

Maximizing the Transit Opportunity: Mount Baker Station Area Seattle, Washington



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ULI-the [Urban Land Institute](http://www.uli.org) is a 501(c) (3) nonprofit research and education organization supported by its members.

Founded in 1936, the institute now has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Members say that ULI is a place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. With pride, ULI members commit to the best in land use policy and practice.

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About the Competition

Introduction and Mission

The ULI/Gerald D. Hines Student Urban Design Competition, now in its ninth year, offers graduate-level students the opportunity to form their own multidisciplinary teams and engage in a challenging exercise in responsible land use. Teams of five students, comprising at least three disciplines, will have two weeks to devise a comprehensive design and development program for a real, large-scale site full of challenges and opportunities. Submissions will consist of boards that include drawings, site plans, tables, and market-feasible financial data. Please visit the [competition archives](#) to view previous submissions and view the [documentary video](#) to learn more about the competition format. ULI will announce this year's competition site on January 17, 2011, which is the day the competition officially gets underway.

The ULI/Gerald D. Hines Student Urban Design Competition is part of the Institute's ongoing effort to raise interest among young people in creating better communities, improving development patterns, and increasing awareness of the need for multidisciplinary solutions to development and design challenges. This competition is an ideas competition; there is no expectation that any of the submitted schemes will be applied to the site. The winning team will receive \$50,000 and the finalist teams \$10,000 each.

The Jury

Reflecting the multidisciplinary nature of the competition, ULI selects eight to ten jurors from diverse backgrounds to evaluate the team submissions and choose four finalists and one winner from among the finalists. Past juries have included a strategic mix of land use experts such as developers, brokers, architects, urban designers, landscape architects, urban planners, and policy officials, among others. However, there is no official prescription for the composition of the jury.

In agreeing to serve as members of the competition jury, the jurors attest they have reviewed the competition program and agree to be bound by the rules, regulations, and guidelines as stated. Jurors typically serve in this capacity no more than twice. While ULI strives to select and publicize the jury roster as soon as possible, there is no guarantee that ULI will disclose the jury composition before the end of the competition period. Please visit the competition Web site for information about each juror.

Eligibility

ULI invites the participation of teams from accredited educational institutions in the United States and Canada. Teams must be made up of graduate students pursuing a graduate degree while fully enrolled for the entire period of the academic period during which the competition is conducted. New to the 2011 competition, ULI will allow some part-time students and fifth-year Bachelor of Architecture students to participate provided they meet specific eligibility criteria as outlined on the competition Web site. Members of the jury; the competition advisers; all officials, current employees, and recent former employees of the Urban Land Institute (ULI); the employees, students, and immediate families of any of the aforementioned parties; and those who ULI deems to present conflicts of interest are ineligible to compete. All students from the finalist teams in the 2009 and 2010 competitions are also ineligible.

ULI reserves the right to disqualify teams or to limit the number allowed to participate in the competition. Teams were notified by e-mail by Friday, December 10, 2010, as to their participation status.

Teams can be disqualified if:

- they do not have the proper number or mix of students;
- they do not have a faculty adviser;
- they do not have the endorsement of their school/department/program head;
- their application is late; or
- they have not included all the necessary documentation with the application.

ULI reserves the right to limit the number of participating teams and the advancing teams can be chosen based on geographic diversity, team statements, team makeup, university diversity, or any of the criteria listed above.

Awards and Prizes

In total, a sum of \$80,000 will be distributed to the four finalist teams, with the winning team receiving \$50,000.

The first prize of \$50,000 will be distributed as follows: \$5,000 to the sponsoring department(s) or college(s) as an unrestricted grant, and the remaining \$45,000 divided equally among the student team members whose names appear on the final submission.

Each of the remaining three finalist teams will receive \$10,000, divided equally among the five students who make up the team.

Students will be responsible for any taxes and fees related to prize payments.

Policies Regarding Competition Submissions

Submissions must represent the work of the team only

Only the registered student team can work on the product that is submitted to the jury; faculty advisers, professional advisers; students not on the team may only critique and advise and may not produce plans.

Examination and disqualification of submissions

ULI will examine the submissions to ascertain whether or not the finalists comply with all competition requirements. They will report to the jury any failures to comply with requirements, and will present to the jury any resulting disqualifications. The jury may review all such disqualifications to satisfy itself as to the accuracy of the ULI decision.

Ownership of the submissions and copyrights

All submissions shall become the property of ULI, which reserves the right to exhibit and/or reproduce any of the design presentations. ULI retains the right to reproduce any and all parts of the presentations for the purpose of publication or video representation, and to exhibit the competition results. Upon delivery to the jury, the presentation itself will remain the property of ULI. In any public use of the submissions, due credit will be given to the author(s) of the design.

Anonymity of the submissions

No submission will be juried that bears a name, symbol, or mark that might reveal the identity of the author(s) of the entry to the jury nor shall any competitor directly or indirectly reveal the authorship of any design prior to and during the jury's review. The only identifying mark on any submitted material will be the agreed-upon four-digit code.

Return of submissions

No provisions will be made by ULI to mail or ship any entry back to the competitors. It is strongly suggested that all competitors maintain a complete record of their submissions.

