

**2025**

# ULI HINES

## STUDENT COMPETITION ASIA PACIFIC



## Competition Brief

Competition Site  
Kai Tek Stadium Precinct  
Hong Kong

21 February 2025

<b>1. INTRODUCTION .....</b>	<b>4</b>
1.1. 2025 ULI Hines Student Competition .....	4
<b>2. THE COMPETITION SPONSORS.....</b>	<b>5</b>
<b>3. ABOUT THE COMPETITION .....</b>	<b>6</b>
3.1. Background .....	6
3.2. 2025 ULI Hines Student Competition .....	6
3.3. Competition Jury.....	7
3.4. Eligibility .....	8
<b>4. THE COMPETITION HOST CITY - HONG KONG.....</b>	<b>9</b>
4.1. About Hong Kong .....	9
4.2. Brief History of Hong Kong.....	11
4.3. Planning for Hong Kong's Future.....	13
Building Block 1 .....	13
<b>5. THE COMPETITION CHALLENGE .....</b>	<b>23</b>
5.1. Competition Site.....	23
5.2. Competition Requirements.....	23
5.3. Guidance for the proposal .....	24
<b>6. THE COMPETITION SITE CONTEXT AND OBJECTIVES.....</b>	<b>25</b>
6.1. The Kai Tak Development in the Hong Kong Context.....	25
6.2. History of the Kai Tak Airport Site.....	26
6.3. Overview of Kai Tak Development.....	28
6.4. Principles to inform Development Proposals .....	33
<b>7. THE COMPETITION SITE AND DEVELOPMENT PRINCIPLES.....</b>	<b>37</b>
7.1. Competition Site Overview .....	37

7.2.	Competition Site.....	38
7.3.	Site Planning Parameters and Requirements .....	41
7.4.	Urban Infrastructure .....	44
7.5.	Commercial Values .....	45
<b>8.</b>	<b>THE DETAILED ASSIGNMENT AND SUBMISSION .....</b>	<b>49</b>
8.1.	Competition Proposals and Deliverables.....	49
8.2.	Essential Elements of your Submission .....	50
8.3.	Detailed Guidance on the Essential Presentation Elements .....	50
8.4.	Guidance and Assumptions .....	52
<b>9.</b>	<b>COMPETITION RESOURCES CHECKLIST .....</b>	<b>53</b>
9.1.	Downloading Competition Resources .....	53
<b>10.</b>	<b>COMPETITION PROGRAM AND JUDGING .....</b>	<b>54</b>
10.1.	Competition Program .....	54
10.2.	Criteria for Competition Judging .....	54
10.3.	Jury Evaluation Process .....	55
<b>11.</b>	<b>SUBMISSION REQUIREMENTS.....</b>	<b>56</b>
11.1.	Required Presentation Materials .....	56
11.2.	Submission Process.....	57
<b>12.</b>	<b>CONCLUSION .....</b>	<b>59</b>

## 1. Introduction

---

### 1.1. 2025 ULI Hines Student Competition

In 2025, ULI delivers the second ULI Hines Student Competition in the Asia Pacific region. The Competition in partnership with Hines reflects the goals and ambitions established by the Hines Competition in the USA, now in its 23rd 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 Site Area and specific criteria and guidelines for the proposed development of the Competition Site.

ULI has identified a 16ha site in the Kai Tak Development Area of Hong Kong as the Competition Site. For the purposes of the competition, the Competition Site – known for the Competition as the Kai Tak Waterfront incorporates the Ma Tau Kok waterfront and part of the Metro Park, and is described in Section 6 of this Competition Brief.

The Hong Kong Planning Department has prepared guidelines to develop the Kai Tak Development Area as a strategic opportunity to create a unique and dynamic part of Hong Kong, with a new CBD and the new Sports Park.

This Competition Brief takes precedence over all other issued information, and any local statutory planning controls, and should be relied on if any variance between the documents is identified.

Competition submissions are to be submitted by 18 March 2025 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 2025 ULI APAC Summit.

## 2. The Competition Sponsors

---

# 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](#).

### 3. About the Competition

---

#### 3.1. Background

The ULI Hines Student Competition in the USA, now in its 23rd 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 9,000 students on over 1,800 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 2025 APAC Competition.

#### 3.2. 2025 ULI Hines Student Competition

In 2025, ULI delivers the third ULI Hines Student Competition in the Asia Pacific region. The Competition in partnership with Hines reflects the goals and ambitions established by the Hines Competition in the USA, now in its 23rd year, is one of the core education initiatives of the Urban Land Institute.

During the competition, teams of three to five students, representing at least two different disciplines pursuing at least three different degree programs, 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 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 of it, 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 at <https://asia.uli.org/programs/awards-and-competition/uli-hines-student-competition-asia-pacific/>

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 26 - 29 May 2025 in Hong Kong and the opportunity to present their proposal at the Summit.

### 3.3. Competition Jury

Reflecting the multidisciplinary nature of the competition, ULI Asia Pacific has appointed a 6 member jury representing a diverse range of property disciplines to evaluate team submissions, shortlist up to four finalists, and ultimately select one winner from among the finalists.

