



2009 COMPETITION BRIEF

1/19/2009

I. Competition Process

Introduction and Mission

The ULI Gerald D. Hines Student Urban Design Competition is part of the Institute'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. The purpose of this competition is to generate creative solutions that are products of multidisciplinary teams.

This is an ideas competition; there is neither guarantee nor intent that any submitted scheme will be applied to the site.

Please refer to the [competition Web site](http://udcompetition.uli.org) (udcompetition.uli.org) for additional information and the mission statement.

Questions

Throughout the 15-day competition, teams may send questions in writing to udcompetition@uli.org. Answers will be posted on the Web site throughout the 15 days of the competition. Please check the Update History to find out when the last changes were made.

Many answers to process-related questions can already be found on the Web site in the FAQ section.

ULI reserves the right to edit submitted questions before posting them to the Web site. The Institute also reserves the right not to answer all questions and not post redundant questions or remarks deemed to be inappropriate or irrelevant.

Once you have received these program documents, under no circumstances should there be any communication regarding the competition, other than in the manner stipulated here, with members of ULI staff, the nonprofit and public agencies involved, the landowners or employees of the landowners, consultants who are working or have worked on the project, or the competition jury.

No phone calls, please.

The Jury

In agreeing to serve as members of the competition jury, the jurors attest they have reviewed the competition program and agree to be bound by the rules, regulations, and guidelines as stated. Please refer to the competition Web site for information about each juror.

Advisers

Only the registered student team can work on the product that is submitted to the jury; faculty advisers, professional advisers, and students not on the team may only critique and advise and may not produce plans.

Eligibility

Please refer to the [competition Web site](#) for this information.

Awards and Prizes

Please refer to the [competition Web site](#) for this information.

Schedule

Please refer to the [competition Web site](#) for this information.

II. Submissions

Examination and Disqualification of Submissions

ULI will examine the submissions to ascertain whether or not the finalists comply with all competition requirements. They will report to the jury any failures to comply with requirements, and will present to the jury any resulting disqualifications. The jury may review all such disqualifications to satisfy itself as to the accuracy of the ULI decision.

Ownership of the Submissions and Copyrights

All submissions shall become the property of ULI, which reserves the right to exhibit and/or reproduce any of the design presentations. ULI retains the right to reproduce any and all parts of the presentations for the purpose of publication or video representation, and to exhibit the competition results. Upon delivery to the jury, the presentation itself will remain the property of ULI. In any public use of the submissions, due credit will be given to the author(s) of the design.

Anonymity of the Submissions

No submission will be juried that bears a name, symbol, or mark which might reveal the identity of the author(s) of the entry to the jury nor shall any competitor directly or indirectly reveal the authorship of any design prior to and during the jury's review. The only identifying mark on any submitted material will be the agreed-upon four-digit code.

Return of Submissions

No provisions will be made by ULI to mail or ship any entry back to the competitors. It is strongly suggested that all competitors maintain a complete record of their submissions.

III. The Competition Problem

ULI's *City in 2050* publication posits a vision of the future replete with massive demographic, climate, and financial changes that will no doubt alter the built environment. Successful development that anticipates and accommodates these dynamic forces will require a significant amount of visioning and a shift from the status quo. Will projects executed today or in the near future begin to meet the needs of the world of 2050? Will they have lasting value or meet the wrecking ball? Looking ahead 40 years raises so many unknowns, so many variables, and so many possibilities. In metro Denver, planners, public officials, local citizens, and Forest City Enterprises have taken a bold stance with Stapleton, Denver's former airport. The vast redevelopment of the site into a large, mixed-use, master-planned, 4,700-acre community has a level of permanence and grandeur in its design. Viewed from today's lens, a community like Stapleton is expected to endure as a vital and viable community well beyond 2050, but will it still be considered sustainable? Looking back 20 to 30 years at the evolution of sustainable communities, early models can look fairly clumsy or naïve in today's context of what makes a sustainable environment.

