VILLAGE OF GLENVIEW

The Blueprint Projects
October 21, 2020

WELCOME

AGENDA

Welcome
7:05-7:15pm

Community Engagement Overview
7:15-7:35pm

Development Research Discussion
7:35-8:50pm

Preliminary Mapping
8:50-9:20pm

Next Steps
9:20-9:35pm

Our Team

CRTKL CORE TEAM

DATA COLLECTION & RESEARCH

SARAH WICKER
Vice President

STRATEGY & COMMUNITY ENGAGEMENT

KATIE SPRAGUE
Senior Vice President

PLANNING & URBAN DESIGN

ERICH DOHRER
Senior AVP

RICKER|CUNNINGHAM TEAM

ECONOMIC DEVELOPMENT ADVISOR

ANNE RICKER
Principal

ECONOMIC DEVELOPMENT ADVISOR

BILL CUNNINGHAM
Principal

Why Are We Here?

2 Two Concurrent Projects

1 One Unified Goal

The Projects

The Development Blueprint

To establish business retention and recruitment policies across the Village and create a toolbox of implementable action steps.

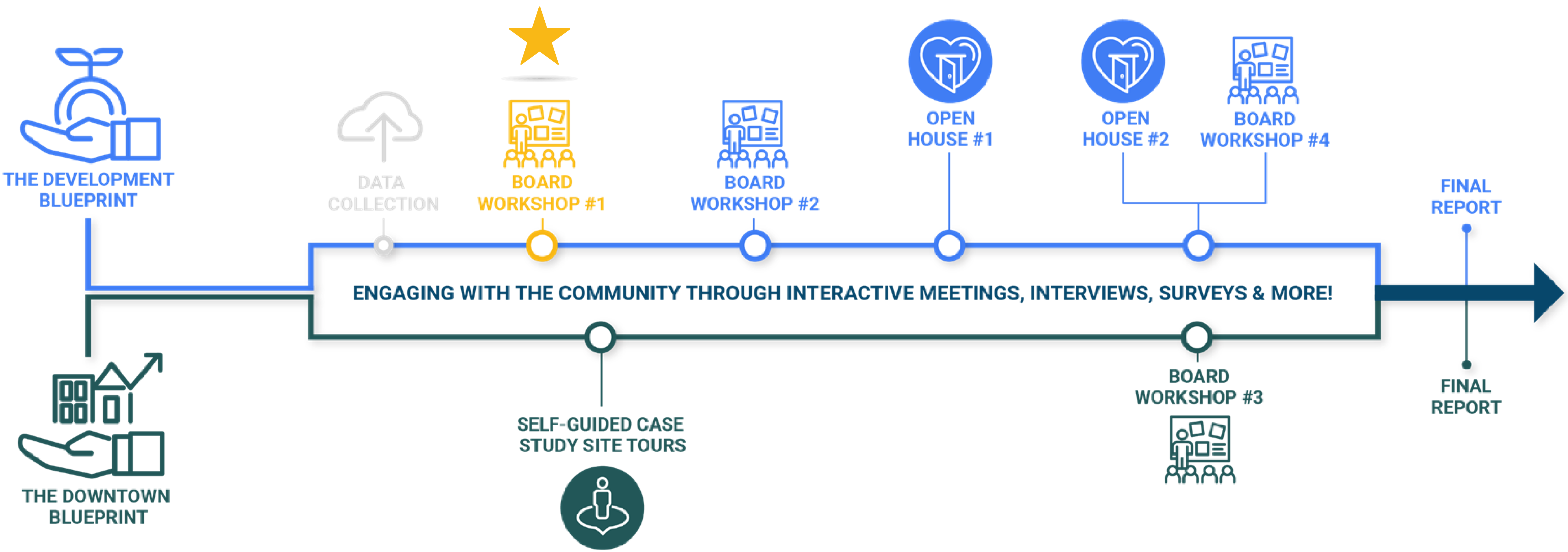
The Downtown Blueprint

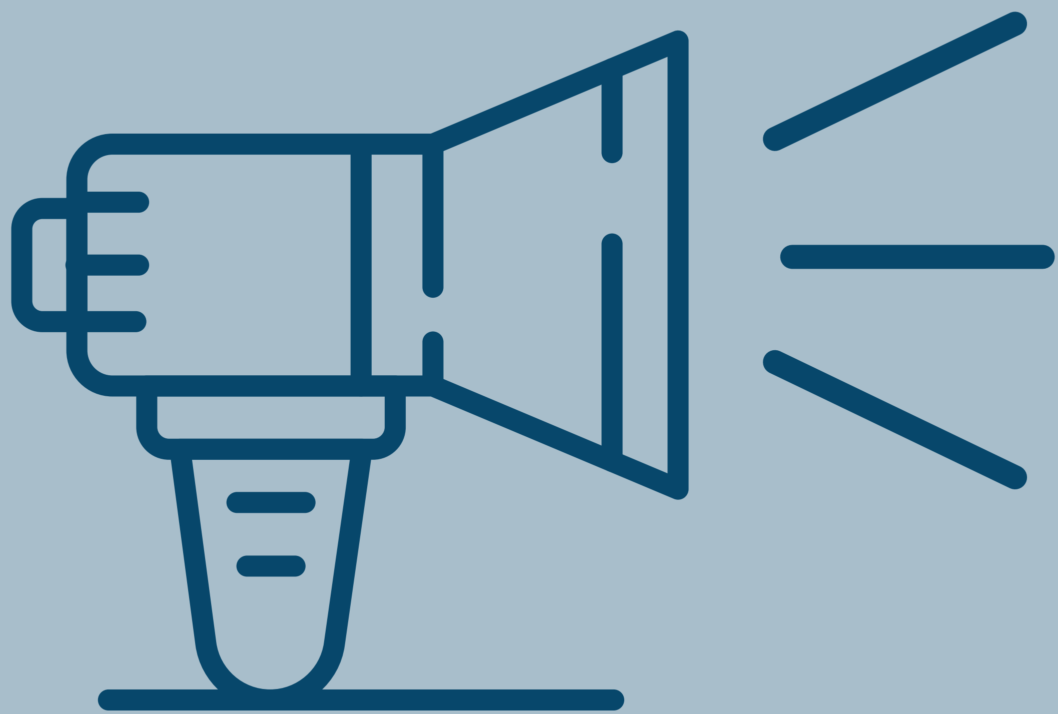
To bring the preferred downtown concepts up-to-date by balancing design, community input and financial feasibility.

THE GOAL:

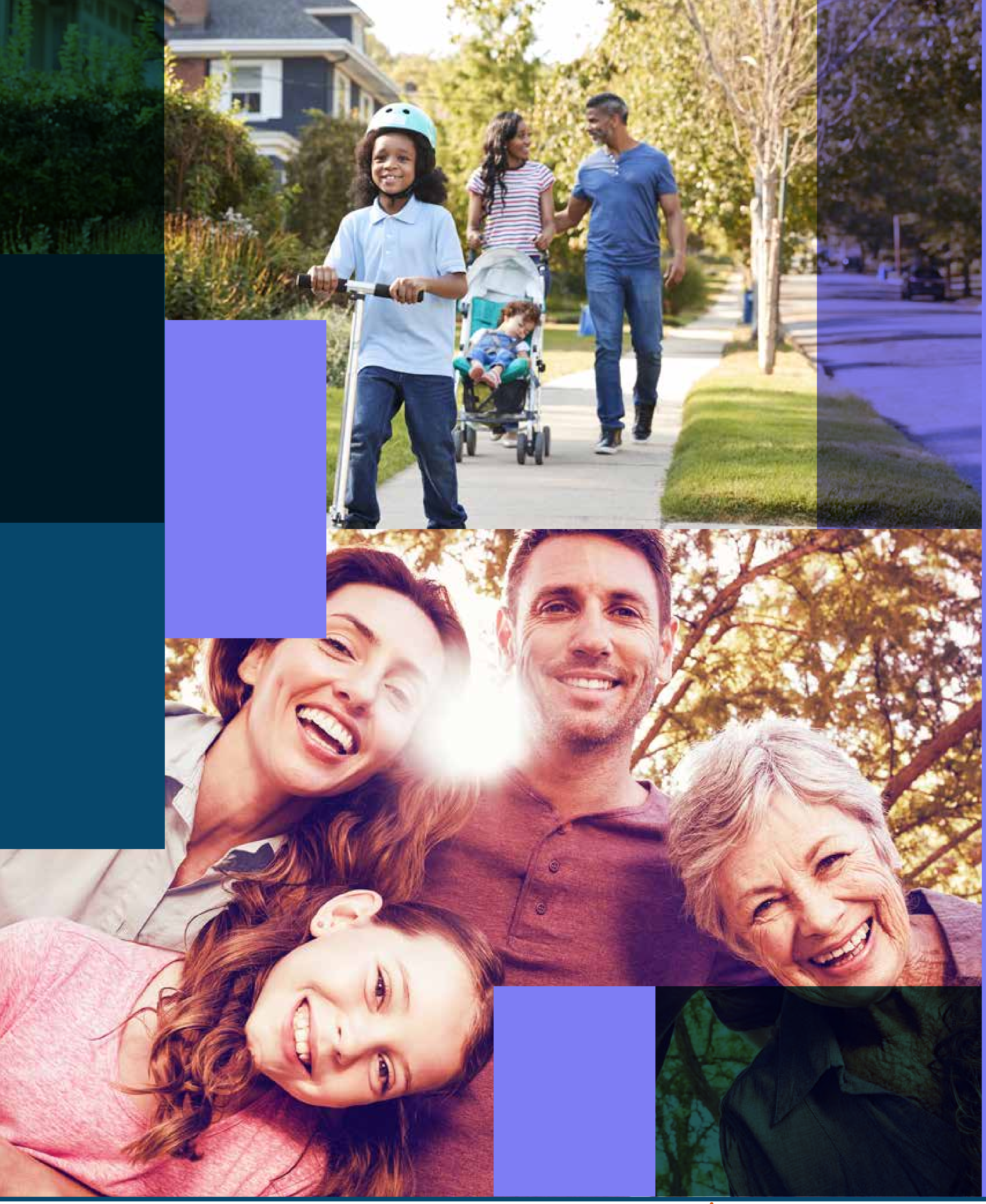
To continue the Village of Glenview's legacy and grow for future generations.

Glenview Timeline





NOW LET’S HEAR FROM YOU!

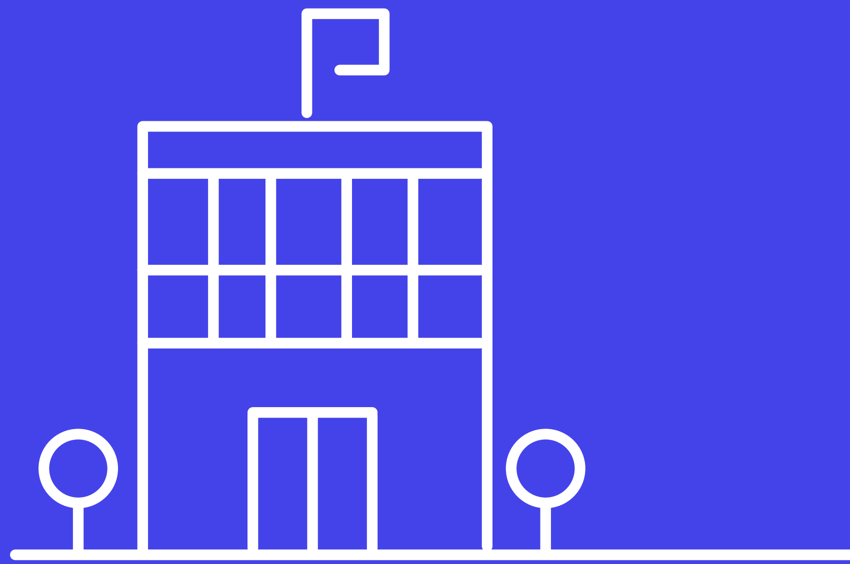


COMMUNITY ENGAGEMENT OVERVIEW

Connecting Voices & Vision

Our goals for a successful engagement program:

- **Inform the public every step of the way**
- **Bring new voices to the table**
- **Strengthen existing bridges between residents, stakeholders and decision-makers**



Our Purpose:

To provide an open and accessible dialogue between the Village of Glenview and its community members.

Key Principles:

Meet You Where You Are

Build On Your Hard Work

Encourage Representation of Everyone

A Focused Approach

Involving and engaging Village area stakeholders

Leading With Technology

Opportunities for Participation

Self-Guided Case Study Site Tour: An educational self-guided tour through our neighboring towns to understand main streets, integration of new development into traditional neighborhoods and commercial streetscape best practices.

Board Workshops: Targeted meetings to obtain feedback from the Board of Trustees that are open to the public.

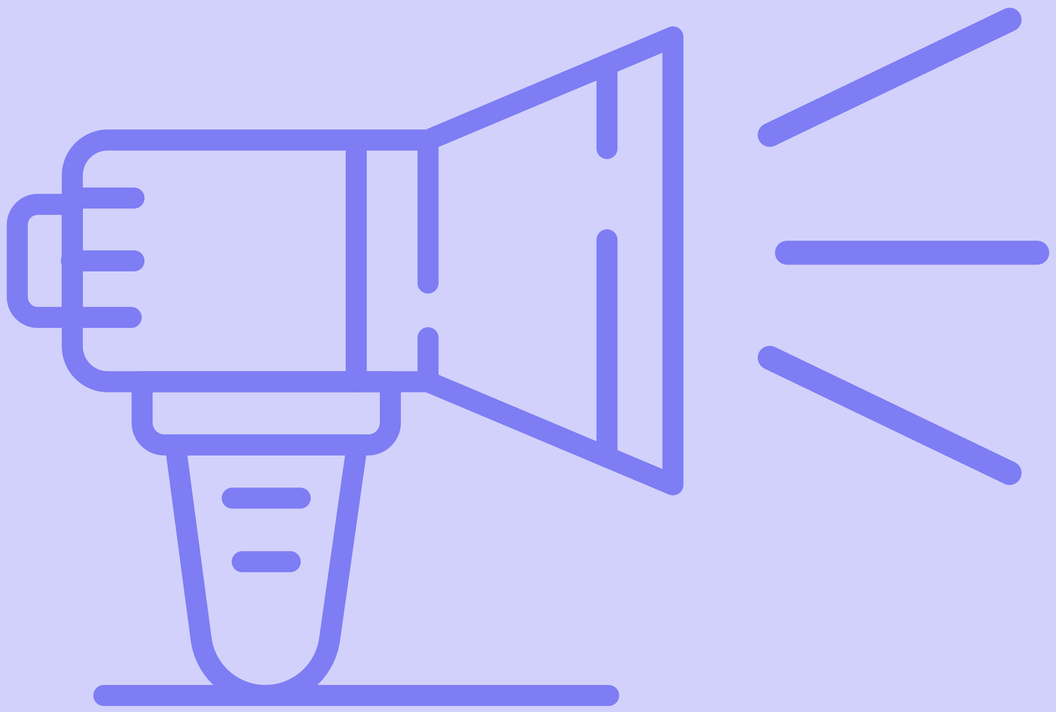
Open Houses: Interactive meetings that will invite significant community participation throughout, using collaboration tools and techniques.

