

December 4, 2015

STAPLETON

2016

RESIDENTIAL STRATEGIC MARKETING PLAN

Objectives & Initiatives

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Situation

Stapleton has developed new ways (and brought back some old ways) to build community. And it has demonstrated success during challenging economic cycles – by never standing still, and by innovating and preserving long-term value with each new piece. Now, with the planning of Stapleton’s last large-scale section north of 56th Avenue and small parcels in Aurora, we have the opportunity to call upon this spirit of extraordinary value creation. To be truer to Stapleton’s urban DNA that is a commitment to sustainability, walkable streets, abundant parks and a vibrant mix of housing; while continuing to be conscious of evolving the architecture and raising the bar in the housing industry.

In 2016, the residential program is poised to sell out home collections north of I-70 in Conservatory Green, Willow Park East, and Wicker Park neighborhoods; and will concurrently prepare to announce new home elevations coming to the first neighborhood north of 56th Avenue: Beeler Park. Additionally, the second phase of Bluff Lake neighborhood, located south of I-70, will extend into Stapleton’s Aurora boundary. While Bluff Lake will be a continuation of Stapleton’s 7th great neighborhood; Beeler Park will unveil as Stapleton’s

11th new neighborhood – adding to a unique tapestry of neighborhoods accentuated by thoughtfully planned parks, evolving home designs, and convenient amenities.

Stapleton’s growing community is home to over 20,000 residents (and counting). From the quality of the neighborhood schools to the opportunity to purchase a newly built home, the reasons why residents choose Stapleton are vastly different and emotionally compelling. The community’s housing segmentation, priced from the high \$100s to the high \$800s, provides options for nearly every life stage and broad income levels. This variety of home choice creates a place for a diverse mix of people to interact through encounters at the farmers market, at the grocery store checkout, or in passing on a morning coffee run. Ultimately, it is the people of Stapleton who make the community a special place to live – where they share values and galvanize support for community-based needs.

And as Stapleton continues to expand and evolve, there is an opportunity to illustrate how established the community has become by featuring a collection of stories about the people of Stapleton. What they love

about life in the community. Why they choose to continue purchasing homes within the 80238 zip code. How they spend their time enjoying the long list of amenities. And why they are inspired to give back to the greater community.

This personalized lens highlights the appeal of Stapleton at a human level, at an emotional level. The key objective is to create a connection with prospective buyers through human emotion that will elicit interest in learning, not just about life in Stapleton, but also about what’s next for Stapleton. The prospective buyer pool consists of current Stapleton residents, friends and families of residents, and anyone who discovers the Stapleton brand through their home buying search. The goal is to help every prospect choose to willingly follow the marketing path toward purchasing a new home in Stapleton’s hottest selling neighborhoods. Oh! And there will be moments of delightful rewards along the way.

Ultimately, in the coming year the Stapleton residential marketing plan is to make some new big ideas come to life. Here we go.

Let's do this!



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Location

BLUFF LAKE neighborhood provides **close proximity to Fitzsimons** and employees at the **Anschutz Medical Campus**, as well as adjacency to the **123-acre Bluff Lake Nature Center** and **within walking distance to Stapleton's new Eastbridge town center** activated by restaurants, retail and a King Soopers grocery store (scheduled to break ground in 2016).

COMMUTER RAIL STATION opens in **April 2016**, connecting Stapleton to downtown Denver and DIA; **over 15 RTD bus routes** run through Stapleton's Park-N-Ride/Bus Transfer Station.

BEELER PARK NEIGHBORHOOD will have adjacency to the natural landscapes of the **23,000-acre Rocky Mountain Arsenal & Wildlife Refuge**, as well as access to the lively professional and youth activities at **Dick's Sporting Goods Park**.

15 minutes to **DOWNTOWN**; 20 minutes to **DIA** via the **Central Park Boulevard interchange** at I-70/I-270.