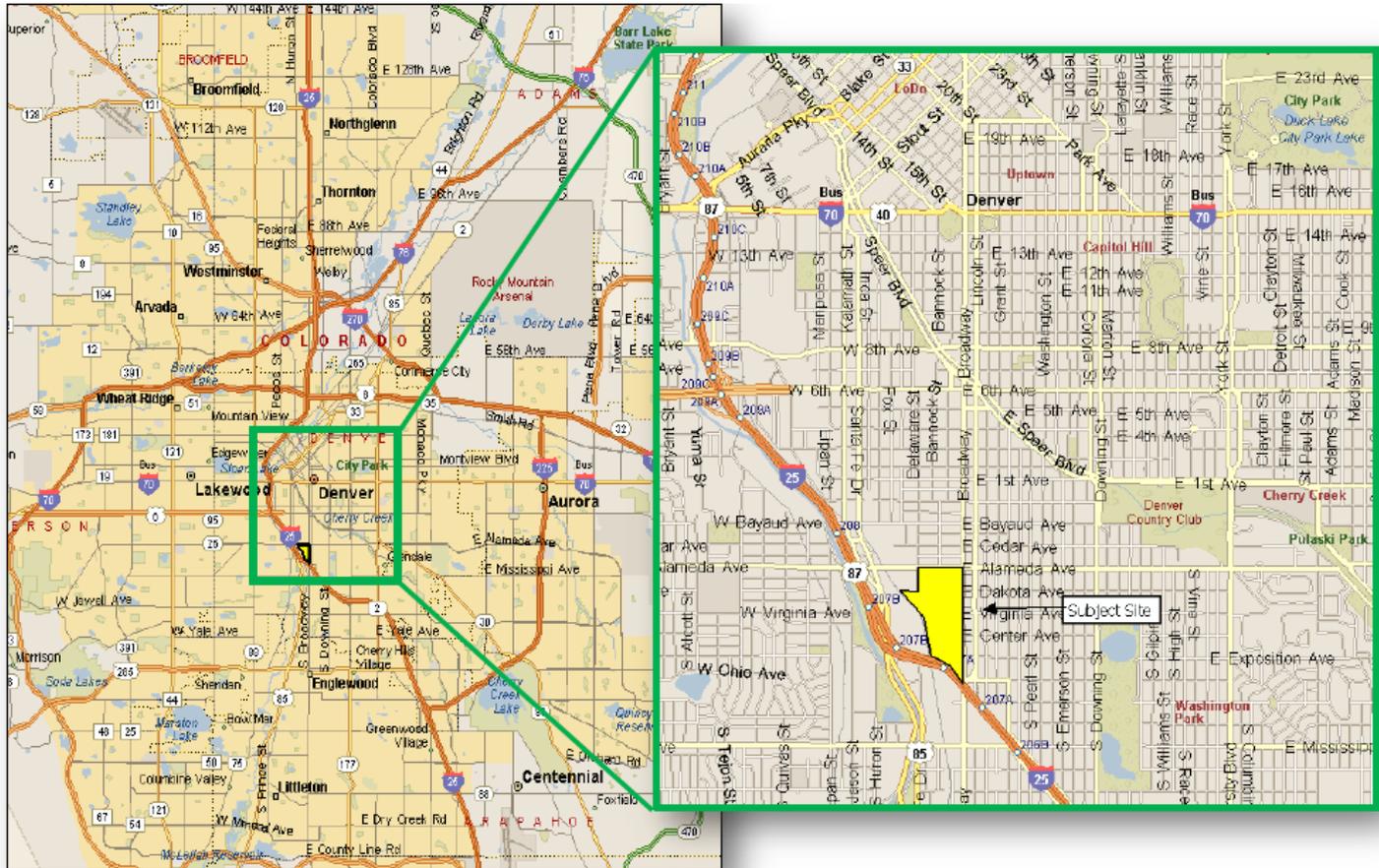
Looking back to look forward, communities such as Reston, Virginia, and Columbia, Maryland, stand out as dynamic, highly-desired, and relevant communities, yet they were designed over 40 years ago! When Robert Simon conceived Reston in 1964, he did not take the path of least resistance like so many post-war developers. The continuing evolution and vibrancy of Reston today are testaments to his disciplined commitment to the future. Developer Jim Rouse exercised a similar level of bold foresight when he opened Columbia in 1967. Both of these communities have stood the test of time, but in many of today's discussions of what makes a sustainable community, would these communities fit the criteria that we're striving for today?

