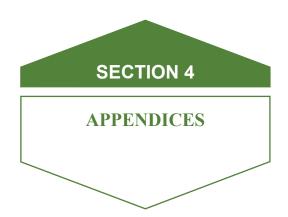
EXPLORE HOT SPRINGS VILLAGE'S = ABUNDANCE OF NATURAL AMENITIES







Covers of 2015 Ouachita High Country Magazine Issues



1. BUSINESS MODELS

In 2013, as part of then new COO David Twiggs key responsibilities, the Board of Directors asked for a model be developed for transitioning HSV from a traditional Golf Community into a more holistic destination community to open new markets for existing golf amenities, create new lifestyle amenities and the conditions for residential growth. In short, develop a plan to move the community towards sustainable growth while protecting the existing natural assets, traditions, and programs important to current membership. The following Transition Model was presented to the membership in early 2014. The model outlines all touch points that had to be addressed to create these conditions. Internally, this became a planning matrix for the staff to guide long term planning and the daily incremental decisions. This report shows areas of progress towards these touch points. This only shows areas that have been completed or in active stages of implementation. This progress has been a collaborative effort by members, committees, staff, and strategic partners. Other strategies, not yet implemented, can be seen in the Master Plan Workbook at hsvplacemaking.com.

The Transition Model is very wide in scope. 2014 focused on changing the corporate culture and building a strong team to move HSV forward. A new CFO, Public Works Director, and Police Chief were brought onboard. Other long-term staffers stepped up to embrace the new plan. This built an extremely strong team of professionals to move the transition model forward.

has been in the organizational focus moving from simply managing property and events into a conscious focus on stewardship for our land and the lifestyles important to our members. As we continue to develop new markets and lifestyle opportunities, we will always be diligent these that complimentary to the values of our existing membership.

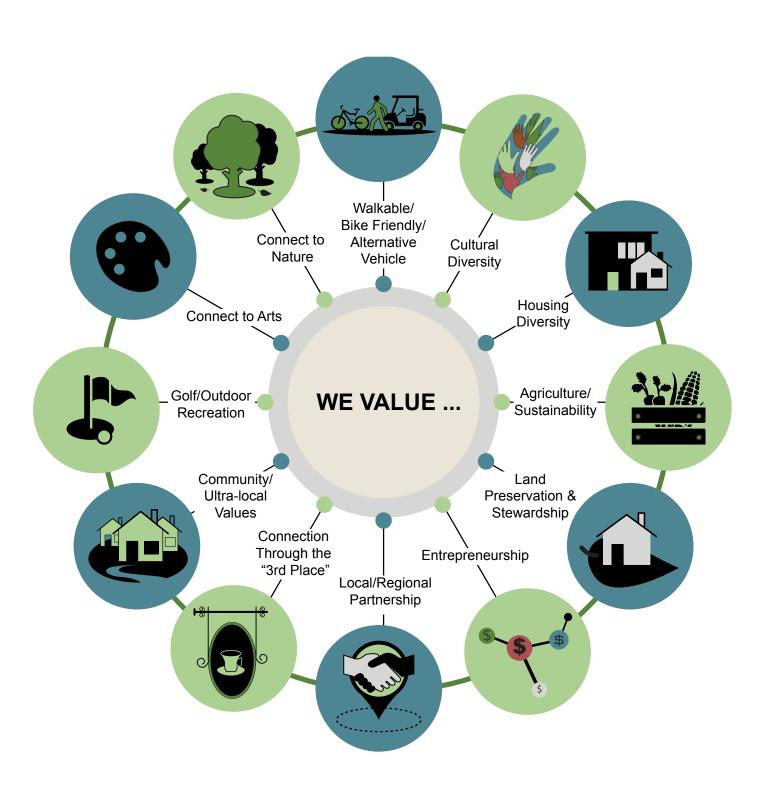


PROGRESS TOWARDS

BUSINESS TRANSITION MODEL

Dynamic Pricing (Outside 2015/Member 2016) Outside Golf Marketing with Troon Acquire Lodging Components





PROJECT VALUE GUIDELINES

GROWTH • To create conditions for residential growth **MONETIZING INNOVATION OPPORTUNITY** • To increase level of • To build financial structures corporate sophistication, and that allow HSV to financially • To align with modern best benefit from opportunities practices **VALUE-BASED QUALITY CUSTOMER SUSTAINABLE** CONTROL **EXPERIENCE GROWTH** Improve and maintain the • To create systems that quality of hiring, training, improve customer (i.e. service, amenities and members, visitors, partners, facilities, as well as the colleagues) experience aesthetics of the community **PLACEMAKING ACCOUNTABILITY** • To create greater sense of · Clear dissemination of belonging, expectations, • To attend to resident/visitor Clear reporting of groups formerly indicators, and unaddressed, and Infrastructure standards • To identify civic capital and maintenance investment opportunities

PROJECT VALUE GUIDELINES



PROJECT GOALS

2. COMMUNITY BASELINE

Development Partnership & Market Studies

Development Partnerships Available for Qualified Builders

We have quantities of full service lots in areas we are developing with new amenities. These areas within our 26,000 acres have not yet been amenitized although lots and infrastructure are in place. We are actively seeking partners for sales of home/lot packages and spec homes. Under certain conditions we are willing to joint venture and/or subjugate lots with qualified builders.