The Blueprint Surveys: Online questionnaires asking for your feedback throughout the process.

Focus Groups: Conversations with various groups (might include developers, residents, community organizations, etc.) to understand their unique needs and hopes for the Village of Glenview.

GLENVIEW CONNECT

GlenviewConnect.com: Provide ongoing and engaging feedback throughout the project via the website.



NOW LET’S HEAR FROM YOU!

DEVELOPMENT RESEARCH DISCUSSION

The (New) Suburban Demands

3X

Domestic migration into suburban metros has tripled in the past five years.
Source: WSJ

Millennial Growth in the Suburbs (ages 24-39)

To combat the ever-increasing housing costs and lack of access to family-friendly amenities, millennials are fleeing to nearby suburbs and affordable metros.

80%	**47%**	**48%**	**$290K**
Growth in Suburbs	Own homes in the Suburbs	Are Mothers	Median Home Value

Source: Economist; Zillow; Pew

Accelerants to Suburban Growth

1. Access is no longer an issue.
2. Millennials are aging out.
3. COVID is reinforcing the demand for more space.

Nearly 40 percent of U.S. urban dwellers are considering moving to less densely populated areas as a result of the pandemic.

Source: Harris Poll

COVID Factor

CURRENT
Uncertainty & Evaluation

AFTERSHOCK
City Quitters Migrate

LONG-TERM
Suburban Winners & Losers

The Suburban Demand: The Best of Urban & Rural

DEMAND #1:

Densify my Neighborhood

U.S. Suburban Apartment Vacancy Achieves Near Parity with CBD Rate

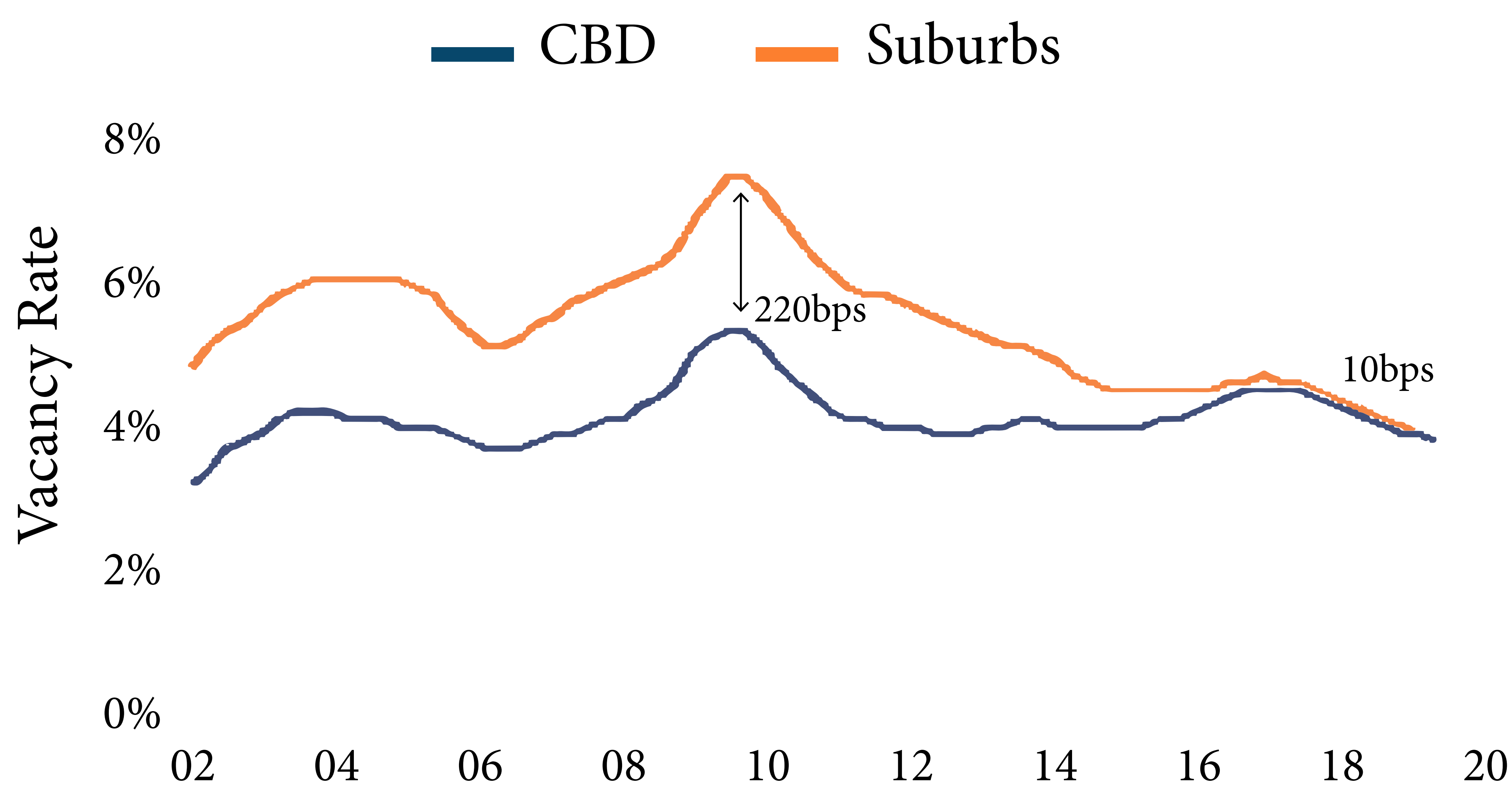
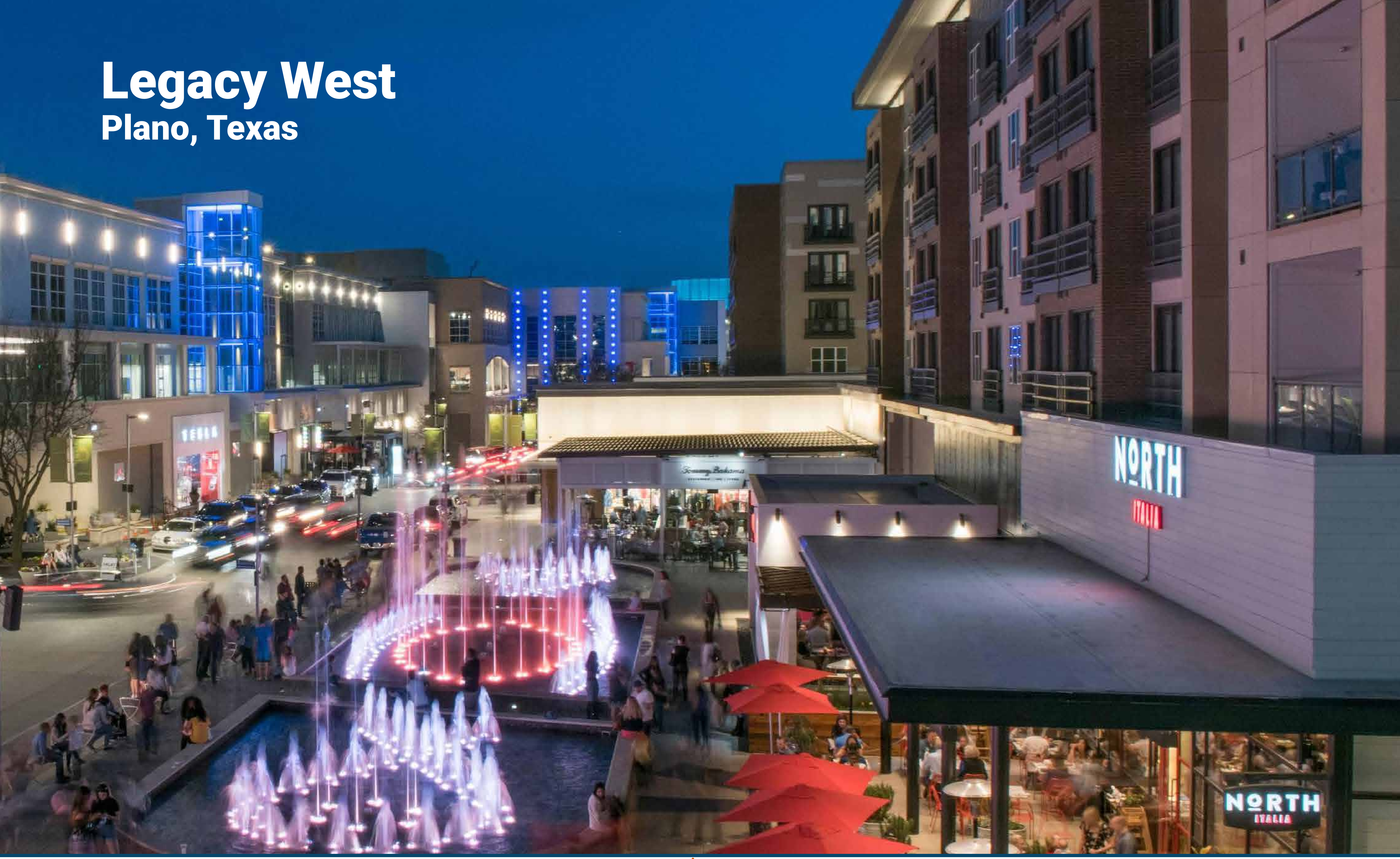


Chart courtesy of Marcus & Millichap

Legacy West
Plano, Texas



Wheeling Town Center
Wheeling, Illinois

DEMAND #2:

I want (to walk) it all

49% of new home shoppers want what it terms a "surban" location

Source: John Burns Real Estate Consulting

Ballston Quarter
Arlington, Virginia

DEMAND #3:

Prioritize My Wellbeing

Prospective homeowners are willing to pay an average of a 10% to 25% premium for houses within wellness communities.

Source: FastCompany

Serenbe
Chattahoochee Hills, GA

Lake Nona
Orlando

DEMAND #4:
Update my Office Experience

The New Workplace

The workplace is no longer a building. It is no longer a single destination. The workplace is a network of virtual and physical places. This ecosystem provides flexible and on-demand places to support convenience, functionality and wellbeing.

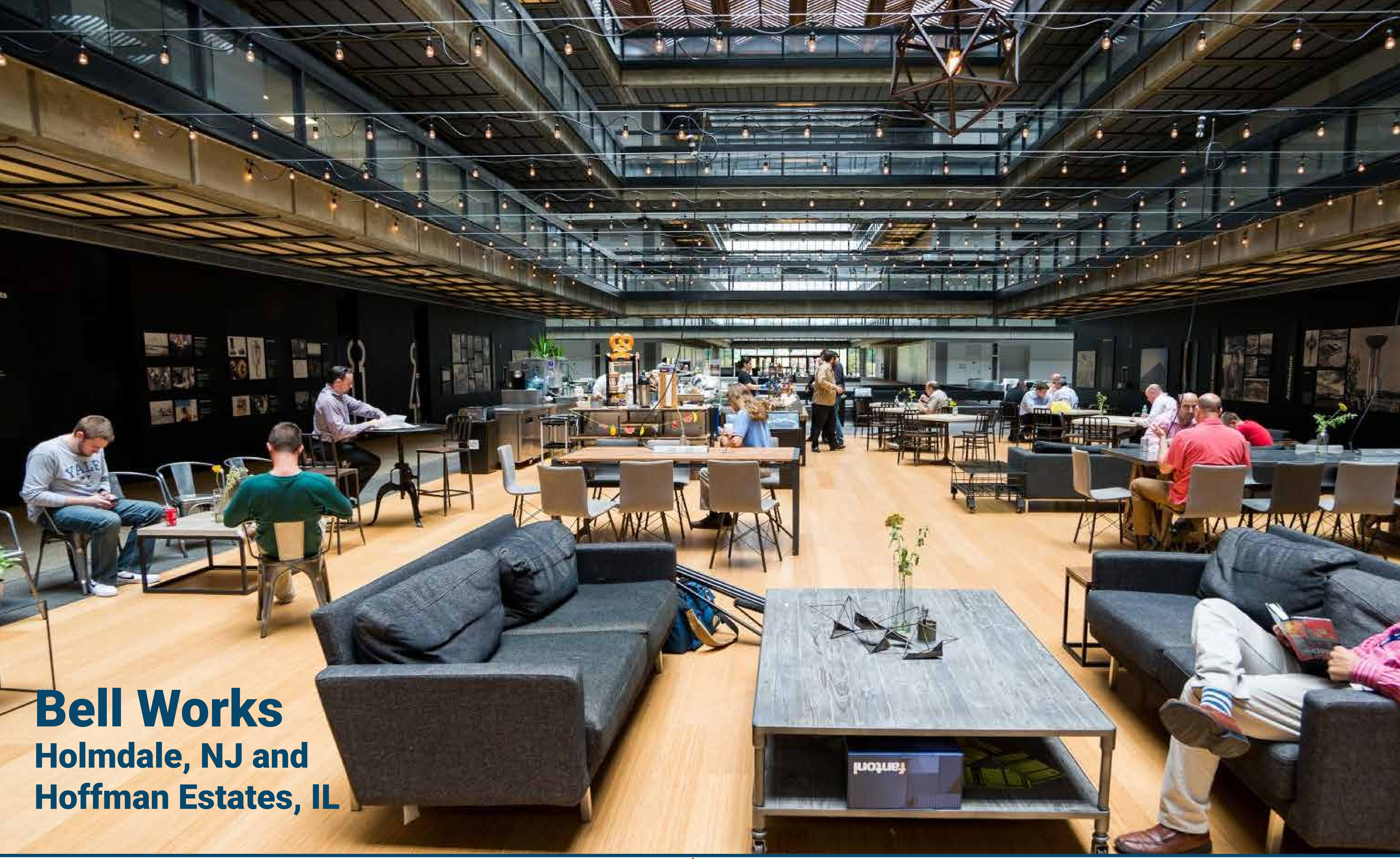
Cushman & Wakefield

439 million sq. ft of America's suburban office stock has been built or renovated since 2013.

