



Downtown Connections: Houston, Texas

Hines

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With a presence in more than 100 cities around the globe and investor relationships with many of the world's largest financial institutions, Hines has the breadth of experience, the network of expertise, and the financial strength to assume complex and challenging investment, development, and management projects. The company has offices in 18 countries, with regional offices in Atlanta, Chicago, Houston (U.S. headquarters), London (European headquarters), New York, and San Francisco, as well as 58 other U.S. cities. The Hines portfolio of projects underway, completed, acquired, and managed for third parties consists of more than 1,145 properties including skyscrapers, corporate headquarters, mixed-use centers, industrial parks, medical facilities, and master-planned resort and residential communities. Currently, the firm controls assets valued at approximately \$23.4 billion.

Since its inception in 1957, Hines has created projects of the highest quality, aesthetic relevance and enduring value for its investor partners, clients, and local communities. Working with such notable architects as Cesar Pelli, Frank Gehry, I.M. Pei, and Philip Johnson, Hines has redefined the way developers interact with and treat architecture, promoting a balance between function, beauty, and sustainability and reshaping skylines around the world.



ULI, the Urban Land Institute, 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 an open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

Members say ULI provides information they can trust and 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 tenth 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, 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, 2012, which is the day the competition officially gets underway.

In 2012, the competition's tenth year and ULI's 75th anniversary year, we are going to Houston to honor both ULI's past and the competition's sponsor. The Houston region has been important historically to ULI and its membership. It is also home to Hines U.S. headquarters.

The ULI/Gerald D. Hines Student Urban Design Competition is part of ULI'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.

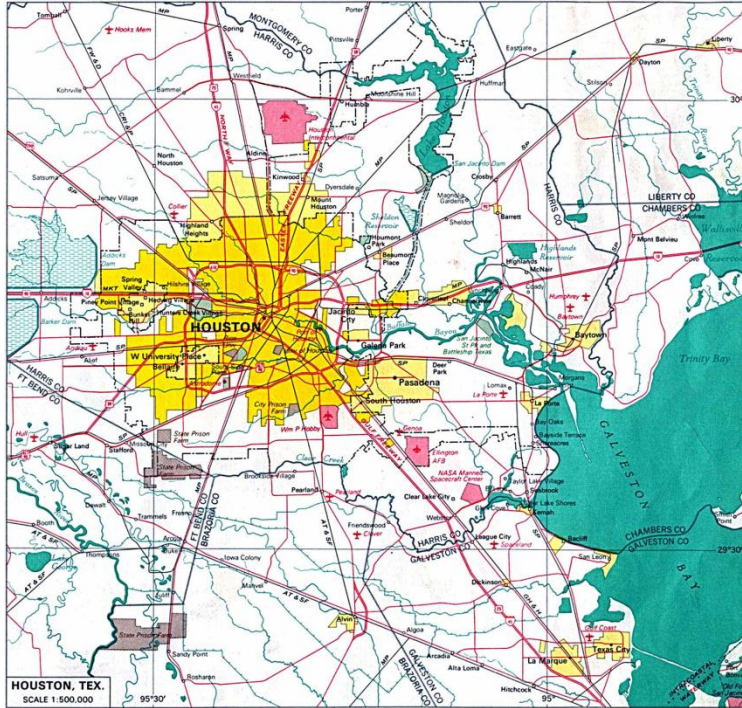
Eligibility

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 began allowing 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 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 2010 and 2011 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 Monday, December 11, 2011, as to their participation status.

