



13th Annual ULI Hines Competition Briefing Materials

New Orleans, Louisiana

January 2015



About the Sponsors

Hines Hines is a privately owned, international real estate firm that has provided the highest level of quality, service, and value to its clients and investors for more than 50 years.

With a presence in more than 115 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 Hines portfolio of projects underway, completed, acquired, and managed for third parties consists of more than 1,300 properties, including skyscrapers, corporate headquarters, mixed-use centers, industrial parks, medical facilities, and master-planned resort and residential communities. The firm currently controls assets valued at about \$28 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 among function, beauty, and sustainability and reshaping skylines around the world.



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 more than 34,000 members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service.

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

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

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



About the Competition

Introduction and Mission

The ULI Hines Competition, now in its 13th year, offers graduate-level students the opportunity to form 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 presenting numerous challenges and opportunities. Submissions consist of a large-format presentation board that includes drawings, site plans, tables; and market-feasible financial data. Visit uli.org/hines to view previous submissions and learn more about the competition format.

The ULI Hines 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 receives \$50,000 (\$5,000 of which goes to the school) and the finalist teams \$10,000 each.

Jury

Reflecting the multidisciplinary nature of the competition, ULI selects ten to twelve jurors from diverse backgrounds to evaluate team submissions, choose four finalists, and ultimately select 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 composition of the jury.

In agreeing to serve as members of the competition jury, the jurors attest that they have reviewed the competition program and agree to abide 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 early as possible, there is no guarantee that ULI will disclose the jury composition before the end of the competition period. Visit the competition website for the latest information about each juror: udcompetition.org.

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 academic period during which the competition is conducted. ULI allows some part-time students and fifth-year bachelor of architecture and bachelor of landscape architecture students to participate, provided they meet specific eligibility criteria as outlined in the competition guidelines. Ineligible to compete are 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 whom ULI deems to present a conflict of interest. All students from the finalist teams in the 2013 and 2014 competitions are also ineligible.



ULI reserves the right to disqualify teams or to limit the number of teams allowed to participate in the competition. Teams were notified of their participation status by e-mail no later than Monday, December 15, 2014.

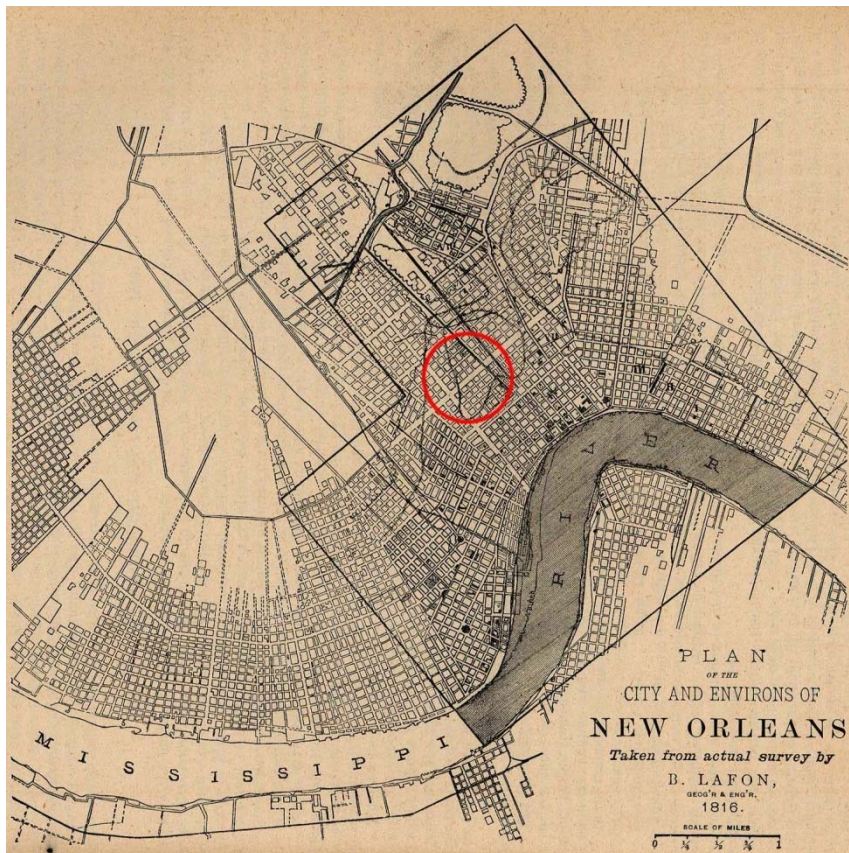


Competition Challenge

New Orleans Background

New Orleans, with its rich and distinct cultural and architectural heritage, is a major destination for tourism, conventions, and other big events. Its urban fabric vividly expresses the city's complex background—its founding by the French, its period under Spanish control, then brief return to French rule before acquisition by the United States through the Louisiana Purchase in 1803. New Orleans complexity also finds expression through its unique background of multicultural settlement by Native American, European, Caribbean, and African people. These cohorts maintained much of their respective uniqueness, but the cultural interchange resulted in specific artistic, architectural, and social practices that are now recognized throughout the world as a distinct culture of New Orleans and Louisiana.

In the 19th century, New Orleans was the largest port in the South, exporting most of the nation's cotton output as well as other products to western Europe and New England. Because of its importance, it was an early target for capture by the Union during the Civil War and thus was spared much of the destruction suffered by other southern cities. After the war, it continued serving as the capital of Louisiana until 1880.



