



Transforming the East Village San Diego, California

2010

URBAN LAND INSTITUTE / GERALD D. HINES
Student Urban Design Competition



Hines

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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.

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About the Competition

Introduction and Mission

The ULI/Gerald D. Hines Student Urban Design Competition, now in its eighth year, offers graduate-level students the opportunity to form their own multidisciplinary teams and engage in a challenging exercise in responsible land use. Student teams comprising at least three disciplines will have two weeks to devise a comprehensive design and development program for a real, large-scale site fraught with 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.

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. 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 information before the end of the competition period. Please visit the completion 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. 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 2008 and 2009 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 on Friday, December 11, 2009, 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 prize-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, and 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

Touted as “America’s Finest City” by civic leaders and boosters, San Diego enjoys world-renown for its laid-back lifestyle, beautiful beaches, and temperate climate. Over 3 million people call Greater San Diego home, with more than 1.3 million residing in the city proper. Numerous business and trade publications have showered the region with accolades. The military, a growing high-tech sector, and tourism contribute to the region’s vibrant economy. Aside from the allure of its quintessential Southern California identity, one of the main factors facilitating tourism has been the significant transformation of San Diego’s downtown, once known as Centre City. Like Baltimore with its Inner Harbor, downtown San Diego is considered by many to be a tremendous success, and it often serves as a model that other cities try to emulate. Yet this revitalization did not occur overnight. The redevelopment of downtown San Diego is the result of an ongoing concerted effort by a partnership of public- and private-sector leaders and organizations.

In 1975, downtown San Diego bore little resemblance to its present self; urban decay and high vacancies dominated the area, and most San Diegans had little reason to venture downtown. In an attempt to turn downtown around, the city of San Diego formed the Centre City Development Corporation (CCDC). This public, nonprofit corporation operates under the auspices of the San Diego Redevelopment Agency, an entity established under the California Community Redevelopment Law. Specifically, CCDC, acting on behalf of the Redevelopment Agency, has the responsibility to catalyze public-private partnerships to facilitate downtown redevelopment projects adopted pursuant to redevelopment law. CCDC defines downtown as the approximately 1,450 acres bound by I-5 and the San Diego Bay and stretching from Little Italy down to the port (see two maps below). Downtown comprises eight distinct neighborhoods—Little Italy, Cortez, Columbia, Civic/Core, East Village, Horton/Gaslamp, the Marina, and the Convention Center.

Horton Plaza, a downtown mall designed by Jon Jerde that opened in 1985, marked CCDC’s first major victory. The mall’s rapid success helped CCDC energize the adjacent Gaslamp Quarter, a Victorian neighborhood once full of brothels, and embark on a slew of other redevelopment projects from Little Italy to the Convention Center, and more recently, PETCO Park, the home of the Padres. To date, CCDC, on behalf of the Redevelopment Agency, has invested \$1.45 billion in public funds, and this investment has been matched by \$13 billion from the private sector to leverage development of 17,674 new homes, 9,095 new hotel rooms, 7.92 million square feet of office and retail space, and \$485 million of new public infrastructure. Downtown now boasts more than 30,000 residents and over 70,000 workers.

Despite CCDC’s laudable results, downtown is still a work in progress. In 2006, CCDC adopted the Downtown Community Plan after two years of intense collaboration involving over 1,500 community members. Aligned with the San Diego General Plan, the Downtown Community Plan covers a host of elements such as land use, housing, parks, and urban design, and establishes guiding principles and a vision for the growth of downtown through 2030. Each of the eight



Map of downtown in relation to the Greater San Diego region.
Source: Downtown Community Plan.



Neighborhood Boundaries Map
 April 2006

Map of the eight downtown neighborhoods.
 Source: CCDG.

downtown neighborhoods has its own sub-plan. Two of the primary goals of the plan include tripling the residential capacity of downtown to 90,000 and increasing the downtown workforce to 165,000, no small feat given that downtown's current workforce represents only 5 percent of the total Greater San Diego employment base.