The Competition Problem

Background

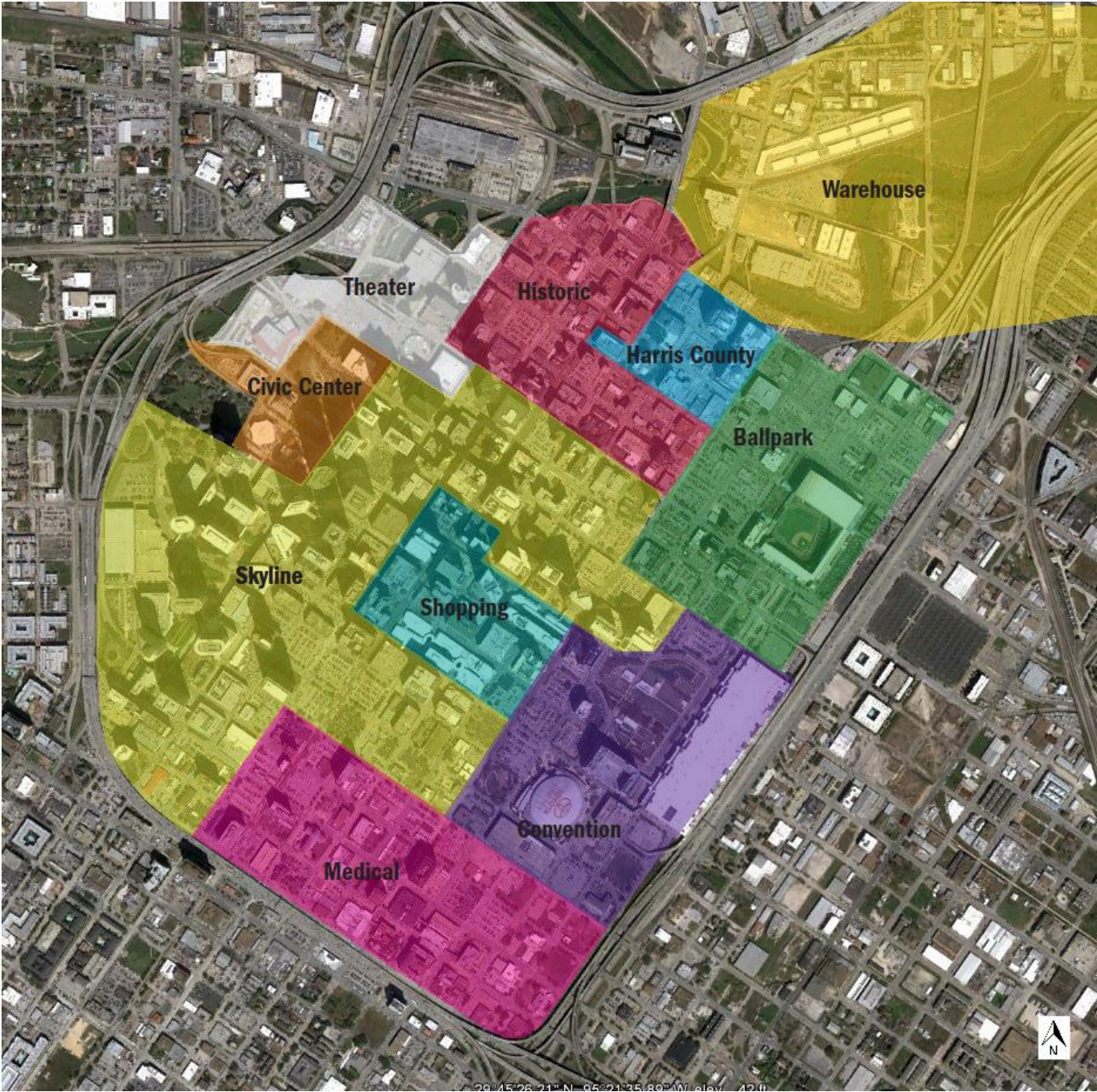


Houston is one of the nation's youngest, fastest-growing, and most diverse metropolitan areas. The 10-county Greater Houston Area is projected to add another 2.66 million people by 2030 to its current population of 5,946,800. The City of Houston was founded in 1836 on the banks of the Buffalo Bayou, a river directly adjacent to this year's competition site, by two real estate developers who acquired a large tract of riverfront land. The city was named after Sam Houston, who was elected President of Texas that same year.

The region is home to 29 Fortune 500 companies, with a gross area product of \$403.8 billion. The Texas Medical Center, Houston's regional cluster of anchor institutions which totals more than 21 million square feet of facilities over 49 institutions, has a larger land area than downtown Dallas. The City of Houston spans 624 square miles—in fact, New York, Washington, Boston, San Francisco, Seattle, Minneapolis, and Miami combined fit within city limits. The Port of Houston is the 15th largest in the world, first in foreign tonnage in the United States, and there are 92 official offices of foreign governments—consulates or trade offices, located within the metropolitan area.

