

ULI HINES STUDENT COMPETITION
ULI.ORG/HINES



Briefing Materials

Toronto, Ontario

January 2018



About the Sponsors

Hines

Hines is a privately owned global real estate investment, development, and management firm, founded in 1957, with a presence in 201 cities in 21 countries and \$100 billion of assets under management—including \$54.5 billion for which Hines provides fiduciary investment management services and \$45.5 billion for which Hines provides third-party property-level services.

Hines has 113 developments currently underway around the world and, historically, has developed, redeveloped, or acquired 1,262 properties, totaling over 414 million square feet. The firm's current property and asset management portfolio includes 529 properties representing over 213 million square feet. With extensive experience in investments across the risk spectrum and all property types, and a pioneering commitment to sustainability, Hines is one of the largest and most respected real estate organizations in the world.

"We want to be the best real estate investor, partner, and manager in the world."—Jeffrey C. Hines



The Urban Land Institute is a global, member-driven organization comprising more than 40,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 76 countries.

The extraordinary impact that ULI makes on land use decision making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2017 alone, more than 1,900 events were held in about 290 cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.



About the Competition: Mission and History

The ULI Hines Student Competition, now in its 16th year, is one of the core education initiatives of the Urban Land Institute. The competition offers eligible students, enrolled in recognized programs in the United States and Canada, the opportunity to form multidisciplinary teams and engage in a challenging exercise in responsible land use. It 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.

Gerald D. Hines, founder and chairman of the Hines real estate company, was the 2002 recipient of the ULI J.C. Nichols Prize for Visionaries in Urban Development. A firm believer in the power of people and fostering transformative values, Hines declined the prize money and matched it to seed the annual ULI Hines Student Competition. Since founding the competition, Hines endowed the program with an additional \$3 million in funding, ensuring its longevity and legacy for future generations of practitioners in the built environment.

The competition has become a pivotal experience for students as they prepare for careers in the built environment. Since the competition began in 2003, more than 8,000 students on over 1,600 teams have participated. "The purpose of the competition is to raise awareness, particularly among the next generation, of the important role that high-quality urban design plays in creating not just beautiful buildings, but living environments," Hines says. The competition encourages cooperation and teamwork among future real estate developers and the many allied professions, such as architecture, landscape architecture, historic preservation, engineering, finance, and others.

During the competition, teams of five students, representing at least three different degree programs, apply to participate. Once the host city and challenge are announced, the teams have two weeks to devise a comprehensive design and development program for an actual large-scale site offering challenges and opportunities. Submissions consist of large-format presentation boards that include site plans, renderings, infographics, and market-feasible financial data. Though based on real site conditions and challenges, this competition is an ideas competition: there is no expectation that any of the submitted proposals will be applied to the site. (To view previous submissions and learn more about the competition format, visit the competition archives at uli.org/hines.)

The jury meets in person to evaluate all the entries, submitted anonymously, and over the course of two intense days selects those teams receiving an honorable mention, and the four finalist teams that advance to the second phase of the competition. One member of each finalist team receives a paid trip to join a tour of the competition site and receive a briefing on it. Finalist teams also receive an additional briefing to help them refine and expand their original proposals. All finalist team members then receive an all-expense-paid trip to meet in the host city for a live public presentation of their proposal and a Q&A session with the full jury. After jury deliberations, the winning team is announced. The grand prize is \$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 12 jurors from diverse backgrounds to evaluate team submissions, choose four finalists, and ultimately select one winner from among the finalists. While there is no official prescription for composition of the jury, 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. Several members of the jury are also practitioners in the competition's host city in order to ensure up-to-date knowledge of the site challenges and the validity of the proposals.

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 submission period. For the latest information about each juror, visit the competition website, 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 part-time graduate students and fifth-year students on the fifth year of a five-year program—most commonly 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 have a conflict of interest. All students from the finalist teams in the 2016 and 2017 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 Friday, December 18, 2017.



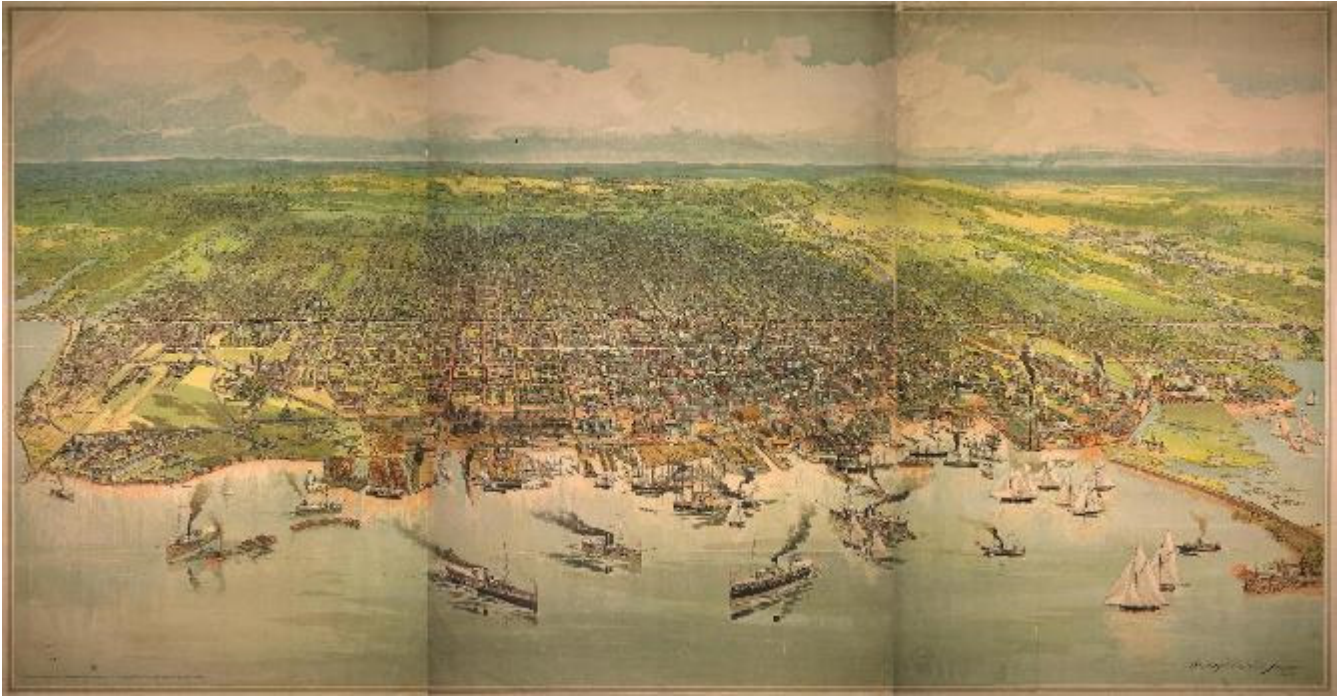
2018 Competition Background: Toronto



01. A view of the main competition site from the east. On the horizon is the Toronto skyline, punctuated by the iconic CN Tower. Now the third-tallest tower in the world, it remains the tallest freestanding structure in the Western Hemisphere. (Real Drone/ULI)

