

UTA CENTER FOR METROPOLITAN DENSITY CfMD RESEARCH JOURNAL

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JHP Architects and Cityplace Company



Introduction & Mission Statement

The UTA Center for Metropolitan Density (CfMD) research supports the premise that greater Density produces the most Economically Productive, Fiscally Efficient, Environmentally Sustainable, and Culturally-Supportive environments.

BENEFITS OF DENSITY

UTA CfMD believes that the benefits of greater density are significant and demonstrate advantages across a range of factors, including:

Economic Productivity

Density of Investment promotes Fiscal Efficiency and Higher Tax Rates.

Value Creation

Dense Development optimizes efficiency of expensive infrastructure such as Public Transportation.

Business Processes

Workplace Density provides Improved Productivity and Efficiency; and a readily accessible Talent Pool.

Social and Cultural Benefits

Closer Proximity fosters Social Interaction, which supports greater Retail offerings and Cultural Variety.

Environmental Sustainability

Density requires less Land and can use existing infrastructure, reducing dependency on Natural Resources

Director's Viewpoint

Michael P. Buckley, FAIA

Center for Metropolitan Density
University of Texas at Arlington

This Research Journal features high density solutions in the belief that measurable benefits accrue from intensive development:

- Large Pension Fund participation favors more dense Investments,
- Sprawl creates Fiscal and Transportation inefficiencies,
- Density is more Sustainable and generates new City Taxes,
- Higher-density Workplaces offer proximity to talent pools,
- Density drives urban retail and cultural amenities,
- New interest in urban lifestyles has fueled high density residential in areas which before had little product.



We believe the rapid suburban expansion in Metropolitan areas deserves dedicated research and fact-based comparisons, along with alternative development Scenarios to afford the best Urban residential, workplace, and cultural choices.

We seek higher density solutions which contribute to more livable, walkable, and more sustainable settlement patterns, as shown in the city revitalization Scenarios in this CfMD Research Journal.

These Scenarios explore creating imaginative alternatives to Sprawl with Framework Planning, Investment Feasibility, and Vision Plans to depict possible outcomes.

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High Density Challenges & Framework Planning -- Pgs. 2,3,4

Execution Challenges and Best Practices for Framework Planning for Vision Plans and use of Tax increment to create new value for underutilized urban sites.



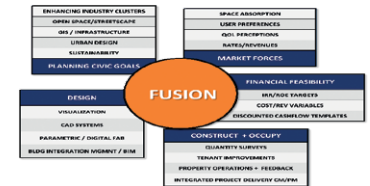
Corporations as MXD Sponsors Pgs. 8,9

Excerpts from Berlage Institute Colloquium in Brussels with Case Study examples of Mixed-Use Corporate headquarters and repurposing disposition of surplus assets.



Panther Island Vision Plan Pgs. 2,3,4

Vision Plan for underutilized 255 acre site previously prone to flooding, configured as new Live/Work District generating significant Tax Increment to fund infrastructure.



Review of UTA CfMD Research Topics -- Pg. 10

Topics include Strategic Industry Clusters, Tax Increment Financing, Changing Demographics, Public-Private Partnerships, and Fusion of Development Decision Systems.

Challenges to High Density Solutions

Density as Urban Solution

Density is the watermark solution for Urban Development, as shared costs can be spread further. Mixed Use offers more revenue parameters to afford better architectural features, landscaping, and designed open space. Density can help prove that walkable and secure New Districts are more urbane environments than their counterparts.

Our emphasis is on Transparency -- in Vision Planning and the use of Special-Purpose entities to administer multi-phase projects, and with Feasibility templates illustrating financial results --- all of which contribute to managing Public expectations.

We believe higher densities enable the best Residential-, Workplace and Cultural choices, and creates more livable, walkable, and fiscally-sustainable environments.

Urban development is in reality the opportunistic repositioning of underutilized sites with higher density mixed-uses targeted to specific markets. Urban development presents unique difficulties with increased costs, density approvals, feasibility hurdles with expected investment returns, and most importantly design methodology to create new Imageable Districts including memorable open spaces and walkable streetscapes.

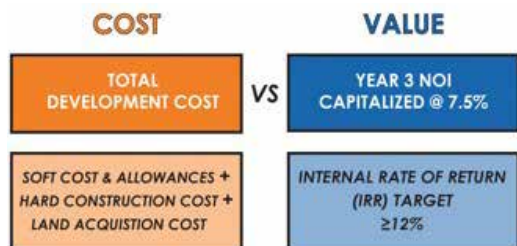
Many young professionals and empty-nesters now prefer Urban amenities and increased contact, generating significant residential growth and concentrating talent seeking more engaging Workplaces.

