

**2023**

# **ULI HINES**

Student Competition  
Asia Pacific



Competition Brief  
Jurong Lake District  
Singapore

3 March 2023

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## 1. Introduction

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### 1.1. 2023 ULI Hines Student Competition

In 2023, ULI in partnership with Hines is launching the Student Competition in the Asia Pacific region, that has been conceived to reflect the goals and ambitions established by the Hines Competition in the USA, now in its 21st year, is one of the core education initiatives of the Urban Land Institute.

During the competition, teams have three 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, the competition is focused on a based on this customised Competition Brief that include description of the Competition Study Area and specific criteria and guidelines for the proposed development of the Competition Site.

The Competition Study Area is a significant part of the Western Region of Singapore named Jurong Lake District (JLD). This area of land has been identified by the Government as an opportunity for impactful multi use development potential development opportunity. This district is a new growth area set to be the largest business district outside Singapore's city centre.

The Competition Study Area is located in a significant part of the Western Region of Singapore named Jurong Lake District (JLD). This district is a new growth area set to be the largest business district outside Singapore's city centre. This district has been identified by the Government as an opportunity for impactful multi use development.

ULI has identified a 16.4ha site within the Jurong Lake District in Singapore as the Competition Site. The site is located on the waterfront of Jurong Lake and includes the Singapore Science Centre. ULI issued a notification of the Competition Site on the 27 March 2023.

This Competition Brief takes precedence over all previously issued information and should be relied on if any variance between the documents.

Competition submissions are to be submitted by 27 March 2023 before being judged by a Jury made up of ULI members from across the APAC region.

The winners of the Competition will be invited to present their proposal at the 2023 ULI APAC Summit.

## 2. The Competition 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 314 cities in 28 countries and \$92.3 billion<sup>1</sup> of investment assets under management and more than 102.1 million square feet of assets for which Hines provides third-party property-level services.

Hines has 200 developments currently underway around the world, and historically, has developed, redeveloped, or acquired 1,564 properties, totaling over 520 million square feet. The firm's current property and asset management portfolio includes 634 properties, representing over 225 million square feet. With extensive experience in investments across the risk spectrum and all property types, and a foundational commitment to [ESG](#), Hines is one of the largest and most respected real estate organizations in the world.

Learn more about Hines at <https://www.hines.com/locations/asia-pacific>. Follow Hines on [Twitter](#), [Facebook](#), [LinkedIn](#), [Instagram](#), and [YouTube](#).



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. In 81 countries across the Americas, Europe, and Asia Pacific regions, 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.

The 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. 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.

Learn more about the Urban Land Institute (ULI) at [asia.uli.org/about](https://asia.uli.org/about). Follow ULI on [Twitter](#), [Facebook](#), [LinkedIn](#), [Instagram](#), and [YouTube](#).

Students and graduates, consider becoming a member of ULI! ULI members have access to:

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

## 3. About the Competition

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### 3.1. Background

The ULI Hines Student Competition, now in its 21st 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.

To view previous submissions under the US format (different to that proposed for this competition) visit the ULI Hines competition archives at [uli.org/hines](http://uli.org/hines). Note this competition runs to a different format than the 2023 APAC Competition.

### 3.2. 2023 ULI Hines Student Competition Asia Pacific

In 2023, ULI in partnership with Hines is launching the Student Competition in the Asia Pacific region, that has been conceived to reflect the goals and ambitions established by the Hines Competition in the USA.

During the competition, teams of three to five students, representing at least two different disciplines pursuing at least three different degree programs, will participate to propose development solutions that meet the objectives and principles proposed by the landowner and the planning authority.

Acting as the master developer, entrants will formulate a conceptual master plan, detailed land use and programming of the Competition Site, the location and distribution of the different uses, and elaborate on the synergies between them to inform a development proposal described in accordance with the Competition Brief.

Under the competition scenario, ULI assumes entrants are limited in their detail understanding of the Competition Site and the relative planning, economic and detail property regulations that may relate specifically to the region and the site. To this end, entrants should rely on the Competition Brief and their own interpretation from which to realise their Competition proposal.

Upon the launch by ULI of the Competition Challenge, the teams have three 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 more about the competition format, visit the competition website via this [link](#).

The Competition Jury will evaluate all entries, submitted anonymously, and may shortlist up to four finalist teams to advance to the second stage of the competition if required.

This second stage will be an online presentation to the Competition Jury, with the shortlisted teams receiving a briefing and feedback from the Jury to help them refine and expand their original proposal for the presentation and Q&A session.

The members of any team shortlisted to proceed to Stage 2 of the Competition will receive a one-year ULI membership.

Following Stage 2 presentations the Competition Jury will select a winning team. The winning team receives travel and accommodation along with registration to the ULIA Asia Pacific Summit set to take place on 29 May – 1 June in Singapore and the opportunity to present their proposal at the Summit.

### 3.3. Competition Jury

Reflecting the multidisciplinary nature of the competition, ULI Asia Pacific will select 6 to 9 jurors from diverse backgrounds to evaluate team submissions, shortlist up to four finalists, and ultimately select one winner from among the finalists. The jury will include a strategic mix of land use experts such as developers, brokers, architects, urban designers, landscape architects, urban planners, and policy officials, among others. Some members of the jury will be practitioners in the competition's host city to ensure up-to-date and relevant knowledge of the site's 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 the Jury, visit the competition website - [link](#).

### 3.4. Eligibility

ULI invites teams from accredited educational institutions in the Asia Pacific region to participate in the competition. Teams must be composed of final year and 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 final year of a pre-professional program provided they meet the rest of the eligibility criteria in the competition guidelines at [link](#).

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; and those whom ULI deems to present a conflict of interest.

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.

Only teams that have been notified by ULI of their eligibility to compete, will be able to submit entries to the Competition.



## 4. The Competition Host City - Singapore

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### 4.1. About Singapore

Singapore is a tropical island in Southeast Asia, off the southern tip of the Malay Peninsula. The city-state is 710 square kilometers and inhabited by 5 million people from four major communities – Chinese, Malay, Indian and Eurasian. A thriving metropolis offering world-class infrastructure, Singapore has a fully integrated island-wide transport network, dynamic business environment, vibrant living spaces and a rich culture largely influenced by the four major communities, each offering a different perspective of life in terms of culture, religion, food, language, and history.

Over the years, Singapore has made significant strides in many areas and has attracted an encouraging number of international accolades which recognize the city as vibrant and world-class. Put simply, Singapore is the place where worlds meet, be it in the arts and cultural exchanges, creation of cutting-edge innovation to enrich lives, or coming together to spark new business opportunities locally and internationally.

### 4.2. About ULI Singapore

The ULI mission is to shape the future of the built environment for transformative impact in communities worldwide. ULI is the oldest and largest network of cross-disciplinary real estate and land use experts in the world. We provide our members with independent forums for discussion and debate about city building issues and best practices.

ULI Singapore carries forth that mission by serving the Singapore public and private sectors with pragmatic land use expertise and education.