Market Studies

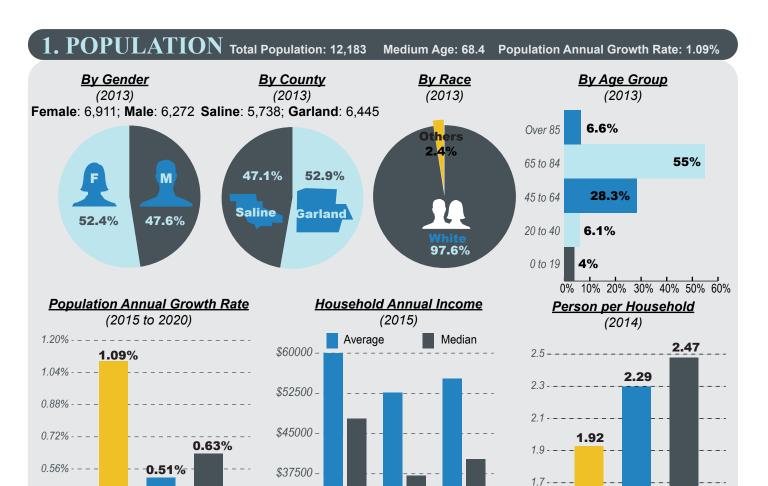
Detailed information and findings in the market studies are available to qualified investors and developers doing due diligence for partnering project. Confidentiality agreement will be required.

· The completed market studies are:

	Name of Market Study	Consulting Agency	Complete Date
1.	Hotel Market Study	HSV Global Hospitality Services	March 2014
2.	Market Position Analysis of Year- Round and Second/Weekend/ Vacation Unit Development	Zimmerman/Volk Association, Inc.	September 2014
3.	Office Demand	Gibbs Planning Group, Inc.	December 2014
4.	Retail Market Analysis	Gibbs Planning Group, Inc.	December 2014
5.	Rental Market Position	Zimmerman/Volk Association, Inc.	April 2015

Available supplementary reports are:

	Name of Report	Consulting Agency	Complete Date
1.	2010 Economic and Fiscal Impact of Hot Springs Village, Arkansas (2015 update is currently in progress)	,	September 2011
2.	Garland County 2014 Visitor Economic Impact (or Hot Springs Visitor Report)	inVeritas Research and Consulting	July 2015



2. EMPLOYMENT & EDUCATION

\$30000 -

(Data source for this page: U.S. Census Bureau 2009-2013 American Community Survey 5-Year Estimates)

Employment Status (2013)

HSV

and arts

Hot Springs Arkansas

Arkansas

0.40% -

HSV

Hot Springs

(Data Source: U.S. Census Bureau 2009-2013 American Community Survey 5-Year Estimates)

Employed: by class of worker Self-employed In Labor Force **Goverment Workers** Armed Force 0.5% Private Wage and **Unemployed** Salary Workers 6.3% Employed: by occupation Production, **Employed** transportation, and 93.2% material moving 10.6% Natural resources. construction, and maintenance Sales and office 17.99 abor Service 26.6% Management, business, science, Not In

Education Level Obtained

HSV

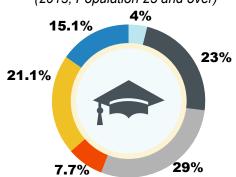
Hot

Springs

Arkansas

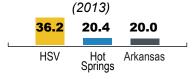
154

(2013, Population 25 and over)



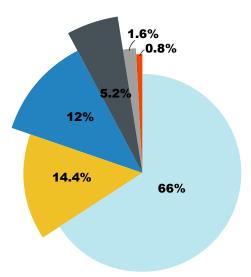
- Less than 12th grade, no diploma
- High school graduate (includes equivalence)
- Some college, no degree
- Associate's degreeBachelor's degree
- Graduate or professional degree

% of Bachelor's Degree or Higher



3. LIFESTYLE

ESRI's Tapestry Lifestyle Breakdown at HSV (2014)



(* ESRI refers to Environmental Systems Research Institute)



The Elders



With a median age of 71.8 years, the oldest in Tapestry Market, the Elders residents favor communities designed for senior or assisted living, primarily in warmer climates with seasonal populations.

Most of these householders are homeowners, although their housing varies from mobile homes to single-family residences to high-rise apartments.

These seniors are informed, independent, and involved.

Silver and Gold





Almost the oldest senior market (second to The Elders);

This is the most affluent senior market and is still growing.

The affluence of Silver and Gold has afforded the opportunity to retire to sunnier climates that feature exclusive communities and vacation homes. These consumers have the free time, stamina, and resources to enjoy the good life.

Rooted Rural





Nearly 9 of 10 residents are non-Hispanic whites, living in the heavily forested regions of the country.

This group enjoys time spent outdoors, hunting, fishing, or working in their gardens.

When shopping, they look for American-made and generic products. They are heavily influenced by religious faith, traditional gender roles, and family history.

Rural Bypass





Characterized by open space, undeveloped land, and farmland.

Their country lifestyle focuses on the outdoors, gardening, hunting, and fishing.

Although a majority of households do have a connection to the Internet, their use is very limited.

Those who are not yet retired work in blue collar jobs in the agriculture or manufacturing industries.

Southern Satellites





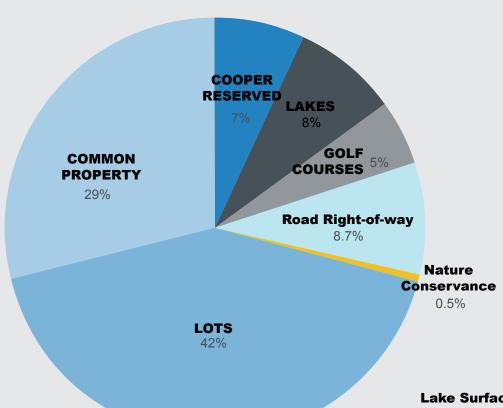
Typically non-diverse, slightly older, settled married-couple families, who own their homes.