The Competition Problem

Background

Nestled amid the scenic natural splendor of Puget Sound, Greater Seattle anchors the Pacific Northwest and functions as a vibrant cultural and economic center on the Pacific Rim. With over 630,000 residents in the city and approximately 3.5 million in the metropolitan area, Seattle enjoys a reputation as a dynamic, progressive, and trend-setting area. The region includes headquarters for Microsoft, Starbucks, Nordstrom, and Amazon.com, among others, as well as a sizable presence from Boeing and JPMorgan Chase; all companies other metros would love to host. Culturally, Greater Seattle has cultivated the grunge movement and exported such famous acts as Nirvana and Pearl Jam. Seattle also consistently garners accolades as having a most literate or most educated populace. With this compelling geographic, economic, cultural, and demographic mélange, Seattle has emerged as a leader of the so-called new economy and a center of green technology. In 2010, Seattle set a goal to become North America's first climate neutral city by 2030.

Despite Seattle's many strengths, its credibility as a leader of all things hip and green lessens when confronted with some of the worst traffic congestion in the nation and a sprawling network of auto-oriented neighborhoods and infrastructure. In an effort to ameliorate the development patterns of the latter 20th century and remold itself into a more sustainable region, Seattleites passed Sound Transit 2 in 2008. This measure authorized an expansion of the region's Sound Transit bus and light-rail system, including \$18 billion of investment in 36 miles of new light rail over the next decade. This commitment has the potential to transform the region as stations open up in low-density neighborhoods and transit-oriented development follows. With the opening of the 15.6-mile Central Link light rail line from downtown Seattle to SeaTac Airport in July 2009, the city now has several areas ripe for transformative development. What transpires at these station areas will likely define how Seattle approaches this unique opportunity to alter its urban fabric and create denser, transit-rich neighborhoods, and how its citizens embrace or reject the opportunity to create a better place.

One specific station site, Mount Baker, is particularly promising as a forerunner for what Seattle can achieve. Located three miles southeast of downtown, the Mount Baker station lies in the heart of an economically and ethnically diverse neighborhood. The area around the station currently consists of commercial uses with large parking lots, two heavily-traveled thoroughfares, and single-family detached residential neighborhoods, yet the city and Sound Transit are hopeful that local residents and developers will realize a higher and better use that capitalizes on the new availability of mass transit.



Map of the Seattle light rail system
 Source: Sound Transit

The Competition Challenge

****Although the background information provided above is accurate, the following competition challenge is entirely hypothetical. ULI has created the following competition scenario to facilitate the aims of the ULI Hines Competition. The city of Seattle has not committed funds to the project described within the brief, nor have any of the owners of property described within the development site expressed a desire to sell or redevelop. For the purposes of the competition, your team should role play using the following scenario.****

Encouraged by the opening of the Mount Baker Station, a local family with significant landholdings in the immediate vicinity of the station hopes to assess the opportunity and devise a longer-term vision for its property. The owners realize that the station might be a game changer and they know that the city actively supports more sustainable, transit-oriented development. However, the owners currently have several cash-flowing tenants and are not starting with a blank slate, so they know it will be a complex challenge. They are also somewhat nervous given the potential that bold redevelopment has to completely change the neighborhood. Neither they, nor the city, nor the local residents want to see something comparable to a spaceship dropped on the site; redevelopment must be sensitive and appropriate. This area also currently lacks a distinct identity as technically it is not really the Mount Baker neighborhood, and the city's neighborhood plan update for the area labels it as North Rainier. A redeveloped site has the potential to give an identity to the core area around the station. In order to create a vision and determine the highest and best use for their approximately 33.5 acres around the Mount Baker station, the owners have hired your team as master developers and designers.

The owners have specifically tasked your team with helping them ascertain:

- **what their property is currently worth for their investment contribution should they pursue redevelopment;**
- **what type of redevelopment the market would support for their site after conducting a comparative analysis to determine the best timing for redevelopment, possible changes in use for the current income-producing components as well as introduction of new or compatible uses, and appropriate phasing;**
- **what the transformative, yet appropriate, vision would be to transform and brand the neighborhood with an identity not as nebulous as North Rainier or Mount Baker Station adjacent;**
- **what the redeveloped site would be worth at the end of a ten-year hold;**
- **what subsidies would be needed (if any) and from where in order to make redevelopment feasible;**
- **amounts and sources of financing and equity; and**
- **what the return to the owners would be if they redeveloped the site and sold it at the end of year ten (both leveraged and unleveraged before tax IRRs).**

In order to meet your clients' needs, your master development team will need to:

1. Understand the social, historical, demographic, political, and economic forces in the Greater Seattle area and analyze the larger Southeast Seattle and bordering neighborhoods **study area*** in relation to the smaller **development site**** near the Mount Baker station. This analysis will take into account the context of the development site's relationship to the surrounding neighborhoods in Southeast Seattle, and take into consideration land use, circulation, infrastructure, demographics, site forces, etc.