The renewal of downtown Houston began in the mid-1990s. After experiencing a period of decline similar to other American cities during the 60s, 70s, and 80s, Houston has since enjoyed almost \$4 billion of investment in buildings, parks, and infrastructure have been completed. Recently completed developments include One Park Place, a 346-unit high rise apartment building overlooking Discovery Green, a three-year-old 12-acre park; and Houston Pavilions, a \$170 million mixed-use entertainment, retail, and office complex. Projects under construction include BG Group Place, a 46-story, one million square-foot office tower by Hines; Hess Tower, a 29-story, 844,763 square-foot office tower by Trammell Crow; the new Houston Ballet building; and a new YMCA.

The downtown area is divided into 10 districts, as seen in the district map included in this briefing material. The districts are important not only for branding purposes, but also to set up a framework for how to think about development in the different sectors.



Downtown District Map

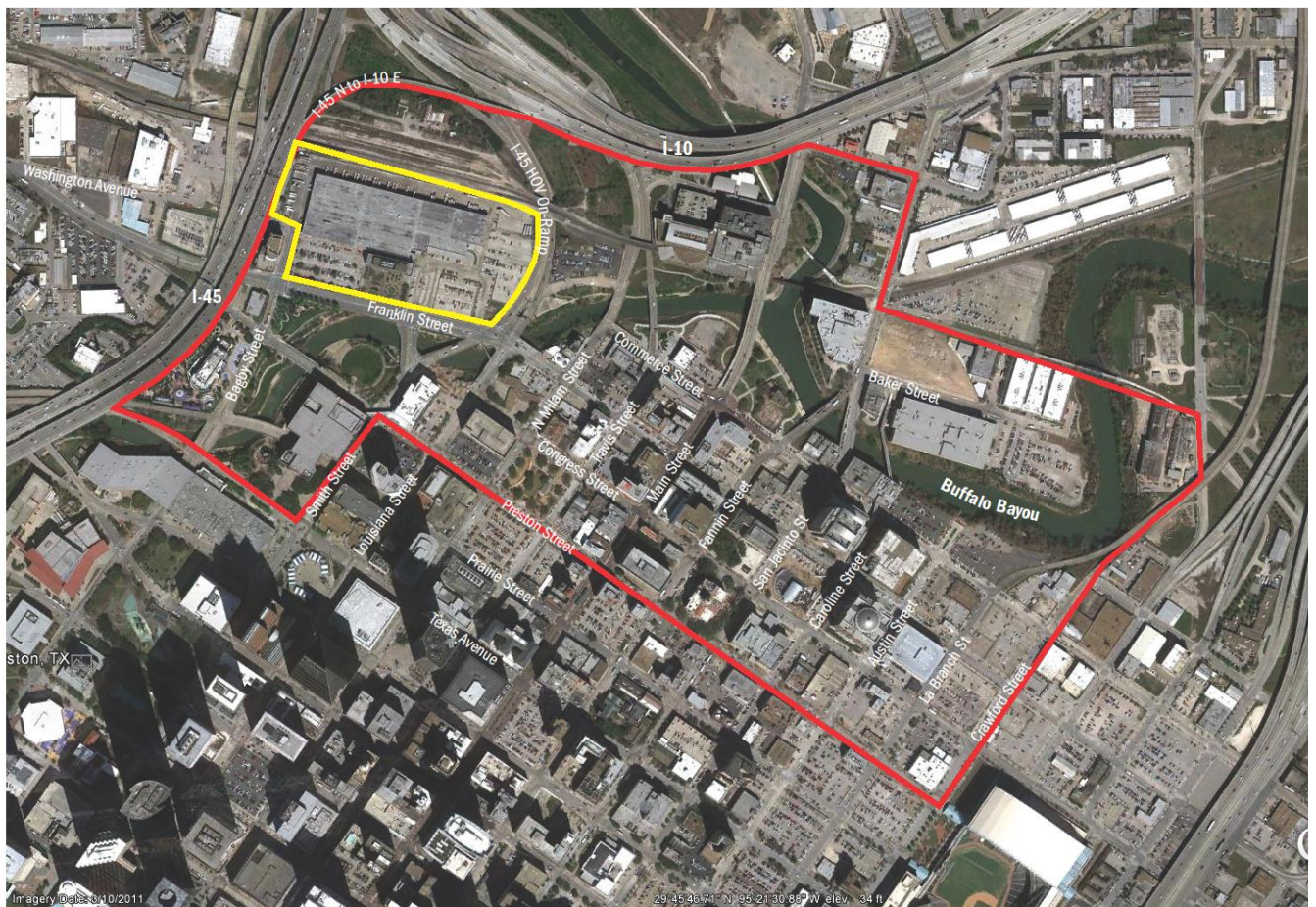
The downtown area is the center of Houston’s transit network, and as a result residents and downtown workers have access to a variety of commuting options, including light rail, buses, vanpools, and carpools. More than 73% of Metro’s routes come downtown, making it possible for anyone to use Houston’s bus and rail systems and avoid the hassles of driving to and from work, as Houston is ranked 4th overall for traffic congestion among American cities according to the Texas Transportation Institute’s 2011 Urban Mobility Report. . In addition, almost all Park & Ride buses serve downtown. Whether employees are driving alone to work every day (about half do), taking the Park & Ride from the suburbs (29%), riding local buses or light rail (8%), carpooling (11%), bicycling, or walking, employees from all parts of the region can reach downtown with or without a car. Important to employers is that this access to transit further can eliminate the need for one parking space per employee.



