

**14th Annual ULI Hines Student Competition  
Briefing Materials**

**Atlanta, Georgia**

**January 2016**



## 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 58 years.

With locations in 199 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 a presence in 19 countries, with regional offices in Atlanta, Chicago, Houston (U.S. headquarters), London (European headquarters), New York City, and San Francisco, as well as 110 other U.S. cities. The Hines portfolio of projects underway, completed, and acquired consists of more than 1,200 properties, including skyscrapers, corporate headquarters, mixed-use centers, industrial parks, medical facilities, and master-planned resort and residential communities. Hines's property management portfolio includes 531 properties with over 186 million square feet (16 million sq m) of space. Currently, the firm has \$87 billion of assets under management, including \$43 billion in assets that Hines manages as a fiduciary, and \$44 billion for which Hines provides third-party property level services.

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 36,000 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 Student Competition, now in its 14th 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 different disciplines, have two weeks to devise a comprehensive design and development program for a real, large-scale site full of challenges and opportunities. Submissions consist of large-format presentation boards that include drawings, site plans, tables, and market-feasible financial data. To view previous submissions and learn more about the competition format, visit the competition archives at [uli.org/hines](http://uli.org/hines).

The ULI Hines Competition is part of ULI's ongoing education initiative 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 team's school), and the finalist teams receive \$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 soon as possible, there is no guarantee that ULI will disclose the jury composition before the end of the competition period. For the latest information about each juror, visit the competition website at [uli.org/hines](http://uli.org/hines).

## 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 the participation of some part-time students and fifth-year bachelor of architecture and bachelor of landscape architecture students, provided they meet specific eligibility criteria as outlined in the competition

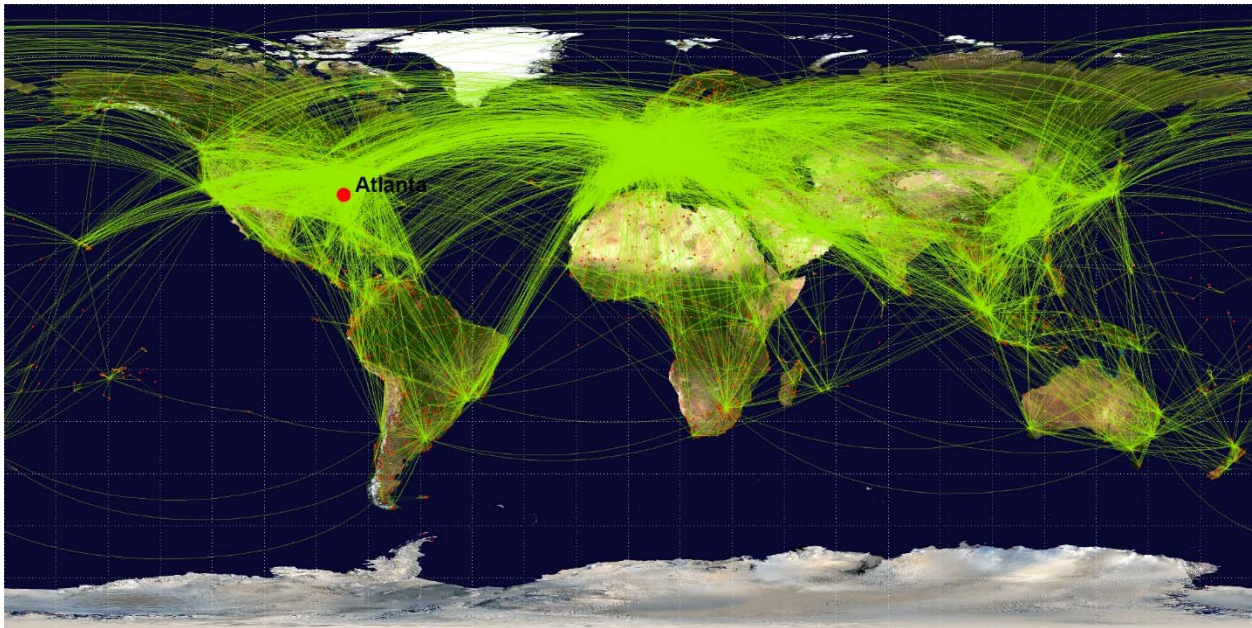


guidelines. Ineligible to compete are members of the jury; the competition advisers; all officials, current employees, and recent former employees of ULI; the employees, students, and immediate families of any of the aforementioned parties; and those whom ULI deems to present conflicts of interest. All students from the finalist teams in the 2014 and 2015 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 email no later than Wednesday, December 17, 2015.

## Competition Background

**Atlanta** is the capital of and the most populous city in the U.S. state of Georgia, with an estimated 2014 population of 456,000. Often identified as a national and global transportation hub through the impact of its airport facilities and extensive railroad history, Atlanta is also a thriving metropolis that serves as the cultural and economic center of the Atlanta metropolitan area, home to over 5.5 million people and the ninth-most-populous metropolitan area in the United States.



*Map 1: Atlanta in the context of scheduled air traffic in 2009, as depicted by Jpatokal. Atlanta's role as a key global node is highlighted by the impact of its Hartsfield-Jackson Atlanta International Airport, the world's busiest airport as measured by passenger traffic and aircraft traffic. It offers air service to over 150 U.S. destinations and more than 80 international destinations in 52 countries, with over 2,700 arrivals and departures daily.*

Like much of the United States, Atlanta experienced the economic downturn produced by the financial crisis of 2008. However, the region demonstrated a model capacity to recuperate and to continue generating a forward-looking built environment. For instance, in response to the city's efforts to



generate human-scale environments and reduce dependence on automobiles, it is estimated that since 2009, 60 percent of real estate investment in the region has gone to current and emerging walkable places.

A trend has consolidated toward reinvigorating and providing broader access to public transportation. For instance, in 2015's Metro Atlanta Speaks survey, 91 percent of the respondents said they think improving public transit is important up from 71 percent in 2014. Population growth trends reaffirm the need to continue generating and supporting sustainable, mixed-use communities. The number of people age 65 and older living in the region is expected to nearly triple by 2040. And at that time, the metro region is expected to add nearly 3 million people, for a total of just over 8 million residents.



*Map 2: An 1864 map of Atlanta and its vicinity from Western and Atlantic Railroad Company. Most of Atlanta was burned during the Civil War, depleting the city of a large stock of its historic architecture. However, Atlanta originated as a railroad town, and during its reconstruction it consolidated its character and growth as a transportation hub, including having the state capital moved to the city from Milledgeville in 1868.*

Urban development in recent decades has been symbolically touched by the milestone of the 1996 Olympic Summer Games. After Atlanta was selected in 1990 as the site for the Games, the city government undertook several major

construction projects to improve parks, sporting venues, and the transportation infrastructure. Despite challenges, the Games marked a fundamental transformation of the city and of the development that would follow. Among the changes, brought by the Olympics was introduction of the first residential units to downtown Atlanta in decades, starting a reversal favoring in-town living.

