

2008 ULI GERALD D. HINES STUDENT URBAN DESIGN COMPETITION Finalist Brief

March 4, 2008

The four finalist teams will complete additional work related to the Cedars study area, as defined in the competition brief dated January 24, 2008. Below is the problem the finalists must address and the format in which to present its solution.

THE PROBLEM

The final stage of the competition builds on the analysis that informed your urban planning, design, and development schemes that you presented in the earlier competition stage. There are three essential elements to focus on in this stage:

1. a plan to reintegrate the Cedars neighborhood with the Dallas region with physical connections;
2. a comprehensive design and development plan for a 23.5±acre development site around the Cedars DART station; and
3. a business/financial plan for the development.

Objectives of the Finalist Stage of the Competition

As in the competition stage, your open space plan for the Cedars and your site development proposal must take into account the following six ULI objectives:

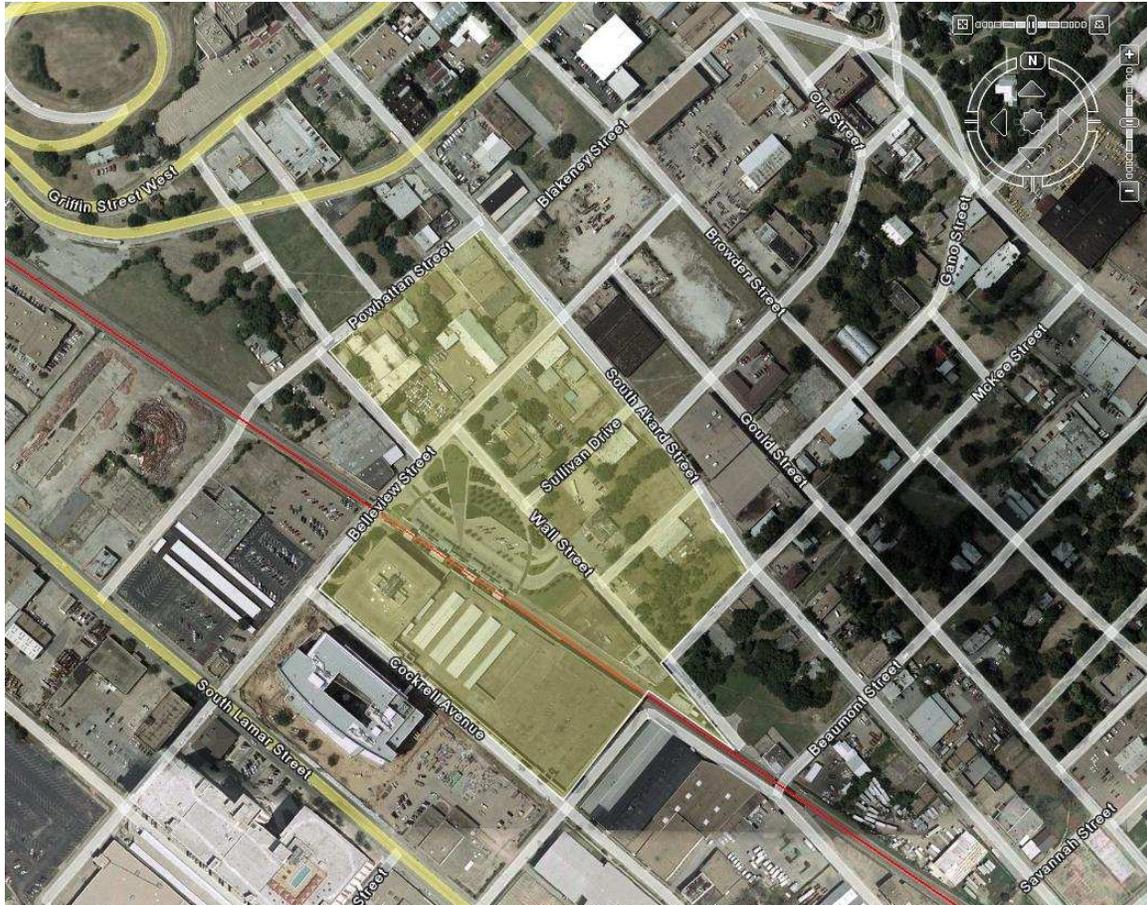
1. Provision for **Affordable Housing**
2. Sensible and appropriate **Infrastructure**
3. Recognition of the importance of **Placemaking** and the **Public Realm**
4. Catalyzing **Places of commerce** with redevelopment
5. **Financial feasibility** of all proposals
6. Awareness of **Sustainability/climate change** issues and innovative solutions at the community scale

Reintegration Into the Region

The Trinity River Corridor project, however it is finally manifested, and the capping of all or parts of the I-30 Canyon—the possibility of on-grade connections between downtown and the Cedars—enhances connectivity throughout the Dallas region. While these initiatives will encourage greater vehicular movement, they will also

answer an undermet need for walkability (and other self-propelled recreational activities) and transit.

