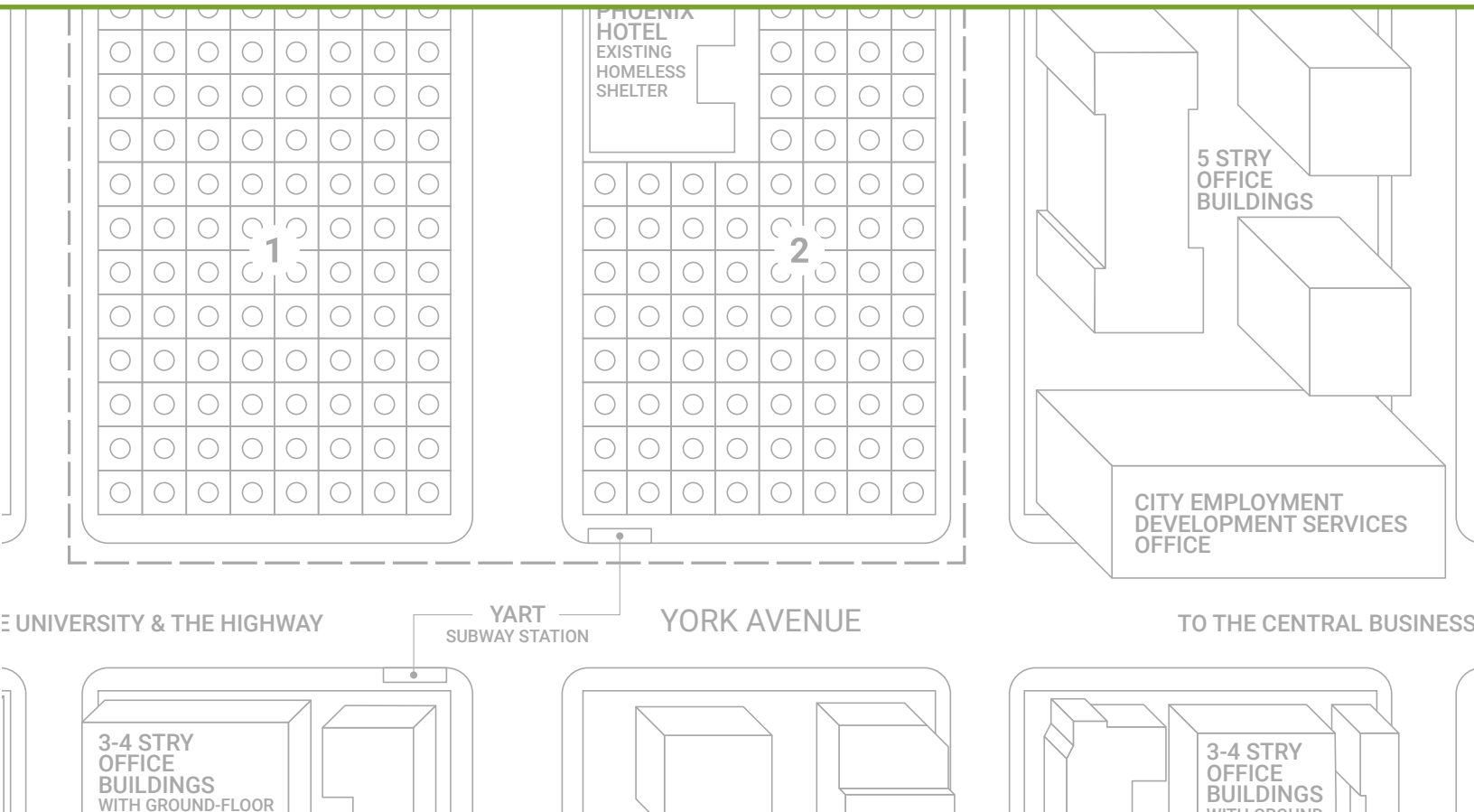


Volunteer Resources

Cheatsheet • Facilitation Guide • City Council Tips



Yorktown RFP Goals

A sustainable, walkable development; a cross-generational community; site for civic and social gatherings; and access to public transit.