Locally, ULI Singapore has grown over the years as more professionals join us to access knowledge of over 45,000 ULI members around the world, as well as link up directly with any of these members. With fingers constantly on the pulse, ULI consistently curates relevant and engaging content for a diverse range of virtual and in-person programmes and initiatives.

As a nonpartisan organisation, ULI's network in Singapore includes members from both the public and private sectors who regularly engage in impartial discussions about real estate best practices. Together, we create a virtuous cycle of thought leadership that is impactful in progressing our industry standards and creating positive change for Singapore's community.

### 4.3. Singapore Real Estate

Singapore is the leading global financial and business centre in Asia with good growth prospects. Singapore has benefitted from the redirection of investment capital that might otherwise have been placed in assets in alternate markets across Asia including China. It has benefited from a significant number of businesses, including offshore asset management companies, opt to set up in the city rather than Hong Kong. In terms of social sustainability, living diversity and carbon efficiency, Singapore has exhibited great advances that underpin their strong property performance.

As a result, according to one locally based developer, “headwinds on the [construction] cost side have been offset by tailwinds on the revenue side.” Full-year office rents for 2022, for example, are projected to grow some 8 percent, according to CBRE, one of the biggest increases regionally. However, this growth is offset by an increase in construction costs of “easily 15 percent” noted during 2022 by one local developer, mainly attributable to lift in material costs.

While Singapore, for example, has seen demand for office space rise this year as more businesses migrate to the city, the situation has varied widely according to market and asset class.

#### 4.4. Planning for Singapore's Future

As a small city-state, our global future remains Singapore’s focus. Comprehensive and integrated planning allows Singapore to optimise its limited land to meet the needs of current and future generations. Comprehensive planning means that Singapore takes a long-term approach, holistically balancing the social, economic, and environmental considerations of urban development. Integrated planning means Singapore works closely with both partnering government agencies, the private sector, and the general public when they produce, review, and refine their Master Plans.



#### 4.5. Master Plan 2019

The Singapore Master Plan 2019 (MP19) was gazetted on 27 Nov 2019, and focuses on the planning of inclusive, sustainable, and green neighbourhoods creating the community spaces and amenities for all to enjoy. It also includes strategies that plan for the rejuvenation of our familiar places and to create capacity to meet our future needs.

The Singapore Master Plan should be read in conjunction with its accompanying Written Statement 2019.

## 5. The Competition Challenge

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*The competition challenge reflects much of reality; however, ULI has refined certain details relating to this site and shared these in the brief for the purpose of the competition.*

*For the purposes of the competition, a fictional entity named **Shine Corporation** has been assumed as the client for development proposal that is the subject the Competition Challenge described in this Brief.*

Under the competition scenario, ULI assumes entrants are limited in their detail understanding of the Competition Site and the relative planning, economic and detail property regulations that may relate specifically to the region and the site. To this end, entrants should rely on the Competition Brief and their own interpretation from which to realise their Competition proposal.

### 5.1. Competition Study Area

The Shine Corporation has identified an area in the Western Region of Singapore – Jurong Lake District (JLD) as a potential development opportunity. This district is a new growth area set to be the largest business district outside Singapore’s city centre.

For the purposes of the competition, the Jurong Lake District (JLD) is defined as the Study Area for the Competition and is described in Section 6 below.

### 5.2. Competition Site

The Shine Corporation recently acquired the parcel of identified in Section 7 of this Competition Brief as the Competition Site.

### 5.3. Competition Requirements

The Shine Corporation has selected your team as master developer to provide a proposal that conveys the vision, objectives and outcomes of a development that will transform the Competition Site into a thriving, mixed-use, transit-oriented neighborhood.

As master developer, your team will evaluate the social, community and economic benefits and financial possibilities of redeveloping the site as one comprehensive development to deliver the project goals while optimising both commercial and community outcomes.

The Shine Corporation wishes to deliver a project that will:

- have positive economic impact while also enhancing the sustainability and resilience of the Study Area, surrounding neighborhoods, and Singapore at large.
- secure support from the City Planners through its response to the broader planning objectives for the Study Area

- deliver positive project and neighbourhood outcomes through its planning, urban design and approach to built-form massing and public open space.
- consider how it affects issues of equity and housing affordability near the site and across the city.
- realise a vision that delivers a positive influence beyond the site boundaries.

The proposal must address the aspirations of Shine Corporation as well as the Development Principles and Urban Design Guidelines set out in Section 7 of the brief.

#### 5.4. Guidance for the proposal

ULI produces research to assist in their mission to transform urban communities globally. One of ULI's key publications informs creating resiliency in our communities and outlines 10 principles for Building Resilience in urban renewal or the development of new urban communities. The principles include:

1. Understand vulnerabilities and social context of the Area.
2. Strengthen job and housing opportunities across the proposed development and adjacent areas.
3. Promote equity in developing urban outcomes.
4. Leverage community assets that exist or are planned.
5. Redefine how and where to build.
6. Build the business case that supports the varying objectives of a development.
7. Accurately consider the cost of inaction in ensuring delivery of a viable project and its long-term sustainability
8. Design with consideration of existing and future natural systems
9. Maximize co-benefits for all – on site and in adjacent neighbourhoods.
10. Harness innovation and technology

Reference - [Ten Principles for Building Resilience](#) A ULI publication

## 6. The Competition Study Area

### 6.1. Jurong Lake District – A place to Grow.

The Competition Study Area is located in a significant part of the Western Region of Singapore named Jurong Lake District (JLD). This district is a new growth area set to be the largest business district outside Singapore’s city centre. This area of land has been identified by the Government as an opportunity for impactful multi use development that as a new growth area will over time become a significant business district outside Singapore’s city centre.

The Study Area has identified an area in the Western Region of Singapore – Jurong Lake District (JLD) as a potential development opportunity. This district is a new growth area set to be the largest business district outside Singapore’s city centre.

Jurong Lake District (JLD) is a key business district within the Western Gateway of Singapore comprising JLD, Jurong Innovation District and Tuas Port. JLD is positioned to become Singapore's model mixed-use Sustainability district.



Fig 1 - Site Plan of the Western Gateway of Singapore

The **Jurong Lake District** is made up of four main precincts:

1. Jurong Gateway, the existing commercial node around Jurong East MRT station,
2. Lakeside East, a new mixed-use precinct around the future Cross-Island Line station,
3. Lakeside West, a leisure and recreational precinct surrounding Jurong Lake Gardens, and
4. The International Business Park.



Fig 2 – The Precincts of Jurong Lake District

## 6.2. Vision for the Overall Development of JLD - the Study Area

As a mixed-use district, JLD will offer quality office spaces, attractive homes, and the necessary retail and F&B amenities to serve businesses, workers, visitors and the local community. Family-friendly attractions, and recreational, hotel and entertainment uses will also be added to complement the Jurong Lake Gardens. More than 100ha of land will be dedicated to greenery and waterbodies.