Map 1: New Orleans in 1816, with the Hines Competition area circled in red. (Report on the Social Statistics of Cities, Part II, compiled by George E. Waring Jr., U.S. Census Office, 1886. Courtesy Perry-Castañeda Library Map Collection.)



During Reconstruction, emancipated slaves and other free people of color initially were brought into the political process, but then in the 1870s, as in the rest of the South, New Orleans retrenched and these groups were again excluded with the rise of the White League and the Ku Klux Klan. Although the rise of railroads made shipping on the Mississippi less essential than it had been for the distribution of goods, New Orleans remained an important port and influential city, and its

In parallel, the distinct culture of New Orleans never ceased to grow in influence. For instance, by the late 19th and early 20th centuries, New Orleans jazz had grown to be recognized as one of the city's signature expressions and contributions to American culture.

The city's investment in infrastructure at the turn of the 20th century framed the character and extent of its growth. New pump technology drove the ambitious draining of the low-lying swampland located between the city's riverside crescent and Lake Pontchartrain. New levees and drainage canals meant that the city could develop the swamps and marshlands below sea level that had previously been uninhabitable. As a result, New Orleans embraced one of the most aggressive expansions of any established urban area in the early 20th century. By 1900, the city's streetcars were electrified, establishing New Orleans among the American cities where the investment in public transit supported the city's growth with a walkable urban scale and character.

After World War II, suburbanization and resistance to institutional integration drew many white residents out of areas of the city that had been demographically, if not socially, integrated and into new neighborhoods that reflected the segregated patterns of much of the urban South. These relocations left a core city that was increasingly African American and economically disenfranchised. The city served as a regional center for the management of the petroleum industry until the 1980s, when that industry's executive functions consolidated in Houston.

The Port of New Orleans also continued as a major economic anchor for the city, although the change to containerization cut its demand for local labor. Tourism emerged as the major industry, and even amid social and economic changes, the city continued attracting hundreds of thousands of annual visitors drawn to its annual cycle of festivals and events, its architectural heritage, and its musical legacy.

Hurricanes periodically hit the city, and in 1909, 1915, 1947, and 1965 New Orleans recovered from limited damage caused by major storms. On August 29, 2005, Hurricane Katrina struck New Orleans as a Category 5 storm that drove a surge breaching four levees and flooding 80 percent of the city. Hundreds were killed in the flooding and thousands were trapped for days, due in large part to inadequate evacuation, in harsh conditions before state and federal rescuers could reach them.



New Orleans after Hurricane Katrina, showing flooding at Interstate 10 at West End Boulevard, looking toward Lake Pontchartrain. (U.S. Coast Guard)

The waters receded, but a year later only half the city's residents had returned. However, it is estimated that within five years of the storm, up to 75 percent of the residents had returned, and renewed efforts to strengthen the city were showing tangible results.

The post-Katrina planning process was complex and faced several challenges. It included several initiatives—such as the Bring New Orleans Back plan, the City Council (Lambert Advisory) planning process, and the Unified New Orleans Plan—and implementation of these plans through the city's Office of Recovery Management. The process was also significantly driven by plans and policies of the Louisiana Recovery Authority, such as the Road

Home program, which pays homeowners to rebuild or relocate.

While the city showcased several efforts focusing on strengthening neighborhoods, it retained a firm emphasis on tourism as a key engine of economic development. However, tourism efforts extended their focus well beyond the iconic French Quarter to include the distinctive neighborhoods that make up a rich and complex community.

In recent years, New Orleans has continued looking at how to sustain and develop neighborhoods that represent the city's unique nature while integrating the promise of economic innovation, inclusion as well as access to cultural, employment, transportation, and housing resources. As part of these efforts, the city recently completed the Livable Claiborne Communities (LCC) Study encompassing seven diverse neighborhoods and a portion of the central business district. Supported by grants from the U.S. Department of Housing and Urban Development and the U.S. Department of Transportation/Federal Highway Administration, the LCC Study links community revitalization analysis and recommendations for the Claiborne Corridor with transportation and redevelopment scenarios.



Map 2: The Claiborne Corridor study zone, outlined in red, and the general Hines Competition area, circled in blue.

The Claiborne Corridor embodies many of the challenges and opportunities facing New Orleans at large, including:

- infrastructure and resilience;
- public safety;
- education and workforce development;
- disparities and equity;
- housing; and
- recreation.

Five overarching goals emerged from public meetings and interviews conducted as part of the LCC Study:

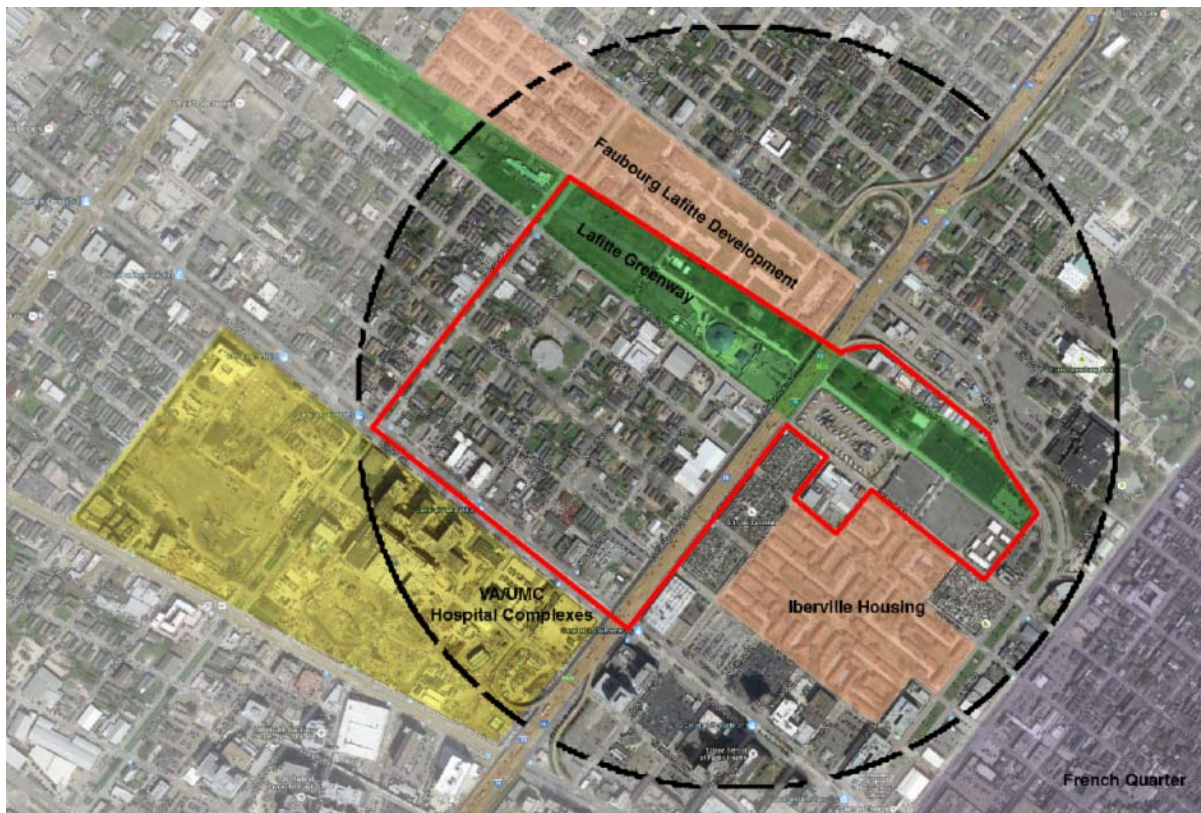
- preservation of the culture and identity;
- sustainable solutions for the flood-prone environment;
- equitable access to economic prosperity;
- managed change to benefit the existing community; and
- enhanced transportation choice and access.

The study provides a holistic approach to community revitalization combined with a set of alternative scenarios for transportation and development opportunities over the next 20 to 30 years. Additional information can be found at <http://www.nola.gov/livable-claiborne-communities/> and in the competition OrgSync resources section. This year's Hines Competition focuses on one of the areas included in the LCC Study.



The Challenge

NOTE: The challenge is based in reality, but certain details have been changed for the purposes of the competition. Do not attempt to contact the “real world” owners and representatives of the parcels in question. The group used in the narrative to craft the challenge is a fictional entity imagined for the purpose of the competition called the North Claiborne Neighborhood Improvement Association (NCNIA), and has no relationship with existing landowners, local organizations, existing initiatives, or any other groups. There is no plan to create such an entity for this area.



Map 3: The ULI Hines Competition site area, outlined in red, and the immediate area.

A group of small landowners, residents, local businesses, and others in the area bounded by the newly developing Lafitte Greenway, the eastern edge of the new medical district, and crossed by the elevated Interstate 10, have come together to create the **North Claiborne Neighborhood Improvement Association**, referred to as **NCNIA** (a fictional entity imagined for the purpose of the competition). The group is concerned that this transitional area is subject to the strong influence of the surrounding developments and requires an additional proactive approach in order to be sustained as a growing and



thriving community. NCNIA wants to take the lead to form a cohesive development vision that can address economic growth through a rich mixed-use neighborhood, inclusive of the existing communities, that can capitalize on the existing development momentum.

NCNIA has selected your team as master planners and developers to craft a detailed vision that makes this scenario feasible and that can outline the next steps for the association to take to realistically implement this vision.

Your assignment is to generate a proposal to transform this area into a thriving urban neighborhood for the citizens of Treme and Tulane/Gravier as well as new residents that highlights its locational advantages, its proximity to the French Quarter and the new medical district, and its articulation through the Lafitte Greenway, while finding opportunities to connect the urban fabric along the I-10 elevated highway on North Claiborne Avenue. Your proposal, in its placement of land uses and discussion of building siting and design, as well as overall phasing, should address how to build and support the growth of a neighborhood that will need to accommodate an expanding workforce, existing residents, and new amenities while creating more value.

NCNIA is asking you, as master planner and developer, for a proposal that includes an understanding of all factors at play, both market and nonmarket, in building a sustainable and thriving community.

ULI Ten Principles for Building Healthy Places

1. Put People First
Individuals are more likely to be active in a community designed around their needs.
2. Recognize the Economic Value
Healthy places can create enhanced economic value for both the private and public sectors.
3. Empower Champions for Health
Every movement needs its champions.
4. Energize Shared Spaces
Public gathering places have a direct, positive impact on human health.
5. Make Healthy Choices Easy
Communities should make the healthy choice the one that is SAFE—safe, accessible, fun, and easy.
6. Ensure Equitable Access
Many segments of the population would benefit from better access to services, amenities, and opportunities.
7. Mix It Up
A variety of land uses, building types, and public spaces can be used to improve physical and social activity.
8. Embrace Unique Character
Places that are different, unusual, or unique can be helpful in promoting physical activity.
9. Promote Access to Healthy Food
Because diet affects human health, access to healthy food should be considered as part of any development proposal.
10. Make It Active
Urban design can be employed to create an active community.