- Create mixed-income housing (from very low-income to market rate)
- Create job opportunities
- Attract retail businesses
- Develop the city's first EcoDistrict
- Contribute to decarbonization by investing in net zero energy buildings
- Generate tax revenues for the city
- Create amenities for aging in place
- Address concerns about gentrification
- Create public spaces for active and passive recreation
- Address blight caused by dilapidated buildings and vacant lots
- Preserve legally designated historic sites

Key Facts

Important Thresholds:

1. Developer required return – **Minimum 13.5%**
2. City required return – **Minimum \$9.5 M** in tax revenue over 10 years
3. Affordable Housing threshold – **Minimum 10%**
 - **\$1M fee** to city if Homeless Shelter is removed
 - City subsidies
 - Selling land to developer for below market value
 - 15% of construction costs for affordable housing and community uses
 - 50% of construction costs for open space
 - York Dry Goods is the only listed historic building
 - Absorption period – **3 years**
 - Overbuilding is allowed, but has a risk and absorption penalty
 - ▶ Two MR office (very hard to pencil)
 - ▶ Two Condos (slightly overbuilt, but does present risk)

- Parking requirements: retail parking can be accessed by an alley; no parking for existing buildings; parking access must be same block
- Shelter can be financially beneficial depending on what might replace it due to fee to city
- Open space is quite sensitive in the model
- Affordable housing impacts developer return and city tax revenue
- The Supermarket is slightly more profitable than the Q-Mart for the developer, but the Q-Mart adds a substantial amount of tax revenue for the city
- Podium 2, Condo 2, MR Office 2 cost more to build (underground parking), but generate more value
- Community uses in York Dry Goods impact city tax revenue and developer profit; since no city subsidy rent-free community uses (Artist Studios and Univ Classrooms) are harder to pencil
- Victorian Row has asbestos and structural issues that make it more expensive to rehab

JUSTICE FOR ELMWOOD
Coalition for Jobs & Housing

Low-income residents and their representatives
15% Affordable housing
40 low or very-low income housing units
 Homeless Shelter
 Entry-level jobs | Q-Mart
 Affordable basic retail, services
 Community service facilities

Skate On!

30 members teen-mid 20's
 100s of local skaters
 10K SF Skate Park

Yorktown Environmental Coalition

100+ advocates and several local partners
 5.5K SF for Yorktown Bike Share office
 75% Net Zero buildings
 Supermarket
Against Q-Mart due to emissions

Neighborhood Liaison Letters

The Old Urbanists
ELMWOOD'S WISDOM ALLIANCE

200+ households/taxpayers/seniors on fixed income
 Age in place | Q-Mart
 Traffic barriers near church

GRACE MEMORIAL CHURCH

Church members & Unhoused
 Homeless Shelter | 120 beds
 Hours: 4 pm to 9 am
 (new or in the Phoenix Hotel)
 Church will pay to design, build, and operate

The Elmwood Neighborhood Alliance

400+ homeowners/voters/taxpayers
 Keep historic buildings
 Quiet residential streets w/human scale buildings, shops, and civic spaces
Limited affordable housing
No Homeless Shelter or Q-Mart
No tall buildings or traffic/noise

proArts

12 artists with low-rent lease in Victorian Row
 10K SF of rent-free studio space in VR

YORKTOWN UNIVERSITY
Office of the President

15K SF of rent-free classroom space
 Extension Site – weekend/evening classes
 Professional Development, Entrepreneurship, Lifelong Learning

EcoDistrict Framework

Climate Protection

Generate 1-2 strategies and metrics to show how the project reduces emissions.

Examples:

- ▶ net zero energy buildings
- ▶ green space
- ▶ local food production
- ▶ sustainable transit
- ▶ walkability
- ▶ reusing buildings

Equity

Generate 1-2 strategies and metrics to show how the project creates opportunities for everyone, especially those most vulnerable.

Examples:

- ▶ affordable housing
- ▶ seniors aging in place
- ▶ entry-level jobs
- ▶ community facilities
- ▶ amenities that encourage public health

Resilience

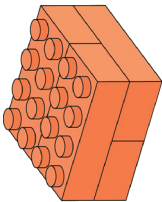
Generate 1-2 strategies and metrics to show how the project can withstand social, economic, and enviro stresses of adverse events, such as a hurricane, heatwave or pandemic.

Examples:

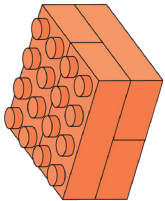
- ▶ community facilities that support resilience
- ▶ social services
- ▶ prosperity
- ▶ open space

