

19th Annual ULI Gerald D. Hines Student Urban Design Competition

★ 2021 ULI HINES ★

STUDENT URBAN DESIGN COMPETITION

CHALLENGE YOURSELF TO CREATE THRIVING COMMUNITIES



Briefing Materials
Kansas City, Missouri
January 2021

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About the Sponsors

Hines

[Hines](#) is a privately owned global real estate investment, development and management firm, founded in 1957, with a presence in 225 cities in 25 countries and \$144.1 billion of assets under management—including \$75.5 billion for which Hines serves as investment manager and \$68.6 billion for which Hines provides third-party property-level services. Hines has 165 developments currently underway around the world and, historically, has developed, redeveloped, or acquired 1,426 properties, totaling over 472 million square feet. The firm’s current property and asset management portfolio includes 576 properties representing over 246 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.

The [Urban Land Institute](#) is a global, member-driven organization comprising more than 45,000 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 81 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 2019 alone, more than 2,400 events were held in 330 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. Follow ULI on [Twitter](#), [Facebook](#), [LinkedIn](#), and [Instagram](#).

Students and graduates considering becoming [ULI members](#)! ULI members have access to:

- [ULI Member Directory](#)
- [ULI Navigator](#)
- [ULI Knowledge Finder](#)
- [ULI Case Studies](#)
- [ULI Bookstore](#) discounts including Textbooks

Associate Membership:

- Under 35 or Government, Nonprofit, and Academia 50% discount
- Students 75% discount

About the Competition

The ULI Hines Student Competition, now in its 19th year, is one of the core education initiatives of the Urban Land Institute. The competition offers eligible students the opportunity to form multidisciplinary teams and engage in a challenging exercise in responsible land use. It is part of ULI's ongoing effort to raise interest among young people in creating better communities, improving development patterns, and increasing awareness of the need for multidisciplinary solutions to development and design challenges.

Gerald D. Hines, founder and chairman of the Hines real estate company, was the 2002 recipient of the \$100,000 [ULI Prize for Visionaries in Urban Development](#). A firm believer in the power of people and fostering transformative values, Hines declined the prize money and endowed the program with an additional \$3 million, ensuring its longevity and legacy for future generations of practitioners. "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 said.

The competition encourages cooperation and teamwork among future real estate developers and investors and the many allied professions, such as architecture, landscape architecture, planning, finance, historic preservation, law, and public policy, among others. Since the competition began in 2003, more than 9,725 students on over 1,945 teams have participated, including 360 students who have made it to the finals.

In the fall, teams of five students apply to participate. Once ULI announces the host city and challenge in January, the teams have 15 days to devise a comprehensive design and development program for an actual large-scale site. Submissions consist of site plans, renderings, infographics, and market-feasible financial data. **Though based on real site conditions and challenges, there is no expectation that anyone will apply the proposals to the site.** The jury evaluates all complete entries and selects honorable mentions and four finalist teams. Typically, one member of each finalist team receives an all-expenses-paid trip to tour the competition site. In 2021, this briefing is likely to be virtual and open to all finalist team members. Typically, all members of each finalist team receive an all-expenses-paid trip to the host city for the finals in April. They present in person to a Rehearsal Jury of local ULI members to get feedback on their presentation the day before they present to the Competition Jury. In 2021, the rehearsal presentations are likely to be virtual and take place in March rather than April. Typically, the finals include an in-person, public presentation of the proposals and a Q&A session with the Competition Jury. In 2021, the finals are likely to be fully virtual. After the jury deliberates, it announces the winning team. The grand prize is \$50,000, of which \$5,000 goes to the winning team's school(s). The remaining three finalist teams each receive \$10,000.

Reflecting the multidisciplinary nature of the competition, ULI selects at least 12 jurors from diverse backgrounds to serve on the **Competition Jury**, which evaluates team submissions, chooses four finalists, and ultimately selects one winner. This jury includes a strategic mix of experts such as developers, brokers, architects, urban designers, landscape architects, urban planners, and public officials, among others. Several members of the jury are also practitioners in the competition's host city or region to ensure up-to-date knowledge of the site challenges and the validity of the proposals. 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. ULI usually publicizes the jury roster after the submission period. ULI also selects six to eight local experts for a **Rehearsal Jury**; this jury gives feedback to the teams on their rehearsal presentation ahead of the finals.

Competition Schedule

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.

General Competition Schedule

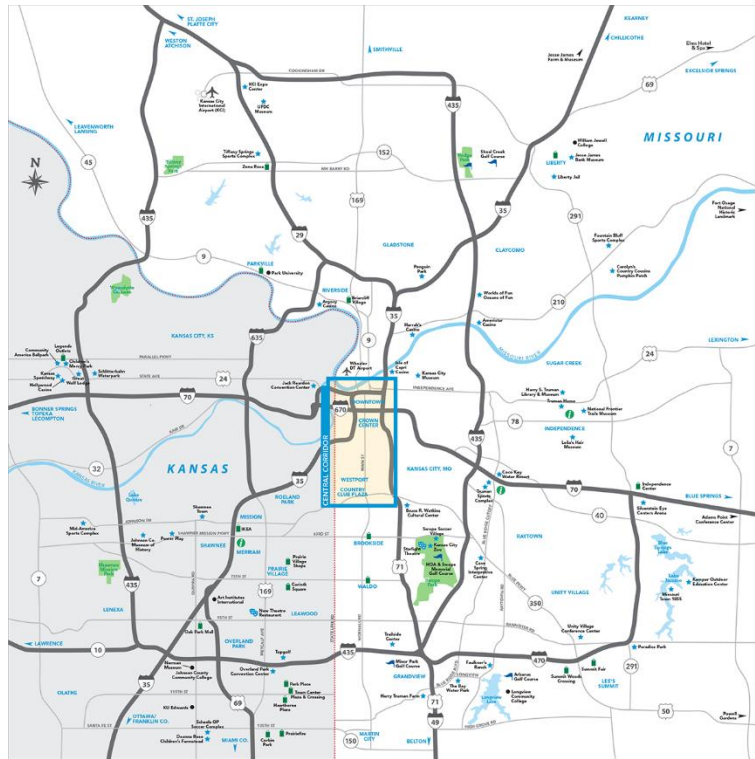
- September 14, 2020 Teams begin applying to compete.
- December 4, 2020 Deadline to apply as a team.
- December 21, 2020 ULI notifies teams of their eligibility.
- January 11–25, 2021 Competition period.
- February 2021 Four finalist teams announced, and finalists brief update issued.

Final Competition Schedule

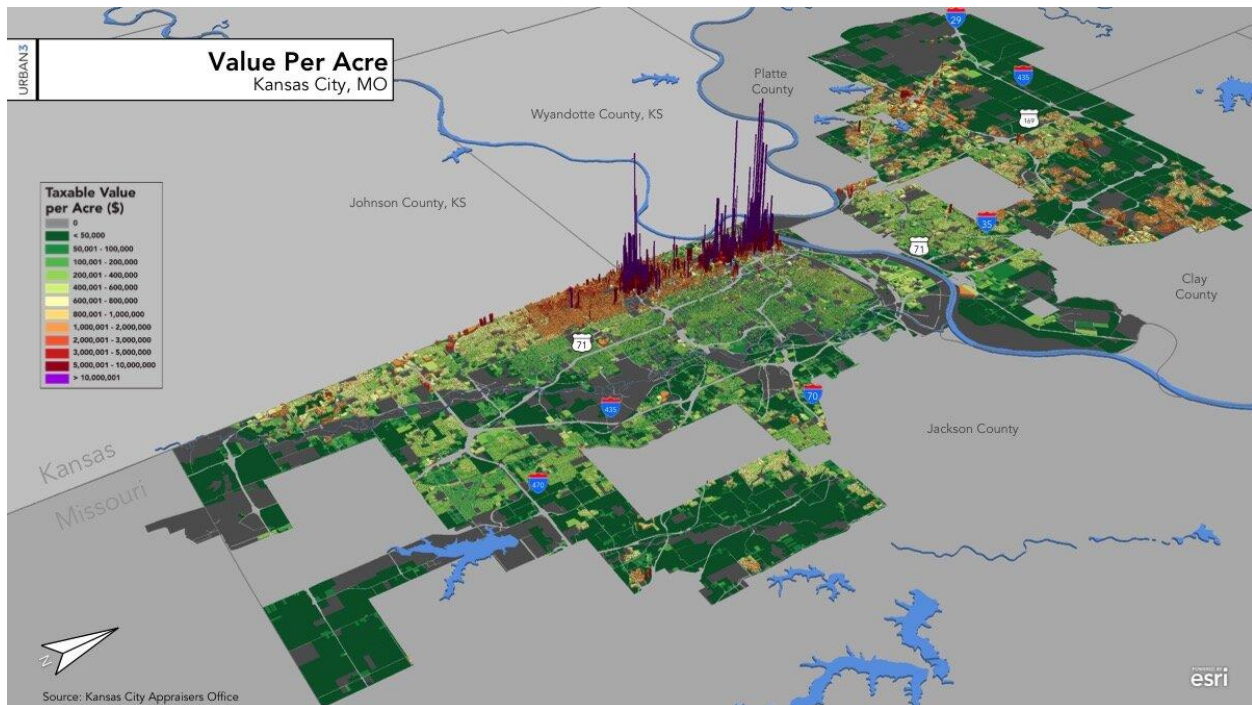
- Early March 2021 Finalist teams call with local experts to learn more about the site.
- Late March 2021 Finalist teams present to the Rehearsal Jury.
- Early April 2021 Finalist teams present to the Competition Jury; the Jury selects and announces the winning team the same day.