During the 2000s, Atlanta underwent a profound transformation demographically, physically, and culturally. Suburbanization, a booming economy, and new migrants altered the demographic mix, introducing increasing diversity. The percentage of the population that was African American dropped from a high of 67 percent in 1990 to 54 percent in 2010. From 2000 to 2010, Atlanta gained 22,763 white residents, 5,142 Asian residents, and 3,095 Hispanic residents.

Much of the city's demographic change during the decade was driven by young, college-educated professionals: from 2000 to 2009, the three-mile radius surrounding downtown Atlanta gained 9,722



residents age 25 to 34 holding at least a four-year degree, an increase of 61 percent. Between the mid-1990s and 2010, stimulated by funding from the HOPE VI program, Atlanta demolished nearly all its public housing, a total of 17,000 units and about 10 percent of all housing units in the city, replacing much of the aging public housing with mixed-income communities.

In 2005, the \$2.8 billion BeltLine project was adopted, with the stated goals of converting a historic 22-mile freight railroad loop that surrounds the central city into an art-filled multiuse trail, including rail transit, and increasing the city's park space by 40 percent.

### **Regional Development: PLAN 2040**

The Atlanta Regional Commission (ARC), the regional planning and intergovernmental coordination agency for the ten-county area, is helping focus the region's leadership, attention, and resources. The commission produced PLAN 2040, a comprehensive blueprint to sustain metro Atlanta's livability and prosperity through midcentury as the region undergoes projected significant growth.



The foundation of PLAN 2040 is sustainability—of the region's economy, its environment, and its people—ensuring that residents of metro Atlanta in 2040 are presented more opportunities to live and thrive in a diverse, world-class metropolitan area. PLAN 2040's five objectives are serving people, building community, enhancing mobility, preserving the environment, and growing the economy.

PLAN 2040 involves multiple elements, including a regional agenda for future land use, development, and growth, as well as a \$59 billion regional transportation plan. While the PLAN 2040 focuses on a framework for the built environment and infrastructure to support a thriving region, its primary focus is on the people who will live in the region during the planning period and beyond.

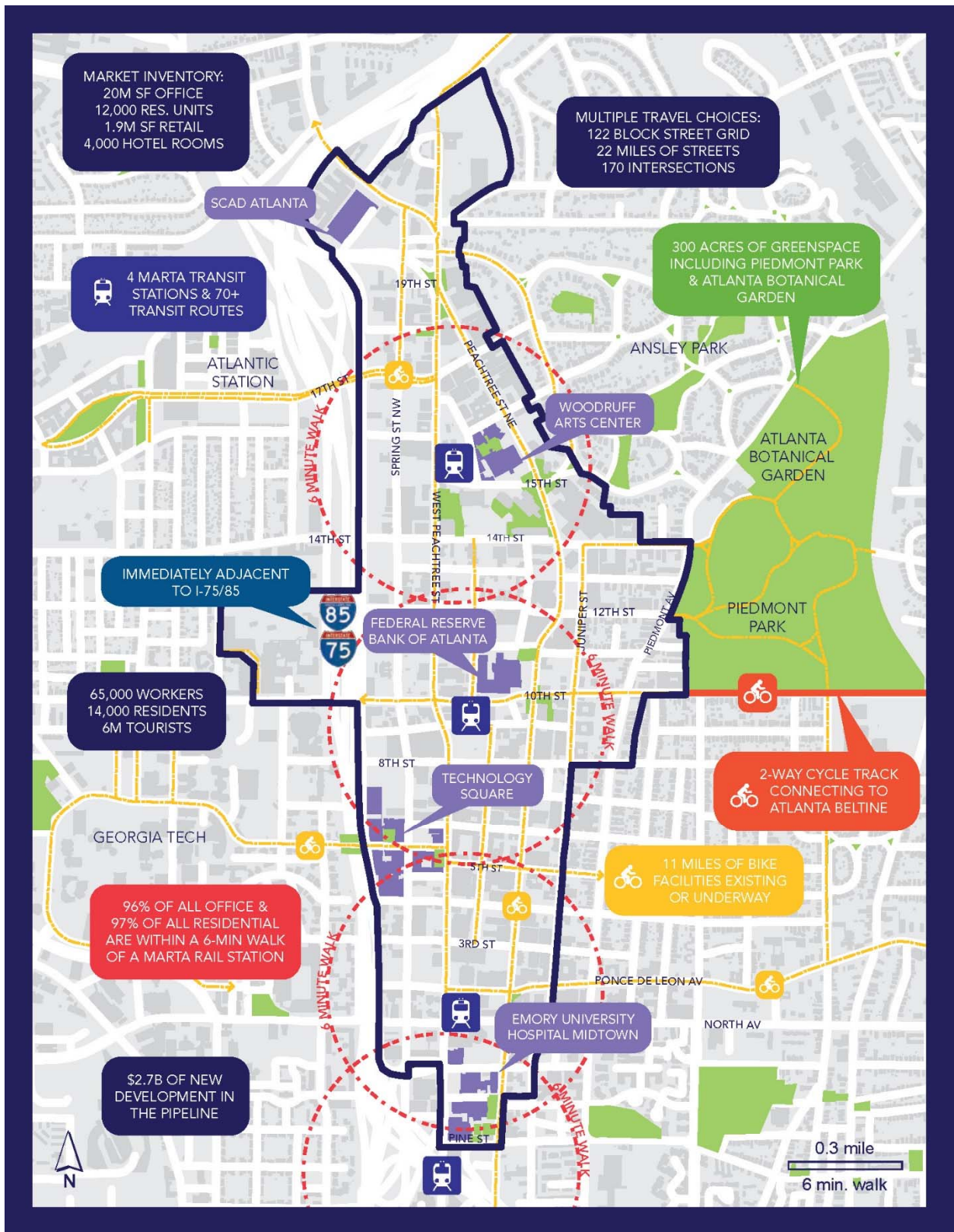
Access to these PLAN 2040 resources can be found at [www.atlantaregional.com/plan2040](http://www.atlantaregional.com/plan2040), as well as in the OrgSync Hines Student Competition Resources Folder.