The jury includes a mix of land use experts such as developers, brokers, architects, urban designers, landscape architects, urban planners, and policy officials, among others. 2 Jurors are practitioners in the competition's host city to provide 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 review the competition program and agree to abide by the rules, regulations, and guidelines as stated. Jurors typically serve in this capacity no more than three consecutive years. 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 has invited teams from accredited educational institutions in the Asia Pacific region to participate in the competition. Teams should 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 confirms eligibility of teams at its absolute discretion, to consider 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 - Hong Kong

### 4.1. About Hong Kong

Hong Kong is a special administrative region of China. With 7.4 million residents of various nationalities in a 1,104-square-kilometre (426 sq mi) territory, Hong Kong is the fourth most densely populated region in the world.

Hong Kong was established as a colony of the British Empire after the Qing dynasty ceded Hong Kong Island in 1841–1842. The colony expanded to the Kowloon Peninsula in 1860 and was further extended when the United Kingdom obtained a 99-year lease of the New Territories in 1898. The territory was handed over from the United Kingdom to China in 1997. Hong Kong maintains separate governing and economic systems from that of mainland China under the principle of one country, two systems.

Hong Kong is on China's southern coast, 60 km (37 mi) east of Macau, on the east side of the mouth of the Pearl River estuary. It is surrounded by the South China Sea on all sides except the north, which neighbours the Guangdong city of Shenzhen along the Sham Chun River.



Fig 4.1 – Map of Hong Kong

The territory's 1,110.18 km<sup>2</sup> area consists of Hong Kong Island, the Kowloon Peninsula, the New Territories, Lantau Island, and over 200 other islands. The territory's highest point is Tai Mo Shan, 957 metres (3,140 ft) above sea level. Urban development is concentrated on the Kowloon Peninsula, Hong Kong Island, and in new towns throughout the New Territories. Much of this development is built on reclaimed land; 70 km<sup>2</sup> (6% of the total land or about 25% of developed space in the territory) is reclaimed from the sea.

Undeveloped terrain is hilly to mountainous, with very little flat land, consisting mostly of grassland, woodland, shrubland, or farmland. About 40% of the remaining land area is parks and nature reserves. The territory has a diverse ecosystem; over 3,000 species of vascular plants occur in the region (300 of which are native to Hong Kong), and thousands of insect, avian, and marine species.



Fig 4.2 – Urban Image of Hong Kong

Originally a sparsely populated area of farming and fishing villages, the territory is now one of the world's most significant financial centres and commercial ports. Hong Kong is the world's third-ranked global financial centre (behind New York City and London), ninth-largest exporter, and eighth-largest importer. Its currency, the Hong Kong dollar, is the ninth most traded currency in the world. Home to the second-highest number of billionaires of any city in the world, Hong Kong has the largest number of ultra high-net-worth individuals.



Fig 4.3 Wong Tai Sin Temple



Fig 4.4 Cruising on Victoria Harbour



Although the city has one of the highest per capita incomes in the world, severe income inequality exists among the population. Despite being the city with the most skyscrapers in the world, housing in Hong Kong is consistently in high demand.

Hong Kong is a highly developed territory and has a Human Development Index (HDI) of 0.956, ranking fourth in the world and currently the only place in Asia to be in the top 5. The city has the highest life expectancy in the world, and a public transport usage exceeding 90 per cent.



## 4.2. Brief History of Hong Kong

### 4.2.1. Hong Kong in the Chinese Empire

Inhabited since the Stone Age, the region of Hong Kong was incorporated into Imperial China around the 2nd century BC, and its history reflected that of the mainland for the next two thousand years. Hong Kong's population originally relied on fishing, pearl farming and salt production for their income, but the coastal area eventually became an important free port involved in trade with the British Empire, and eventually a major international financial centre.

### 4.2.2. Hong Kong as a British Colony

By the early 19th century, the British Empire was dependant on importation of tea from China, but could not keep up with the country's demands for silver in exchange and instead started illegally importing opium to China. Opium had long been used in Chinese medicine, but it began to be used as a recreational drug, leading to mass addiction, which the British Empire used to export more and more.

The Qing dynasty, who ruled China at the time, declared their opposition to the illegal trade, kicking off First Opium War in 1839. Britain occupied the island of Hong Kong in 1841, defeating China and concluding the war with the Treaty of Nanking in 1842, in which part of Hong Kong was ceded to the United Kingdom.

Following the Second Opium War and the 1860 Convention of Beijing, further cessions were agreed: part of the Kowloon Peninsula and Stonecutters Island, giving Britain complete control of Victoria Harbour. The signing of the second Convention of Beijing in 1898 increased the area of the colony significantly with the New Territories, part of the Kowloon peninsula and Lantau Island, which were leased to Britain for 99 years from 1 July 1898 to 30 June 1997.

