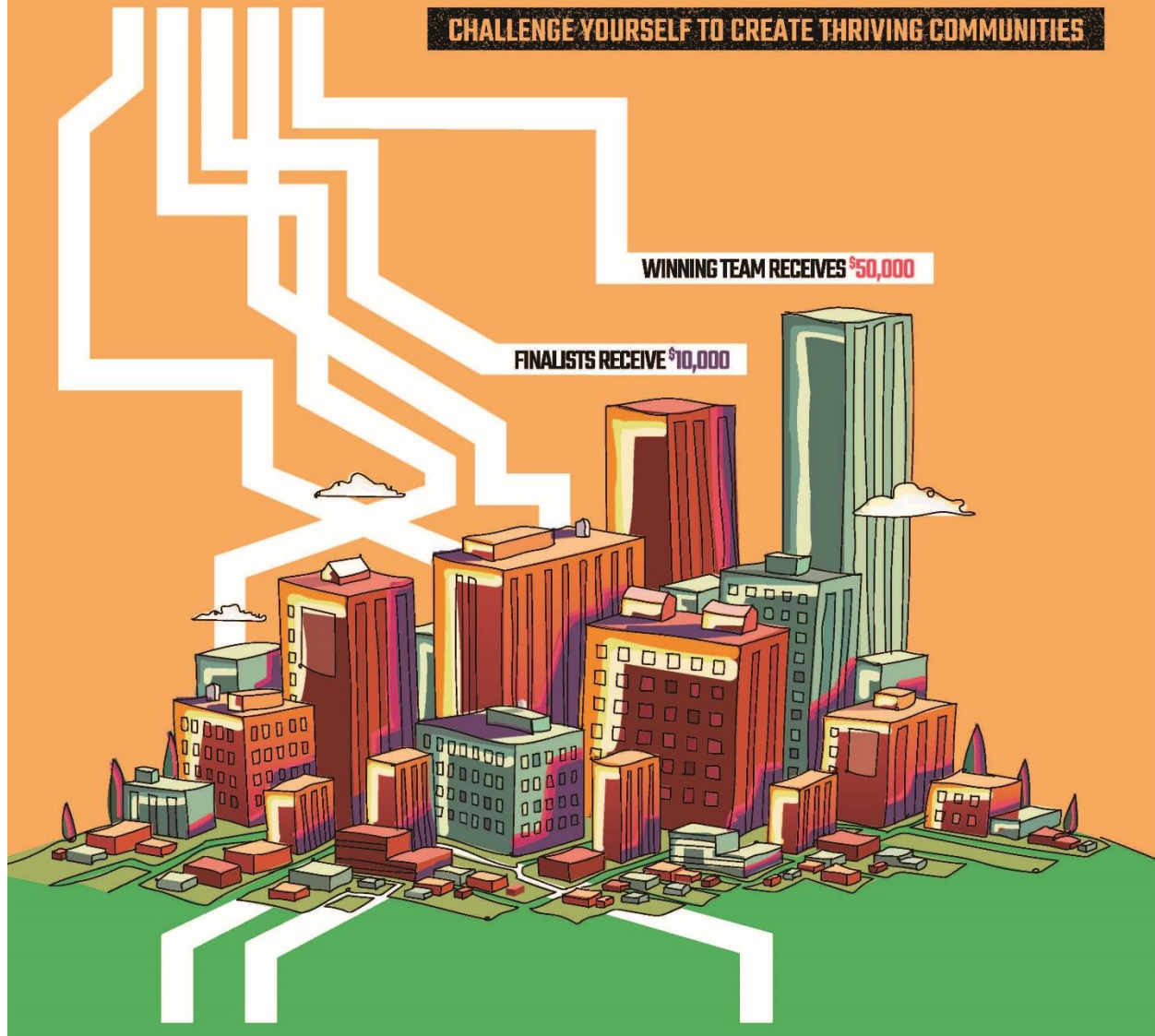


THE 18TH ANNUAL ULI GRADUATE STUDENT URBAN DESIGN & DEVELOPMENT COMPETITION, SPONSORED BY GERALD D. HINES

# ULI Hines Student Competition

CHALLENGE YOURSELF TO CREATE THRIVING COMMUNITIES



Briefing Materials  
Miami, Florida  
January 2020

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## About the Sponsors

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### Hines

[Hines](#) is a privately owned global real estate investment, development and management firm, founded in 1957, with a presence in 219 cities in 23 countries and \$124.3 billion of assets under management—including \$63.8 billion for which Hines provides fiduciary investment management services and \$60.5 billion for which Hines provides third-party property-level services.

Hines has 148 developments currently underway around the world, and historically, has developed, redeveloped or acquired 1,362 properties, totaling over 449 million square feet. The firm’s current property and asset management portfolio includes 514 properties representing over 222 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 46,000 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 2018 alone, more than 2,140 events were held in 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](http://uli.org). 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

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The ULI Hines Student Competition, now in its 18th year, is one of the core education initiatives of the Urban Land Institute. The competition offers eligible students, enrolled in recognized programs, 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 its founding, Hines endowed the program with an additional \$3 million, ensuring its longevity and legacy for future generations of built-environment practitioners.

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 8,610 students on over 1,720 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 disciplines pursuing at least three different degree programs, apply to participate. Once ULI announces the host city and challenge, the teams have two weeks to devise a comprehensive design and development program for an actual large-scale site. 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, 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](http://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 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(s). The remaining three finalist teams each receive \$10,000.

## Jury

Reflecting the multidisciplinary nature of the competition, ULI selects 10 to 12 jurors from diverse backgrounds to evaluate team submissions, choose four finalists, and ultimately select one winner from among the finalists. Although 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, it does not guarantee to 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](http://uli.org/hines).

## Eligibility

ULI invites teams from accredited educational institutions around the world to participate in the competition. Teams must be composed of graduate students pursuing a graduate degree while fully enrolled for the entire duration of the academic period during which the competition is conducted. ULI allows the participation of part-time graduate students and undergraduate students in the fifth year of a five-year pre-professional program—most commonly bachelor of architecture and bachelor of landscape architecture students—provided they meet the rest of the eligibility criteria in the competition guidelines at [uli.org/hines](http://uli.org/hines).

Ineligible to compete are members of the jury; the competition faculty and professional advisers; all officials, current employees, and recent former employees of ULI; the employees, students, and immediate families of any of these parties; those whom ULI deems to present a conflict of interest; and all students from the finalist teams in the 2018 and 2019 competitions.

ULI reserves the right to disqualify teams, limit the number of teams that can participate in the competition, and select teams for participation based on geographic diversity, team statements, team makeup, university diversity, or other criteria listed in the competition guidelines.

ULI notified teams of their eligibility to compete by Friday, December 20, 2019.

## 2020 Competition Background: Miami

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1 A view of the competition site, looking northeast toward Edgewater and Biscayne Bay (Bruno Vitale).



2 A view of the competition site looking south down the Florida East Coast Railway toward downtown Miami from the roof of 2901 NE First Avenue (ULI).



3 [A view of the Miami skyline](#) in 1925 from a black-and-white photoprint (State Archives of Florida, Florida Memory, accessed December 13, 2019).



4 Florida East Coast Railway map (Flagler Museum).

A thriving economic hub for Florida and the United States, connecting to Latin America, the Caribbean, and beyond, the [city of Miami](#) draws millions of visitors from around the world. This multicultural city is relatively new, compared with its East Coast peers, and its transportation assets have driven and defined its growth from its very beginning. Miami [incorporated in 1896](#), with a population of just over 400. Julia Tuttle, known as “the [Mother of Miami](#),” convinced railroad tycoon Henry Flagler to extend his Florida East Coast Railway to the region, which spurred the city’s beginnings on the banks of the Miami River. Miami’s first growth spurt occurred during the 1920s; the city grew so rapidly during this period that visitors remarked that it had “grown like magic,” giving the city its nickname, [Magic City](#). Development slowed in the face of a 1926 hurricane and the Great Depression, then rebounded as World War II brought thousands of troops to the city for training, and many settled there after the war.

Today, while the city proper has a population of [470,911](#), it sits within the approximately 120-mile-long, 6,200-square-mile Miami–Fort Lauderdale–West Palm Beach, FL Metropolitan Statistical Area (MSA), which has nearly [6.2 million](#) residents. Miami is the largest city in [Miami-Dade County](#), which accounts for [2.76 million residents](#) within the MSA.