Context

The study area, crisscrossed by I-10, is part of the neighborhoods most commonly known as Tulane/Gravier and Iberville. This is a predominately low-income area, and most of the residents are renters. It is a mixed neighborhood of residential, industrial, and commercial zoning that includes manufacturing plants and other small industrial complexes—many defunct, others still operational. Framed by the new medical center on Canal Street, by the Lafitte Greenway and the Treme neighborhood on its opposite side, and the elevated I-10, the area faces the challenge of retaining the existing communities while accommodating the new density that the new workforce will demand.



An aerial view, with the competition primary study area outlined in red.



The Lafitte Greenway

The competition site area is prominently defined by the Lafitte Greenway, which is transforming one of New Orleans’s historic transportation corridors into a green urban open space with the potential to encourage development beyond its immediate edges. The corridor, initially an open waterway used as a portage between Bayou St. John and the Mississippi River at the inland edge of the Vieux Carre, was later filled and converted to accommodate a railway. Since then, most of the railroad has been decommissioned. New Orleans is completing the conversion of this land into a linear park—a 2.8-mile-long path bounded by Basin, Lafitte, North Alexander, and St. Louis streets.



Map 4: The Lafitte Greenway revitalization corridor, with the general Hines Competition area outlined in red.

The city decided to transform the primarily city-owned land into publicly accessible open space through the Lafitte Corridor Revitalization Plan, which was accepted by the New Orleans City Planning Commission in May 2013.

The cost of full buildout of the greenway envisioned under the current master plan is projected at \$33 million to \$35 million. Currently, there is a \$6.5 million construction budget that primarily comes from the Community Development Block Grant Disaster Recovery Program. The initial phase of construction includes environmental remediation and regrading, grass and meadow planting, creation of a bike and walking path, and installation of wayfinding signs. Construction began March 25, 2014, with projected completion of the initial scope by spring 2015. While the corridor has already spurred significant development and opportunities, several challenges and opportunities remain.



Faubourg Lafitte Housing

In the study area, the edge of the greenway facing Lafitte Avenue is being framed by the new Faubourg Lafitte housing development. The 27-acre site includes the replacement of subsidized housing from the original Lafitte housing project with affordable new homes on a redeveloped site, as well as the addition of 900 to 1,000 units that will be constructed on infill lots in adjacent neighborhoods. Six hundred new units will be for sale to working families and first-time homeowners. The new construction aims to reflect the character of the existing communities and is a result of mobilization in response to a U.S. Department of Housing and Urban Development (HUD) mandate that the homes be demolished in the wake of two devastating hurricanes.

The St. Louis Street Edge

Much of the opposite side of the greenway facing St. Louis Street is occupied by car repair shops, light industrial sites, and underused properties that could benefit from the synergy generated by facing the new urban open space. NCNIA is charging you to explore the feasibility of developing this edge to ensure the growth and continuity of the neighborhood, as well as to facilitate a vision to connect through the elevated I-10.



St. Louis Street fronting the greenway.



North Claiborne and I-10

Bridging the gap created by the highway, physically and symbolically, is another key challenge that NCNIA has asked you to address. Several studies have looked at the options of demolishing or realigning the highway, thereby generating a new urban condition. However, the current feasibility of these options is uncertain, and a consensus is emerging that if the elevated highway is retained, spaces under it should be improved to integrate them as part of the new corridor development. The legibility of the greenway needs to be retained under the highway and the open space used to connect the neighborhood to Iberville, and subsequently to the French Quarter. As a master planner, you are charged with exploring the potential opportunities for temporary and more permanent small-scale uses of the in-between space under the interstate. Currently, the space under the interstate is used for impound vehicle lots, general parking, and informal refuge for homeless people. The space also provides significant informal opportunities every year for flexible uses, such as Mardi Gras Indian and second line parades or staged shows.



North Claiborne and the elevated I-10.

Iberville and the Green Gateway to the French Quarter

South of I-10, the study area presents a complex set of conditions that will require a careful analysis and proposal. This includes developing a cogent land use solution for the edge of the greenway as it meets the Louis Armstrong Park, which symbolizes the access point to the French Quarter, and developing a sustainable mix of uses in the land outside the primary Iberville housing project.



This section includes the historic St. Louis Number 1 and Number 2 cemeteries, and was the location of Storyville, the legal red-light district from 1897 to 1917. At the start of World War I, the city was pressed to close Storyville. Most of its buildings were later destroyed, and in 1930, its location was used to create the Iberville housing projects.



The new Iberville complex under construction.

Plans to transform the housing project into a mixed-income environment providing one-for-one replacement of the existing 821 units took shape in 2011. The Housing Authority of New Orleans (HANO) and the city were granted \$30.5 million as part of the HUD Choice Neighborhoods Initiative. Demolition of the Iberville housing projects began in September 2013, and a new mixed-income housing development now under construction incorporates the street grid of the surrounding neighborhoods.

