

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

★ 2021 ULI HINES ★

STUDENT URBAN DESIGN COMPETITION

CHALLENGE YOURSELF TO CREATE THRIVING COMMUNITIES



Finalist Briefing Materials
Kansas City, Missouri
2021

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The Finalist Stage

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

The Finalist Events

Info Session: Friday, March 5

Finalists will receive an orientation and briefing by local experts and ULI staff. Finalists may ask specific questions about the site and the finalist round of the competition.

Required Rehearsal: Friday, March 19

All teams must be prepared for a rehearsal presentation at their assigned time on Friday, March 19. Teams will present their scheme to an advisory jury of local design and development professionals. ULI will include the team presentation order and times with the final agenda for the event. Faculty and professional advisers can attend the rehearsal.

Final Presentations: Thursday, April 8

All teams must be available beginning early on Thursday, April 8, to participate in the final team presentations in front of the main jury. Ahead of time, ULI will draw numbers to determine the order in which teams will present their schemes. Each team may only attend the welcome, their own presentation, and the winner announcement. **Neither team members nor their advisers can attend other team presentations, so that no team has an unfair advantage by being able to hear the jury's questions in advance.**

The Challenge

The finalist stage of the competition allows you to improve your analysis and edit and expand on your original proposal. Your general goal remains to present the jury with a transformative plan for the site that is clear and compelling. All teams should reread the original competition stage brief and keep in mind that oral and graphical presentation play equally important roles at the finals. Be prepared to answer detailed questions about your context and market analysis, assumptions, design thinking, financials, phasing, and more. Refine your strategy and be prepared to justify your decisions— and then ensure that your slide show and presentation sheets truly communicate your story.

Review other submissions

To prepare, you may view the other [finalist teams' general competition submissions](#) online as well as [submissions](#) from the winners in previous years. However, consider that the methods previous winners used to present information in this competition are not requirements, and the jury will welcome fresh ways of communicating your story graphically.

What the finalist teams did well

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

- Integrating planning and design decisions with economic feasibility, including market-level returns on investment for private investors and lenders.
- Demonstrating awareness of design issues contributing to a development that supports the vision specified in this general competition brief.
- Demonstrating 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.
- Demonstrating evidence of working together as a team.
- Displaying the potential to advance their proposals to a more comprehensive and realistic level.

Where to focus?

Specific jury feedback

Each team has produced strong initial submissions and has received specific feedback from the jury, which, alongside the general comments in this brief, will offer some insight as to what you might improve.

Revision checklist

You may wish to address the following items in your presentation sheets and/or slide show, or simply be prepared to answer questions about your strategy during the oral presentation:

Additional guidance

1. **Add detail to your plan for the site's projected and existing structures.**
 - a. Better explain and illustrate parking and mobility flows – circulation and access points – for all modes: vehicular, pedestrian, bicycle, etc.
 - b. Detail the connections/interfaces with the surrounding neighborhoods.
2. **Strengthen the market analysis for your development.**
 - a. Be prepared to answer questions about your product mix and target demographic profiles: How do your product mix and target demographic profiles compare to the current demographics in the area? How will your project attract target demographics to ensure product absorption? How does the phasing of each product within the project correlate with anticipated market absorption?
 - b. Be prepared to explain your retail strategy and types of retail – illustrations/diagrams showing where retail frontage is located are helpful.
3. **Strengthen your phasing**
 - a. Ensure each phase creates and reinforces a sense of place.
 - b. Ensure the phasing in the diagrams matches that in the pro forma.
4. **Strengthen your financial proposal and be prepared to answer detailed questions about it.**
 - a. **Include all assumptions.** Clearly outline each assumption on existing tabs or on a summary tab.
 - b. **Detail and explain any acquisitions** you made.
 - c. **Clearly label the capital structure** (equity, public subsidy, and debt) for each phase of the project, including detailed project costs and sources and uses of funds. This includes a breakdown by building and, when possible, by use.
 - d. Explain and justify any **special sources of funds**.
 - e. **The cash-flow projections** should include project returns calculations for each phase of the development, whenever possible. This may include, but is not limited to, unlevered and levered IRR, return on cost, and sale price per square foot and/or per unit.
5. **Illustrations should have a clear correlation to your site plan.** Please indicate where illustrations are on your site plan.
6. **Clarify the specific location of workforce and affordable housing** in each phase.
7. **Detail and clarify any sustainability initiatives.** If you use buzzwords, either visualize the concepts carefully or be prepared to explain in more detail how specific systems work and why they are a fit for this City and site.
8. **Be prepared to explain the reasoning behind the building typologies, massing, and heights** as they relate to both your financial proposal and their physical context.