The clarion call issued in the *City in 2050* lends urgency to the notion of longevity and sustainability. While Reston, Columbia, and Stapleton offered unique, once-in-a-lifetime, large-scale development opportunities, the fact that their developers conceptualized and embraced a bold future vision is what sets them apart. Size, scale, and location definitely matter in land use, but the global changes coming by 2050 will know no boundaries. Single buildings, midsized infill parcels, as well as large exurban sites, will all play a role in alleviating or exacerbating the situation. The 2009 ULI Hines competition offers a unique challenge to redevelop a low-density urban site in Denver within the context of the *City in 2050*. By the time 2050 arrives—with all of its dynamic changes and challenges--what will your legacy be with the residents of metro Denver?

Your task in this competition is to apply the 2050 framework to:

1. Understand the social, historical, demographic, political, and economic forces in the Denver metropolitan area and analyze the larger South Denver **study area*** in relation to the smaller **development site.**** This analysis will take into account the context of the development site's surrounding neighborhoods and take into consideration land use, circulation, infrastructure, demographics, site forces, etc.
2. Propose a master land use plan for the development site that accounts for land and building uses, blocks, streets, transit lines, connectivity, etc.
3. Propose an urban design scheme for the development site that focuses on typology, architecture, sustainability, and overall design characteristics for the site.

4. Propose a development program and financial pro forma for the development site that takes into account phasing as well as a ten-year hold.
5. Identify your first phase within the development site and devise a detailed master plan for phase one that includes building footprints, streetscapes, elevations, sections, and renderings showing the intended characteristics of your development proposal.



Subject site in relation to Greater Denver



Subject site in relation to Downtown Denver and surrounding transit infrastructure

*The study area aligns roughly with the terrain covered by the GIS files and encompasses all of the area between W. 1st Ave. on the north, S. Lafayette St. on the east, E. Louisiana Ave. on the south, and S. Lipan St. on the west.

**The development site encompasses the approximately 75-acre Denver Design District within the study area and is bounded by Alameda Ave. on the north, Broadway St. on the east, Interstate 25 to the south, and light rail tracks to the west.

Planning, Design, and Development Context

Located along the sweeping plains of the South Platte River Valley just east of the Rocky Mountain Front Range, Denver has evolved from a small mining town into a thriving metropolis. With almost 600,000 residents in the city proper and over 2.5 million in the metropolitan statistical area, Denver functions as the dominant urban center in the Rockies. The region benefits from its strategic location between the west coast and the Midwest and enjoys a diverse economy that revolves around the local and federal government, defense, mining, telecommunications, and the movement of goods. Business forecasts and demographic projections all point toward continued growth throughout the 21st century.

For most of its history, Denver’s pioneering spirit and boom cycles of growth have engulfed the vast plains that surround the city, resulting in the relatively low-density metropolitan area of today. With the vast changes heralded for 2050, the region cannot afford to ramble across the plains. Denver has invested in an extensive expansion of its FasTracks light rail system, and the Denver Regional Council of Governments has encouraged communities to increase their densities 4 percent by

2030. While Denver's exurbs will continue to grow, infill redevelopment also presents an opportunity for Denver to prepare itself for 2050 and beyond.

You and your team members are single-entity owners of the Denver Design District (DDD), a valuable midtown parcel comprised of three properties among roughly 75 acres just 1.5 miles south of downtown. The site has more than a half mile of frontage along Broadway, a major artery (one-way south), and direct connections to, and sight lines from, I-25 along its southern border. Additionally, two light rail stations are in close proximity; Alameda Station lies within the parcel's western border while Broadway Station is just beyond its southern edge. The City of Denver has devised a plan for the Alameda Station, but for the purposes of this competition, you can ignore it or make changes.

The DDD consists of three contiguous properties, all assembled and owned by the DDD:

- Broadway Marketplace (387,500 sf): Power center anchored by Sam's Club, K-Mart, Albertson's, and Office Max. For the purposes of this competition, tenants in the Broadway Marketplace have gross leases of \$14 per square foot per year.
- Denver Design Center (233,300 sf): High-end wholesale interior design showrooms and the largest design center within an eight-state area. For the purposes of this competition, tenants in the Design Center have gross leases of \$20 per square foot per year.
- The Collection (251,000 sf): Extension of Denver Design Center with additional tenants including Quest Diagnostics, Wells Music, and the Art Institute School of Culinary Arts. For the purposes of this competition, tenants in the The Collection have gross leases of \$18 per square foot per year.