Despite plague and typhoons, the population of colonial Hong Kong eventually grew. After the Chinese Revolution of 1911 and the establishment of the Republic of China in 1912, Hong Kong became a political refuge for Chinese exiles from the mainland. In 1937, during China's war with

Japan over Manchuria, it again became a place of asylum for hundreds of thousands of Chinese people displaced by the Japanese invasion.

The Second World War saw Hong Kong falling into the hands of the Japanese who transformed it into a military centre for their campaign in Asia. The British took back Hong Kong in 1945 after Japan's surrender, and the Chinese Civil War subsequently brought waves of rich and poor refugees from the mainland, providing both capital and cheap labour - building the foundation for Hong Kong later becoming one of the world's financial centres. In the 1950s, Hong Kong transformed from a territory of diverse trade to one of industry and manufacturing. The Chinese economic reform prompted manufacturers to relocate to China, leading Hong Kong to develop its commercial and financial industry.

However, in the 1950s during the Korean War the United States banned trade with communist China, hurting Hong Kong's businesses and slowing its economic progress. As part of the Cultural Revolution in 1967, violent riots protesting against colonial power paralysed the economy, and the Hong Kong stock market collapsed in 1973.

#### **4.2.3. One Country, Two Systems**

Despite this, during the following decades there was a massive influx of immigrants from the mainland and from surrounding countries, particularly Vietnam. Increased labour meant rapid growth, and by the end of the 1980s, Hong Kong had become one of the wealthiest places in Asia.

As the end of British lease on the New Territories approached, China and Britain began talks on the future of Hong Kong. Their Joint Declaration, signed on 19 December 1984, pronounced Hong Kong a Special Administrative Region of China. The agreement, set out as the Basic Law of Hong Kong, promised that, under the "one country, two systems" policy, Hong Kong would retain its capitalist economy and existing legal system for the next 50 years until 2047, but China would take over foreign policy and defence.

Uncertainty about the future under Chinese rule led to the mass emigration of tens of thousands of Hong Kong citizens at the end of the 1980s. This concern turned to fear when on 4 June 1989 the Chinese army killed pro-democracy demonstrators in Tiananmen Square in Beijing. Relations between the UK and China were further strained by disagreements over the financing of a new airport on Lantau Island, and by democratic reforms introduced by the last British governor of Hong Kong. Even so, on 1 July 1997, Hong Kong was transferred to China as a Special Administrative Region.

#### **4.2.4. Hong Kong & Democracy**

Since the handover, Hong Kong has become one of the world's leading tourist, industrial and financial centres, and a springboard for trade and investment from the mainland. However, civil unrest, dissatisfaction with the Chinese government and a desire for democracy have remained a central issue.

The most recent political demonstrations against a proposed extradition law have been ongoing since June 2019, and are considered to be the largest public protest in Hong Kong history. The current regime is set to end in 2047, although there is much speculation as to what this will mean: Hong Kong could be fully reintegrated into China, or the territory could continue to be administered separately.

## 4.3. Planning for Hong Kong's Future

### 4.3.1. A Planning Vision for Hong Kong

The Development Bureau and the Planning Department of Hong Kong completed the Final Recommendations of the 'Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030' ('Hong Kong 2030+') in October 2021. This updated territorial spatial development strategy provides a strategic spatial planning framework for the future planning, land and infrastructure development as well as the shaping of the built and natural environment of Hong Kong beyond 2030.

The recommendations set out a Vision and Overarching Planning Goal for Hong Kong:

*We envision Hong Kong to be a liveable, competitive and sustainable 'Asia's World City'. Championing sustainable development with a view to meeting our social, environmental and economic needs and aspirations for the present and future generations is our overarching planning goal.*

### Three Building Blocks

The vision and planning goal of 'Hong Kong 2030+' are underpinned by three building blocks committed to by the Development Bureau and the Planning Department.

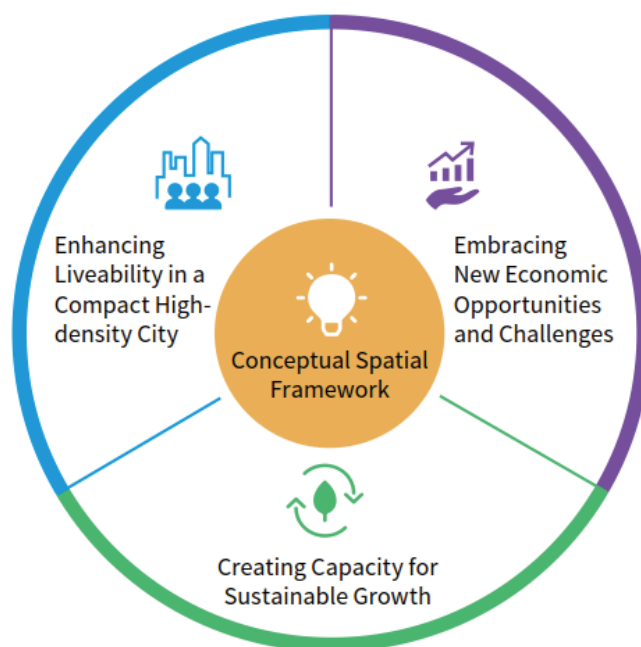


Fig 4.6 Components of the Territorial Spatial Development Strategy

Source: Hong Kong 2030+



#### Building Block 1

#### Enhancing Liveability in a Compact High-density City

To enhance Hong Kong's liveability in a compact high-density setting, we shall foster a city that caters for development and natural environment, which enables people to lead healthier and low-

carbon lives, brings people closer to our blue-green assets and encourages people of all ages and abilities to unleash their fullest potential. We aspire to provide well-planned spatial layout to enable citizens' equal access to the use and enjoyment of the city and preserve the city's uniqueness and diversity while well maintained our ageing city fabric with timely rejuvenation.