### **Midtown Atlanta**

In recent years, Atlanta has supported increased market demand for urban real estate products with strategies to attract investment in its urban core and along key commercial corridors. Most of the competition site is located in what is commonly known as Midtown Atlanta.

Midtown Atlanta is one of the most prominent business district in the city, alongside the commercial and financial districts of Downtown to its south and Buckhead to its north. Midtown offers several advantages that make it attractive for the development of sustainable mixed-use neighborhoods, including cultural amenities, institutions of higher education, architectural heritage, accessible urban open space, and an urban layout with a street grid that facilitates walkability.





Map 3: Midtown Atlanta outlined by the Midtown Alliance in dark blue offers central location with strong accessibility and a rich array of transit and mobility options.



For instance, Midtown plays an essential role in the cultural life of Atlanta, with such facilities as the Ferst Center for the Arts, Fox Theatre, Woodruff Arts Center, the High Museum of Art, Museum of Design Atlanta, Atlanta Symphony Hall, Center for Puppetry Arts, and the 14th Street Playhouse. Midtown is also the site of facilities for several institutions of higher education, such as the Georgia Institute of Technology, the John Marshall Law School, and the Atlanta division of the Savannah College of Art and Design (SCAD). Midtown accounts for about one-third of the city's high-rise buildings, including such iconic structures as the Bank of America Plaza, AT&T Midtown Center, Atlantic Center, Promenade, Colony Square, and 1180 Peachtree.

These characteristics have coalesced with a rich demographic spectrum, attracting young professionals, students, empty nesters, and families, as well as the commercial development and amenities that support this diversity.

In 2014, Midtown had an estimated resident population of 14,180 in 9,778 households—making the average household size 1.4 persons—with a median household income of \$55,769. It had 65,000 daytime workers, representing 16 percent of the city's total workforce, and 25 percent of the city's professional services jobs. It also had an estimated student population of 24,000 and attracts about 6.1 million visitors annually.

Since its creation in 1978, the Midtown Alliance has been the driving force behind the revitalization of Midtown. It has been successful in attracting the mixed-use development that gives the area the true urban, walkable feel because of its commitment to its Blueprint Midtown planning process. This coalition of leading business and community leaders is committed to Midtown as a premier destination for commerce, culture, education, and living. It offers a comprehensive approach to planning and development that includes initiatives to enhance public safety, improve the physical environment, and strengthen urban amenities.

Peachtree Street runs through Midtown, and as it does elsewhere in the city, it operates as the main street of Atlanta. Beginning at Five Points in downtown Atlanta, it runs north through Midtown; upon entering Buckhead, its name changes to Peachtree Road. Much of the city's historic and noteworthy architecture is located along the street. Peachtree follows the ridge line, and historically it is the driver of development, giving Atlanta an emphatic linearly developed character. While Peachtree helped concentrate development for instance through residential towers, cultural amenities, or office buildings, peripheral streets like West Peachtree and Spring are in turn often characterized by parking lots and older low-rise building stock.

North Avenue is another defining element of the southern part of Midtown. It is often referred to as the perceived divider between Midtown and downtown, and is highlighted as such by both the Midtown Alliance and its counterpart organization focusing on Downtown, called Central Atlanta Progress/Atlanta Downtown Improvement District (CAP/ADID).

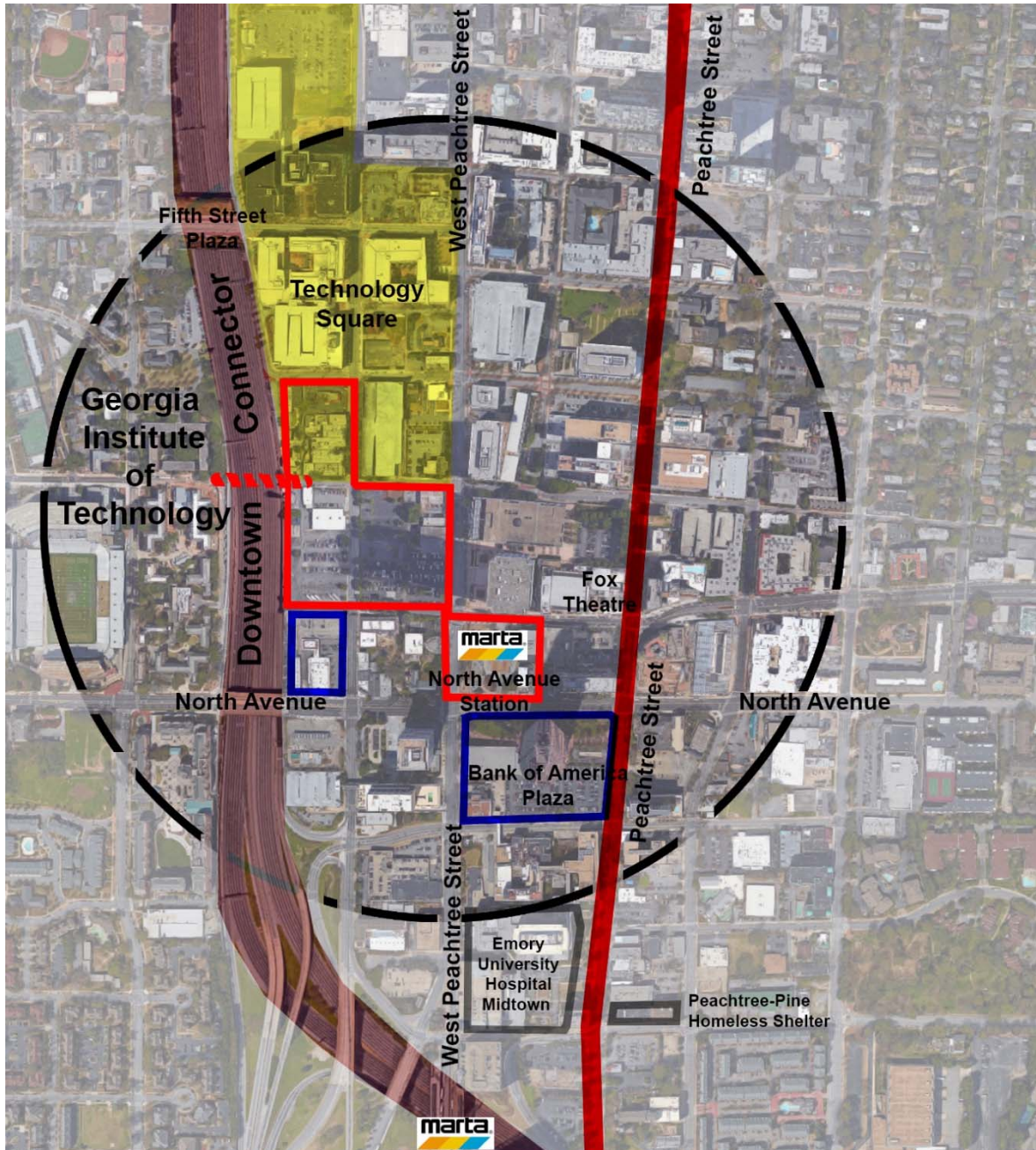
The proposed Atlanta Beltline/Atlanta Streetcar System Plan includes several recommendations for North Avenue. Funding-permitting a streetcar service is envisioned for extension to the BeltLine, and in the city with some key cross-town connections. The latest report can be found in the OrgSync resources.