The Competition Host City: Kansas City, Missouri

The central location of Kansas City, Missouri, at the confluence of the Missouri and Kansas rivers, in practically the center of the contiguous United States, has made it a key hub for a variety of national trade and transportation purposes throughout its existence. Today the metropolitan area spans 14 counties and 7,900 square miles across the Missouri-Kansas border. Kansas City, Missouri (often abbreviated KCMO), spans four counties and 319 square miles. At 1,604 people per square mile, it is one of the least dense among American cities with population greater than 250,000. However, its density varies, with multiple areas of more intensive development downtown.



1 Kansas City Metro area map from [Visit KC](#).



2 Taxable value per acre in Kansas City, Missouri, on ArcGIS [StoryMaps](#) (Source: [Urban3](#), February 2020).

The Competition Site and Study Area: East Village

The competition **Site** and **Study Area** are in the **East Village** neighborhood in downtown Kansas City, Missouri.

Downtown Kansas City is a series of linked centers generally running north–south from Crown Center in the south to River Market and Columbus Park in the north along the Missouri River.

East Village is within the city’s central business district (CBD), defined by the Downtown Loop—a circle of highways with a circumference of almost four miles.

The competition **Site** consists of 25 parcels across almost eight city blocks. These parcels total approximately 16.2 acres, excluding public right-of-way (ROW). The **Site** boundaries are **Cherry Street** on the west, **Charlotte Street** on the east, **East Eighth Street** on the north, and **East 12th Street** on the south.

The **Study Area** comprises approximately 75 acres, including public ROW. The **Study Area** boundaries are **Locust Street** on the west, **I-70** on the east, **Admiral Boulevard** on the north, and **East 13th Street** on the south.



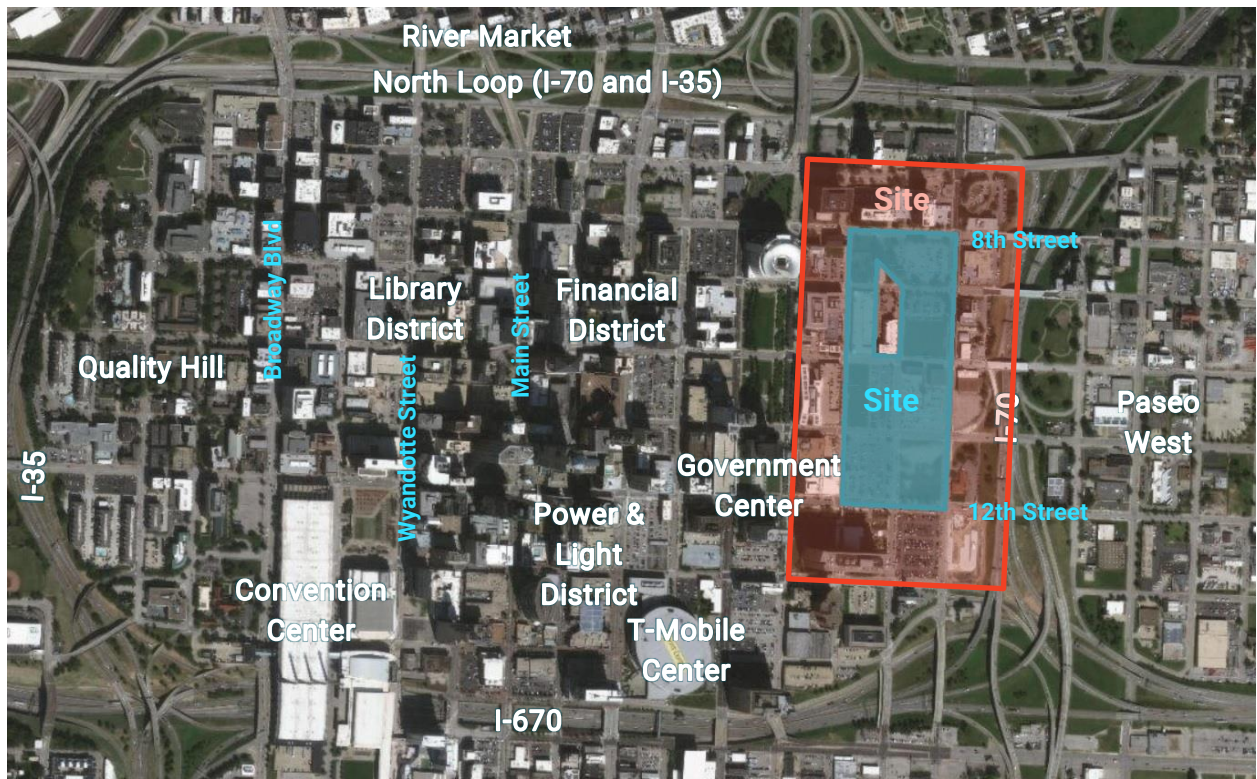
3 See full 2013 overview map at the [Downtown Council of Kansas City](#). Additional 2020 maps are available [here](#) and [here](#).



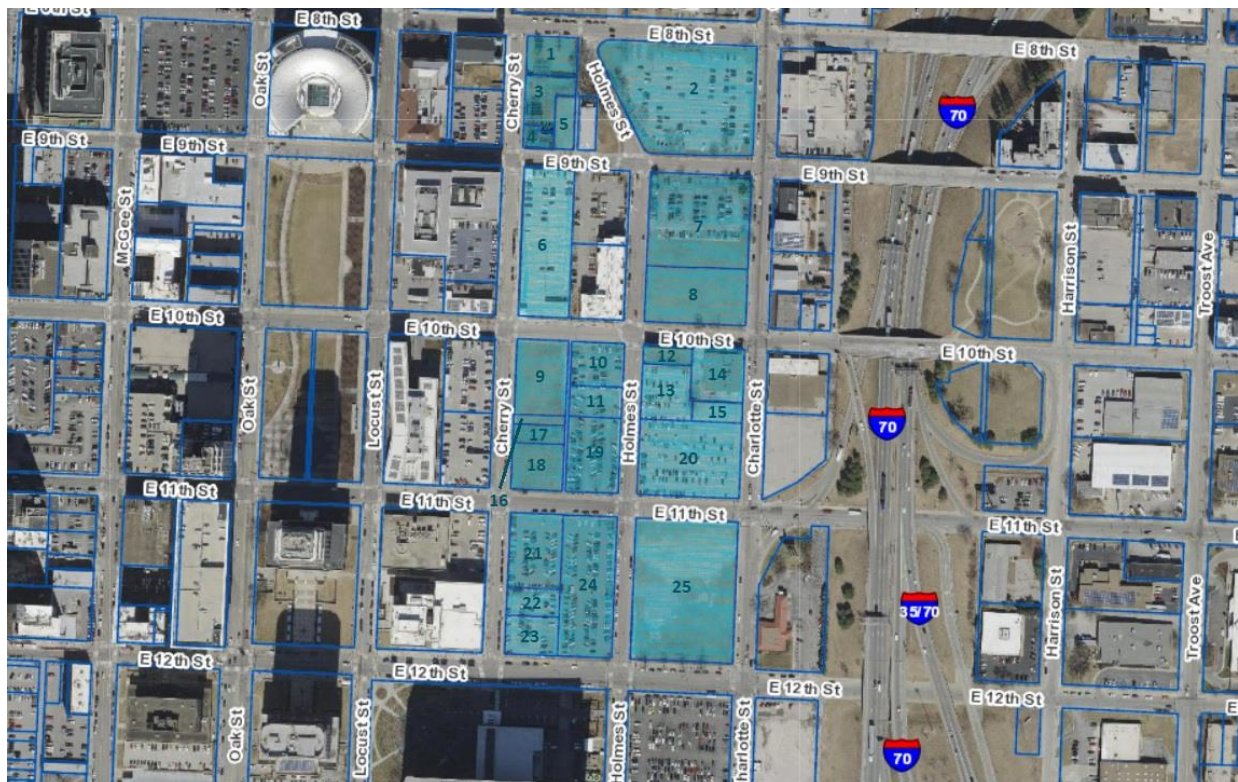
4 A view of East Village in downtown Kansas City, Missouri, looking southwest toward the Government Center and Financial District.