In total, the 410ha mixed-use district will provide more than 100,000 new jobs and 20,000 new homes when fully developed. With over a million residents and more than 3,000 companies in the West region, JLD will be able to meet part of the region’s future economic and social needs as the largest commercial district outside the city centre.

JLD will be a model sustainable mixed-use district, where future developments will seek to meet higher sustainability targets that are above our national aims. JLD aims to achieve net zero emissions for all new developments around 2045. Smart infrastructure, innovative planning and other initiatives can help to optimise resources, reduce carbon footprint, and benefit the health and wellbeing of residents, visitors, workers and the environment. For example, through lush greenery,

district cooling, solar power deployment and super low-energy buildings. This will support our Sustainability agenda and the growth of the Sustainability economic sector under the Singapore Green Plan.

Plans are in place to develop JLD as a major transport hub connecting both existing and future rail lines, together with a comprehensive intra- and inter-district bus network that will link JLD to surrounding estates.

By around 2032, 4 major rail lines (the existing North-South Line and East-West MRT Lines, and the upcoming Jurong Region Line and the Cross Island Line) will serve JLD. These will improve JLD's connectivity to the rest of the island and bring jobs closer to homes. To ensure seamless first- and last-mile connectivity, an extensive network of park connectors, walking and cycling paths will also be built to make travelling in and out of the district convenient and enjoyable, reducing the reliance on cars.

### 6.3. Jurong Lake District - Overall Master Plan Design Considerations

Project teams should address the key urban design considerations that have informed the JLD master plan, including:

- **Thriving Communities in 10-minute Neighbourhoods**
- **A Model for Sustainability**
- **A Living Lab for Partnership & Innovation**

#### 6.3.1. Thriving Communities in 10-minute Neighbourhoods

JLD is envisioned to be a collection of complete neighbourhoods served by amenities and green spaces within 10 minutes by foot, cycling or public transport. Throughout the district, retail, entertainment, healthcare, education, sports and fitness will all be within easy reach. Lively campuses could house business and residential communities, where people meet and interact in generous open spaces and an attractive public realm. Residents and workers could be part of a green community that grows its own gardens, fruits and vegetables in community plots, and aspires towards higher levels of reducing waste through sharing, reusing and recycling.

Adaptive reuse of the existing buildings on site can be proposed. The height, form, setback and design of new buildings should be carefully considered to remain sensitive and complementary to these heritage buildings and infrastructure.

The maximum technical height across the district ranges from 140m to 160m SHD (Singapore Height Datum).

#### 6.3.2. A Model for Sustainability

JLD aims to achieve net zero emissions for new developments around 2045. The proposal should consider the four key strategies introduced to achieve JLD's sustainability ambition:

- a) All new developments (including residential developments) will be required to achieve BCA's Green Mark<sup>[1]</sup> Platinum Super Low Energy (SLE) standards, with some, if not all, new developments achieving Zero Energy standards as new technologies and systems evolve.
- b) To achieve JLD's car-lite vision and to support greener mobility in the district, at least 85% of all trips are targeted to be made by Walk-Cycle-Ride<sup>[2]</sup> modes of transport by 2035. The bus fleet serving JLD also comprises cleaner energy buses, including fully electric buses that would be deployed on feeder services by 2030.
  - By the 2030s, two new MRT lines serve the district, supplementing the existing North-South and East-West MRT lines and enhancing connectivity between JLD and the rest of Singapore. Phase 2 of the Jurong Region Line (JRL), which is currently under construction and is expected to be operational in 2028. Phase 2 of the Cross Island Line (CRL) was recently announced and is expected to be ready by 2032.
  - JLD has been gazetted as a car-lite area since 2019. This means that new developments and re-developments in JLD will be subjected to more stringent car parking requirements.
- c) In addition to above, about 40% of the total land area in JLD will be set aside for parks, green spaces, and waterbodies to help cool the district and for people to relax and enjoy recreational activities. All buildings will also have to meet the 100% Landscape Replacement Area<sup>[3]</sup> requirement, where greenery within the land parcels that is lost to construction will be fully replaced within the developments in the form of landscaping, roof top gardens, sky terraces, vertical greening etc.

**Additional info:**

<sup>[1]</sup> The BCA Green Mark 2021 is an internationally recognized green building certification scheme tailored for the tropical climate. It applies to new and existing buildings including commercial, industrial, institutional and residential buildings. The scheme looks has two main sections – Energy Efficient (EE) and Sustainability Sections (Intelligence, Health & Wellbeing, Carbon, Maintainability a Resilience). More information can be found at [www1.bca.gov.sg/buildsg/sustainability/green-mark-certification-scheme/green-mark-2021](http://www1.bca.gov.sg/buildsg/sustainability/green-mark-certification-scheme/green-mark-2021)

<sup>[2]</sup> Walk Cycle Ride SG is Singapore's vision for an inclusive city with a transport system that enables everyone to take part in our lively city. Walking, cycling and other greener ways to travel such as Public Transport, Active Mobility and shared modes of transport (e.g. taxis and private hire cars) are made easier with more sheltered walkways, park connectors and measures for a car-lite city. More information can be found at [www.lta.gov.sg/content/ltagov/en/getting\\_around.html](http://www.lta.gov.sg/content/ltagov/en/getting_around.html)

<sup>[3]</sup> The Landscaping for Urban Spaces and High-Rises (LUSH) is a comprehensive urban and skyrise greening programme comprising both Landscape Replacement Areas (LRA) requirements and incentives to provide greenery and communal spaces. The LRA requirements are calibrated by location, GPR and development type and includes elements like Sky Terraces, Communal Planter Boxes, Rooftop Farming, Green Walls, Extensive Green Roofs, Rooftop Outdoor Areas, Communal Pavilions, Landscape Decks among others. More information can be found at [www.ura.gov.sg/Corporate/Guidelines/Circulars/dc17-06](http://www.ura.gov.sg/Corporate/Guidelines/Circulars/dc17-06)

### 6.3.3. A Living Lab for Partnership & Innovation

Anchored by government agencies and businesses in the sustainability sector, JLD will be the epicentre to support new growth and jobs in the green economy. The district will also act as a “living lab” and regulatory sandbox, providing opportunities to pilot new urban solutions and refine sustainability-centric initiatives.

JLD will be a Built Environment Living Lab where companies can partner agencies to conduct R&D and trials of smart solutions to advance sustainability, enhance user experience and facilitate faster



lab-to-market prototyping and scaling. The proposal should consider how stakeholders in the district might adopt and share sustainable best practices and work together to deploy solutions that address commonly encountered issues.

### 6.4. Connectivity – JLD’s Connections to the Round-Island-Route and Coast-to-Coast Networks

The Round Island Route is an upcoming continuous 150km park connector that will link existing natural, cultural, historical and recreational sites, as well as provide opportunities for recreational activities including cycling, walking and skating. Stretching 75km, the eastern half of the route was opened in January 2022. The western half that will pass through JLD is expected to be completed by 2035. When completed, the route will be the longest recreational connection that loops the island.