The Denver Design District's assembled properties

Some parcels along Broadway and on the western edge of the development site are not part of the DDD's actual, current holdings, but for the purposes of this competition, you are to assume that they are included in the DDD's property portfolio. You own all private parcels within the development site's boundaries; city-owned sidewalks, streets, and other rights-of-way remain public spaces. Should you wish to purchase city-owned spaces, you can do so for the price of \$50 per sf; the GIS files depict public spaces within the development site. Also, for the purpose of this exercise, the streetscape spaces across Alameda and Broadway—from curb to building façade—are to be included in your urban design and development scheme, and accounted for in your pro forma. N.B. Streetscape improvements in public spaces need to be accounted for in the summary board, but you will only include private infrastructure improvements in your pro forma.

While the DDD boasts an impressive tenant roster, its built environment resembles a typical suburban power center. Large boxes and expanses of parking dominate the site. Even the destination Design Center, home of the largest collection of to-the-trade and consumer-oriented interior design showrooms in the Rocky Mountain region, resembles nothing more than a warehouse. The sole exception to this architectural mediocrity is the iconic, 85-foot, gleaming yellow Herbert Bayer sculpture that rises above I-25 and serves as a beacon for the Design Center.



Herbert Bayer sculpture

Recognizing the potential to maximize the DDD parcel for a much higher and better use, you want to redevelop the entire 75-acre site and create a landmark, transformative mixed-use community. Although your team wants to radically improve the DDD parcel from its current state, it does not want to lose its valuable tenants and cash flows. The challenge in redeveloping the DDD site lies in accommodating the current tenant program while simultaneously redeveloping the entire site in phases. Based on your team's past success with phased, large-scale, mixed-use development, you feel positive about your ambitions to redevelop the site for a higher and better use, while bolstering Denver's urban fabric for decades to come.

Of note, the surrounding area includes historic Baker to the north, Denver's oldest residential neighborhood, and desirable West Washington Park to the east. South of the site lies the vacant, 80-acre former Gates Rubber Plant, slated for massive redevelopment. Farther to the west, the South Platte River plane encompasses a wide swath of light industrial activity. With downtown Denver directly to the north, the Denver Tech Center six miles south, and immediate multi-modal access, the DDD site represents an unprecedented redevelopment opportunity.

The city has two zoning policies that will affect the redevelopment of the DDD:

- Main Street Zoning: While initially designed for Colfax Avenue, for the purposes of this competition, the city has decided to extend this zoning to include Broadway, among other primary thoroughfares. For further information, visit <http://www.denvergov.org/Default.aspx?alias=www.denvergov.org/MS>.
- View Plane Preservation: Denverites love the Rockies and Washington Park and have enacted a protected view plane corridor to preserve sight lines to the mountains from the park. Since the DDD is located to the west of the park, it falls within the view plane's purview. For further information, visit http://www.denvergov.org/Default.aspx?alias=www.denvergov.org/View_Planes.

In creating your plans for the DDD, you must take into account the following nine objectives:

1. Affordable Housing: Denver has an affordable housing requirement with different levels and applications, but for the purpose of this competition you need to allocate 10% of all housing units, both for sale and rental, as affordable (households earning no more than 80% of AMI). The remaining housing may be market rate. The size and mix of the affordable units must be the same as the market-rate units, their development cost differential may be no more than 5% less, and they must be dispersed throughout the project. These requirements apply to every phase of development.
2. Open Space: The City of Denver requires that 10% aggregate of the development must remain as open space. For the purposes of this competition, the 10% must be non-city-owned spaces (city-owned spaces would include streets and sidewalks), must be unroofed, and open to the sky. This 10% open space must be accessible to the public, directly from city-owned space, and may be hardscaped or green.
3. Infrastructure: Show all new infrastructure improvements such as green infrastructure and access to the light rail stations.
4. Placemaking/public realm: Your redevelopment of the DDD should consider how the site affects the urban fabric and encourages interaction with the public realm.
5. Tenant retention: Long-term leases that the DDD has with its tenants require that they be accommodated during any redevelopment period. You need to pay special attention in how you accommodate them through phased development. Please use the square footage and gross lease rates provided earlier in the brief. You do not need to relocate an entire center at once (e.g., all 387,500 sf of the Broadway Marketplace); you can relocate portions of a center, but the key is that the tenants remain in operation throughout the process. Of note, should you create new commercial or office space, you can set whatever rates and terms you think the market will support, but all extant tenants are locked in at their current rates.
6. Financial feasibility: Although we have given you a simplified pro forma that might not reflect the complexity you would find in the real world, we do expect your development proposal to rely upon financial feasibility. Use your land basis (see below, assumption #9) as your equity contribution and adhere to a ten-year hold.
7. Sustainability/climate change: You should consider the carbon footprint of your project and the role it will play in contributing to a more sustainable Denver.