5 A view of the competition site looking northwest from I-70 at East 13th Street.



6 The Site and Study Area in context.



7 The competition Site and list of parcels.

See the Microsoft SharePoint folder, titled [2021 ULI Hines Student Resources](#) for a list of all parcels within the Site. The parcels are numbered 1 to 25.

The Competition Challenge

UNDER NO CIRCUMSTANCES SHOULD YOU TRY TO COMMUNICATE REGARDING THE COMPETITION WITH MEMBERS OF HINES, THE CITY OF KANSAS CITY OR OTHER REGIONAL MUNICIPALITIES, THE NONPROFIT AND PUBLIC AGENCIES INVOLVED, THE PROPERTY OWNERS OR EMPLOYEES OF THE PROPERTY OWNERS, CONSULTANTS WHO ARE WORKING OR WHO HAVE WORKED ON THE PROJECT, THE COMPETITION JURY, OR OTHER ASSOCIATED ENTITIES. DO NOT CALL ULI'S HEADQUARTERS IN WASHINGTON, D.C., ULI KANSAS CITY, OR OTHER ULI DISTRICT COUNCILS, UNLESS THOSE DISTRICT COUNCILS ALREADY HAVE OFFERED TO BE A RESOURCE TO YOUR TEAM. IF ULI LEARNS THAT YOU HAVE TRIED TO COMMUNICATE IN THE MANNER DESCRIBED HERE, ULI MAY DISCARD YOUR SUBMISSION AND THE JURY WILL NOT REVIEW IT.

The competition challenge reflects much of reality; however, ULI has changed certain details in this brief for the purpose of the competition.

The city of **Kansas City, Missouri (the City)**, has identified an area in the **East Village neighborhood in downtown** as a development opportunity. The City has recently acquired 25 parcels in the area and has selected your team as master developer to provide a vision and proposal to transform the Site into a thriving, mixed-use, mixed-income neighborhood. As master developer, your team has entered into an agreement to evaluate the benefits and financial possibilities of redeveloping these parcels as one comprehensive development site.

The City is seeking a **catalytic vision** for the area that will have a **positive economic impact** both locally and regionally while increasing the **sustainability and resilience** of the Study Area, surrounding neighborhoods, and the city at large. The City has asked you to consider how your proposal affects issues of **equity and housing affordability** near the site and across the city. The City also has asked that you specifically address **the future of transportation** in your proposal and **challenge the current assumptions about parking**—by investors, potential residents, and regulators—that lead to automobile-oriented development downtown. To achieve this, you cannot simply remove parking from your proposal: you must demonstrate a new, comprehensive vision for mobility in and around the CBD and identify the specific demand and solutions that will entice investors, residents, employers, visitors, and others to your project. Your specific vision and proposal should support the broader vision for a positive influence that extends both to current residents and beyond the site.

Your team may choose to acquire and develop additional property inside the Study Area if doing so will further your vision and proposal. Such property may be publicly or privately owned, so you would need to factor the acquisition costs into your proposal. Note that you cannot acquire the parcels that host the East Village Apartments building and its surface parking lot; see page 18 for details. The City urges you to carefully consider how your proposal integrates with the East Village Apartments.

In December 2019, the [City Council approved](#) the **East Village PIEA General Development Plan**, declaring approximately 24 acres blighted and approving tax abatement for the [area](#) generally bounded by East Eighth Street on the north, East 12th Street on the south, Cherry Street on the west, and I-70 on the east. For parcels within the plan area, assume real property tax abatement on improvements up to 75 percent for a 10-year period and 37.5 percent for a 15-year period.

History



8 Downtown Kansas City Skyline, 1940s (Robert Askren Photograph Collection (P35). [Missouri Valley Special Collections](#), Kansas City Public Library, Kansas City, Missouri). View looking toward the southwest from the Chase Hotel around Ninth and Holmes streets. Buildings in view, from left to right: Jackson County Courthouse, City Hall, Kansas City Power and Light Building, and Telephone Building.

Some may assume **Kansas City, Missouri**, in its early days was a simple cow town—a frontier settlement focused on the sale, processing, and shipment of cattle to markets east from their home on the plains. Yet the history of the area offers a more intriguing story of a vibrant center of culture and commerce at an American crossroads.

[Several indigenous tribes pre-dated](#) European settlement of the area now known as Kansas City, hunting buffalo and other game around the confluence of the two large rivers. Early European settlers outfitted pioneers headed southwest on the [Santa Fe Trail](#) and serviced riverboats carrying goods along the Missouri River. The California and Oregon trails passed through [Jackson County](#), Missouri, within which most of Kansas City falls today. In the 1820s, the federal government forced tribes off their land along the Missouri River, launching new settlements. The city of Kansas, Missouri, incorporated in 1853 with a population of 2,500 and truly served as a “Gateway to the Southwest.”

The [Civil War](#) was a pivotal time in the region’s history, and the Missouri-Kansas Conflict lasted over a decade leading up and into the Civil War. The result of the conflict—a battle over whether Kansas would enter the Union as a free or slave state—was that the Union admitted Kansas as a free state in 1861. The city grew

rapidly after the Civil War, spurred by train lines and the building of the Hannibal Bridge in 1869—the first permanent rail bridge across the Missouri River. Kansas City soon became both a grain- and meat-processing center. In the 1870s, with a population of about 32,000, Kansas City was one-tenth the size of St. Louis. However, the livestock trade and meatpacking industry was a burgeoning powerhouse. Kansas City soon hosted the [second-largest stockyard in the country](#), a highly profitable center of industry that drove technological advancements, provided thousands of jobs (albeit often dangerous ones), and funded the economic growth and physical development of the city through the middle of the 20th century. The city's population doubled from 1880 and 1890 and had grown to 164,000 people around the turn of the century.

The African American population in Kansas City [grew in the 1870s](#) as families migrated west to Kansas, Oklahoma, and Colorado following the war. These new residents and their successors contributed greatly to city culture. [Henry Perry](#), now known as the father of Kansas City barbecue, arrived from Tennessee, and started selling smoked meats out of a shop in the Garment District downtown. Today the city is widely known for its enthusiasm for the dish, hosting hundreds of restaurants and competitions. The [American Royal](#) is one such event, featuring BBQ as well as rodeo and livestock competitions reflecting the city's agricultural roots. The [Kansas City Monarchs](#) were the longest-running baseball franchise in the Negro leagues in the first half of the 20th century, and more than [50 jazz clubs](#) emerged following the development of Kansas City-style jazz in the 1920s.

During this time, KCMO earned the nickname [Paris of the Plains](#) for its flourishing nightlife. Despite federal Prohibition, [Tom Pendergast](#)—a political operator who controlled Kansas City for over a decade—and his associates ensured the liquor kept flowing in saloons and speakeasies throughout the city. Gambling, bootlegging, and other vices thrived—as did organized crime, with the Kansas City mob.

Across America, suburbanization accelerated after World War II. [J.C. Nichols](#), an enormously successful planner and developer based in Kansas City, [was at the forefront of this trend](#). In the 1920s, Nichols started developing large residential districts outside the city center and built the famous [Country Club Plaza](#)

in Kansas City, the first regional, automobile-oriented shopping center in the country. Nichols greatly influenced the design and management of suburban America and the professionalization of the real estate industry in the United States. However, his use of restrictive covenants in his developments perpetuated racial segregation and discrimination, the negative impacts of which still affect communities across the country. These practices by Nichols and other developers and lenders resulted in racially homogenous neighborhoods and depressed property values in areas where Black and Jewish Kansas Citians lived. Exclusion from many neighborhoods reduced the ability of families to build wealth through homeownership and affected their access to resources. Redlining resulted in physical and economic divides throughout the city—



9 - [Circa 1930 photograph with an aerial view](#) looking northwest toward downtown Kansas City taken near 18th and Harrison streets. Source: Missouri Valley Special Collections, Kansas City Public Library.

most notably along Troost Avenue, which runs more than 10 miles southward from its origin at Fourth Street, north of downtown Kansas City, and just to the east of East Village. Communities east of Troost are still struggling to regain the loss in value they experienced due to this discrimination. [Highway 71](#)—which the Missouri Department of Transportation started planning in the 1950s and which runs east of East Village—exacerbated this issue by further segregating African American neighborhoods to the east and relocating an estimated 10,000 people.