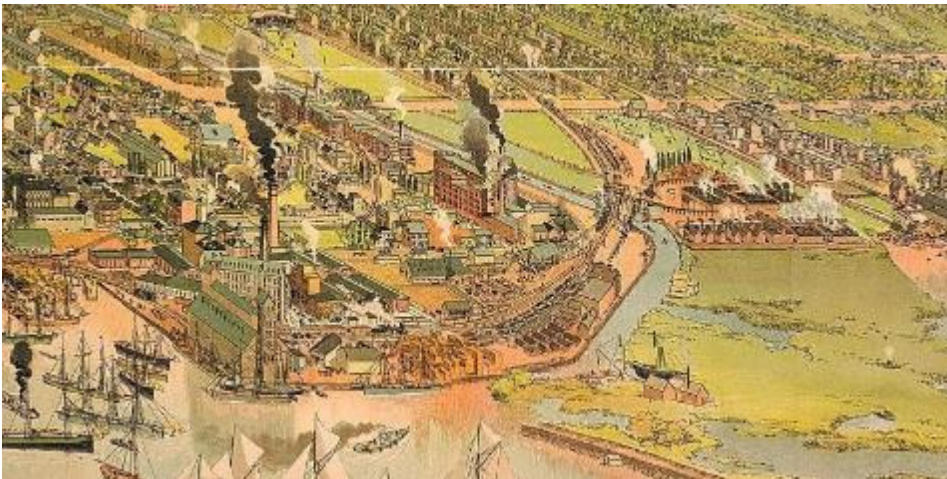
Toronto, with a population of 2.8 million people (5.5 million in the greater Toronto area [GTA]), is heralded as one of the most multicultural cities in the world. A total of 140 languages and dialects are spoken in the city, and over half its population was born outside Canada. Diversity will only increase, with projections showing net migration of 100,000 people per year to the GTA for the next 20 years, repeating the pattern of the past 20 years. Toronto is consistently ranked in the top ten by respected international indices on a variety of measures, including the Global City Competitiveness Index (*Economist*), the City Prosperity Index (United Nations), and the Global Liveability Ranking (Economist Intelligence Unit). As a center of business, finance, arts, and culture, it is often described as “a city of neighborhoods.” Patricia McHugh and Alex Bozikovic, in their *Toronto Architecture: A City Guide*, argue that this says much about the culture of the metropolis “that privileges the small, the local, and the domestic, not the agora or the café but the front lawn and the sidewalk.”





02: A bird's-eye view of 1893 Toronto from the lake, looking north from harbour to north of Bloor Street. (Barclay, Clark & Co., courtesy Toronto Public Library)

Toronto is composed of buildings with contrasting architectural scales. It may have begun as a city of houses, but the brick, bottom-up city of the 1800 coexists with modern, ambitious designs and large plans. In the 19th century, as infrastructure grew and through the introduction of rail, Toronto became a global gateway to the interior of the North American continent.



03: A detail from the 1893 view, showing the area surrounding the mouth of the Don River, offers a glimpse of the thriving industrial activity that characterized the competition area during much of its history.





04: The competition area in 1947, before several infrastructure investments that would define much of its current traffic flow. For instance, the image depicts a functional Eastern Avenue bridge over the Don River. (City of Toronto)

While not immune to the severe economic cycles that affected many iconic North American cities, and still in a symbolic rivalry with other Canadian urban nodes, Toronto maintained a remarkable pace of growth. The population increased by nearly 50 percent during the 1950s, from 1.1 million in 1951 to 1.6 million by 1961. As Allan Levine notes in his book *Toronto: Biography of a City*, the demand for housing among people of all incomes and classes increased as well. This, in addition to the increase in car ownership, would lead to the development of a culture of commuting to and from work, which is reflected in the demand for the highways to facilitate this travel.





05: The competition area in 1992. The industrial character adjacent to the residential area to the north is highlighted in this view by the superhighway routes that defined much of the growth in the second half of the 20th century. (City of Toronto)

Demographic and cultural shifts at the turn of the 21st century increased demand for urban living and a desire in Toronto to not only rejuvenate urban areas, but also to transform spaces at the core of the metropolis in order to reinvent the city's past through a new look at its industrial and infrastructural legacy.

Toronto's growth has fueled a diverse regional economy and has largely been accommodated by residential and commercial intensification in existing communities. But intensification has also strained public infrastructure (i.e., transportation, affordable housing) and sparked a public dialogue on how to best invest scarce public resources in achieving the city's prosperity agenda.

The expansion of the Toronto's urban core beyond traditional downtown boundaries is targeting underused lands along the shore of Lake Ontario. These areas are poised to experience intense mixed-use development that will require thoughtful integration into the urban fabric in order to generate vibrant and sustainable neighborhoods.



The ULI Hines Student Competition Challenge

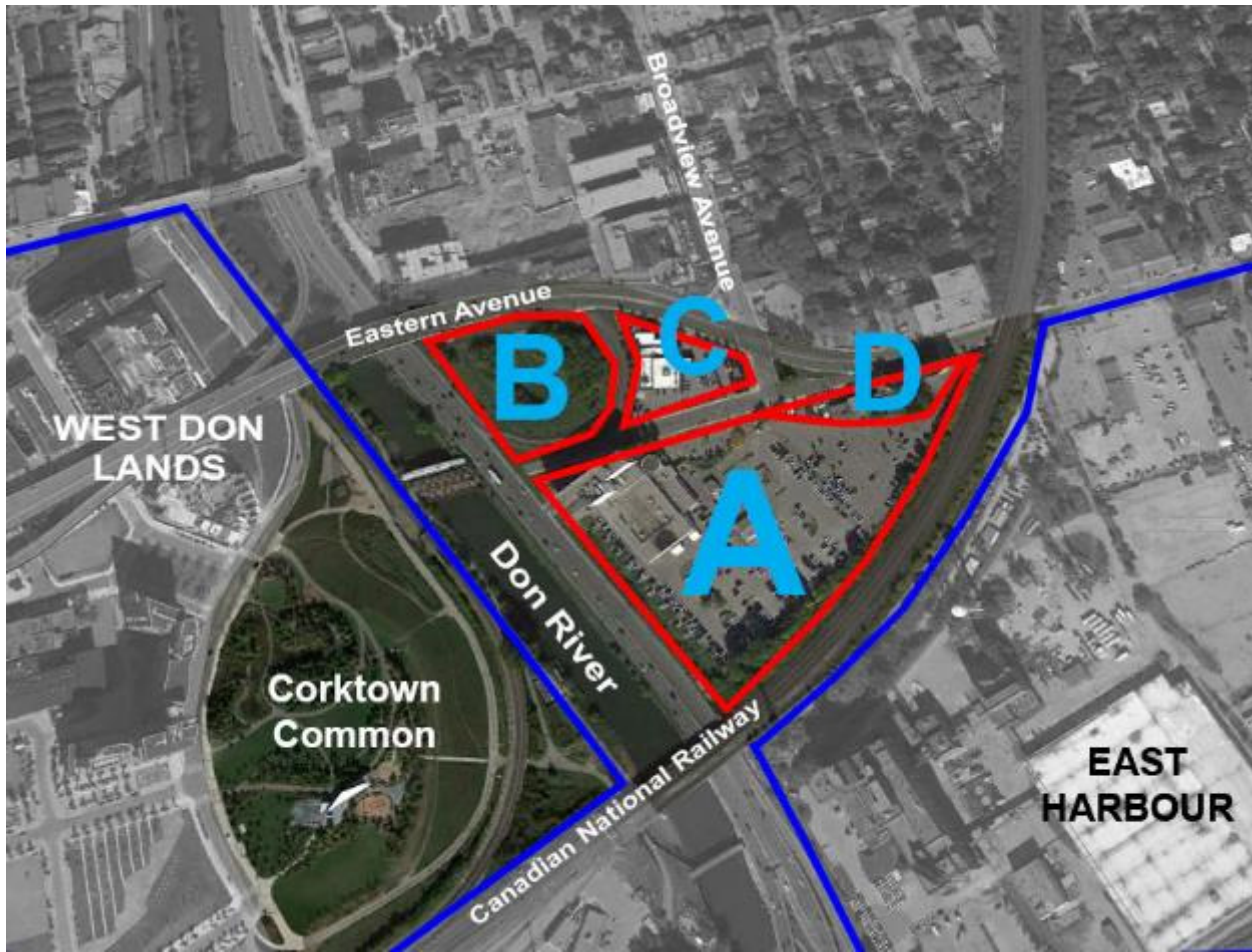
NOTE: The Competition challenge is based in reality, but certain details have been changed for the purposes of the competition. Do not attempt to contact the “real world” owners and representatives of the parcels or any of the agencies or groups involved.