Source: Newmark Knight Frank

25 N Coworking

Geneva & Arlington' Heights, IL



Bell Works
Holmdale, NJ and Hoffman Estates, IL

DEMAND #5:

I want (renting) options

Single Family Renters

15 MIL

35%
Of Renters

25%
Earn 75K+

Lakewood Ranch
Sarasota County, FL
230 Single Family Rentals

Avilla Buffalo Run
Commerce City, CO

DEMAND #6:

Show Me the Green

Pandemic Increases Demand for Parks

72%

People appreciated public parks during COVID-19 restrictions

46%

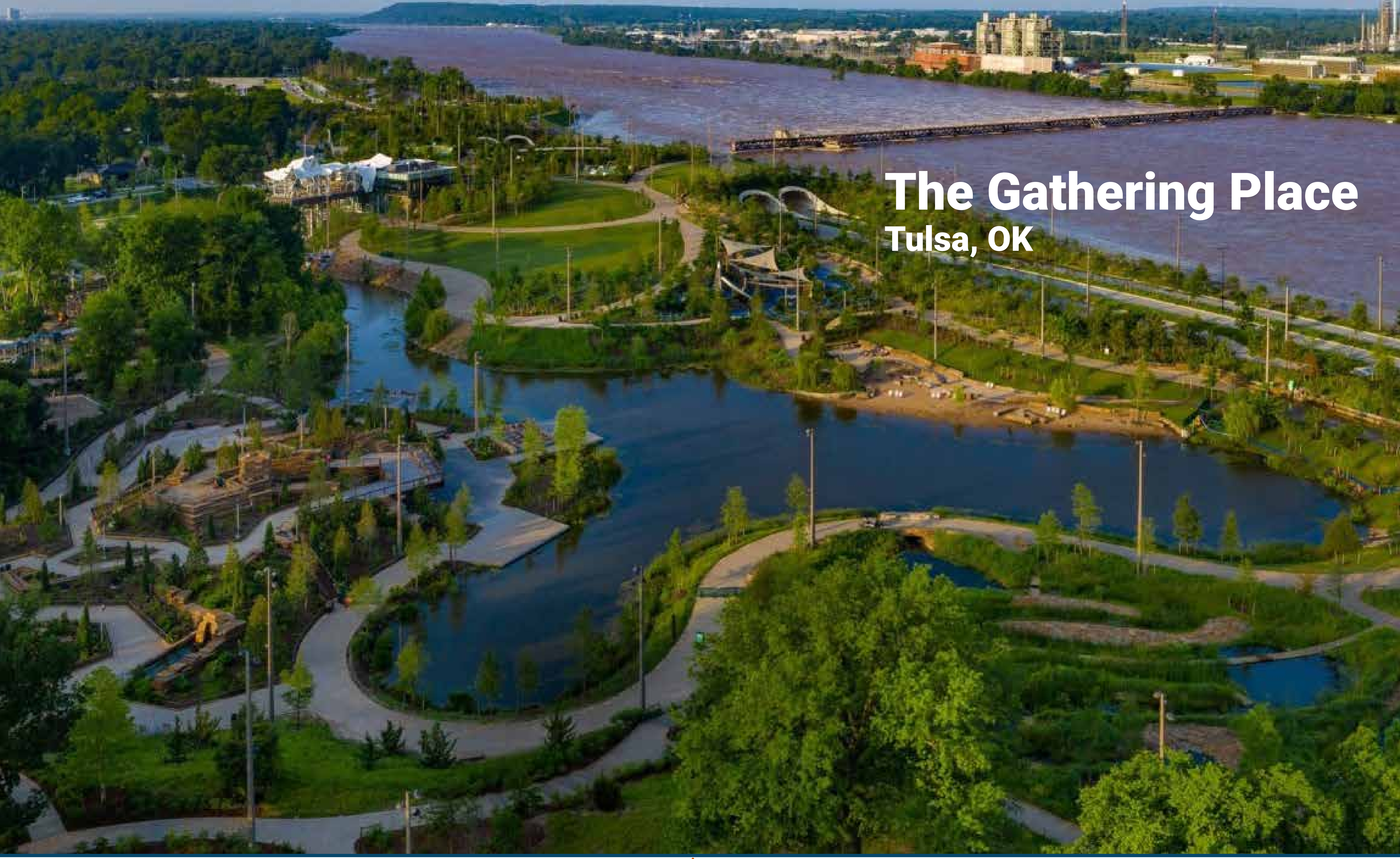
Spent more time in public parks

96%

Said exercise was the top reason to use public parks

Source: Department of Planning, Industry and Environment

The Gathering Place
Tulsa, OK



Sitka

Seattle, Washington

DEMAND #7:

Blend my Experiences

LIVE.
WORK.
PLAY.

LIVE.
LIVE.
LIVE.

Bethesda Row
Bethesda, Maryland

Liberty Center
Liberty Township, Ohio

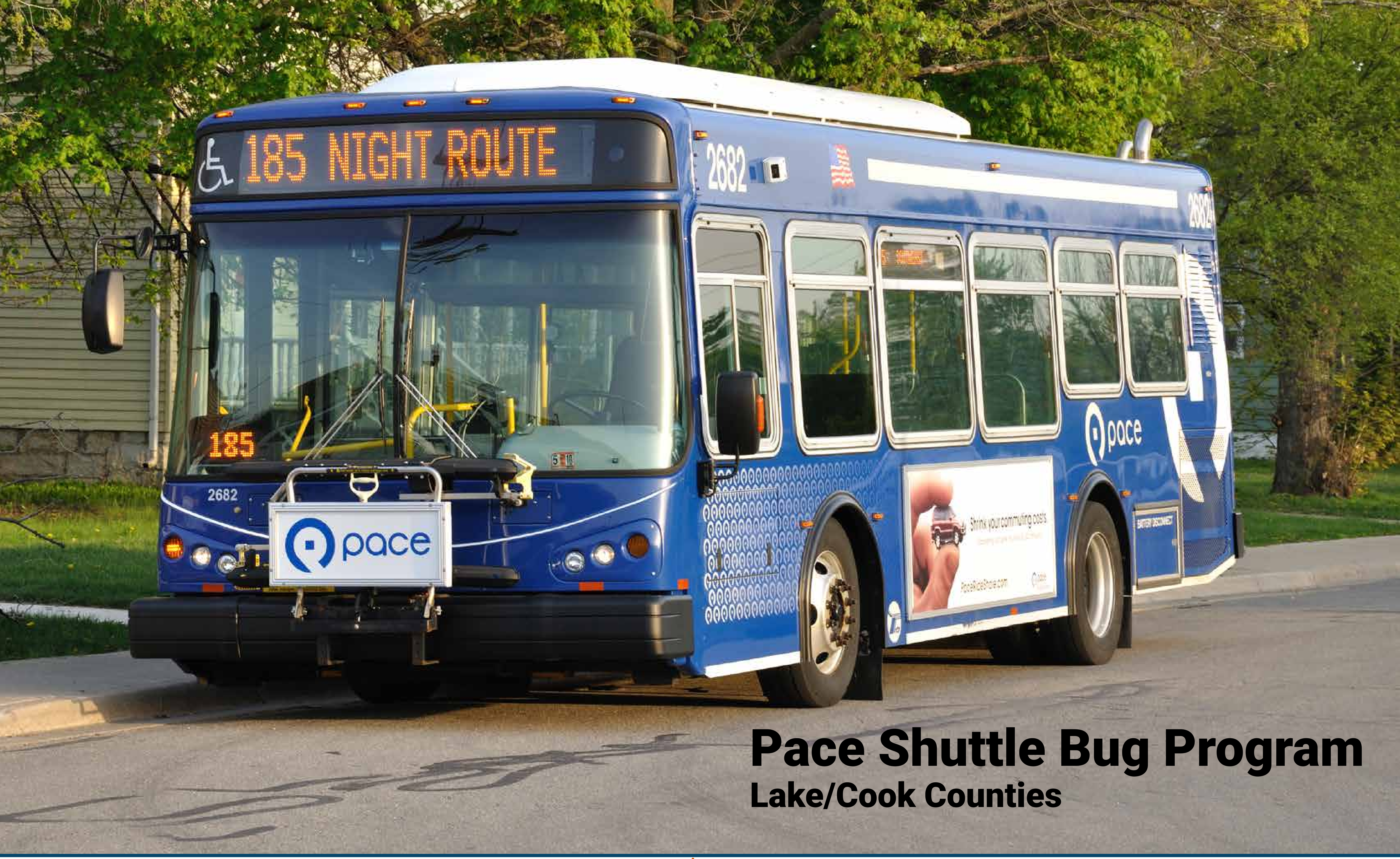
DEMAND #8:

Solve my (first and last mile) Problem

Only 10% of PACE stops have complete sidewalks on both sides of the street within a quarter mile of the stop.

Source: Chicago Metropolitan Agency for Planning, 2019

Enterprise Car Sharing
WMATA Stations



Pace Shuttle Bug Program

Lake/Cook Counties

RECAP

DEMAND #1: DENSIFY MY NEIGHBORHOOD

DEMAND #2: I WANT (TO WALK) IT ALL

DEMAND #3: PRIORITIZE MY WELLBEING

DEMAND #4: UPDATE MY OFFICE EXPERIENCE

DEMAND #5: I WANT (RENTING) OPTIONS

DEMAND #6: SHOW ME THE GREEN

DEMAND #7: BLEND MY EXPERIENCES

DEMAND # 8: SOLVE MY (FIRST AND LAST MILE) PROBLEM

Baseline Research Insights Discussion

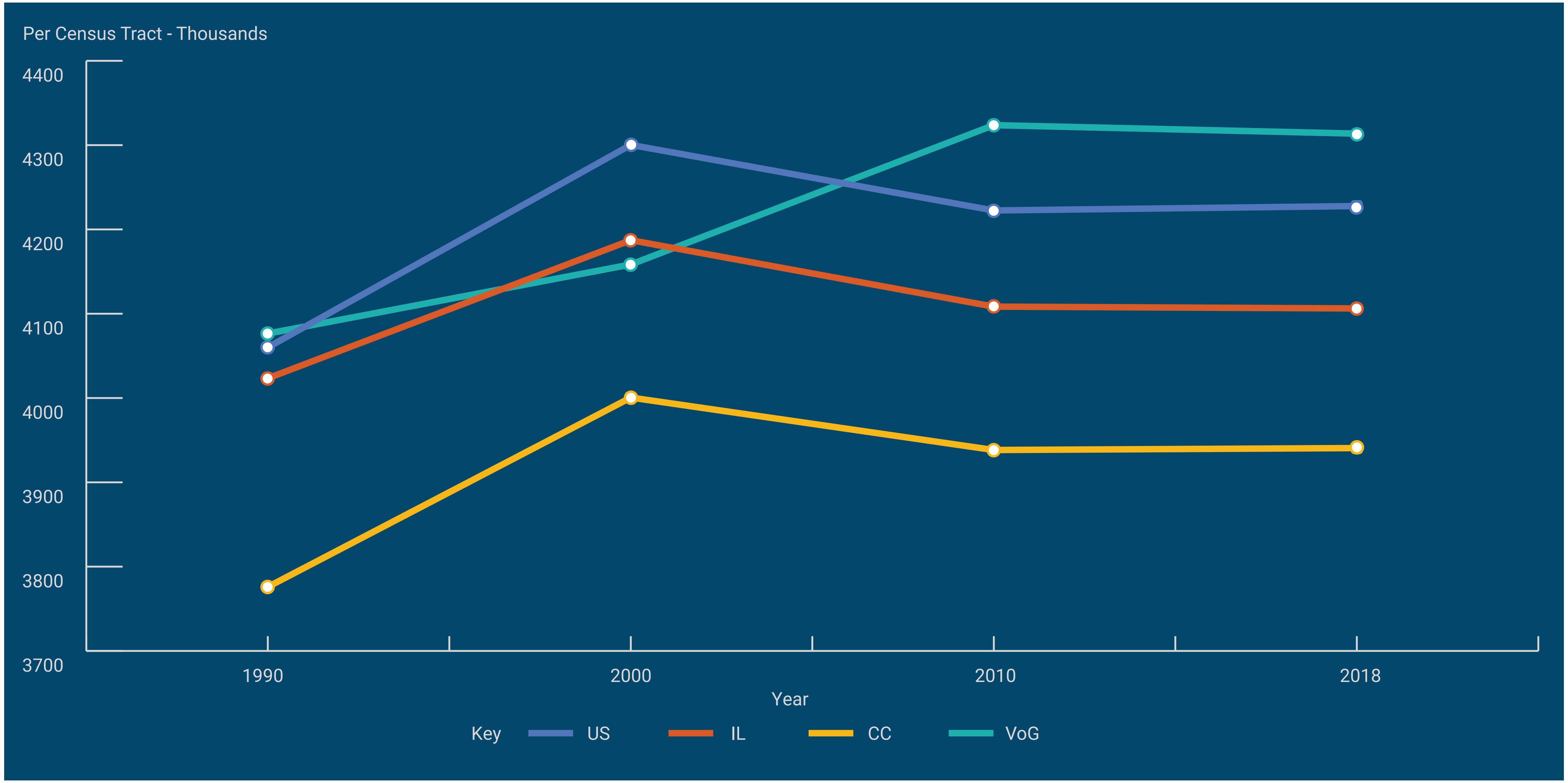
INSIGHT #1:

Unbalanced population, with little growth

Population Growth 1990-2019

Stagnant Growth with Higher Density

The population of The Village of Glenview steadily grew from 1990 to 2010, based on new greenfield developments and the redevelopment of the Glenview Naval Air Station, The Glen, but has stagnated since then, similar to Cook County, Illinois and the US. The town has a higher population density per census tract than the compared geographies, most likely due to their larger size. Cook County currently covers 1,635 square miles with 5.15 million people.



Source: NHGIS ACS 5 Year Estimates; US Decennial Census

Generational Breakdown & Comparison

Glenview's 65 and over age group increased from ~20% in 2010 to ~24% in 2020 and is expected to grow to ~27% by 2025. This is a positive trend, in that Glenview residents are "aging in place", a condition most communities strive for. On the negative side, faster growing communities (Sun Belt) tend to have a significantly lower share of this age cohort (~15%).

Glenview Generational Breakdown

	Gen Z (age 0-22)	Millennials (age 24-39)	Gen X (age 40-55)	Baby Boomers (age 56-74)	Silent Generation (age 75+)
	27.40%	**11.48%**	**20.65%**	**25.41%**	**12.10%**
U.S. Breakdown	20.46%	21.97%	19.85%	21.9%	6.36%

Median Age Comparison

Village of Glenview	City of Highland Park	Village of Skokie	Village of Wilmette	Village of Winnetka	Village of Northbrook
46.8	47.9	43.9	47.2	45.2	50.8

Source: ESRI

Almost 60% over 40

Compared to the local average median age (Cook County is 37) and the national average median age (38.5), the Village of Glenview is skewing significantly higher. Cook County's 65 and over population is 15%". It's comparable to it's suburban neighbors, although slightly younger than Northbrook and skewing older than Skokie. There's a real gap in the 24-39 age group, which represents the next generation of families to establish themselves as long-time Glenview residents.

Implications for Glenview

- According to the Urban Land Institute (ULI), **"77 million Baby Boomers are getting ready to move,"** and the vast majority are looking for something other than the typical 55+ community.
- **Younger Baby Boomers** with limited resources are **driving expansion of housing concepts** with a **smaller footprint, shared facilities, and open spaces**, particularly in suburban communities where land is comparatively less expensive.
- Nearly all individuals in this group want to **"lock and leave,"** which means limited if any yard maintenance.
- In 2017, **Millennials generated the largest gains in homeownership** rates among all age groups at more than one in every three homebuyers.
- **Many Millennials are choosing the suburbs** out of necessity (attainable home prices), rather than choice.
- **Sales of homes constructed 15+ years ago in suburban and ex-urban locations** with five or more bedrooms will **continue to wane**, whereas neither first time Millennial buyers or move-up Gen-Xers desire this product type.