In order to support this growth, downtown will require dramatic alterations to its skyline, current land uses, and density. Most of the downtown neighborhoods, such as the Gaslamp Quarter and Little Italy, already possess a strong brand identity and have very little space available for significant redevelopment. To accommodate such sizable growth, the plan targets the 325-acre East Village, the largest and arguably most under-used of the downtown neighborhoods (see Planning, Design, and Development Context of the East Village below). However, the current economic recession has forced CCDC to reconsider its goals. While CCDC knows that the market will support the other neighborhoods, albeit at a slower pace given the economy, it fears that new investment in the East Village has stalled indefinitely. Although CCDC created elaborate plans, zoning, FAR bonuses, and a special large floorplate overlay to encourage investment in the neighborhood, it now questions whether the market will meet these efforts. CCDC realizes it will need to take an active role to jumpstart the East Village's transformation.

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. CCDC has not issued an RFP, nor has the Redevelopment Agency made available subsidies to the private sector for redevelopment. To our knowledge, the owners of the development site have not considered entering into a joint ownership agreement, nor does any single one of them have any stated intention of selling. For the purposes of the competition, your team should role play using the following scenario.****

In an attempt to ascertain what the market will support and what will spark something catalytic in the East Village, CCDC recently issued an RFP. The RFP simply calls for developers to select an area of the East Village and propose a full redevelopment of the site that improves economic activity and creates a use that will brand the neighborhood and attract further investment. CCDC is open to any and all ideas, and it will evaluate each proposal based on a unique combination of criteria—the achievement of highest and best sustainable use, the generation of new economic activity, and the inclusion of a catalytic component that will give the East Village an identity and help trigger broader redevelopment throughout the neighborhood. CCDC understands that balancing these three criteria will pose a challenge for many developers, so it has included the teaser of possible public subsidies. The RFP does not specify the amount, form, or specific use of the subsidy, but it will come from the Redevelopment Agency (and you can also consider other public sources as well). However, CCDC will consider the financial merits of the proposal, and if the subsidy needed from the CCDC (if any) is reasonable and the proposal is promising, the Redevelopment Agency will disburse the funds.

Intrigued by the potential to access some public subsidies and increase the value of their property, several owners of an approximately 73.5-acre site (gross amount including public streets as calculated by measuring from centerline to centerline) bordered by Park Boulevard, C Street, Market Street, and I-5 have entered into a covenant in which they entertain the notion of combining their parcels to redevelop or sell as one piece of property. The owners lack the resources and expertise so they have just hired your team as the master developer. The owners have specifically tasked your team with helping them ascertain:

- **what their combined parcel is currently worth for their investment contribution;**
- **what type of redevelopment the market would support for their site;**
- **what the transformative vision would be to create a new brand identity for the East Village;**
- **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; 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 developer team will need to:

1. Understand the social, historical, demographic, political, and economic forces in the Greater San Diego area and analyze the larger downtown San Diego and bordering neighborhoods **study area*** in relation to the smaller **development site**** within the East Village. This analysis will take into account the context of the development site's relationship to the rest of the East Village as well as the surrounding neighborhoods downtown and just across I-5, 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.



**The study area encompasses all 1,450 acres within downtown San Diego as well as historic neighborhoods to the north and east of I-5 that border the East Village.*

Source: Downtown Community Plan.



***The development site (outlined in red) encompasses approximately 73.5 gross acres (including streets) bordered by Park, C, Market, and I-5. Of note, it does not include the police headquarters located at 1401 Broadway (the entire block bound by Broadway, E, 14th, and 15th outlined in yellow), the mixed-use Albertson's at 655 14th Street (western half of the block bound by Market, G, 14th, and 15th outlined in yellow), the Union Square residential development on Broadway that has the diagonal open space to accommodate the fault line (entire block bound by Broadway, C, 14th, and 15th outlined in yellow), and the substation (northwestern corner of block bound by F, G, 14th, and 15th outlined in yellow). However, you may choose to pay to relocate the substation to use this parcel (see Assumptions). The city also has plans for a park between F, G, 13th, and 15th Streets (outlined in green) that will be built around the substation, but you are allowed to do a land swap and move this to another location within the site (see Assumptions). Source: CCDG.*

Planning, Design, and Development Context of the East Village

The East Village encompasses 325 acres and has four sub-districts: Northwest, Northeast, Southeast, and the Ball Park (formerly Southwest). The largest of the eight downtown neighborhoods, the East Village begins roughly at 6th Avenue and stretches north and east to I-5. The northern border section was once part of Balboa Park, the largest urban cultural park in the United States, and has a large academic complex containing San Diego City College and San Diego High School. The southern border approaches the convention center and the port complex. I-5 separates the East Village from several historic and diverse (both ethnically and economically) neighborhoods to the east such as Barrio Logan and Golden Hill.