2. Propose a master land use plan for the development site that accounts for land and building uses, blocks, streets, transit lines, connectivity, etc.
3. Propose an urban design scheme for the development site that focuses on typology, architecture, sustainability, and overall design characteristics for the site.
4. Propose a market-feasible development program and financial pro forma for the development site that takes into account phasing as well as a ten-year hold. This development program will need to provide answers to the aforementioned questions the owners have posited, have market-driven assumptions, and feasible sources of financing and subsidies, if any are needed.
5. Identify your phasing within the development site and devise a detailed concept design for anything that you develop within the ten-year hold (only what gets built, not applicable to pads). The details should include building footprints, streetscapes, elevations, sections, and renderings showing the intended characteristics of your development proposal. You only need to depict details for what gets built. For pads (either improved or unimproved) that are not fully developed, you do not need to show details, but you do need to account for them visually.

Planning, Design, and Development Context of the Mount Baker station area

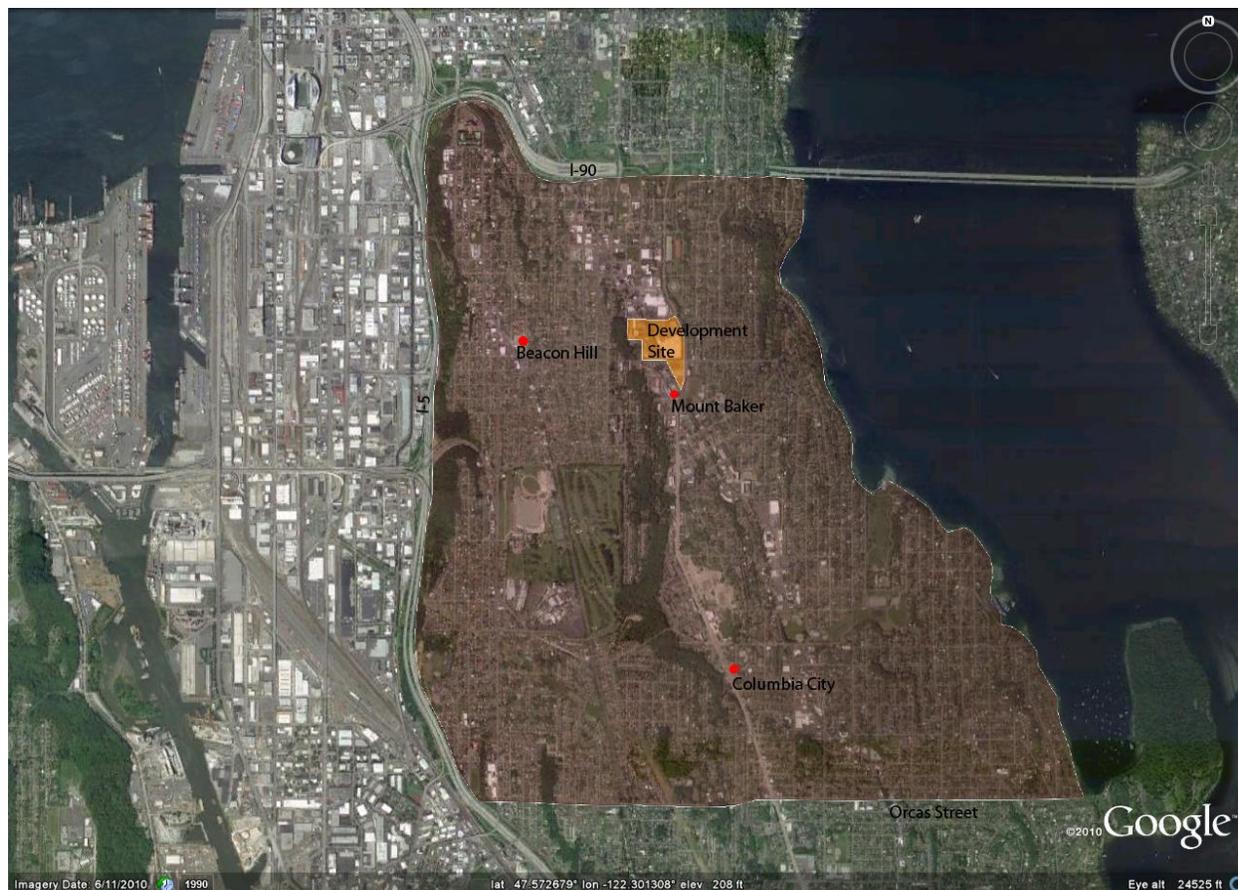
The Mount Baker station site is both a literal and figurative crossroads that lies in a broader area known as Southeast Seattle, or the Rainier Valley. This area encompasses a tremendous mix of economic and ethnic diversity as well as a range of neighborhoods. The 98118 zip code that covers much of the area just south of the station proudly claims to be one of the most diverse zip codes in the nation. Although the Greater Seattle region is not known as being a melting pot, this part of Seattle is home to a host of immigrants from around the world. A drive down Rainier or MLK offers a panoramic tour of ethnic businesses. Closer to the Mount Baker station site, the affluent Mount Baker neighborhood rises up the hill to the east and affords scenic views of Lake Washington.