We believe higher densities enable the best Residential, Workplace and Cultural choices, and creates more livable, walkable, and fiscally sustainable environments.



Feasibility Testing

Vision Plans must balance imaginative Site and Use Concepts, with Niche Market Support for each use, and Financial Feasibility which meets investment return objectives. Intersection of these forces creates the Best Fit project, fundamental for viable development.



Many fail to understand that the "Holy Grail" is the Capitalized Value of a Project --- not its Cost. Capitalized Value is foreign to many Designers as they concentrate on controlling Cost alone. Developers also focus on Net Operating Income (NOI), the net revenue after operating expenses, maintenance and taxes, but not including financing/mortgage charges. Financial institutions also focus on NOI as the source for debt repayment.

UTA's Advanced Design Studio has Feasibility Cash Flow Models for designers to calculate NOI over time with discounted cash flow (DCF) templates. These array revenues and expenses over 10 years with a hypothetical project sale in year 11. The annual NOI's and Residual Sale are discounted to present day at an appropriate Discount Rate to generate an Internal Rate of Return (IRR), the best industry financial Method.

Our Feasibility templates thus merge the two distinct modalities -- Architects focused on Cost, and Developers focused on IRR. Recognizing urban development carries extra costs for parking, fireproof structures, and land acquisition, achieving Investment Returns, and validating Framework Plans upon which Vision Plans are based, are crucial.

The Uneven Playing Field

Urban Development faces unique challenges particularly compared to Suburban opportunities:

- Higher Land / Construction Costs
- Structured Parking = Lower Parking Ratios
- Complex Approvals / Financing Hurdles
- Lack of Open Space/ Landscape / Public design expectations
- Creating Mix of Retail / Foodservice

Execution Hurdles

High Density Urban Development faces specific process issues during planning and execution:

- Proving Predevelopment Feasibility and surviving Financing Underwriting
- Need for, and availability of, Workforce incentives to attract small Firms and Corporates
- Construction complexity including access and jobsite limitations
- Project Construction/Delivery constraints and logistics

Creating Investment Premium

High density Urban development can create higher sustained property values than comparable Suburban projects due to:

- High profile image / urban identity
- Creation of new prototype products
- Quality of Investment-grade assets with longer-lived Value
- View premiums with better Urban vistas than suburban
- Density can support lower Cap Rates, hence increased Value
- Expanded Fiscal Benefits with jobs, Residents, and City Tax Base
- Workforce Density and Proxemics encourage innovation, strengthening Industry Clusters and attracting, concentrating and retaining knowledge workers

Creating the Retail "Mix" in the Mixed-Use

High intensity environments mix Workplace and Residential with Retail and Foodservice which have very different architectural and mechanical/system preferences. Cafes require kitchen exhaust and frequent deliveries, and trash removal much more than Residential. Collision of these systems within the base building cause design and configuration conflicts, hence must be resolved early.

Urban Design, Landscape and Authenticity

Streetscape with abundant trees and designed open space for gatherings, can ensure walkable Districts. Imaginative Design of Retail Shopfronts/ Signage, and preserving View Corridors, can create a "Walkability Premium" recognized by financial institutions as increasing Asset Value. Thus Urban Infill Districts can offer financially viable opportunities for Cities to sponsor alternative choices to suburban competition.

City urban cores develop over time with varied textures. Many have street grids and unique architectural character with a predominant palette of building materials and scale. Urban Design should respect existing patterns, preserve recognized Urban view corridors, and seek Development Solutions which best fill the host City's architectural fabric.

Most urban workers and residents who choose an urban lifestyle also recognize that compared to suburban, Urban is a different, more authentic experience. This Authenticity can be reinforced as a competitive advantage if the City can offer:

- **Pedestrian Experience** -- Walkability with access to Retail, Foodservice and Recreation
- **Workplace Intensity** -- with a concentration of specific Industry Clusters and a range of Workplaces from Incubators to Corporate
- **Broader Residential Choices** -- from Micro-Lofts to Stacked Townhomes to Family Courtyards
- **New Cultural/Educational Offering** -- K-6 Magnets to Media Tech for tomorrow's workforce
- **Open Space** -- From Streetscapes to gathering Places

These Urban Design elements, grouped into connected Districts perceived as safe and secure, are the very foundation of Urbanity.