06: General competition area context, with the core site outlined in red. (ULI)

Significant development is taking place east of the historic downtown and reaching the edge of the Don River. New, large real estate investments are being prepared for the areas adjacent to the mouth of the Don River and for industrial-legacy properties. One of these properties is the former Unilever soap factory complex, now set to become East Harbour, creating a commercial center that will increase Toronto’s office space and accommodate a larger workforce. A group of property owners has identified land in this area that could complete a cogent development vision for this part of the city. Given its size, and with the right analysis and vision, this land could be positioned as an early defining component to jump-start the overall development on the east side of the Don River.





07: Primary competition area. Block A is owned by ToDon Properties. Teams are required as part of their proposed programs to acquire blocks C and D, and evaluate the feasibility of also adding block B to the general site in order to restore the urban fabric in this part of town. (ULI)

An investment group with property adjacent to the river and on the northern side of the Canadian National Railway, where a future transit hub is being proposed, has identified this area as constituting a gap in the city. Development of the site could weave together the area and offer a cogent transition from the residential texture to the northeast and the proposed commercial projects to the south. The group, Toronto Don Properties (ToDon), has given your team the task as master planner of preparing a feasible vision for creating a stimulating mixed-use transition area that uses and enhances the adjacent synergies and contributes to the future growth and reputation of Toronto.

ToDon has asked that your team analyze the current conditions and provide a vision and growth plans that create a comprehensive environment that is programmed, designed, built, and operated with all the elements necessary to promote the site as an integrated part of the city, dynamic for its workers, visitors, and residents.



As master developer, your team has entered into an agreement to buy blocks C and D, and must evaluate the benefits and financial possibilities presented by block B and its potential inclusion as part of a comprehensive development site.

Your proposal, in its placement of land uses and discussion of building siting and design, should address how to develop an area that will support a mixed-use vision that takes into account and integrates with other planned development. As your team prepares this proposal, ToDon also encourages evaluation of the possibility of acquiring additional land in the area or partnering with existing developers nearby. Your proposal needs to address this mandate and contemplate whether to produce broader recommendations that would change plans for adjacent projects.

East Harbour



08. Rendering of the proposed East Harbour master plan. The image offers preliminary suggestions of the potential for development beyond the property border of the former Unilever site, which constitutes the core of the development. (First Gulf)

Adjacent to the southern edge of the main competition site, former industrial land is envisioned to become a vibrant destination. Current plans for East Harbour outline a diverse mix of employment opportunities, balanced with a wide range of retail, food, culture, and entertainment uses fully



integrated into the surrounding community. The current proposal envisions about 10 million square feet (925,314 sq m) of employment uses over nearly 37 acres (14.9 ha). In addition to the retained (in part) existing factory building, East Harbour consists of 13 new buildings in tower-on-podium and mid-rise building forms.



09. A view from the main competition site looking south. Beyond the railroad tracks that cross the image, East Harbour is preparing for development, including reuse of the decommissioned Unilever factory building at the center of the image. (RealDrone/ULI)

The latest available proposal for East Harbour has been informed by numerous discussions with city staff, stakeholders, and the public, including a yearlong public engagement process. Since the original proposal, the master plan has undergone an informed design evolution grounded in the vision and objectives originally established in consultation with the community. ToDon tasks you as master developer with articulating a proposal that can complement the current proposals for the area or engage constructively in a potential transformations of those proposals. Your proposal will need to outline in a clear and cogent manner the suitability of new proposed development, and what flexibility, if any, your proposal could contemplate in light of further public and city engagement.



To inform your proposal, your team is encouraged to review the [updated master plan](#) , as well as the proposed [Public Guidelines and Development Strategy](#). Toronto also offers a comprehensive record of [the application and the associated documentation](#).



10: The latest master plan includes the adaptive use of its most prominent structure. Holding a symbolic place in the East Harbour site, the Unilever detergent manufacturing building has already been put to fruitful temporary reuse. For instance, in late 2017 during EDIT: Expo for Design, Innovation & Technology, it provided temporary event spaces.