The Coast-to-Coast trail is a 36km trail that spans across Singapore, linking up nature areas, parks, and park connections from Jurong Lake Gardens in the west, through the Lornie Nature Corridor to Coney Island Park in the northeast.

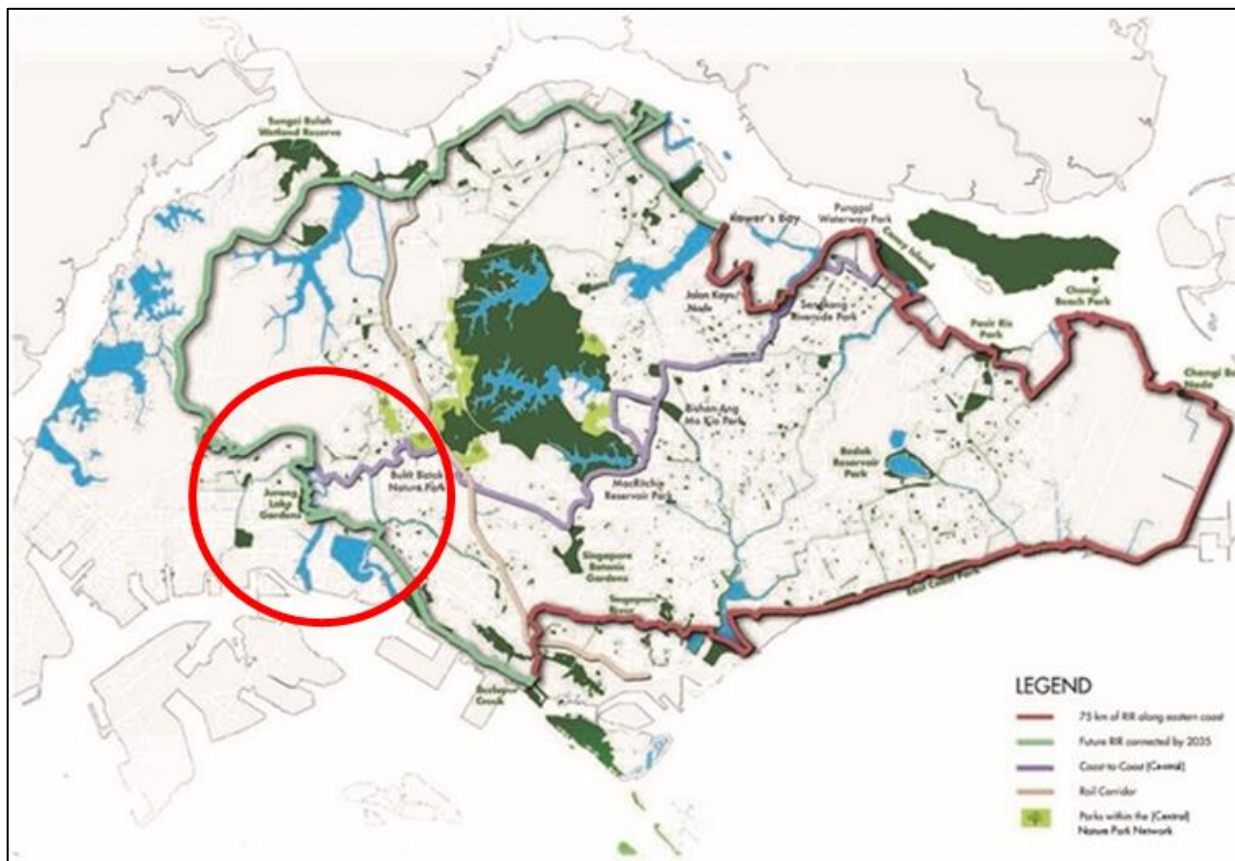


Fig 3 – Map of the Round Island Route connecting with the Jurong Lake District

## 6.5. JLD’s Connectivity to the Islandwide Public Transit System

JLD is at present served by the existing North-South and East-West MRT lines. Connectivity will be enhanced between JLD and the rest of Singapore with the addition of the Jurong Region Line which is currently under construction and is expected to be operational in 2028, and the Cross Island Line was recently announced and is expected to be ready by 2032.

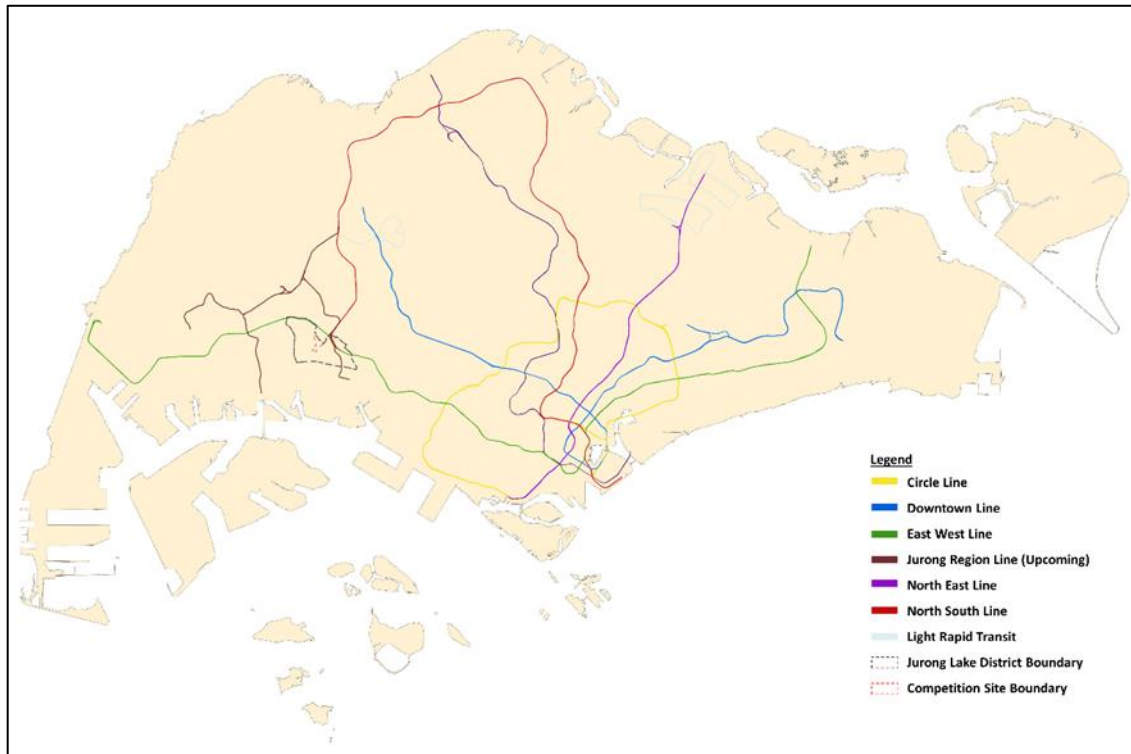


Fig 4 – Singapore’s MRT Network

## 6.6. District Highlights

### 6.6.1. Commercial Gateway at Jurong East MRT Station

The area around Jurong East MRT station today comprises offices, retail and institutional uses. Residences at J-Gateway and offices at JEM, Westgate and Vision Exchange connect seamlessly to popular malls and major transport nodes.