As with many major American cities, freeways, White flight, and the American Dream were among various factors that contributed to a widely sprawling Kansas City, with growing suburbs and economic stagnation in its center. The city’s population tumbled from 400,000 in 1940 to 180,000 in 2000, yet its area grew almost fivefold through annexation. The city’s population decline started to reverse course around 1990.

Today KCMO continues to host a thriving arts scene and rich cultural assets, with many artists living and working downtown. [Public art](#) reflecting the city’s pioneer, agricultural, and musical history is particularly prominent throughout the city. Kansas City is part of the [UNESCO Cities of Music Network](#). Visitors to the city can explore the 18th and Vine Jazz District and the National Historic Landmark “oldest jazz house” in the country at 1823 Highland Avenue. The [American Jazz Museum](#), [Kemper Museum of Contemporary Art](#), [National World War I Museum and Memorial](#), [Nelson-Atkins Museum of Art](#), and [Negro Leagues Baseball Museum](#) draw thousands of visitors. Civic pride in KCMO is on display through new retail ventures such as [Made in KC](#) and [Charlie Hustle](#). Local sports franchises have contributed to the pride through recent wins on the national level. In 1996, [Sporting Kansas City](#) was one of 10 teams that launched Major League Soccer (MLS), and it has won the MLS Cup twice, in 2000 and 2013. Enthusiasm for soccer is such that Kansas City is among 17 cities vying to host the [FIFA World Cup 2026](#). The [Kansas City Royals](#) won the World Series for only the second time in 2015. And the [Kansas City Chiefs](#) won the Super Bowl for only the second time in 2020. Learn more about the city and downtown then and now from the [Downtown Council of Kansas City](#), the [Kansas City Area Development Council](#) (KCADC), the [Kansas City Public Library](#) (especially [the Pendergast Years](#)), and [Visit KC](#).

Local and Regional Data

Kansas City, Missouri, is the 38th-largest city in America, with a population of 495,278 as of the 2019 census (2019 American Community Survey 1-year estimates). The metropolitan area population is 2.1 million (2018 American Community Survey 1-year estimates). A geographic footprint of 319 square miles makes KCMO the 23rd-largest city by area. Kansas City saw its population decline during a long period of movement to neighboring communities, but growth started again in 1990. The city added more than 60,000 new residents—over 10 percent of the region’s growth. The city estimates the region will grow to more than 550,000 residents by 2040, according to the KC Playbook.

Further data are available on the region, the city, and downtown demographics, employers, industry, economy, housing, affordability, transportation, infrastructure, and other topics from the [Downtown Council of Kansas City](#) on the [Downtown KC Dashboard](#), from the City through the [KC Spirit Play\(data\)book](#), from the [KCADC](#), from the [Kansas City Chamber of Commerce](#) in the [Greater KC Report](#) and the [2020 Economic Forecast](#), from ULI in the [Emerging Trends in Real Estate 2021](#) report and in the Kansas City Home Attainability Index tool available in the [SharePoint folder](#), and from the [U.S. Census Bureau](#), including [Quick Facts](#). Additional data are available from [KC Rising](#), a long-term regional initiative of the [Civic Council of Greater Kansas City](#). The initiative measures progress along seven pillar metrics toward a shared vision of prosperity: enterprise, industry, inclusion, connectivity, culture, neighborhoods, and education.

Development Context

Urban Planning

Kansas City, Missouri, was an early beneficiary of planning in line with the reformist City Beautiful movement, as led by businessman August Meyer and prolific landscape architect and planner [George Kessler](#). The city has been renowned for its system of parks and boulevards, and civic investment in related elements, earning it nicknames such as the City of Fountains.

Park and Boulevard Plan for Kansas City (1893)

[This early plan](#) outlined a street grid and system of boulevards and parks that could link districts within the city.

The Master Plan for Kansas City, City Plan Commission, Kansas City Missouri (1947)

This master plan designated future land use for the metropolitan area when the city had a population of 450,000. The plan gave special attention to the Riverfront and Downtown and focused on regulating the number of households in each area to control population density. The plan suggested retail as well as low- and high-rise apartments for East Village.

Grand/Main Corridor Study Report, HNTB (1987)

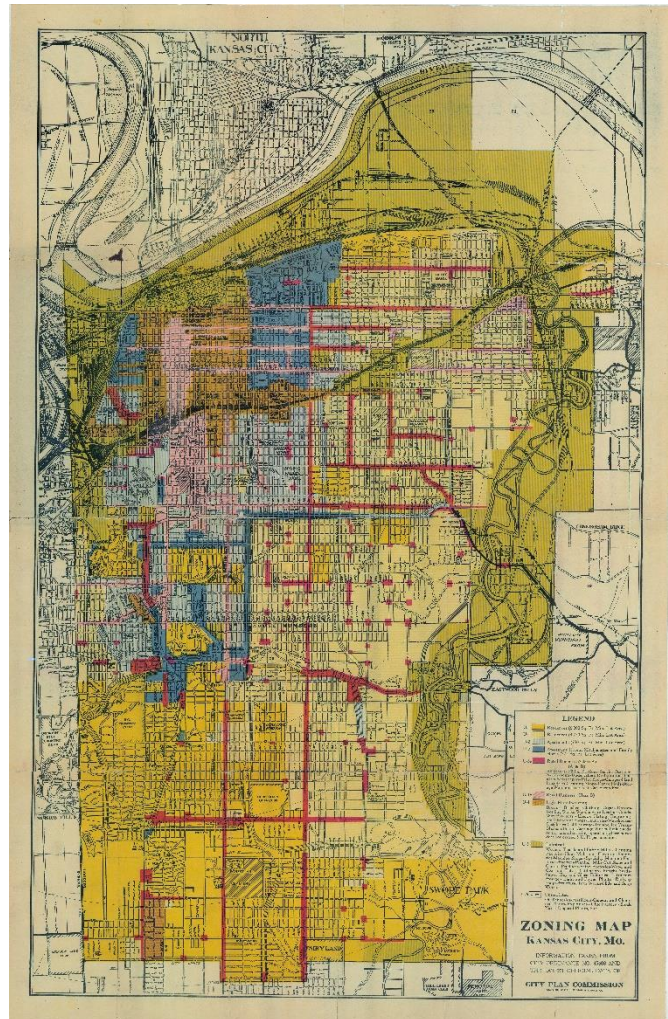
This plan aimed to link and revitalize three areas of the downtown: the Riverfront, the Crossroads area, and the Crown Center Complex.

FOCUS The Citywide Physical Framework Plan (1998) and FOCUS Urban Core Plan (1998)

This is the current comprehensive plan, a 25-year plan that aimed to protect and preserve historic and natural resources, improve transportation and infrastructure, and guide future development. A link to the full [1,200+ page plan](#) is available from the [City Planning & Development](#) website. The FOCUS Urban Core plan includes strategies for revitalizing downtown and the CBD.

The [Mid-America Regional Council](#) (MARC) serves as Metropolitan Planning Organization (MPO) for nine counties in the metro area, which includes 119 separate governments. MARC offers relevant [regional environmental plans and studies](#) for air quality, energy, green infrastructure, water quality, and the like, including the following:

- [MetroGreen Action Plan \(2002\)](#) builds on [George Kessler's corridor plan](#) and the [1991 vision](#) and covers "greenways, trails and open space; environmental stewardship; urban growth management; and future development strategy."



10 Zoning Map, Kansas City, Missouri, 1923. Information taken from city ordinance No. 45608 and the latest official data of City Plan Commission (Missouri Valley Special Collections, Kansas City Public Library, Kansas City, Missouri).

- The [Climate Action Playbook \(2019\)](#) offers a set of goals and actions from MARC and [Climate Action KC](#).

East Village Urban Design Standards and Guidelines (2012)

This document provided design guidelines for buildings, streets, and public spaces in East Village; it is available in the [SharePoint folder](#).