#### Geography and Water

Miami must manage water from every direction; the city and its surrounding communities are on the east coast of southern Florida, bordered by Biscayne Bay to the east and the Florida Everglades to the west. A canal connects Miami to Lake Okeechobee, 90 miles to the northwest of the city; from there the Miami River flows through downtown Miami to the bay. In the bay, barrier islands such as Miami Beach help shelter the city from

the Atlantic Ocean. This low-lying city grapples with not only storm surge and hurricanes, but also the threat of sea-level rise and a changing climate. Furthermore, Miami is built on a bed of permeable limestone, beneath which lies Biscayne Aquifer, which provides much of the area with drinking water. The aquifer is about 15 to 20 feet below the surface, making underground construction difficult in many places. Storms can cause groundwater from the aquifer to bubble up from underground. However, the Miami Rock Ridge is a continuous limestone outcrop with higher elevation beginning in north Miami-Dade County and running south to the Florida Keys. Henry Flagler chose to build his railroad on this ridge.

The presence of the Everglades also presents a noteworthy growth challenge to Miami and the region. Miami-Dade's Comprehensive Development Master Plan establishes an Urban Development Boundary, which constrains growth to its west to protect this critical ecosystem and National Park land. If it wants to maintain current protections, the region has a swath of land approximately 15 miles wide within which to manage its growth in a fair and sustainable way.

### **Demographics**

Miami ranks first among large U.S. metropolitan areas for the [share of its residents](#) who are immigrants (40.5 percent), and immigration has been a key driver of the city and region's growth. In 1960, non-Hispanic whites represented 80 percent of Miami-Dade County's population, but these demographics changed significantly with various influxes of immigrants, particularly from across Latin America and the Caribbean. In 2018, the Latino population in Miami accounted for 74 percent of its total population. The United States is home to the [largest number of Cubans abroad](#), and, in the 2011–2015 period, 64 percent lived in the greater Miami metropolitan area, with [35.5 percent of city residents](#) in 2018 identifying as of Cuban origin. Another 16.2 percent of the city's 2018 population identified as [black or African American](#), and 11 percent as [white, non-Hispanic](#).

### **Growth and Economy**

Miami is the [second-fastest-growing city](#) in Florida and the [fastest-growing big city](#) in the country by employed population growth (2012–2017), supported [by job and income growth](#). Rapid urbanization and high-rise construction have increased population densities in the city core, particularly in Downtown, Brickell, and Edgewater. See the [ISG World Miami Report 2019](#) for amazing images of the Miami skyline reflecting this growth. If the rising cost of housing or other factors do not discourage new residents and these growth trends continue, one estimate suggests that South Florida—comprising Broward, Miami-Dade, and Palm Beach counties—will [grow by almost 3 million people](#) within the next two decades.

Miami is a major center of commerce and finance not only in the United States but also globally. Twelve of the world's 50 highest-producing economies are U.S. metropolitan areas, including Miami's MSA, with total gross domestic product ([GDP for the MSA](#)) at \$344.9 billion in 2017. Total [GDP for Miami-Dade County](#) was \$145 billion in 2018.

Miami is a global leader in logistics, given the presence of [PortMiami](#) and [Miami International Airport](#) in addition to regional roads and railways. [Enterprise Florida statistics](#) demonstrate the degree to which the state is connected economically with Latin America: Florida ranks first in exports by air to Latin America and the Caribbean, and Florida's seaports handle more than 40 percent of all U.S. containerized cargo exports by value to Latin America and the Caribbean. And the city is an emerging leader in technology and innovation. The almost [8,200 technology businesses](#) across Dade, Broward, and Palm Beach counties are the 12th-highest number in the country.



Miami has strong health, life sciences, banking, and finance sectors, among others. [Top private employers](#) in Miami-Dade County include Baptist Health South Florida, University of Miami, and American Airlines; top public employers include the Miami-Dade County Public Schools, Miami-Dade County, the federal and state governments, and Jackson Health System. Several large companies are headquartered in Miami, including [Akerman LLP](#), [Celebrity Cruises](#), [Carnival Corporation](#), [Greenberg Traurig](#), [Lennar Corporation](#), [Norwegian Cruise Line](#), [Oceania Cruises](#), [Royal Caribbean International](#), [Telefónica USA](#), and [Telemundo](#). Because of its proximity to Latin America, Miami serves as the headquarters of Latin American operations for more than 1,400 multinational corporations, including AIG, American Airlines, Cisco Systems, Disney, ExxonMobil, FedEx, Kraft Foods, Microsoft, Yahoo!, Oracle, Sony, Visa, and Walmart.

[Emerging Trends in Real Estate® 2020](#) includes Miami among nine U.S. real estate markets that are “magnets for capital,” based on very high investment volume from 2016 through the first half of 2019. Investment volumes in Miami over this time period were 1.4 percent of the national total even though Miami’s population is only 0.8 percent of the country’s total. Furthermore, *Emerging Trends* ranked the Miami market 21st on its list of overall prospects. Some of that strength lies in Miami’s reputation as the “de facto capital of Latin America,” as well as attention paid to the city by international investors.

#### **ULI and Miami**

Throughout its 70-plus years of service, the [ULI Advisory Services](#) program has produced multiple reports focused on Southeast Florida and Miami. These and other Advisory Services reports from 1947 to the present are available to ULI members at [Knowledge Finder](#). Recent reports include the following:

- October 2019: [Fort Lauderdale Parks and Open Space](#);
- June 2019: [Downtown Miami Waterfront Resilience](#);
- October 2018: Port St. Lucie Economic Development and Urban Planning;
- April 2018: Miami Beach Stormwater Management; and
- June 2016: Broward County Redevelopment.