Pictured: The Watcher, an installation by Toronto's Christine Leu and Alan Webb

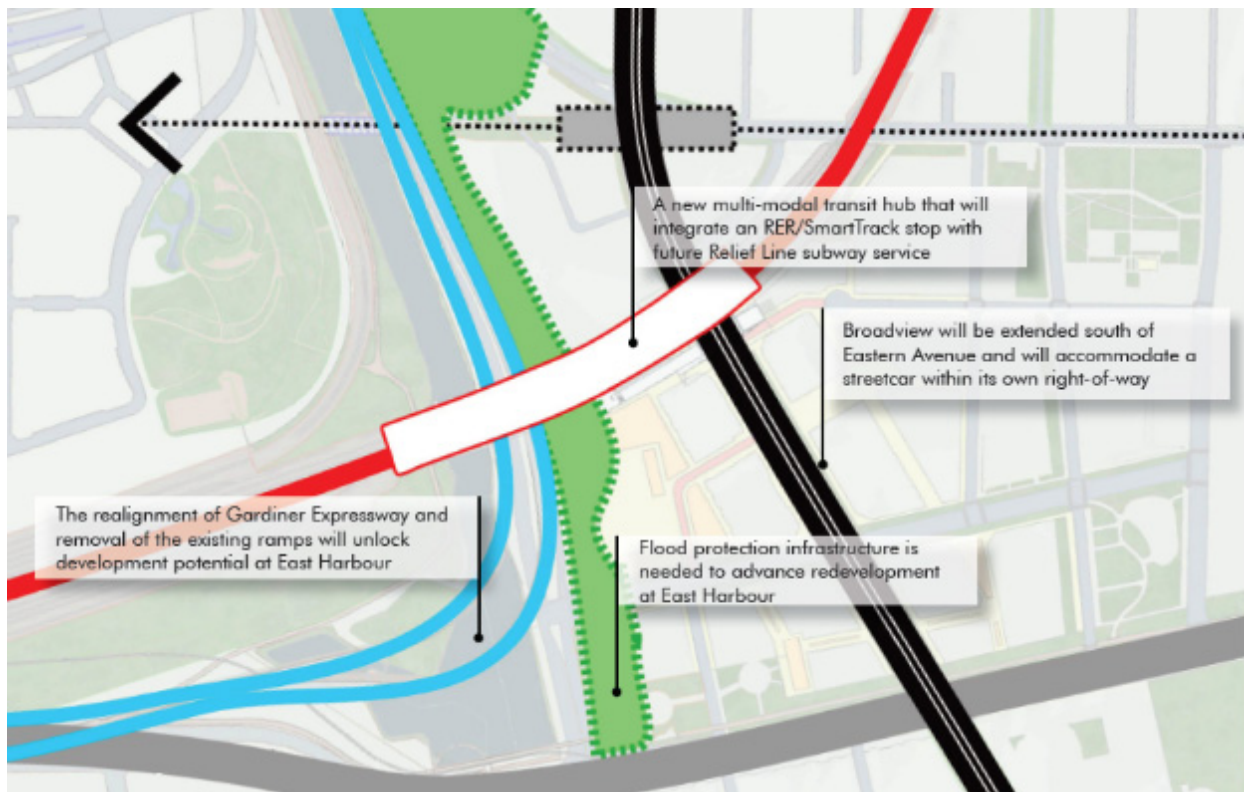
that elaborated on the legacy of Toronto's manufacturing past. (Viv Lynch)

East Harbour also includes a new multimodal transit station along the existing tracks, and a new network of public roads. The transit station will be the focal point for development and connectivity in the area, anchored by a new SmartTrack/GO station within the rail corridor and a future Relief Line station under Eastern Avenue. The project presents a Broadview Avenue extension and East Harbour Boulevard as fixed primary streets and major structuring elements of the public realm.



11. Early massing 3-D models have already highlighted the importance of the proposed multimodal transit station. It connects directly East Harbour and the competition area, offering ample opportunity to link the developments in a cogent manner. (ULI)

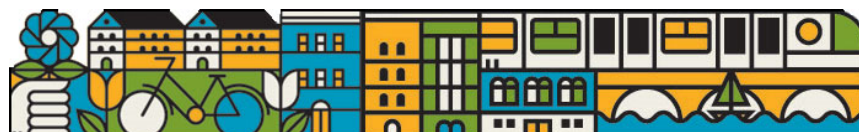




12. Several significant infrastructure investments are planned at East Harbour. These include the Port Lands Flood Protection Project for the project area. The C\$1.2 billion cost is being funded by all three levels of government. (First Gulf)

Don Mouth Naturalization and Port Lands Flood Protection Project

The competition area is not only located adjacent to the Don River, but also has served as a defining historical element for the area. Profound changes, especially tied to the industrial activity along its banks, have resulted in significant changes to the physical, chemical, and biological condition and function of the river. The Don Mouth Naturalization and Port Lands Flood Protection Project (DMNP) is an initiative aimed at revitalizing the mouth of the Don River. The goal is to transform the existing mouth of the river into a healthier, more natural outlet while simultaneously providing critical flood protection to 590 acres (240 ha) of Toronto’s eastern waterfront.





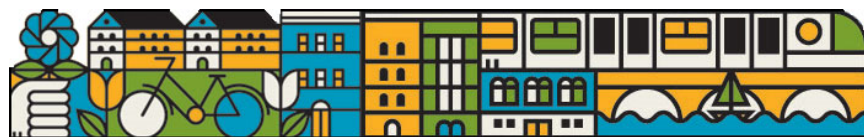
13. The competition area is part of one of the identified spill zones affecting the mouth of the Don River. The DMNP encompasses a plan to alleviate the flood risk to over 715 acres (290 ha) of urban land east and south of the Don River. The DMNP outlines the fact that addressing flood risk frees portions of the area for more intensive development and argues that leaving the flood risk in place constitutes a detriment to the potential revitalization of these lands. (DMNP)

ToDon's development proposal requires extensive engagement with the public, government agencies, landowners, and developers in order to craft a comprehensive plan for providing flood protection for Toronto's southeastern waterfront.



14. Skaters on the Don River circa 1900–1930, looking south. The river has a long history as a community amenity. Restoring and enhancing the connectivity and sustainability of the river while addressing the floodplain is an essential part of the general vision for the area. The competition's main sites are located beyond the bridge framing the background. The skyline on the right hints at the industrial legacy of what is now West Don Lands: those buildings correspond with the location of the pork-processing operations of the William Davies Company.

(William James, City of Toronto Archives)



West Don Lands

On the opposite side of the river, West Don Lands captures the development synergies taking shape in the area. A ULI 2017–2018 Global Award for Excellence Winner, West Don Lands has transformed 79 acres (32 ha) of provincially owned brownfields through extensive community engagement and collaboration between government and the private sector. The result is a precinct plan for a pedestrian-focused community—built around parks, with housing for people of all ages, income levels, and abilities; well served by transit, retail, and community amenities; and developed in accordance with stringent sustainability requirements.



15. A view of West Don Lands from Corktown Common taken from the edge of the Don River. Corktown Common is positioned atop a flood-protection land form that protects 519 acres (210 ha) of downtown Toronto and unlocks the area's development potential. (Real Drone/ULI)

The project integrates architecture and open space. Urban Capital's River City and Toronto Community Housing's buildings for seniors and families were developed first, after which development was greatly accelerated by Toronto's hosting of the 2015 Pan Am/Parapan Am Games for people with disabilities. Leveraging the approved precinct plan and working with Infrastructure Ontario through a public/private



partnership, Dundee Kilmer developed the Athletes' Village and legacy Canary District, which integrates market units, affordable housing, a student residence, and a YMCA community center serving 5,000 visitors a day in an enriched, vibrant, and accessible public realm.