INSIGHT #2:

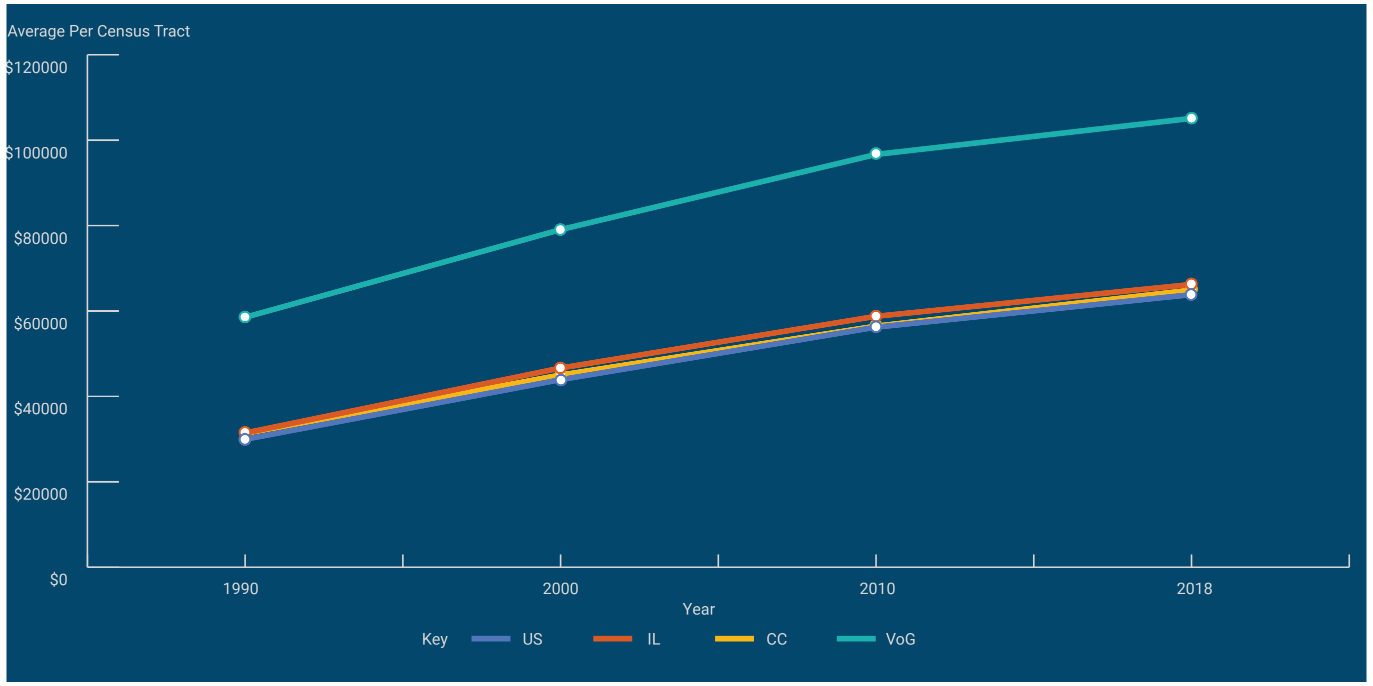
High income professionals, declining labor force

Income Growth

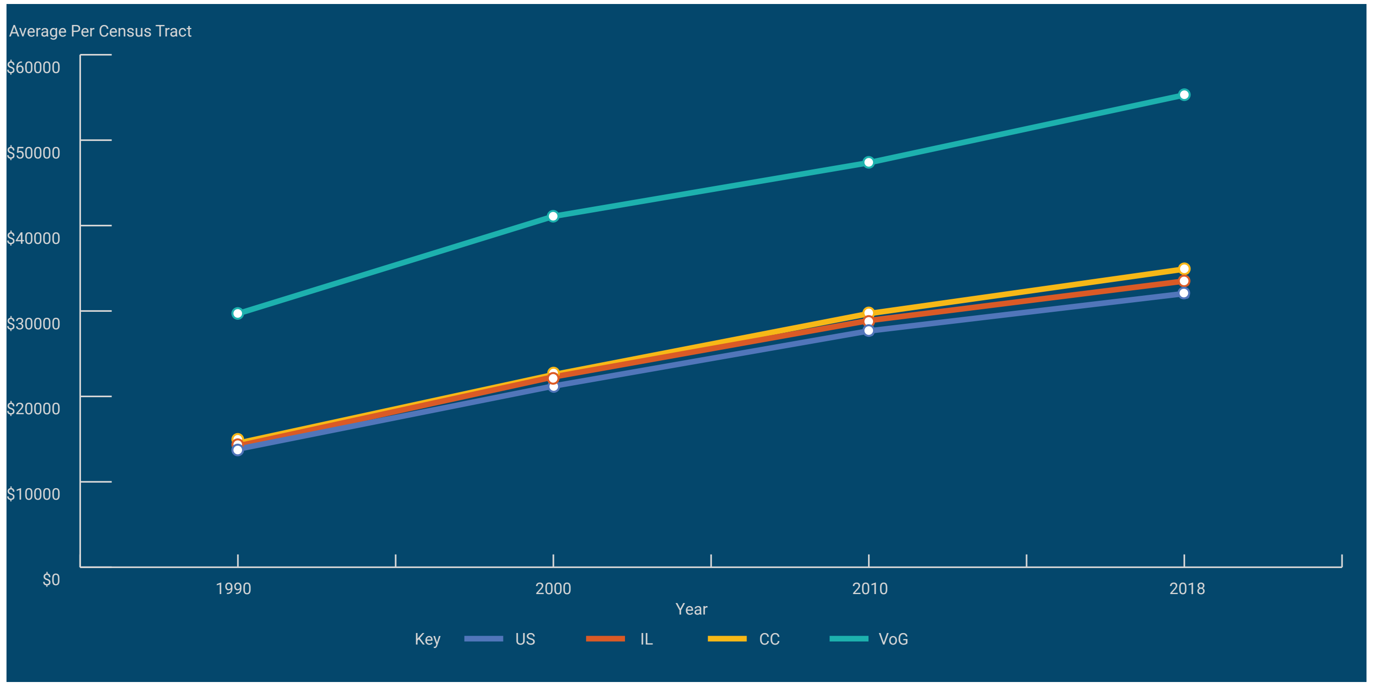
Significantly High Income

Both Median Household and Per Capita Income figures for Glenview are significantly higher than those of comparative communities and have risen steadily from 1990 to 2018. It is important to note that all of these communities have similarly-sized 0 to17 age groups (not earning income, but still included in the Per Capita Income figures). Glenview's Per Capita Income is nearly double that of the other communities.

Household Income Growth Trends



Per Capita Income Growth Trends

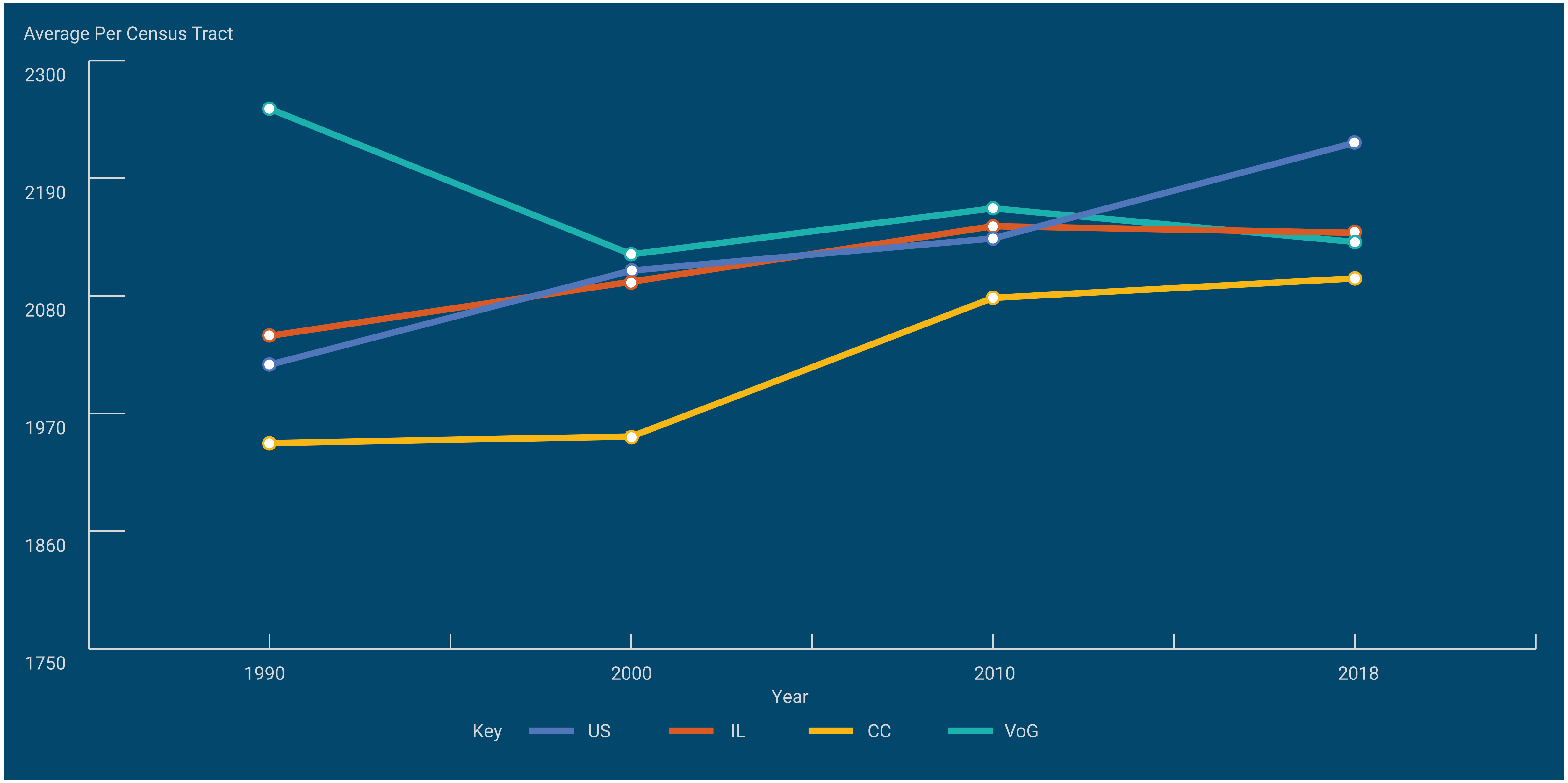


Source: NHGIS ACS 5 Year Estimates; US Decennial Census

Civilian Labor Force

Slowly Declining Trends

The number of people in the labor force has dipped over the years in Glenview, and stagnated during the recession, as compared to the rest of Cook County. This is likely attributable to: the increase in retired people not actively seeking work; Millennials moving to the urban areas of Cook County to seek employment; and high educational attainment levels among entry-level job seekers (Gen Z) staying in school longer. The reality is that Glenview needs more people entering the labor force to replace those leaving the labor force.



Source: NHGIS ACS 5 Year Estimates; US Decennial Census

Implications for Glenview

- **Suburban communities without a diverse inventory of housing products will be at a strategic economic development disadvantage** - employers are going where the talent pool is and most individuals in this group seek "complete communities" with equity in municipal resources.
- **Sustainable markets are diverse** – in their economic structure, employment base, and housing supply – and are less reliant on consumer-driven industries such as retail sales, leisure activities, and hospitality.
- **Employment space will continue to evolve and be largely informed by employee preferences:**
- Realities of WFH (work from home) (positive) -
  - Skepticism among employers was replaced by optimism;
  - Potential to **reallocate 227 hours once spent commuting**, with time spent working;
  - Employers have been given yet **one more reason to reduce their office footprint**;
    - What Gross National Product (GNP) lost in volume, it gained in productivity.
- Realities of WFH (work from home) (negative) –
  - Diminished opportunities for younger employees to rise within an organization;
  - Fewer occasions to mentor, collaborate, or expand talent in the workforce; and
  - Social and cultural **(technological) equity gaps have been exposed.**

INSIGHT #3:

Top tier Psychographics, with a gap in the middle

Psychographics

Psychographics: Top 3 Tapestry Segments

Tapestry Segmentation classifies neighborhoods into 67 unique segments based not only on demographics but also socioeconomic characteristics. Ranked 9th in Glenview's top 10 Tapestry segments, Enterprising Professionals represent the Millennials that are driving real estate product demand throughout the U.S. While a small age cohort today, there is an opportunity through this strategic initiative to "ready the environment" for real estate products and community amenities that would attract these potential residents.

Top Tier

Exurbanites

Urban Chic

Source: ESRI

Implications for Glenview

- **New construction will need to cater to health and wellness** -- beginning with smart homes, but also including healthy workplaces.
- Millennials and Boomers, along with other groups in between, continue to express a **desire for neighborhoods and communities that are attainable (price point), walkable, and healthy, with access to civic and public spaces.**
- **Essential home features** will include - **technological access**, seamless transitions between indoor/outdoor spaces, and **separate space for working/learning.**
- **COVID-19 restrictions have tripled per capita open and public space requirements**, and will do so. Potentially, for the long-term.

INSIGHT #4:

Softening Retail Rents and Increasing Vacancies

Retail Analytics Overview

Glenview's retail inventory illustrates both the impacts of pre- and post-Covid trends. Softening in rent growth and increasing vacancies, particularly in sublet space during Covid, has resulted in an increasingly unstable market.

3.9M
SF of Inventory

0
SF Under Construction

65K
SF of 12-month Net Absorption

5.6%
Vacancy Rate

$22.46
Market Rent/SF

$18.78
Available Asking Rent/SF

-0.9%
Annual Rent Growth

9.7%
Availability Rate (includes sublet)

Source: Co-Star

Implications for Glenview

- Retail has always had a “7 year itch“.
- **Stores will continue to “right-size”** -- further solidifying the necessity for ample industrial space to house commercial inventories.
- **Small and locally owned retailers will remain vulnerable to larger outlets** with independent distribution networks.
- International tariffs, COVID-19 and a generation of consumers with an expectation of immediacy have exposed **inadequacies in domestic supply chains.**
- Regionalizing production, higher inventory levels, and near- and on-shore operations in affordable markets will allow for greater autonomy and less vulnerability.