The area immediately adjacent to the station caters to the automobile. Both MLK and Rainier are wide, two-way thoroughfares with 18,200 and 36,700 average daily traffic counts, respectively. To the east and west of these primary arterials are established single-family detached residential neighborhoods that are relatively affordable by Seattle standards. Franklin High School has a prominent place atop a small hill within view of the Mount Baker platform. The parcels fronting MLK and Rainier all host a variety of low-density commercial uses with abundant parking. The area currently only has one new major development project in the works: Sound Transit and Artspace have partnered to redevelop the Firestone building that abuts the station into a 51-unit residential building for artists with street-level commercial space.

While the neighborhood has a rich cultural history, little of this history is still reflected in the built environment. One of the area's most significant historical features that no longer remains is Sick's Seattle Stadium, a 25,000-seat ballpark (home of the major league baseball Pilots before it moved in 1970 and became the Milwaukee Brewers) located at the current site of Lowe's until 1979. The cultural makeup of the North Rainier neighborhood has gone through significant changes over time. In the early decades of the 20th century there was a thriving Italian community (known as Garlic Gulch) in the area centered around Rainier Avenue and Atlantic Street, about three-quarters of a mile northwest of the Development Site. In the 1930s, Japanese-Americans began moving in; followed by Chinese-Americans in the 1950s and 1960s; and Southeast Asians thereafter. Hispanics began settling in the neighborhood in the 1960s and 1970s. Until the 1960s, most of Seattle's African-Americans resided in the Central District, but by 1990 there were more African-Americans in the Rainier Valley. This historic diversity is still reflected in many of the neighborhood's commercial establishments.

The North Rainier neighborhood is also economically diverse, with a relatively high concentration of low-income housing, including the 144-unit Mount Baker Village complex, 386 units at Rainier Court (208 of which are designated for seniors), and the 132-unit Center Park that provides housing for the physically or mentally challenged. One of the largest employers in North Rainier is the Seattle Lighthouse for the Blind, currently with over 300 employees, 200 of whom are blind or deaf/blind.

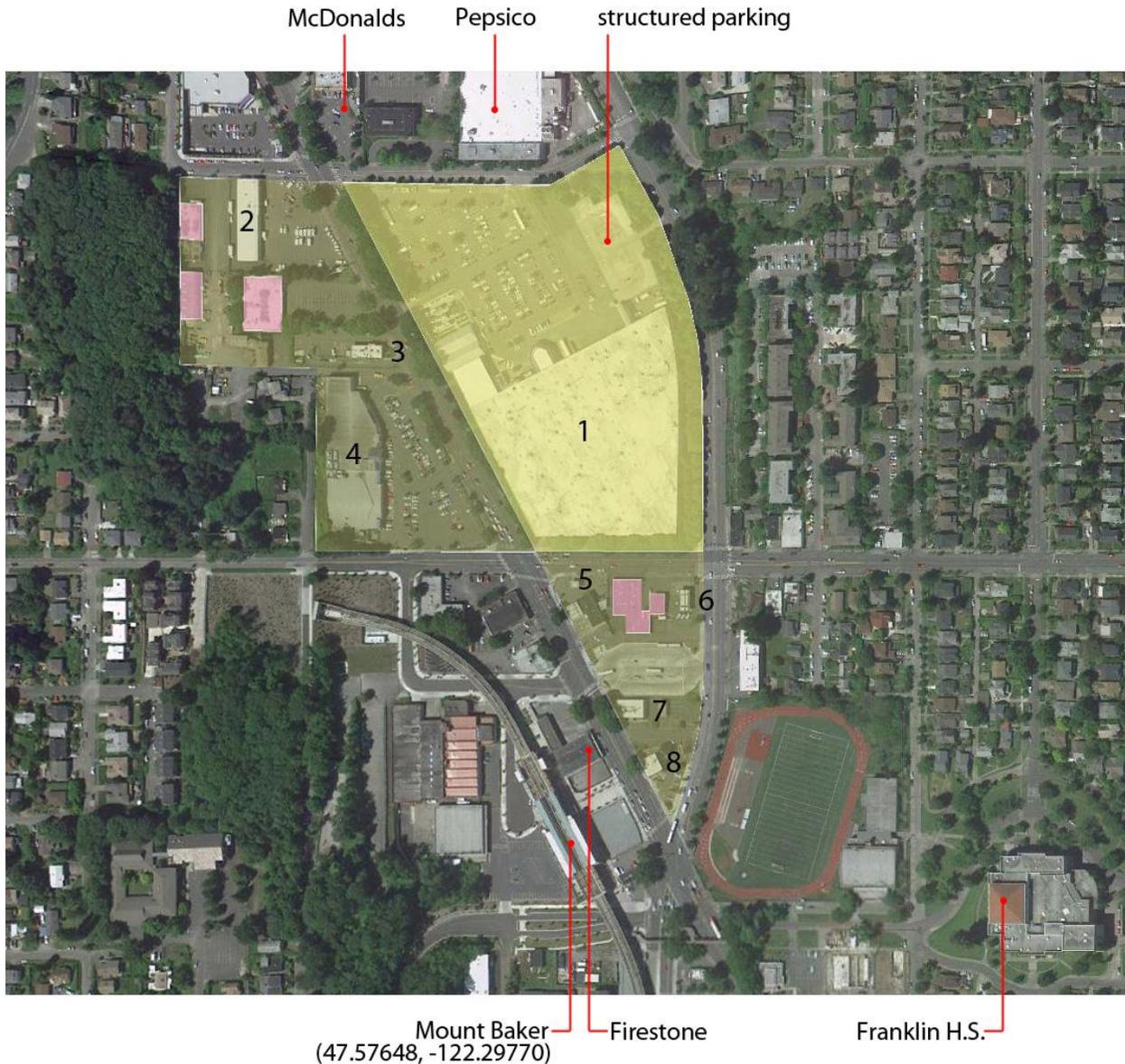
Also to the east and west of the station, vestiges of the Olmsted legacy linger. Mount Baker Boulevard and Cheasty Boulevard were both part of the Olmsted greenbelt. Martin Luther King, Jr. Park lies northeast of the station.