To achieve this, we promote Hong Kong as:

- a healthy and revitalised city through measures such as promoting active lifestyle, providing adequate community facilities, improving microclimate, and facilitating retrofitting of ageing neighbourhoods;
- a blue and green city that allows individuals to live in harmony with the nature and reside within walking distance to blue or green leisure/recreational opportunity;
- an aspiring and supportive city that provides an enabling built-environment that is 'pro-child', 'pro-youth', 'pro-family' and 'pro-elderly';
- an equitable and inclusive city that enables our population a decent level of living as well as, easy reach to jobs, community facilities and public spaces; and
- an unique and diverse city where Hong Kong can become an international metropolis for culture, arts, creativity, sports and events and be proud of its mix of culture, landscapes and city experiences.



Fig 4.7 Green City Strategy

Source: Hong Kong 2030+



## Building Block 2

### Embracing New Economic Opportunities and Challenges

To embrace economic challenges and to tap new opportunities to prosper, we need to be responsive to global megatrends, regional dynamics and development of the Greater Bay Area (GBA), to move our key industries up the value chain, and to diversify our economic base. To this end, we have to provide adequate land supply at strategic locations for different economic activities.

In order to achieve the above, we propose to adopt the following strategic directions:



- creating capacity for sustaining economic growth and broadening the economic base;
- fostering an enabling environment for innovation and technology development and creating a new momentum for economic growth;
- providing a conducive environment for enhancing and optimising human capital; and
- enhancing Hong Kong's position as a multi-modal transportation hub where people, goods and ideas converge and hence a global and regional nodal point for doing business.

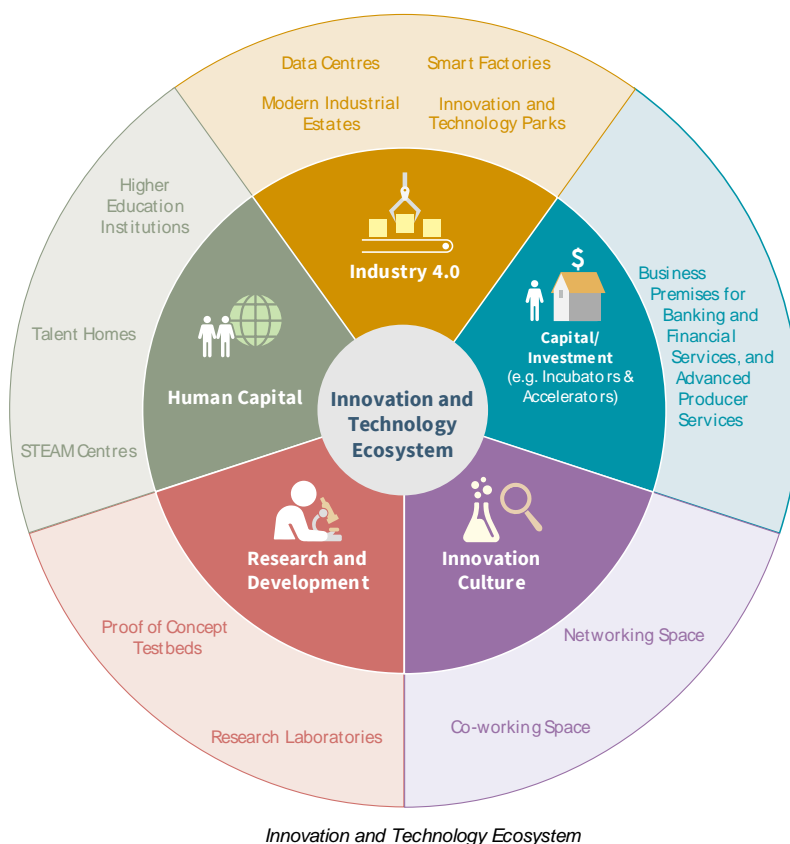


Fig 4.8 – Innovation and Technology Ecosystem – Source Hong Kong 2030



### Building Block 3

#### Creating Capacity for Sustainable Growth

To ensure sustainable growth, we have to integrate transport-land use-environmental considerations in strategic planning under a vision-driven and capacity creating approach. This approach is underpinned by the capacity to create developable land, transport and other essential infrastructure in a visionary manner alongside continuous efforts to enhance environmental capacity.