Creating Sustainable Places: A Regional Plan for Sustainable Development in Greater Kansas City (2014)

The [Creating Sustainable Places](#) initiative created a vision for a vibrant, connected, green region that defined activity centers and transportation corridors and offered policies and plans to advance the vision.

Fair Housing and Equity Assessment (2014)

The assessment examines regional housing challenges and opportunities and strategies for the future. The [Regional Housing Element](#) is a supplement to [Creating Sustainable Places](#) and has a policy framework for increasing capacity to develop affordable housing in the region.

I-670 Deck Study (2017)

The [Downtown Council of Kansas City](#) partnered with the city and others to study the feasibility and economic impact of [decking Interstate 670 with a park](#).

Greater Downtown Area Plan (2019)

In 2007, Kansas City downsized from 46 planning areas and now has [18 area plans](#), which it aims to update on a 10-year cycle. East Village falls within the [Greater Downtown Area Plan](#) (GDAP), which first launched in 2010 and was updated in 2019.

ULI Advisory Services Panel Report (2019), Parks and Boulevard System, Kansas City, Missouri

Throughout its 70-plus years of service, the [ULI Advisory Services](#) program has convened ULI members to offer expertise and technical assistance for communities and organizations facing land use challenges. Advisory Services reports from 1947 to the present are available to ULI members on [Knowledge Finder](#). [Recent Work](#) includes a [summary](#) and [report](#) on the Parks and Boulevard System in Kansas City, with the goal of finding a more equitable approach to parks and recreation investment across the city.

Connected KC (2020)

[Connected KC 2050](#) serves as a 30-year blueprint for managing the metro area's transportation system. As the region's MPO, MARC led the planning, which is required by the federal government.

KC Spirit Playbook (In progress, 2020)

In April 2020, City Planning & Development began leading an update of the city's Comprehensive Plan. This plan establishes a vision and sets priorities to guide land development in the city. The Playbook offers a [preliminary analysis and Databook](#) with maps showing regional growth over time and relative to peer cities, and other changes in the region since the FOCUS plan in 1998.

Imagine Downtown KC 2030 Strategic Plan (In progress, 2020)

The [Downtown Council of Kansas City](#) is leading the [Imagine Downtown KC](#) process with the City and other civic organizations to develop a shared vision for development, economic inclusion, and recovery in the short term and over the next decade.

[Other plans are available online](#) from the City Planning & Development department.

Transportation

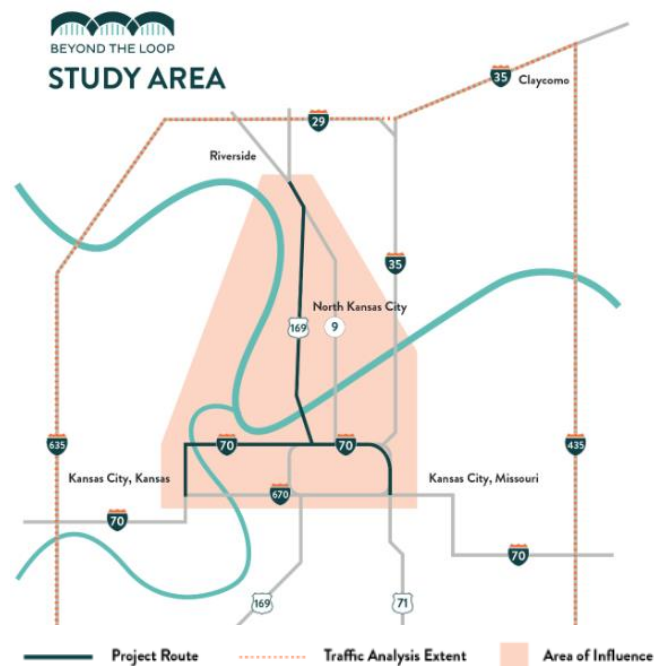
The [Kansas City streetcar system](#) was once one of the largest in the country with 300 miles of track, but these lines had closed by the late 1950s. Today Kansas City is a largely automobile-oriented community. One estimate in 2012 gave it the dubious distinction as the American city with [the highest number of highway miles per capita](#). The [Kansas City Area Transportation Authority](#) (KCATA) is the primary operator of public transit in the region. [Johnson County](#) and the [Unified Government of Wyandotte County](#) bus routes serve downtown as well; all are branded [RideKC](#). The [East Village Transit Center](#) at 12th and Charlotte opened in 2020 and offers room to grow on the site. It is the downtown anchor for the 10-mile Prospect MAX bus line. The city is attempting to rebuild a streetcar network downtown west of East Village through the nonprofit [KC Streetcar Authority](#). The first line opened in 2016 running from Union Station north to River Market and is free to riders. In 2020, the FTA announced funding to [extend the line south](#) and [north](#). A study of other extension options is [online here](#).

The Kansas City region is the second-largest rail hub nationally. Of the seven largest (Class I) freight railroads in the United States, two of the largest, [BNSF](#) and [Union Pacific](#), operate lines through KCMO. They run primarily along the Missouri River and through the city north and west of the CBD. Amtrak operates passenger rail through [Union Station](#)—south of East Village near Crown Center—including the [Southwest Chief](#) line between Chicago and Los Angeles, and the [Missouri River Runner](#) line between KCMO and St. Louis.

Five interstate highways serve downtown KCMO: I-70, US-71, I-29, I-35, and I-670. **I-70** runs east–west from Maryland to Utah, forming the eastern border for East Village. **US-71** runs north–south from Minnesota to Louisiana. **I-29** runs from Kansas City north to the U.S.-Canada border, beginning northeast of East Village. **I-35** runs north–south from Texas to Minnesota, forming the western and northern borders of the CBD. **I-670** connects I-70 between Kansas City, Kansas, and Kansas City, Missouri, and runs to the south of East Village.

The North Loop is that part of I-70 on the north side of the CBD. Along with I-35, it forms a six-lane divided highway covering 32 acres along what was once Sixth Street through downtown and creates a physical and psychological barrier separating the CBD from River Market and Columbus Park to the north.

Four major bridges span the Missouri River north of the CBD. Locust Street runs just west of the competition site in East Village and ramps up onto the Heart of America Bridge and Route 9, which carries vehicles and has a separate bicycle/pedestrian path. The Buck O’Neil Bridge—which is nearing the end of its lifespan—runs north from Broadway Boulevard farther west in the CBD and carries vehicles to the [Downtown Airport](#). [Beyond the Loop KC](#) was a 2018 study that examined opportunities for infrastructure investment given the challenge of the North Loop and possible removal of the bridge. [A memo](#) evaluates the urban design character of the area and opportunities for open space, stormwater, and physical links that the strategies recommended in the study present.



11 US-169/I-70 North Loop Planning and Environmental Linkages (PEL) [Study Area Map](#).

Adjacent Neighborhoods/Places

Paseo West

[Paseo West](#) sits to the east of East Village, across I-70, and spans as far as Paseo Boulevard to the east, Independence Avenue to the north, and I-70 to the south. The City and the [Economic Development Corporation of Kansas City](#) (EDCKC) completed a community engagement process and [Needs Assessment Study](#) of the area in 2012 and established a vision, goals, and implementation strategies for the area. In 2016, the U.S. Department of Housing and Urban Development awarded a \$30 million Choice Neighborhoods grant to KCMO and the [Housing Authority of Kansas City \(HAKC\)](#) for the [Paseo Gateway Initiative](#).

Government Center/Financial District

The Government Center is a cluster of local, state, and federal government offices both west and south of East Village. The cluster includes the Jackson County Courthouse (1934) and City Hall (1937) on the south end of [Illus W. Davis Park](#), [Charles Evans Whittaker U.S. Courthouse](#) (1998) on the park's north end, the imposing [Richard Bolling Federal Building](#) (1965) on 12th Street, and the [Jackson County Regional Corrections Center](#). The Financial District is west of East Village, with approximate borders of Ninth Street to the north, Oak Street to the east, Baltimore Avenue to the west, and I-670 to the south. The district hosts many historic and modern high-rise buildings and is transitioning to a 24-hour neighborhood.

Power and Light District

The Kansas City [Power and Light District](#) is an \$850 million mixed-use area that [was redeveloped in 2008](#) and, over the past decade, has attracted 95 million visitors to its many entertainment and nightlife options. It spans nine blocks within the Financial District, between Grand Boulevard and Baltimore Street, and 12th Street and Truman Road. The district hosts the multilevel dining and entertainment venue [KC Live!](#) and multipurpose arena the [T-Mobile Center](#), many restaurants, and newer residential options.