Housing Mix

Over **10 CAREFULLY SELECTED BUILDER PARTNERS** who have created award-winning homes. From **updated traditional favorites to bold, ultra-modern designs**. From **charming bungalows and cottages to grand urban estates**. From **income-qualified town homes and a selection of carefree rental apartments**: from age-restricted luxury concierge style living, to high-end market rate, as well as entry-level options, that provide variety of choice.

A **RESIDENTIAL PROGRAM** that maintains **7% market share for new-build homes sold in metro Denver**; and an average home price of **over \$500K** compared to Denver's average home price of \$366,500.

11 DISTINCT NEIGHBORHOODS drawing inspiration from an adjacent park or landmark; of which **4 neighborhoods** will have homes available for sale in 2016.

Strengths

STAPLETON



Sense of Community

30% OF STAPLETON RESIDENTS purchased their next home in neighborhoods north of I-70; and **since 2002, 19% of Stapleton residents** purchased multiple homes in the community.

With over 20,000 residents and counting, **Stapleton is a community where residents choose to establish roots** – even with the occasional replanting in the latest home design.

A **SMART COMMUNITY** built around **14 schools ranging from ECE to high school**.

With **DIFFERENT** life styles and stages, professions, cultures and stories, something interesting happens. People begin to help each other out through **random acts of kindness**. And this **social stewardship** extends into the greater community.

An eventful year of **60+ COMMUNITY EVENTS** hosted by the Stapleton MCA; annual block parties and **hundreds of spontaneous get-togethers** – leaving ample time for fun interactions.

DOG-FRIENDLY COMMUNITY that hosts two dog parks; a Dog Daze of Summer event; and the annual Dogs of Stapleton calendar in honor of man's best friend.



Sustainability

Access to **poachable food from a mix of community gardens, edible landscapes, garden-ready homes** and the **local farmers** – making for a **HEALTHIER COMMUNITY**.

Nearly **90% of Stapleton households** participate in Denver's voluntary **RECYCLING PROGRAM**.

SUSTAINABILITY means being **future proof**. Every home in neighborhoods north of I-70 is **tied into a robust fiber optic network** to keep up with future technology demands. And **1 out of every 10 homes** in Beeler Park neighborhood will be built **Zero-Energy ready**.

Home to **OVER 50 PARKS** with more on the way. In fact, approximately **1/3 of the community is dedicated to recreational parks and open space** – designed to **connect to the city's 850 miles of bike trails**.

Strengths continued

STAPLETON

BUILDER HOME SALES GAP

Timing delays for development in Aurora and Section 10; which will slow home sales momentum by mid-2016.

With slower sales momentum comes the risk of growing perception that the development is completed.

Misconceptions that Stapleton prices out people of moderate incomes and that affordable housing is non-existent in Stapleton.

High demand for limited affordable housing inventory, yet competition for development funding pose delivery challenges in keeping up with demand.

Inaccurate perceptions that affordable housing is the sole solution for creating more diversity in Stapleton.

STAPLETON AFFORDABLE HOUSING DEVELOPMENT PROGRESS

Stapleton is exclusive to higher income levels.

Homogenous and uninviting to people of color.

DIVERSITY PERCEPTIONS

The community is named after a former mayor who was a registered Klan member, Mayor Ben Stapleton; which evokes perceptions of exclusivity and suggests ties to a racist history.

A gated community essence with a largely affluent resident base who have access to more parks, schools and major amenities than any other neighborhood in the city.

OUTSIDER PERCEPTIONS OF STAPLETON RESIDENTS

StapletonMoms group perceived to be exclusive, out of touch, and entitled.

Typically referred to as "strollerville" and limited to family appeal – excluding baby-boomer age groups.