The strategic planning approach encompasses:

- adopting a sustainable and multi-pronged land supply approach for creating development capacity;

- mainstreaming climate change, biodiversity and other environmental considerations in the planning and development; and
- rendering planning support to ensure our city is adequately supported by smart, green and resilient infrastructure.

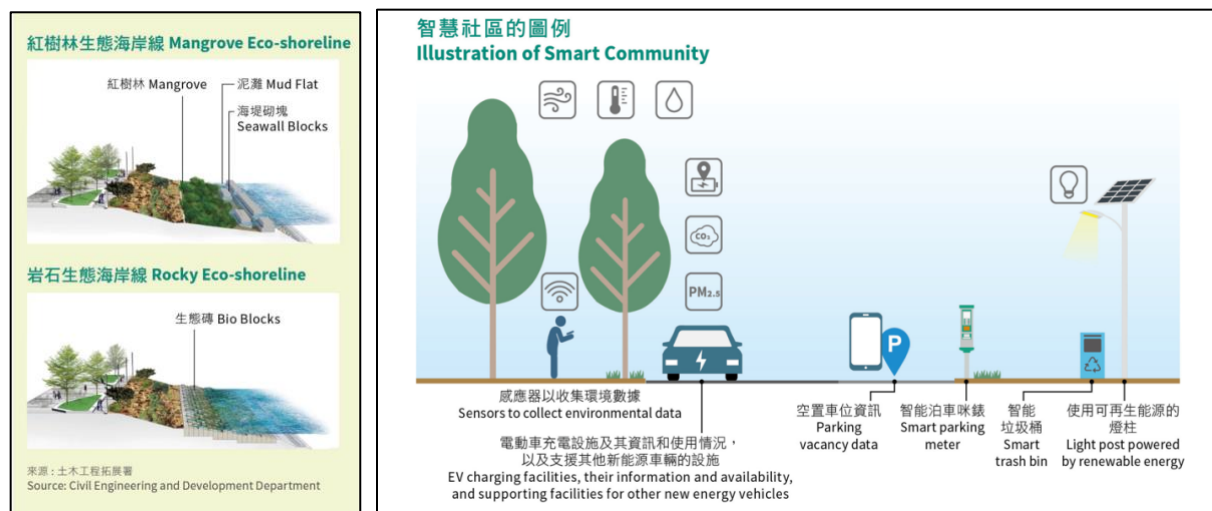


Fig 4.9 Smart, Green and Resilient infrastructure

#### 4.3.2. Conceptual Spatial Framework

A Conceptual Spatial Framework (CSF) has been formulated to incorporate the 14 solution spaces and an indicative strategic transport network to support these new developments. The CSF provides Hong Kong with the capacity to satisfy the estimated land demand, achieves agglomeration of activities and synergistic clusters, offers opportunities for retrofitting the dense urban core and brings jobs closer to homes. The CSF comprises two Metropolises and two Development Axes, namely:

- Northern Metropolis
- Harbour Metropolis
- Western Economic Corridor
- Eastern Knowledge and Technology Corridor