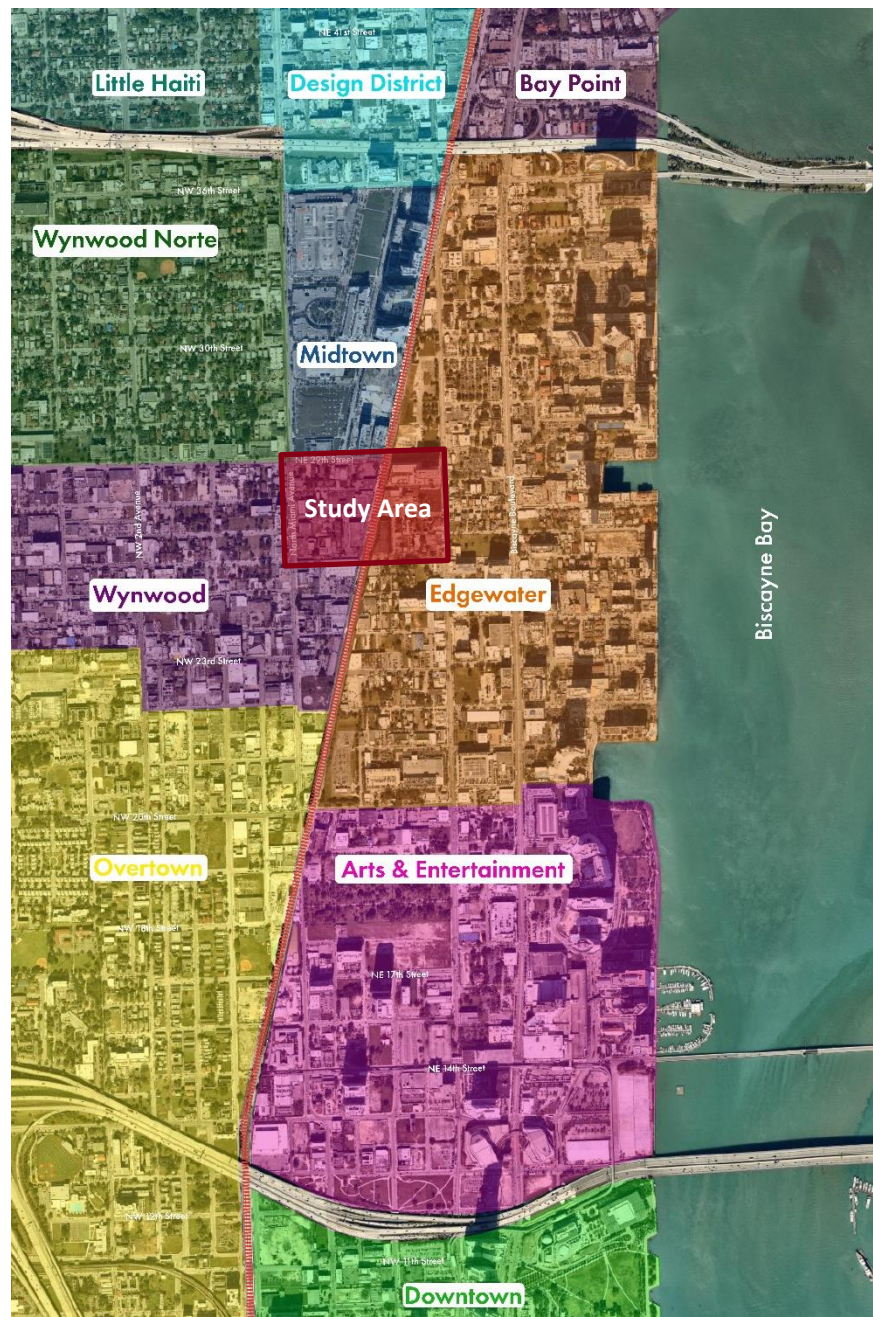
## The Study Area and Competition Site

The **Study Area** consists of six city blocks with the following boundaries: NE 29th Street to the north; NE 26th Street to the south; North Miami Avenue to the west; and NE Second Avenue to the east. The Study Area includes the **Florida East Coast Railway** (FECR) right-of-way (ROW) between, approximately, NE 29th Street and NE 20th Street. The railway splits the Study Area—the area to the west falls within the Wynwood neighborhood, and the area to the east falls within the Edgewater neighborhood.

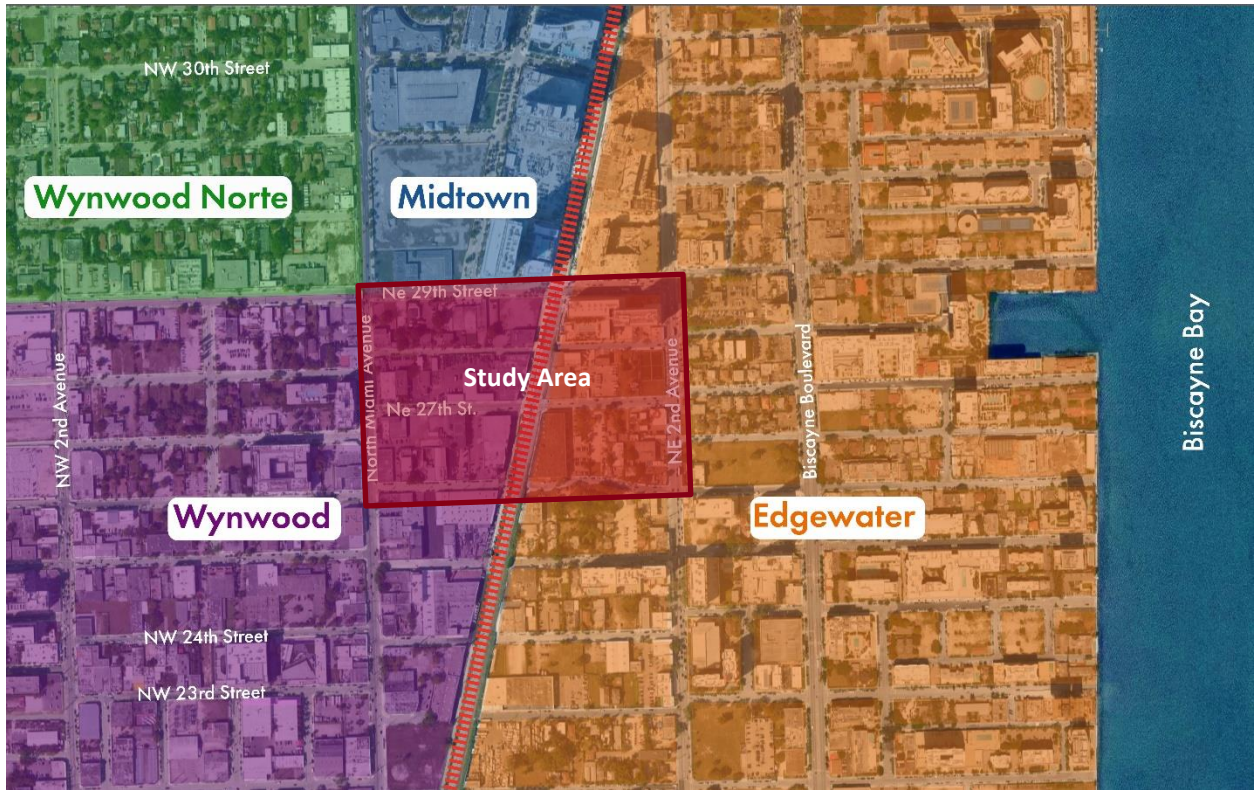
The **Competition Site** consists of an aggregate **48 parcels** within the Study Area. These parcels total approximately 11.1 acres, not including public ROW.

**Under no circumstances should you try to communicate regarding the competition with members of Hines, the city of Miami, the nonprofit and public agencies involved, the property owners or employees of the property owners, consultants who are working or have worked on the project, the competition jury, or other associated**

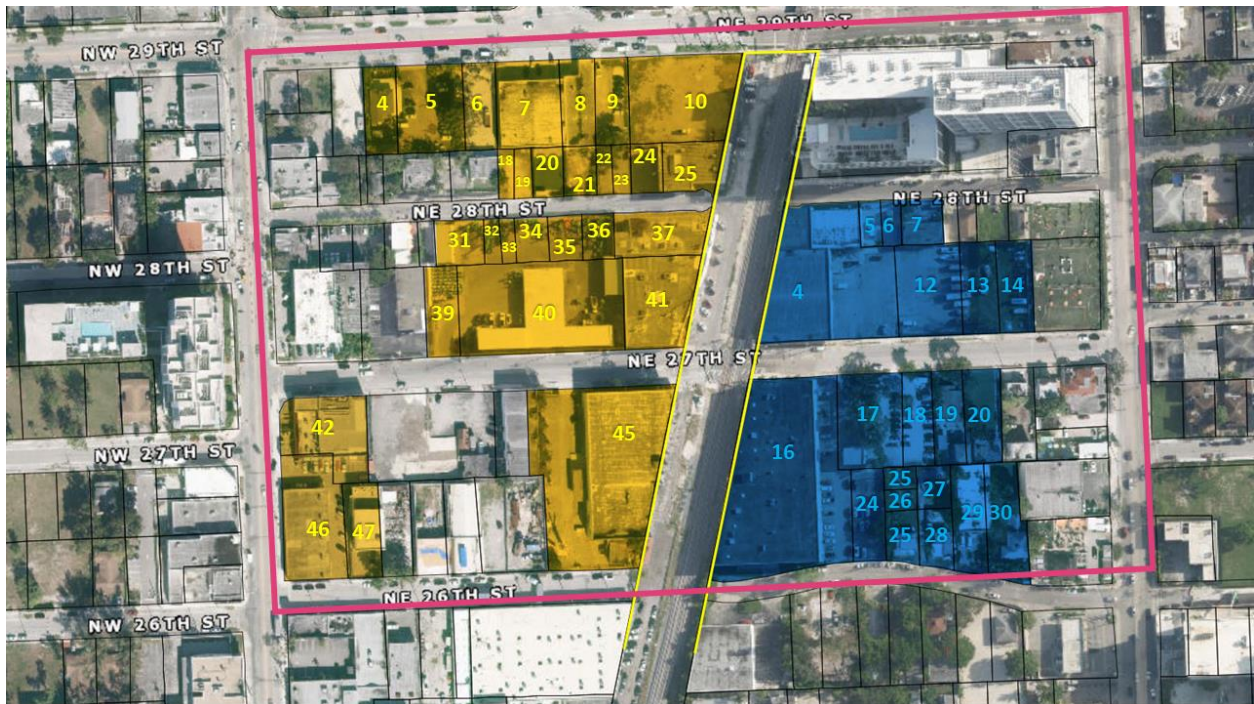
**entities. No phone calls to ULI's headquarters in Washington, D.C., ULI SE Florida / Caribbean, or other ULI District Councils, unless those District Councils already have offered to be a resource to your team. If ULI learns that you have tried to communicate in the manner described here, ULI may discard your submission and the jury will not review it.**



5 The Study Area (Aaron J. DeMayo-Future Vision Studios).



6 The Study Area (Aaron J. DeMayo-Future Vision Studios).



7 The competition site consists of an aggregate 48 parcels across six city blocks (ULI).

See the [Google Drive](#) folder, titled “2020 ULI Hines Student Competition Resources” for a map and list of all parcels within the Study Area. The parcels number 1 to 51 on the west side and 1 to 32 on the east side.