EXISTING

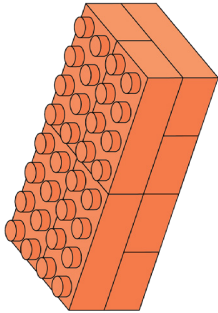
Phoenix Hotel



York Dry Goods

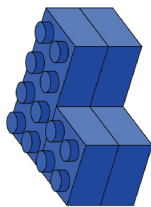


Victorian Row



OFFICE

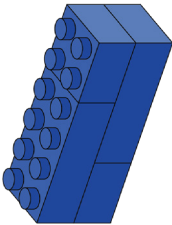
Low-rise Office 1A



LR 1A Parking



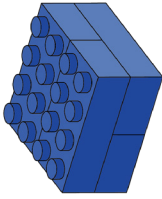
Low-rise Office 1B



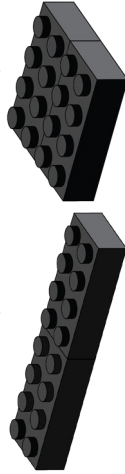
LR 1B Parking



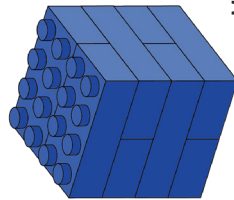
Low-rise Office 2



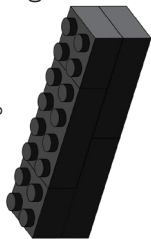
LR 2 Parking A or LR 2 Parking B



Mid-rise Office 1

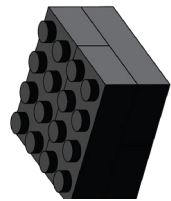


MR 1 Parking A

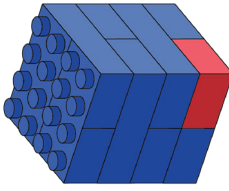


or

MR 1 Parking B

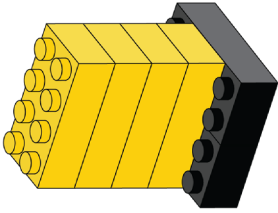


Mid-rise Office 2

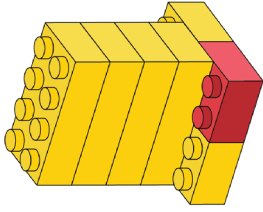


RESIDENTIAL

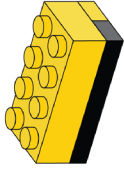
Luxury Condos 1



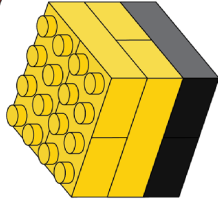
Luxury Condos 2



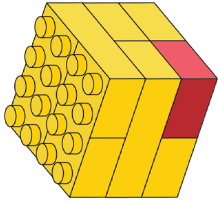
Townhomes



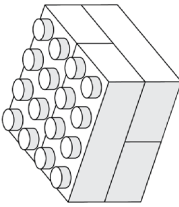
Podium Apts 1



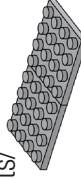
Podium Apts 2



New Homeless Shelter



Sport Courts/
Skatepark



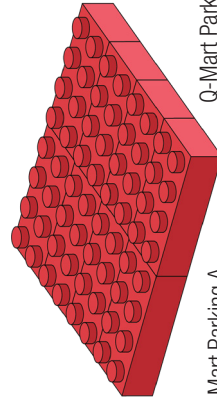
Park/Plaza



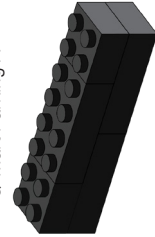
COMMUNITY

RETAIL

Q-Mart

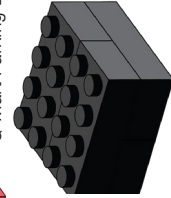


Q-Mart Parking A

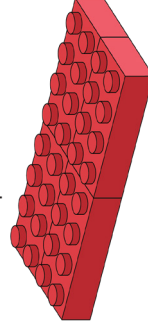


or

Q-Mart Parking B



Supermarket



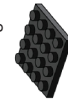
Parking



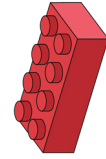
Neighborhood Retail 1



Parking



Neighborhood Retail 2



Parking





USE	Annual Demand (Units/SF)	3-Year Demand (Units/SF)	Developer Profit (Per footprint used)	10-Year Value to City (Per footprint used)	City Subsidy	# of Jobs Created*	Demand on City Services
RESIDENTIAL							
Townhouses - Market Rate	24	72	Low plus	Very low		0	Moderate
Townhouses - Affordable	NM*	NM*	Negative	Negative	15% of construction costs		Moderate
Podiums 1 - Market Rate	100	300	Average	Average minus		5	Moderate
Podiums 1 - Affordable	NM*	NM*	Negative	Negative	15% of construction costs		Moderate
Podiums 2 - Market Rate (Mixed use)	100	300	Average	Average		22	Moderate
Podiums 2 - Affordable (Mixed use)	NM*	NM*	Negative	Negative	15% of construction costs		Moderate
Luxury Condos 1	35	105	High	High		8	Moderate
Luxury Condos 2 (Mixed use)	35	105	Very High	High plus		25	Moderate
RETAIL							
Neighborhood Retail 1	22,000	66,000	Very low	Low minus		17	Low to moderate
Neighborhood Retail 2	22,000	66,000	Very low	Low minus		34	Low to moderate
Supermarket (with Pharmacy)	1 building in 3 years	1 building in 3 years	Low plus	Very Low		200	Low to moderate
Q-Mart	1 building in 3 years	1 building in 3 years	Low	Low plus (high sales taxes)		400	Low to moderate
OFFICE							
Low-Rise Office 1A/1B	80,000	240,000	Average	Low		130	Low to moderate
Low-Rise Office 2	80,000	240,000	Average	Low		173	Low to moderate
Mid-Rise Office 1	70,000	210,000	High plus	High		347	Low to moderate
Mid-Rise Office 2 (Mixed use)	70,000	210,000	Very High plus	Very High plus		364 (347 + 17 retail)	Low to moderate
EXISTING BUILDINGS							
Phoenix Hotel							
Rehab as 100% Office	Included in Low-Rise Office	Included in Low-Rise Office	Average	Average minus		173	Low to moderate
Rehab as mix of Office/Retail/Market Rate Residential	Included in Low-Rise Office/Retail/Podiums	Included in Low-Rise Office/Retail/Podiums	Average (Value will go down if affordable housing is added)	Average (Revenue will go down if affordable housing is added)	Any Affordable Housing gets 15% of construction costs	Office: 1 job/350 SF Retail: 1 job/300 SF Residential: 0	Low to moderate Low to moderate Moderate
Rehab as Homeless Shelter	NM*	NM*	Negative	None		12	High
York Dry Goods							
Rehab as 100% Office	Included in Low-Rise Office	Included in Low-Rise Office	Average	Low		139	Low to moderate