Map: Study Area

**The study area (highlighted)—bounded by I-90 (north), Lake Washington (east), Orcas Street (south), and I-5 (west)—encompasses much of Southeast Seattle, a highly diverse area of the city. The Development Site (orange) is served by the Mount Baker station on the Central Link light rail line (red).*

Source: Google Earth



Map: Development Site

***The development site (highlighted in yellow) encompasses approximately 33.5 acres (not including rights of way) bordered by Bayview, the tree line at 24th, 25th, McClellan, Rainier, and Martin Luther King. It does not include the Mount Baker Transit Center bus plaza, but you have the option to redevelop this area (see Assumption #9, below). A diagonal alley totaling 12,000 square feet (see Assumption #8, below) traverses the site west of Rainier and is not part of the owner's landholdings, nor are the public rights of way within the highlighted area, such as Rainier (between Bayview and McClellan) and McClellan (between Rainier and MLK).*

The darker yellow area within the Development Site designates the block within which you may build up to 125 feet. Outside of this area, you may build up to 65 or 85 feet (see North Rainier Neighborhood Plan Update, January 2010, for exact guidelines).

Building numbers (1 through 8) correspond to buildings listed under Assumption #2 "Existing uses."

Source: Google Earth

Assumptions

In addressing the needs of your clients and creating a feasible and compelling plan for the Development Site adjacent to the Mount Baker station, your team must adhere to the following assumptions.

1. Zoning: Although the city has completed a North Rainer neighborhood plan update, for the purposes of competition, you may implement whatever zoning you deem most appropriate so long as the project as a whole transitions appropriately to the surrounding community. Keep in mind that the community is willing to increase residential density and allow taller structures. Based on its work with the community, the city suggests no more than 125' at the center of the site (highlighted in the Development Site map, above, in darker yellow) and up to 65' or 85' in adjacent areas, as described in the neighborhood plan update.
2. Existing uses: The property currently consists of the following tenants with their respective leasable square footage and **annual** lease rates:
 - 1) Lowe's store/Amazon.com distribution warehouse (share same building): 203,000 sf split evenly between the two tenants @ \$13.50 per square foot (psf)
 - 2) U-Haul: 10,706 sf @ \$23.00
 - 3) Wendy's: 2,368 sf @ \$27.00
 - 4) Rite-Aid/QFC (share same building): 36,000 sf @ \$9.25 split evenly between the two tenants
 - 5) Chevron gas station: 2,449 sf @ \$19.60
 - 6) "76" gas station: 1,500 sf @ \$20.50
 - 7) US Bank: 3,080 sf @ \$14.00
 - 8) Starbucks: 1,936 sf @ \$29.00

You may consider new uses for the development site.

For the purposes of the competition, the current tenants' leases expire at the end of December 2011 with the option to renew on a month-to-month basis. You may find it optimal to retain all tenants, some, or none, and you can change lease rates as you deem appropriate when you sign a new lease or bring on a new tenant. The owners own all of the buildings and parcels within the site except for the alley and the bus plaza. If new lease rates are applied, they should reflect market rates.

There are also four vacant buildings (highlighted in pale purple on the Development Site map, above).

3. Affordable housing: If you plan for any residential product on the development site, Seattle requires that a minimum of 10% of new residential product, both for-sale and rental, consist of affordable units for low to moderate-income households (up to 120 percent AMI). Of those, 40% must be reserved for very low-income households (50% of AMI or less). The affordable units must be similar in size and quality to market-rate units, and they must be dispersed throughout the project. These requirements apply to every phase of development.
4. Affordable retail: A minimum of 10% of the development site shall be comprised of street-level retail. Of that amount, 30% shall be affordable retail (50% of market rate). According to the city, smaller retail bays to encourage incubator businesses are highly desirable.
5. Open space: The city has a requirement that 10% of the site be dedicated to open space. Open space is defined as relatively level, accessible landscaped or hardscaped, unroofed space that is at least 10,000 sf. (Covered space that is surrounded by, or is directly adjacent to, and that is functionally and physically connected to the uncovered space may be counted as open space.)