INSIGHT #5:

Food over Clothes

Top Consumer Spending Categories

Consumers with High Disposable Incomes

Apparel & Services
Top 3 Total Spending Categories

- Women's: $25,591,781
- Footwear: $14,835,994
- Men's: $13,966,678

Entertainment & Recreation
Top 3 Total Spending Categories

- Fees & Admissions: $27,528,480
- TV/Video/Audio: $35,921, 021
- Pets: $21,947,539

Household Operations
Top 3 Total Spending Categories

- Housekeeping Supplies: $24,146,890
- Lawn & Garden: $18,102,592
- Child Care: $17,674,953

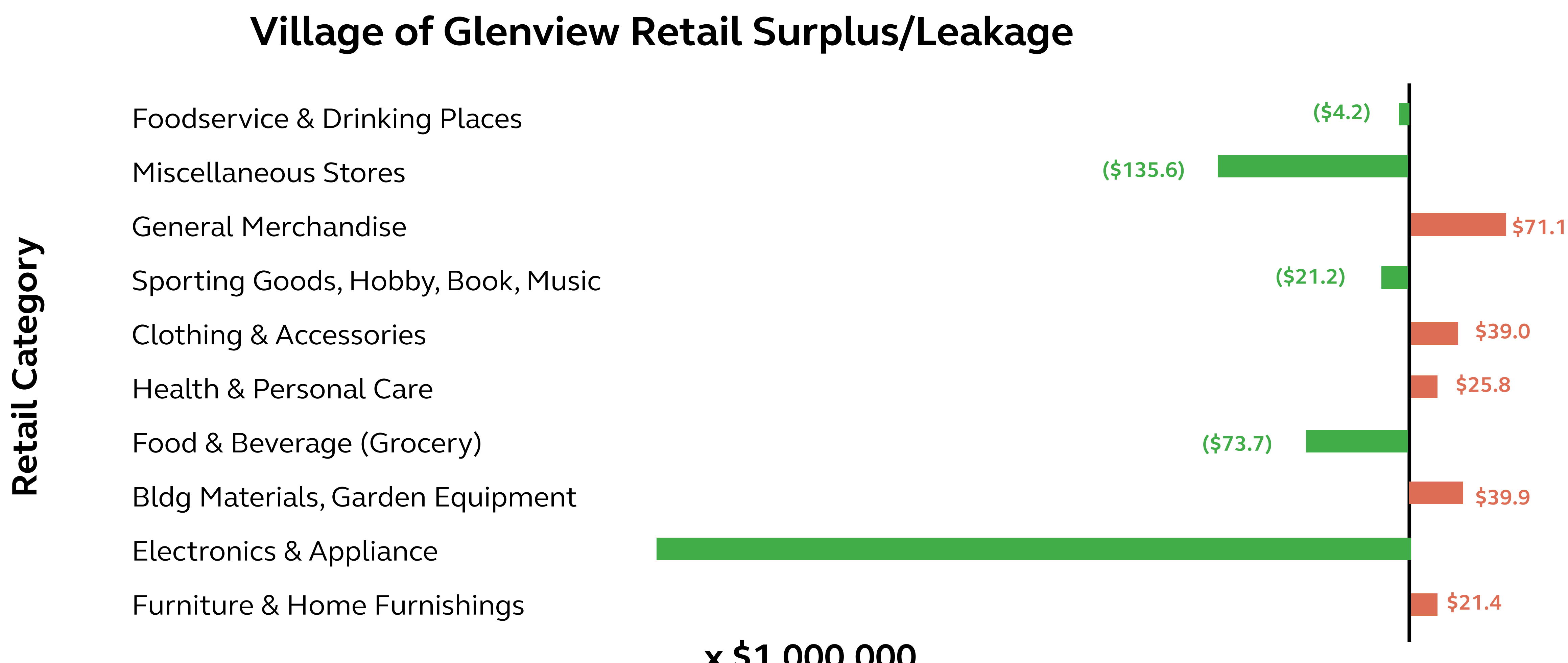
Food Spending
Categories

- Food at Home: $168,789,710
- Food Away from Home: $122,001,521
- Alcoholic Beverages: $22,468,195

Source: ESRI

Retail Surplus/Leakage

Glenview's current retail base shows a significant level of sales "leakage" (that is expenditures by Village residents that occur outside the Village boundaries) in the following retail categories: general merchandise; clothing and accessories; health and personal care; building materials and garden supplies; and furniture and home furnishings. The Village is also benefiting from surpluses in other categories, meaning that residents of other communities are spending their retail dollars in Glenview. Addressing the potential to "recapture" much of this retail "leakage" should be an element of the Village's economic development strategy going forward.



Source: ESRI Retail Marketplace Profile Report

Implications for Glenview

- Commercial **retail product types that were strong** before COVID, **and which are expected to remain strong** post-COVID, are those that cater to **consumer necessities** including groceries, medical services, and child care.
- Traditional **regional malls will be all but non-existent** by the end of the current decade.
- An **innate desire for certain face-to-face transactions**, further amplified after periods of isolation, will drive demand for “community-centric” retail space.
- While **on-line shopping activity** will continue to grow, it is unlikely to exceed one-quarter of all consumer expenditures **(22% in 2022).**

INSIGHT #6:

Shifting demand for Office Space & Transit

Office Analytics

Glenview's office inventory runs somewhat counter to COVID trends. Rents are actually increasing and vacancies, even in sublet space during COVID, are still relatively low.

3.2M
SF of Inventory

0
SF Under Construction

18.2K
SF of 12-month Net Absorption

3.1%
Vacancy Rate

$22.80
Market Rent/SF

$24.83
Available Asking Rent/SF

1.8%
Annual Rent Growth

5.6%
Availability Rate (includes sublet)

Source: Co-Star

Highly Car-Oriented Commuters

Car Dependent Area:

Glenview's "Drove Alone to Work" percentage is in line with Northbrook, Highland Park and Skokie, which are all significantly higher than Wilmette and Winnetka. These cities have higher public transit percentages, most likely due to their closer proximity to the city.

Commuter Comparison

	Village of Glenview	City of Highland Park	Village of Skokie	Village of Wilmette	Village of Winnetka	Village of Northbrook
Drove Alone to Work	**85%**	84%	86%	72%	66%	85%
Used Public Transportation	**14%**	15%	11%	24%	31%	13%
Biked to Work	**0%**	0%	1%	1%	0%	1%
Walked to Work	**1%**	1%	2%	3%	3%	1%

Source: ESRI

Implications for Glenview

- **De-centralization of corporate offices** will be replaced by multiple "headquarters" in satellite/suburban locations (hub-and-spoke), preferably with transit access.
- Employers will provide **more square feet per employee, but less space** overall for fewer employees **(10% - 15% drop in demand overall).**
- While some **traditional restaurants** considered themselves comparatively non-essential during COVID restrictions, those **that serve both day and nighttime populations will be essential for employers** to attract a quality workforce.
- **Prospects for office investments** overall remain relatively unchanged, along with development prospects which continue to be **ranked second to last among all major product types.**
- **New office developments will feature health-centered amenities** including better circulation systems, natural lighting, access to healthy food choices, and outdoor space for meditation.
- Two industry segments that will continue to drive **demand for "highly adaptable space in locations with limited restrictions and attainable price points"** include medical-related research and services; and makers, movers, and sellers of goods.

INSIGHT #7:

Lower Vacancy Rates in Higher-End Projects, but Overall Market Rent Declines and Vacancy Increases

Multifamily Analytics

Glenview's multifamily inventory also illustrates the impact of COVID trends. Declining rents, increasing vacancies, and slower absorption rates will present challenges going forward.

2,049
Units in Inventory

0
Units Under Construction

31
12-month Absorption (Units)

12.5%
Vacancy Rate

$1,839
Market Rent/Unit

-4.0%
Annual Rent Growth

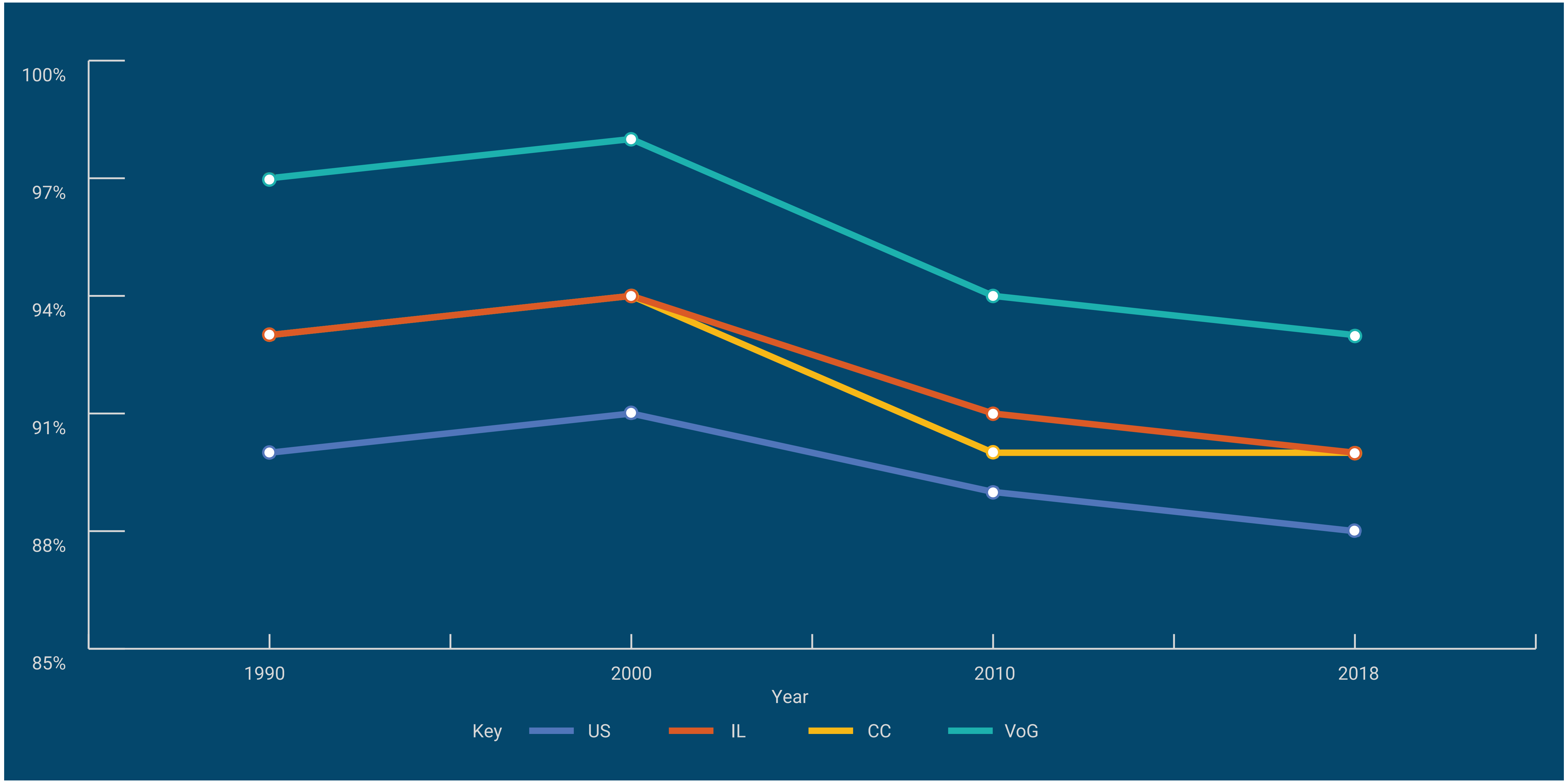
(Studio =$1,190; 1BR=$1,566; 2BR=$2,228; and 3BR=$3,093)
Average Monthly Rents Per Unit

Source: Co-Star

Occupancy Growth Trends

Decrease in Occupancy

Two-thirds of renters and one-third of homeowners are burdened by high housing costs, spending more than 30 percent of their income on housing, which leads to lower home occupancy nationally. Glenview mirrors these trends, although at higher occupancy rates, and may also be impacted by low Senior Housing occupancy due to COVID right now.



Source: NHGIS ACS 5 Year Estimates; US Decennial Census

Implications for Glenview

- **People and businesses are on the move** - to different geographies, from cities to the suburbs, from apartments to homes (ownership and rental), back home again.
- Development of **multigenerational spaces (same community or same home with separate entrances) will capture larger market share.**
- New **multi-family housing construction**, despite a sustained period of development, is expected to retain its multi-year lock on the number-two position among property types for investment prospects, largely **because of demographic shifts towards smaller household sizes and lifestyle preferences which favor low- to no-maintenance housing options.**
- **“Discretionary renters”** or renters who do so by choice, avoiding the time constraints associated with homeownership and affording the flexibility to live in multiple markets over the course of a single year, will continue to **drive demand for projects at the top end of the rental market.**

COVID-19's Impact on Key Real Estate Trends

Accelerated by COVID-19	Stopped or Slowed by COVID-19 (for now)
• Work from home • Suburban migration • Public open space • Retail sector transformation • Importance of redundant supply chains • Municipal/state fiscal issues	• Appeal of Central Business Districts (CBDs) • In-person conferences/meetings • Experiential retail • Business travel • Mass transit use • Apartment amenity wars • Tourist-oriented retail

Discussion Questions

What aspect of the research reaffirmed your existing knowledge?

What aspect of the research most surprised you?

NOW LET'S HEAR FROM YOU!