Critical Success Factors

The challenge of high density development means mastering both Investment Hurdles and Design Opportunities, and controlling factors that determine success such as:

Create Dramatic Site/Use Concepts
Architectural Image + Quality Amenities

Create Mix of Retail/Foodservice
Targeted Tenant Mix + Food/Fashion/Frivolity

Emphasize Walkability / Open Space
Streetscape Paving / Signage/ Open Space

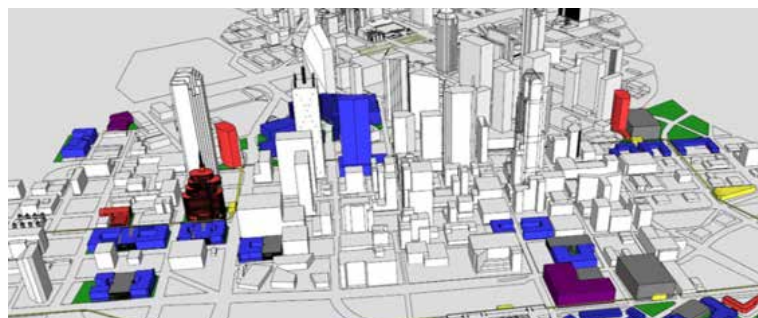
Offer Broader Residential Choices
Multi Family / Micro Lofts/ Townhomes

Design for User Preferences
Retail Layout / Servicing / Parking Access

Demonstrate Financial Feasibility
Niche Market Support/ Investment Returns

Niche Market Support: Dallas Infill Vision Plan

Plan for an Infill Strategy on currently vacant or underutilized sites within the Dallas urban core sought Niche Market Supported uses



CfMD Advanced Design Studio

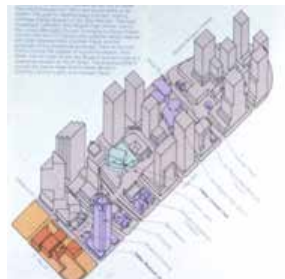


Co-Working Incubator

Former vacant lot supports replacement parking in concrete ground floor and stick-built upper floors for shared offices, crowned by a Bow truss roof for meeting/conference spaces. Co-Working concepts are small Niche Marketing products which can have powerful urban Workplace impact and high architectural profile.

Vision Plan Case Studies

For Scenarios which create a memorable impression of new uses for underutilized urban sites, which can prove predevelopment Feasibility, these Vision Plans have powerful impact by visualizing development potentials as these Case Studies illustrate:



Vision Plan: Sasaki Assocs & Halcyon Ltd.



Dallas Arts District

Plan for high-density Office and Residential complementing Cultural facilities in an underutilized Dallas quadrant focused on pedestrian Flora Street with Art Galleries and Cafés to create a unique regional destination. But mandated underground parking added 20 years to achieve today's results, which have transformed values.



CfMD Advanced Design Studio



Fort Worth Jones Street Corridor

Currently vacant lots shown with new concept for a Niche Market Supported Geotech Institute Tower focused on the oil and gas industry, seen at left, a MXD Residential enclave, STEM and Digital Media educational facilities, Convention Center expansion and linked Hotel, all with objective to maximize Tax Increment to fund a new Jones St Corridor Parking Authority, Mini-park, and extensive Streetscape treatment.

Framework Planning

Framework Planning Best Practices

Framework Planning initiates the Vision Plan process, identifying key land use parcels, circulation and public space. The Framework Plan establishes an early computational template for areas, costs and potential revenues to allow early Financial Feasibility testing. We believe Best Practices leading to Scenarios for new Urban Districts include;

- **Open Space** ---- Major Spaces to establish "Address Value" for significant buildings, linked by pedestrian focused Streetscape and Landscape systems to create walkable Districts
- **Design Vocabulary** ---- Building materials, Color palettes, and Skyline Profiles to establish boundaries, and new District identity
- **Right-sizing Parcels** ---- Layout pre-identified uses with adequate structured parking, on-site open space, and building footprints
- **Streetscape Plan** ---- Energizing street exposures with Retail and Foodservice and establishing a Tenant Mix plan
- **Circulation Pathways** ---- Identify major throughput Circulation and District Gateway /Departure points including Service to each Parcel and access to high density Parking.