## 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 or any of the agencies or groups involved.



Map 4: The main ULI Hines Student Competition site area, outlined in red and blue, and the immediate context/influence area that also must be addressed by participating teams.



As development interest has grown in the Midtown South area, key area landowners have reached out to owners of smaller parcels and have come together as a group with a common strategy supporting the vision for building mixed-use sustainable and vibrant neighborhoods.

Under the competition scenario, this group, the Midtown South Development Partnership (the Partnership), has selected your team as master developer to provide a vision and growth plans to create a comprehensive environment for the site that is programmed, designed, built, and operated with all the elements necessary to promote a successful sustainable mixed-use experience for its residents, workers, and visitors.

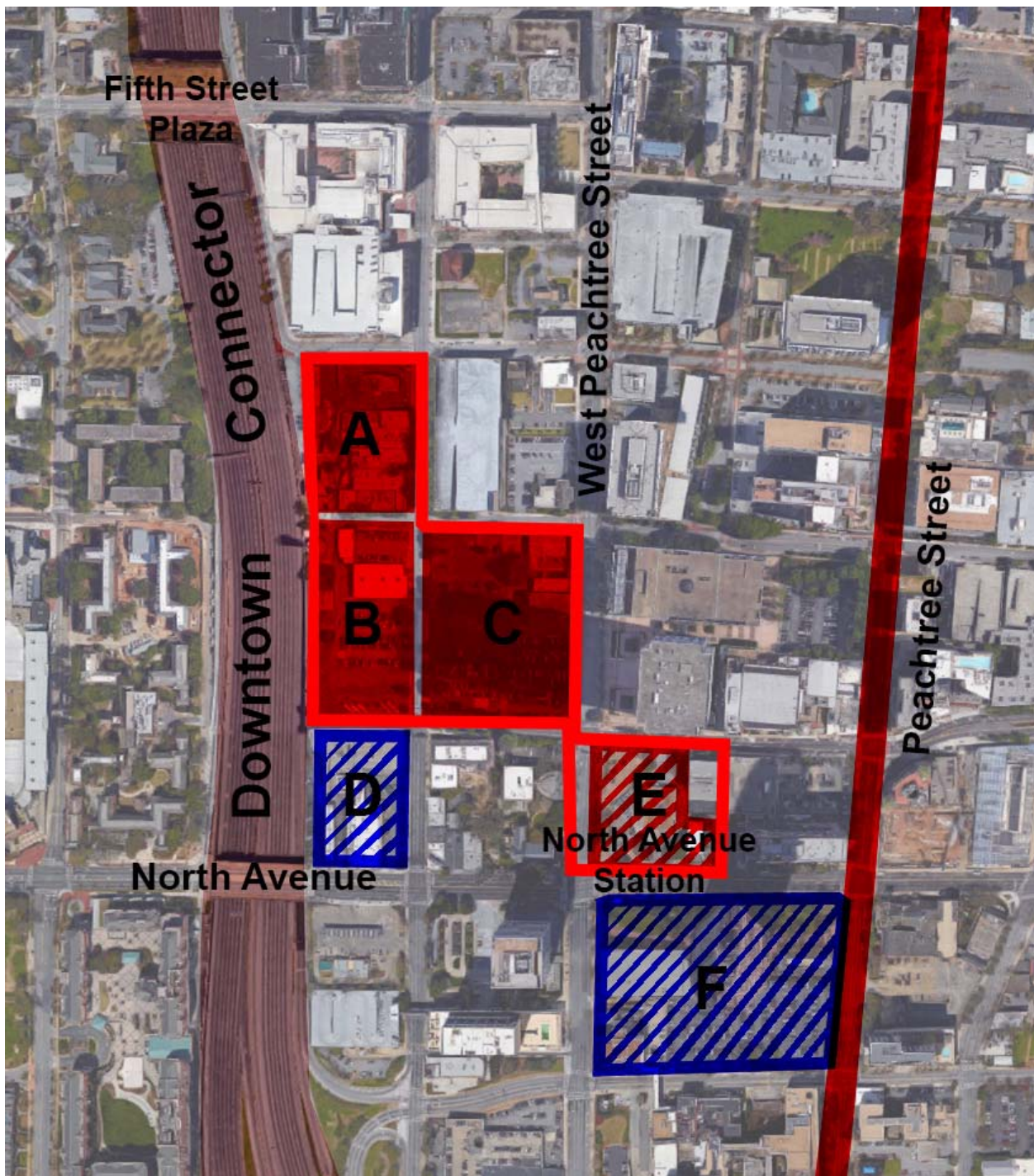
As master developer, your team has entered into an agreement to evaluate the benefits and financial possibilities of combining certain Midtown South parcels to redevelop or sell as one comprehensive development site. These parcels comprise the entirety of blocks A, B, and C, outlined on map 5. Your team is also acquiring the air rights on block E to develop above the North Avenue MARTA station and needs to incorporate the cost of this transaction in the overall development calculations. In total, these combined parcels contain about 14 developable acres (5.7 ha), not including public rights-of-way.

The Midtown Alliance has long been enthusiastic about redeveloping the broader Midtown South area in a way that creates value for individual property owners, city residents, and the broader region. This competition offers an opportunity to develop a model initiative for the creation of an area capable of bridging the various Midtown and downtown neighborhoods.

Your assignment is to transform this transitional area, completing the vision for Midtown Atlanta—as a thriving sustainable, mixed-use, walkable, and transit-accessible neighborhood—by taking advantage of the site’s proximity to downtown and Technology Square, its adjacency to Peachtree Street and public transportation, and its strong regional access.

Your proposal, in its placement of land uses and discussion of building siting and design, should address how to build a neighborhood that will support this vision for its residents and users. Because there are a number of either historic or new developments in the competition area that are not intended to be redeveloped as part of this exercise, your proposal should be designed to integrate these existing sites and enhance their assets to create more value.