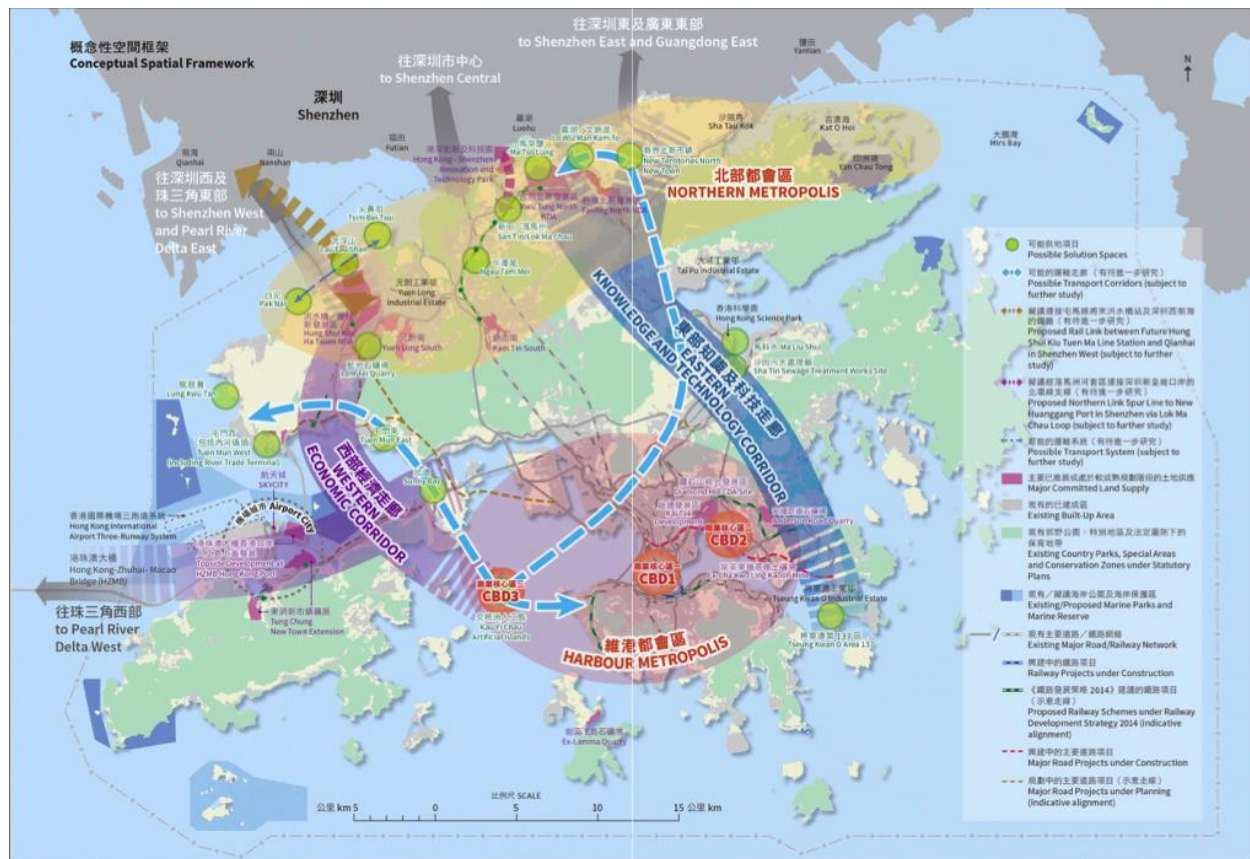


Fig 4.10 Conceptual Spatial Framework of Hong Kong (source: Hong Kong 2030+)

### 4.3.3. The Harbour Metropolis

The Harbour Metropolis covers the existing Metro Area and the Kau Yi Chau (KYC) Artificial Islands in the Central Waters. In terms of economic activities, this Metropolis has a competitive advantage in finance/business.

Through stepping up redevelopment and rehabilitation of ageing buildings, providing more open space and GIC facilities, and thinning out the population in the longer term, the liveability of the Metro Area would be enhanced. Economic competitiveness would be further strengthened through consolidating the traditional Central Business District (CBD)1 in Central and the adjoining areas, continuously transforming Kowloon East into a dynamic CBD2, and developing other office/business nodes outside the two key CBDs. The KYC Artificial Islands will support the development of the third CBD (CBD3) to complement the other two CBDs.



Fig 4.11 CBD Planning of Hong Kong (source: Hong Kong 2030+)

#### 4.3.4. Hong Kong's CBD2 (source: Invest HK)

##### Kowloon East — A Diversified, Vibrant and Distinctive Business Hub by the Harbourfront

Kowloon East (KE) Core Business District (CBD2) is subject to an innovative blueprint that combines advanced infrastructure and facilities for business, sports, culture, tourism, leisure, and entertainment, complemented by a comprehensive transportation network.

The planned development seeks to create a favourable business environment, creating immense opportunities for companies of all sizes to thrive, expand their operations, and engage with a diverse clientele, based on the following characteristics.

The CBD2 of the Harbour Metropolis is adjacent to the lands of the now decommissioned Kai Tak Airport. The area includes the competition Study Area – known as the **Kai Tak Development Area** – and has been subject to substantial planning for urban renewal stimulated by the construction of Hong Kong's Kai Tak Sports Park.

Key attributes of the new KE CBD are listed below.



## 1. Strategic Location with Seamless City-wide Connection

KE CBD comprises Kowloon Bay Business Area, Kwun Tong Business Area, San Po Kong Business Area and Kai Tak Development Area, with a total area of about 514 hectares. Strategically positioned along the stunning Victoria Harbourfront, it benefits from MTR lines and major roadways, including the Kwun Tong Line, the Tuen Ma Line, the upcoming Central Kowloon Line and the upcoming Trunk Road T2, which will enhance east-west connectivity. The infrastructure network significantly enhances KE's access to the traditional CBD in Central and other major transportation hubs, establishing it as a premier second CBD of Hong Kong that complements the traditional business district. With its strategic location, KE is poised to become the preferred destination for Mainland and overseas companies seeking their Asia headquarters.

## 2. A Diversified Hub Offering a Wealth of Business Opportunities

### *A New Magnet for Multinational Enterprises and Financial Institutions*

Over the past 12 years, the total commercial gross floor area (GFA) in KE has more than doubled to approximately 3.7 million m<sup>2</sup>. With major planned developments, the commercial GFA is expected to exceed 4 million m<sup>2</sup>, comparable to traditional CBD in Central. With more younger Grade A office buildings in KE, premium office spaces have successfully attracted a growing number of leading multinational enterprises and financial institutions to the area. A survey on business establishments in KE 2023 shows that the portion of business establishments engaged in "Banking, Financial Services and Insurance" and "Real Estate and Professional and Business Services" in the district have increased noticeably, which is about 3.8 times of that as surveyed in 2011.