Rehab as mix of Office/Retail/Market Rate Residential	Included in Low-Rise Office/Retail/Podiums	Included in Low-Rise Office/Retail/Podiums	Average (Value will go down if affordable housing is added)	Average (Revenue will go down if affordable housing is added)	Any Affordable Housing gets 15% of construction costs	Office: 1 job/350 SF Retail: 1 job/300 SF Residential: 0	Low to moderate to high varies w/mix
Rehab with Community Facilities	NM*	NM*	Negative	Negative	15% of construction costs + city operating costs (none for rent-free space)	1 job/700 SF	Moderate to high
VICTORIAN ROW (NOTE: Victorian Row has higher construction costs due to asbestos & structural issues)							
Rehab as 100% Office	Included in Low-Rise Office	Included in Low-Rise Office	Low plus	Low minus		217	Low to moderate
Rehab as mix of Office/Retail/Market Rate Residential	Included in Low-Rise Office/Retail/Podiums	Included in Low-Rise Office/Retail/Podiums	Low plus (Value will go down if affordable housing is added)	Low (Revenue will go down if affordable housing is added)	Any Affordable Housing gets 15% of construction costs	Office: 1 job/350 SF Retail: 1 job/300 SF	Low to moderate to high varies w/mix
Rehab with Community Facilities	NM*	NM*	Negative	Negative	15% of construction costs + city operating costs (none for rent-free space)	1 job/700 SF	Moderate to high
COMMUNITY USE							
New Homeless Shelter	NM* (120 beds for shelter)	N/A	N/A	N/A		12	High
OPEN SPACE							
Parks & Plazas, Sports Courts, Skate Park	NM*	NM*	Negative	Negative	50% of construction cost + operating costs	1 job/5K 2 jobs/10K	High

* # of Jobs Created: Details can be found in Jobs tab in Financial Model. NM* = Nonmarket, subsidized use. "Market demand" concept does not apply to use. N/A = Not available

Objective

The objective of your questions is to help the participants think more critically about the issues and the specific responsibilities of their “job” or role (Environment & Equity Director, Financial Analyst, Marketing Director, Neighborhood Liaison, Site Planner) so they can achieve the following:

- Improve all elements of their development proposal
- Understand and articulate the “benefits” their proposal generates rather than just the features it contains
- Present and defend the proposal effectively before the City Council

Remember you are not a coach who tells the participants what to do. Instead, you use the Socratic Method to ask questions that help the participants improve their plans and be able to defend their decisions.

Socratic Method

DO ask open-ended questions to promote critical thinking

- Were you in favor of....? Why?
- How did you decide....?
- What was your reasoning?

DO NOT ask leading questions or make statements

- Why did you do....?
- Won't xxx be a problem...?
- A developer would not do...

Tips

- You are NOT trying to get them to do something specific, instead make them think about their decision with more depth, supported by evidence
- Repeat their language
- Remember to use open-ended questions starting with **What? How? or Explain...**

Facilitation #1

GOAL: Make sure the participants have a good understanding of their vision statement, financial goals and roles.



STEP #1: VISION

- Ask the **Site Planner** to state their team's vision for Elmwood.
 - › Don't ask WHAT they're building, but HOW the proposal drives behaviors, activities, and the street feel.
- Walk me along 9th Avenue. Exactly what will I see and feel if I'm there?
- What do you see happening at different times of the day and on weekdays vs. weekends?
 - › Ask about vehicle traffic, pedestrian traffic, types of people (age, where they work, live, etc.)
- Is there a focal point?
- What two words would you use to describe your Elmwood?