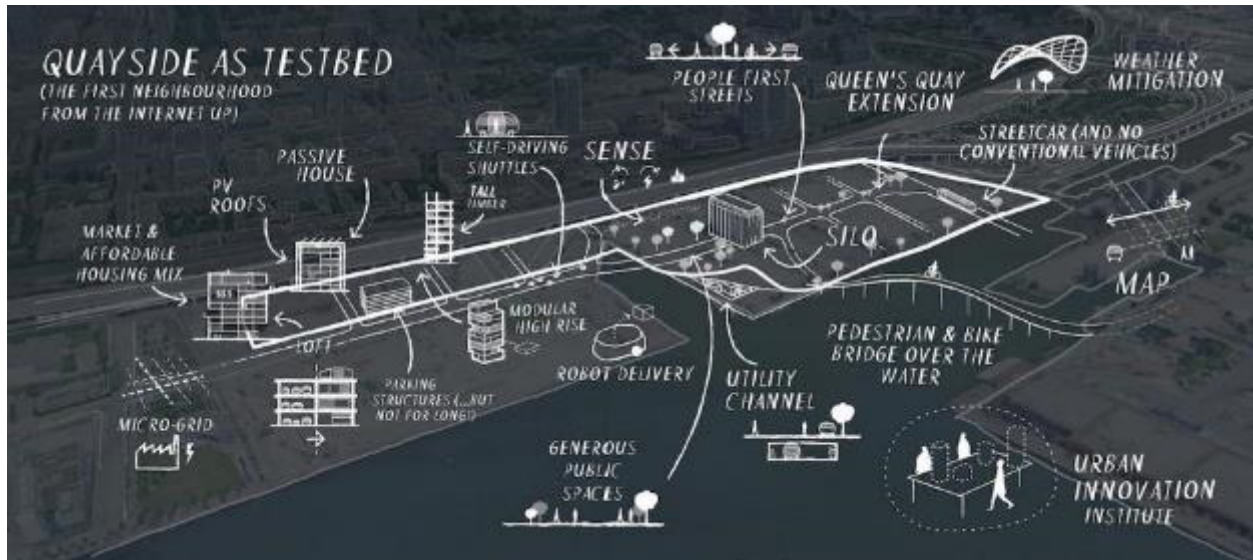
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|----------------------------------|--|----------------------------|
| ① Toronto Community Housing | West Don Lands Phase 2 | ● Parks and Public Realm |
| ② River City Condominiums 1 & 2 | Privately Owned | ● Public Art Installations |
| ③ George Brown College Residence | Future School Site | |
| ④ Cooper Koo Family YMCA | Future Community Hub and Health Care Centre | |
| ⑤ Fred Victor Affordable Housing | Future Health Care Facility and Affordable Housing | |
| ⑥ Wigwamen Affordable Housing | Cherry Street Streetcar | |
| ⑦ Canary District Condominiums | | |

15. West Don Lands use plan. (Waterfront Toronto).



Quayside/Sidewalk Toronto

The realignment of the Gardiner Expressway and removal of the existing ramps unlocks ample development potential in the broader competition area. Initial plans have been unveiled to explore the development of a neighborhood south of Lake Shore Boulevard. The Quayside development is the resulting collaboration between Waterfront Toronto and Sidewalk Labs. The partnership looks to articulate the revitalization of an 800-acre (324 ha) area envisioned as a digital city that will connect all neighborhoods.



16. A concept diagram for Quayside, where the new neighborhood would have a comprehensive digital infrastructure to connect all neighborhoods. (Sidewalk Labs)

Original images included in this brief and an extended photo survey of the site are available through a [Flickr set](#). Additional details are available in the Competition OrgSync resources.



Detailed Assignment

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

ToDon has asked you as master 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) to make redevelopment feasible and the sources of those subsidies.
- If sold at the end of year ten, 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 ToDon's needs, your master-planning team must meet the following requirements and address these goals:

- Understand the social, historical, demographic, political, and economic forces in the Toronto 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 surrounding neighborhoods as well as 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 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 client and create a feasible and compelling plan, your team must adhere to the following assumptions.

- 1. Zoning.** For the purpose of the competition, the city of Toronto Official Plan approved in 2006, which includes land use policy, is applicable. However, it is common for major development projects to go through a rezoning process. If your team proposes to change the existing zoning, it also needs to be clear about the rezoning proposal, and should also explicitly address the potential ramifications the zoning change would present. The following are some of the available resources to further explore the zoning context for the competition challenge:
 - three-dimensional massing;
 - heritage districts;
 - neighborhoods;
 - property boundaries;
 - Toronto Transit Commission routes and schedules; and
 - zoning bylaw.
- 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 2018 with the option to renew on a month-to-month basis. You may find it optimal to retain all, some, or none of the tenants, and you may 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.
- 4. Affordable/workforce housing.** For the purpose of the competition, a minimum of 10 percent of new residential product, both for-sale and rental, must be units affordable for low- to moderate-income households. 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 city wants to ensure that any development it engages in will help the city, region, and surrounding neighborhoods meet their objectives.



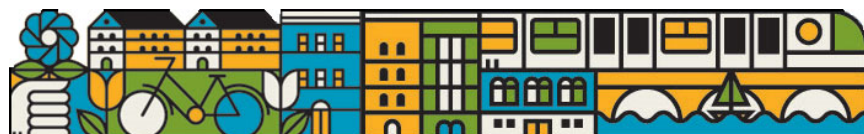
6. **Rights-of-way and circulation patterns.** You may choose to close or create public streets within your development site. If you close a public right-of-way and develop the space, you need to buy the land from the city at fair market value. You may also change circulation patterns.
7. **Construction costs.** You may use the cost tables generated by Reed Construction Data (www.reedconstructiondata.com/rsmeans/models/) or a resource of equivalent quality as a guideline to estimate your construction costs.
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 may not be relocated, a plan to address on-site stormwater must be integrated into the overall proposal.
9. **Real property taxes.** For the purposes of the competition, teams may use 2 percent as the average property tax rate. (Alternatively, teams may use the 2017 detailed tax rates outlined by Toronto by product type found at <https://www.toronto.ca/services-payments/property-taxes-utilities/property-tax/property-tax-rates-and-fees/>.)
10. **Inflation rate.** For the purpose of the competition, teams may consider that all costs are subject to an inflation rate compounded at 2 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.** Demolition and remediation costs vary greatly depending on the typology and former land use of the different parcels. For the purposes of this competition, teams may choose to apply a general cost per square foot as the cost to demolish and remediate parcels, or assign costs based on an assessment of existing structures and land uses to provide a more accurate calculation. For the purposes of this phase of the competition, teams may consider 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, all land that you may choose to acquire is identified 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. **Start of development:** Year 0 (planning, entitlements, etc.) is 2018–2019; the start year—the first year you may begin construction or actual redevelopment—is 2020 .



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 awarded 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 Student 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 may 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" unmounted presentation sheet/board 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 board to increase legibility.

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.

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 succinct descriptions.

Maps, plans, and drawings may be at any scale, but the scale you have chosen 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.

The following are more detailed guidelines. Other elements that you think are needed to tell your story may 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) (www.planning.org/lbcs) for color coding is strongly encouraged. For mixed uses, use a technique such as cross-hatching to signify overlapping uses.