Fig 4.10 Diversified Hub (source: Invest HK)

### *Home to Startups and SMEs: Fostering New Talent and Creating Business Opportunities*

In addition, through the revitalisation of industrial buildings, KE offers a range of affordable, high-quality workspaces for startup and small and medium-sized enterprises (SMEs) from different sectors like FinTech, innovation and technology and creative industries. It also serves as Hong Kong's pilot area for smart city technologies, fostering collaboration with universities and research institutes to explore and develop innovative solutions. Being located in a mix of new and



traditional urban fabric, KE is an ideal testing ground for smart city initiatives that enhance quality of life and contribute to the development of Hong Kong.



Fig 4.11 Diversified City (source: Invest HK)

### 3. A One-stop Cultural, Sports, Tourism and Entertainment Hub

World-class infrastructure in KE creates a vibrant ecosystem and enhances the city's competitiveness. The newly established Kai Tak Sports Park (KTSP), spanning 28 hectares, is the largest sports facility in Hong Kong. Featuring a 5000-seat Youth Sports Ground, a 10,000-seat Indoor Sports Centre and a 50,000-seat Main Stadium, together with other ancillary commercial and entertainment facilities, KTSP provides a one-stop destination for sports, leisure, entertainment and shopping.

The East Kowloon Cultural Centre (EKCC), as an incubator for the development of arts and cultural industries, will bring new cultural experience to the community. With state-of-the-art facilities, KE is strategically positioned to host international sports and entertainment mega events. This capability will not only enhance the local economy, but also stimulate growth across various industries, including sports, tourism, entertainment, hospitality, retail, and catering.



Fig 4.12 Visualisation of the Kai Tak Sport Park and surrounds

#### 4. Blue-Green Infrastructure for Resilience and Urban Multi-functionality

KE embraces green, low-carbon designs and resilient infrastructure to enhance sustainability. As of 2024, there are over 70 buildings with BEAM Plus Gold or above ratings, making it with the highest density of green buildings in Hong Kong. The extensive 120-hectare open space network, together with the 11-kilometre long waterfront promenade, provides ample recreational space for outdoor activities and community engagement, promoting a green and livable environment.





**Fig 4.13 Blue Green Planning**

KE is positioned to be developed into a premier investment destination in Asia, offering unparalleled business opportunities, modern infrastructure, and a dynamic environment that supports innovation and sustainable growth.

For details, please visit: [www.ekeo.gov.hk](http://www.ekeo.gov.hk)

Further Reading: [Hong Kong's CBD2 Kowloon East – A Diversified, Vibrant and Distinctive Business Hub by the Harbourfront](#)

## 5. The Competition Challenge

---

*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 Site

The Shine Corporation recently acquired the rights to submit a proposal for the development rights for the parcel of land adjacent to the new Kai Tak Stadium. Following completion of the stadium, the site will be available for urban renewal and redevelopment adjacent to one of the most important destinations in Hong Kong.

For the purposes of the competition, **Kai Tak Waterfront Site**, is defined as the Competition Site and is described in Section 6 of this Competition Brief.

### 5.2. 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 Hong Kong at large.
- secure support from the Development Bureau and the Planning Department of Hong Kong through its response to the broader planning objectives for the Study Area aligned to strategies set out in the Competition Brief
- 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.

### 5.3. 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 Site Context and Objectives

### 6.1. The Kai Tak Development in the Hong Kong Context

#### 6.1.1. Study Area Overview

Kai Tak Development (KTD) is a huge and highly complex development project spanning a total planning area of over 320 hectares covering the ex-airport site (Kai Tak Airport) together with the adjoining hinterland districts of Kowloon City, Wong Tai Sin and Kwun Tong.

KTD is a mega development project in the urban area, transforming the ex-airport site for the future development of Hong Kong and at the same time giving an impetus to stimulate the regeneration of the adjoining older districts.



Fig 6.1 Study Area of Kai Tak Development

The Kai Tak Outline Zoning Plan has been formulated under the theme of developing Kai Tak into a heritage, green, sports and tourism hub so as to meet the public aspirations for a distinguished, vibrant, attractive and people-oriented area fronting the Victoria Harbour. Authorities have established the Kai Tak Office (KTO) to lead and oversee the coordination and implementation of KTD within its intended timeframe and urban outcomes.

To provide a clear focus for public interaction, the KTO focusses their efforts in the following areas –

- Co-ordination of the implementation of mega interfacing works projects in and around KTD under a tight programme
- Close steering of the planning, design, construction and public engagement/consultation of KTD infrastructure works
- Enhanced integration of KTD with the adjacent districts through elevated landscaped walkways, footbridges, subways and at-grade crossings
- Implementation of infrastructure projects to enhance walkability and connectivity in Kowloon East and San Po Kong Business Area to suit the major developments complementing the on-going transformation of Kowloon East into the second Core Business District
- Realisation of the Green Way network and enhanced green features in KTD and quality urban and landscape design to achieve the planning vision of KTD

## 6.2. History of the Kai Tak Airport Site

Located in the historically significant Kowloon City district, Kai Tak Development comprises lands with a rich and storied past.

The earliest historical records of today's Kowloon City date back to the Han Dynasty and the Nanyue Kingdom during which salt pans spanned the coast of Kowloon Bay. By the early Southern Song Dynasty, a government salt pan was administered by imperial officials in the northwest of Kowloon Bay.