STEP #2: FINANCIALS

- Ask the **Financial Analyst** to show you the summary page in the financial model and check:
 - › rate of return (at least 13.5%)
 - › revenues to city (at least \$9.5M)
 - › affordable housing (at least 10%)
 - › any overbuilding? (absorption over 3 years)
- What is your rate of return? Would this project attract investment?
 - › If LOW – Do you have any concerns with this rate? What could you change to make it more viable?
 - › If HIGH – Have them show you the subsidized uses they are including
 - › What is the city revenue? Would the city have any concerns with this amount? If the City Council asked for more revenue, what would you change?by your proposal? If the City Council asked for more tax revenue, what would you change?



STEP #3: ROLE-SPECIFIC

- Pick a topic (such as Q-Mart or homeless shelter) and ask **each role** the same question – were you for/against xxx?
- Ask follow-up questions with respect to the choices made:
 - › What are the consequences of this decision to your area of expertise? Will it make your job as [role] easier or harder?
 - › What benefits does it bring and to whom? What drawbacks and to whom?
 - › How does this decision enhance or detract from your team's vision and your chances of being selected?
 - › Did you advise your team of your role's point of view?

More Role-Specific Sample Questions

Facilitation #1

Ask questions about the homeless shelter or Q-Mart (whether the team has it or not), directed at each role, then finish your line of questioning about that use before starting questions on another use.

	Homeless Shelter	Q-Mart
Ask each role:	Did you advise for or against the homeless shelter? Why?	Did you advise for or against Q-Mart? Why?
Site Planner	<p>What is it like to walk by the shelter at 3:45 PM?</p> <p>What is it like walking by at 10 PM?</p> <p>Note: Homeless shelter is only open 4 PM to 9 AM. There might be a line before 4 PM, but not necessarily recognizable as a shelter at night.</p> <p>Where will individuals experiencing homelessness go during the day? Have you thought of ways to help solve this issue?</p>	<p>What aspects of the Q-Mart augment/detract from your vision?</p> <p>Describe what it is like to walk by the Q-Mart. Where is the loading dock? Where is the entrance?</p> <p>How does the side of Q-Mart look to a pedestrian compared to neighborhood retail?</p> <p>What will the traffic be like around Q-Mart?</p>
Marketing Director	<p>Does having a shelter make it easier/harder for you to do your job as Marketing Director?</p> <p>Is there any impact on your ability to lease/sell the different uses?</p> <p>What tenants or York Dry Goods community uses benefit or conflict with the shelter?</p>	<p>Does having the Q-Mart make it easier/harder for you to do your job as Marketing Director?</p> <p>Would Q-Mart make it easier or harder to attract retail tenants? Why? Any impact on renting/selling residential/office?</p>
Environment & Equity Director	<p>How does the shelter help you achieve an EcoDistrict? Why?</p> <p>How does the shelter help you achieve equity objectives?</p> <p>What community facilities would augment your equity strategy to help the homeless (whether they have shelter or not)?</p>	<p>In what ways does Q-Mart support climate protection goals? Equity goals?</p> <p>How does this compare to the supermarket?</p> <p>Note: Q-Mart has a green roof and provides 400 entry-level jobs. Q-Mart generates more traffic and emissions from long-haul transport of goods. Supermarket supports local farms and provides tuition for employees.</p>
Neighborhood Liaison	<p>Which neighborhood groups are in favor of/opposed to the shelter? How many and why?</p> <p>How did you decide which groups to please and which ones not to please?</p> <p>Note: Church is lead group asking for homeless shelter. Neighborhood Alliance opposes this use.</p>	<p>Which neighborhood groups are in favor of/opposed to the Q-Mart? How many and why?</p> <p>How did you decide which groups to please and which ones not to please?</p> <p>Note: Justice for Elmwood and Old Urbanists ask for Q-Mart. Neighborhood Alliance and Yorktown Enviro Coalition oppose this use.</p>
Financial Analyst	<p>What specific information led you to advise having/not having the shelter, why did you advise this way?</p> <p>Note: Developer must pay \$1 million to City if they do not build shelter</p>	<p>What specific information led you to advise this way?</p> <p>Note: Q-Mart generates very high tax revenue to the City and low return to the developer given the large footprint it occupies.</p>
All Roles	<p>Note: The City does not require that you build or rehab the homeless shelter.</p>	<p>Note: Q-Mart provides entry-level jobs, high tax revenue, and extensive range of products but generates emissions/traffic. Supermarket supports local farms and provides tuition for employees.</p>

Facilitation #2

GOAL: Make sure participants can defend their decisions, have refined their proposal, and are preparing for the City Council presentation.