Historically, land use in the East Village has consisted of light-industrial and warehouse activity, often in connection with the port. But the port of San Diego has declined considerably, and much of the commercial activity has waned. Today, the neighborhood has a large concentration of social service providers, homeless transients, and a smattering of artist lofts and studios. Much of the rest of downtown to the west has grown at a tremendous pace, but the East Village has largely stagnated despite its proximity to so many assets. The Ball Park sub-district has enjoyed the most success owing to the redevelopment of the area into an entertainment district oriented around PETCO Park. Hotels, retail, and a sizable number of upscale residential high-rises have sprouted around the ballpark, but many people associate the ballpark as more of an extension of the Gaslamp and Convention Center districts than as part of the East Village. While the East Village enjoyed a brief period in the 1980s and 1990s as a haven for artists, many people now identify the area simply as the gritty part of downtown.

Although the East Village struggles, it has some interesting assets and opportunities. The blue and orange lines of the San Diego Trolley traverse Park Boulevard and have three stops within the neighborhood. Several institutions of higher learning maintain facilities within the neighborhood. The ballpark and the convention center have enjoyed tremendous success and are less than a ten-minute walk from the heart of the East Village. F and G Streets serve as a gateway into downtown from the 94 freeway as well as into the historic neighborhoods east of I-5. The San Diego Police Department has its headquarters along Broadway in the Northeast sub-district. To the south, the city is in the process of constructing the Harbor Drive pedestrian bridge that will help link the bay to Balboa Park via Park Boulevard. At J and Park, the city has plans to build a state-of-the-art main library. The city also has acquired all the land between F, G, 13th, and 15th (about 3.1 acres that does not include the 0.918-acre substation) and plans to build a park, East Village Green.

While the area has a great strategic location and considerable promise, it does not offer a clean palate for redevelopment. The rebirth of downtown has raised the specter of gentrification, and many of the historic neighborhoods on the other side of I-5 do not match the demographics of the new downtown dwellers. The aforementioned homeless population receives much of the social services in the area, and many wonder how they will fit into a revamped East Village. In addition to the social tension, the area lies astride the Downtown Graben Fault. Finally, much of the land bears

a brownfield designation due to prior uses within the area. Redeveloping the East Village will require an interesting blending of social and environmental remediation.

Assumptions

In addressing the needs of your clients and creating a feasible and compelling plan for the development site within the East Village, your team must adhere to the following assumptions.

1. Zoning: Although the CCDC Downtown Community Plan has extensive zoning for the East Village and the development site, CCDC has acknowledged that this might not be the correct zoning given current market conditions. CCDC wants to find out what the market will support on the site, so you may implement whatever zoning you deem most appropriate. Of note, you will need to adhere to the seismic fault requirements as defined in the Alquist-Priolo Zone Act, and you will need to incorporate the East Village Green Park. The Alquist-Priolo Zone Act regulates development near active faults, preventing buildings intended for human occupancy from being constructed across identified active fault traces or within 50 feet on either side.
2. Existing uses: With the exception of uses we have highlighted in the development site definition, you may consider new uses for the development site, i.e., current tenants do not have a lock on their leases. The owners own all of the buildings and parcels within the site except for the police headquarters, the Union Square complex on Broadway, the substation, the mixed-use Albertson's, and the acreage the city has purchased for the East Village Green.
3. Affordable housing: If you plan for any residential product on the development site, San Diego requires that a minimum of 10 percent (CCDC strives for 15 percent) 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 percent must be reserved for very low-income households (50 percent 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. Open space: The city has plans for a park, East Village Green, to be located between F, G, 15th, and 13th Streets, but the city is open to considering other locations. You may choose to keep the park in its planned location, but you may also move it elsewhere, although it must remain within the 73.5-acre development site. If you move the location, consider it a land swap in which the owners give up comparable acreage (about 3.1 acres) and receive the parcel the city has already purchased (no transaction costs for the swap). In addition to the East Village Green Park slated for the development site, the city encourages other open spaces and linkages, but does not have any set requirements.
5. Rights of way: 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 for fair market value.
6. 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. There is an existing substation located at the northwest corner of the block bound by F, G, 14th, and 15th Streets. You may relocate this, but it will cost \$40 million to do so.