Weaknesses



Opportunities

The marketing outreach efforts will engage interest in Stapleton's evolution. From a bustling international airport to a vibrant community with a collection of neighborhoods – each with defining characteristics uniquely different and brought to life by people who call it home. This requires the Stapleton marketing message to present inspiring reminders of how life in the community provides opportunities for human connection. In 2016, the tone will be a celebration of the good and the acts of goodwill initiated throughout the community. Again, this is to create connections to the joyful moments. Moments where people will want to see themselves. The idea is to provide curious buyers with the tools to give themselves permission to say yes to Stapleton.

The Forest City Stapleton Marketing team will continue to collaborate with creative agency partners in executing a strategic integrated plan – where the multiple marketing disciplines are unified by a consistent brand message. Inspiration will be drawn from Stapleton residents – from their stories, their roles in the greater community, and their self-proclaimed purpose for the greater good. Ultimately, the 2016 marketing goals and objectives will continue to connect with homebuyers at an emotional and human level – inviting buyers to experience how life is simply different here in Stapleton.

Goals & Objectives

1

CONTINUING MOMENTUM OF WICKER PARK & BLUFF LAKE NEIGHBORHOODS With messaging that gives greater emphasis on the notion of community (10 neighborhoods and counting).

Variety of home choices for every life stage. Whether the interest is in architectural diversity, flexibility for living needs, or high-performance and energy-efficiency design, a mix of housing options can be found in every Stapleton neighborhood. This includes the charming urban design of Wicker Park neighborhood – where residents can relax under shady trees and be surrounded by elegant homes that lead to a garden park with a playground and grass fields; and the continuation of Bluff Lake neighborhood – where 250 single-family homes will extend into Aurora, yet continue to showcase an evolution of Stapleton's architectural DNA with adjacency to a 7-acre linear park. These two neighborhoods provide some of the last opportunities to buy homes near Stapleton's more established neighborhoods. And both neighborhoods are uniquely different, just as each Stapleton neighborhood has its own identity and persona. There are opportunities to learn how residents bring the uniqueness of their respective neighborhoods to life. For example, what does a day in the life of a resident in East 29th Avenue (Stapleton's first neighborhood) look like?

2

NEW NEIGHBORHOOD PREP FOR NORTH OF 56TH AVENUE:

Beeler Park neighborhood – The first of 3-4 neighborhoods north of 56th will kick off Stapleton's final chapter. The highly anticipated new home elevations will be featured in a new neighborhood brochure spotlighting the distinct appeal of Beeler Park. Additionally, plans for a new visitor center will be underway, in preparation for an April 2017 grand opening. The phased marketing roll-out strategy will kick-off in late spring/early summer of 2016 with Stapleton homebuilders, followed by realtor overviews in mid to late summer, and then mass promos for the general public will immediately follow. The roll-out messaging will entail due diligence meetings, collateral distribution, web pages, social media promos and PR outreach.

STAPLETON

Goals & Objectives, cont.

3

EXPAND DIVERSITY STORY BY INCLUDING RACE, AGE, GENDER, ETC.

2016 is an opportunity to take the 2015 Faces of Stapleton series even further. The profile stories will go beyond public figures and take a more grassroots approach with features such as the gentleman, who distributes The Voice newspaper outside of the town center Starbucks, or the highly a revered Stapleton school teacher, and District 5 officers, or the Stapleton firehouse chief, or Diane Deeter of the MCA, and so many other well-known neighbors in the community. The new iteration of the Faces of Stapleton series can include multigenerational stories; and convey how the integration of ages living in Stapleton creates a richer and more interconnected community (from Boomers to Millennials). And it is important to expand the ethnicity stories to include more residents of Hispanic or Asian origin, as well as multi-racial families.

5

LEAD NURTURING AUTOMATION

Preparation for launching the new Customer Retention Marketing automation tool (Marketo) by July 1, 2016. There will be an opportunity to refine the personalization in all marketing communications via email, web, social, SEO and PPC. The Marketo tool will help recalibrate the sales pipeline process. The intent is to create a more user-specific communication process to keep prospective buyers engaged through the launch of Beeler Park neighborhood and future model tours well throughout 2017.