Topics for Questioning:

- Vision statement: consistency of vision statement and site plan
- Financials
- Product placement, product amount, adjacencies, compatibilities, views, open space, existing buildings, target tenant list, retail competition, community benefits, traffic, number and type of jobs, and other choices made.
- REVIEW: Target tenant list with Marketing Director and EcoDistrict worksheet with EE Director.



STEP #1: VISION

- Ask the **Site Planner** to state their team's vision for Elmwood.
- Question the **Site Planner** if the vision is not consistent with the site plan.
- What is the focal point?
- Did a real place inspire your plan?



STEP #2: FINANCIALS

- Ask the **Financial Analyst** to show you the summary page in the financial model and check:
 - › rate of return (at least 13.5%)
 - › city revenue (at least \$9.5M)
 - › affordable housing (at least 10%)
 - › any overbuilding? (absorption over 3 years)
- › What uses have more value in terms of profit margin? In terms of city revenue?
- › Which uses are more costly for the developer? Which uses provide a higher/lower city return?
- › What do your absorption rates look like? Is there a risk associated with that?

STEP #3: ROLE-SPECIFIC

Ask each role same question using Socratic Method



Product type

Ask about decisions made on type of uses, particularly amount of open space, existing buildings, MR Office or Condos, affordable housing. Examples include:

- Were you in favor of keeping all three existing buildings? (Demolishing two of the existing buildings?)
 - › Consider enviro impact, leasing strategy due to unique space, higher costs, no dedicated parking.
- Were you in favor of including x% open space?
 - › Consider financial impact, impact on site plan, EcoDistrict impact, city subsidy, programming and uses in parks.
 - › Target Tenant List – ask MD to share what retail tenants they will attract (especially important if they have a Q-Mart – what businesses can thrive adjacent to that use?) and office tenants.

Product placement

- Building/use placement and adjacency/compatibility:
 - › In Fac #1, you might have asked each role if they are in favor of the Q-Mart or Shelter. In Fac #2, you might ask if they are in favor of the use in that location or in place of another use.
- Other topics:
 - › Uses at gateway to Elmwood
 - › Location of shelter
 - › Placement of tall buildings
 - › Adjacency of parks to other uses? what is it like if beside parking garages?

EcoDistrict: Equity Strategies

- Which strategies are you including to meet the equity pillar in your EcoDistrict?
- How will you measure them?
- What types of jobs are created?
- How much affordable housing are you planning?
- Community facilities:
 - › Do the uses add to the team's vision?
 - › Are the uses helping make the place more livable, equitable, multigenerational, and greener?
 - › Do your community facilities contribute to or help address gentrification?

More Role-Specific Sample Questions

Facilitation #2

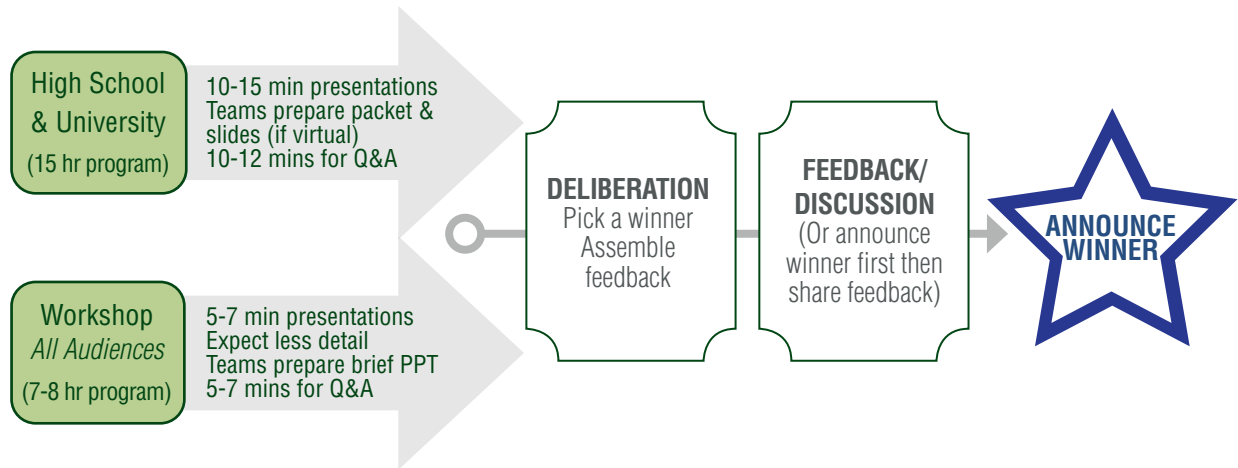
Ask questions about having two luxury condos or the amount of affordable housing provided, directed at each role, then finish your line of questioning about that use before starting questions on another use. Use these strategies to ask questions on other topics (see above).