Using your competition-stage analysis for the study area, propose a master plan for reintegrating the Cedars neighborhood in the greater Dallas region. The plan should demonstrate a sustainable vision of social, economic, and physical connectedness to adjacent neighborhoods and to the greater Dallas system of highways, railroads, greenways, public spaces, and the river.



The subject site, highlighted in yellow, surrounds the Cedars DART station and is bounded by Powhatan, South Akard, and McKee streets, and by Cockrell Avenue.

Proposal for Development Around Transit

You are to assume the role of a development firm that has assembled the (approximately) 23.5-acre parcel described above. This parcel surrounds the Cedars DART station and includes the kiss-and-ride drop-off plaza. All existing buildings can be retained, repurposed, or demolished. Within the development site, you may change the alignment of the streets, add or remove them, and change their widths. But you may not change the alignment of the streets outside, or adjacent to, your development site; except that you may widen or narrow streets.

- Illustrate your development proposal at an appropriate enlarged scale of your choosing that illustrates the essential elements of urban design such as buildings, building clusters, open space, landscape, and public amenities and facilities. Provide appropriate drawings—a plan, a section, and a three-dimensional illustration.
- Draw a north-south section for the entire site, showing its internal relationships and its relationship to its environs.

This development site includes three fully-utilized buildings. You must weigh carefully how you will use, or not use, them in your development proposal:

1. The IBM operations center on the south side of Belleview and to the west of the DART rail line.
2. The three-level parking garage south of the IBM building above. Its use is shared with the police headquarters building.
3. The federal credit union building on the south side of Belleview immediately east of the DART station drop-off plaza.

Business Plan

The business plan for your development proposal must include the following:

- A financing structure that will best advance the first ten years of your development scheme;
- Phases (if multi-phased);
- Key pro forma assumptions; and
- A summary pro forma.

Assuming a leveraged IRR of 12.5% for your project, what are the initial and annual subsidies that the city of Dallas would have to grant your development team in order for this project to “pencil out?” Unlike the competition stage just completed, you must account for all costs normally borne by developers during the life of the project: infrastructure costs, land acquisition, soft costs, and all carry costs, including financing and taxes.

The business plan on the display boards should be reproduced separately on letter-size paper, using a font size no less than 10 points. Twelve copies of this sheet(s) are to be handed to the jury at the start of the oral presentation. The handout may not contain any more information than is shown on the display boards. It should contain no graphics.

Assumptions

Apart from the specific instructions above, continue using the assumptions about development limitations and requirements adopted in the competition stage brief and in the Q&A period that followed (see Q&A 1-44 on the udcompetition Web site). Exceptions and additions to previous assumptions follow:

1. Affordable Housing

At least 20% of total residential units must be set aside as affordable housing: 10% for moderate-income households (not more than 80% of Area Median Income) and 10% for low-income households (not more than 50% of Area Median Income). The balance may be available at market rates. The size and mix of the affordable units must be the same as the market-rate units

- (including the ratio of for-sale and rental units), their development cost differential may be no more than 5% less, and they must be dispersed throughout the market-rate units. The income and rent restrictions will remain in effect for at least 45 years for ownership units and 55 years for rental units. These requirements apply to every phase of your development.
2. **Zoning**
You may rezone the entire parcel as a planned development district (same as PUD), but it must follow the zoning regulations of the most inclusive zoning designation.
 3. **Land acquisition**
All land acquisition costs are to be based on the 2005 valuations. The city-owned land and air rights may be averaged at \$35 per square foot. You need not incur additional transaction costs at acquisition. Do not include non-developable parcels, such as railroad and street rights-of-way.
 4. **Real property taxes**
Assume annual real property taxes (city of Dallas, county of Dallas, Dallas Independent School District, Dallas County Community College, and Dallas County Hospital District) remain stable at the current 2.510043 until year 1 of your development and that it increases 0.3% per year for the first ten years of your development.
 5. **Existing infrastructure**
Retain the functionality of the DART system throughout your development project, including the period during construction.
 6. **Start of Development**
As in the competition stage, assume that year 0 is 2010.

PRESENTATION OF SOLUTION

Unlike the first stage, which was judged anonymously, in the final stage, presentations to the jury are conducted live. Each team will be required to make an oral presentation of its scheme to the jury and invited audience. This presentation will be in two parts: presentation of the originally submitted boards and presentation of the finalist stage solution, followed by jury questions and discussion. The team's presentation will be mounted on easels facing the audience. The jury will be seated at a table in front of the team, and observers will be seated behind the jury auditorium-style.

ULI has traditionally not allowed teams to use PowerPoints during their presentations. The jury has always felt that it's important for the teams to walk through the boards so as to give a complete picture of the decisions that the teams made. Although we will continue to rely on boards displayed on a stage from which the students will present most of their information, this year we will allow PowerPoint images of the financials. ULI staff will control the PowerPoint presentation. Each team will be limited to six slides that can include this information:

1. Slide 1. University name, team member names (including faculty and professional advisers), team number, and project title
2. Slide 2. Financials
3. Slide 3. Financials
4. Slide 4. Projection of a detailed area
5. Slide 5. More detail
6. Slide 6. More detail

Use of PowerPoints is optional. PowerPoint slides may not be animated and slides showing details must be vignettes of images already displayed on the four primary boards.