Devan Nair Institute for Employment and Employability offers programmes for continuous learning, and Ng Teng Fong General Hospital and Jurong Community Hospital serve the community’s healthcare needs.

By 2028, more offices and community use, a new Jurong Region Line station and an integrated transport hub will be built next to Jurong East MRT station.



Fig 5 – Jurong East MRT Development

### 6.6.2. Jurong Lake Gardens

Jurong Lake Gardens is a collection of three gardens and Singapore’s third national garden. Completed in 2019, Lakeside Garden provides opportunities for recreation, birdwatching and nature walks among vast grasslands and restored wetlands. Passion Wave @ Jurong Lake Gardens provides opportunities for various water activities. ActiveSG is equipped with a swimming pool, gym and offers a wide range of fitness classes. (See Annex C for detailed map of Jurong Lake Gardens).

From 2023, the redeveloped Chinese and Japanese Gardens, the new Science Centre and a future tourism development will be progressively completed and line the waterfront with exciting leisure and entertainment offerings.



Fig 6 – Images of Jurong Lake Gardens



Fig 7 - Site Plan of Jurong Lake Gardens

### 6.6.3. Jurong Town Hall Monument

The Jurong Town Hall Monument was completed in 1974 and served as the Jurong Town Corporation<sup>1</sup> (JTC)'s headquarters from 1974 to 2000. It is emblematic of Jurong Town's rapid growth during Singapore's industrialisation in the post-independence years.

At the time of its opening, Jurong Town Hall provided a range of facilities available for public use (e.g., auditorium, a lecture theatre), making the development a place accessible to the general community as well.

The Monument was gazetted for conservation in 2005 and gazetted as a National Monument in 2015. Since 2017, it has been used as a Trade Association Hub, still serving the economic community in Singapore.



Fig 7 – Jurong Town Hall Monument

***<sup>1</sup>Additional info:***

JTC is the government organization spearheading the industrial development of Singapore. JTC was established in 1968 as a specialist agency from the Economic Development Board to spearhead the planning and development of Jurong Town & Industrial Estate. They developed industrial land, factories and infrastructure required for the quick start-up of manufacturing and related supporting industries. The establishment of JTC signaled the start of the second wave of industrialisation, Singapore's move into STEM industries.

#### 6.6.4. Science Centre Singapore

The Science Centre was opened in 1977 to promote scientific & technological education among the youth & the general public at a time of rapid industrialisation. It was also in tandem with Singapore’s move toward the STEM industry. The Science Centre was upgraded in to include Omni-Theatre in 1987, an observatory in 1989 and Snow City in 2000. It positioned Jurong as a leader in Singapore’s new growth sector.

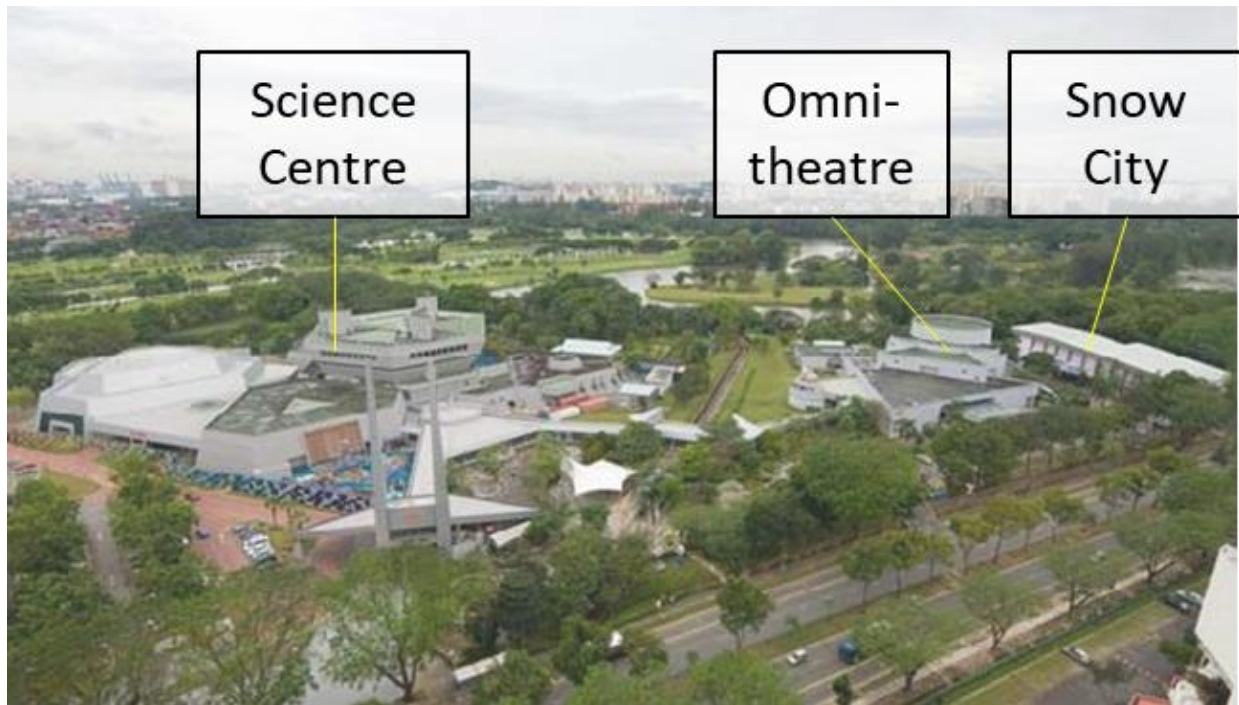


Fig 8 – Science Centre

The building resembled a ‘spaceship’ and was designed by Mr. Raymond Woo. It shares similar characteristics with the Jurong Town Hall and two other State properties in the vicinity.

There are plans to relocate the existing Science Centre to a new location next to Chinese Garden MRT station, opening up opportunities to explore adaptive reuse of the existing Science Centre for the community. Potential uses could include community, institutional, and business-related uses to complement the JLD and add to its attractiveness.

## 6.7. Major Developments in the Area

### 6.7.1. Jurong East Integrated Transport Hub

The Jurong East Integrated Transport Hub (JEITH) will be an interchange for the existing North-South and East-West MRT Lines as well as the upcoming Jurong Region Line and Jurong East bus interchange. The new integrated complex will enhance commuters transfer experience between public transport modes and add vibrancy to Jurong Gateway with its proposed mix of community-centric uses such as a community club, sports facilities, and the relocated Jurong Regional Library.



Fig 8 – Jurong East Integrated Transport Hub

### 6.7.2. Upcoming Government Land Sales (GLS) Site

To kickstart the next phase of development in JLD, the Government announced in December 2022 that a 6.8ha White site, located between Jurong East MRT station and the future Jurong Lake District station, will be released via the Government Land Sales (GLS) programme to a Master Developer. The Master Developer site is expected to be completed progressively in phases in the next 5 to 10 years, with a mix of uses including office and residential.