Almost two-thirds of the homes are single-family structures; a third are mobile homes.

Median household income and home value are below average.

Residents enjoy country living, preferring outdoor activities and DIY home projects.

3. LAND-USE, AMENITIES & INFRASTRUCTURES



Key Infrastructure and Amenities

- Five hundred miles of roads and over thirty miles of hiking trails
- Eight 18-hole golf courses and one 27-hole golf course
- Nine golf shops
- · Eleven recreational lakes
- One 650-seat Auditorium
- Tennis center with thirteen courts
- Pickleball courts
- Family Park
- · Clubs and restaurants
- Outdoor swimming pool
- Fitness center with a 25-meter pool
- Recreational vehicle park
- Thirty-six miles of multipurpose trails
- The Grove Park as a community gathering place, and a hosting location for Green Market, Artisan Market and Rock Porch

Lake Surface Area

(Unit: Acre)

Segovia: 12.4

DeSoto: 220.2

Cortez: 210.6

Pineda: 54.5

Coronado: 351.2

Lago: 106.9 (Reservoir)

Balboa: 963.5

Isabella: 23.2

Granada: 52.7

Estrella: 22.5

Sofia: 40.7

Maria: 27.5

Total Area:

26, 014 Acres

Total Lots:

34,162

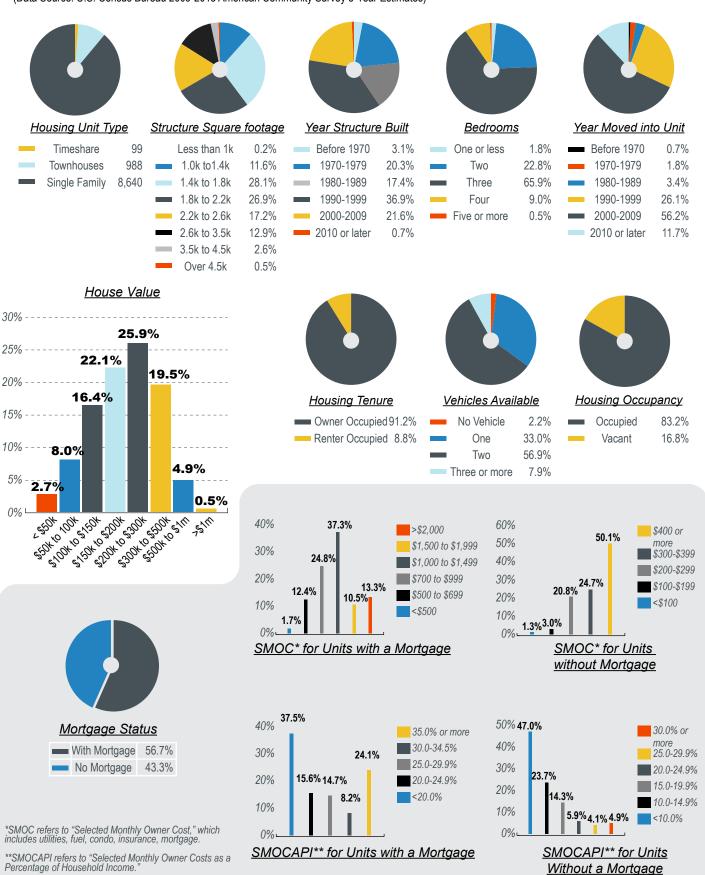
Built Lots:

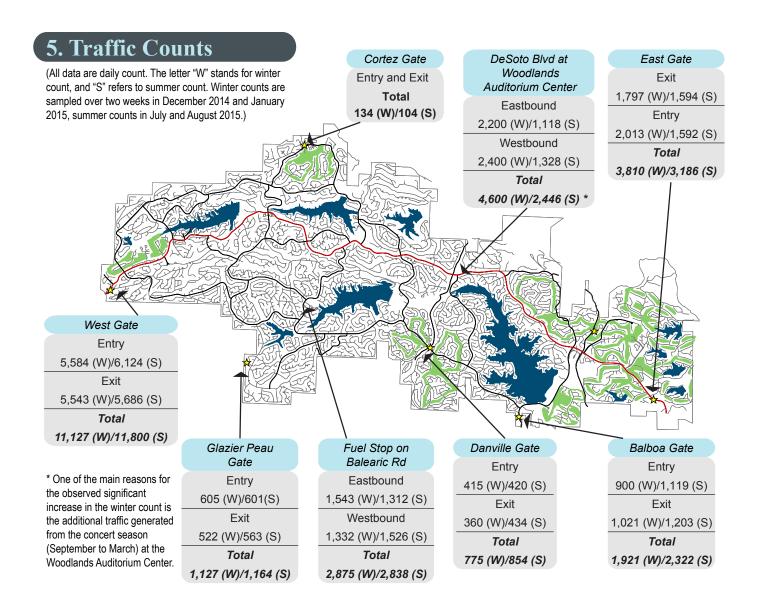
9,167 (Mar 2015)

(Data Source: 2010 Economic and Fiscal Contribution of Hot Springs Village and the GIS Data of HSV Property Owners' Association)

4. HOUSING & REAL ESTATE TOTAL HOUSING UNITS: 9,727 (AS OF APRIL 2015)

(Data Source: U.S. Census Bureau 2009-2013 American Community Survey 5-Year Estimates)