7. Real property taxes: For the purposes of this competition, please use 1.1 percent as the property tax rate.
8. Inflation rate: All costs are subject to an inflation rate compounded at 3 percent per year.
9. 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 from CCDC (or other public sources), the subsidy amount should be realistic.
10. Demolition and remediation costs: For the purposes of this competition, please 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.
11. 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.
12. Start of development: Year 0 is 2010/11 and the start year is 2012.

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 high volume 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 seven sheets**, each 11" x 17" (please see the Submission Process section for details regarding the requirements and procedures for submitting your presentation materials). Typically teams use six boards to present their urban design schemes and the seventh board, as outlined below, is strictly for financial information. 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 seven sheets will not be considered by the jury.

The maximum of seven sheets 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 seven sheet 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, include a seventh sheet comprising a development pro forma in executive summary form. You may create your own pro forma or you may use the pro forma Excel workbook “Development Pro Forma,” downloadable from ULI Connect. In either case, a summary pro forma that contains all the line items (that are relevant to your project) on the Excel tab “Summary Board” must fit on a single 11" x 17" sheet that will become part of your presentation that the jury will view.

In addition to your summary pro forma that should be clear and easy to read, you need to have two separate tables as outlined below. For both, we have provided very simple examples, but you should feel free to create your own titles and package the content in a way that best enhances your presentation:

a. Answers to the owners’ questions

Your first table must clearly package answers to the owners’ questions so that it is easy for the jury to see what you have devised.

Current market value of site	
Site value after redevelopment (end of ten-year hold)	
List amount of public subsidy(ies) required and source(s) (start with CCDC and list others, if any)	
List amount of equity and source(s) (if any)	
Return on investment (both leveraged and unleveraged BTIRR)	

b. Unit pricing and absorption for each product type

For every product (e.g., residential, commercial, hotel, etc.) that you bring on line in your development, the jury would like to see a quick and easy summary that covers your unit pricing assumptions, the cost per unit, and the quantity you bring to market each year as well as the cumulative total through each year. For the unit pricing assumptions, you need to define hard, soft, and land costs, and you get to decide what unit of measurement is best applicable to each product. Here is a very basic sample of what this might resemble (N.B. does not show the full ten-year hold):

Product type	Year 1 Cumulative	Completions since Year 1	Year 2 Cumulative	Completions since Year 2	Year 3 Cumulative
Assumptions (list hard, soft, and land costs; the unit of measure- ment; and the cost per unit)					

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. This is not meant to serve as the perfect pro forma, merely as a guide. 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. 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 as an Excel file—with all relevant worksheets—to the CD that you are including as part of your submission.

The jury will examine only the summary pro forma board, therefore your graphic presentation of your financial information 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 executive 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 (Note: There are two zip files, one large file with many layers and one just for the storm drain layer. There is also a large aerial photo file since there is not an aerial GIS layer.)
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 seven sheets. Two copies of the sheets should be submitted. One set—which is intended to be shown 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 board—containing the development financial proposal (pro forma)—need not relate to the first six boards, as it will be examined separately. A CD—with only the team's four-digit code to identify it—should also be submitted, containing the seven sheets in PDF format at "Press Quality" resolution and an Excel file of the pro forma.

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. Seven sheets mounted on boards (copy 1);
2. Seven sheets (same as item #1), unstapled, and loose (copy 2); and
3. CD that contains: the same sheets as item #1 in PDF format, press quality; and the pro forma Excel file.

Remember: All items can contain only the self-defined four-digit code and no other identifying mark. This includes the electronic files, CD, 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, February 1, 2010. Hand-delivered submissions must be received prior to 5:00 p.m., e.s.t., on February 1, 2010.

Submissions sent by U.S. Postal Service, 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, DHL, 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

Throughout 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 Update History to find out when the last changes were made.

Many answers to process-related questions can already be found on the Web site in the Frequently Asked Application Questions section.

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 ULI San Diego-Tijuana, or to CCDC.