4

SOCIAL STEWARDSHIP

Highlighting acts of social stewardship in the community and capturing eye-opening moments that evoke inspiration. This is done by recognizing those in the community doing extraordinary things by capitalizing on the #SuperheroesWanted hashtag. It's a celebration of having a sense of purpose in the community – providing a platform for Kids of Stapleton to share what they love about living in the community and/or how they are doing right by doing good (#superheroeswanted). People in the community can be nominated for local awards that promote civic goodwill. And Forest City's philanthropic and community engagement can be brought to the forefront through a community report card brochure and potential speaking engagements. But let's not forget the dog-friendly sense of community and the overwhelming support for pet organizations. All of these acts of kindness bring joy. By celebrating these acts of goodwill and expressed gratitude there is an opportunity to associate an extra dose of happy within the community (#happinessadvantage).

6

AFFORDABLE HOUSING STORY

Initiating PR opportunities for Stapleton to be included in media dialogue about the City and County of Denver's plans to increase affordable housing (nearly 30,000 affordable homes needed; CCD's funding plan for \$15million/year)



Strategic Initiatives

1

WEB SITE (includes mobile and video)

Continuing to position the web site (and mobile) as the hub for learning more about all things Stapleton (i.e. virtual visitor center, home shopping, community, retail shopping, business, etc.). All marketing vertical paths lead to the web site; which is why 2016 is the year to create lead nurturing efficiencies through the implementation of Marketo. This new tool will help Stapleton's digital marketing channels (i.e. SEO, PPC, social media, and web site) be more effective in leading visitors to StapletonDenver.com and enhance the relevancy of Stapleton web pages according to behavioral search paths.

4

PERSONALIZATION

Use of messaging that attracts Stapleton's kindred spirits and evokes a personable tone that feel relatable and, well, human (it's like you know me; we get what buyers need).

5

BRAND PROMISE

Deliver on Stapleton's brand promise: Stapleton's brand of optimism has the power to change the way people think about community. Here is an opportunity to continue to serve as a beacon of positive messaging, similar to the Stapleton brand position during the worst economic recession of 2008-2010. The uplifting tone proved effective in keeping Stapleton top of mind when buyers returned to the buying market - resulting in a 45% sales increase from 2010 to 2011. In 2016, Stapleton's message will be one that inspires neighborly connections and human understanding.