The University Medical Center and Veterans Affairs Hospital Complexes

Bordering Canal Street on the western edge of the large study area, two major hospital campuses are under construction on over 70 acres of land. Both billion-dollar projects, the two campuses will replace the downtown Louisiana State University (LSU) hospital and the U.S. Department of Veterans Affairs (VA) hospital that were shuttered after Hurricane Katrina; they are set for completion in 2015 and 2016, respectively.



To the north of South Galvez Street, the VA complex is taking shape. Currently, 60,000 veterans are enrolled with the New Orleans medical center, and about 40,000 use its services every year. The numbers are expected to rise with the opening of the new center, which will receive referrals from across the Gulf Coast. The center is projected to cost about \$995 million to construct, with another \$700 million going toward equipment, furnishings, and salaries. There will be roughly 1,100 positions at the VA hospital, with actual employment being higher because of part-time jobs.



To the south of Galvez Street, the LSU hospital complex, known as the University Medical Center (UMC), is under construction and has a projected cost of \$1.2 billion. When complete, the hospital will have 424 beds and will serve as the area’s Level 1 trauma center, as well as a teaching hospital for the LSU and Tulane University medical schools. Those schools also will work with the VA center.

Assembling the land for the hospital complexes was an arduous and complicated process. Several historic properties have been preserved as part of the future campus and will serve as administrative and service buildings.

NCNIA is also charging you to craft recommendations on how to define the development across from the hospital facilities on Canal Street and how best to integrate the new densities the projects will generate into a harmonious whole.



Eastern side of Canal Street opposite the hospital development.

Historic Preservation

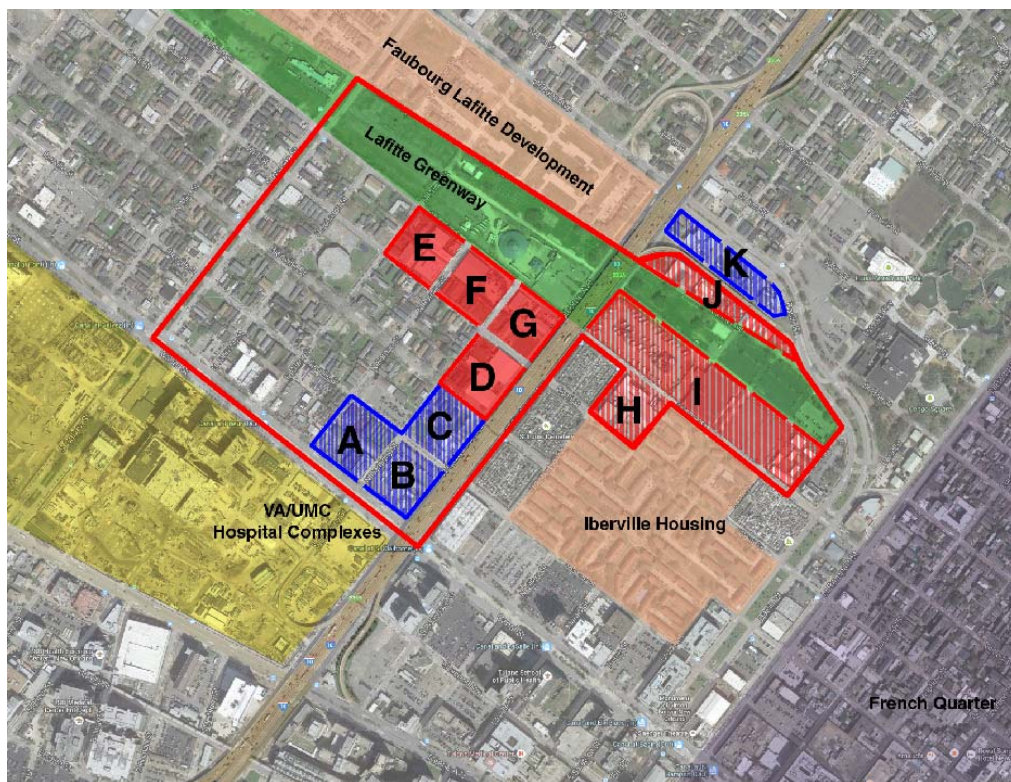
Though the study area is not part of a designated historic district, it shares much of the historic fabric of the city and offers significant housing typologies that reflect the city’s character. Several buildings have been preserved in development of the hospitals, and other iconic elements such as the St. Louis cemeteries constitute an important part of the area’s identity. NCNIA expects careful consideration of these conditions and a development proposal that not only does not interfere with these structures, but also can be an active part of this rich context.



Primary Development Areas

As master planner and developer, your team has been assigned to develop a broad visioning plan for the larger study area indicated on map 3, framed by North Galvez Street, Lafitte Avenue, Canal Street, North Claiborne Avenue, and the area bordering the Iberville housing development and the end of the greenway.

In addition, you have also been charged to specifically evaluate the benefits and financial possibilities of combining certain blocks (outlined in red on map 5) to redevelop as one comprehensive development site. NCNIA has ownership of blocks D to G, and requires that the feasibility of acquisition and development potential of blocks H to J be evaluated. In total, these combined blocks contain about 23 developable acres, not including public rights-of-way. They are envisioned as the key blocks to create a successful urban environment that has synergy with the other development occurring in the area. You also have the option to include the blocks outlined in blue as part of this primary study, or alternatively to indicate a development strategy for them within the overall phasing of the site. You may also choose to acquire and develop land in certain blocks outside the primary study area if this will further your design and development vision.