Understanding User Preferences

Consideration of future User Preferences as well as current Population-needs within Districts requires the following steps to achieve consensus:

- **Matrix of Uses** ---identifying categories of Users against Land Uses.
- **User Segmentation** ---- Psychographics Profiles of probable Users by type including Techies, Foodies, Hipsters, Family Values, Home Improvers, Entrepreneurs, Fashionistas, etc.
- **View Corridors** ---- Pre-establishing Historic Preservation goals, Contextual points of interest and civic desires to preserve significant views.

Management of Risk Drives Development Value

Integrating Investment Objectives must be part of Framework Planning, with Feasibility templates designed to test early assumptions against financial parameters, includes:

- **Investment Hurdle Rates** ---- Identification of Investment Return objectives for key parcels and uses with predevelopment tests based on schematic designs.
- **Calculation of Tax Increment** ---- Particular emphasis on new Tax Ratables which would not otherwise be available to the City without development.
- **Project Timeline** ---- Emphasis on Infrastructure Improvements as well as Phasing, as absorption has both embedded value for completion and penalties for delays.

Managing Public vs. Private Expectations

Public and Private sector have expectations for new development. Effective and timely execution requires discussions on both investment objectives and public benefits be discussed early, often, and publically.

- **Developer's investment** ---- Private sector upfront acquisition and planning costs should be respected during Public reviews of Scenarios
- **Design Quality Expectations** ----Architectural impact, open space, land uses, and density must be addressed early in Framework planning, as these greatly influence Vision Plan and individual Project designs which follow
- **Streetscape Concepts** --Including Tenant Mix, Shopfront Design and Signage for viable Retail/Foodservice
- **Infrastructure requirements** ---Off-site improvements beyond Developer's responsibility
- **Stakeholders identification** ---and probable consensus issues identified in advance to address approval / voter concerns

Framework Case Studies



Advisors to GSA--Byer Blinder Bell + HR&A + Halcyon Ltd Developer--Forest City

The Yards -- A new Live/Work District

This 42 acre redevelopment of the former Navy yard in Washington combines adaptive reuse of older structures with new construction for over 2800 residential units, and 2.4M sf of office space.

As the largest DC Federal privatization, The Yards Framework Plan's higher density addresses DC's limited development potentials due to height limits, and the wish to forge from an obsolete and unsafe industrial site, into a Live /Work neighborhood with 5.5 acre Anacostia Riverfront Park.



UTA CfMD Advanced Design Studio

I-435 Corridor

Debate over repositioning of i-435 separating downtown Dallas from the Western CBD became the focus for alternative strategies such as construction of a bypass tunnel which could connect traffic together at the Woodall Rogers and I 35 ends, subsequently demolishing the existing freeway, adding substantial high density development to Dallas' downtown core.

The schematic Framework Plan allowed calculation of Tax Increment with upgraded Parcel Sales to fund Infrastructure, including new landscaped by-pass tunnel, and demonstrate new Jobs, Residents, and significant new Taxes generated by the higher density development.



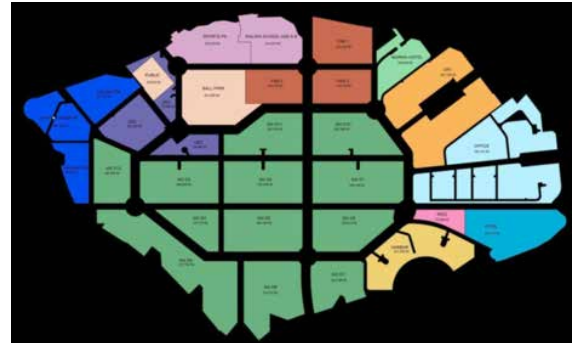
UTA CfMD Advanced Design Studio



Garland Repositioned Shopping Center

For a vacant Shopping Center with empty retail Anchors at a key gateway to Garland, the UTA CfMD Advanced Design Studio proposed a Residential-based Town Center concept.

The Framework Plan with new Street Grid utilizes Specialty Retail and Foodservice at ground to re-create some missing Retail fabric, supporting more viable Market-Rate Residential at upper levels, a Boutique Hotel, and Graphic Design School. The Tax Increment generated is allocated for two large Public Open Spaces and an upgraded Retail/Café Streetscape unifying the two sites.