Presentation of Solution

Presentation format

Unlike the first stage, which was judged anonymously, in the finalist stage, each team will present their scheme to the jury and invited audience members, which may include ULI members, Hines employees, and the press.

- Each team will **review its expanded scheme** using the presentation sheet and slide show.
- During the allotted 25 minutes, teams should “sell” their schemes to the jury.

- Each team will create updated presentation sheets, but these sheets are not the focus during the presentation to the jury.

Presentation flow

- The team will introduce team members, including faculty and professional advisers.
- The team has 25 minutes (strict presentation limit) to present the complete development proposal.
- The jury will then have 20 minutes of question-and-answer (Q&A) time.
- **The presentation must involve every member of the team**, preferably as one of the presenters, although they can be a Q&A respondent as well. By the end of the team's 45-minute presentation, each team member must have taken part in the presentation or have made at least one response during the Q&A period. **Teams that do not follow this requirement will be disqualified.**

Pro forma

- Teams must prepare an updated pro forma.

Slide show

- Teams must prepare a digital slide show in horizontal, landscape format, either in PDF or PowerPoint. The digital slide show must follow these rules:
 - Each team is limited to **20 slides** that must follow this general outline:
 1. Team member names and photos, degrees, and universities; official faculty and professional adviser names and organizations; team code; and proposal title (in any order).
 2. Narrative summary – design/plan
 3. Narrative summary – financial
 4. Site plan
 5. to 20 – More detail (context and market analysis, pro forma excerpts, axons, cross-sections, illustrations, etc.)
 - Your slide show can only contain images and information on your new presentation sheets or in your pro forma.
 - Digital slides may not be animated. Do not include video.

Presentation sheets

- **New Presentation Sheets.** Teams must create updated presentation sheets for the finals. These presentation sheets will consist of up to four separate files measuring 30 inches by 40 inches each.
- **Jurors will have the opportunity to review your presentation materials ahead of time.** All materials – original and revised – will be available to the jury during your presentations and with the jury during their final deliberations prior to the feedback and announcement of the winner.
- **ULI may print and display any of your submitted materials for local and national events at a future date.**

Deadlines

Due on Tuesday, March 16, by 12:00 NOON EDT, uploaded to the new section of the submission form, available at <https://uli.secure-platform.com/a/organizations/main/home>, **in digital format:**

- Draft revised presentation sheets, in PDF and JPG – you will upload each 30” x 40” section separately.
- Draft revised pro forma (Excel)
- Draft revised pro forma ULI summary (PDF)
- Draft revised pro forma supplemental summary (PDF) (optional)
- Draft revised slide show (PPT or PDF)

We will immediately share these with the rehearsal jury for review ahead of your presentations on March 19.

Due on Monday, April 5, by 7:00am EDT, uploaded to the new section of the submission form, available at <https://uli.secure-platform.com/a/organizations/main/home>, **in digital format:**

- Final revised presentation sheets, web-quality, in PDF and JPG – you will upload each 30” x 40” section separately.
- Final revised pro forma (Excel)
- Final revised pro forma ULI summary (PDF)
- Final revised pro forma supplemental summary (PDF) (optional)
- Final revised slide show (PPT or PDF)
- Final web-quality image for the ULI website (JPG or PNG)

We will immediately share these with the competition jury for review ahead of your presentations. **You should not make substantive edits to any documents past this point**, other than to fix obvious typos or errors, so that the materials you present at the finals reflect the materials the jury will review ahead of time.

Due on Friday, April 16, by 5:00pm EDT, in digital format:

- Final revised presentation sheets, print quality, in PDF, via file-sharing method of your choice or by mailing them to us on a flash drive.

Questions

Please email any questions to: HinesCompetition@uli.org.

Congratulations to all teams for reaching this stage of the competition! Being a finalist is a significant achievement. We hope you find the finals rewarding, and we wish you the best of luck.

Eligibility to compete and restrictions on team’s contact with companies, nonprofits, public agencies, property owners or employees of property owners, consultants who are working or have worked on the project, the competition jury, or other associated entities, as specified in the original competition brief also apply to this finalist stage of the competition.