# The Competition Challenge

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

Under the competition scenario, ULI assumes that [Tri-Rail](#) will begin providing commuter rail service to downtown Miami along the FECR beginning January 1, 2021, and that Tri-Rail would like to develop a station in Midtown Miami somewhere between NE 36th Street and NE 20th Street as soon as possible. A description of this rail service and the transportation planning context follows in this brief.

Given this assumption, an investment group has identified an area adjacent to the FECR right-of-way between NE 29th Street and NE 26th Street as constituting a development opportunity. This private partnership, the Midedgewyn Group, has recently acquired the 48 parcels previously identified as the Competition Site. The Midedgewyn Group has selected your team as master developer to provide a vision and proposal to transform the site into a thriving, mixed-use, transit-oriented 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. Your team may choose to acquire and develop additional property inside or outside (within a block or two) of 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 their acquisition costs into your proposal.

The Midedgewyn Group wishes to demonstrate to local and regional stakeholders how this project will have a positive economic impact while also enhancing the sustainability and resilience of the Study Area, surrounding neighborhoods, and the city at large. They also have asked you to consider how your proposal affects issues of equity and housing affordability near the site and across the city. Your specific vision and proposal should support this broader vision for a positive influence that extends both to current residents and beyond the site.

## Ten Principles for Building Resilience

*A ULI publication*

1. Understand vulnerabilities
2. Strengthen job and housing opportunities
3. Promote equity
4. Leverage community assets
5. Redefine how and where to build
6. Build the business case
7. Accurately price the cost of inaction
8. Design with natural systems
9. Maximize co-benefits
10. Harness innovation and technology

# Development Context

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## Urban Planning

Each city and county in Florida must adopt a comprehensive plan. The city adopted the [Miami Comprehensive Neighborhood Plan](#) in 1989, which contains amendments through May 2018. Land development regulations—such as the zoning, historic preservation, and environmental preservation codes, and various housing, district, and sector plans—implement the comprehensive plan.

Growth in the city and region has caused [housing costs to skyrocket](#). From 2007 to 2017, the county’s median wage rose 14 percent, to \$17.20, whereas home values increased 66 percent. One estimate suggests the county needs 134,295 more homes, rented or owned, to meet the demand by residents who earn less than \$40,000—80 percent of the county AMI (area median income). The city has been developing an [Affordable Housing Master Plan](#) with strategies to address this issue. Resources to support new solutions to this crisis include the [Land Access Neighborhood Development \(LAND\)](#) mapping tool, which visualizes the distribution of local, institutional, and government-owned vacant and underused properties, and the [Miami Affordability Project](#), which visualizes the distribution of affordable housing and housing needs in the Greater Miami area.

The Miami-Dade County [Parks and Open Space Master Plan](#) “envisions that great parks, public spaces, natural and cultural areas, streets, greenways, blueways, and trails can form the framework for a more sustainable community.”

The recent [Resilient 305](#) Strategy addresses resilience challenges across the 2.7 million residents and 2,431 square miles of Greater Miami and the Beaches, a partnership of Miami-Dade County, the city of Miami, and the city of Miami Beach. The strategy contains 50 actions under three goal areas: places, people, and pathways.

In November 2017, Miami voters approved the \$400 Million [Miami Forever Bond](#). Of the total, \$100 million will go to creating and preserving affordable housing units and increasing employment opportunities. The largest allocation is to mitigate the impact of sea-level rise and flood risk (\$192 million), with further allocations for parks and cultural facilities (\$78 million), roadway improvements (\$23 million), and public safety (\$7 million).

## Transportation

### Road and Rail

Miami has been an automobile-centric city almost since its founding; unlike older cities, it did not have an extensive transit system in place before the automobile emerged. Today, 72 percent of the population [commutes by car](#), and South Florida has consistently ranked as [one of the most heavily congested regions](#) in the country. Four major regional transportation links connect to the city: two are road and two are rail.

**U.S. Route 1 (US 1)**, the longest north–south road in America, stretches almost 2,400 miles from Key West, Florida, to Maine. In the competition area, US 1 runs along Biscayne Boulevard, approximately one block east of the eastern edge of the competition site. With its four lanes and limited pedestrian crossings, the boulevard presents an obstacle to pedestrian movement between the competition site and the rest of Edgewater.

**U.S. Interstate 95 (I-95)** runs inland from US 1, approximately three-quarters of a mile west of the center of the competition site. The region has 21 miles of [95 Express](#) managed lanes on I-95 from the junction of I-95 and State Road (SR) 836 near downtown Miami to Broward Boulevard near Fort Lauderdale. Miami-Dade Transit and Broward County Transit run the [95X Metrobus](#) on these lanes.

### **FECR and Brightline**

The [Florida East Coast Railway](#) is a regional railroad that owns 351 miles of mainline track from Miami north to Jacksonville, Florida. It is the exclusive rail provider for PortMiami, [Port Everglades](#) in Hollywood, Florida, and Port of Palm Beach. FECR connects to national railways in Jacksonville.

[Florida East Coast Industries](#) (FECI) is the parent company of Virgin Trains USA, as well as of logistics and commercial real estate businesses. Virgin Trains USA operates [Brightline](#) on FECR tracks. Since January 2018, it has provided passenger rail at speeds up to 79 miles per hour from Miami at [Virgin Miami Central](#) to West Palm Beach, with one stop in Fort Lauderdale. Virgin Trains runs around 17 trains each way daily. The company has plans to [add three more stations](#) in Boca Raton, Aventura, and PortMiami. Brightline carried 579,000 riders in 2018, and 701,061 riders through the third quarter of 2019; it anticipates the new stations will push annual ridership to more than 2 million. It also is extending its service another 170 miles north to Orlando, via existing and new track currently under construction and set to open by 2022.

### **CSX and Tri-Rail**

[CSX Corporation](#) and its subsidiaries make up one of the nation's leading transportation suppliers, providing rail and intermodal services via a network of 21,000 route miles of track in both the United States and Canada. CSX [connects](#) to more than 240 short-line and regional railroads, including FECR. The main CSX line in South Florida runs inland of the FECR line, mostly west of I-95.

The South Florida Regional Transportation Authority (SFRTA) manages the 70.9 mile [Tri-Rail](#) commuter-rail system that connects Miami to Fort Lauderdale and West Palm Beach to its north. The system currently boasts 18 stations. Tri-Rail, Amtrak, and CSX freight operate on the South Florida Rail Corridor tracks, which the Florida Department of Transportation (DOT) purchased from CSX. In fiscal year 2018, through June 30, 2018, Tri-Rail [operated 50 trains per day](#) on weekdays. On average, the system carries more than 14,800 daily weekday riders. In 2019, Tri-Rail saw its highest ridership yet, carrying more than 4,495,039 passengers. Ridership data through May 2019 are available [online](#). SFRTA also operates the Tri-Rail [Commuter Connectors](#) shuttle system, which provides first- and last-mile connections to select stations.

### **Tri-Rail DTML, Coastal Link, SMART Plan, and TIID**

Over the past 15 or more years, federal agencies, regional transportation authorities and planning organizations, and local agencies have been evaluating regional transit alternatives that might alleviate congestion and connect the historic downtowns of South Florida.