3. Urban design

The urban design for your development site must show:

- (a) transit and other infrastructure;
- (b) greenways and open spaces;



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

4. Site-specific illustrations of new development

Your presentation should include annotated drawings similar to a concept design that 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

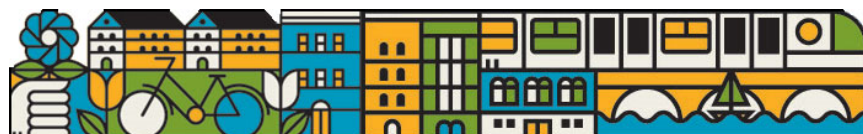
As part of your presentation requirements, you must submit an 11" x 17" sheet comprising a development pro forma in executive summary form using the pro forma summary document provided by ULI. This same sheet must be submitted electronically in its original, editable Excel format.

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 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 these 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.

Currency for the competition and all associated financial calculations should be in Canadian dollars. Teams should use the convention C\$—e.g., C\$1.25 million.

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 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 300 px x 300 px graphic vignettes from your presentation for display on the web.

Competition Logistics

General Competition Schedule

- October 16, 2017: Teams begin applying to compete.
- December 4, 2017: Deadline to apply as a team.
- December 18, 2017: Teams notified of eligibility.
- January 15–29, 2018: Competition period.
- Late February 2018: Four finalist teams announced, and an updated brief for finalists issued.
- March 2018: Site visit by representatives of each finalist team. One team member's expenses covered by ULI/Hines; others may join the visit at their own expense.
- April 2018: Final presentations and winner announced in Toronto. All trip expenses paid for finalist teams.

Specific details of the schedule are subject to change. Please refer to the competition website, ULI.org/Hines, or email hinescompetition@uli.org for relevant updates.



Downloading from OrgSync

Documents, including this brief, will be available on the OrgSync site in the “Files” section for download. Due to file size restrictions some documents will also be stored remotely, the documents overview file in the OrgSync portal will offer links to these resources.

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. p and reference to other resources.

You may download competition materials for distribution only among your team members, faculty advisers, and professional advisers. 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** display your team’s six-digit code.

Please review your approved registration submission for your final code. Some original codes are 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

2001 L Street, NW, Suite 200

Washington, DC 20036

All submissions must be mailed to the above address with a postmark no later than Monday, January 29, 2018. Hand-delivered submissions must be received before 5:00 p.m. EST on January 29, 2018.

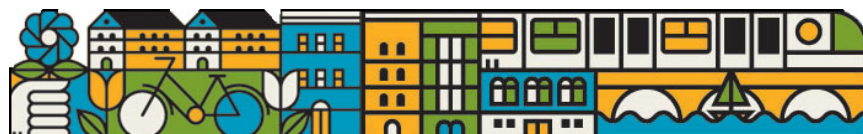
Submissions sent by U.S. Postal Service (USPS), express company, or private courier service must be postmarked by the deadline stated in the previous paragraph. Competitors are advised to consider an express mail service that can guarantee delivery in one or two days. Only properly postmarked submissions, 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**. Please make sure the team code is clearly visible on the outside of the package to facilitate preparing your submission for jury evaluation.

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; and
5. two 300 px x 300 px 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 15, 2018, the day the competition commences. All electronic submissions must be received by 11:00 p.m. EST on January 29, 2018.



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

Notification of Receipt

About five days after the submission period, an OrgSync message will be sent to all participants confirming successful receipt of their entry.

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

Questions

During the 15-day competition, teams may send questions in writing via email to hinescompetition@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 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., or to ULI Toronto, and no phone calls or emails to competition jurors, Hines, the city of Toronto, 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



ULI HINES STUDENT COMPETITION
ULI.ORG/HINES



Finalist Briefing Materials

Toronto, Ontario

April 2018



About the Sponsors

Hines

Hines is a privately owned global real estate investment, development, and management firm, founded in 1957, with a presence in 201 cities in 21 countries and \$100 billion of assets under management—including \$54.5 billion for which Hines provides fiduciary investment management services and \$45.5 billion for which Hines provides third-party property-level services.

Hines has 113 developments currently underway around the world and, historically, has developed, redeveloped, or acquired 1,262 properties, totaling over 414 million square feet. The firm's current property and asset management portfolio includes 529 properties representing over 213 million square feet. With extensive experience in investments across the risk spectrum and all property types, and a pioneering commitment to sustainability, Hines is one of the largest and most respected real estate organizations in the world.

"We want to be the best real estate investor, partner, and manager in the world."—Jeffrey C. Hines



The Urban Land Institute is a global, member-driven organization comprising more than 40,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 76 countries.

The extraordinary impact that ULI makes on land use decision making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2017 alone, more than 1,900 events were held in about 290 cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.



The Finalist Stage

The four finalist teams have the opportunity to revise their original schemes and complete additional work related to the development site as defined in the original competition stage brief. The challenge, process, and required format for the final presentation are outlined below.

The Finalist Challenge

The competition jury chose the four finalist teams for their overall excellence in:

- Understanding and analyzing the site and its relationship to Toronto and its surrounding neighborhoods;
- Formulating innovative and potentially feasible design and development scenarios;
- Addressing the site's potential for inclusive mixed-use development efficiently;
- Displaying the potential to advance their proposals to a more comprehensive and realistic level; and
- Communicating their proposals graphically.

Capitalizing on these positive qualities, the four teams should complete additional work related to the development site.

The Problem

The final stage of the competition builds on the analysis that informed your urban planning, design, and development schemes for the first stage of competition, while allowing for the opportunity to reflect and expand upon your ideas. You are permitted to create up to four new boards, and there are five essential elements to focus on in this stage as you develop a more specific site relationship to building healthy communities:

1. Strengthen the phasing plan for your development, ensuring that (1) the relationship between the phasing scheme and real estate market dynamics makes sense; (2) the first phase is the initial catalyst for the entire development, is scaled appropriately, and is feasible in the current economy; (3) any proposed open-space interventions are included in the phasing and are clearly delineated; and (4) a sense of place is created and reinforced through each phase.
2. Develop a detailed plan for the site's existing/projected structures, including (1) the treatment of the planned multi-modal transportation hub, and any associated modifications to it that you may propose; (2) careful consideration of the condition of the elements to develop adjacent to the river both as an amenity and as it relates to resilience strategies; (3) assess the influence and role in your proposal of critical adjacent developments to the site such as East Harbour, Sidewalk Toronto, or West Don



Lands; (4) and explicitly present how your proposal addresses transportation, including but not limited to new traffic flows, access to public transportation, and any new facilities proposed.

3. Strengthen the analysis and feasibility of the density and street hierarchy elements of your proposal (e.g., primary, secondary, and tertiary streets). Be explicit and detailed about the existing and proposed new zoning challenge, and how it correlates with the overall vision for the site, and follows or departs from existing general elements of Toronto policy.

4. Review and update the branding and identity of your proposal. A cogent and succinct identity that comes across clearly to identify the proposal is key. Teams are required to reconsider the way they have presented the naming, and the messaging of their proposal to best support an updated proposal.

As in the previous competition stage, keep in mind that your general goal is to present the jury with a transformative plan for the site that is cohesive, well-articulated, and clear. All teams should reread the original competition stage brief and keep in mind that presentation—both graphical and oral—plays an equally important role. Be prepared to answer questions in depth about your plans, design decisions, financials, and especially the elements listed above.