Map 5. Primary competition area blocks. All red blocks must be addressed in the team’s development proposal as part of the challenge. The Partnership owns blocks A, B, and C, and is tasked with acquiring and developing the block E air rights. Block D (the Varsity) and Block F (Bank of America Plaza) are optional development blocks for the Partnership, but each team must assess the potential of integrating improvements to their public realm in its development proposal. The study area offers several other opportunities for infill development that the teams can choose to address in order to support the full neighborhood vision.

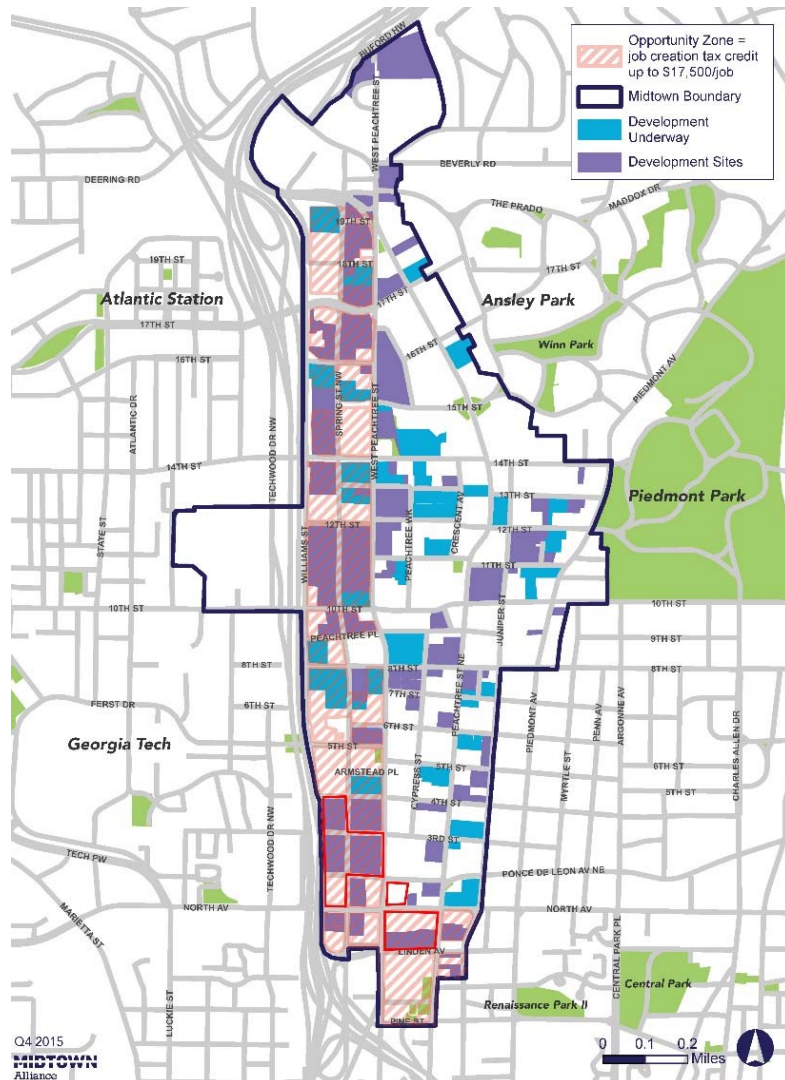


Atlanta is supporting the owners of this area with incentives to define and advance approaches to sustainable mixed-use projects and communities. The owners are asking you, as master developer, to provide a proposal that includes an understanding of the market and nonmarket factors at play in building such a neighborhood and to explore the value proposition of building and operating with this long-term vision.

*Map 6: Midtown Atlanta's development opportunity zones, with the competition's primary development blocks outlined in red.*

Your team is also required to assess and provide urban design solutions specifically targeted to blocks D and F. You may also choose to acquire and develop land in these and other parcels outside the primary study area if this will further your design and development vision. Your team must provide the current value of these properties if you decide to pursue an option formally expanding the site.

Some parcels located on competition blocks have existing buildings that could be retained or repurposed, but several are vacant or used for surface parking.





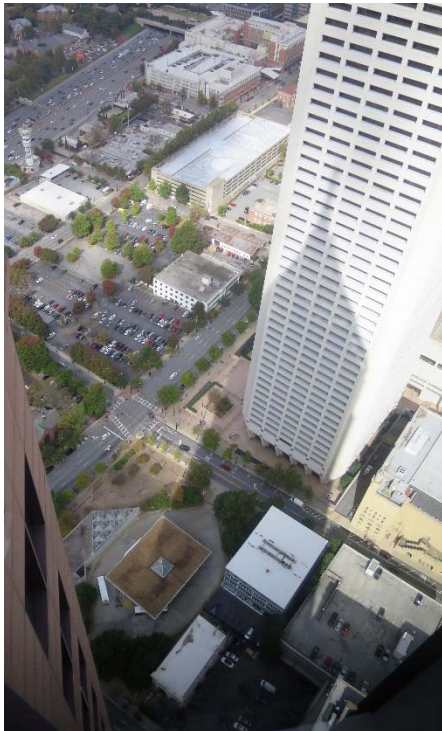
*General conditions on blocks B and C.*

Images included in this brief and an extended photo survey of the site are available through a flickr set. Details are available in the OrgSync resources. Also several key resources offered by the Midtown Alliance are available for your team in the OrgSync resources. However, in order to inform their proposals, teams are encouraged to visit the online Midtown Alliance Resource Center, which offers a broad range of information, data, and statistics that are updated monthly:

[www.midtownatl.com/about/resource-center](http://www.midtownatl.com/about/resource-center).

It is important to note that density bonuses are built into the Midtown zoning to encourage provision of affordable housing, retail development, and even the creation of new streets. The development guidelines available there should be useful in identifying those opportunities

### **North Avenue MARTA Station**

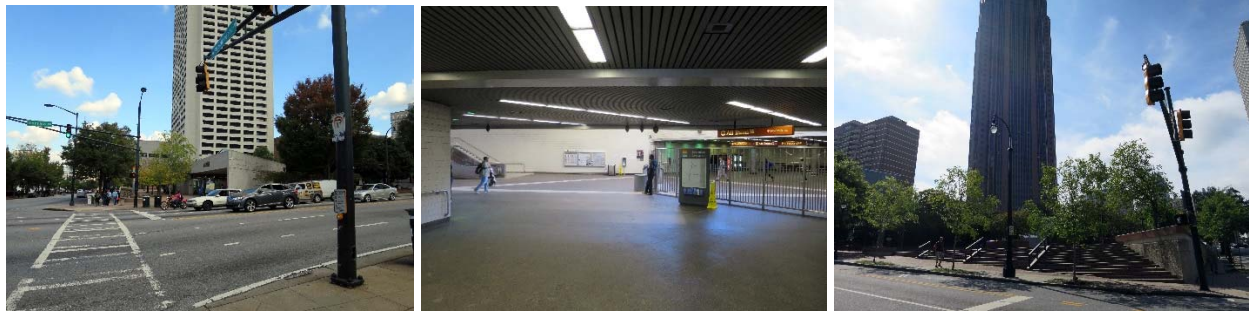


The North Avenue underground train station is located on block E. It serves the Red and Gold lines of the Metropolitan Atlanta Rapid Transit Authority (MARTA) rail system and had average weekday rail station entries of about 5,800 from July through September 2015. The station has a direct entrance to the AT&T Midtown Center and is located under the building.