8. The City in 2050: As you develop your urban design, keep in mind some basic principles of the City of 2050 and the overarching ULI priorities of Mixed-Income Housing, Infrastructure, and Sustainability:
 - Natural assets should give form to growth
 - Redefine community lifelines and networks (infrastructure)
 - Does this development meet global competitiveness standards?
 - Do your proposed buildings take into consideration life cycle costs? How is energy use optimized?
 - Greater mobility, more choices
 - Full spectrum housing
9. Herbert Bayer Sculpture: The 85-foot tall yellow sculpture is a landmark for Denver and for the Design Center. Its mounting and cultural landmark status prevent relocation to any other portion of the site. There are a couple other pieces of public art such as the sculptural plaza at the corner of Alameda and Broadway. You are permitted to remove these permanently.

You will also need to adhere to the following nine assumptions:

1. Zoning: With the exception of the Main Street zoning and the view plane easement, you may rezone all areas within the development site.
2. Rights of way: You may choose to close and create public streets within your development site.
3. Utilities: You may relocate all local distribution lines for power, gas, water, and communications. You may not move stormwater and sewer infrastructure.
4. Infrastructure Costs: You must account for all new public infrastructure costs, but they need not be charged against project costs. Infrastructure on private parcels must be charged to project costs.
5. Project Costs: The development proposal is the only component of your submission that requires a pro forma accounting for a ten-year hold.
6. Real Property Taxes: Denver employs a dynamic tax formula that relies upon the actual property value, a set assessment rate that differs for residential and commercial properties, and a mill levy. Please use the official Denver rates and procedures found at:
<http://www.denvergov.org/Assessor/CalculatingYourPropertyTaxes/tabid/378142/Default.aspx>
For the purposes of this competition, please apply the current Denver mill levy rate of 66.897 for year 0 and then escalate it 1.5 per year. For the residential and commercial assessment rates of 7.96% and 29%, respectively, please apply those for year 0 and then escalate each by 0.5% each year.
7. Inflation Rate: All costs are subject to an inflation rate compounded at 3% per year.
8. Start of Development: Year 0 is 2009/10 and the start year is 2011.
9. Land Basis: For your financial valuation, assume your basis in the project at the beginning of year 0 is \$140 million for the entire 75-acre parcel in its current form.

IV. Presentation Requirements

The presentation rules have been developed to ensure that the jury will have sufficient information to effectively evaluate and compare individual solutions for the competition stage. This is particularly important because the jury will have to review and evaluate a large number of solutions in a relatively brief period. Disregarding presentation requirements and guidelines may place the competitors at a disadvantage. It must be emphasized that the presentation requirements are developed for the benefit of the competitors as well as the jurors.

The core presentation shall consist of a series of **no more than seven sheets**, each 11" x 17". Typically teams use six boards to present their urban design schemes and the seventh board, as outlined below, is strictly for financial information. An eighth board has been added this year—see item #6 for more information.

Maps, plans, and drawings may be at any scale; indicate scale used.

1. Planning Context and Analysis

This should be illustrated with an overall annotated plan and/or diagram drawn at a scale that describes overall patterns and concepts for regional issues the team considers relevant. These might include, for example:

- (a) Land use;
- (b) Circulation (pedestrian, vehicular, transit, etc.);
- (c) Open space;
- (d) Environmental and sustainability considerations;
- (e) Image and character of the area;
- (f) Social and economic concerns;
- (g) Community planning and infrastructure concepts; and
- (h) Private-sector development concepts.