#### **Tri-Rail Downtown Miami Link**

Tri-Rail currently runs from the Mangonia Park station in the north to the Miami Airport station in the south. SFRTA and partners are planning to extend Tri-Rail commuter service to Miami Central station downtown via existing FECR track. This extension, the Downtown Miami Link (DTML), would begin at the [Tri-Rail Metrorail Transfer Station](#) and access the FECR using the [IRIS link](#). SFRTA paid a one-time access fee as part of an operating agreement with FECI that will allow Tri-Rail to operate on this approximately eight-mile stretch, which runs through the competition site. Once that operation begins, FECR freight, Brightline, and Tri-Rail trains will share the tracks.



8 Tri-Rail Downtown Miami Link Preliminary Service Plan (a high-resolution version is available in the Google drive folder).

### Tri-Rail Coastal Link

Significant public planning has focused on the [Tri-Rail Coastal Link](#), an effort to reintroduce passenger service along an 85-mile section of the FECR corridor between Jupiter, Florida, and downtown Miami. This effort began around 2004 as the South Florida East Coast Corridor Study.

### SMART Plan

In 2016, the Miami-Dade Metropolitan Planning Organization (MPO)—now the [Miami-Dade Transportation Planning Organization](#) (TPO)—adopted the [Strategic Miami Area Rapid Transit \(SMART\) Plan](#) to advance [six rapid-transit corridors](#) that would help implement county mass transit projects. The plan includes 55 miles of expansion. Among the six corridors is the [Northeast Corridor](#) from Downtown Miami to the city of Aventura, the only one with an active heavy-rail line. The proposed 13.5-mile [Tri-Rail Aventura Link](#) would run along the Northeast Corridor.



9 SMART Plan, Northeast Corridor Land Use Scenario, and Visioning Planning (Miami Dade TPO).

### Miami-Dade County TIID

In February 2018, Miami-Dade County developed a [Transportation Infrastructure Improvement District \(TIID\)](#) that aims to generate \$1.8 billion over 30 years using tax increment financing. The TIID, the first major new source of dedicated transit revenue since a [2002 sales tax](#), would help fund elements of the SMART Plan. The TIID includes, in the case of five of the six SMART Plan corridors, all properties within half-mile of the proposed corridor alignments.

The following Tri-Rail Coastal Link reports are in the [Google Drive](#):

- [Moving with Transit: City of Miami: Tri-Rail Coastal Link Station Area Studies, March 2019](#);
- [Tri-Rail Coastal Link Study: Preliminary Project Development Report, April 2014](#) (Appendix 6: Station Refinement Report);
- Tri-Rail Coastal Link: Station Area Market and Economic Analysis, May 2013; and
- Tri-Rail Coastal Link Station Area Opportunities, April 2013.

In addition, local stakeholders have commissioned studies to evaluate specific sites for a local Tri-Rail station.

- [Midtown Tri-Rail Station Siting Study](#), October 2018



## Transit, Mobility, and the Future of Transportation

Miami-Dade County runs [Metrobus](#), which has various routes adjacent to and near the competition site. The nonprofit [TransitAlliance Miami](#) has partnered with the [Miami-Dade TPO](#) on the [Better Bus Project](#) to redesign the county bus system to address ridership declines. The partnership produced both a [Transit Choices Report](#) and a [Transit Concepts Report](#) in 2019. The county also runs the 25-mile dual-track [MetroRail](#) system ([map](#)) and the free [MetroMover](#) system ([map](#)). County [transit ridership](#) has seen significant decreases over the past few years:

Service	Annual Ridership FY19	Decrease since FY15
<b>Metrobus</b>	49,960,359	31%
<b>Metrorail</b>	18,494,501	15.6%
<b>MetroMover</b>	8,863,809	10.8%

The city of Miami runs a free [trolley service](#) with [14 routes](#), two of which run adjacent to the site: Biscayne and Wynwood. The southern part of the Little Haiti route runs along 36th Street, seven blocks north of the site.

Sharing services have arrived in Miami. [Citi Bike Miami](#) has approximately [eight bike-sharing stations](#) across Wynwood, Midtown, and Edgewater. After kicking out scooter operators in June 2018, the city of Miami authorized a [pilot program](#), beginning April 2019, allowing six companies to operate rental motorized scooters in District 2. City commissioners extended the program through the end of 2019, and discussion of [an additional extension](#) is underway. [Shared mopeds launched](#) in Miami at the end of 2019 with the introduction of [Revel](#).

Meanwhile [Ford and Argo AI](#) are testing autonomous vehicle (AV) technology in Midtown and Wynwood, with a [vehicle terminal](#) in southeast Wynwood. Electric vehicle (EV) ownership in the county has [grown 450 percent](#) since 2013, and estimates suggest that 30 percent of the market in Florida will be EV by 2030.

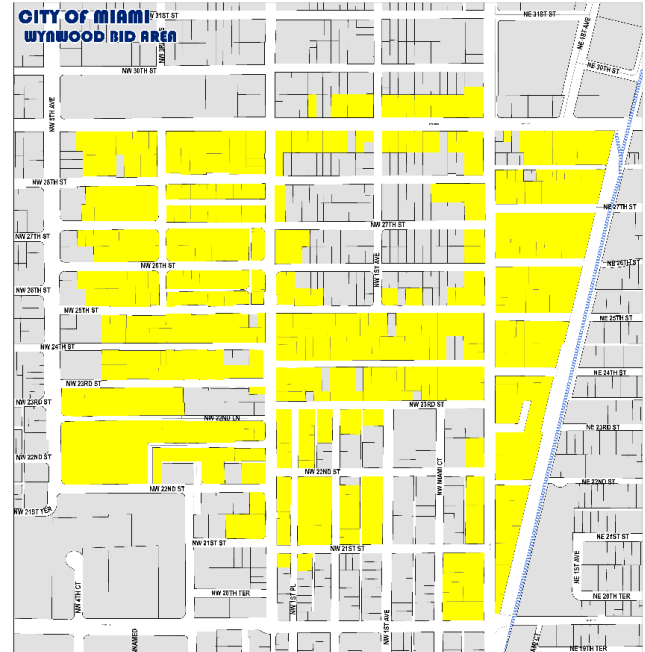


10 Argo testing vehicle near competition site in October 2019 (ULI).

## Adjacent Neighborhoods

### Wynwood

[Wynwood](#) is a global arts center and tourist destination, with 200-plus murals brightening old, low-slung commercial and warehouse buildings, and a DIY ethos. The area has transformed multiple times: from dairy farms at the turn of the century, to a working-class neighborhood for immigrants from the Caribbean and host to manufacturers such as Coca-Cola, to Miami’s Garment District. Postwar, manufacturers started moving to the suburbs or abroad, leaving the commercial area largely abandoned and suffering from high crime and drug trafficking. Many give credit to real estate developer Tony Goldman for turning around the area by making investments and bringing street art. By the time [Wynwood Walls](#) opened in 2009, his vision to turn the area into an open-air canvas was well underway. Galleries, retail and restaurants, breweries and bars began [opening in the area](#), and today, due in part to a rezoning effort that property owners led in 2015, hundreds of new residents have followed. In response, [property values have risen steeply](#) in the past five to 10 years. In 2013, land was available for \$125 per square foot; in July 2018, one retail property sold for \$1,400 per square foot.



**11 City of Miami Wynwood BID area, May 9, 2013 (City of Miami Planning Department).**

The [Wynwood Business Improvement District \(BID\)](#) is a municipal board of the city of Miami formed in 2013 for an initial 10-year period to represent the property owners within 50 city blocks. The BID levies a special assessment on these owners to provide enhanced services such as security, sanitation, marketing, and advocacy for the betterment of the neighborhood. Within the Study Area west of the railway, all but a handful of properties on the west end of the block between NE 28th and NE 29th streets and two parcels on the south side of NE 28th Street are part of the BID. In 2015, the city and the BID created Miami’s first [Neighborhood Revitalization District](#) (NRD-1), which sets forth new zoning regulations, aiming to transition the district into a mixed-use neighborhood while preserving its unique industrial and artistic character.

### Edgewater

[Edgewater](#) is generally bounded by North 17th Street to the south, North 37th Street to the north, the Florida East Coast Railway ROW and East First Avenue to the west, and Biscayne Bay to the east. It is one of the city’s older neighborhoods, originally developed just 10 years after Miami’s incorporation. The streets and houses were modeled after Miramar, a seaside neighborhood in Havana boasting mansions and tree-lined streets. The neighborhood has seen several [boom and bust cycles](#) over the decades. Starting around the 1980s, Edgewater entered a slump, and owners neglected their properties. In the past 10 years, the neighborhood has seen a substantial increase in investment, thanks to changes in zoning designed to spur high-rise development, with old homes now interspersed with high-rise condominium buildings. Edgewater lacks various neighborhood services because of zoning that restricts most uses aside from residential.