6. Complete neighborhoods: The city and local residents value the ethnic and economic diversity that abound in Southeast Seattle. Complete gentrification will garner neither formal entitlement approval nor local stakeholder buy-in. The neighborhood wants to ensure that any development scenarios will accommodate a diverse mix of income levels and ethnic businesses.
7. Rights of way and circulation patterns: You may choose to close and create public streets within your development site. If you close a public right of way and develop the space, you need to buy the land from the city at fair market value. You may also change circulation patterns.
8. The alley: Looking in the GIS layers, you will notice a public alley that runs parallel to Rainier and cuts right across the angled front of the QFC store. You either have to accommodate this alley as is, i.e., no buildings thereon, just surface parking; or you may transfer the alley's area elsewhere within your site as open space (it does not need to remain in alley form). The alley's surface area totals approximately 12,000 sf.
9. Mount Baker Transit Center: You are allowed to redevelop the bus transit center plaza so long as you maintain a fully functioning transit center throughout redevelopment, you cover all redevelopment costs, and you buy the air rights if you choose to develop over the plaza.
10. Utilities: You may relocate all local distribution lines for power, gas, water, and communications, at developer's expense based on utility company standard pricing. You may not move stormwater and sewer infrastructure.
11. Real property taxes: For the purposes of this competition, use 1.1% as the property tax rate for the entire 10-year development period.
12. Inflation rate: All costs are subject to an inflation rate compounded at 3% per year.
13. Market-feasible costs and pricing: Although we have created a fictitious scenario, you need to meet the expectations of your clients and come up with a financially feasible plan for the site. Unless we give you a cost or an assumption, you need to come up with a market-appropriate amount that you can justify in your pro forma (e.g., current sales price for land in the area, market rents for various uses, project costs, etc.). If you find that your development program needs some subsidy, the subsidy amount should be realistic and from a viable source.
14. Demolition and remediation costs: For the purposes of this competition, use \$1.75 per square foot as the cost to demolish and remediate the site. Some blocks within the site have larger buildings, some consist of surface parking, yet assume that this cost applies across the board to the entire site. For example, if you demolish a surface parking lot or a two-story building that covers the same area as the surface parking lot, both would cost the same for the purposes of competition.
15. Infrastructure costs: You must account for all new public infrastructure costs, but they need not be charged against project costs. Infrastructure on private parcels must be charged to project costs. You must determine what you think is the market appropriate rate for infrastructure costs.
16. Start of development: Year 0 (planning, entitlements, etc.) is 2011-12 and the start year, the first time you may begin construction or actual redevelopment, is 2013.
17. Economic conditions: Much of this brief relies upon your team obtaining market rates, property values, and other data to forge your own assumptions as you build your pro forma. Given the stagnant nature of the economy, and the especially moribund condition of the land use sector, assume somewhat better market conditions so that you can come up with something for the site as this is a design and development competition. The jury understands that in the current economy, the best option might be to just let the property cash-flow as is, but for the purposes of the competition, assume that some lending and development are occurring.

Presentation Guidelines

Criteria for Judging

The jury will select four finalists that it deems as having best satisfied the combination of criteria as outlined in the competition problem and described below. At the jury's discretion, an unspecified number of honorable mentions will be named for outstanding submissions in one or more of these criteria.

Specifically, the solutions should respond to the following requirements:

1. Integrate planning and design decisions with economic feasibility, including market level returns on investment for private investors and lenders:
 - (a) public investments in infrastructure, public facilities (schools, transit, etc.), and public programs should have clear value for private investors and their proposed development;
 - (b) private investments and developments should have clear value for the public planning goals that have been expressed for the study area;
 - (c) planning and design concepts should support and reinforce public planning goals; and
 - (d) public investments should be maximized to bolster private investments.
2. Demonstrate awareness of design issues contributing to a workable, livable, sustainable configuration of development as specified earlier.
3. Demonstrate attention to factors affecting the risks and feasibility of the project, including:
 - (a) development and construction costs;
 - (b) future expenses and revenues from operations and land sales; and
 - (c) effect of project phasing on risks and feasibility.
4. A primary goal of this competition is to provide a means and a demonstration of integrating real estate and allied disciplines. The jury will take into account how successfully your team is able to work together, as evidenced in the work product of your team.
5. While the jury may not ignore any of the above criteria, they may, if they wish, use additional criteria in making their final decisions.

N.B. Although the jurors will use the specified criteria, they will also rely on their prior knowledge and intuition based on their expertise and experiences in land use. ULI strives to conduct a thorough, fair, and rigorous jury evaluation process, yet teams need to consider the realistic constraints and limitations. As a general rule, teams should make their presentations as clear and easy to understand as possible given the time demands on the jurors and the great number of submissions. The jurors ULI selects are leaders in their fields and generously donate their time to the Hines Competition. Jurors will not have endless hours to delve into every detail nor will they provide copious feedback more commonly found in an academic setting. Just as in the real world in which developers and designers have a finite window to sell themselves, your team should strive to make a good first impression by packaging your solution in a compelling and succinct fashion.

Presentation Requirements

The presentation rules have been developed to ensure that the jury will have sufficient information to effectively evaluate and compare individual solutions for the competition stage. Effectively presenting your solution is crucial for success; your submission may have great content, but if it requires significant scrutiny it will not sell itself well. This is particularly important because the jury will have to review and evaluate a large number of solutions in a relatively brief period. Disregarding presentation requirements and guidelines may place the competitors at a disadvantage. The presentation requirements are developed for the benefit of the competitors as well as the jurors.