The original boards are to be enlarged 75% to 100% from their original 11" x 17" size, and will be displayed on easels. As background for the attendees of the forum, the team will be asked to review their original scheme, starting with your regional and local analyses, your master plan for the study area, your choice of development parcel, and your development scheme.

The finalist stage proposal should be displayed on four boards of 30" x 40". The scale of the drawings should be large enough to show character and detail, appropriate to what is being presented. (Remember, your primary audience is the jury, and jury members must be able to read comfortably your text and drawings from their seated distance of 15 feet. This applies as well to the PowerPoint enlargements of portions of your boards.)

During your allotted 25 minutes, teams will be asked to "sell" their schemes to the jury using a combination of their boards and PowerPoint images, but without models or additional visuals.

Suggested schedule:

- The team leader will introduce team members including faculty and professional advisers (advisers, if present, will be seated in the audience).
- Ten minutes to introduce the development proposal as submitted for the competition stage.
- Fifteen minutes to present the new proposal. (Teams will be allotted 25 minutes for their entire presentation. This 25-minute limit will be strictly enforced.)
- Twenty minutes Q&A from jury.

The oral presentation must involve every member of the team, either as one of the presenters or as a Q&A respondent. By the end of the team's 45-minute presentation, each team member must have taken part in the presentation or have made at least one response during the Q&A period.

Teams are encouraged to rehearse their presentations to meet time limitations and basic levels of professionalism. On Wednesday, April 2, the day before the final presentation, teams will assemble in Dallas and will be required to rehearse their presentation to a mock jury. A schedule for sequencing these rehearsals will be issued at a later date. Participation in the mock jury rehearsal is mandatory for all teams.

SITE VISIT

ULI will pay travel expenses for one member of each finalist team to go to Dallas and tour the study area as well as receive an orientation and briefing by ULI staff and local experts. The tour will last about four hours, during which you may ask specific questions about the site, the finalist problem, and about the finalist presentation. It

will end with a tour of the presentation venue. Additional team members, including faculty and professional advisers are encouraged to attend, but at their own expense.

FINAL PRESENTATION

ULI will pay travel expenses for all student members of each finalist team to go to Dallas for the final presentation to the jury. Faculty and professional advisers are encouraged to attend, but must do so at their own expense. Payment for travel will be a combination of prepayment and reimbursement.

PROPOSAL TITLE AND SUMMARY

Each team will provide a one-line title (for ease of reference) and a 150-word summary of its proposal (to be used in the program for the presentation). They must be emailed in final form to <udcompetition@uli.org> by 5:00 p.m. Eastern, Monday, March 31, 2008. The statement must be in Microsoft Word format. If the word count is exceeded, ULI reserves the right to edit the summary. Failure to submit this summary by the established deadline will result in mandatory demerits in the jury's deliberation.

SUBMISSION REQUIREMENTS AND FORMAT

Due on Monday, March 31, transmitted by email to udcompetition@uli.org:

1. 150-word summary, described above.

Due on Wednesday, April 2, at the time of the rehearsal before a mock jury:

2. Original competition submittal (6 boards, not including the financial summary board) increased in size (175% to 200% of originally submitted 11"x17" size). They may be adjoined as one, two, or three boards, keeping in mind that you will be traveling to Dallas with them.
3. Four boards at 30" x 40" each. As in the earlier competition phase, you may adjoin boards in any configuration, keeping in mind that they will be propped up loosely on easels and not affixed to a wall during the public presentation.
4. PowerPoint slides, as described above.

Note: teams may revise the four finalist stage boards and the PowerPoint slides for the final presentation the next day.

Due on Thursday, April 3, at the time of arrival at the final presentation venue:

5. 12 copies of 8½" x 11" page(s) with business plan/pro formas for the jury.
6. CD containing two PDF files (one each at press-quality and Web resolutions) of your final proposal, assembled in its final layout; an Excel file of your business plan/pro forma; and a PowerPoint file of your presentation aid, as earlier described.

PRIZES

The jury will choose one first-prize winner and three runners-up. The first place team will receive \$50,000. Ten percent of the \$50,000 will be given directly to the sponsoring department of the university. The remaining \$45,000 will be divided

evenly among the team members. An additional \$30,000 will be divided equally among the remaining three teams. Payments will be made upon submission of information required by the IRS.

ORDER OF PRESENTATION

The order in which the teams will present their schemes will be determined by drawing numbers at the start of the final presentation. Competing teams that have not presented yet will be isolated during each presentation so as not to be influenced by the jury questions and presentation techniques, etc. Once a team has presented, its members may witness all subsequent presentations.

FINAL REMARK

Restrictions on teams' contact with jury members, landowners in the neighborhood and artists' associations, and developers, nonprofit, and public agencies involved in the Cedars neighborhood, and on the participation of advisers on team presentations, as specified in the Competition Brief of January 24, 2008, apply to this finalist phase of the competition.