	Luxury Condos	Affordable Housing
Ask each role:	Did you advise for or against having two luxury condos? Why?	Are you satisfied with the amount of affordable housing your team is providing? What would happen if you provided more (or less) affordable housing? Did you have to give up something to provide more?
Site Planner	Are the condos consistent with your team's vision? How did you choose between Condo 1 and 2? What are the benefits of each? Ask about placement of each, especially access to parking/retail and views/adjacencies.	How does providing this amount align with your vision? What tradeoffs would you propose to get more (less) affordable units (probably means less open space, community facilities, etc.)?
Marketing Director	What is the absorption rate for luxury condos? Do you see any issues with having two luxury condos? How do you feel about this decision? Pros/cons?	Do you see any issues with the amount of affordable housing your team is providing? Does it impact your ability to market the condos/market-rate units? Attract retailers/office tenants?
Environment & Equity Director	Do you have any concerns about gentrification? Can you tell me how are you satisfying the City's request for Elmwood to be an EcoDistrict by including two luxury condos?	Which type of housing did you try to target most – workforce (townhouses), low income (podiums), very low income (rehabbed buildings)? How does your amount of affordable housing and types provided help with achieving equity goals and meeting an EcoDistrict?
Neighborhood Liaison	Were there any neighborhood groups in support/opposed to this decision? What are their reasons?	Which neighborhood group is in support of affordable housing? Reasons? How will your team's decision make it easier, or harder, for the City Council to choose this plan?
Financial Analyst	What are the financial implications of having two vs. one luxury condo? What could you do if you wanted to generate more revenue without the extra luxury condo? Note: <i>Usually, they will have to give up some nonprofit uses, affordable housing, or open space, or find ways of increasing revenue by demolishing existing buildings or increasing the amount of other profitable uses. Watch out for the potential of creating additional absorption costs with the changes suggested.</i>	If you increased (decreased) affordable housing, are there consequences to your rate of return and the city revenue? Would you need to change something in your plan to get those numbers up? What would that be?

Objective

The UrbanPlan exercise culminates in each development team presenting their proposal to the City Council comprised of UrbanPlan volunteers. The City Council hears each presentation, asks questions of each team, and selects a winner.

Process



Tips

- Remember, you are an ELECTED official – think like a council member.
- Listen to the presentations and challenge the participants’ assertions from your position as a councilperson.
- Typically, one volunteer is asked to serve as Mayor to keep questions moving amongst council members.
- You might want to focus on asking questions around a specific topic or of a specific role.
- In the 15 hour program, each student should answer 1-2 questions each (fewer in workshops).
- Refresh your memory of UrbanPlan before the session by reviewing the RFP and this cheatsheet.

Preparation & Scoring

- Review anything you receive in advance. If you receive the packet on the spot, review the financials first.
- Note team names and anything that stood out. Keep a running tally of order of favorites (i.e. 1 – 2 – 3).
- There is a lot of information to process, so take 30 seconds between teams to fill out scorecard.

Questioning

- Keep questions simple and concise and ALWAYS direct your question to a specific role.
- Make sure you ask questions – do not just make statements.
- Do not use technical/professional jargon (OK with grad students).
- Study the RFP so you can evaluate if the teams have actually done what they say they have.
 - Are they making conscious choices about their development decisions?
 - They should be able to answer “why?”

Sample question prompts:

“I am concerned to see there is no...”
 “Why did you decide to not include...”
 “How do you defend...”
 “I am going to have trouble defending...”
 “My constituents want...”

Take on a persona. It is OK to have opinions, but be consistent amongst teams and always make it clear your role playing. Always direct your questions to a ROLE.

Sample Questions for Each Role

Neighborhood Liaison

- Neighborhood Liaison, you make this sound easy. So, I'm assuming you are going to be by my side tomorrow morning when the Neighborhood Alliance is on my doorstep complaining about these two high-rise condos [or group re: another issue]. These are not only my constituents, but they are also voters and donors.
- Neighborhood Liaison, I am concerned that there is no homeless shelter. Where are the unhoused going to go? What do I tell Reverend Wellington as he is going to be very upset about this?
- Neighborhood Liaison, which group will be most pleased with your plan? Which group is going to be coming to me with the biggest concerns about your proposal?

Marketing Director

- Marketing Director, how can you defend overbuilding condos [or other use]. I am really concerned that this is risky and will make it hard for you to attract investors? *(Good answer if they can tell you how long the space is vacant, rather than giving you an "outperforming the market" defense.)*
- I have a question for the Marketing Director in regard to your EcoDistrict. What are the benefits to potential tenants? How do you plan to market these features?
- Marketing Director, I see that you have chosen podiums 1 and/or condo 1 over the mixed-use options. Are you going to have trouble attracting renters and buyers without the amenities available in the mixed-use buildings?