Specific Improvements to Competition Stage Proposals

After submitting your competition stage proposal, your team has probably pondered potential improvements to your entry. You all have produced strong submissions, and each team has received feedback with finalist-specific jury comments, alongside the general comments of this finalist's brief, which will offer some insight as to what you might alter. You can also view the other finalist teams' competition stage submissions online as well as those of the winners from previous years.

In addition to the jury's comments regarding your specific proposal, the jury has deemed the following items important to this stage of the competition. These are not requirements, but rather a list to help frame your thought processes regarding your entry.

1. Implementation strategy. Your charge to create a project that is conscious of existing conditions, associated needs, and that can harmoniously accommodate growth will require several steps to become a reality. What is the overall strategy and different options that you propose to leverage existing assets and best implement the vision that your team is proposing?

2. Review your financial proposal, and consider how you can improve it—and be prepared to answer detailed questions about it. Finalists are permitted to update and modify their cash-flow projections and supporting materials for the final submission and presentation. Provide an assumptions narrative with your pro forma, and consider the following elements:

a. Project Capital Structure

The capital structure (equity, public subsidy, and debt) for each phase of the project should be clearly labeled, including detailed project costs and sources and uses of funds. This includes a breakdown by building and, when possible, by project use. Assumptions



relating to all land valuation and acquisition, construction and project loans, subsequent projected refinancing transactions, and/or loan payoffs should be clearly labeled. Loan underwriting assumptions—including loan-to-cost, loan-to-value, and stabilized debt-coverage ratios—should be provided for each phase of development. Project assumptions relating to unit sale prices and/or residual sale assumptions should be outlined.

Provide data on costs:

- By unit
- Acquisition
- Construction
- Rent
- Absorption
- Interest rate spreads
- When loans are paid off

b. Assumption Summary

Each assumption used in the projections should be clearly outlined in the cash flows and/or supporting materials.

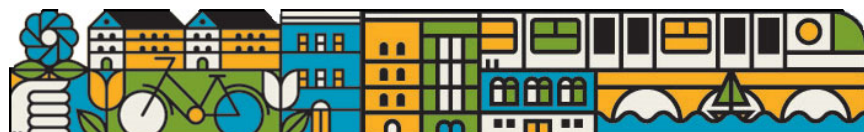
c. Project Returns and Project Cost

It is recommended that the cash-flow projections include project returns calculations for each phase of the development, whenever possible. This would include but not be limited to unlevered internal rate of return (IRR), levered IRR, return on cost (net operating income [NOI]/total cost), sale price per square foot, and/or sale price per unit. Costs associated with the acquisition of land, existing properties, demolition and remediation, carrying cost, project infrastructure, transportation improvements, and water mitigation plans should be described and included.

d. Other

Show an overall breakout by phases, including development budgets, and show loan payoff from year to year. Show expenses and returns from each phase. Provide information about absorption (year-to-year, by phase, by use). Provide information about marketability of delivery. Show flow of funds/cash flow.

3. Make sure that the massing and heights of your proposed development are clearly expressed and easily understood, and address building typologies as they relate to the proposed zoning. Be prepared to explain the reasoning behind it and how it could be implemented. Provide floor/area ratios (FARs) on a block-by-block basis.



4. Be prepared to identify the total number of residential units, square feet of commercial space, acres of open space, and so on in each phase that will be built and what the total development cost for each phase will be. In addition, the jury will want to know the totals for the completed development.
5. Match images with the plan. Renderings and other illustrations should have a clear correlation to your site plan.
6. Identify the locations of market-rate and workforce/affordable housing in your plan. Make sure the jury understands how many units of each will be developed and where.
7. Identify the locations and square footages of new open space in your plan, alterations to existing open space, as well as potential programming for those spaces. Make sure the jury understands how your proposed open space connects to existing open space and places. Identify sources of funding for any public space improvements.
8. Product mix and target demographic profiles: How do your product mix and target demographic profiles compare to the current demographics in the area? How will your project attract target demographics to ensure product absorption? How does the phasing of each product within the project correlate with anticipated market absorption?
9. How does your development plan connect the site to its surrounding neighborhoods?
10. How does your proposal address internal vehicular circulation, through-traffic, and connections to the existing city grid? Describe traffic flow, in particular any potential changes in volume, that affect surrounding areas, and new traffic patterns, as well as any public transportation strategy associated with the proposal.
11. Be prepared to answer specific questions about your development program, performance, structure, cost, environmental impacts, and so on at the building, site, and district scales.
13. Explain the integration of the development plan within the larger context (interconnectivity among site, neighborhoods, and community at large).
14. Use APA Activity-Based Classification graphic standards on land use maps.
15. Avoid misspellings and factual errors on presentation materials in the finalist stage.



Presentation of Solution

Unlike the first stage, which was judged anonymously, the finalist stage takes place in person. Each team will make an oral presentation of its scheme to the jury and invited audience members. The presentation will consist of two parts: presentation of both the competition stage and the finalist stage boards, followed by jury questions and discussion. The team's presentation will be mounted on easels facing the audience. The jury will sit at a table in front of the team, and observers will sit behind the jury auditorium-style. The team's pro forma and associated narratives must be made available to the jury an hour before the program begins (more below).

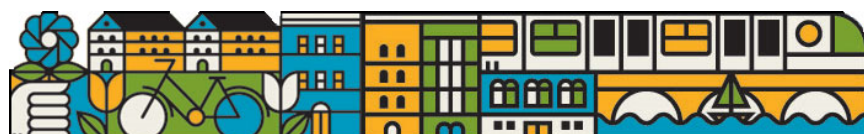
Teams should create additional display boards for the finalist stage. This can consist of up to four separate boards measuring 30 inches by 40 inches each. These will be displayed along with your original board from the competition stage. Please observe the following guidelines for size and other considerations:

- Teams must bring all previous and new boards mounted on a rigid support material to the presentation. You can either bring them to Toronto already mounted or make arrangements to have them mounted at a local print shop. The 72-inch-by-36-inch original presentation sheet is commonly split into three 24-inch-by-36-inch individual boards for ease of transportation and display. Students can choose to scale up these boards to the 30-inch-by-40-inch dimensions required for the new finalist boards.
- The finalist stage boards should be displayed on up to four boards measuring 30 inches by 40 inches each. The scale of the drawings should be large enough to show character and detail appropriate to what is being presented.

Please note: Teams leave their boards with ULI Toronto after the final-four public presentation is complete. ULI Toronto may organize additional local events about the competition at a future date.

Remember, your primary audience is the jury, and jury members must be able to comfortably read your text and drawings from a seated distance of ten to 15 feet. Also, jurors will have the opportunity to review your boards—old and new—before the official start of the competition presentations on Thursday. All boards from all teams will be in the jurors' meeting room for an hour so the jurors can familiarize themselves with your concepts before your presentation. The boards will also be with the jury during their final deliberations prior to the feedback and announcement of the winning team.