2. Master Land Use Plan

The land use planning drawings must show:

- (a) Land and building uses;
- (b) Blocks and streets;
- (c) Location of transit line(s) and stops/terminals;
- (d) Other public infrastructure;
- (e) Connections to neighboring blocks; and
- (f) General concepts for landscape and open space.

Note: Use APA's Activity-Based Classification Standards for color coding. For mixed-uses, use a technique such as cross-hatching to signify overlapping uses.

3. Urban Design

The urban design for your development site must show:

- (a) Transit, power lines, and similar infrastructure;
- (b) Greenways and open spaces;
- (c) Paths, bikeways, pedestrian connections, and other means of access to the neighborhood;
- (d) Environmental, sustainability, and aesthetic values; and
- (e) At least one each of: plans, elevations, sections, and relevant details.

4. Development Site

Your proposed development should include annotated drawings similar to a project schematic design. They will include plans, elevations, sections, and other renderings, all emphasizing the public space aspects, connections, and interrelationships within the project and to the neighborhood beyond the project. The phases should be clearly identified.

5. Development Schedule and Finances

In addition to the graphic and narrative requirements specified in Presentation Requirements #1-4 above, include a seventh sheet comprising a development pro forma in executive summary form. You may create your own pro forma or you may use the pro forma Excel workbook "Development Pro Forma," downloadable from ULI Connect. In either case, a summary pro forma that contains all the line items (that are relevant to your project) on the Excel tab "Summary Board" must fit on a single 11" x 17" sheet that will become part of your presentation that the jury will view.

Note that the worksheets in "Development Pro Forma.xls" are not fully interlinked and the cells do not contain formulas. If you use this pro forma file, which is adapted from the ULI publication *Mixed Use Development Handbook*, Second Edition (2003), you must familiarize yourself with its logic and internal relationships and build your own cell linkages. This is not meant to serve as the perfect pro forma, merely as a guide. You may modify the pro forma, add or delete line items (e.g., you might not have a hotel in your program), and create assumptions (e.g., cap rate, NPV discount rate, vacancy rate, etc.) your team deems necessary. Or, as stated previously, you may adapt pro formas you are already familiar with. Whether you adopt the proffered pro forma or substitute your own, you must be prepared to justify the rationale and process behind your financial numbers and assumptions. Save the pro forma as an Excel file—with all relevant worksheets—to the CD that you are including as part of your submission.

The jury will examine only the summary pro forma board. If there are questionable costs, assumptions, and estimates, the jury will view your worksheets that were used to derive the summary. All totals on this executive summary sheet will be used only to verify that they support your proposal and that they display an internal logic. They will not be used to compare one team's proposal against another's.

The maximum of seven sheets should also incorporate statements describing site design and development concepts, public infrastructure within the site—including circulation and open space—investments, and market options and strategies. Text—in the form of charts, graphs, matrices, spreadsheets, timelines, etc.—should analyze the costs for infrastructure, buildings, open space, and the value that they will create. Drawings—in the form of plans, sketches, and collages—should describe the architectural and other design concepts for the public and private realms. When including written material, make it as succinct as possible, using bullet points where possible.

6. An Eighth Board: The City in 2050

In this year's competition we are asking teams to produce an eighth board that looks at their proposed development in the context of the City in 2050. The board illustrates what it would be like to be living in the community in 2050....a day in the life of a resident of the community. This can be a freeform narrative told through images or sketches with text. It can be an abstraction. Students can produce images that are meant to be evocative or provocative rather than conventional. The images could take many forms. They could be an iconic representation; they could be a collage of

elements. They could be an abstraction or a representation. But they must provide the viewer with a visual representation of a sustainable future.

V. Criteria for Judging

Four finalists will be chosen for the best combination of satisfying the criteria described earlier. At the jury's discretion, an unspecified number of honorable mentions will be named for outstanding submissions in one or more of these criteria.