Houston is building new light-rail lines, investing more than \$1.6 billion to expand connections from the Texas Medical Center to downtown, to area universities, sports venues, and neighborhoods. In December 2011, The City of Houston approved a \$55 million public and privately funded effort to restore and expand aesthetic and natural recreational opportunities while regaining flood conveyance capacity and environmental qualities of Buffalo Bayou.

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 Central Houston Foundation is a fictional entity. The City of Houston, Central Houston, Inc., New Hope Housing Incorporated, or any other stakeholder mentioned below have 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. ****



The development site is outlined in yellow, while the larger study area is outlined in red.

As noted in the background materials, Houston's downtown has been divided into districts, save for the area west of I-45, north of the Buffalo Bayou, and east of Travis Street. (The area between Travis Street and First Street is sometimes considered part of the Warehouse District, although a portion of the University of Houston's downtown campus is located there.) A 16.3 acre site that

encompasses most of this area is currently owned by the United States Postal Service and houses a post office distribution facility and office building that have been deemed obsolete to USPS operations. A local foundation, the Central Houston Foundation (CHF), has acquired the option to purchase the site. CHF has a large endowment committed to both the sustainable growth of Houston's downtown and community development, and would like the site to generate a revenue stream for its endowment while also helping to shape a new downtown district.

At the same time, the Downtown Management District, Central Houston, Inc., and other groups devoted to development downtown have taken an interest in the property as a key site to reconnect the Theater District, the Historic District, and greater downtown to the Buffalo Bayou and provide additional residential units downtown. They have been working closely with CHF to determine its goals for the site and a surrounding study area. These stakeholders have determined that the development site is the beginning of the next big opportunity to create a new downtown district with a distinct identity as well as redevelop or reuse existing buildings in parts of downtown with many surface parking lots or underutilized buildings. They envision generally that the river and perhaps some element of public open space can be used to catalyze the creation of a new downtown district while also ensuring connections between the site, the Theater District, and the Historic District. This larger study area, indicated by the red outline on the map, should be taken into account when you are considering development plans for the 16.3-acre site.



CHF has also chosen to partner with New Hope Housing, Incorporated, a nonprofit housing entity in Houston that builds and manages supportive single room occupancy (SRO) housing, to ensure that any development on the site has a component to serve a low-income population. CHF has made a commitment to New Hope to construct 160 of these units (the specifications of which can be found in the appendix) in a building that could meet LEED Silver standards on the site. New Hope will contribute up to 50% of development costs, but will retain all rental revenue from these units, and New Hope's control over these units must be maintained if the property is sold.