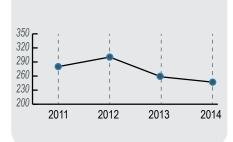


6. Amenity Usage

(Data source: HSVPOA)

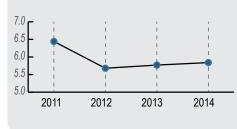
1. Total Golf Rounds

2014	247,018
2013	258,348
2012	300,484
2011	280,125



2. Member Guest Golf Rounds (percentage of total rounds)

2	2014	14,437 (5.84%)
2	2013	14,897 (5.77%)
2	2012	17,076 (5.68%)
2	2011	18,043 (6.44%)



3. Fitness Center

2014	130,752
2013	178,336
2012	165,300
2011	113,063

4. Tennis Center

2014	19,225
2013	17,761
2012	22,882
2011	23.138

5. Facility Rentals

	•	
2014	2,404	
2013	3,454	
2012	3,226	
2011	3,155	

7. Milestones of Achievements on Monetizing Opportunities



Memo

To: David Twiggs, COO

From: Lesley Nalley, CFO **SON**

Date: July 20, 2015

Re: Transition Milestones: Monetizing Opportunity

A key element of our transition plan was to build new financial models, allowing HSV to financially benefit from growth and equitably develop sustainable revenue stream increases. The goals of the new models were:

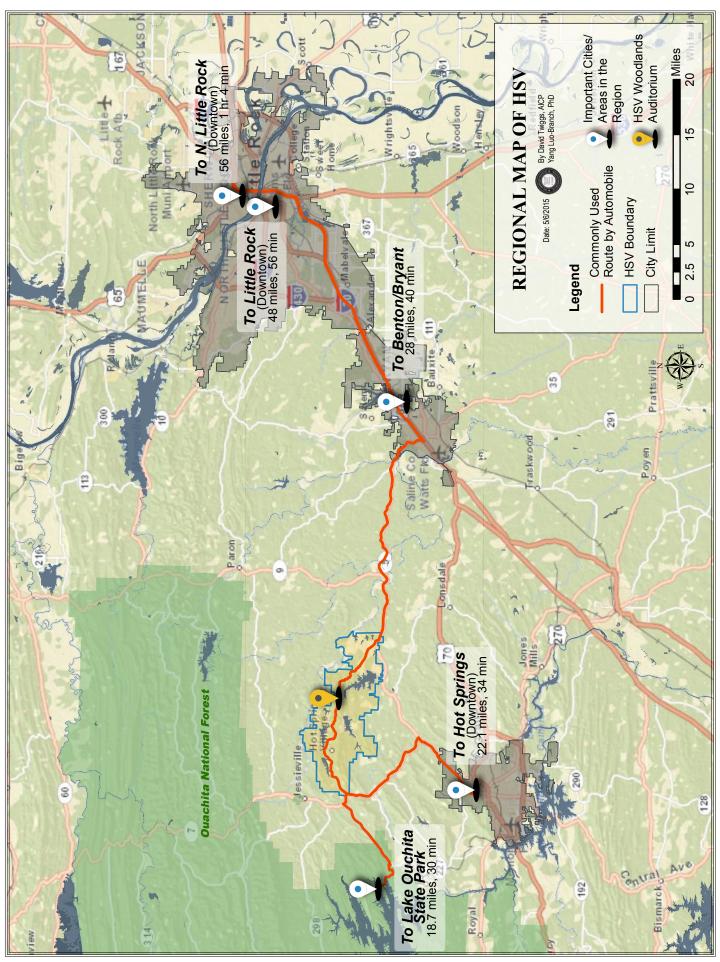
- Full implementation by January 2016
- Raise funding from primary user basis to sustain quality control on all community, facility, and programming infrastructure
- Incentivize undeveloped lots to be held as investments by keeping carrying cost low
- Keep rates competitive with similar communities
- Monetize growth so the budget adequately supports developed housing, demand on services, and increased customer base from lot sales

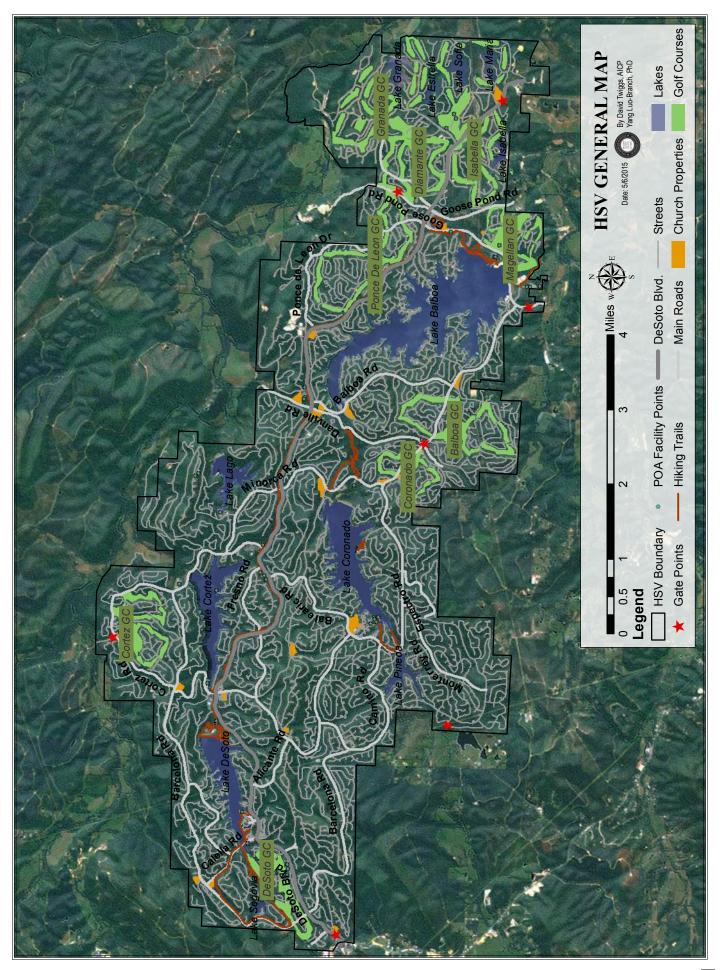
Progress towards these goals includes:

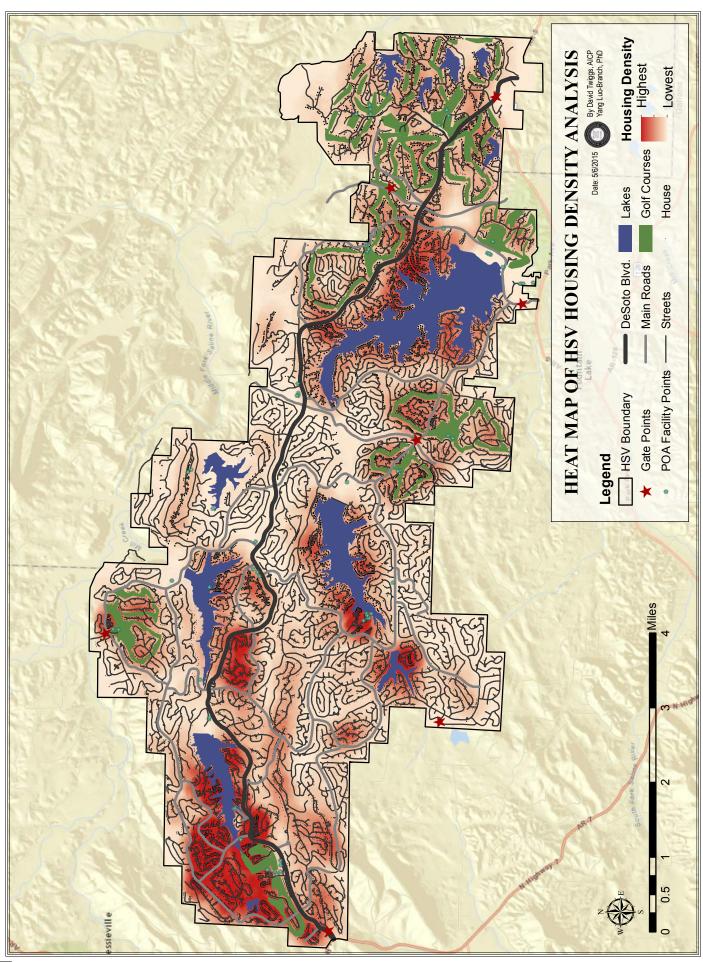
- January 2015- Utility fee system updated to place appropriate thresholds for fee determination and attention given to both current operational needs and future capital requirements. Further studies are being completed throughout 2015 to ensure pricing supports sustainability and growth
- Dynamic Pricing Strategy adopted for non-member golf, maximizing new visitor round revenue from Troon Vacations and Hot Springs Village golf packages.
- April 2015 Newly seated board discussed the importance of sound cash management practices, which
 include reserving for and financing both operational and growth needs
- February 2015- A vote of 15,151 members, out of the 24,904 eligible, approved an annual assessment increase of 73% on developed properties. This was challenged by a lawsuit.
- July 2015 The legality of the two-tiered assessment model upheld by the courts.

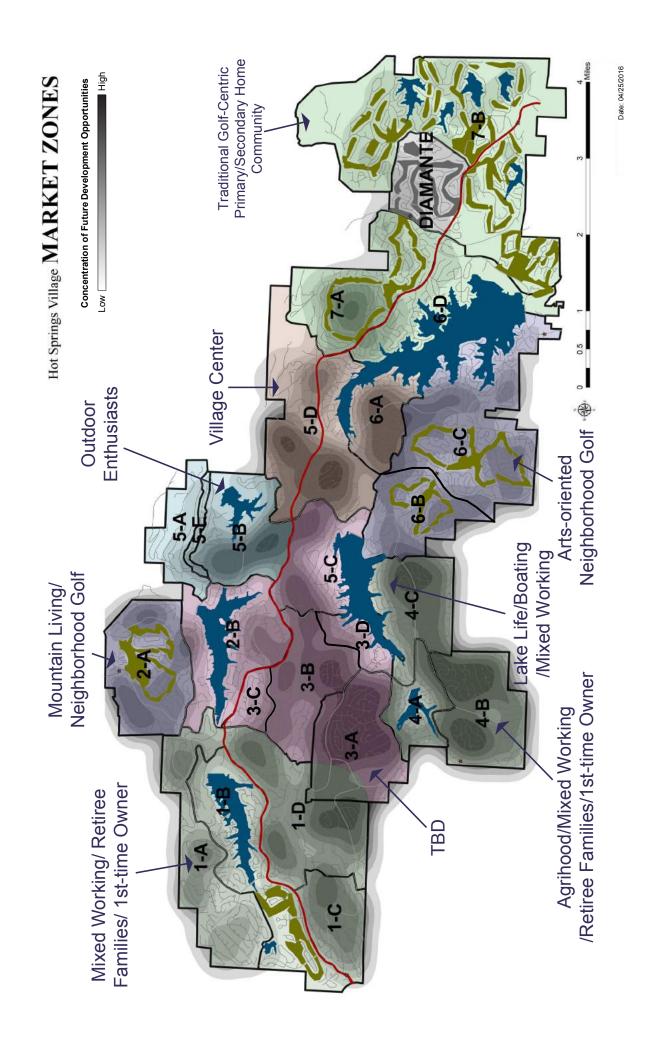
These strategies have been implemented throughout 2015 and will be fully in place for FY 2016. Realizable revenues based on these changes are currently estimated at an approximate \$5,000,000 increase over the December 31, 2014 results. This is a 15%-20% increase in realizable cash flow.