In 2014, MARTA solicited proposals for the development of air rights atop several stations, including the North Avenue station. MARTA is seeking a development vision that could transform these stations into vibrant, visionary mixed-use projects that could be upheld as a national standard for transit-oriented development (TOD). Your team is tasked with incorporating development of these air rights into your vision for the competition area and gauging the capacity of using this redevelopment as catalyst for the neighborhood. This station is part of MARTA's broader TOD initiative, the goals of which are to increase ridership, generate revenue, and support both local community development and regional economic development.



MARTA has detailed TOD guidelines that your team should consider as part of this development opportunity. These are included in your OrgSync resource materials. It is important to note that MARTA has a target for 20 percent for all housing units on MARTA-owned property to be affordable, which would apply to these air rights.



### Downtown Connector

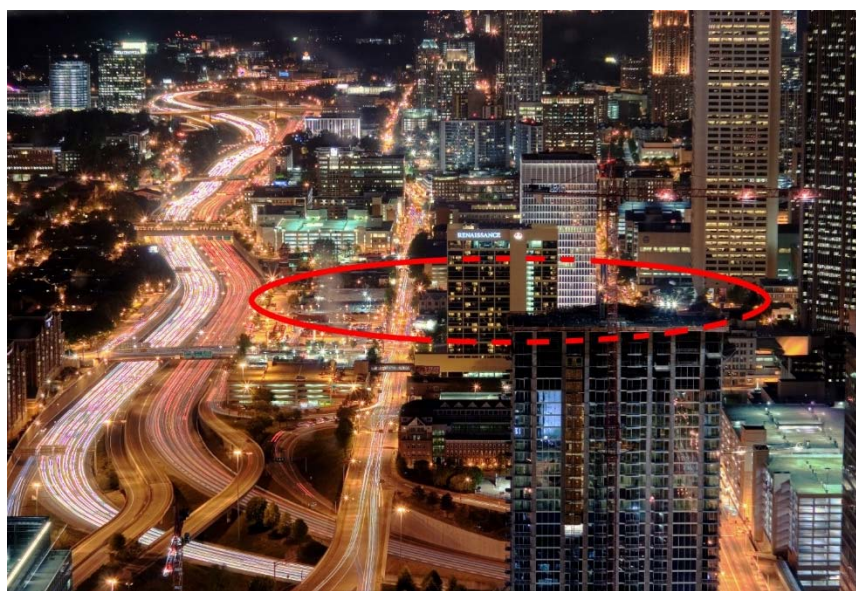
The competition site area is prominently defined on its western edge by the Downtown Connector— Interstate 75/85, the concurrent section of Interstates 75 and 85 that runs through the core of Atlanta.

Not completed until the early 1960s, the Connector’s construction disrupted the street grid and eliminated numerous residential and commercial neighborhoods, including parts of Techwood Drive and Williams Street in Midtown Atlanta. The highway was heavily reconstructed during the 1980s as part of the Georgia Department of Transportation (GDOT)’s Freeing the Freeways program to widen Atlanta-area freeways, with most of the Connector’s width being doubled from three to six or seven lanes in each direction.

The Downtown Connector carries more than 272,000 vehicles per day at its busiest point—between Martin Luther King Jr. Drive and Edgewood Avenue—and no portion of the Downtown Connector carries fewer than 236,000 vehicles per day. The area around the Connector and associated interchanges is considered one of the ten most congested stretches of interstate highway in the United States.

The Midtown Alliance and CAP/ADID have created a plan for the Downtown Connector that is also included among the competition resources.

*Night view of the general competition area (highlighted in red) with the Downtown Connector to its west. (Brett Weinstein)*



## Technology Square

To the north of the competition area, the Connector is bridged by the Fifth Street Plaza, which links the main campus area of the Georgia Institute of Technology to Midtown at the development called Technology Square. Encompassing several blocks, it includes several academic buildings affiliated with Georgia Tech, as well as restaurants, retail, condominiums, office buildings, and a hotel. NCR plans to build its 20-story headquarters at Technology Square 2016, and the future High Performance Computer Center will be bounded by Spring, West Peachtree Street, Third, and Fourth streets, adjacent to the competition blocks. This computer center will include not only a significant amount of new office space, but also a data center for Georgia Tech.



*(Tech Square. Left: ULI/Daniel Lobo. Center: James Emery. Right: WestinPeachtree/Wikimedia)*

Georgia made a significant investment in Tech Square, with a goal to support affordable office space for start-ups and small businesses. Several business incubators are based here. The area is producing start-ups and small businesses that outgrow these facilities and need “soft landing” places that are affordable and offer flexible lease arrangements. It is in the interest of the state to retain these small businesses: keeping them within their ecosystem has been shown to increase their chance of long-term success. Your team should consider how to incorporate space to meet this strategic need.



The Fifth Street Pedestrian Plaza Bridge was rebuilt in 2007, providing a seamless and inviting transition from Technology Square over the Downtown Connector to the main Georgia Tech campus. The campus west of the Downtown Connector was also the site of the athletes' village and a venue for a number of athletic events for the 1996 Summer Olympics. Over time the campus expanded through fifth Street into Tech Square. With over 20,000 graduate and undergraduate students and around 1,000 full-time academic faculty in recent academic years, Georgia Tech constitutes a key adjacent influence for this area.



## Olympic Torch Tower

Uses adjacent to the edge of the Downtown Connector south of Tech Square lose much of their pedestrian appeal, provide some fringe land uses, and hinder the connectivity of the urban fabric. A pedestrian tunnel below the Connector is closed due to maintenance and security concerns. Pictured below is its west entrance (left), and east entrance (right) adjacent to the competition blocks.