Otherwise, CHF is open to uses so long as a residential component, including both the specialized units described above as well as market-rate housing, is included and there is a connection made to the river frontage south of Franklin Street near the site.

Additional Options for the Development Site

The City has indicated that it is open to the realignment of a number of right-of-ways on or near the 16.3-acre site that could have an impact on the land available for CHF to develop. Federal and state funds have become available for two interstate projects near the site, but the City has determined it only has funding to complete one of these projects at this time and would like to choose the one that best sets the stage for new downtown development and the creation of a new downtown district. The financing scenario for choosing either of these options is detailed in the Assumptions section of this brief. You are not required to select either of these options.

Option 1: Realignment of I-45 to the west of the site.

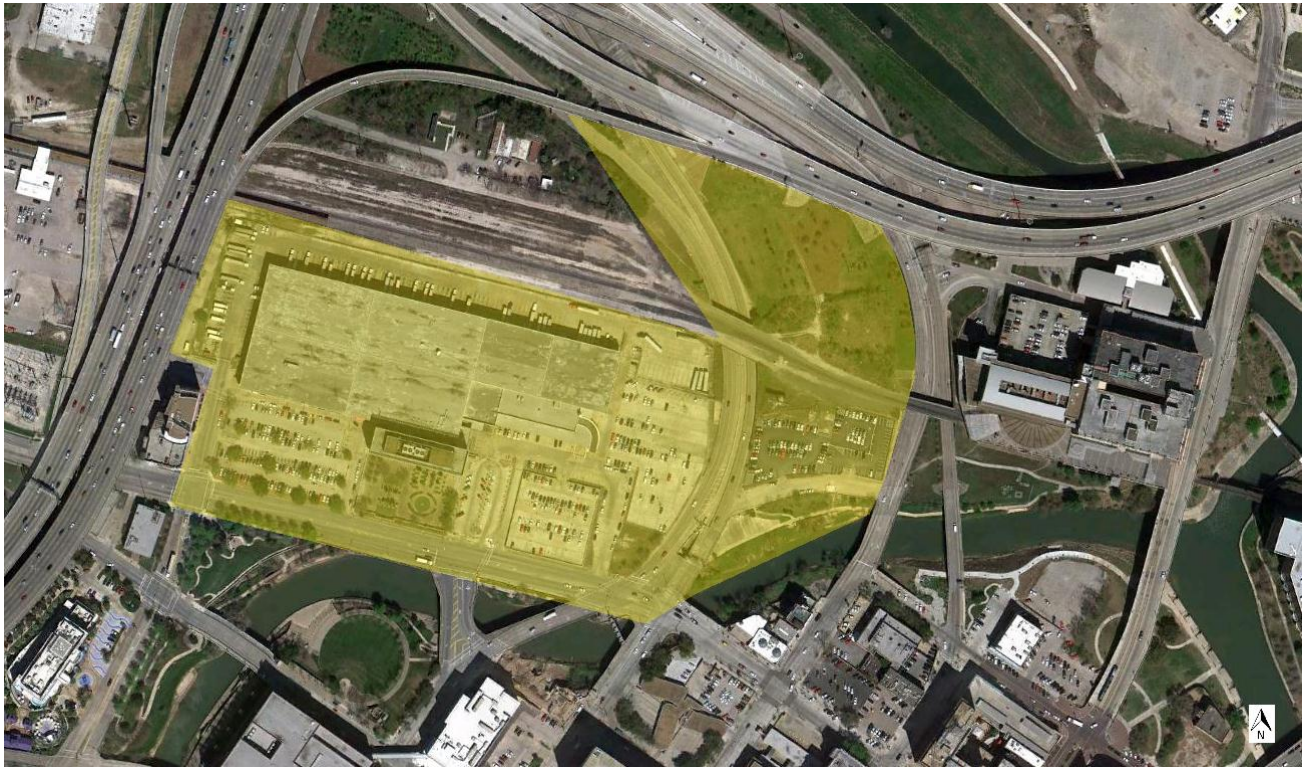
If you choose to pursue this option, you may choose the new alignment, but it (a) cannot enter the residential neighborhood north of Dart Street and west of I-45 north of I-10 and (b) must create new frontage on the Buffalo Bayou that was previously blocked by the freeway. This option will make available the parcels indicated on the Option 1 map east of your new alignment for purchase and development by CHF. **However, the power station must be retained in its original location and the Amtrak Station must be preserved although you may choose to relocate it.** The additional land is approximately 8.75 acres without the interstate right-of-way. With the ROW, the acreage is approximately 11.5.