Fig 9 – The White Site planned for development

### 6.7.3. Public Housing Estates around JLD

The surrounding neighbourhoods are predominantly public housing estates as shown in the plan below.



Fig 10 – Public Housing Precincts adjacent Jurong Lake District



These residential estates total 51,000 flats and provide daily amenities for the residents through neighbourhood centres, schools, sports and recreation facilities and a swimming complex. The estates are connected internally and externally through cycling path networks and park connectors allowing them to cycle to the amenities in Jurong East in less than 30 minutes.

Nonetheless there could be opportunity to introduce other types of housing in the district to cater to a diverse population of users - i.e. for residents, workers, students, visitors - expected to live and work within JLD.

## 7. The Competition Site and Development Principles

A 16.4ha site within the Jurong Lake District has been identified as the Competition Site. The Competition Site is to be considered in the context of the Study Area described in Section 4 above.

Acting as the master developer, entrants will formulate a conceptual master plan, detailed land use and programming of the site, the location and distribution of the different uses, and elaborate on the synergies between them to inform a development proposal described in accordance with the Competition Brief.



Fig 11 – The Competition Site with Jurong Lake District

### 7.1. Principles to inform Development Proposals

Key Principles that should be addressed in responses to the Competition Brief are:

1. Creation of a mixed-use neighbourhood for live, work, play.

The opportunity to develop a site within JLD brings with it options to explore new ways to live, work and play that would cater to new and future lifestyle aspirations. Innovative typologies for housing and commercial developments, new designs for accessible parks and open spaces, interesting concepts for new attractions, as well as the use of place making initiatives can help to create

possibilities for a vibrant and active mixed-use neighbourhood. Creative and emerging technologies can also bring about alternative forms of commuting in the future.

## **2. To create new focal points around water, greenery, and heritage**

JLD's unique lake setting blends the vibrancy and attractions of a CBD (Central Business District) with lush gardens, green corridors, and active waterfronts. Given the proximity of the site to Jurong Lake Gardens, there is opportunity to plan for the integration of green, blue and heritage elements to draw people in with various spaces and programming. Distinctive landmark buildings such as Jurong Town Hall and the current Science Centre will continue to anchor the district and create a strong sense of place through a wide range of possible uses: co-working offices, start-up centres, museums, and theatres, coupled with event grounds and playscapes for the community to enjoy.

Studies are on-going to assess the feasibility of creating a new water channel near the southern half of the 16.4ha site to bring the water body closer to the precinct and to create more waterfrontage for leisure and recreation. This is part of the planning intention to transform Jurong Lake District into a district of gardens and waters.

*Note: Development proposals should reflect the implementation of the realigned lake edge as illustrated in the JLD Site Plan in Section 7 above.*

## **3. To create linkage networks connecting existing and future landmarks and key public spaces**

The site is located near the existing Chinese Garden MRT station, and the upcoming Jurong Lake District Cross Island Line MRT station. It is also adjacent to the Jurong Lake Gardens. There are opportunities to introduce new public transport and active mobility linkages between transport nodes, public spaces, recreation nodes, heritage landmarks and places of interest within the neighbourhood. These connections will enhance the experience and convenience of the place for residents, workers, and visitors to the area.

Project teams should note that the concentration of future Office and Business Park uses will continue to build upon the existing uses around Jurong East MRT station and future MRT stations in the district (i.e. Jurong Town Hall station and Jurong Lake District station). However, participants are free to propose future Office and Business Park uses in other locations in the district with strong justifications to support the proposal.

Participants should also consider the different modes of access to the site and propose the road network and road alignments accordingly to support development of the area.

## 7.2. Site Planning Parameters

### 7.2.1. Land Use & Quantum

The Competition Site is approximately 16.4ha in area. With a Gross Plot Ratio (GPR) of 1.0, the site can achieve a maximum Gross Floor Area (GFA) of 164,000 sqm. The total GFA of land uses in your development proposal should be allocated in line with the table below.

Land Use*	Proportion of total GFA
Residential	Min 30 %
Commercial (Office/ Retail)	Max 20 %
Community	Min 10%
Other (Hotel/ Residential/ Recreation/ Leisure/ Attraction/ Community/ Institutional) <sup>1</sup>	Up to 40 %

\* Co-location of uses can be proposed.

<sup>1</sup> Can also include leisure-oriented developments, special attractions, event and convention spaces, institutional uses such as museums etc.

### 7.2.2. Massing and Density

The massing and density of the site should relate to its site and surrounds. The waterfront facing the Jurong Lake Gardens should incorporate low-rise and high-rise zones to create an attractive and human scaled waterfront along Jurong Lake and around the Science Centre. Teams may refer to the Building Height Control Plan in below for the recommended low- and high-rise zones.



Fig 12 - Building Height Control Plan

### 7.2.3. Site Cover and Public Open Space

Site coverage ensures there are adequate areas set aside for greenery and landscaping within the development.

The development proposal for the Competition Site must provide a min of 40% of public open space – including streets and laneways, public open space, landscape areas and water bodies proposed within the boundary of the site.

The public space area should be large enough to improve the amenity of the local area and serve as meaningful space for users.

### 7.2.4. Urban Design Guidelines

Your proposal will be assessed for its ability to meet the development objectives and strategic planning requirements set by Shine Corporation and the planning authority, in addition to the requirements set out in the Competition Brief.

With respect to the Competition Site, a number of Urban Design Guidelines have been established:

#### 1. Respond to its Waterfront Location

The Competition Site occupies a prime and prominent location along the Jurong Lake waterfront. Any proposed building form and massing should respond appropriately and relate well to the waterfront context and Jurong Lake Gardens. In addition, scale, location, permeability, and relationship to adjacent developments should contribute to the creation of a pedestrian-friendly experience along the waterfront.

#### 2. An Active Waterfront Promenade

A 15m-wide continuous Waterfront Promenade should be provided along the site fronting Jurong Lake. While primarily an active civic connector the promenade should also be fronted by supportive active uses, hard and soft landscaped areas, and opportunities to connect with or interact with the lake. Multiple access points to the promenade will be required to ensure an active and connected waterfront.

#### 3. Massing and Urban Framework

Balancing the priority of its waterfront location, location, massing, and scale of the urban form of the proposed development of the Competition Site should provide good visual and physical porosity towards Jurong Lake. Both visible and physical access should provide shared amenity for all.

#### 4. Scale and Adjacency

Any proposal should consider and incorporate low-rise and high-rise zones that create appropriate and attractive and human scaled environments that respond to the waterfront along Jurong Lake and to areas adjacent the Science Centre. Teams should refer to the

Building Height Control Plan (included in 7.2.2 above) for definition of low and high-rise zones.

### 7.3. Economic Data and Commercial Values

#### 7.3.1. Land Values

Historic land values from Government Land Sales tenders can be found at URA SPACE on <http://www.ura.gov.sg/maps> within the Government Land Sales layer.