Sample Tenant Mix Slide



Financial Analyst

- Financial Analyst, I am really concerned that you are only barely meeting the tax revenue that we asked for. What changes could you make or what could you give up to increase our tax revenue?
- I would like to ask the Financial Analyst about the high rate of return. Your investors are going to be happy, but what are you not providing for our constituents? What else could you add that would help meet the RFP goals?
- Financial Analyst, which use gives the most value to your investors?

Site Planner

- Site Planner, I am really concerned about the placement of xxxx by York Avenue [or other location]. How are you going to defend not maximizing the highest value land near the YART?
- Site Planner, are some of the people experiencing homelessness potentially going to use the park that is adjacent to the shelter?
- Site Planner, my constituents are not going to be happy with a Q-Mart. What am I am going to tell them about the traffic that it will generate and the eyesore it will create with all those blank walls?

Enviro & Equity Director

- I have a question for the EED. I was hoping to see you achieve the metrics requested by my constituents in the Yorktown Environmental Coalition, such as 75% net zero energy buildings. What changes could you make to increase your metrics?
- EED, I am not seeing very much open space (or affordable housing). How do you defend this decision? How did it impact your EcoDistrict strategy decisions?
- EED, I ran on a campaign of making Yorktown more equitable. How will your proposal help make Elmwood specifically more equitable? How are you prioritizing the needs of the residents and business owners who already lived or worked here?

Team Questions

- Why should we pick you? *[Ask this to each team.]*
 - What makes your proposal the best?
-

Expectations

Expect a complete package that meets the following key hurdles:

- Expect a “vision statement” (do not accept a mere description of the “features” or “elements” of the project).
 - Expect a site plan that matches the vision.
 - › If vision states the district will be “lively day and night” with a “community gathering place,” is there retail on the street? Are there places where the residents and workers can and would really gather?
 - For 15-hour program:
 - › Challenge the teams. The students tell us they want to be treated like adults – but know when to draw the line. Do not push too much – one follow-up response only.
 - › Expect connections and a more nuanced response than in workshops.
 - Do not accept outlandish assertions such as:
 - › The Neighborhood Alliance will accept density/homeless shelter/Q-Mart if we don’t include this other objectionable use or if it is far way. *(We know they will still be upset.)*
 - › Artists will provide lessons for free rent, etc.
-

Reviewing Financials

In the high school and university programs, you will receive a packet with the following financial model worksheets: Summary, Use Allocation, Value, and Market. With that information you will be able to do the following:

- Verify what is being said in presentation – what they claim is irrelevant if it does not match spreadsheets.
- Source for questions; allows you to dig deeper.
- Understand the specifics of how the team met the RFP goals (or did they just plug in numbers to make it work?), addressed neighborhood wants, met City goals, and balanced market demands.

The financial information notes powerful indicators, but does not represent the entire project.

Summary Worksheet	Review first	Shows key hurdles and includes aggregated list of all uses and absorption period.
Use Allocation Worksheet	Review next	Inputs for affordable housing and net zero energy buildings. Program uses for existing buildings.
Market Sheet	3-year absorption period	Look for rates that are too high or too low (under 1 or well over 3) – address risk of overbuilding during questioning.
Value Sheet	Developer profit	Is profit diversified or in a single use? You can see financial impacts of overbuilding.

For the 15-hour program, you will also receive a packet with vision, site plan, how they met city goals, how neighborhood groups’ requests were addressed, target tenant list, EcoDistrict worksheet, and financials (street view of 9th Avenue is optional to educators). You will also get a scorecard comparing the fundamentals of each team. You will be able to tell which team has a higher profit margin, higher city revenue, more jobs, types of jobs, more units of affordable housing, more community facilities, more open space, etc. You can prepare questions based on those numbers. You will be able to tell which team has a more balanced proposal in terms of numbers (but remember the site plan, pitch, and defense are just as important when you select a winner).

	Team 1	Team 2	Team 3	Team 4	Team 5
Team Name					
Rate of Return (%) * must be at least 13.5%					
City Revenue * must be at least \$9.5 million					
Affordable Housing (%) * must be at least 10%					
Affordable Housing (# of units)					
Total Housing (# of units)					
Total Jobs Created					
Total FT Entry-Level Jobs					
Total Open Space (SF)					
Total Net Zero Energy Buildings (%)					
Absorption (are any uses overbuilt?)					
Community Facilities in York (total SF)					
Is there a Homeless Shelter? (new/rehab/none)					
Is there a Q-Mart?					
EcoDistrict Strategies (climate protection, equity, resilience) Big idea?					
Notes					
Notes on Vision Statement					
Current Ranking					
Strengths					
Weaknesses					
Individual Presentations					
Environment & Equity Director					
Financial Analyst					
Marketing Director					
Neighborhood Liaison					
Site Planner					