Option 2: Reconfiguration of the I-45 HOV on-ramp and I-10 West off-ramp

If you choose to pursue this option, your team **must** assume that these two ramps will be relocated underground in their same location. This will expand your development site to include the two parcels indicated on the Option 2 map in this brief. The additional area is approximately 10.5 acres.



Site configuration is Option 1 is chosen in yellow



Site configuration if Option 2 is chosen in yellow.

Options for Other Rights-of-Way

Franklin Street: Franklin Street's alignment can be shifted within the site.

Rail Tracks: The train tracks to the north of the site **cannot** be moved. However, there is also a preliminary plan for a commuter rail station on the site. For the purposes of this competition, the commuter rail alignment is located on these tracks. Your team may decide if the station should be included onsite as part of your development plan, or if it should be built in another location near the site as part of the larger vision for the surrounding area. The piece of land between the tracks and the highway on-ramp to the north of the site **cannot** be developed, but you may choose to place public infrastructure in this location. The tracks are approximately 202 feet wide in the area directly north of the site.

CHF has specifically tasked your team with providing:

- the current value of the property should they pursue this development (if you choose one of the options to expand the site, include the additional parcels in this calculation);
- the type of development the market would support for this site after conducting a comparative analysis to determine the best timing for development and appropriate phasing;
- a vision diagram for the study area surrounding the site. This should include (a) proposed land use, (b) connections between the site and future light-rail stations; (c) commuter rail site if not included as part of detailed development plan for the development site; (d) riverfront connections; and (e) a distinct identity for your development that could serve as the basis for branding and continuing to develop a new downtown district. If your team feels the study area should be expanded, you are free to do so;
- the value of the developed site at the end of a ten-year hold;
- the subsidies that would be needed (if any) and from where in order to make redevelopment feasible;
- amounts and sources of financing and equity; and
- the return to the owners if they developed the site and sold it at the end of year ten (both leveraged and unleveraged before tax IRRs). Keep in mind that, as stated previously, the 160 supportive SRO units must be maintained as such through any transaction.

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

- Understand the social, historical, demographic, political, and economic forces in the Greater Houston region and analyze the larger downtown area and study area in relation to the smaller development site. This analysis will take into account the context of the development site's relationship to the greater downtown, especially its adjacent districts, and take into consideration land use, circulation, infrastructure, demographics, site forces, etc.
- Propose a master land use plan for the development site that accounts for land and building uses, blocks, streets, transit lines, connectivity, etc.
- Propose an urban design scheme for the development site that focuses on typology, architecture, sustainability, and overall design characteristics for the site.
- 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.
- 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 Site and Study Area

Houston's downtown has undergone a number of different planning studies, primarily sponsored by the city in conjunction with Central Houston, Inc. A Downtown Development Framework was completed in 2004 and a Houston Downtown Mixed-Use Retail Core plan was just released in October of 2011. Significantly signaling Houston's commitment to sustainability, the city was awarded a HUD Office of Sustainability grant to complete a study recommending strategies to create livable centers on the east side of downtown. This was completed in September 2011.

The Post Office site occupies a critical corner of Downtown Houston. While it has accessibility issues on the north and west sides due to the location of Interstate 45 and Interstate 10, it has the potential to serve as a gateway to downtown through its immediate adjacencies.

To the east is the University of Houston's downtown campus (although it is separated from the site by a surface parking lot and an undeveloped parcel). To the south are the Buffalo Bayou, the Theater District, and the Historic District. While the interstate is a major barrier to uses west of the site, it is worth noting that Washington Avenue, which deadends at the Amtrak station west of I-45 and is broken up through the site before ending with more finality at Milam Street, is an area of Houston currently attracting interest in redevelopment. Restaurants, bars, and shops have begun to line each side of the street beginning around Silver Street, and local experts predict that this type of redevelopment and adaptive reuse will continue to creep towards downtown over the coming years.