## Midtown

Midtown Miami generally refers to a section of the city north of Downtown that includes both Wynwood and Edgewater and is bounded by I-195 to the north, North 20th Street to the south, I-95 to the west, and Biscayne Bay to the east. More specifically, the approximately 57-acre [Midtown Miami Community Development District \(CDD\)](#) is a local, special-purpose government entity created by Dade County ordinance to plan, finance, construct, operate, and maintain community-wide infrastructure and services. The boundaries of the CDD are the FECR right-of-way on the east, NE 29th Street on the south, North Miami Avenue on the west and NE 36th Street on the north. Its various offerings are online at [Midtown Miami](#).



12 Northwestward aerial of FECR Buena Vista yard in 1928, now Midtown Miami (State Archives of Florida).

## Allapattah, Buena Vista, Design District, Miami DDA, Omni CRA, Overtown, and Wynwood Norte

[Allapattah](#) is a diverse residential neighborhood just west of Wynwood across I-95. Its residents are predominantly Dominican although it hosts residents who hail from across Latin America and the Caribbean.

One of Miami's oldest neighborhoods, [Buena Vista](#) is a residential area with a growing restaurant and retail market, located north of Midtown. The [city of Miami annexed Buena Vista in 1925](#); the neighborhood encompasses the [Buena Vista East Historic District](#).

The [Miami Design District](#) is a high-end retail and dining destination north of Midtown and south of [Lemon City \(Little Haiti\)](#). Its boundaries generally are North 36 Street to North 43rd Street, and Biscayne Boulevard to West First Avenue. The Design District is one beneficiary of the [Special Area Plan \(SAP\)](#) zoning option.

The [Miami Downtown Development Authority \(Miami DDA\)](#) is an independent agency of the city of Miami funded by a special tax levy on properties within its boundaries. The DDA [boundaries](#) stretch as far north as NE 24th Street and south to SW 15th Road and include important subdistricts, such as the Central Business District, Brickell Financial District, and the [Arts & Entertainment District](#).

The Omni Community Redevelopment Area ([Omni CRA](#)) is south of Wynwood and Edgewater. The CRA stretches from I-395 to NE 20th Terrace, with NW Second Avenue and Biscayne Bay as its western and eastern borders, respectively. The Omni district includes six distinct areas or neighborhoods: Omni, Northeast Overtown, South Wynwood, South Edgewater, and small portions of Park West and Watson Island.

[Overtown](#) is located to the south and west of Wynwood and was for many years the heart of the black community in Miami. The neighborhood thrived in the 1940s and 1950s, then declined in the face of urban renewal and highway construction that fractured the community. Overtown has many [historic buildings](#).

Wynwood Norte—also sometimes nicknamed Little San Juan—encompasses the area of Wynwood north of 29th Street and west of North Miami Avenue, and is bounded by I-95 to its north and west. Wynwood Norte faces development pressure from Wynwood, Midtown, and the Design District. The [Wynwood Norte Community Vision Plan](#) aims to head off displacement and provide a holistic, community-driven vision for how the neighborhood will grow.

## Major Area Developments

### Brickell City Centre

[Brickell City Centre](#) is a \$1.05 billion, 4.9 million-square-foot [mixed-use development](#) in Downtown Miami, between Seventh and Eighth Streets on both sides of South Miami Avenue and east of South Miami Avenue on the north side of Seventh Street.

### Miami Central

Spanning more than six city blocks in downtown, [Virgin Miami Central](#) offers links to Metromover, Metrorail, Metrobus, the City of Miami Trolley, and [Brightline](#). Located at NW First Ave between NW Third Street and NW Eighth Street, Miami Central includes retail, convention, residential, and office uses and hosts a daytime population upward of 45,000. Miami Central projects [12 million commuters](#) will use the station annually.

### Miami World Center

Adjacent to Miami Central, [Miami World Center](#) is a 10-block mixed-use development that will include retail, hospitality, and residential components. It is among the largest private master-planned projects in the U.S.

### Magic City Innovation District

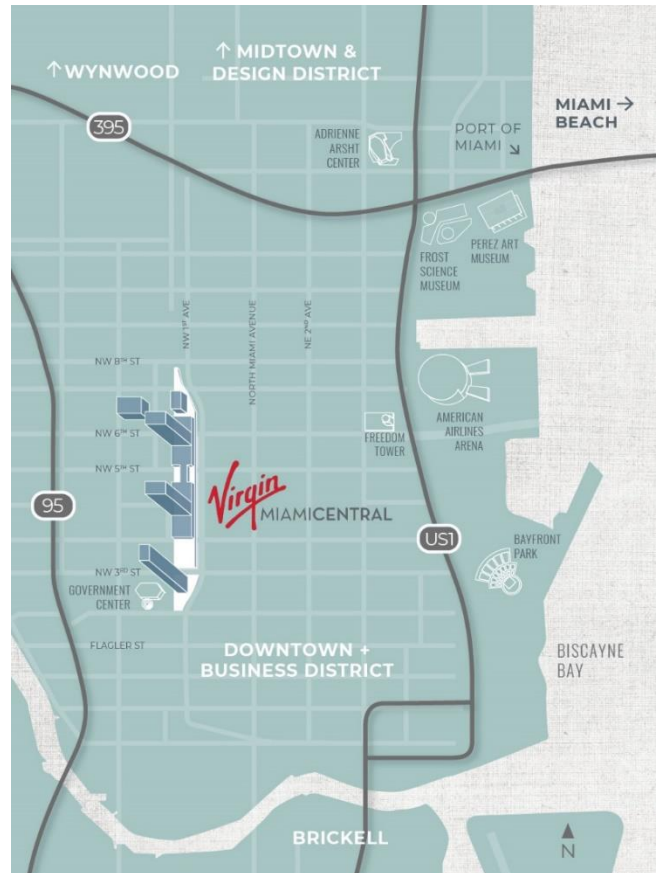
In June 2019, city commissioners approved the Special Area Plan for [Magic City](#), a \$1 billion mixed-use development project in the Little Haiti and Little River neighborhoods, focused on technology, sustainability, health and wellness, and art. Plans for Phase I include adaptive reuse of 200,000 square feet in 20 buildings.

### Miami Produce Center

In April 2019, city commissioners [approved](#) the [Miami Produce Center](#), a proposal for 1.4 million square feet of mixed-use development (residential, office, hotel, and trade school) in Allapattah.

### The Underline

[The Underline](#) aims to transform land beneath Miami's Metrorail into a 10-mile linear park and trail, from the Miami River south to Dadeland South Station.



13 Virgin Miami Central map (Virgin Miami Central).

# Detailed Assignment

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## Goals and Deliverables

The Midedgewyn Group 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 they do not own, should you determine that such acquisition will further your proposal.
- Ascertain the **current market value of the Competition Site** (combined 48 parcels) plus any additional properties you may recommend they 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 they 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 Midedgewyn Group 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 they acquire.
- Propose an **urban design scheme** for the **Study Area**. You may wish to extend this scheme beyond the Study Area and describe specific connections or integrations with the surrounding area.
- **Detail the concept designs for key development components** within the 10-year-hold.

**Your proposal should address the following issues related to the train station:**

- When the station begins service.
- Where to locate the sidings (described below) and Tri-Rail platforms. You may use the location in the Kimley-Horn concept plan provided in the [Google Drive](#) or propose a different location between NE 36th Street and NE 20th Street. This concept plan outlines 98.5 feet of width for two sets of tracks (two inner and two outer tracks) plus two platforms (each 22- to 25-feet wide). The inner (mainline) tracks already exist.
- The character and scale of the platforms and station. You may use the platforms and station elements in the Kimley-Horn concept plan in the [Google Drive](#) or propose something different.

## 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, etc.);
- open space;
- 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:

- land and building uses;
- blocks and streets;
- location of transit line(s) and stops/terminals;
- other public infrastructure;
- 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, etc.) to and within the Study Area;
- infrastructure;
- landscape, open space, and environmental and natural systems strategies; and
- environmental, 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 Google Drive. 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" x 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.