Parcel Plan
Shows major Land Uses and Districts, less Public roads, defining Parcels for Private Developers



UTA CfMD Advanced Design Studio

Development Framework and Parcel Plan

Fort Worth's downtown core faces a former 255 acre industrial zone in a loop of the Trinity River which has been historically subject to flooding. The Trinity River Vision Organization intends to construct bypass channels for a constant-level Trinity River, removing the earthen berm, creating new Riverfront sites. Panther Island is unusual due to the lack of existing residents or businesses on-site to be displaced, with adjacency to Ft Worth's urban core, and the opportunity to create a significant new Live/ Work District

UTA CfMD Advanced Design Studio focused on maximizing density within market constraints , producing the largest possible tax increment to match \$360 million Federal infrastructure funding. The Parcel Plan shown above identifies Districts with increased Parcel values and Parcel sales, to Developers via a nonprofit master Development Corp. to pay for significant upgrades to Streetscape and Open Space.



Re-use Existing Ballpark and Power Plant

Unused Ballpark above and abandoned Power Plant with Triple-height interior spaces at left, could be re-purposed to create new anchors for Districts and provide access to innovative funding including Historic Preservation Tax Credits and city incentives for Jobs/Sales created.

Land Use Program

The Scenario illustrates maximizing density with 8500 Upscale, Market Rate and Family Residential units and a K-6 Magnet School.

Panther Island Vision Plan Also Includes Specialized 700,000sf Office District, an Entertainment zone which reuses the currently vacant Stadium, Streetscape with Retail/ Cafes and Community Retail Tenant Mix; and an Urban Retail Center with Four Mini-Anchors supporting Specialty Retail with and upper level Micro-Lofts.

Special Riverfront zones become settings for more Upscale Housing, and Boutique Hotel With Conference Center re-using the now vacant but historic Power Plant.

Boulevard	Total Parcel SF	Total GBA SF	Res Units	Htl Rms	Dev Cost\$M	Land \$M	Prkng Spcs	Proj TIF	City Tax
TowerOffice	350,000	1,016,830			327,845,610	41,769,136	2,094	89,907,530	31,575,600
Lo-RiseOffice	434,000	508,415			163,922,805	20,884,568	1,047	44,953,765	15,787,800
MedicalOffice	251,476	250,000			29,093,874	2,837,344		3,394,800	5,635,368
Incubators	314,015	56,508			8,476,200			4,944,914	8,208,557
Res MXD	3,415,486	11,535,670	6,084		1,514,630,742	200,688,573		128,676,969	213,603,769
Family Res	793,222	1,885,342	686		231,210,102	30,263,499	1,498	16,719,710	27,754,719
HarborLUX	391,880	682,000	440		312,237,360	42,018,028	960	10,830,500	17,978,630
Street Retail		693,788							
Townhomes		519,456	840						
Boutique Htl	166,640	250,000		300	108,713,237	14,117,740	375	5,401,480	8,966,457
Hotels Confctr	406,870	314,025		288	155,304,625	34,472,927	290	7,716,400	12,809,224
UrbRetVillage	597,130	706,662	500		82,640,247	13,593,664	1,474	8,000,000	13,280,000
UrbEnterCntr	357,205	629,015	18		75,728,150	6,140,354	896	7,859,700	13,047,102
AeroMuseum	185,740	30,000			35,000,000				
K-6 + Childcare	231,970	15,000			47,000,000				
Sportsplex	252,030	12,000			18,000,000				
Ballpark	321,800								
Public Garage	85,625	428,125			12,000,000				
Tot Dev	8,555,089	19,532,836	8,568		3,121,802,952	406,785,833	17,946	328,405,768	995,168,994

Payden Bullis

The Concept -- Landscaped Boulevard with

The landscaped Boulevard disperses traffic throughout the s Districts, accommodating large concentrations of Market Rate Use. Special Urban Districts house varied land uses including which re-uses the vacant Stadium, High Density Workplace Innovation District with Incubators and a unique regional offer



Joel Martinez



High-End Residential

The redeveloped Panther Island is large enough to afford broad choices in Residential—from upscale to Mid-Market Apartment to Townhomes and dedicated Family units.

Opportunities exist for High-End Residential at key Boulevard Intersection gateways close to Downtown Ft Worth. Iconic architectural profile, amenities on landscaped garage rooftops and destination Restaurants and Specialty Shops at grade create quality image.