PRELIMINARY MAPPING

THE VILLAGE OF GLENVIEW

5 STUDY AREAS

1 **DOWNTOWN**

2 **THE GLEN**

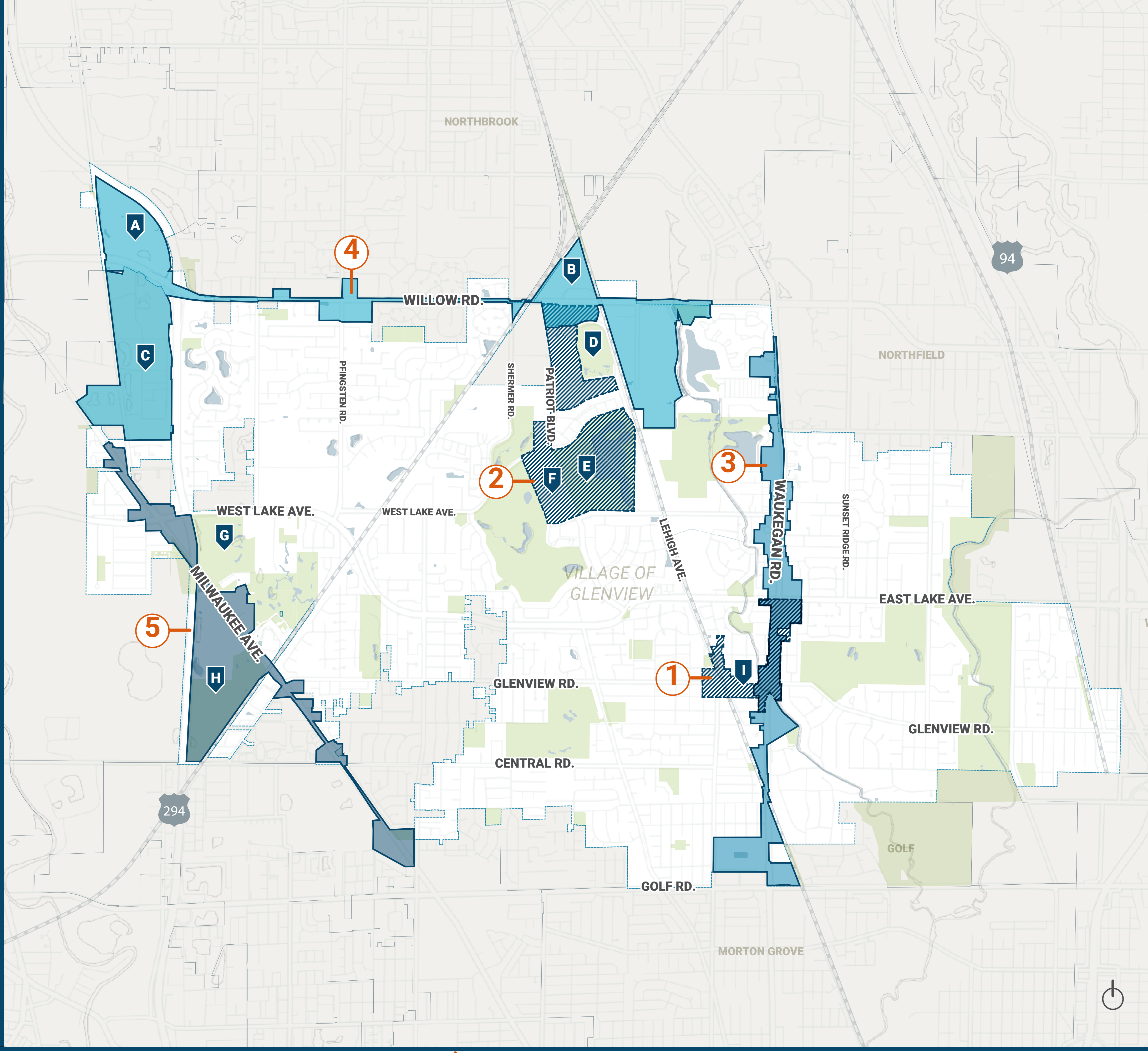
3 **WAUKEGAN RD.**

4 **WILLOW RD.**

5 **MILWAUKEE AVE.**

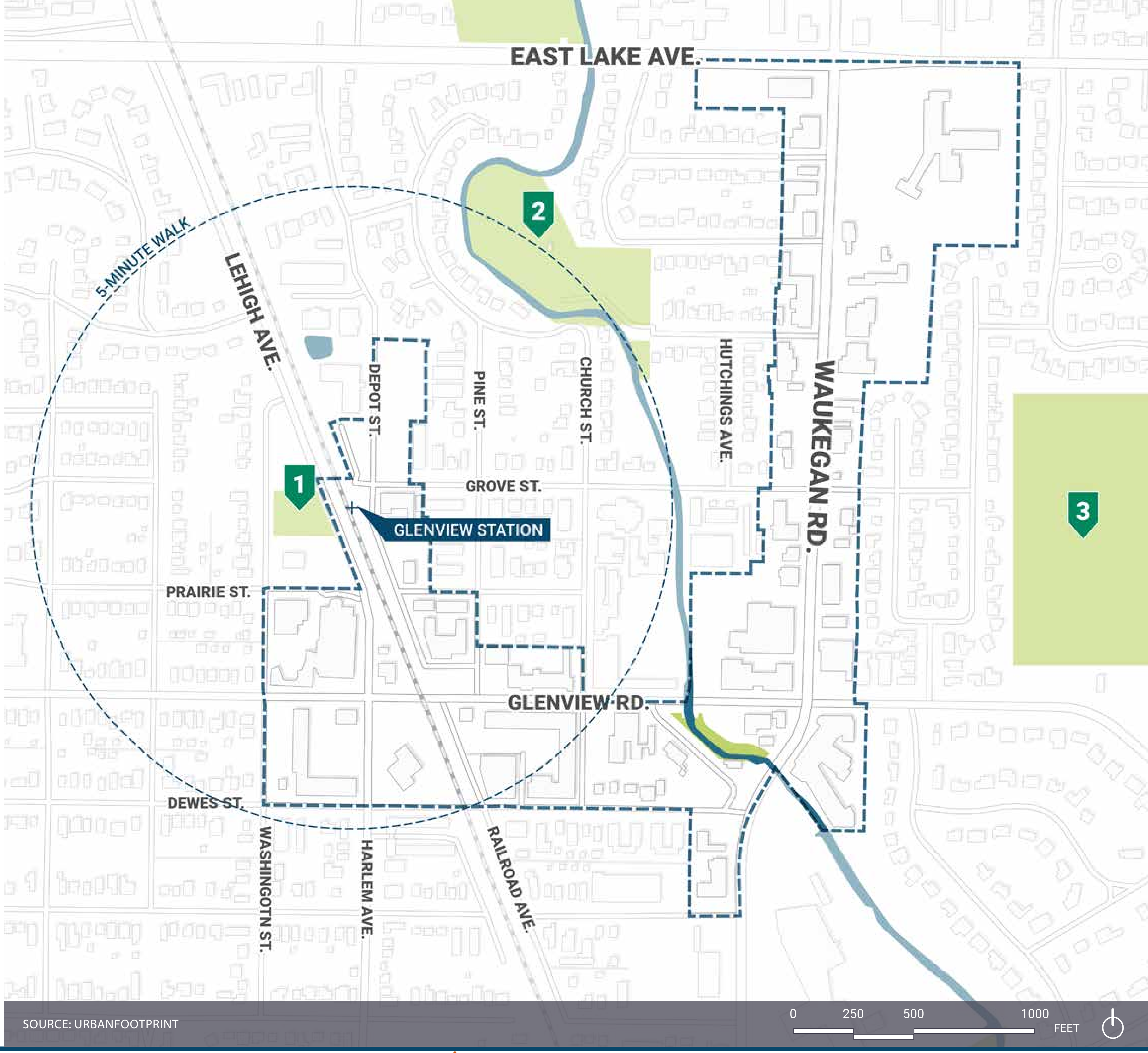
DESTINATIONS

A GLEN POINTE
B PATRIOT MARKETPLACE
C ALLSTATE CAMPUS
D KENT FULLER AIR STATION PRAIRIE PRESERVE
E GALLERY PARK
F THE GLEN TOWN CENTER
G THE GROVE
H COMMUNITY PARK WEST
I DOWNTOWN GLENVIEW



STUDY AREA: DOWNTOWN

CONTEXT MAP



PARK & OPEN SPACE

1 JACKMAN PARK

2 SLEEPY HOLLOW PARK

3 NORTHSHORE COUNTRY CLUB

RAIL

STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

AERIAL MAP

107 AC

STUDY AREA BOUNDARY

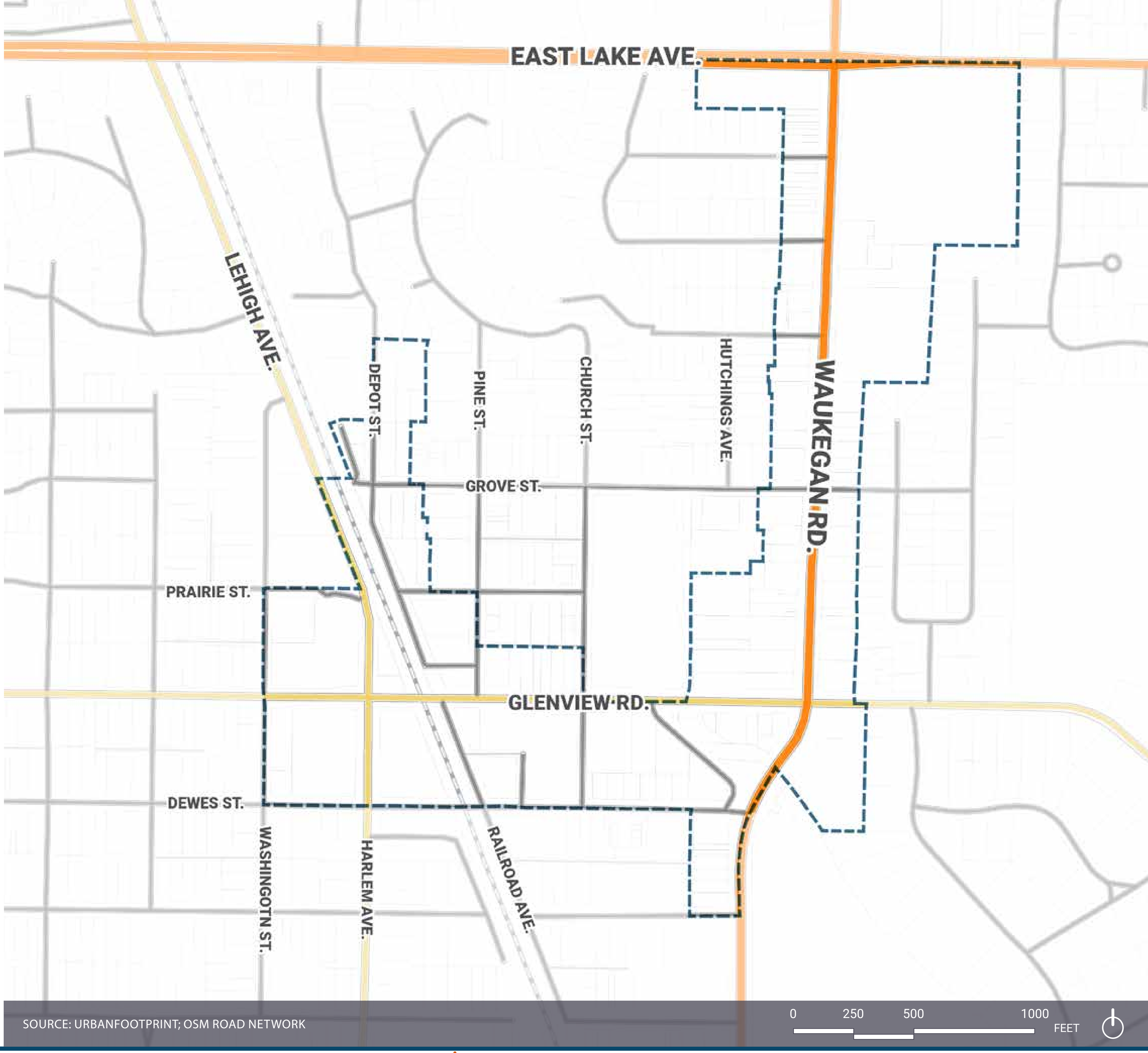
STUDY AREA: DOWNTOWN

FIGURE GROUND

STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

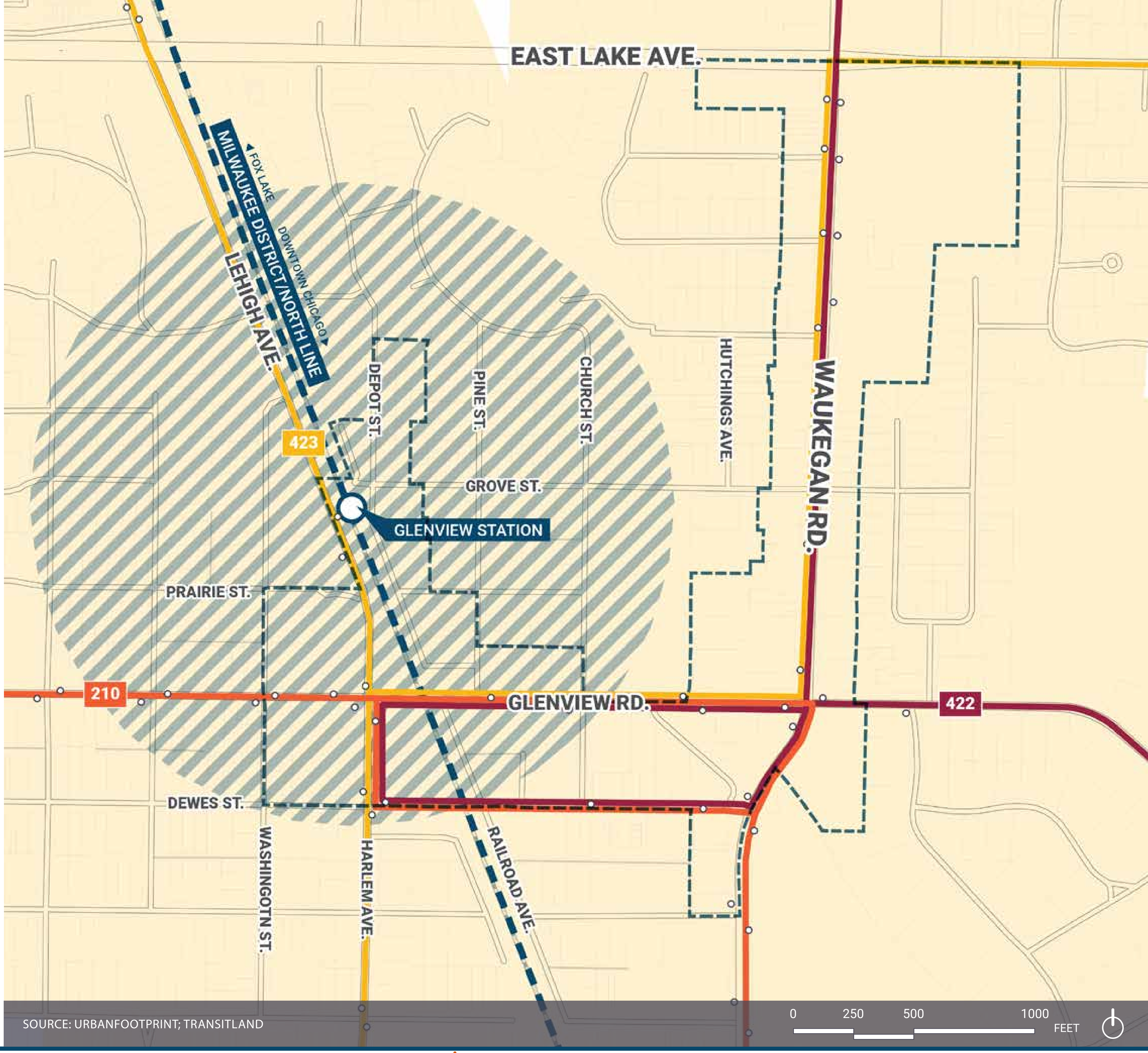
STREET FRAMEWORK



- ARTERIAL
- COLLECTOR
- LOCAL
- STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

TRANSIT FRAMEWORK



TRAIN (AMTRAK, METRA)

TRAIN STATION

1/4 MILE WALK FROM TRAIN

BUS (PACE)