Teams must also provide their pro forma for the jury's review as well as the associated narratives. Teams can also provide one additional financial summary form if they believe it will enhance jurors' understanding of their financial information. Both the pro forma and the additional financial summary are to be printed out at 11 inches by 17 inches, and 20 copies are to be made available to the jury by 10:30 a.m. on competition presentation day, April 5. They can be bound but should not be mounted on boards, and they may be incorporated into the PowerPoint slides that, at your option, may accompany your oral presentation.



Teams should prepare a digital slide show with an overview of their proposals to support their presentation (PowerPoint and PDF formats are most common). The digital slide presentation should abide by the following rules:

- Each team is limited to seven slides that must follow this general outline, but the slides can be shown in a different order, depending on your presentation:
 - o Slide 1. University name, team members' names (including officially designated faculty and professional advisers), team number, and project title
 - o Slide 2. Financials
 - o Slide 3. Financials
 - o Slide 4. Projection of a detailed area
 - o Slide 5. More detail
 - o Slide 6. More detail
 - o Slide 7. More detail
- Digital slides may not be animated.
- Slides 4–7 that display details can only contain images already displayed on your primary boards. In other words, you are not permitted to create new images exclusively for the PowerPoint.

Each team will be asked to review its original scheme in a narrative format that covers the team's regional and local analyses, master plan and transformative vision for the site, financials, phased development plan, and so on.

During the allotted 25 minutes, teams will be asked to "sell" their schemes to the jury using a combination of their boards and PowerPoint images, but without models or additional visual aids.

Suggested Schedule

- The team leader will introduce team members, including faculty and professional advisers. (Advisers, if present, will be seated in the audience. Advisers can sit through all presentations, but they cannot provide specific feedback on the day of the presentation based on what other teams may have done ahead of their presentation. Regardless of the order of presentation, teams can only be in attendance during the welcome part, their own presentation, and the final announcement section. Teams cannot attend other teams' presentations.)
- The team has 25 minutes (strict presentation limit) to present the complete development proposal as submitted for both portions of the competition.



- The jury will then have 20 minutes of question-and-answer (Q&A) time. Be prepared to answer detailed questions about your design scheme, development plan, financial numbers, and so on.

The oral presentation must involve every member of the team, either as one of the presenters or as a Q&A respondent. By the end of the team's 45-minute presentation, each team member must have taken part in the presentation or have made at least one response during the Q&A period. Teams that do not follow this requirement will be disqualified.

Teams are required to participate in a rehearsal of their presentations to meet time limitations and basic levels of professionalism. On Wednesday, April 5, the day before the final presentation, the teams will be scheduled to present their scheme to an advisory jury of local design and development professionals and ULI staff. A schedule for sequencing these rehearsals will be issued at a later date. Officially designated advisers can attend the mock jury rehearsal. **Participation in the advisory jury rehearsal is mandatory for all teams.**

Site Visit: Friday, March 9

ULI will support the travel expenses for one member of each finalist team to go to Toronto on Friday, March 9, 2018, and tour the study area as well as receive an orientation and briefing by ULI staff and local experts. The tour will last several hours, during which time you may ask specific questions about the site and the finalist round of the competition. Additional team members are welcome to attend, but at their own expense. Team advisers cannot attend the tour.

Proposal Title and Summary: Friday, March 19

Each team will provide a one-line title (for ease of reference) and a 150-word summary of its proposal (to be used in the program for the presentation). They must be emailed in final form to HinesCompetition@uli.org by 5:00 p.m. Eastern on Friday, March 19, 2018. The statement must be in a text-editable format such as RTF, Word, etc. ULI reserves the right to edit the summary. ULI also reserves the right to edit the summary for typos, grammatical errors, and general legibility, without tampering with the integrity of the description. Failure to submit this summary by the established deadline will result in ULI staff writing the summary and thus perhaps not representing your material in a way you would like.

Final Presentation: Wednesday, April 4, and Thursday, April 5

ULI will pay the travel expenses for all student members of each finalist team to go to Toronto for the final presentation to the jury. All teams must be in Toronto on the afternoon of Wednesday, April 4, and must participate in a rehearsal presentation in front of an advisory jury made up of local experts. The event will be over by about 5:00 p.m. on April 4. Faculty and professional advisers are encouraged to



attend, but must do so at their own expense. Payment for travel will be a combination of prepayment and reimbursement.

Submission Requirements and Format

Due on Friday, March 19, 2018, and transmitted by email to HinesCompetition@uli.org:

- A 150-word summary, described above.

Due on Wednesday, April 4, at the time of the rehearsal before a mock jury:

- Original competition submittal: 72-inch-by-36-inch original presentation sheet, commonly split into three 24-inch-by-36-inch individual boards for ease of transportation and display. Students can choose to scale up these boards to the 30-inch-by-40-inch dimensions required for the new finalist boards.
- Up to four boards measuring 30 inches by 40 inches each. As in the earlier competition phase, you may adjoin boards, keeping in mind that they will be propped up loosely on easels and not affixed to a wall during the public presentation.

Please try to avoid warping of the presentation boards, which is not unusual during traveling and handling. While foam board with sufficient thickness may work well, stronger options such as Gator Board are recommended to ensure the quality of the presentation.

- Digital slide presentation (PowerPoint/PDF) as described above.

Due on Thursday, April 5, upon the team's arrival at the final presentation venue:

- Twenty copies of the "Summary of Financial Data" and narrative document for the jury.
- Flash drive containing two PDF files (one each at press-quality and web resolutions) of your final proposal, assembled in its final layout; your pro forma and the sheet of additional financial information if you choose to submit it; and the digital slide file of your presentation aid, as described earlier.

If your team makes adjustments to your presentation boards in Toronto please be sure that you are able to create a flash drive copy of the material on site.

Students are advised to call the airline well before travel day to find out about restrictions for traveling with mounted boards. You can also mount them on site, but you are advised to make some arrangements beforehand, verifying that a local art store has foam board, Gator Board, and so on.

Order of Presentation

The order in which teams will present their schemes will be determined by drawing numbers at the start of the final presentation. While each team presents its scheme, the three teams that are not presenting will not be in the room so that they do not have an unfair advantage by being able to hear the jury's



questions in advance, or influence the performance of the team on stage.

Advisers are allowed to sit through all the presentations. However, they are required to refrain from sharing any information with their teams about other finalists' presentations, questions from the jury, and so on until their team has completed its presentation.

Questions

Restrictions on teams' contact with jury members, landowners, community associations, developers, nonprofit organizations, and public agencies involved in the neighborhood, and on the participation of advisers on team presentations, as specified in the competition stage brief of January 15, 2018 apply to this finalist stage of the competition. Please email any questions to: HinesCompetition@uli.org.

Congratulations are extended to all teams for reaching this stage of the competition. Being a finalist is a significant achievement in itself. The final-four stage provides an additional opportunity to expand your proposals, collaborate with your peers, and engage directly with the jury and with other professionals supporting the competition. We hope you enjoy and find rewarding the process leading to the announcement of the winner, and we wish you the best of luck.

ULI Hines Student Competition