The Theater District to the south has been the site of substantial institutional and public investment. The district features nine major performing arts organizations in five venues: the Houston Ballet Center for Dance, Jones Hall, the Wortham Theater Center, Alley Theatre, and the Hobby Center for the Performing Arts. As indicated by its name, the Theater District has the highest concentration of performing arts venues in the region. Most of downtown Houston's office space is located within the Skyline District, located south of the Theater District. The Skyline District is also home to a network of tunnels connecting office buildings, which serve to shield workers from the summer heat. There is some worker-serving retail within the tunnels. Culturally within the development community in Houston, there is an assumption that office space must be located on this tunnel network to be marketable. The standard block size downtown is 300 feet by 300 feet.

Downtown has also seen investment in both neighborhood and regionally significant open space. Discovery Green, a 12-acre park that is a centerpiece of downtown, will celebrate its 3-year anniversary in April. Redevelopment of Market Square Park in the Historic District in August, 2010 has created a thriving civic space in the heart of this important downtown neighborhood. There are a number of other open spaces downtown as indicated on the open space map included as part of this brief. A number of these amenities are part of the larger Buffalo Bayou master plan. The Buffalo Bayou Partnership, a nonprofit authority created in 1986, sponsored this ongoing planning process, and has leveraged over \$80 million in support of creating recreational opportunities around the waterway, and reconnecting it to the city as an amenity to include a hiking and biking trail network and larger open spaces. The Partnership also works to restore natural ecosystems of the Bayou and its tributaries through general clean-up and more complex restoration projects. Buffalo Bayou is an important part of Houston's history and will continue to play a key role in its future.

There are 244 residential units within two blocks of the site and a total of 3,612 units in the Downtown Management District. Most of these units are market rate. New Hope Housing, one of the Foundation's partners in the Post Office site project, currently has 130 units located on

Congress Street on downtown's east side. Over \$4 billion has been invested in the past decade in downtown residential development, and downtown's population has increased over 200 percent since 1995. Unlike many other cities, the remaining stock of older/ historic structures suitable for rehabilitation is nearly exhausted. This is significant because a number of the projects developed in the 1995-2005 period involved historic structures that qualified for public incentives.

Over 250,000 jobs are accessible from downtown via light rail or a walking commute. This connectivity is set to increase as the city's light-rail network expands. Five lines are planned in the expansion and groundbreaking events have been held for the North Corridor, East End Corridor, and Southeast Corridor. These expansion lines are anticipated to be complete in 2013 and 2014. Further down the road, a commuter rail system could connect downtown and the site with the larger region. The Gulf Coast Rail District, which encompasses Harris County, the City of Houston, and Fort Bend County, has undertaken a series of feasibility and preliminary engineering studies on potential commuter rail corridors and station locations.

Assumptions

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

Zoning: Downtown Houston has no limitations on use or density of development.

Existing uses: The property currently consists of two buildings: an office building and mail sorting facility. You may choose to retain these structures and program them with new uses if you wish. But if you choose not to retain the existing structures, you must account for demolition and clearing costs. Directly to the southwest of the site is a residential building, separated by Bagby Street. This is owned separately from the development site and may not be altered.

Affordable housing: You are required to provide 160 units of supportive SRO housing. You may also provide other types of affordable housing at your discretion. While supportive SRO housing has a strong programmatic component, you are not required to develop a funding plan for operations, only to provide the space for such operations. New Hope Housing Incorporated will retain all rental revenue from these units, as per their agreement with the CHF for the purposes of this competition. More detail about this housing type can be found in the brief's supplementary materials.

Open space: The City of Houston itself has no open space requirement. In keeping with the larger planning effort around the Buffalo Bayou, you can assume that CHF would like to provide open space amenities on the site.

Rights of way and circulation patterns:

Local Streets: You may choose to close and create public streets within the 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.