Cameron Haddock

Urban Retail Village

The Retail Village provides three Lifestyle Mini-Anchors and a Mercado/Food Hall with Cooking School. The Mini-anchors frame a Village Green Courtyard with ground floor Specialty Retail and Cafes, with Micro-Lofts above. backed by Parking Garages. Destination Restaurants enjoy both river frontage and Courtyard access



Adrian Muñoz + Joel Martinez



Market Rate and Family Residential

To maximize density and affordability, most Panther Island Residential is stick-built with concrete ground floors featuring street-oriented Community Retail and Foodservice options. Each parcel has Garage Parking and Resident Courtyards as amenities for a safe and secure environment. Many parcels feature Stacked Townhomes on subsidiary streets. Family Residential units are designed with 3-4 Bedrooms and easy access to Parks and the new K-6 Magnet Elementary School.

Districts

Panther Island's Vision Plan creates a series of designated landscaped or architectural boundaries, such as Boulevard Serviced Apartments and Conference Hotel, Workplace spaces, dedicated Entertainment and Specialty Retail Districts



Innovation District



Saul Olmedo

Innovation District + Aero Museum

An Innovation District features Technology Incubators for startup companies and Co-working focused on area Industry Clusters. The Interactive Museum showcases Ft Worth Aviation Industry with Corporate Sponsorship and serves as an Educational resource with interactive exhibitry.

Themed Districts

Site from the new bridges to the East and West and connects the Residential, Family Housing, and Riverfront upscale Mixed-Use; a courtyard Urban Retail Village; an Entertainment District with Towers, Boutique Hotel and Convention Center, and an Incubating, an Aero-Industry Museum.



Santos Catalan



Manuel Serrato + Santos Catalan

Districts each characterized by similar uses and distinctive Market Rate and Luxury Residential, Riverfront Harbor with environments of high density Office towers and Incubator Districts.



Entertainment



Atabong Fonkeng

Entertainment District

Currently vacant Stadium to be reused as a Performance Venue in a new Entertainment District featuring Multiscreen Cinema, Nightclubs and multiple Sports Bars, Panther Island Brewery, and major Sportsplex with both indoor and outdoor sports, and Bike Shop adjacent the accessible Riverfront. Trailway system.



Santos Catalan



Manuel Serrato & Chris Huskey

Riverfront Upscale Residential MXD and Boutique Hotel / Conference Center

Trinity River flood control improvements will permit direct access to the Riverfront for a crescent-shaped Mini-harbor as the focus for Upscale Mixed-Use Residential and Cafés, with residential services provided by the adjoining Boutique Hotel. Conference Center re-uses the triple height of the adjoining historic Powerplant as Ballroom overlooking Ft Worth skyline.

BOULEVARD (255 acres)	
TIF Funding Sources & Uses	
Tot Dev Cost \$3,121,802,952	
GBA 19,532,836 sf	
SOURCES	\$M
(Note: New Net City Taxes \$ 470M)	
Proj Land Value/parcels (\$47/sf)	406
Current Value/parcels(8.5Msf@\$18)	-153
Net Parcel Sales	253
Project TIF Proceeds	328
Total Available	581
USES--Proj TIF Allocation	
Infras --Bulkheads/Channels	320
Local Streets Const (2.5M @ 20 /sf)	50
District Streetscape + Boulevard	50
Harbor Riverfront Open Sp	12
Hotel Perf Venue	15
Entertainment Dist Public Garage	12
Innov District Aero Museum	25
K-6 Magnet	25
Childcare	15
Fire Station	12
Perimeter Riverfront Parks	15
Dev Corp Funding 15yrs@2m/yr	30
Total Parcel Sale/ TIF Allocations	581

Total Dev Cost \$3,121,802,952

Total TIF \$328,405,768

Total Parcels (sf) 19,532,836

Total Land Sales \$406,785,833

New Residents 13,731

New Jobs 27,082

New City Taxes \$995,168,948

Panther Island Boulevard Summary

\$3 Billion Development with TIF of over \$328 Million to match Federal funding; Revalued Parcel Sales over \$406 million -- well beyond current values; allows upgrades to Streetscapes/Open Space. 13,700 New residents more than double units in downtown Fort Worth; ,Office ,Retail and Residential Jobs and Vendor multiplier creates 27,000 Jobs; Maximizing Density yields new City Taxes over \$995 million, a significant contrast to today's obsolete site property values.

TIF and Improved Parcel Sales

Chart above illustrates Sources and Uses of funds from substantial new Tax Increment allocated to match Federal infrastructure grants . Current Value of the Parcels Is Increased Tenfold by site Improvements --- to be resold By a Special Development Corp and used for specific additional site upgrades . These are City Taxes that would not otherwise be generated, and parcel Sales that could not otherwise happen without the proposed public improvements, Hence Panther Island is a textbook illustration of Public / Private Partnerships and the value of Tax Increment Financing.