River Market

The Kansas City [River Market](#) neighborhood is north of East Village, between I-70 and the bluffs above the Missouri River. Its boundaries are Broadway Bridge to the west and the Heart of America Bridge to the east. The [City Market Farmer's Market](#) attracts visitors to the area, and redevelopment of the warehouses that used to serve as storage for river trade has resulted in new residential, retail, and restaurant options. The [Kansas City Downtown Neighborhood Association](#) convenes citizens in the loop and River Market.

Columbus Park

One of Kansas City's oldest neighborhoods, Columbus Park also is north of East Village, across I-70. Long known as KCMO's Little Italy, the neighborhood offers opportunities for redevelopment.

ULI in Kansas City

ULI has led various [technical assistance panels](#) (TAPs) in Greater Kansas City—including a few near East Village—to make recommendations for local development. In January 2016, [ULI Kansas City](#) convened experts for the [North Loop TAP](#), to recommend types of development should the North Loop be decommissioned. In 2017, EDCKC sponsored a ULI [Advisory Services](#) panel analyzed local market conditions and provide programmatic [recommendations](#) for the North Loop. In 2018, the [Downtown Council of Kansas City](#) sponsored a TAP on [Barney Allis Plaza](#), a one-block public green-space sitting atop a three-story underground garage in the Financial District. In 2020, KCMO and HAKC sponsored a TAP on [Chouteau Courts](#), just north of Paseo West, across I-70. These reports are available in the [SharePoint folder](#).

Area Developments

The [Kansas City Development Tracker](#) map displays proposed and recently approved requests for rezoning, development plans, project plans, special use permits, variances, and administrative approvals. The *Kansas City Business Journal* offers the [Crane Watch](#) map of new construction and development projects. Additional information is available in the *Downtown Kansas City Development Report* from the [Downtown Council of Kansas City](#) in the [SharePoint folder](#).

720 Main Street—Worcester Investments converted this 220,000-square-foot, 10-story office building into the 184 high-end [Flashcube Apartments](#). [Plexpod](#) is opening a coworking hub on two floors of the same building. The [7th & Main PIEA General Development Plan](#) at the intersection of Seventh and Main aided this development, which is at a pedestrian and vehicular entry point to and from the River Market area.

Main and Walnut—The Cordish Companies is expected to start construction in 2021 on this residential project with completion in 2023. See more at <https://threelightkc.com/>.

1100 Main Street—Construction is underway on redevelopment of the 30-story [Lightwell building](#).

1300 Grand Blvd—Copaken Brooks is planning a spec officer tower at 13th Street and Grand Boulevard.

1300 Main Street—[Copaken Brooks](#) is planning to break ground in 2021 on the class A [Strata office tower](#), a 262,656-square-foot, 25-story, multitenant building with two floors of retail, seven levels of parking for 750 spaces, and 16 floors of office.

1400 Baltimore Avenue—[Waddell and Reed](#) is planning a new headquarters here, to bring employees in from the suburbs, despite a recent acquisition of the company. The headquarters will be an 18-story tower that includes eight floors of office and a 10-floor, 913-space parking garage.

1227 Wyandotte St—[Platform Ventures](#) is planning an office tower at this site east of Barney Allis Plaza.

East Village Apartments—Located on Holmes Street between Ninth and 10th streets, this \$12 million, [50-unit apartment building](#) opened in 2010, offering much needed affordable housing options to the downtown market. The properties—both the apartment building on the southern part of the block (950 Holmes Street) and the surface parking on the northern part of the block (615 East Ninth Street)—are part of a 30-year Land Use Restriction Agreement with the Missouri Housing Development Commission. The initial tax credit compliance period is 15 years, which began when the property opened.

Keystone Innovation District—The Keystone Community Corporation is a nonprofit established in 2018 to convene regional leaders, businesses, and institutions to plan, develop, and operate an [innovation community](#) between the East Crossroads and 18th & Vine Cultural District, along the 18th Street corridor.

Kansas City International Airport—In 2017, voters approved the [addition of a new single terminal](#) at Kansas City International Airport, which should open in 2023.

Baseball Downtown

In November 2019, KCMO's Major League Baseball team, the [Kansas City Royals](#), came under new ownership. The Royals' home since 1973, Kauffman Stadium, is about eight miles to the southeast of East Village, near the junction of I-70 and I-435. Over the years, various parties have suggested building a new baseball stadium downtown, including in East Village. The Royals' lease at Kauffman Stadium expires in 2031. If the new ownership wishes to move to a new stadium, it needs to begin planning soon.

Detailed Assignment

Goals and Deliverables

The City has asked you as master developer to do the following:

- **Understand regional forces**—social, historical, demographic, political, and economic, among others.
- **Analyze the competition site** in relation to its surroundings.
- Propose a **land acquisition plan** for property the City does not own, should you determine that such acquisition will further your proposal. You do not have to source funding for the 25 parcels in the Site, but you do have to source funding for any additional parcels you acquire.
- Ascertain the **current market value of the Competition Site** plus any additional properties you may recommend the City acquire.
- Determine the **type of redevelopment** the market would support.
- Provide an **implementation plan** that outlines strategic partnerships and community engagement.
- Propose a **market-feasible development program** and **financial pro forma** for the **Competition Site** plus any additional properties you may recommend the City acquire. This program should identify all phasing within the site and provide market-driven assumptions and feasible sources of financing.
- Ascertain the **value of the total redeveloped site**, including land and buildings, at the end of a 10-year period.
- Determine the **subsidies** (if any) that would make redevelopment feasible and the **sources** of those subsidies.
- Determine **the return** the entire project would provide to the City as owner (both leveraged and unleveraged before-tax internal rates of return) if sold at the end of year 10.
- Propose a **site plan** for the **Competition Site**, including any additional properties you may recommend the City acquire.
- Propose an **urban design scheme** for the **Study Area**. Describe specific connections or integrations between the Study Area and the surrounding area highways and neighborhoods.
- **Detail the concept designs for key development components** within the 10-year hold.

Essential Presentation Elements

All submissions should include the following five general elements, and you may include other elements that you think are necessary to tell your story:

1. Planning context and analysis;
2. Site plan;
3. Urban design;
4. Site-specific illustrations of new development; and
5. Development schedule and finances.

Detailed Guidance on the Essential Presentation Elements

1. Planning context and analysis

Illustrate planning context and analysis with diagrams and/or annotated plans at a scale. Describe overall patterns and concepts for local and regional issues the team considers relevant. These might include, for example, the following:

- land use;
- circulation (pedestrian, vehicular, transit, bicycle, parking, etc.);

- open space, waterways, and other natural systems;
- environmental, sustainability, and resilience considerations;
- image and character of the area;
- social and economic concerns;
- community planning and infrastructure concepts; and
- private-sector development concepts.

2. Site plan

Your site plan should communicate the following:

- blocks and streets;
- land and building uses;
- location of transit line(s) and stops/terminals;
- public infrastructure, including stormwater;
- connections to neighboring blocks; and
- general concepts for landscape and open space.

You must account visually for pads (either improved or unimproved) that are not fully developed within the 10-year hold, but you do not need to depict them in detail.

3. Urban design

Your urban design scheme might address the following:

- overall design characteristics and aesthetic values;
- building typology and architecture;
- public realm enhancements;
- circulation and access (pedestrian, vehicular, transit, bicycle, parking, etc.) to and within the Study Area;
- infrastructure;
- landscape, open space, waterways, and/or natural systems; and
- environmental stewardship, sustainability, and resilience.

4. Site-specific illustrations of new development

Your presentation should include annotated illustrations that zoom in on the site. These illustrations might be plans, elevations, sections, or three-dimensional views (perspective/axonometric).

- Clearly identify which phase each illustration is describing.
- Illustrate massing and scale for the public and private realms.
- Illustrate public space components, including how they will be programmed and used.

5. Development schedule and finances

- ULI has provided a generic pro forma template in the [SharePoint folder](#). In this template, adapted from the ULI publication *Mixed-Use Development Handbook, Second Edition* (2003), worksheets do not link to one another and the cells do not contain formulas. If you use this template, you must familiarize yourself with their logic and internal relationships and build your own links. This template is a guide and starting point. You may modify the template, 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.) as you deem necessary. You do not need to fill in information about a product type in the template if that type is not part of your development program.