210

422

423

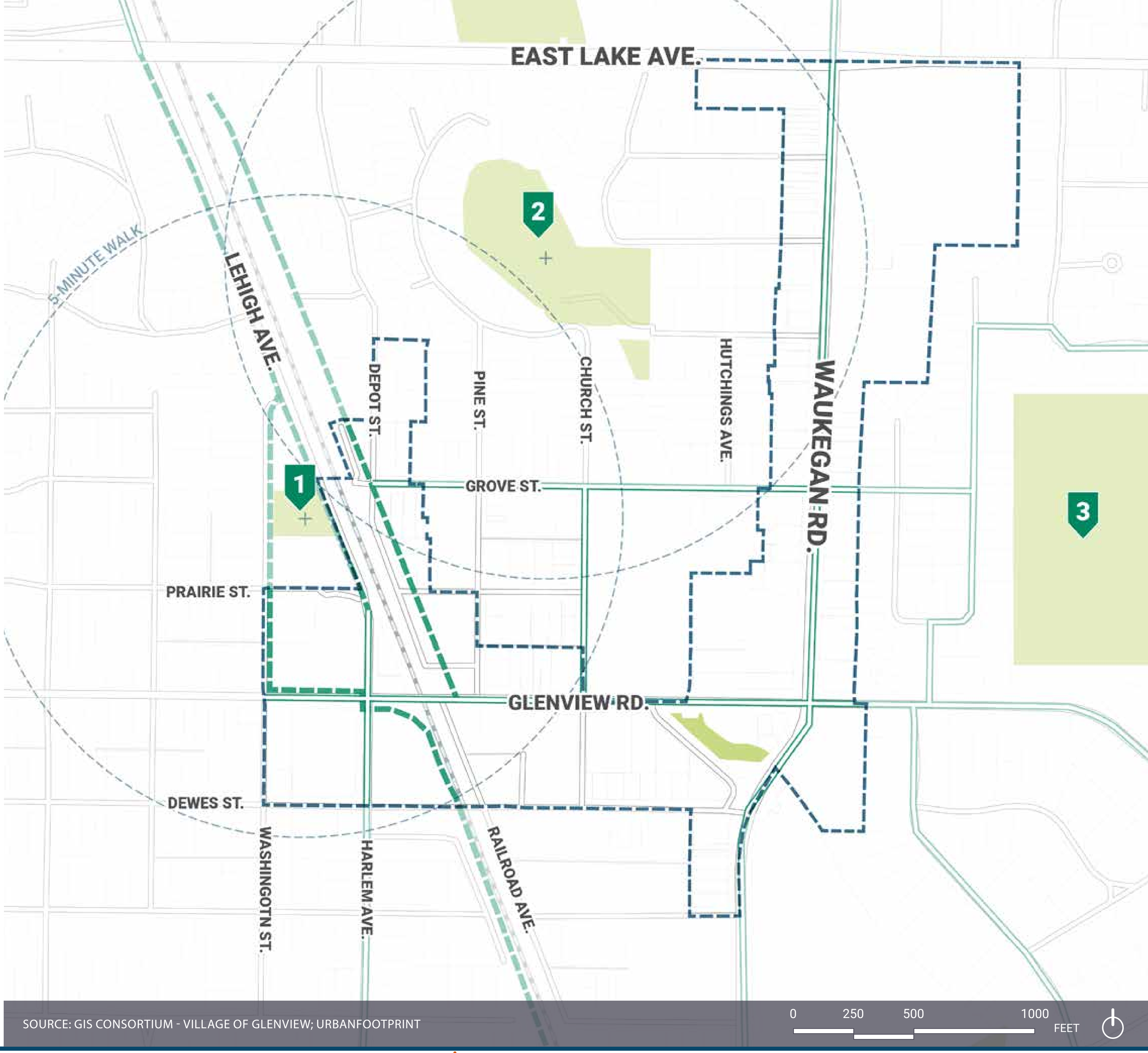
BUS STOP

1/4 MILE WALK FROM BUS LINE

STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

OPEN SPACE FRAMEWORK



BIKE ROUTE

MULTI-USE TRAIL

PARK & OPEN SPACE

1 JACKMAN PARK

2 SLEEPY HOLLOW PARK

3 NORTHSHORE COUNTRY CLUB

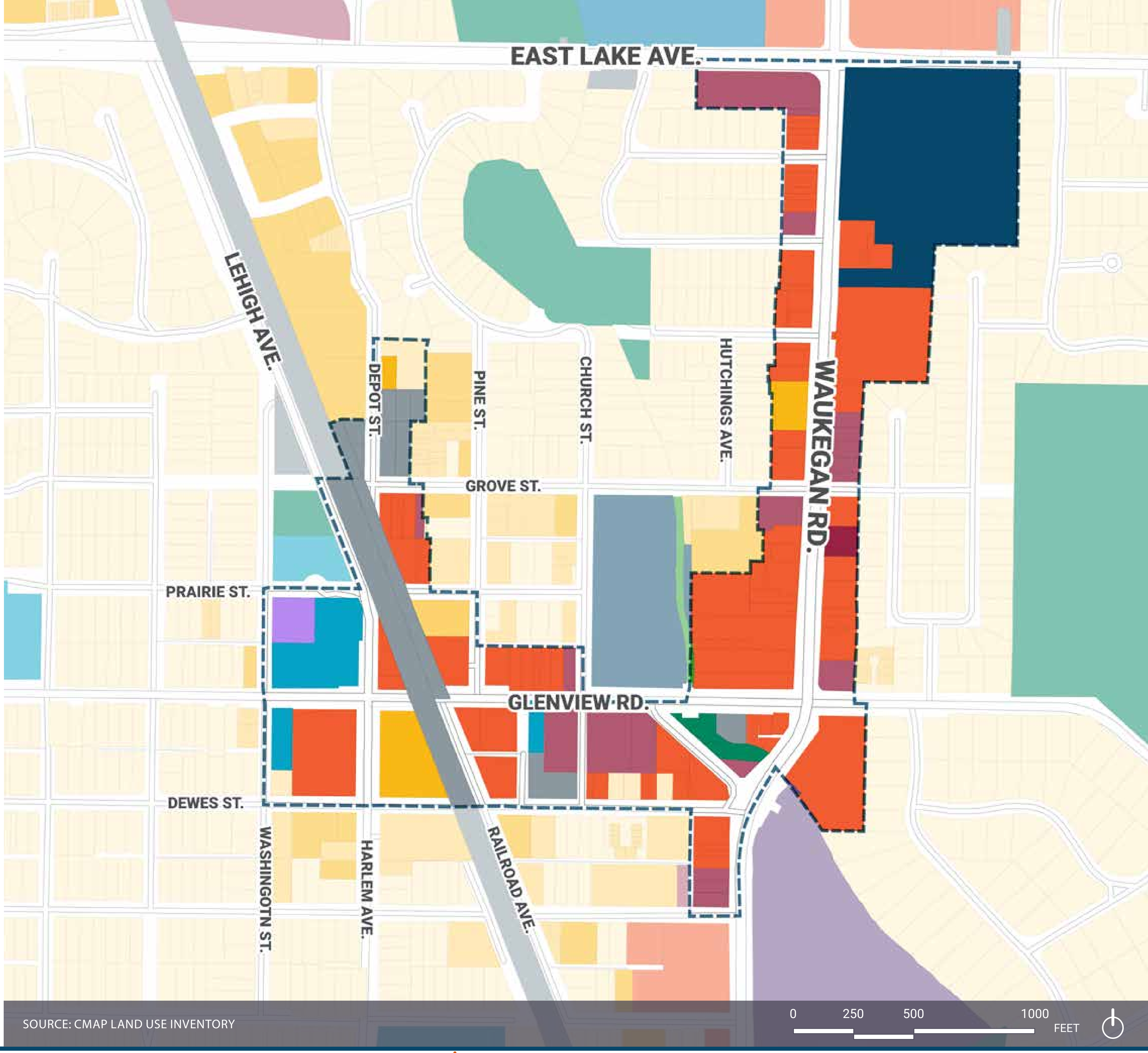
STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

LAND USE

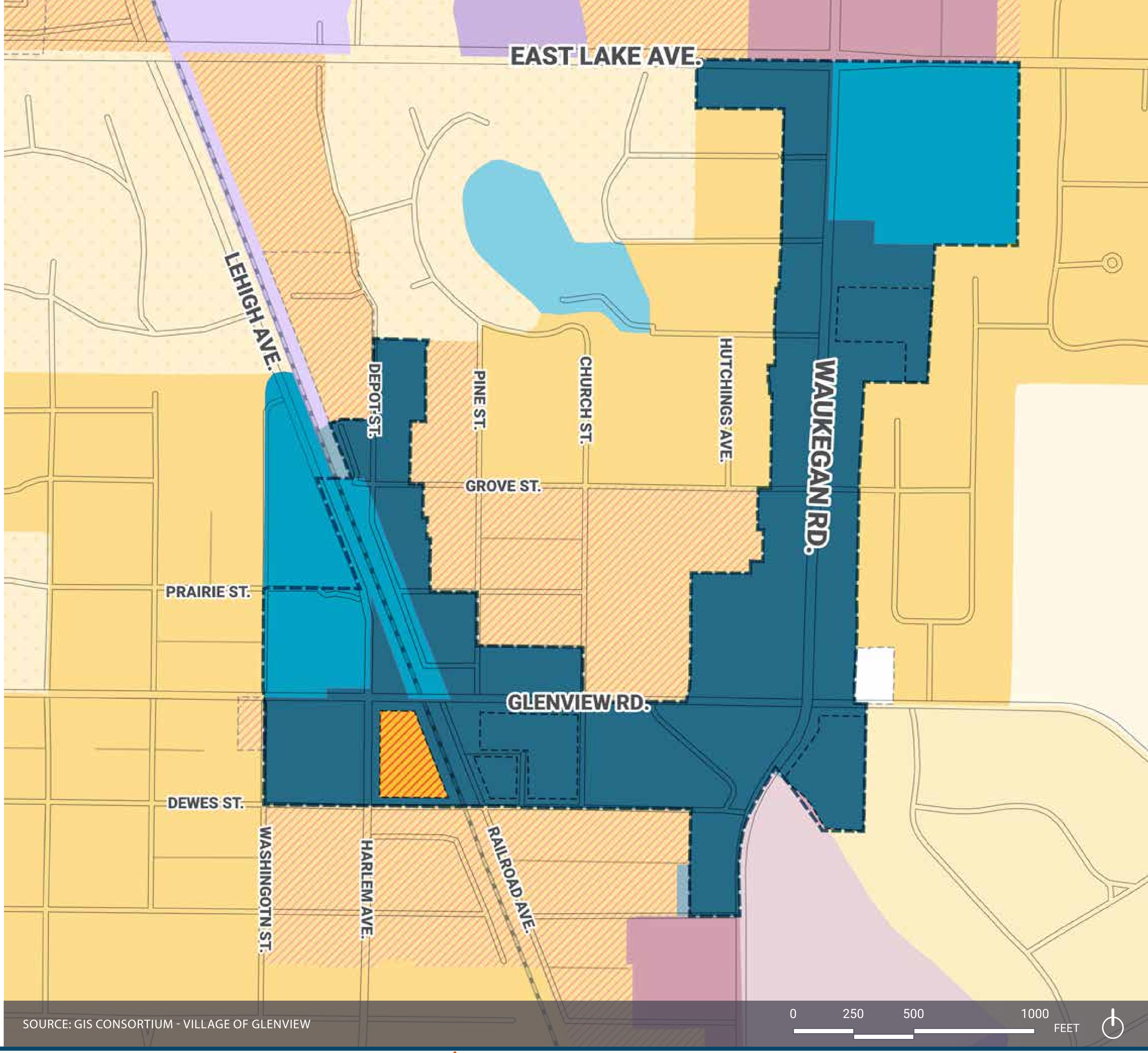
52%		COMMERCIAL CENTERS
		COMMERCIAL OTHER
		OFFICE
		MIXED-USE COMMERCIAL
11%		CIVIC FACILITIES
		LIGHT INDUSTRIAL
21%		EDUCATION
8%		SINGLE-FAMILY DETACHED
		SINGLE-FAMILY ATTACHED
		MULTIFAMILY
		OPEN SPACE
6%		OTHER

STUDY AREA BOUNDARY



STUDY AREA: DOWNTOWN

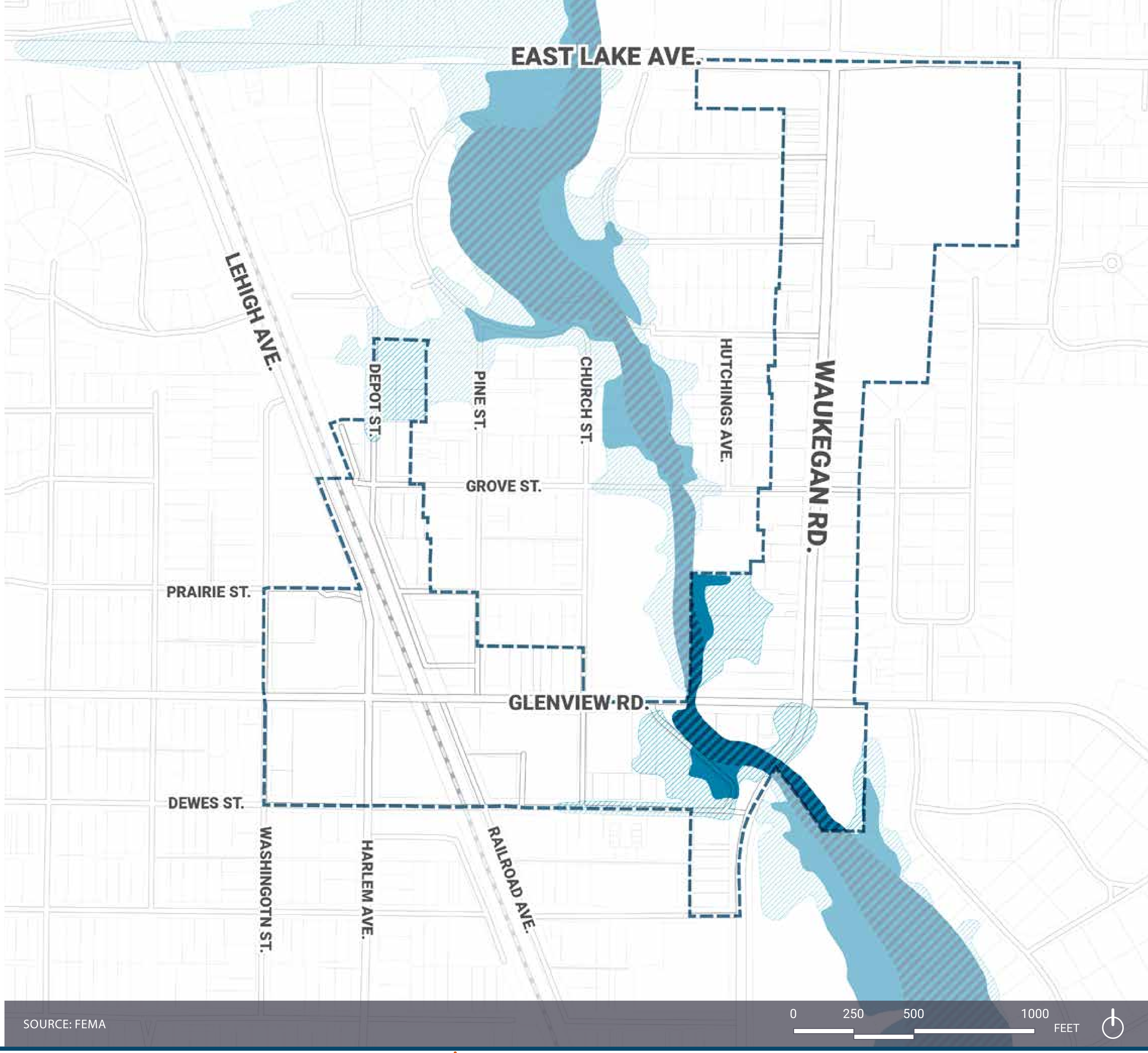
ZONING



- PLANNED DEVELOPMENT
- DD - DOWNTOWN DEVELOPMENT
- B2 - GENERAL BUSINESS
- I1- LIMITED COMMERCIAL
- I2 - LIGHT INDUSTRIAL
- P1 - PUBLIC LANDS
- R1 - SINGLE-FAMILY RESIDENTIAL
- R2 - SINGLE-FAMILY RESIDENTIAL
- R4 - SINGLE-FAMILY RESIDENTIAL
- R5 - SINGLE-FAMILY RESIDENTIAL
- R18 - MULTI-FAMILY RESIDENTIAL
- PD - PLANNED DEVELOPMENT
- STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