Map 5: Competition area blocks. All red blocks are a compulsory part of the challenge. NCNIA owns blocks D to G (solid red), and is asking you to include the acquisition and assemblage of blocks H to J (hatched in red) in your plan. Blue parcels are an optional element to include in the initial proposal. An overall vision for the general area outlined in red is also required.



NCNIA has also requested that you propose a detailed development scenario for blocks H and I, located between the Iberville housing development and the Lafitte Greenway, as well as the area between the Greenway and the I-10 ramp, block J. This southern end of the greenway is constrained by a city-owned parking area that serves events at the nearby Mahalia Jackson Theater. The city is interested in exploring options to open up this space and locate this parking capacity of at least 250 spaces in the future development, as long as it does not compromise the accessibility and usability of the open space and the area at large. Among the current uses in this transitional section you will have to address are the RV Resort Park on the edge of I-10, the closed supermarket and associated surface parking lot next to it, and a temporary school bordering the Basin Street Station building.

A detailed block-by-block diagram has been provided in your resources/materials in OrgSync with general information about each parcel in the blocks, including their area and assessed value.

Your proposed development assessment must provide a return that meets or exceeds the income currently generated by the existing properties. The proposal also should be able to serve as a catalyst for further redevelopment in the broad area that will enhance the value of any potential original investment.

NCNIA has asked you as master planner and developer to assist in ascertaining the following:

- the current worth of the combined parcels in the primary competition area for a potential investment;
- a land acquisition plan;
- the type of redevelopment the market would support;
- an implementation plan that outlines strategic partnerships and community engagement;
- the worth of the total redeveloped site at the end of a ten-year period;
- the subsidies needed (if any) in order to make redevelopment feasible and the sources of those subsidies;
- if sold at the end of year 10, the return the entire project would provide to NCNIA as the owners (both leveraged and unleveraged before-tax IRRs); and
- a long-term vision to generate a sustainable neighborhood, inclusive of existing residents, and dynamic for its growth.

In order to meet NCNIA's needs, your master planning team must meet the following requirements and address the goals summarized below:

- Understand the social, historical, demographic, political, and economic forces in the New Orleans area and analyze the study area, including bordering neighborhoods, in relation to the smaller development in the competition site. This analysis must consider the context of the competition site's relationship to the rest of downtown and the surrounding neighborhoods,



and study land use, circulation, infrastructure, demographics, and site forces, among other factors.

- Propose a master land use plan for the study area that includes, but is not limited to, land and building uses, blocks, streets, transit lines, and connectivity.
- Propose an urban design schedule for the competition site that addresses overall design characteristics, as well as addresses building typology, architecture, and sustainability.
- 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 must address overall competition challenge questions and objectives and, more specifically, provide market-driven assumptions and feasible sources of financing and subsidies, if applicable.
- Identify all phasing within the development site and detail a concept design for all development components within the ten-year hold. The details should include, but not be limited to, 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 over the course of the ten-year phase. 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.

Assumptions

To address the needs of your clients and create a feasible and compelling plan, your team must adhere to the following assumptions.

1. **Zoning:** For the purpose of the competition, your team should use the 2014 Draft Comprehensive Zoning Ordinance and Maps, which was recently reviewed and commented on by the City Council. The City Planning Commission has incorporated its recommended modifications into the City Council Review Draft. The detailed plan can be found here: www.nola.gov/city-planning/comprehensive-zoning-ordinance/. You may suggest different zoning for a specific aspect of the development. But in doing so, your team should also explicitly address the potential ramifications of such a zoning change.
2. **Existing uses:** For the purposes of the competition, when your team contemplates land acquisition and assembly scenarios, the current tenants' leases expire at the end of December 2015 with the option to renew on a month-to-month basis. You may find it optimal to retain all tenants, some, or none, and you can change lease rates as you deem appropriate when you sign a new lease or bring on a new tenant. If new lease rates are applied, they should reflect market rates.
3. **Existing residents:** You have to develop a strategy to ensure that citizens retain the right to remain in the community and that adequate mechanisms exist to replace housing and ensure job opportunities.



4. **Open space and natural systems:** In your detailed vision plan, you need to indicate future development that resolves the gateway condition of the Lafitte Greenway as a symbolic connection to the Louis Armstrong Park, and the broader condition under I-10, but you must assume that the overall Lafitte Greenway plan will remain as is.
5. **Workforce housing:** A minimum of 10 percent of new residential product, both for-sale and rental, must be affordable/workforce units for low- to moderate-income households (earning up to 120 percent of the area median income). The units should have two or more bedrooms and be dispersed throughout the project. These requirements apply to every phase of development.
6. **Complete neighborhoods:** Your plan must prioritize mixed-use and mixed-income development that respects the scale of surrounding neighborhoods. Any development that fails to address these two concepts will not achieve formal entitlement approval or stakeholder buy-in. NC10 wants to ensure that any development it engages in will help the city, region, and surrounding neighborhoods meet their objectives.
7. **Rights-of-way and circulation patterns:** You may choose to close and create public streets within your development site. If you close a public right-of-way and develop the space, you need to buy the land from the city at fair market value. You may also change circulation patterns.
8. **Construction costs:** You should use the cost tables generated by Reed Construction Data or a resource of equivalent quality (www.reedconstructiondata.com/rsmeans/models/) to estimate your construction costs. Assume you are using union labor, and be sure to visit the “Models by State” section for each type of building to get specific estimates. You can access <http://www.rsmeansonline.com/> for an extended demo trial version.
9. **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.
10. **Real property taxes:** In New Orleans, property taxes are levied by what is known as a millage rate. One mill is one-tenth of 1 percent, or .001. Fourteen different public authorities receive a portion of property taxes, or millages, collected in Orleans Parish. Some neighborhoods have voted to levy additional fees for their geographic district to support enhanced security, economic development, or other special purposes. For the purposes of this competition, you have the option to use 4.5 percent as the property tax rate for the entire development period.
11. **Inflation rate:** All costs are subject to an inflation rate compounded at 3 percent per year.