## Guidance and Assumptions

For the purpose of 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, your proposal must convince the jury why the alternative is possible and worthwhile.

- **Track, Platform, and Station.**
  - Tri-Rail Station Design Guidelines, which are available in the [Google Drive](#). For the purpose of the competition, the jury will not determine whether your proposal adheres exactly to these Station Design Guidelines. These guidelines can help your proposal be within reach of reality.
  - Brightline trains need to travel through the station area on the main lines, unimpeded by Tri-Rail trains stopping at a platform. The simplest proposal (described in the Kimley-Horn concept plan in the [Google Drive](#)) is for a new outer set of tracks (called sidings) approaching, at, and departing the train platforms in both directions, so that the current inner (mainline) tracks are free for trains to pass through.
  - Locate platforms along sidings and along straight track (not along a curve).
  - Platforms and station should be flat and level.
  - Length of platform has a 450-foot minimum.
  - Width of platform has a 25-foot minimum.
  - Width of right-of-way has a 76-foot minimum; FECR ROW is generally 100 feet.
  - Standard overhead clearance for fixed structures must provide a minimum of [23.5 feet vertical clearance](#) above the top of the rail because of the use of double-stack freight containers that travel through the area. Tri-Rail cars can have a total height of 17 feet and width of 10 feet, eight inches.

- FECR and DOT want to limit track crossings because they are expensive for the railroad to maintain and increase the likelihood of [collisions and other safety issues](#). A common [refrain](#) in the industry is, “The safest grade crossing is the one that doesn’t exist.” FECR and DOT guidance is that if you add one at-grade crossing you must remove two at-grade crossings.
- **Rail Schedules.**
  - Ideal spacing between stations is three to four miles; two to three miles or even less is allowable in some urban situations.
  - Approximately six freight trains travel through the Study Area during the day to service PortMiami; the port does not operate at night so there are no freight trains at night.
  - Use the 2020 Brightline schedule on its [website](#) and outlined by the [Sun Sentinel](#).
  - Use the existing [Tri-Rail schedule](#) dated from 2015.
  - Tri-Rail anticipates its trains will take approximately 20 to 22 minutes to travel from the Metrorail transfer station to MiamiCentral with one stop somewhere in Midtown.
- **Rail Infrastructure.** Under the competition scenario, assume that funding is available for the additional outer set of tracks (sidings) and platforms as proposed in the Kimley-Horn concept plan in the [Google Drive](#). You do not need to charge the cost of these sidings or platforms to your project costs or specify sources of funding for them. If you propose a departure from the tracks and platform in the study, you must charge the additional expenses to project costs and specify the source(s) of funding for them.
- **Zoning.** Current zoning for the site is regulated by the form-based [Miami 21](#) zoning code adopted in October 2009, [as amended](#) through January 2019. **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.**
  - Miami 21:
    - **Code** (Regulating Plan) – Sets forth standards for building form and public space/streetscape for each transect.
      - **Special Area Plan** – This option gives owners of at least nine abutting acres the ability to develop more flexibly than the zoning rules otherwise allow. The City of Miami Planning, Zoning and Appeals Board currently is [debating the value](#) of SAPs, because activists express concerns with them, such as displacement of residents and increased traffic.
    - **Atlas** – Official zoning map for the city of Miami.
      - PDF: <http://www.miami21.org/zoningatlas.asp>
      - GIS: <http://maps.miamigov.com/miamizoning/>
  - Parcels you are required to address for this competition currently fall within the following municipal zones:
    - T5-O – T5 Urban Center Zone: [http://www.miami21.org/T5\\_TypesPage.asp](http://www.miami21.org/T5_TypesPage.asp)
    - T6-8-O – T6 Urban Core Zone: [http://www.miami21.org/T6\\_TypesPage.asp](http://www.miami21.org/T6_TypesPage.asp)
    - T6-12-O – T6 Urban Core Zone: [http://www.miami21.org/T6\\_TypesPage.asp](http://www.miami21.org/T6_TypesPage.asp)
  - **Miami-Dade County.** You may also wish to review or reference county zoning regulations:
    - Zoning website: <https://www.miamidade.gov/zoning/>
    - Map: <https://gisweb.miamidade.gov/zoning/>
    - Districts: <http://www.miamidade.gov/zoning/districts.asp>
    - **Rapid Transit Zones (RTZs)** – Since the 1970s, the county has used [RTZs](#) to elevate to the regional level permitting for track and stations and the public hearing process for private development near rail stations to facilitate transit-supportive density along transit lines.



- **Miami International Airport** – The county zoning code contains land use, height/air space, and noise compatibility regulations for the airport. For the purpose of this competition, please review the code and the [MIA Height Zoning Map](#).
- **Redevelopment tools.**
  - **Miami-Dade County Transportation Infrastructure Improvement District (TIID)** as described previously.
  - **Opportunity Zones.** The site east of the rail ROW is a Qualified Opportunity Zone (QOZ). A list and a map of designated QOZs is available from the [Community Development Financial Institutions Fund](#) and the [Miami-Dade Beacon Council](#).
  - **Brownfields.** Miami-Dade County administers the [Florida Brownfields Redevelopment Program](#) on behalf of the Florida Department of Environmental Protection (FDEP). The program provides eligibility for benefits and incentives for site cleanup, including a [Voluntary Cleanup Tax Credit](#), a tax refund on new jobs created for certain eligible businesses, and cleanup liability protections.
- **Environmental.** The Miami-Dade County [Environmental Considerations GIS \(ECG\) tool](#) indicates relevant environmental features for a particular parcel, including brownfield status. Two parcels that are part of the competition site are contaminated sites (not brownfields) according to this tool. For the purpose of this competition you do *not* need to address the contamination because you do not have details on its type and extent.
- **Market-feasible costs and pricing.** Although the competition uses a fictional scenario, your team needs to meet the expectations of the Midegwyn Group 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.
- **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. You must charge infrastructure on private parcels to project costs. You must determine what you think is the market-appropriate rate for infrastructure costs. See above for guidance on how to address rail and platform infrastructure costs.
- **Existing uses.** For the purpose of the competition, when your team contemplates land acquisition and assembly scenarios, the current tenants' leases expire at the end of December 2020 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.
- **Open space and environmental or natural systems strategies.** Please indicate how open spaces or environmental or natural systems strategies relate to the overall strategy and financial vision.
- **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.
- **Complete neighborhoods.** Proposals should give priority to mixed-use, mixed-income development.
- **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 [RSMeans](#) 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 Florida. Unfortunately, ULI is not able to offer access to RSMeans. RSMeans 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](#).

- **Utilities and stormwater.** 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. Your proposal must communicate a plan to address on-site stormwater; you may use existing infrastructure and/or propose alternative methods.
- **Real property taxes.** For the purpose of the competition, use the [2019 millage rate](#) of 21.3464.
- **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.
- **Demolition and remediation costs.** Demolition and remediation costs vary greatly depending on the typology and former land use of the different parcels. For the purpose of this competition, teams may choose to assign costs to demolish and remediate parcels based on an assessment of existing structures and land uses or apply a general cost per square foot to the entire site. If the latter, for the purpose of this competition, the cost to demolish a surface parking lot would be the same as to demolish a two-story building that covers the same area.
- **Property owners.** For the purpose of the competition, all land that you may choose to acquire is identified as simply "developable parcel." Please use these generic identifiers to refer to such parcels throughout your proposal; do not refer to the real-world owner of each parcel.
- **Start of development.** Year 0 (planning, entitlements, etc.) is 2020–2021; the start year—the first year you may begin construction or actual redevelopment—is 2022.

## Competition Resources Checklist

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

- The **competition brief** (this document) is available as a PDF file;
- 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 Google Drive. Additional GIS resources are available from the [City of Miami GIS Open Data site](#) and the [Miami Dade County Open Data Hub](#). 2D building footprints and 3D building models of the site are available from the [Miami-Dade County Open Data Hub](#).
- **Photos** of the Study Area and some areas beyond, including aerial imagery and 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 Google Drive. Google Street View also has up-to-date images of the site, some as recent as March 2019.
- Various **maps, plans, and reports** will be available in the Google Drive. You are not required to review these documents, and you will likely need to do additional research to inform your proposal.

