

Exercise #3: Guided Reading

Name:

Date:

The UrbanPlan Handbook provides all the information you will need to develop your proposal. Detailed knowledge and understanding of this information are essential to creating a winning proposal.

- A. Begin by reading the entire About UrbanPlan section. This section will give you an overview of the entire project plus vital background information.
- B. Return to Understanding the City's Development Request. The questions below address the issues discussed in that section.
- C. Next read RFP, Design Guidelines, Site Plan, the six Neighborhood Letters, and two Non-Neighborhood Letters and answer the following questions:

About UrbanPlan

Read: Overview, Strategies & Tactics for Success – About Risk, & Creating an Effective Development Team

1. See Overview: Why does the City need a private developer to propose and build the Elmwood project?

2. See Strategies and Tactics for Success & About Risk: What is “due diligence” and why is it important?

3. See About Risk & Due Diligence: What makes large, mixed-use infill projects so risky?

4. Do any of the development team members work for the City or neighborhood groups?

Request For Proposal (RFP)

Read the Introduction.

1. What is the purpose of an RFP?
2. Look at Goals. What are “blighting influences”?
3. What are the City’s goals and objectives for the redevelopment area?
4. Does one goal seem more important to you. If so, explain your reasoning?
5. The American Heritage Dictionary defines the noun *demand* as the need or desire for something. How does this definition differ from the economics concept of *market demand*?
6. Why does the City want the proposal to be “based on market demand”?
7. When is this proposal due?

Read Neighborhood History.

8. Briefly describe Elmwood today.

9. Is the City willing to subsidize any land uses? If so, which ones and why?

10. What is a market analysis? Briefly, what did you learn from the market analysis?

11. Must developers build every land use for which a demand has been identified in the market analysis? Explain.

12. Based on the information you have read, why do you think the City chose the Elmwood District for redevelopment?

Read Price of Land to the Developer

13. How does the City expect to get its money back if it paid \$10 million for the land and will sell it to the selected developer for \$7.5 million?

14. Who selects the winning development team?

Design Guidelines

15. Does the City have design requirements that affect what you can build on a site? If so, how do they affect what can be built? Be specific.

Site Plan

16. Identify the types and locations of housing surrounding the Elmwood site.

17. What business, cultural, educational, and recreational resources surround the site?

Neighborhood Letters

18. Do the various neighborhood groups agree about what should happen to the Elmwood District?

19. Do any groups appear to have more political “clout” than others do? If so, explain why.

20. Do the requests of any of the neighborhood groups constitute economic (market) demand as defined by your textbook or the UP Glossary? Explain your reasoning.

Non-Neighborhood Letters

21. One of these letters is from a for-profit business and two are from a non-profit organization. Do the requests of either or both of these constitute /imply market demand? Explain your reasoning.

22. Do the interests of any of these organizations align with the goals of the City? Explain your reasoning.