The core presentation shall consist of a series of **no more than six boards** for the urban design scheme, each 11" x 17", and no more than two sheets (not mounted on boards), also 11" x 17", for the financial summary and (optional) supplementary pro forma (see the Submission Process section for details regarding the requirements and procedures for submitting your presentation materials). Graphic techniques are entirely at the discretion of the competitors. Scale drawings should include a graphic scale and a north arrow. Any presentation materials above and beyond the six design boards and two financial sheets will not be considered by the jury.

The maximum of six design boards should also incorporate limited statements describing site design and development concepts, public infrastructure within the site—including circulation and open space—investments, and market options and strategies. Text—in the form of charts, graphs, matrices, spreadsheets, timelines, etc.—should analyze the costs for infrastructure, buildings, open space, and the value that they will create. Drawings—in the form of plans, sketches, and collages—should describe the architectural and other design concepts for the public and private realms. Any “big ideas” should be represented graphically and if text is included, should be limited to labels, call outs, and such. When including written material, make it as succinct as possible, using bullet points where possible.

Maps, plans, and drawings may be at any scale, but clearly indicate the scale you have chosen to use. All submissions should include the following five general elements: 1. planning context and analysis, 2. master land use plan, 3. urban design, 4. site specific illustrations, and 5. development schedule and finances. The details of these elements are left up to you, but below are some more detailed guidelines. Other elements that you feel are needed to tell your story can also be included, but you must adhere to the six-board rule.

1. Planning context and analysis

This should be illustrated with an overall annotated plan and/or diagram drawn at a scale that describes overall patterns and concepts for regional issues the team considers relevant. These might include, for example:

- (a) land use;
- (b) circulation (pedestrian, vehicular, transit, etc.);
- (c) open space;
- (d) environmental and sustainability considerations;
- (e) image and character of the area;
- (f) social and economic concerns;
- (g) community planning and infrastructure concepts; and
- (h) private-sector development concepts.

2. **Master land use plan**

The land use planning drawings must show:

- (a) land and building uses;
- (b) blocks and streets;
- (c) location of transit line(s) and stops/terminals;
- (d) other public infrastructure;
- (e) connections to neighboring blocks; and
- (f) general concepts for landscape and open space.

Note: Use APA's Activity-Based Classification Standards for color coding. For mixed uses, use a technique such as cross-hatching to signify overlapping uses.

3. **Urban design**

The urban design for your development site must show:

- (a) transit and other infrastructure;
- (b) greenways and open spaces;
- (c) paths, bikeways, pedestrian connections, and other means of access to the neighborhood;
- (d) environmental, sustainability, and aesthetic values; and
- (e) at least one each of: three-dimensional view (perspective/axonometric), plans, sections, and relevant details.

4. **Site-specific illustrations of new development**

Your presentation should include annotated drawings similar to a concept design that zooms in on the site and depicts the portion that you actually develop within the ten-year hold. This content might include plans, elevations, sections, and other renderings, all emphasizing the public space aspects, connections, and interrelationships within the project and to the neighborhood beyond the project. The phases should be clearly identified, but you only need to provide detailed illustrations for what your team actually develops within the ten-year hold. Undeveloped pads must be accounted for, but you do not need to draw them in detail.

5. **Development schedule and finances**

In addition to the graphic and narrative requirements specified in #1-4 above, you must include a seventh sheet comprising a development pro forma in executive summary form **in the exact format as provided by ULI (the Summary tab only)**. Additionally, you are encouraged to provide your own summary should you build your pro forma using your own template. In this case, you will need to manually key in the items into the ULI-provided summary sheet as well, as that is what the jury will examine first. Note: you do not need to fill in information about a product type if it is not part of your development program. The summary pro forma that every team must complete has been formatted to a single 11" x 17" sheet. If you build your own model and provide a supplemental summary based on that model, it must also be formatted to fit a single 11" x 17" sheet.

Note that the worksheets in “Development Pro Forma.xls” are not fully interlinked and the cells do not contain formulas. If you use this pro forma file, which is adapted from the ULI publication *Mixed-Use Development Handbook*, Second Edition (2003), you must familiarize yourself with its logic and internal relationships and build your own cell linkages and worksheets. This generic pro forma is meant to serve as a guide and a starting point. You may modify the pro forma, add or delete line items (e.g., you might not have a hotel in your program), and create assumptions (e.g., cap rate, NPV discount rate, vacancy rate, etc.) your team deems necessary. Or, as stated previously, you may adapt pro formas you are already familiar with, but you must still fill in the summary sheet even if you do not use the ULI template. Whether you adopt the proffered pro forma or substitute your own, you must be prepared to justify the rationale and process behind your financial numbers and assumptions. Save the pro forma workbook as an Excel file—with all relevant worksheets—to the CD that you are including as part of your submission.