3. REAL ESTATE ANALYSES THROUGH GIS









RESIDENTIAL LOT ANALYSIS

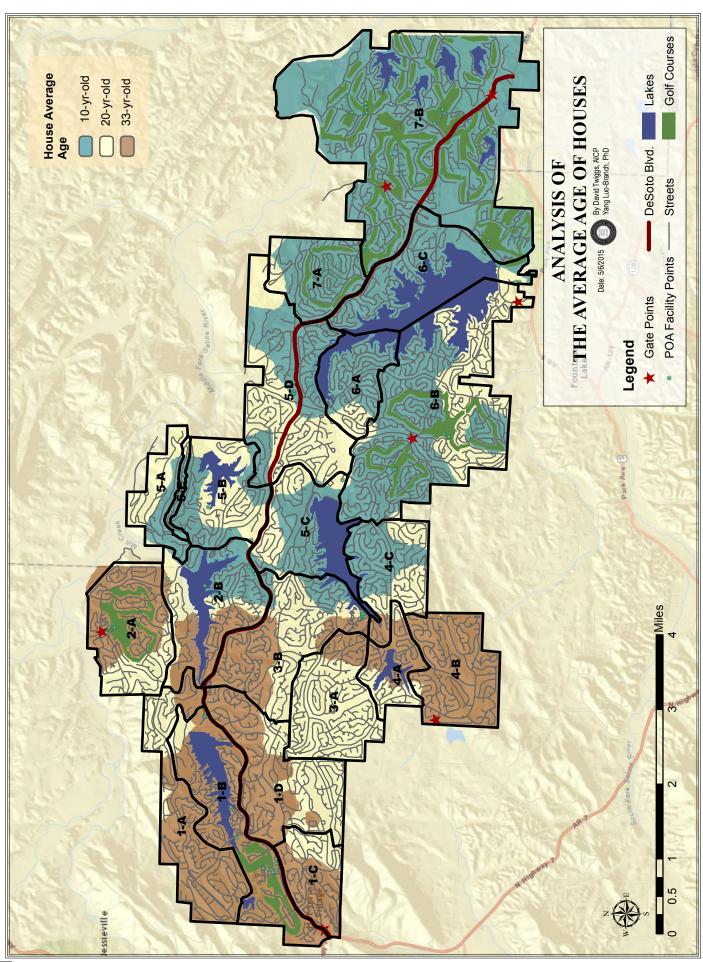
			Total					Non-	Non-			
			Residential					Performing	Performing	Built	Built	Household of
Zone	Acreage	Area of all	Lots	POA Total	COSL Total	1-yr Delinquent	CS Paradiso		Rate	Lot	Rate	all
1-A	1,201.43	4.59%	1,749	112	19	29	, 220	460	%08'32	704	40.25%	8.02%
1-B	1,350.05	5.15%	1,525	16	24	9	3 40	98	5.64%	1,220	80.00%	13.90%
1-C	586.33	2.24%	1,001	93	80	39	149	361	36.06%	253	25.27%	2.88%
1-D	1,331.91	2.09%	2,260	162	158	26	379	962	35.22%	554	24.51%	6.31%
2-A	1,103.96	4.21%	1,673	107	129	98	165	486	%30.62	330	19.73%	3.76%
2-B	1,188.03	4.54%	1,168	71	29	41	78	257	22.00%	398	34.08%	4.54%
3-A	1,054.98	4.03%	2,218	256	191	110	302	862	%98'86	158	7.12%	1.80%
3-B	866.61	3.31%	1,540	151	120	101	211	689	38.25%	169	10.97%	1.93%
3-C	216.37	0.83%	341	2	6	2	27	45	13.20%	251	73.61%	2.86%
3-D	276.84	1.06%	409	21	6	14	9	09	12.22%	209	51.10%	2.38%
4-A	460.67	1.76%	841	09	09	37	, 57	214	25.45%	273	32.46%	3.11%
4-B	989.91	3.78%	1,951	227	176	104	320	827	42.39%	82	4.20%	0.93%
4-C	849.10	3.24%	1,750	178	146	96	146	292	32.29%	211	12.06%	2.40%
9-Y	471.30	1.80%	174	2	13	7	6	34	19.54%	22	12.64%	0.25%
9-9	925.56	3.53%	966	130	66	69	106	388	%66'88	23	2.31%	0.26%
2-C	998.93	3.81%	1,096	96	23	9	112	346	31.57%	180	16.42%	2.05%
2-D	2,004.06	7.65%	2,226	285	180	122	190	777	34.91%	232	10.42%	2.64%
9-E	88.26	0.34%	173	4	8	2	, 2	16	%97.6	20	40.46%	0.80%
P-9	677.92	2.59%	1,068	06	89	28	69	282	%69'92	200	18.73%	2.28%
9-9	780.77	2.98%	1,290	101	23	02	78	325	24.96%	274	21.24%	3.12%
O-9	2,114.91	8.07%	2,934	191	195	121	148	199	22.53%	798	27.20%	%60.6
Q-9	1,285.67	4.91%	991	27	34	58	17	101	10.80%	237	54.19%	6.12%
7-A	1,230.87	4.70%	1,570	98	68	89	3 47	290	18.47%	400	25.48%	4.56%
1-B	3,504.73	13.38%	2,562	23	99	13	25	155	%90'9	1,058	41.30%	12.06%
Diamante	633.18	2.42%	440	0	19	40	0 (69	13.41%	169	38.41%	1.93%
Total	26,192.35	100.00%	33,945	2,499	2,126	1,507	2,906	800'6	%69.92	8,775	25.85%	100.00%