The tunnel leads to a remnant of the 1996 Summer Olympics—the Olympic Torch Tower (not to be confused with the actual Olympic torch monument located adjacent to Turner Field, the former Olympic Stadium). This 120-foot-tall (37 m) structure, erected in 1995, was once somewhat of a tourist attraction, with an observation deck 105 feet (32 m) above ground, as well as a gift shop at the base. Long closed, the red structure (repainted white in 2011) has become an iconic sight from the Downtown Connector. The 16-foot (4.8 m) flame at its apex is a replica of the Statue of Liberty flame, while the supporting structure resembles the actual Olympic torch.

Adjacent uses to the torch include several small night-clubs, an all-male spa, a drive-through coffee shop, and an urgent care walk-in clinic.

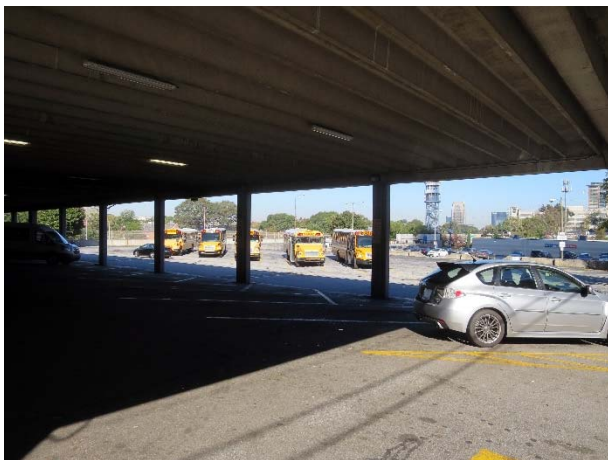




## The Varsity

To the south of the study area and adjacent to the North Avenue bridge, the other link over the Connector, lies Block D. It contains the main branch of the Varsity, a restaurant chain iconic in the modern culture of Atlanta. The facility is commonly considered the largest drive-in fast-food restaurant in the world. Opened in 1928, the Varsity saw its business grow, leading in 1940 to its relocation to its current location at 61 North Avenue.

GDOT's construction of the adjacent Downtown Connector interchange with North Avenue eliminated several blocks of Williams Street and much of the Varsity's western parking lot, forcing a parking garage to be built as a replacement. Traditionally the restaurant has catered to Georgia Tech students. The restaurant and the Georgia Tech campus sit on opposite sides of the Connector, linked by the North Avenue bridge.



As master planner, you have been asked to assess the context of the block and its potential improvement and connectivity as part of the new development, and to choose whether any development of the site should be included in your plan. In order to avoid an unlikely demolition of the Varsity, activists have advocated incorporating the structure into a designated historic district that would include the adjacent retail structures and the All Saints' Episcopal Church building.



## Bank of America Plaza

Block F is defined by Bank of America Plaza, an iconic skyscraper that at 1,024 feet (312 m) is the tallest building in Atlanta and the 87th-tallest building in the world. Located on a 3.7-acre (1.5 ha) site, the tower was designed to border streets at a 45-degree angle to maximize the views to the north and south.



The 55-story building has often been cited as a symbol of the last Atlanta commercial real estate boom and bust. The 1.3 million-square-foot (121,000 sq m) tower remained at about 50 percent leased when it was listed for sale late in 2015. Appraised at \$236.5 million earlier in 2015, according to Morningstar Inc., it is set now to secure a new owner. Completed in 1992, it sold for \$436 million in 2006 when it was 99 percent leased. The building went back to its lender during the depths of the commercial real estate crash. Many of the building's largest tenants downsized and others relocated.

The building setback and its overall open-space relationship to its surroundings have often been criticized. The lack of attractive retail options nearby and its proximity to stressed homeless facilities are among the challenges faced by the structure. Recently, mobile markets with food trucks and retail tents have activated its street/open space on a rotating basis.

Teams should analyze the potential impact the tower will have on their development, can choose to find investment strategies to incorporate it in their proposal, and evaluate additional development opportunities offered by the site. At a minimum, competition teams must develop and include as part of their overall open-space and landscaping proposal explicit actions that improve the open realm at the base of the building and support the overall area goals of their development.



## Detailed Assignment

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.

The Partnership has asked you as master developer to assist it 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; and
- If sold at the end of year 10, the return the entire project would provide to the Partnership as owner (both leveraged and unleveraged before-tax internal rates of return).

In order to meet the Partnership 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 Atlanta region 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 Midtown, as well as 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.

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

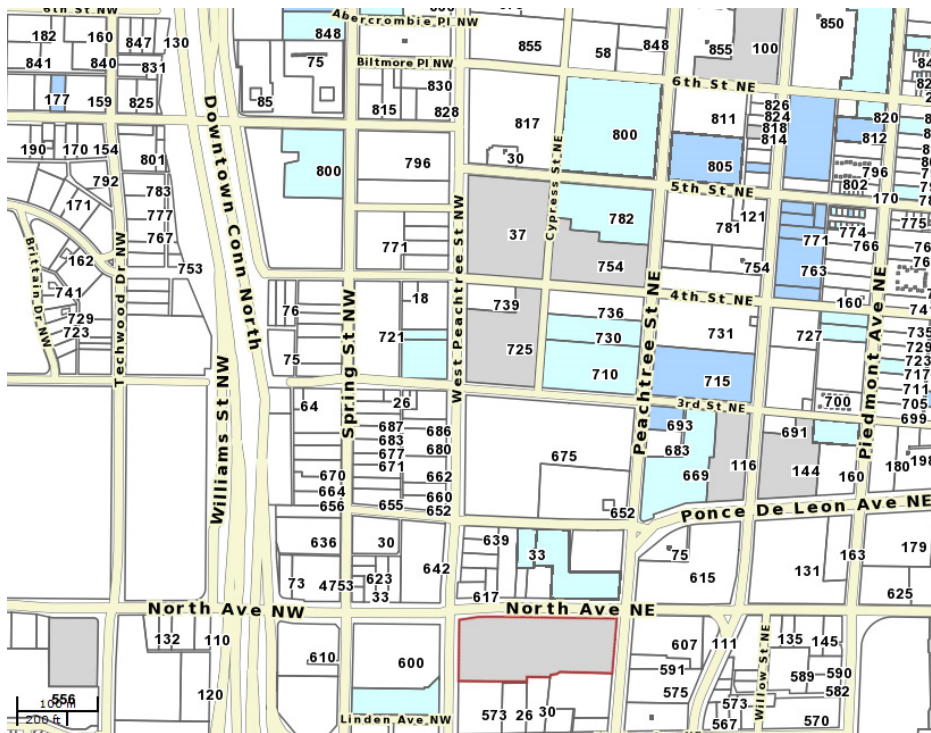
1. **Zoning:** For the purpose of the competition, your team should use the SPI-16 Zoning District, Development Design Guidelines for Midtown Atlanta. A document with this information is included in your competition resources. You may suggest a different zoning for a specific aspect of the development, but in doing so your team should also explicitly address the potential ramifications that the zoning change would face.
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 2016 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. **Open space and natural systems:** In your detailed vision plan, you need to indicate any proposed open spaces and their relationship to the overall strategy and financial vision, as well as any landscaping/environmental strategies introduced in the proposal. A total of \$2 million is available from the local community improvement district (CID) for the purpose of creating a publicly accessible green space of a half-acre (0.2 ha) or more. The greenspace would ideally be accessible on at least two sides by a street. The CID would need to have a property interest in the space (lease or own) and would maintain the site. Up to \$2 million in Atlanta park impact fees can also be allocated for a publically accessible site as long as it is retained in perpetuity.
4. **Affordable/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 80 percent of 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.
5. **Complete neighborhoods:** Priority should be given to mixed-use and mixed-income development. Any development that fails to address these concepts will not achieve formal entitlement approval or stakeholder buy-in. The Partnership wants to ensure that any development it engages in will help the city, region, and surrounding neighborhoods meet their objectives.