Corporate Sponsorship of Mixed-Use Development

Based in part on a presentation by UTA CfMD Director Buckley at Berlage Institute's "Corporations and Cities" Colloquium in Brussels, this article explores potential advantages for Corporations to sponsor high density workplaces which feature mixed-use components and strong architectural identity which can foster stronger corporate images and create lasting facility values.

The New Corporate Image

For the first time in history a truly global development environment exists. Corporate capital must optimize expenditures, such as facility location decisions, considering their Business Units and Process Drivers:

- Sales/Product Production and Distribution Channels
- Communication Technologies and Networks
- Logistics Efficiency For Shipping and Materials Handling
- Supply Chain Management and Just-In-Time Inventory
- Competition to Recruit and Retain Knowledge Workers
- Ongoing search for increased Workplace Productivity

Process Drivers vs Distinctive Advantage

Many of these Process Drivers are unique to a region and/or product and cannot be influenced. However costs for Personnel and better Workplace Environments are increasingly dominant, and competition for the best and brightest Talent is persistent. For these instances, Corporate-sponsored Urban Mixed-Use can offer Distinct Advantages:

- Exploit Corporate Image within defined Industry Clusters
- Establish Employment density in Facilities, People, and Amenities
- Diversified and Sophisticated Live/Work Options can Attract increasingly hard-to-find Talent
- Iconic Architectural Profile can enhance Corporate Image
- Mixed-Use Development can offer Specialty Retail with Imaginative Food-service--- better than the equivalent Corporate setting

Corporate Sponsorship of MXD Formats

Corporations typically have single-purpose facilities with highly customized layouts and tightly organized operations, while Cities prefer Mixed-Use for synergy and best use of scarce land resources.

We believe that Corporations who explore other formats and sponsor Mixed-Use Development, such as those shown at right, can realize benefits of:

- **Corporate Citizenship** ---- Stress Civic responsibility, especially Corporations with a long history in a host city
- **Urban Image** -- -- Project a sophisticated Architectural Profile with more memorable Public Open Space
- **Workplace Amenities** -- -- Better access to imaginative out-leased Retail and Foodservice concepts

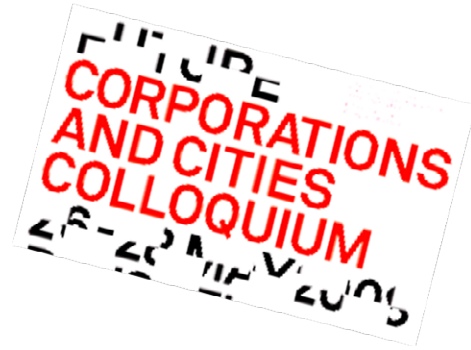
Corporate Sponsorship of Historic Preservation

Corporations often support Preservation efforts, particularly in their headquarters cities, where they can generate image-enhancing results and when the need to serve as financier of last resort is fundamental to success.



Historic Union Station

Five major Hartford-based Life Insurance companies facilitated revitalization of the long-neglected Union Station with special Financing of a complex Public/Private Partnership between the Greater Hartford Transit Authority, Federal DOT funding and community developer, Halcyon Ltd.



Stubbins Assoc + Halcyon Ltd(Advisors)

Citicorp Center NYC

International Retail and Café Marketplace themed to host countries in which Citicorp conducts business; one of the first contemporary examples of Corporate Mixed-Use sponsorship whose success influenced values of adjacent sites as higher densities.



Cesar Pelli + Halcyon Ltd(Advisors)

Bank of America, Charlotte NC

Founders Hall Performing Arts Theaters and multiple Food-service offerings, from Fast food clusters to destination Cafés and Specialty Retail, share a multi-story Atrium as integral part of Bank of America's headquarters which has become a major contributor to Charlotte's downtown renaissance.



Tsao McKown + Halcyon Ltd(Advisors)

IMC Center, Qingdao China

Regional Headquarters for International Marine Carriers features residential complex and high-rise Office sharing a four-story Atrium as both a Workplace and Residential amenity, with Specialty Retail, Food Market, and International Cafés.

Corporates and Community

Corporations typically have arm's-length City relationships believing they are on the wrong side of the value exchange ---contributing jobs and taxes receiving little in return. Corporates often do not consider Stakeholders -- those in the community for whom common goals can be agreed for new Development or for significant upgrades to existing facilities.