The jury will examine the ULI-provided summary sheet first as it gives the jury all the pertinent financial information it needs to evaluate your development’s finances, and then it will look at your supplemental form if you provide one. Your supplemental pro forma sheet from your model (if you do not use the ULI template) must be clear and easy for the jurors to understand. If there are questionable costs, assumptions, and estimates, the jury will view your worksheets that were used to derive the summary, but your summary board should be easy to read and sell itself. All totals on this summary sheet will be used only to verify that they support your proposal and that they display an internal logic.

Competition Logistics

Schedule

Please refer to the competition Web site for this information.

Downloading from ULI Connect

By the time this competition brief is issued, team leaders will have received a log-in ID, passcode, and instructions for accessing all competition materials at ULI Connect, a Web-based file transfer and storage space that will house all documents, data, and images.

Documents, Data, and Images

This list includes all the items available for download from ULI Connect and serves as a checklist for competitors to make sure they have received all the materials.

1. Competition Brief (this document as a PDF file)
2. Pro forma template in Excel
3. Resources (files of relevant materials and a list of Web resources)
4. GIS files
5. Context photos

You may download competition materials for distribution only among your team members, faculty adviser, and professional adviser. All competition materials are to be used for this competition only, and may not be used, copied, or distributed for any other purpose without written permission from ULI. All GIS data must not be distributed externally and must be destroyed at the end of the competition.

Submission Process

All items described in the above list of Presentation Requirements must be included on a maximum of eight sheets. Two copies of the sheets should be submitted. One set of the six design sheets—which is intended to be displayed to the jury—should be mounted on rigid, lightweight boards, preferably foam core. The other set should be loose so that it can be photocopied easily.

One corner of every sheet must have the team's four-digit code. The back of each board must indicate the relationship of the board to the entire assemblage of boards so that they may be displayed in the intended format. The seventh and eighth sheets (if there is one)—containing the summary pro forma and supplemental pro forma (if there is one)—need not relate to the first six boards, as your financial plan will be examined separately.

A CD/DVD—with only the team's four-digit code to identify it—should also be submitted, containing the six sheets in PDF format at "Press Quality" resolution and Excel files of the Summary Pro Forma and Summary of Values. The PDF files should be separate for each 11"x17" sheet and not stitched together as one file.

Supplemental diagrams or information not presented directly on the sheets will not be accepted as part of the presentation and will not be viewed by the jury.

Checklist for submission

1. Six sheets mounted on boards;
2. Seven or eight sheets (six of them same as item #1, plus 11"x17" hardcopies of the ULI-provided Summary Pro Forma Excel file, and another, if you used your own template), unstapled and loose; and
3. CD/DVD that contains: the same sheets as item #1 in PDF format, press quality; and the pro forma Excel file(s).

Remember: All items can contain only the self-defined four-digit code and no other identifying mark. This includes the electronic files, CD/DVD, CD envelope, and every sheet and item submitted.

Packaging and delivery of submissions

All submissions must be received as one package, addressed to:

Hines Student Urban Design Competition
Urban Land Institute
1025 Thomas Jefferson St., N.W.
Suite 500 West
Washington, DC 20007
202-624-7000

All submissions must be mailed to the above address with a postmark no later than Monday, January 31, 2011. Hand-delivered submissions must be received prior to 5:00 p.m., e.s.t., on January 31, 2011.

Submissions sent by U.S. Postal Service (USPS), express company, or by private courier service must be postmarked by the deadline stated in the previous paragraph. Competitors are advised to consider an express mail service that can guarantee delivery in one or two days. Only properly postmarked submissions, as described above, that are delivered to ULI before the jury meets will be eligible for consideration. No notification of receipt by ULI will be sent to competitors; therefore, it is recommended that materials be sent by registered mail, FedEx, UPS, or other means that allows the sender to track the status of the materials. Inquiries about deliveries should be addressed to your chosen delivery service. Neither ULI nor the jury bears any responsibility whatsoever for the safe and timely delivery of the submissions to ULI.

It is recommended that all materials be sent in one "Large" box (12.5"x18"x4") as provided by FedEx, USPS, and UPS. The return address/billing information will be the only part of the submission that contains identification of the submitting team. There cannot be any identifying mark INSIDE the mailing package except the four-digit team code.

Once you have submitted your materials, please email Udcompapply@uli.org. In the subject line, please include your team number and the method of submission. As an example, if fictitious team 0005 sent it in via FedEx, it would use the following subject line: Team 0005 FedEx.

Note: Additional program rules and guidelines for the finalist stage of this competition shall be announced after the four finalists are selected.

Questions

During the 15-day competition, teams may send questions in writing to udcompetition@uli.org. Answers will be posted on the Web site throughout the 15 days of the competition. Please check the Web site Update History to find out when the last changes were made.

ULI reserves the right to edit submitted questions before posting them to the Web site. ULI also reserves the right not to answer all questions and not post redundant questions or remarks deemed to be inappropriate or irrelevant.

Once you have received these program documents, under no circumstances should there be any communication regarding the competition, other than in the manner stipulated here, with members of ULI staff, the nonprofit and public agencies involved, the landowners or employees of the landowners, consultants who are working or have worked on the project, or the competition jury.

No phone calls, please, to ULI's headquarters in Washington, D.C., to competition jurors, to ULI Seattle, or to the city of Seattle.