12. **Market-feasible costs and pricing:** Although we have created a fictitious scenario, you need to meet the expectations of NCNIA 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 requires subsidy, the subsidy amount should be realistic and from a viable source.
13. **Demolition and remediation costs:** For the purposes of this competition, use \$1.50 per square foot as the cost to demolish and remediate your parcels. Though some blocks within the site have larger buildings and some consist of surface parking, assume that this cost applies across the board to the entire site. For example, for the purposes of this competition, it would cost the same to demolish a surface parking lot or a two-story building that covers the same area.
14. **Infrastructure costs:** You must account for all new public infrastructure costs, but they need not be charged against project costs unless you are using the infrastructure to achieve a building premium. Infrastructure on private parcels must be charged to project costs. You must determine what you think is the market-appropriate rate for infrastructure costs.
15. **Property owners:** For the purposes of the competition, we have identified all land that you may choose to acquire as simply “developable parcel.” Instead of referring to the “real world” owner of each parcel, we ask that you use these generic identifiers to refer to them throughout your proposal.
16. **Identification and value of parcels:** Map 5 provides identification of key blocks with a letter. If you need to identify particular parcels within these blocks you should use the numbers offered on the City of New Orleans Property Viewer (<http://property.nola.gov/>). To refer to a specific parcel in your competition entry, use the following convention: Letter-Number. So, if you were to refer to the parcel that has been assigned the number 426 on block G, that parcel should be identified as Parcel G-426. This Property Viewer also offers relevant information, such as zoning and overlays. In addition the Orleans Parish Assessor’s Office offers useful information regarding assessed land values, building values, and recent transactions for these parcels. http://qpublic9.qpublic.net/qpmap4/map.php?county=la_orleans&layers=parcels+aerials+roads+lakes You should use this resource as a baseline in your financial calculations. If you chose to use a different resource you should indicate it on the narrative for your financing plan. See the block and parcel document on OrgSync for an illustrated overview of these resources.
17. **Start of development:** Year 0 (planning, entitlements, etc.) is 2015–2016, and the start year—the first year you may begin construction or actual redevelopment—is 2017.



Presentation Guidelines

Criteria for Judging

All competition entries are judged anonymously. Submissions are only identified by the six-digit code assigned to each team. One corner of every submitted sheet must have your team's six-digit code displayed and no other identifying reference. Please review your approved registration submission for your final code. The jury will select four finalists that it deems to have best satisfied the combination of criteria as outlined in the competition challenge 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, proposals 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 should have clear value for the owners; and
 - (b) your development proposal and planning and design concepts should support and reinforce both public planning goals and financial returns for the owners.
2. Demonstrate awareness of design issues contributing to a workable, livable, sustainable configuration of development that supports healthy living and resilience strategies.
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) the effect of project phasing on risks and feasibility.
4. Work together as a team. A primary goal of this competition is to provide a means and 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 produced by your team.

While the jurors may not ignore any of the above criteria, they may, if they wish, use additional criteria in making their final decisions.

The jurors will also rely on their 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 on and limitations of the jury. As a general rule, teams should make their presentations as clear and easy to understand as possible, given the large number of submissions



and the limited time the jury has to review them. 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 of the proposals, nor will they provide copious feedback commonly found in an academic setting. Just as in the real world, in which developers and designers have a finite window in which 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 site. Effective presentation of your solution is crucial for success; your submission may have great content, but if your proposal is not clear, it will not sell itself well. This is important because the jury will have to review and evaluate a large number of solutions in a relatively short time. Disregarding presentation requirements and guidelines may place your team at a disadvantage. The presentation requirements are developed for the benefit of the competitors as well as the jurors. Detailed descriptions of the required presentation elements follow.

- One presentation board, in the form of an unmounted 72"x 36" sheet in horizontal/landscape format for the urban design scheme.
- One 11" x 17" sheet containing the pro forma.
- One 11" x 17" sheet containing a supplementary pro forma (OPTIONAL).
- One 11" x 17" sheet with two narrative summaries of no more than 500 words each. One must summarize your overall design and development plan. The second must summarize your financing plan.
- One 11" x 17" sheet displaying a copy of your site plan. You may choose to display a less-detailed version than what appears on your presentation boards to increase legibility.

Graphic techniques used for the core presentation board are at the discretion of the competitors. Scale drawings should include a graphic scale and an arrow indicating north. Any sections that appear on your presentation board must also include a graphic scale. Any presentation materials beyond what is detailed above will not be considered by the jury.

Your presentation board should 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 they will create. Drawings—in the form of plans, sketches, and collages—should describe the massing, scale, 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.



Maps, plans, and drawings may be at any scale, but the scale you have chosen to use should be clearly indicated. 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 you think are needed to tell your story can also be included, but you are limited to the core presentation elements described above.