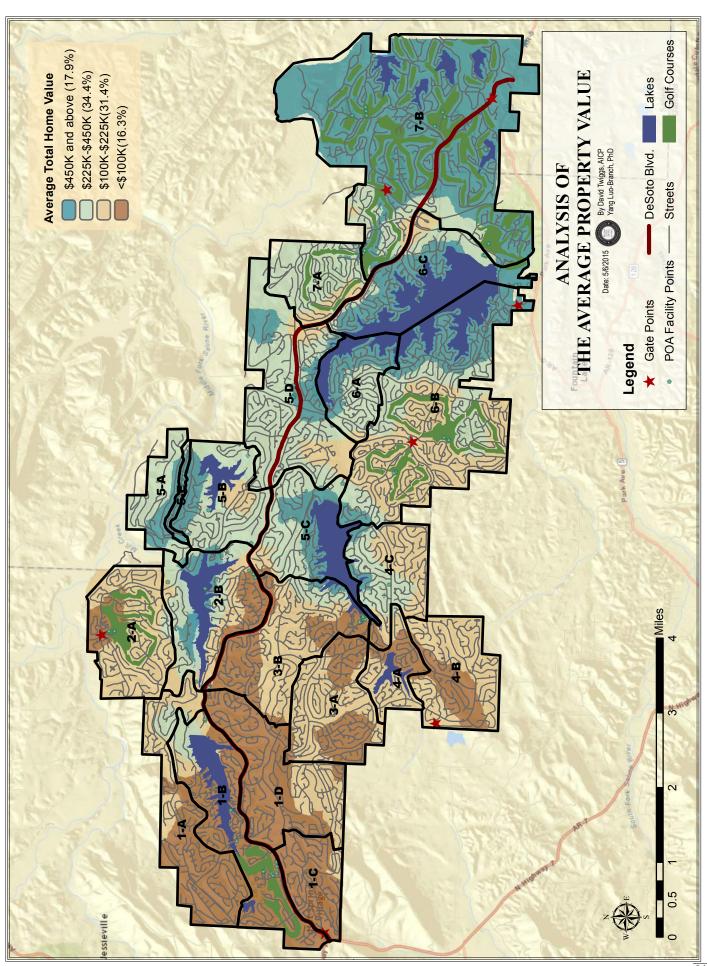
Updated 04/26/2016

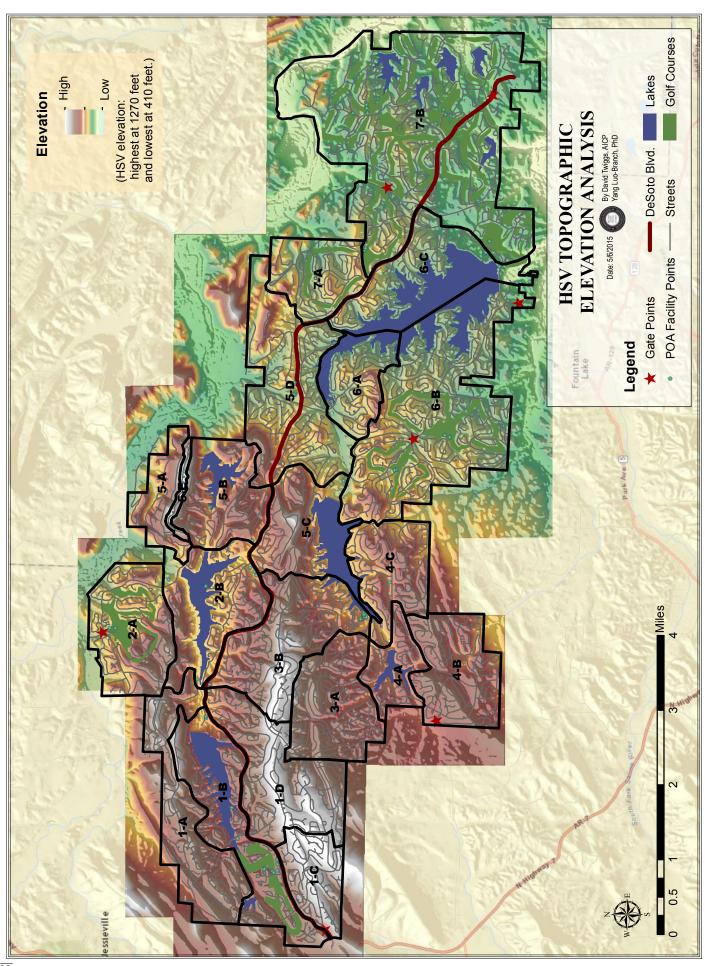
TOPOGRAPHIC SLOPE AND EXISTING UTILITY AND PAVEMENT ANALYSIS

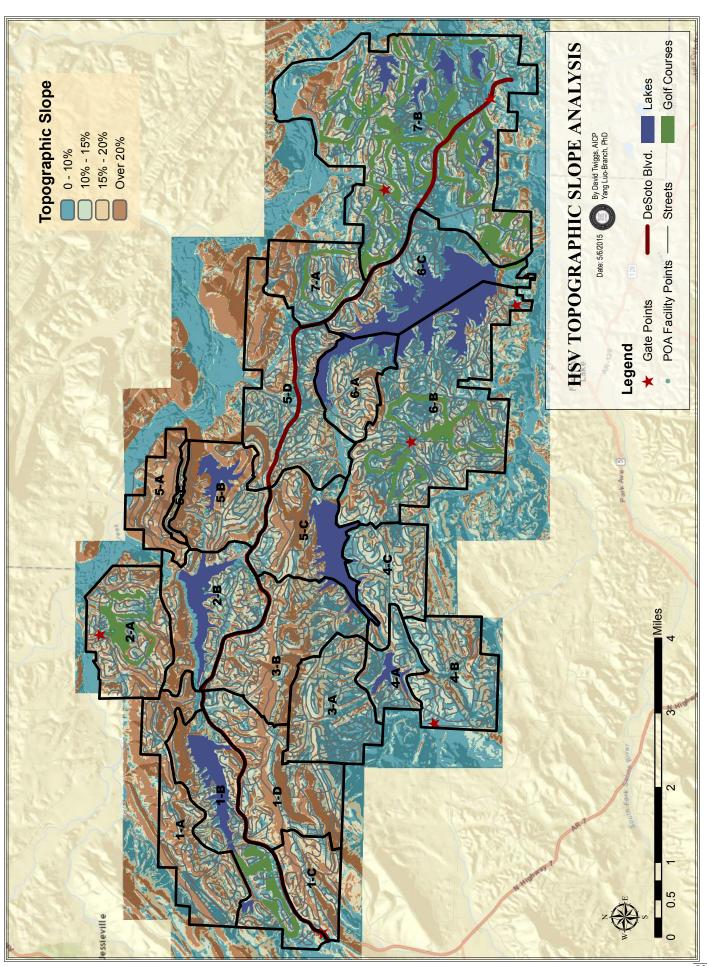
	ved	be B	∞	0	-	12	11	0	78	15	0	-	4	61	22	0	16	14	24	0	7	10	15	2	2	0	0	253					
	Underserved	Slope A Slope	8	0	1	2	2	0	17	4	0	0	11	19	10	0	6	13	28	0	6	12	27	1	2	0	0	226					
굔		В	2	_	0	2	_	0	4	2	0	0	0	2	_	0	_	2	2	0	-	0	3	0	0	0	0	24					
diso/NF	Serve/ Underserved	Slope																															
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Lands	Ω	Slope A	0	0	0	က	2	0	3	2	0	0	0		0	0	0	1	2	0	0	2	0	0	0	0	0					ces	ıtage r
of Stated	ve/ served	Slope B												Ì))))	16				y serv	or fror
Commissioner of Stated Lands	Serve/ Underserved	Slope A	0	0	0	1	0	0	2	1	0	0	1	1	0	0	3	2	2	0	0	0	2	1	1	0	0	17				IS UTIIIT	ddress
Commi	Б	Slope B S	4	က	6	53	19	13	33	17	-	0	6	33	29	-	4	10	25	0	13	10	45	6	20	22	6	373			=	nderserved indicates corner lots in which there is utility services	contiguous on the primary road but not on the road of the address or frontage road on the other side.
	Served	Slope A SI	1	4	6	23	18	16	26	17	-	2	32	30	78	0	-	10	36	0	14	15	71	11	31	15	8	462			-	n which	road o