## Downloading Competition Resources

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- 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

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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 your submission.
- The jurors also will rely on their specific knowledge and expertise in real estate development, design, and land use. The jury may, if it wishes, use additional criteria in making its final decisions.

## Jury Evaluation Process

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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 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 2020 jury uses:

- The Competition Jury meets twice; once in February to review all project submissions and again in April for the final presentations.
- Approximately one week before the jury meets in February, for each complete proposal, all jurors receive all the digital files the team submitted. The jurors do not have to review these submissions, although some jurors do. ULI will indicate to each juror which submissions they will review on site.
- During the February meeting, the 12 members of the jury have approximately ten hours over two working days to review all the submissions, select the four finalists, and recognize honorable mentions. To accomplish this task on such a tight timeline, the jurors break out into four groups. Each group includes one juror from the host area, at least one juror who can focus on reviewing the

pro forma, and at least one juror who can focus on reviewing the presentation board. Each group will review roughly one quarter of the total number of submissions.

- The jurors take several minutes in their breakout groups to review each team's submission and provide verbal feedback, which a ULI staff member captures in order to share the feedback with the student team later. Each breakout group selects the best projects from the ones they reviewed to bring to the whole jury for discussion.
- 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 four 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. From among the projects that the full jury discussed but which will not advance to the finalist stage, 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 project.

## Competition Logistics

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Specific details of the schedule are subject to change. Please refer to the competition website, [ULI.org/Hines](http://ULI.org/Hines), or email [hinescompetition@uli.org](mailto:hinescompetition@uli.org) for relevant updates.

### General Competition Schedule

- October 28, 2019 Teams begin applying to compete.
- December 13, 2019 Deadline to apply as a team.
- December 20, 2019 ULI notifies teams of their eligibility.
- January 13–27, 2020 Competition period.
- February 2020 Four finalist teams announced, and finalists brief update issued.

### Final Competition Schedule

- March 2020 Site visit by representatives of each finalist team.  
*ULI/Hines covers one team member's expenses; others may join the visit at their own expense.*
- April 2020 Final presentations and winner announced in Miami.  
*ULI/Hines pays all trip expenses for all members of the four finalist teams.*

## Presentation Requirements

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- 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.
- Effective presentation of your solution is crucial for success: you may have great ideas, but if your materials do not present these ideas clearly, your submission will not compete well.

### Required Presentation Materials

1. One 72" × 36" presentation sheet, in horizontal landscape format, with, at least, your **site plan**, **urban design**, and **site-specific illustrations**.
2. One pro forma in Excel.
3. One 11" × 17" sheet of the **summary tab from the ULI pro forma template**.
4. One 11" × 17" sheet of a **supplemental summary** from your own pro forma (OPTIONAL).

5. One 11" × 17" sheet with two **narrative summaries** of no more than 500 words each.
  - a. One must summarize your design and development plan. In this narrative:
    - i. Distill your proposal into a summary statement of 50-75 words or less. What are the key things the jury should care about in your proposal? What is your big idea?
    - ii. Include at least one statement that describes how you will engage stakeholders, including current residents.
  - b. One must summarize your financing plan.
6. One 11" × 17" sheet displaying a copy of your **site plan**. You may display a less detailed version of the site plan than what appears on your presentation sheet to increase legibility.
7. At least one 300-pixel × 300-pixel graphic vignette of an **iconic project image** from your presentation. ULI may use these to feature finalists and other selected entries online after the competition period concludes. You have the option to submit a second vignette.

## 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, represent any “big ideas” graphically; limit text to labels, callouts, and succinct descriptions.
- 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.
- Text also might cover site design and development concepts; public infrastructure within the site, including circulation and open space; investments; and market options and strategies.

## Submission Process

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- You will submit **both** in digital **and** in hard copy, as outlined below.
- One corner of every document, digital or hard copy, **MUST** display your team’s seven-digit code, which takes the form “2019-###.”
  - You received your code when you registered to participate. Please review the [Registration Instructions](#) to determine where to find your code.
  - **DO NOT** include any marks—other than your seven-digit code—that identify your team or universities on any of the sheets you submit, either in digital or in hard copy. **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 seven-digit code.
- ULI will not accept—and the jury will not review – any supplemental diagrams or information which you do not present directly on the sheets described above under “Required Presentation Materials.”

### Checklist for Hard-Copy Submission

1. One unmounted 72" × 36" presentation sheet;
2. One 11" × 17" sheet with summary from ULI pro forma template;
3. One 11" × 17" sheet with supplemental summary from your own pro forma (optional);
4. One 11" × 17" sheet with two narrative summaries (design/development plan, financing plan); and
5. One 11" × 17" sheet displaying your site plan.

## Mailing Address

### Address your hard copy submission to:

ULI Hines Student Competition  
Urban Land Institute  
2001 L Street, NW, Suite 200  
Washington, DC 20036

## Hard Copy Submission Deadline

- **Your submission must have a postmark no later than Monday, January 27, 2020.** This postmark deadline applies whether you send your submission by U.S. Postal Service (USPS), express company, or private courier.
- The jury meets February 10 and 11, 2020. Only properly postmarked submissions that ULI receives before the jury meets will be eligible for consideration. Therefore, ULI recommends competitors use an express mail service that can guarantee delivery in one or two days.
- You may hand deliver your submission to the ULI headquarters in Washington, D.C. **ULI must receive such submissions by 4:59 p.m. Eastern Standard Time on Monday, January 27, 2020.**

## Rules for Hard Copy Submission

- ULI recommends that you send materials by registered mail, FedEx, UPS, or other means that allow the sender to track the status of the materials. Please address inquiries about deliveries to your delivery service. Neither ULI nor the jury bears any responsibility whatsoever for the safe and timely delivery of submissions to ULI.
- ULI must receive all submissions as one package. ULI recommends that you do not send folded materials and instead send all materials in one large tube, as provided by FedEx, USPS, or UPS.
- DO NOT include any identifying mark (identifying your team members or universities) inside the mailing package except the seven-digit team code.
- You may include names of team members or universities in the return address/billing information for your submission package.
- Please make sure the seven-digit team code is clearly visible on the outside of the package.

## Checklist for Digital Submission

1. **One web-quality PDF file of your 72" × 36" presentation sheet (no more than 25 MB);**
2. You may also upload the same web-quality presentation sheet in JPG (no more than 25 MB) (OPTIONAL);
3. **One Excel file of your pro forma;**
4. **One 11" × 17" PDF of the summary tab from the ULI pro forma template;**
5. One 11" × 17" PDF of a supplemental summary from your own pro forma (OPTIONAL);
6. **One 11" × 17" PDF with narrative summaries of both your development/design proposal and financial plan;**
7. **One 11" × 17" PDF displaying your site plan;**
8. You may also upload the same site plan in JPG (OPTIONAL);
9. **One 300-pixel × 300-pixel graphic vignette from your presentation for potential display on the ULI website;**
10. A second 300-pixel × 300-pixel graphic vignette (OPTIONAL); and
11. Tracking number for your hard copy submittal (OPTIONAL).

## **Digital Submission Deadline**

**12. ULI must receive all digital submissions by 11:59 p.m. Eastern Standard Time on Monday, January 27, 2020.**

## **Rules for Digital Submission**

- Submit all files via the 2020 ULI Hines Student Competition portal at [www.uli.org/hines2020](http://www.uli.org/hines2020) using the form titled "Submission Materials."
- This form will be accessible by January 14, 2019, the day after the competition commences.
- All items must contain only the team's seven-digit code and no other identifying mark.

## **Notification of Receipt**

About five days after the submission period ends, ULI will send a message to all Team Leaders confirming successful receipt of their entry.

## **Final Competition Requirements**

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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**

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Please make sure you are monitoring your email during the competition period, as we may send out updates.

**Under no circumstances should you try to communicate regarding the competition with members of Hines, the city of Miami, the nonprofit and public agencies involved, the property owners or employees of the property owners, consultants who are working or have worked on the project, the competition jury, or other associated entities. No phone calls to ULI's headquarters in Washington, D.C., ULI SE Florida / Caribbean, 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.**

**During the 15-day competition, teams may send questions in writing via email to [hinescompetition@uli.org](mailto:hinescompetition@uli.org).**

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

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**