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, bicycle, 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;



- (e) resilience strategies; and
- (f) 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 zoom in on the site. This content might include plans, elevations, sections, and other renderings, all emphasizing the public-space components, 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 them. Undeveloped pads must be accounted for, but you do not need to draw them in detail.

Pro Forma

As part of your presentation requirements, you must submit one 11" x 17" sheet comprising the development pro forma in executive summary form using the pro forma summary document provided by ULI. These same sheets must be submitted electronically in their original, editable Excel format.

You are encouraged to provide your own summary should you build your pro forma using your own template. If your team chooses to use a different template, 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 one 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 11" x 17" sheet.

The jury will first examine the ULI-provided summary sheet because it gives the jury all the pertinent financial information it needs to evaluate your development's finances, and then it will evaluate your supplemental form if applicable. 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 speak for 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 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.) that 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 provided 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.

Other Supplementary Material

- One 11" x 17" sheet with two narrative summaries of no more than 500 words each. One must summarize your overall design and development plan. The second must summarize your financing plan.
- One 11" x 17" sheet displaying your site plan in a simplified form. While you will likely choose to include a larger and more detailed site plan as part of your presentation board, we ask that you submit this version so that the jurors can begin reviewing your scheme in advance.
- Two Iconic Project Images: the ULI Hines Competition will feature finalists and other selected entries online after the competition period concludes. Entries will be displayed online along with the narrative summaries, create and submit two 300px x 300px graphic vignettes from your presentation for display on the web.



Competition Logistics

Schedule

Please refer to the competition website for this information. The website address is ULI.org/Hines.

Downloading from OrgSync

All documents, including this brief, will be available on the OrgSync site in the “Files” section for download.

The following list includes all the items available for download from OrgSync and serves as a checklist for competitors to make sure they have received all the materials.

1. Competition Brief (this document as a pdf).
2. Pro forma template in Excel.
3. GIS basic files.
4. Plans, reports, and photo survey guide.

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 the items described above—the 72" x 36" sheet and the three or four 11" x 17" sheets—should be submitted both electronically and in a hard-copy format.

One corner of every sheet must have your team’s six-digit code displayed. Please review your approved registration submission for your final code. Some original codes were updated to avoid duplication. **If there are any identifying marks on any of the sheets that indicate which university has submitted the scheme, the submission will be discarded and not judged.** Please be careful to only use the six-digit code. Supplemental diagrams or information not presented directly on the sheets described will not be accepted as part of the presentation and will not be viewed by the jury.

Checklist for Hard-Copy Submission

1. One unmounted 72" x 36" presentation sheet.
2. One 11" x 17" sheet with pro forma summary.
3. One 11" x 17" sheet with supplementary pro forma (OPTIONAL).
4. One 11" x 17" sheet with narrative summaries of both your development/design proposal and financial plan.
5. One 11" x 17" sheet displaying your site plan

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



ULI Hines Competition
Urban Land Institute
1025 Thomas Jefferson St., NW, 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 26, 2015. Hand-delivered submissions must be received before 5:00 p.m. EST on January 26, 2015.

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 tube as provided by FedEx, USPS, or UPS, and not folded. 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 six-digit team code.

Checklist for Electronic Submission

All files will be submitted via an OrgSync form titled "Entry Submittal." This form will be accessible in the "Forms" section of the OrgSync portal on January 12, 2015, the day the competition commences. All electronic submissions must be received by 11:00 p.m. EST on January 26, 2015. Those submissions should include the following:

1. Two web-quality pdf files of your 72" x 36" presentation sheet, one in PDF and another in JPG format (no more than 10 MB each).
2. Excel file of your pro forma. If you choose to submit a supplementary pro forma as well, the two spreadsheets should be tabs in the same Excel file. The Excel file should not be a pdf.
3. 11" x 17" pdf with narrative summaries of both your development/design proposal and financial plan.
4. Two 11" x 17" files, PDF and JPG formats (no more than 5 MB each), displaying your site plan.
5. Two Iconic Project Images: the ULI Hines Competition will feature finalists and other selected entries online after the competition period concludes. Entries will be displayed online along with



the narrative summaries. Create and submit two 300px x 300px graphic vignettes from your presentation for display on the web.

Remember: All items must contain only the self-defined six-digit code and no other identifying mark.

Approximately five days after the last day of the competition, an OrgSync message will be sent out to all participants confirming successful receipt of their entry.

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

Questions

During the 15-day competition, teams may send questions in writing via OrgSync to username “uli udcompetition” or to the e-mail “udcompetition@uli.org.” ULI will periodically post questions and answers on the OrgSync site in the News section. These can be accessed by clicking "News" or by selecting the tab "Feed" on the main page. ULI will notify teams regularly via OrgSync when new questions and answers have been posted. Please make sure you are monitoring your team e-mail address.

ULI reserves the right to edit submitted questions before posting them on the website. ULI also reserves the right not to answer all questions posted on the website and not post redundant questions or remarks deemed 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.

Please: No phone calls to ULI’s headquarters in Washington, D.C.; no phone calls or e-mails to competition jurors, Hines, ULI Louisiana, the city of New Orleans, any of the existing property owners, or other associated entities.

Thank you for joining us in this year’s competition. We hope all teams find participation to be stimulating and fruitful.

Best of luck,

ULI Hines Competition