2

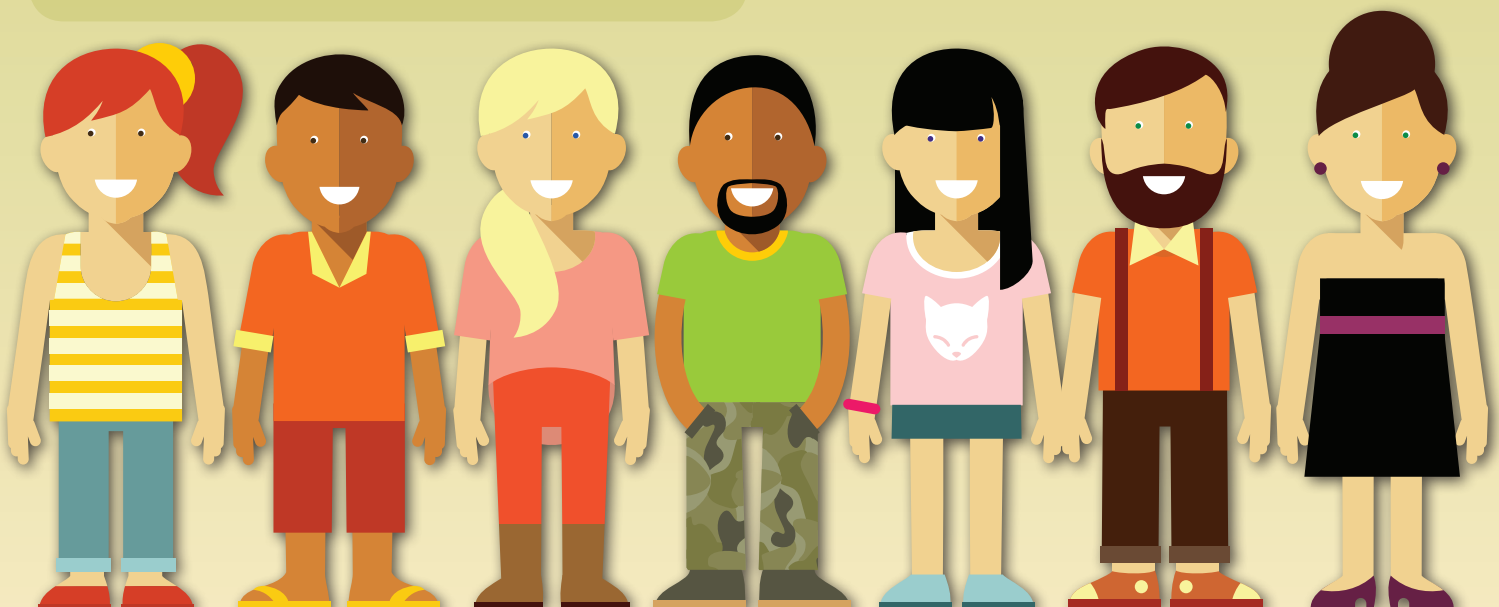
VIRTUAL VISITOR CENTER

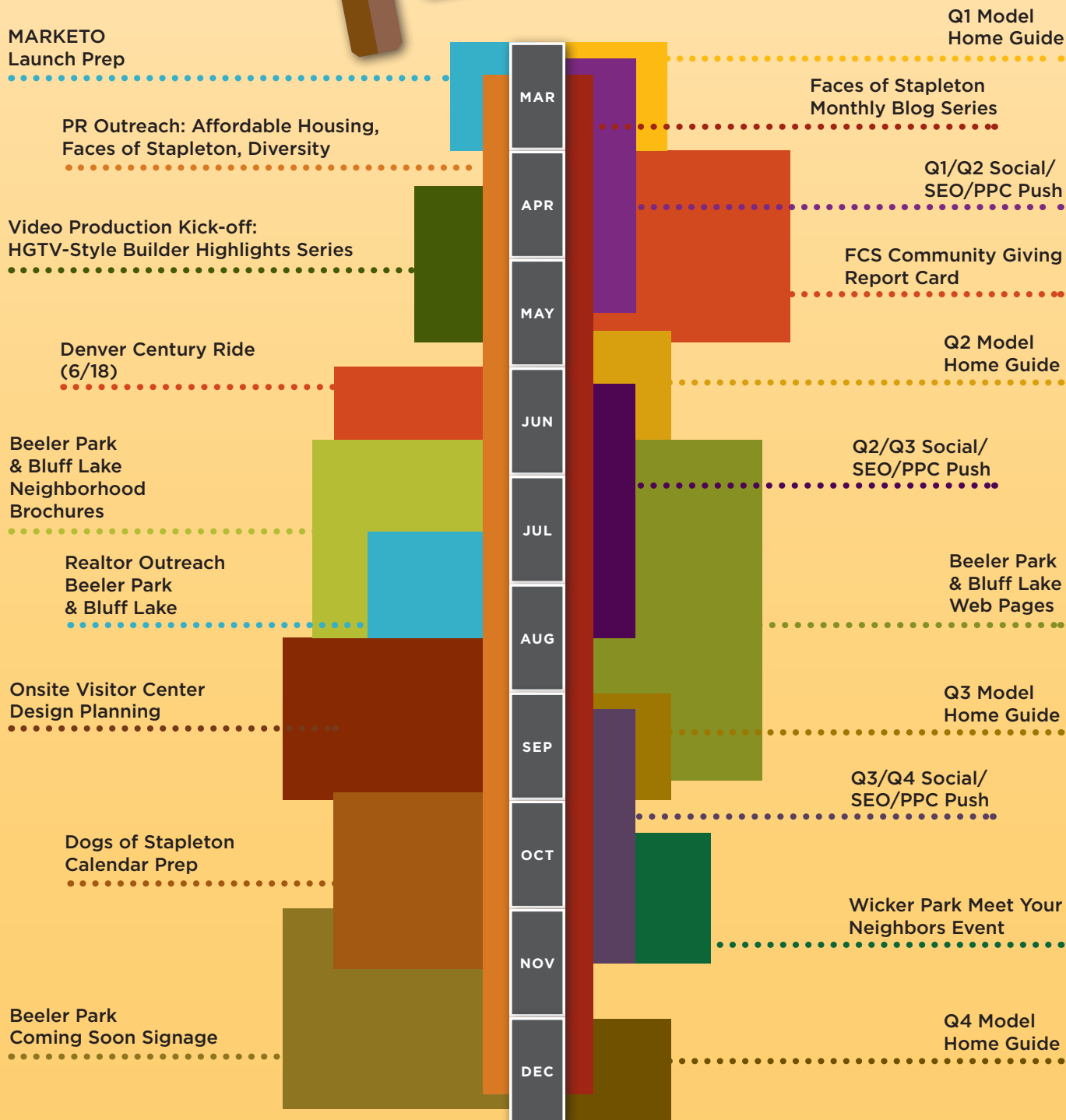
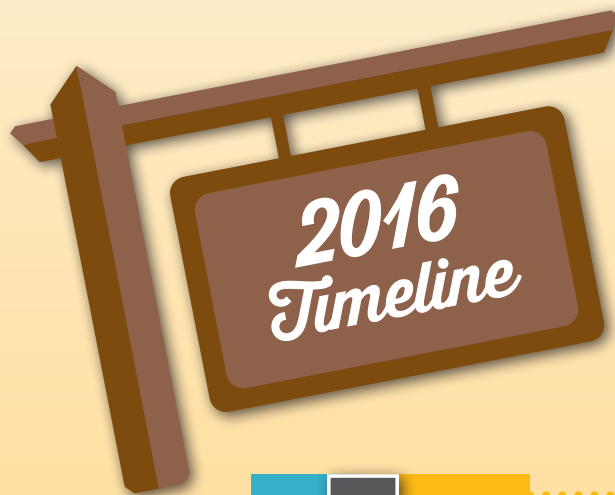
Continue to position this as the location to begin a tour and receive an understanding of the Stapleton community story. And prepare for transitioning back to the onsite space in April 2017.

3

COLLABORATION

Unifying the brand and maintaining synergy with The Shops at Northfield Stapleton, Stapleton Apartments and Stapleton Business Now in a collective community context. Encourage incorporating neighborhood and business district names into all sub-brand messaging.





2016 Marketing Focus



WE HAVE A LOT OF LOVE TO GIVE

Communicate how Stapleton is a great neighbor. Celebrate the good and the acts of goodwill at Stapleton. It's not about what Stapleton has, but what Stapleton has to share with all of Denver.



HOME SALES

Continue to support home sales in Willow Park East and Bluff Lake neighborhoods. Bring emphasis to the different neighborhoods within Stapleton.



EVOLUTION

Position, name and prepare marketing materials for the first neighborhood north of 56th Avenue. Showcase Stapleton's continued evolution and commitment to raising the bar for community development.



KEYS TO SUCCESS

Update the brand campaign and assets. Minimize the large, artful display of the name "Stapleton." Focus on Stapleton being a good neighbor. Create a charitable giving brochure. Continue to message that Stapleton is for everyone.