		В	_	0	_	4	2	0	∞	7	0	0	က	21	15	0	11	2	18	0	2	2	11	1	2	0	0	117			-	lots :	n the
	Underserved	Slope A Slope	0	0	0	0	2	0	12	3	0	1	2	11	6	0	10	8	19	0	2	9	11	1	3	0	0					corner	t not o
linquent	Unde	Slope /												1					1				1					106				cates	oad bu
Over 1-year Assessment Delinquent	e/ erved	Slope B	2	0	0	1	1	0	3	1	0	1	0	1	0	0	0	0	1	0	1	4	1	0	0	0	0	17			:	ed Ind	mary r
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ò	Served	A Slop	7	0	က	16	10	16	32	14	0	4	12	24	20	0	4	6	23	0	12	21	39	6	25	20	20	340		Note:	. (I he Serve/U	contiguous c on the other
		3 Slope	_	_	_	6	4	0	16	13	0	4	2	20	59	0	24	12	41	0	12	14	23	2	7	0	0	368			- H	_	00
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HSV Own	Serve/ Underserved	A Slop	0	0	0	_	0	0	8	2	0	0	_	2	0	0	0	0	3	0	0	2	2	0	0	0	0	24		Тор	Slop	Slop	Slop
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	Served	Slope B			11		11			20					36				20		21	20	51					437	873	56	503	7	
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		ZONE	1-A	1-B	1-C	1-D	2-A	2-B	3-A	3-B	3-C	3-D	4-A	4-B	4-C	5-A	5-B	2-C	2-D	5-E	6-A	6-B	O-9	Q-9	7-A	7-B	DIAMANTE	Grand Total		POA	PO/	NON POA_S_A/B	NON POA_S/U_A/B NON POA_U_A/B

Updated 04/26/2016











MASTERPLAN WORKBOOK