Specifically, the solutions should respond to the following requirements:

1. Integrate planning and design decisions with economic feasibility:
 - (a) Public investments in infrastructure, public facilities (schools, transit, etc.), and public programs should have clear value for private investors and their proposed development;
 - (b) Private investments and developments should have a clear value for the public planning goals that have been expressed for the study area;
 - (c) Planning and design concepts should support and reinforce public planning goals; and
 - (d) Maximizing public investments to bolster private investment.
2. Demonstrate awareness of design issues contributing to a workable, livable, sustainable configuration of development as specified earlier.
3. Demonstrate attention to factors affecting the risks and feasibility of the project, including:
 - (a) Development and construction costs;
 - (b) Future expenses and revenues from operations and land sales; and
 - (c) Effect of project phasing on risks and feasibility.
4. A primary goal of this competition is to provide a means and a demonstration of integrating professional real estate disciplines. The jury will take into account how successfully your team is able to work together, as evidenced in the work product of your team.
5. Additional Criteria
While the jury may not ignore any of the above criteria, they may, if they wish, use additional criteria in making their final decisions.

VI. Submission Guidelines

All items described in the above list of presentation requirements must be included on a maximum of 8 sheets. Two copies of the sheets should be submitted. One set—which is intended to be shown to the jury—should be mounted on rigid, lightweight boards, preferably foam core. The other set should be loose so that it can be photocopied easily.

One corner of every sheet must have the entrant's four-digit code, as chosen by the team in the application. The back of each board must indicate the relationship of the board to the entire assemblage of boards so that they may be displayed in the intended format. The seventh board—containing the development financial proposal (pro

forma)—need not relate to the first six boards, as it will be examined separately. The eighth board will also be examined separately from boards 1 to 6.

A CD—with only the team’s four-digit code to identify it—should also be submitted, containing the eight sheets in PDF format at “Press Quality” resolution and an Excel file of the pro forma.

Graphic techniques are entirely at the discretion of the competitors. Scale drawings should include a graphic scale and a north arrow.

Supplemental diagrams or information not presented directly on the sheets will not be accepted as part of the presentation and will not be viewed by the jury.

Checklist for Submission

1. Eight sheets mounted on boards (copy 1);
2. Eight sheets (same as item #1), unstapled, and loose (copy 2); and
3. CD that contains: the same sheets as item #1 in PDF format, press quality; and the pro forma Excel file.

Remember: All items can contain only the self-defined four-digit code and no other identifying mark. This includes the electronic files, CD, CD envelope, and every sheet and item submitted.

Packaging and Delivery of Submissions

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

ULI Hines Student Urban Design Competition
Urban Land Institute
1025 Thomas Jefferson St., N.W.
Suite 500 West
Washington, DC 20007
202-624-7000

All submissions must be mailed to the above address with a postmark no later than Monday, February 2, 2009. Hand-delivered submissions must be received prior to 5:00 p.m., e.s.t. on February 2, 2009.

Submissions sent by U.S. Postal Service, express company, or by private courier service must be postmarked by the deadline stated in the previous paragraph. Competitors are advised to consider an express mail service that can guarantee delivery in one or two days. Only properly postmarked submissions, as described above, that are delivered to ULI before the jury meets will be eligible for consideration. No notification of receipt by ULI will be sent to competitors; therefore, it is recommended that materials be sent by registered mail, FedEx, UPS, or other means that allows the sender to track the status of the materials. Inquiries about deliveries should be addressed to your chosen delivery service. Neither ULI nor the jury bears any responsibility whatsoever for the safe and timely delivery of the submissions to ULI.

It is recommended that all materials be sent in one “Large” box (12.5"x18"x4") as provided by FedEx, DHL, USPS, and UPS. The return address/billing information will be the only part of the submission that contains identification of the submitting team. There cannot be any identifying mark INSIDE the mailing package except the 4-digit team code.

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

VII. Downloading from ULI Connect

By the time this competition brief is issued, team leaders will have received instructions for accessing all competition materials at ULI Connect, a Web-based file transfer and storage space.

Documents, Data, and Images

This list includes all the items available for download from ULI Connect and serves as a checklist for competitors to make sure they have received all the materials.

1. Competition Brief (this document as a PDF file)
2. Pro Forma template in Excel
3. Resources: Files of relevant studies, demographics, and a list of web resources
4. GIS files
5. Context photos

You may download competition materials for distribution only among team members, faculty adviser, and professional adviser. All competition materials are to be used for this competition only, and may not be used, copied, or distributed for any other purpose without written permission from ULI. All GIS data must be destroyed at the end of the competition.