- Save your pro forma workbook as an Excel file for digital submission.
- You must complete and submit the summary tab from the pro forma template ULI provides, *even if you use your own pro forma*. Depending on the data you input, you may need to reformat the summary tab to fit it to 11" × 17".
- Should you use your own pro forma, ULI encourages you to also provide your own summary.
 - The jury will first examine the summary from the ULI template because it gives the jury the basic information it needs to compare your development to other developments.
 - The jury may also evaluate your supplemental summary if they wish.
- Your pro forma summary (or summaries) must be easy to read and speak for themselves; the jury likely will not have time to review the rest of the worksheets in your pro forma.
- Whether or not you include your own version of the pro forma, you must be ready to justify the rationale and process behind your numbers and assumptions. You may find it helpful to include an assumptions tab in your pro forma.

Assumptions

For the competition, your team should consider the following guidance. Your team may decide to take a risk and depart significantly from this guidance. If you do pursue an alternative approach, your proposal must explain your reasoning and convince the jury why the alternative is possible and worthwhile.

- **Start of development.** Year 0 (planning, entitlements, etc.) is 2021–2022; the start year—the first year you may begin construction or actual redevelopment—is 2023.
- **Complete neighborhoods.** Proposals should give priority to mixed-use, mixed-income development.
- **A note on COVID-19.** Assume that the United States and most other countries have been able to largely contain the coronavirus. However, also consider how the world has changed because of the pandemic, how it may continue to change to prepare for future health crises and other disruptions, and how your development will adapt to these changes.
- **Market-feasible costs and pricing.** Although the competition uses a fictional scenario, your team should aim to create a financially feasible plan for the site. Unless you are given a cost or an assumption, 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 your program requires a subsidy, the subsidy amount should be realistic and from a viable source.
- **Zoning.** The [Zoning and Land Development Code](#), updated as of October 23, 2020, regulates zoning on the site. **You may use the current zoning or propose new zoning. If your team proposes changes to existing zoning, clearly state your rezoning proposal, and address the potential ramifications of any changes.**
 - **Parcel Viewer** for the city: <https://maps.kcmo.org/apps/parcelviewer/>
 - Parcels you are required to address fall within the 88-260 - UR, [URBAN REDEVELOPMENT DISTRICT](#).
- **Height limits.** The [Federal Aviation Administration](#) (FAA) regulates building heights within certain distances of airports to ensure the safety of navigable airspace. The [Charles B. Wheeler Downtown Airport](#) on the north side of the Missouri River is approximately one mile, as the crow flies, from the Study Area in East Village, which means [FAA Part 77](#) restricts building 50 feet or more above ground level for the whole Study Area. However, a process exists for requesting exemptions to this restriction. For this competition, assume you can request exemptions up to 623 feet above ground level.

- **Redevelopment tools.**
 - **TIF.** [Tax increment financing \(TIF\)](#) has been a frequent redevelopment tool in Kansas City. Much of the competition site previously was in the [East Village TIF Plan, which expired after 10 years](#) without activating the financing. You may recommend another TIF plan for all or part of the site, if you wish, keeping in mind that TIF can be cumbersome and political.
 - **Opportunity Zones.** The whole site and Study Area are in Census Tract 159, part of the Paseo Gateway/Northeast Opportunity Zone. A list and a [map of KCMO Opportunity Zones](#) is available online, and the [Missouri Department of Economic Development](#) has resources including its own [map](#) and a [list of Opportunity Zones](#) in the state.
 - **Planned Industrial Expansion Area (PIEA).** The PIEA offers incentives, such as tax abatements, sales tax exemptions on construction materials, and eminent domain, to encourage investment to remove blight and blighting conditions within PIEA planning areas.
 - **Chapter 353.** Chapter 353 refers to Sections 350.010–353.190 of the Missouri Urban Redevelopment Corporations Law, which authorizes the City to approve certain redevelopment projects intended to remove blight and to grant certain abatements of ad valorem taxes for those projects.
- **Infrastructure costs.** You must account for all new public infrastructure costs, but they need not be included in the project costs unless you are using said infrastructure to achieve a building premium. You must include costs for infrastructure on private parcels in the project costs. You must determine what you think is the market-appropriate rate for infrastructure costs.
- **Existing uses and tenants.** Assume no current tenants on the required 25 parcels. If you decide to acquire additional parcels, assume any current tenants’ leases expire at the end of December 2021 with the option to renew on a month-to-month basis. You may find it optimal to retain all, some, or none of those tenants, and you may change lease rates as you deem appropriate when you sign a new lease or bring on a new tenant. If you apply new lease rates, they should reflect market rates.
- **Affordable/workforce housing.** In your proposal, 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.
 - **Missouri Housing Trust Fund.** The [Missouri Housing Development Commission](#) administers and provides financing for the construction of affordable housing. Assistance to developers includes below market interest rate construction and permanent financing and allocating federal and state low-income housing tax credits (LIHTC).
- **Brownfields.** You do not need to address remediation as we do not have details on type and extent of possible contamination.
- **Rights-of-way and circulation patterns.** You may change street and circulation patterns. You may choose to close or create public streets within your development blocks. If you close a public ROW and develop the space, you need to buy the land from the city at fair market value.
- **Construction costs.** You can use tables from [RSMMeans](#) or a resource of equivalent quality as a guideline to estimate your construction costs. Assume you are using union labor and try to get specific estimates for Missouri. Unfortunately, ULI is not able to offer access to RSMMeans. RSMMeans Online offers 30-day free trials. Your university program or library may be able to provide access to cost information, digital or other, or a lower-cost student access (rent or buy) version may be available [online](#).
- **Taxes.**
 - **Real property tax.** Use the Jackson County real property [tax year 2020 levy](#) of \$1.7529 per \$100 of assessed valuation.

- **Earnings tax.** Note that Kansas City has an earning tax, also called an “e-tax,” of 1 percent on earned income for individuals living or working in KCMO. This can influence where people choose to live and where businesses choose to locate.
- **Inflation.** Assume that all costs are subject to an inflation rate compounded at 2 percent per year.
- **Demolition costs.** In your pro forma you must account for the cost of demolition of existing structures on the few parcels where they currently exist (assuming you wish to demolish them). In real life, these costs vary greatly depending on former land use type. Teams may choose to assign costs to demolish parcels based on an assessment of existing structures and land uses or apply a general cost per square foot to the entire site.
- **Property owners.** Please identify all land that you may choose to acquire using the generic identifier “developable parcel.” Other than the City, do not refer to the name of the real-world owner of any parcel in your proposal.

Competition Resources

The following list includes all the items available for download from the [SharePoint folder](#) or elsewhere and serves as a checklist for you to ensure you receive all the resources:

- The **competition brief** (this document) is available in PDF.
- The **pro forma template** is available as an Excel file.
- Geographic Information System (**GIS**) files of the site and its surroundings are available in the [SharePoint folder](#). Additional [GIS Datasets](#) are available from the [MARC](#).
- **Photos** of the Study Area and some areas beyond, including [ground-level and aerial imagery](#) and [aerial video](#), are available through the [ULI Awards account on flickr.com](#). Details on how to access geolocation data for these photos are available in the SharePoint folder. Google Street View also has images of the site, mostly from March 2019.
- Various **maps, plans, and reports** will be available in the [SharePoint folder](#). You are not required to review these documents, and you should plan to do additional research to inform your proposal.
- **Q&A document.** During the competition period, ULI will post responses to team inquiries on this document in the SharePoint folder. Please plan to check it regularly.

Downloading Competition Resources

- You may download competition resources for distribution only among your team members, faculty advisers, and professional advisers.
- You may use competition resources only for this competition. **You may not use, copy, or distribute these resources for any other purpose without written permission from ULI.**

Criteria for Judging

The jury will select **four finalist teams** that it deems have best satisfied the Goals and Deliverables of the challenge outlined previously and the criteria described here. The jury, at its discretion, will award an unspecified number of **honorable mentions** for outstanding submissions in one or more of these criteria. Specifically, proposals should strive to meet the following criteria:

- **Integrate planning and design decisions with economic feasibility, including market-level returns on investment** for private investors and lenders:
 - public investments in infrastructure and public facilities should have clear value for the owners; and

- the development proposal and planning and design concepts should support and reinforce both public planning goals and financial returns for the owners.
- **Demonstrate awareness of design issues** contributing to a development that supports the vision specified in this brief.
- **Demonstrate attention to factors affecting the risks and feasibility of the project**, including:
 - development and construction costs;
 - future expenses and revenues from operations and land sales; and
 - effects of project phasing on risks and feasibility.
- **Work together as a team:** a primary goal of this competition is to provide a means and demonstration of integrating real estate with allied disciplines. The jury will consider how successfully your team worked together, as evidenced by the consistency and coherency of your proposal. You may have an excellent pro forma, but if your vision is weak and your site plan is confusing your proposal will not advance to the finals. Likewise, you may have an excellent vision and stunning graphics, but if your pro forma is a mess, your proposal will not advance.
- The jury may, if it wishes, use additional criteria in making its final decisions.