If your team chooses to expand the project site by working with the City of Houston, the Federal Government, and the Texas Department of Transportation by either realigning I-45 to the west or reconfiguring the ramps to east, you must assume the following for the purposes of the competition:

- You must petition the city to create a Tax Increment Reinvestment Zone encompassing your site for the standard 25-year period. Assume that the city approves creation of the zone.
- 2/3 of your tax increment revenue must go to the city to assist them in paying for the interstate infrastructure improvements.
- In accordance with Texas law, 1/3 of your tax increment revenue must be used to finance affordable housing. You may use this 1/3 to help pay for the required SRO units on site.
- Additionally, 1/3 of the total site must be dedicated to residential uses (market rate or affordable).
- Assume that the city is bonding against the revenue for the interstate infrastructure improvements. In other words, the realignment of either I-45 or the ramps will occur prior to Year 0 of your development plan.
- As indicated above, you must determine how much the development on the site will increase the site's value and property tax revenue.
- If your team does not choose to expand the base 16.3-acre site to the east or west, you may not create a Tax Increment Reinvestment Zone.

Note: In the real world, there are more regulatory complexities to Texas's Tax Increment Reinvestment Zone than what is stated here. For the purposes of the Competition, your team is only required to address what is outlined above.

Parking: The site falls just outside of the boundaries of the parking exemption district. You must use the City of Houston's parking requirements to determine the number of spaces needed on site. Because of a major infrastructure issue discussed below, parking cannot be located below grade

on the 16.3-acre site. However, if your team chooses to expand the available land for development as described above, you may choose to locate parking below grade only on the additional land gained due to the transportation infrastructure modifications.

Utilities: You may relocate all local distribution lines for power, gas, water, and communications, at the developer's expense based on utility company standard pricing. You may not move stormwater and sewer infrastructure. There is a substantial "tieback" levee system located partially below grade on the site. As indicated above, you may not park the site below grade due to this issue. The above-grade component may not be moved.

Real property taxes: For the purposes of this competition, use 2.5% as the property tax rate for the entire 10-year development period.

Inflation rate: All costs are subject to an inflation rate compounded at 3% per year.

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.

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. Assume that this cost applies across the board to the entire site. For example, if you demolish a surface parking lot or part of the distribution facility that covers the same area as the surface parking lot, both would cost the same for the purposes of competition.

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. Note: do not include interstate realignment in infrastructure cost estimates. For the purposes of the competition, this is a separate cost financed by the TIRZ revenue.

Start of development: Year 0 (planning, permitting etc.) is 2012 - 13 and the start year, the first time you may begin construction or actual redevelopment, is 2014.

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. While downtown Houston has not been as affected by the somewhat stagnant nature of the economy and the especially moribund condition of the land use sector in other parts of the country, you

should assume somewhat better market conditions so that you can come up with something for the site as this is a design and development competition.

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 and public facilities (transit, etc., should have clear value for CHF and the proposed development);
 - (b) your development proposal and planning and design concepts should support and reinforce public planning goals; and
 - (c) public investments should 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.

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 using the pro forma summary document provided by ULI.

You are encouraged to provide your own summary should you build your pro forma using your own template. If your team chooses to do so, you still must submit the ULI-provided summary sheet filled in with your own data. 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.

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.

Note: you do not need to fill in information about a product type if it is not part of your development program.

ULI has also provided your team with a set of more detailed pro forma templates. Note that these 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 may not have office space in your development 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, so long as you still fill in the ULI-provided summary sheet.

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.

Competition Logistics

Schedule

Please refer to the competition web site for this information. The website address is <http://www.udcompetition.org>.

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.

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. If there are any identifying marks on any of the sheets or the CD/DVD that indicate which university has submitted the scheme, the submission will be discarded and not judged. Please be careful to only use the four-digit code.

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, 2012. Hand-delivered submissions must be received prior to 5:00 p.m., e.s.t., on January 31, 2012.

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.

Approximately five days after the last day of the competition, an email will be sent out to all participants indicating, by team number, what submissions have been received to date. If your team number is not on the list, you should check on the status of your submission and email udcompetition@uli.org with that information.

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. No phone calls or emails to competition jurors, Hines, ULI Houston, the City of Houston, New Hope Housing, Incorporated, or the Houston Downtown Management District and its related organizations.