FLOOD ZONE



FLOODWAY

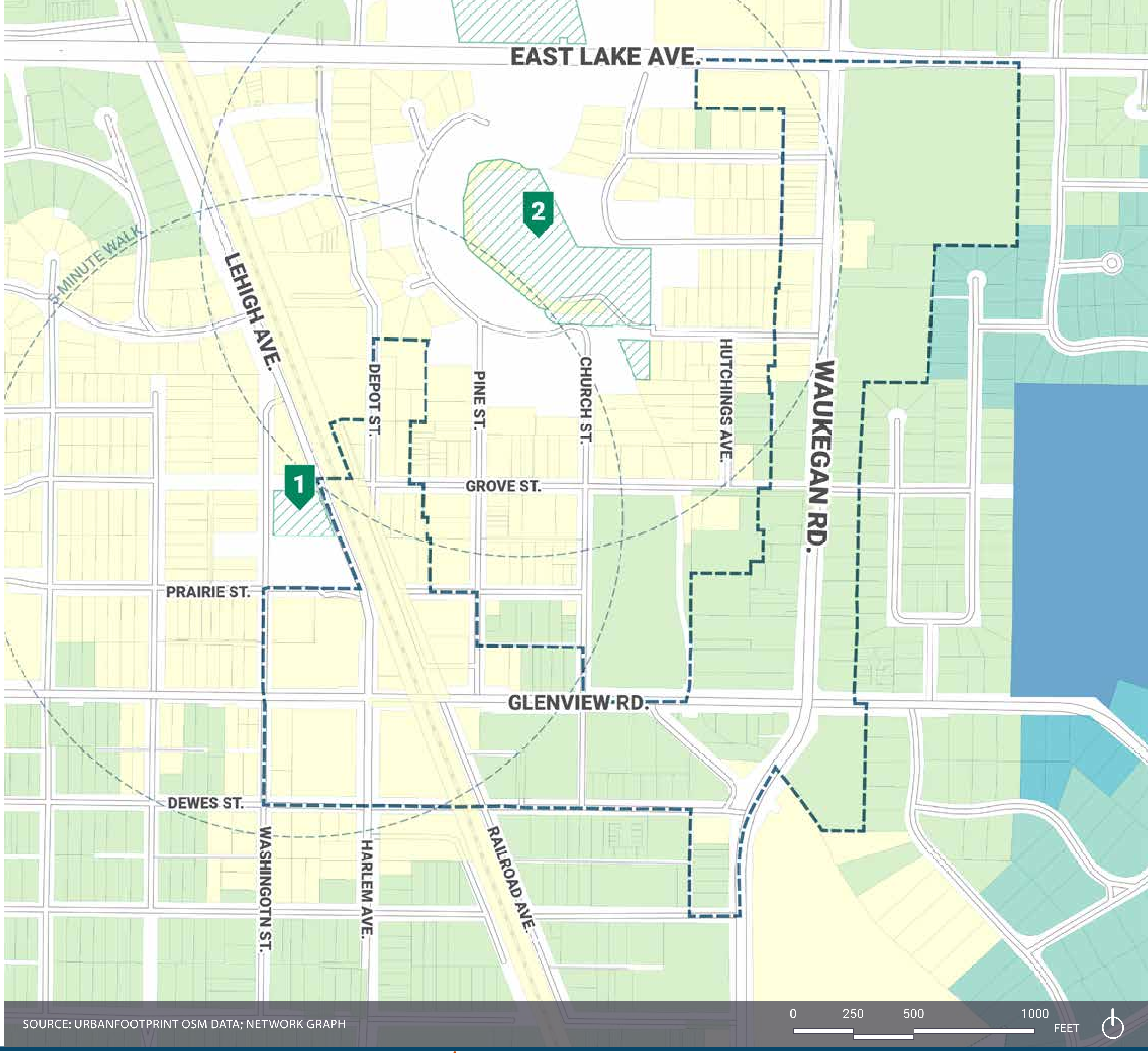
1% ANNUAL CHANCE OF FLOOD - ZONE AE

.2% ANNUAL CHANCE OF FLOOD

STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

WALKABLE PARK ACCESS



PARK & OPEN SPACE

1 JACKMAN PARK

2 SLEEPY HOLLOW PARK

FROM NEAREST PARK

0 - 5 MINUTES

5 - 10 MINUTES

10 - 15 MINUTES

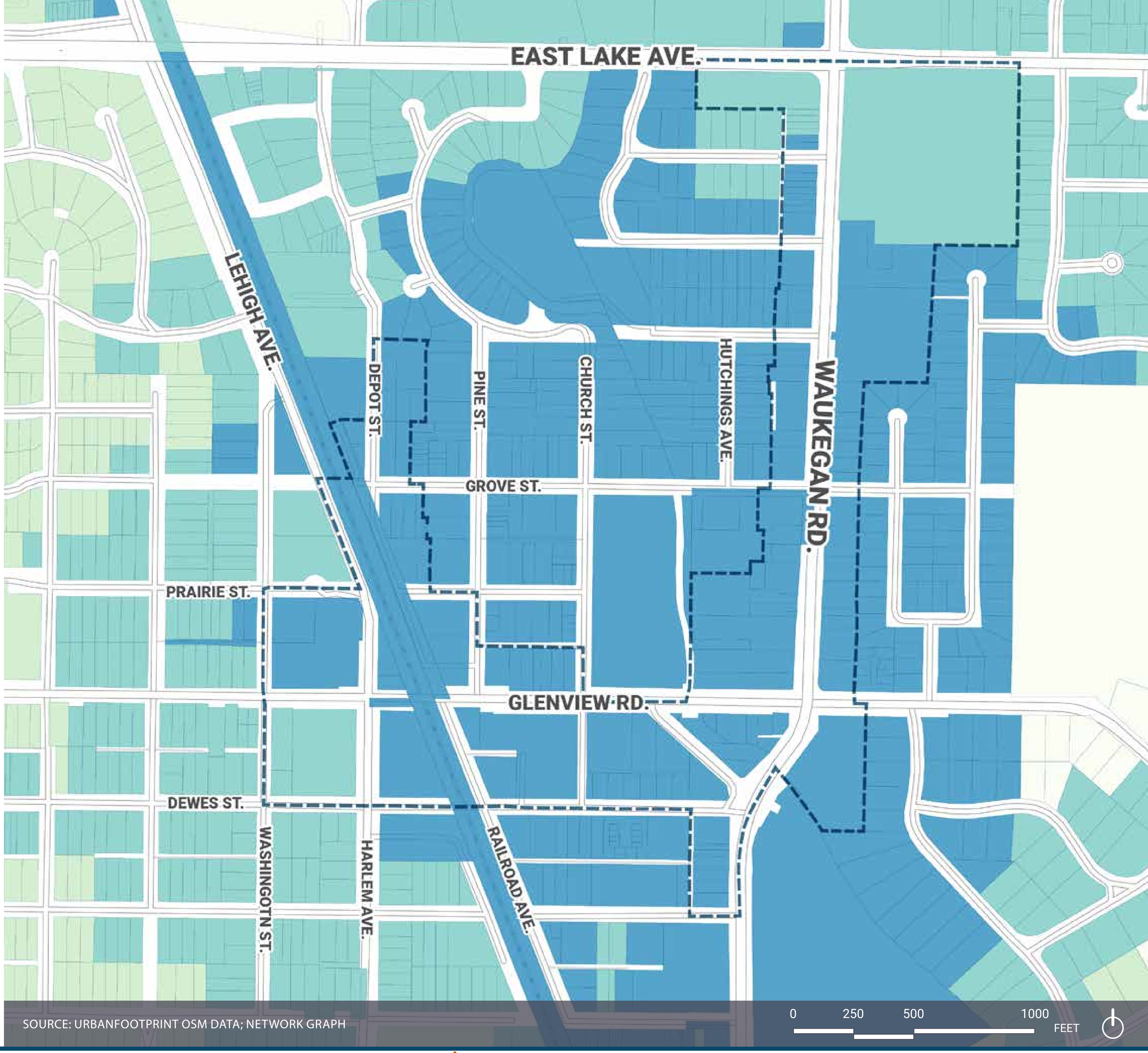
15 - 20 MINUTES

20 - 25+ MINUTES

STUDY AREA BOUNDARY

STUDY AREA: DOWNTOWN

WALKABLE JOB ACCESS



OF JOBS WITHIN 15 MINUTES

LOW

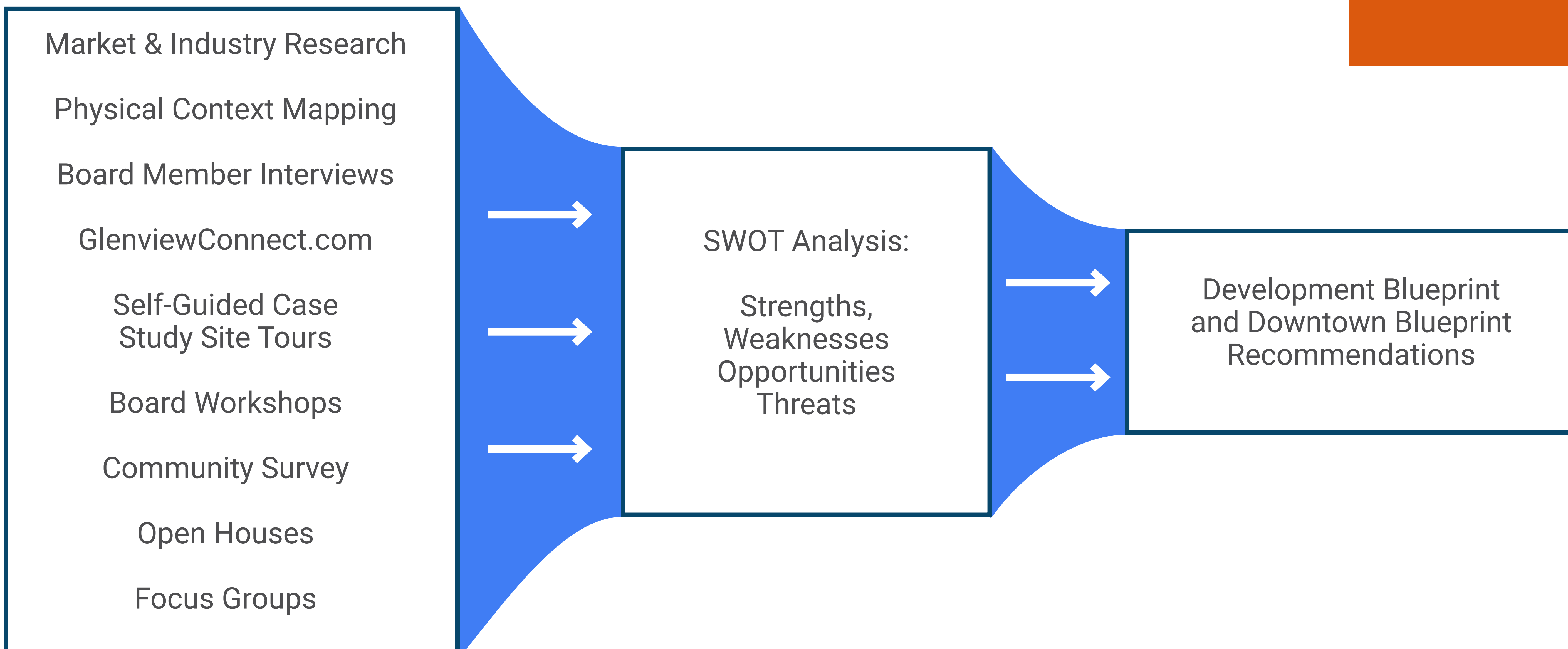
HIGH

STUDY AREA BOUNDARY

NOW LET'S HEAR FROM YOU!

NEXT STEPS

Everything Working Together



What's Next?

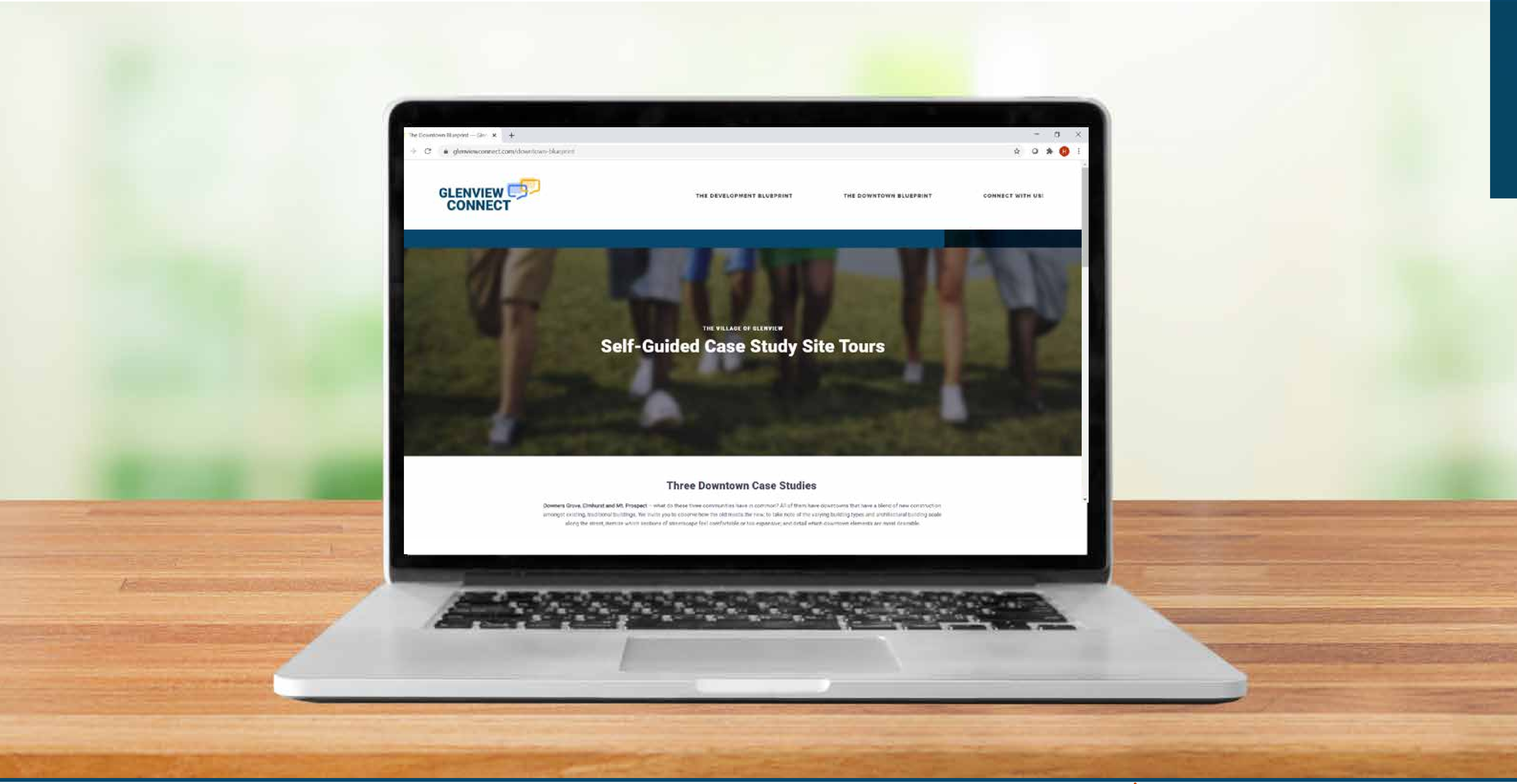
Take the survey via the website - coming soon!

Attend Board Workshop #2 on November 18

Continue the conversation on our website: GlenviewConnect.com

Take a self-guided walking tours of selected downtowns

Self-Guided Case Study Site Tours



Thank You!