#### 7.3.2. Housing Prices – Developer Sales, 99-Year Leasehold Private Apartments

For the competition it is envisaged that a range of residential housing typologies will be proposed across the site. To achieve diversity and provide affordability these housing proposals should include a broad range of housing types to provide opportunities for the diverse population of users your proposal will introduce into the district - i.e. for residents, workers, students, visitors – or may be expected to live and work within JLD.

It is not proposed that subsidized housing be included in the scheme. There are however a range of public housing developments in the adjoining suburbs that may benefit from the amenity and experiences proposed on the Competition Site.

To assess the viability of your development proposals, your assessment of housing products in the scheme should be benchmarked from the average information included below provided by URA REALIS. These values should then be moderated to reflect market positioning and unit size.

**Table 1 – Residential Values**

Region	Average Unit Price (\$ PSF)	Average Unit Price (\$ PSM)
West Region (New Sale Jan 2022 to Feb 2023)	\$1,701/sqft	\$18,306/sqm

Source: URA REALIS

**Table 2 – Average Unit Size by Bedrooms**

Region	No. of Bedrooms	Average Unit Size (SQM)
West Region (New Sale Jan 2022 to Feb 2023)	2BR	60 - 80
	3BR	80 - 110
	4BR	110 -180

Source: URA REALIS

### 7.3.3. Commercial Office Values

Creating a vibrant mixed-use community, the development proposal will include a range of commercial offerings. The development proposal will clearly identify the proposed market positioning for the commercial offer and the type of businesses and users that would be attracted to the development.

To assess the viability of your development proposals, your assessment of commercial space in the scheme should be benchmarked from the information included below provided by URA REALIS. These values should then be moderated to reflect market positioning, the type and scale of space provided, its market position and target tenant base.

**Table 3 – Commercial Rent - Office**

Location	Area (SQM)	25th Percentile (\$ PSM)	Median (\$ PSM)	75th Percentile (\$ PSM)
Outside Central Region (2022 Q4)	100 & Below	39	47.92	50.85
	>100 - 200	45.62	51.13	65.66
	>200 - 500	49.54	53.5	64.6
	>500 - 1000	66.02	85.04	85.04
	>1000	42.59	54.86	58.61

Source: URA REALIS

### 7.3.4. Retail Values

To create identity appeal and attraction your proposal may consider a diverse range of retail offerings –as part of mixed use, leisure, or commercial developments or as a concentration of space within a retail shopping centre.

The value of retail space is determined by its use, scale and rental achieved from the retail operator. To assess the viability of your development proposals, your assessment of retail space in the scheme should be benchmarked from the information included below provided by URA REALIS. These values should then be moderated to reflect market positioning, the type and scale of space provided, its market position and target retail operator.

Table 4 - Commercial Rent - Retail

Location	Floor Level	Floor Area (SQM)	25th Percentile (\$ PSM)	Median (\$ PSM)	75th Percentile (\$ PSM)
District 22 (2022 Q4)	B1 & Below	30 & Below	240.1	334.75	384.32
		>30 - 100	135.56	148.86	307.26
		>100 - 300	147.34	183.59	227.81
	Level 1	30 & Below	166.67	204.17	334
		>30 - 100	89.94	147.02	292.21
		>100 - 300	37.25	134.94	234.81
	Level 2 & 3	30 & Below	232.11	300	394.44
		>30 - 100	98.58	142.85	223.78
		>100 - 300	111.01	153.2	208.79
	Level 4 & Above	>30 - 100	62.52	120	122.2
		>100 - 300	78.93	168.8	208.92

Source: URA REALIS

### 7.3.5. Construction Costs

To assess the viability of your development proposals, your assessment of construction costs will be important. To measure the construction costs of your proposed scheme, costs should be benchmarked from the information included below provided by RLB. These costs should be moderated to reflect the type and scale of construction, and its use and market positioning.



Table 5 – Construction Costs

DEVELOPMENT TYPE	Singapore	
	SGD/m <sup>2</sup> CFA	SGD/m <sup>2</sup> GFA
<b>OFFICE</b>		
Good Quality, 10 to 25 storeys	2,590 - 4,210	3,180 - 4,850
Good Quality, 26 to 40 storeys	3,450 - 4,910	4,240 - 5,660
Prestige, 10 to 25 storeys	3,620 - 4,480	4,430 - 5,190
Prestige, 26 to 40 storeys	3,670 - 5,070	4,760 - 6,120
<b>HOTEL</b>	<b>(including FF&amp;E)</b>	
Three Star	3,950 - 4,640	4,860 - 6,030
Four Star	4,640 - 5,770	6,130 - 7,590
Five Star	5,560 - 7,180	7,030 - 9,530
<b>COMMERCIAL</b>		
Retail/ Shopping Mall	2,400 - 4,050	3,730 - 5,580
<b>RESIDENTIAL</b>		
Good Quality Condominium	3,050 - 4,160	4,070 - 5,690
Luxury Condominium	4,160 - 5,720	5,690 - 8,030
<b>INDUSTRIAL</b>		
Warehouse	1,510 - 2,050	NA
Factory	1,890 - 2,590	NA
<b>CAR PARK</b>		
Multi Storey	880 - 1,550	NA
Basement, outside CBD	1,800 - 2,650	NA
Basement, CBD	1,830 - 2,700	NA

Source: RLB and its affiliates at <https://www.rlb.com/asia/wp-content/uploads/sites/5/2023/01/SG-Reg-Report-Dec-2022.pdf>

## 8. The Detailed Assignment and Submission

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### 8.1. Goals and Deliverables

The Shine Corporation has asked you as master developer to prepare the following:

#### Preplanning Outline

- **Understand regional forces**—social, historical, demographic, political, and economic, among others.
- **Analyze the competition site** in relation to its surroundings, planning constraints and spatial opportunities.
- Ascertain the **current market value of the Competition Site**
- Determine the **type of redevelopment** the market would support.
- Provide an **implementation plan** that outlines strategic partnerships and community engagement.

#### Site Planning and Urban Design

- Site Area **plan** for the **Study Area** indicated the **Competition Site**, and its connected neighbourhoods and the relationships between them. You may wish to extend this scheme beyond the Study Area and describe specific connections or integrations with the surrounding area.
- A **site plan** for the **Competition Site**, including any additional properties you may recommend they acquire.
- An **urban design scheme** for the **proposal**.
- **Detail the concept designs for key development components** within the 10-year-hold.

#### Feasibility

- 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 Shine Corporation as owner (both leveraged and unleveraged before-tax internal rates of return) if sold at the end of year 10.

## 8.2. Essential Elements of your Submission

All submissions should address the following five general elements, while 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 finance.

## 8.3. Detailed Guidance on the Essential Presentation Elements

### 8.3.1. 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.

### 8.3.2. 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.

### 8.3.3. 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.

### 8.3.4. Site-specific illustrations of new development

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

- 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.