Jury Evaluation Process

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. ULI receives many submissions (100 on average), and jurors have very limited time to review each one. Jurors will not have extensive time to delve into every detail of every proposal, nor will they have the capacity to provide lengthy, detailed feedback. Teams should make their presentations as clear and easy to understand as possible. The jurors ULI selects are leaders in their fields and generously donate their time to the competition. Just as in the real world, in which developers and designers have a finite window to present their proposals, your team should strive to make a meaningful first impression by packaging your solution in a compelling and succinct fashion that invites additional analysis of the proposal. The following is a typical process; however, it might not be the exact process the 2021 jury uses:

- The Competition Jury meets twice; once in February to review all submissions and again in April for the final presentations.
- About one week before the jury meets in February, all jurors receive all digital files from each complete submission. The jurors do not have to review every submission, although some jurors do. ULI will indicate to each juror which submissions they should review.
- During the February meeting, the jury has approximately 10 hours over two working days to review all the submissions, select the four finalists and any honorable mentions, and provide feedback to the finalists. To accomplish this task on such a tight timeline, the jurors break out into groups of three. Each group includes one juror from the host area, at least one juror who can review the financing proposal, and at least one juror who can review the design.
- The jurors take several minutes in their groups to review each team's submission and provide verbal feedback, which a ULI staff member captures, to share the feedback with the student team later. Each breakout group selects the best submissions in their group to go to review by the whole jury.
- The full jury discusses the merits of approximately one-quarter of the total number of submissions as a group. They consider whether and how each submission met the criteria.
- Each juror casts votes for the four submissions they think should be finalists. The submissions with the most votes become the finalists.
- The jury discusses the feedback they want ULI staff to provide to each finalist team.

- The jury selects honorable mentions and discusses why they merit this honor.
- Only after selecting the finalists and the honorable mentions does ULI staff reveal to the jury which school(s) submitted each proposal.

Presentation Requirements

- ULI developed the presentation requirements for the benefit of both competitors and the jury. These requirements ensure that the jury will have enough information to evaluate and compare proposals. Because of the all-digital review, we are asking each team to create a slide presentation of their proposal. We are also still asking that each team create a large-format presentation sheet.

Required Presentation Materials

1. **One presentation sheet**, in horizontal landscape format, with, at least, your site plan, urban design, and site-specific illustrations. This sheet can be any of the following sizes: **64" × 36"** (2,304 square inches) or **68" × 33"** (2,244 square inches) or **72" × 36"** (2,592 square inches).
2. **One pro forma in Excel.**
3. **One 11" × 17" PDF of the summary tab from the ULI pro forma template.**
4. One 11" × 17" PDF of a supplemental summary from your own pro forma (OPTIONAL).
5. **One 11" × 17" PDF digital slide show in horizontal landscape format.** The digital slide show must follow these rules:
 - Except slides 1 through 3, the slide show can contain only images and information on your presentation sheet. You are not permitted to create new images exclusively for the slide show. You can display the images and information at different scales and in a different order than on your presentation sheet.
 - Digital slides may not be animated. Do not include video.
 - Each team is limited to **18 slides** that must follow this general outline:
 1. Team code and proposal title (in any order). Do not include information that would identify any team member or school.
 2. One narrative summary, no more than 500 words, which describes your design and development plan. Within this summary, include an even briefer summary statement of your proposal in 50–75 words or less.
 3. One narrative summary, no more than 500 words, which describes your financing plan.
 4. Your whole site plan on one slide. To improve legibility, you may display a less detailed version of the site plan from what appears on your presentation sheet.
 5. Use the remaining slides to communicate images and information from your presentation sheet and tell the story of your development.
6. **At least one 340-pixel × 340-pixel graphic vignette of an iconic project image from your presentation sheet.** Typically, this vignette is from your site plan or illustrations. Please do not submit your logo or proposal title as the vignette and do NOT include your team code on this image. ULI may use these to feature finalists and other selected entries online after the competition period concludes.
7. You may submit a second 340-pixel × 340-pixel vignette (OPTIONAL).

Notes on Graphics

- Competitors have discretion to select which graphic techniques they use.
- Maps, plans, and illustrations may be at any scale.

- Maps, plans, and illustrations to scale should include a graphic scale and an arrow indicating north.
- Sections should include a graphic scale.
- On presentation sheets, aim to represent your big ideas with graphics rather than with a lot of text. Make sure there is just enough text so that the jury understands what they are seeing. Text works best to label charts, graphs, images, or timelines, or to provide succinct descriptions where needed.

Submission Process

Deadline

ULI must receive all digital submissions by 11:59 p.m. Pacific Standard Time on Monday, January 25, 2021. We suggest you look at the online form and plan to complete it well ahead of this deadline. ULI staff will not be available to answer questions or assist you after 9:00 p.m. Eastern Standard Time on January 25.

Rules for Submission

- **You will submit only digital files**, as outlined below. Please do not mail anything to ULI.
- Submit all files via the 2021 ULI Hines Student Competition portal at www.uli.org/hines2021 using the form titled “Submission Materials.”
- The person who submitted the team application should also be the one to login, upload documents, and submit your team’s final proposal. If other team members need to upload documents, the person who submitted the application will need to log in and add team members using the Manage Collaborators function.
- This form will be accessible by January 12, 2021, the day after the competition commences.
- **One corner of every document except the vignettes MUST display your team’s eight-digit code**, which takes the form “2021-####.”
 - Your code was automatically generated when you registered to participate at the submission portal at www.uli.org/hines2021. Log in to portal, click on My Applications, select Complete, and you will find your code under “Application #”.
- **DO NOT include any marks**—other than your eight-digit code—that identify your team or universities on any of the sheets you submit, either in digital or in hard copy. No mascots, no university buildings, no references an alum would recognize, etc. **If you include identifying marks on any sheets, ULI will discard your submission and the jury will not review it.** Please be careful to only use the eight-digit code.
- ULI will not accept—and the jury will not review—any supplemental diagrams or information that you do not present directly on the sheets described above under “Required Presentation Materials.”

Checklist of Files for Digital Submission

1. **One print-quality PDF file of your presentation sheet;**
2. **One web-quality PDF file of your presentation sheet;**
3. **One web-quality JPG or PNG file of your presentation sheet;**
4. **One Excel file of your pro forma;**
5. **One 11" × 17" PDF of the summary tab from the ULI pro forma template;**
6. One 11" × 17" PDF of a supplemental summary from your own pro forma (OPTIONAL);
7. **One 11" × 17" PDF of your slide presentation;**
8. **One 11" × 17" web-quality JPG or PNG file displaying your site plan from your slide presentation;**
9. **One 340-pixel × 340-pixel vignette in JPG or PNG for potential display on the ULI website; and**
10. A second 340-pixel × 340-pixel vignette in JPG or PNG (OPTIONAL).

Pro Forma Submission

At the end of the Submission Materials form at uli.org/hines2021, you will find a series of **required fields** into which you will input key data points from your pro forma. You must complete as many of these fields as are relevant to your proposal, even though the fields will not be marked required.

Notification of Receipt

You will receive an email and system notification once you hit submit, confirming that we have received your submission. About five days after the submission period ends, ULI will send a message to your team to let you know if your submission is complete and eligible for jury review.

Finalist Requirements

Once ULI announces the four finalist teams, ULI will share with those teams additional program rules and guidelines for the finalist stage of this competition.

Questions

Please make sure you are monitoring your email during the competition period, as we may send email updates, new resources, or corrections.

ULI will periodically post questions and answers to a Word document in the [SharePoint folder](#). ULI reserves the right to edit submitted questions before posting them. ULI also reserves the right to not answer every questions it receives and to not post redundant questions or remarks ULI deems inappropriate or irrelevant.

During the 15-day competition, teams may send questions in writing via email to hinescompetition@uli.org.

You will have a chance to provide feedback on the competition in February after the general competition is complete and again in May after the finals are complete.

Thank you for joining us in this year's competition!

Best of luck,

ULI Hines Student Competition