Prudential Realty + Halcyon Ltd(Advisors)



Prudential Center Revitalization, Boston

Faced with obsolete 60s style environment, Prudential Realty listened to Community Groups and undertook a radical repositioning, creating a Mixed-Use link between the Back Bay in the South End neighborhoods, while connecting the new pedestrian path with stylish Retail Arcades, and securing Approval for significant new Office and Residential towers on the existing site.

Corporates as Champions for Repositioning Districts

Corporations often Lead efforts to restore underutilized districts, most commonly in self-inter-est based on their presence, or as affected by the surrounding deterioration of their obsolete facilities no longer required for the corporate business, which could be transformed by higher densities. Repositioning these obsolete sites/ facilities can provide the following:

- **Correcting Negative Perceptions** --- improving image and quality perceptions as affects corporate facilities
- **Influencing the Competitive Set** -- creating new Mixed-Use environments exceeding quality and scope of competitors
- **Strategic Long-Range Mission** -- Commitment to a sustained presence and creation of new value in facilities and intervening in distressed areas when the host City cannot



FXFowle + Halcyon Ltd(Advisors)

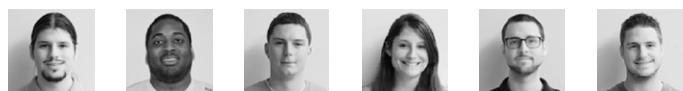
Pitney Bowes Manufacturing Plant, Stamford CT

Obsolete manufacturing plant and loss of 3000 jobs in an historically industrial area of Stamford CT., created evolving point of tension between the City of Stamford and Pitney Bowes. Solution was to up- zone Density on the Plant site with an agreed Master Plan with co-operation between the City, the adjacent Community, and Pitney Bowes, to create a new urban MXD district close to the Stamford CBD and regional transit into New York City. The resulting sale to private developers created substantial Jobs, new Residents, and important City Tax Ratables, while resolving continued Corporate ownership of an obsolete facility with new private capital investment.



Spring 2012

Armando Garcia, Charles Rutter, Amy Grant, Victor Mozquera, Vicky Emery, Aaron Trecartin, Taylor Cell, Carlos Mirelles, Clarissa Guevara, Roberto Nunez, Kevin Turk, Grant Hamilton, Maddy Heckler



Fall 2012

Lawrence Agu, Jon Beck, Kristin Gonzalez, Jessica Holt, Beth Hall, Daniel Ford, Jack Grycsynski, Justin Lowery, Mathew Morris, Kristin Perkins, James Lengen, Bryan Nors



Spring 2013

Jesus Bahena, Kelsey Liggett, Nick Rogers, Patrick Young, Andre Crabbe, Amelia Nguyen, Carlos Sierra, Adolfo Flores, Anja Goodwin, Jamie Wallace, Chris Alfstad, Adam Stanford



Fall 2013

Jose Iglesia, Adolfo Gonzalez, Brian Vayner, Jenna Coffaro, Josh Hallet, Alma Espinoza, Rita Martinez, Igor Draskovic, Megan Wolf, Erin Wagner, Candace Ramos, Zachary Zimmerman, Aldo Guerra, Samantha Doughty



Spring 2014

Elmira Ariavand, Robert Casaus, Mathew Cesare, Stephanie Dubinsky, Porter Fuqua, Valon Maloku, Ricardo Marin, Lizardo Meza, Shivani Patel, Crystal Portillo, Rachel Timm, Victor Vielma, and Pamela Ward



Fall 2014

Lizardo Meza, Anastasiya Fender, Ruben Resendiz, Jena Gates, Johnny Limones, Chris Chrysler, Ed Green, Jason Fedors, Arturo Chavez, Pamela Ward, Kharrol Amissah-Aidoo, Wang Yan, Andres Reyna



Spring 2015

Alex Quintanilla, Santos Catalan, Heather Harris, Adan Ramos, Nick Oliver, Alaa Alzaitoun, Duane Ford, Cristina Herbert, Afia Afrin, Sidney Carrasco, Francisco Ibarra, Michael McIntosh, Angel Aguilar



Fall 2015

Ishrath Amina Taj, Manuel Serrato, Adrian Muñoz, Cameron Haddock, Atabong Fonkeng, Gwendolyn Isokpan, Saul Olmedo, Payden Bullis, Christopher Huskey, Patrick Obi Kodichimma, Joel Martinez, Santos Catalan



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