### 8.3.5. 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.

## 8.4. Guidance and Assumptions

For the purpose of the competition, your team should consider the guidance set out in the Competition Brief for your proposal.

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.

## 9. 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. The pro forma template will be uploaded for access on 7<sup>th</sup> March 2023
- Geographic Information System (**GIS files**) of the site and its surroundings are available in the Google Drive. Additional GIS resources are available from link. 2D building footprints and 3D building models of the site are available from link 2.
- Various **maps, plans, and reports** will be available in the Google Drive that may be informative, but you are not required to review these documents.

*Additional information on the Jurong Lake District is available at [www.jld.gov.sg](http://www.jld.gov.sg). You are not required to review these documents, and you will likely require to undertake additional research to inform your proposal.*

### 9.1. Downloading Competition Resources

You may download competition resources for distribution only among your team members, faculty advisers, and professional advisers.

You may use competition resources only for this competition. You may not use, copy, or distribute these resources for any other purpose without written permission from ULI.

## 10. Competition Program and Judging

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### 10.1. Competition Program

Specific details of the schedule may be subject to change.

Please refer to the competition website, competition website, [ULI.org/Hines](http://ULI.org/Hines), or email [hinescompetition.ap@uli.org](mailto:hinescompetition.ap@uli.org) for relevant updates.

The key milestones for Competition are:

- |  |                   |
|--|-------------------|
| • Close of Registrations to entry as a team              | 20 February 2023  |
| • ULI confirmation of teams eligibility                  | 28 February, 2023 |
| • Competition Period                                     | 3–27 March 2023   |
| • Upload of Pro Forma Template for financial model       | 7 March 2023      |
| • Announcement of shortlisted finalists (if required)    | 13 April 2023     |
| • Stage 2 Online Presentations and Final Jury Assessment | 20 April 2023     |
| • Announcement of Competition Winner                     | 28 April 2023     |

### 10.2. Criteria for Competition Judging

The jury may select up to **four finalist teams** that it deems have best satisfied the Competition Challenge Requirements and Deliverables outlined in the Competition Brief and assessed against the Competition Criteria described below.

Proposals will be assessed against 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.

### 10.3. Jury Evaluation Process

ULI will strive to conduct a thorough, fair, and rigorous jury evaluation process. Entering teams must consider the realistic constraints on, and limitations of, the jury as they will receive and assess many submissions and jurors have limited time to review entries. The jurors selected by ULI for this Competition are leaders in their fields and generously donate their time to the competition. Jurors may not review every detail of every proposal. The Jury will not have the capacity to provide lengthy, detailed feedback.

Teams should make their presentations as clear and easy to understand as possible.

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 evaluation process proposed for the Competition is set out below however is subject to amendment by ULI at their full discretion:

- The Competition closes on the 27 March 2023. All entries must only be labelled with the Competitor registration number (issued by ULI) to ensure anonymity through evaluation.
- Entries will initially be assessed by ULI staff for their compliance to requirements of the Competition.
- All eligible and compliant entries will be shared anonymously with the Jury as digital files. Jury members will assess submissions individually before meeting as a group.
- The Jury will meet in 2 sessions to review all project submissions and to consider the shortlisting of up to 4 teams for the online presentation.
- The Jury recommends any feedback/response they may want ULI staff to provide to each shortlisted team and guidance for the online presentation.
- Only after selecting any shortlisted teams does ULI staff reveal to the jury which team submitted each project.
- The Jury convenes to receive the online presentations and then to select the winning team.



## 11. Submission 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.

### 11.1. Required Presentation Materials

1. One A1 presentation sheet, in horizontal landscape format, for each of the requirements set out in Sections 8.3.1 – 8.3.4 (**4 Sheets in total** – presenting **planning context, site plan, urban design, and site-specific illustrations**).
2. One A3 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.
3. 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.
4. One A3 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.
5. One pro forma Excel template.
6. One A3 sheet of the **summary tab from the ULI pro forma template**.
7. One A3 sheet of a **supplemental summary** from your own pro forma (OPTIONAL).

### 11.2. 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.

## 11.3. Submission Process

### 11.3.1. Overall Submission

- Entrants will submit **proposals** in digital **format only**.
- One corner of every document, digital or hard copy, **MUST** display your team’s seven-digit code, which takes the form “2023-###.”
  - 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.”

### 11.3.2. Checklist for Digital Submission

1. **One web-quality PDF file of each of your 4 x A1 presentation sheets (no more than 25 MB)**
  - You may also upload the same web-quality presentation sheet in JPG (no more than 25 MB) (OPTIONAL)
2. **One A3 PDF displaying your site plan.**
  - You may also upload the same site plan in JPG (OPTIONAL)
3. **One A3 PDF with narrative summaries of both your development/design proposal and financial plan.**
4. **One 300-pixel × 300-pixel graphic vignette from your presentation for potential display on the ULI website.**
  - A second 300-pixel × 300-pixel graphic vignette (OPTIONAL)
5. **One Excel file of your pro forma template.**

6. One A3 PDF of the summary tab from the ULI pro forma template.
  - One A3 PDF of a supplemental summary from your own pro forma (OPTIONAL)
7. Tracking number for your hard copy submittal (OPTIONAL).

#### 11.3.3. Digital Submission Deadline

- ULI must receive all digital submissions by 11:59 p.m. Singapore Time on Monday, March 27, 2023.

#### 11.3.4. Rules for Digital Submission

- Submit all files via the 2023 ULI Hines Student Competition APAC portal at <https://asia.uli.org/programs/awards-and-competition/uli-hines-student-competition-asia-pacific/> using the form titled “Submission Materials.”
- This form will be accessible by 6 March 2023, the Monday after the competition commences.
- All items submitted must contain and only be labelled with the team’s seven-digit code and no other identifying mark.

#### 11.3.5. Notification of Receipt

Within two days of the submission deadline, ULI will send a message to all Team Leaders confirming successful receipt of their entry.

## 12. Conclusion

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The Competition and the Competition Brief is issued on 3 March 2023.

The Competition Brief and associated documents will be issued via email with a link to the Competition Google Drive that will include all ULI supplied information and some reference documents.

Under no circumstances should entrants, their members, or representatives, attempt to communicate regarding the competition with members of Hines, the ULI, the government of Singapore, any private entity or 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., or Hong Kong, Singapore or other ULI District Councils, unless those offered to be a resource to the Competition and therefore your team. If ULI learns that entrants have attempted to communicate in the manner described here, ULI may discard that team's submission and the jury will not review it.

Up to and during the 24-day competition, teams may send questions in writing via email to [hinescompetition.ap@uli.org](mailto:hinescompetition.ap@uli.org).

Entrants should continually make sure you are monitoring your email during the competition period, as ULI may send out Competition updates, clarifications or additional information relating to the Competition.

ULI will periodically post questions and answers in a word document that will be posted on the competition 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.

Entrants will have a chance to provide feedback on the competition in June 2023 after the general competition is complete.

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

Best of luck,

2023 ULI Hines Student Competition Asia Pacific