6. **Rights-of-way and circulation patterns:** You may choose to close or 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.
7. **Construction costs:** You should use the cost tables generated by Reed Construction Data ([www.reedconstructiondata.com/rsmeans/models/](http://www.reedconstructiondata.com/rsmeans/models/)) or a resource of equivalent quality 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. For an extended demo trial version, visit [www.rsmeansonline.com](http://www.rsmeansonline.com).
8. **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 or sewer infrastructure. However, while existing right-of-way facilities cannot be relocated, a plan to address on-site stormwater must be integrated into the overall proposal.
9. **Real property taxes:** For the purpose of the competition, use 50.341 as the millage rate.
10. **Inflation rate:** All costs are subject to an inflation rate compounded at 3 percent per year.
11. **Market-feasible costs and pricing:** Although the competition uses a fictional scenario, your team needs to meet the expectations of the Partnership and come up with a financially feasible plan for the site. Unless you are given 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 a subsidy, the subsidy amount should be realistic and from a viable source.
12. **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.
13. **Infrastructure costs:** You must account for all new public infrastructure costs, but they need not be charged against project costs unless you are using said 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.
14. **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.



15. **Identification of parcels:** Map 5 provides identification of key blocks with a letter. To identify particular parcels within these blocks, use the numbers offered on the City of Atlanta Planning Viewer (available at [www.arcgis.com/apps/webappviewer/index.html?id=758af081025b4ac3b0d7199dbc48e812](http://www.arcgis.com/apps/webappviewer/index.html?id=758af081025b4ac3b0d7199dbc48e812).) If you need to refer to a specific parcel in your competition entry, use the following convention: letter-number. So, to refer to the parcel on block B that has been assigned the number 664, identified it as parcel B-664. This Planning Viewer also offers relevant information, such as property class, land use, etc. In addition, the Fulton County Board of Assessors offers useful information regarding assessed land values, building values, and recent transactions for these parcels ([www.gpublic.net/ga/fulton/](http://www.gpublic.net/ga/fulton/)). It is recommended that teams use this resource as a baseline reference in their financial calculations. If your team chooses to use a different resource, it should indicate that resource on the narrative for its financing plan.



Map 7: Overall parcelization view of the competition area.

16. **Start of development:** Year 0 (planning, entitlements, etc.) is 2016–2017; the start year—the first year you may begin construction or actual redevelopment—is 2018.



## 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 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) the 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 the vision specified in this brief.
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) effects 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 product of your team.

While the jury may not ignore any of the above criteria, it may, if it wishes, use additional criteria in making its final decisions.

The jurors will also rely on their knowledge and experience based on their expertise 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 extensive time to initially delve into every detail of all the proposals, nor will they have the capacity to provide lengthy detailed



feedback. Just as in the real world in which developers and designers have a finite window in which to present themselves, your team should strive to make a meaningful first impression by packaging your solution in a compelling and succinct fashion that opens up the opportunity for additional analysis of the proposal.

### **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. 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 compete well. This is important because the jury will have to review and evaluate a large number of solutions in a relatively short time. While teams can choose to depart from some aspects of the brief, disregarding presentation requirements and guidelines, as well as not addressing the fundamental goals of the brief, 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 72" x 36" presentation board.
- 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 board to increase legibility.

The core presentation must consist of the following:

- one unmounted 72" x 36" sheet in horizontal landscape format for the urban design scheme.

Graphic techniques used 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 boards must also include a graphic scale. Any presentation materials beyond what is detailed above will not be considered by the jury.

Your presentation boards 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 the like.





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 that you feel 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 of the American Planning Association's Land Based Classification Standards (LBCS) for color coding is strongly encouraged. For mixed uses, use a technique such as cross-hatching to signify overlapping uses. [www.planning.org/lbcs/](http://www.planning.org/lbcs/)

### **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 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 with 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 different phases. 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 an 11" x 17" sheet comprising a development pro forma in executive summary form using the pro forma summary document provided by ULI. This same sheet must be submitted electronically in its 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 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 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 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 sheets, which are adapted from the ULI publication *Mixed-Use Development Handbook*, Second Edition (2003), you must familiarize yourself with their logic and internal relationships and build your own cell linkages and worksheets. This generic pro forma is meant to serve as a guide and 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, net present value 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.

- 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 three presentation boards, 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 ([ULI.org/Hines](http://ULI.org/Hines)) for this information.

### 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 file);
2. pro forma template in Excel;
3. geographic information system (GIS) resources;
4. plans and reports; and
5. maps and reference to other resources.

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 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 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;
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; and
5. one 11" x 17" sheet displaying your site plan.

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

ULI Hines Student 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 25, 2016. Hand-delivered submissions must be received before 5:00 p.m. EST on January 25, 2016.

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 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

1. One web-quality PDF file of your 72" x 36" presentation sheet (no more than 20 MB).
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. 11" x 17" PDF displaying your site plan.
5. Two 300px x 300px graphic vignettes from your presentation for potential display on the web.

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 11, 2016, the day the competition commences. All electronic submissions must be received by 11:00 p.m. EST on January 25, 2016.

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

### Notification of Receipt

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 email to [udcompetition@uli.org](mailto: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. Please make sure you are monitoring your team email address during the competition period.

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 non-profit 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., or to ULI Atlanta, and no phone calls or emails to competition jurors, Hines, the city of Atlanta, 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 Student Competition**