The most important link between Kowloon City and the Song Dynasty was its final Emperor Zhao Shi, and his younger sibling Zhao Bing. Escaping from the invading Mongols, the royal brothers made their way south to Kowloon, setting up court there for a few months. After the dynasty was overthrown, residents of the area inscribed 'Sung Wong Toi' on a boulder at Sacred Hill, meaning 'Terrace of the Song Emperors' to commemorate this page of history. The remain of the boulder is now displayed in Sung Wong Toi Garden at the cross-section of Ma Tau Chung Road and Sung Wong Toi Road.

Kowloon City's strategic location led to its becoming a military post in the Qing Dynasty.

During the Jiaqing reign of the Qing Dynasty, in response to the need to defend against pirate activities in Kowloon Bay, the County Magistrate proposed relocating Fat Tong Mun Fort to the coast near Kowloon Tsai. This work was completed in 1811.

After the First Opium War, Hong Kong Island was ceded to Britain. Kowloon became all the more important and the Qing government deliberately planned Kowloon Walled City as separate from Hong Kong Island, but only by the harbour. Within the Kowloon Walled City, a magistracy and military barracks were established to defend the territory.

The Second Opium War saw another defeat of Qing forces, and subsequently the area south of today's Boundary Street on the Kowloon Peninsula was ceded to Britain. Despite this, the Kowloon Walled City Magistrate continued to operate.

Between 1873 and 1875, to accommodate the docking of customs and naval vessels for soldiers guarding the Kowloon Walled City, the Qing government built a ferry pier, which was named 'Lung Tsun Stone Bridge', at the coast of Kowloon Bay. Lung Tsun Stone Bridge was an important gateway to the Kowloon Walled City from the late 19th to 20th century.

### **Building New Land**

Hong Kong saw an influx of immigrants from mainland China in the mid-1910s, after the Revolution of 1911. Chinese entrepreneurs Ho Kai and Au Tack spearheaded a new residential project, proposing to the government the reclamation of around 200 acres of land along the Kowloon Bay coastline (today's Prince Edward East and Kwun Tong Road). The plan was to build residences in the reclaimed area to attract affluent local Chinese and rich émigrés.

After Ho Kai's passing in 1914, other entrepreneurs took over the negotiation work with the government, and the reclamation project was commenced by Kai Tack Land Investment Co. Ltd., which was named after Ho Kai and Au Tack.

The reclamation project was planned to be carried out in three phases. The first began in 1916 and saw the building of 200 mansions collectively known as Kai Tack Bund by 1920. The second phase commenced in 1921. However, in the following years, Hong Kong saw several territory-wide strikes, including the 1925 Canton-Hong Kong General Strike, during which many workers leave Hong Kong and went back to their hometowns in mainland China. Instability and economic recession, coupled with other factors including lukewarm response to the Kai Tak Bund project, meant further development was halted.

### **The First Airplanes**

While the Kai Tak Bund project was suspended, its prime location set the stage for what would become Hong Kong's world-famous airport.

In the 1920s, seaplanes gained immense popularity, and the vacant land east of the nullah from the first phase of reclamation attracted flying pioneers from around the globe. In 1924, American pilot Harry Abbott made history by flying a biplane in Kai Tak. The following year, he leased an unused area of Kai Tak Bund to establish a flying school; however, the school ceased operations within the same year due to financial difficulties.

Around that time, the government decided to build a Royal Air Force base in Hong Kong. The newly reclaimed area was particularly well-suited given Kowloon Bay's calm waters and strategic location, and there had already been landing gear for use by seaplanes. In 1927, the government purchased the reclaimed land and took over the reclamation works.

### **Hong Kong's First International Airport**

In 1954, the government approved further expansion of Kai Tak Airport with a new runway and terminal building to accommodate modern jetliners and increased aviation activity. The final layout comprised a promontory on reclaimed land extending into Kowloon Bay.

In September 1958, a newly paved runway, known as Runway 13/31, was officially opened. Kai Tak Airport was renamed Hong Kong International.

In the years that followed, Kowloon underwent tremendous change due to the reclamation of land and subsequent urban development. Kai Tak, originally located on the outskirts of the city was now embraced by urban growth, while at the same time, the airport continued to expand.

### **Planning for Airport Relocation**

Hong Kong's economy continued to flourish in the 1980s, which were also the boom years of Kai Tak Airport. Not only was it a landmark in Kowloon, it was also part and parcel of Hong Kong's soaring economic and tourism growth as one of the crossroads of the world.

The airport was expected to become saturated by the mid-1990s. In 1989, the government announced that a replacement airport would be built at Chek Lap Kok, off the north coast of Lantau Island. As passenger and cargo traffic increased exponentially, Kai Tak's original single runway and limited hours made finding an alternative location for a new airport imperative. Meanwhile the airport at Kai Tak continued to expand: Air Cargo Terminal 2 opened in the early 1990s, and the east apron was enlarged. In 1996, Kai Tak airport became the third busiest airport in the world, and the first in terms of international cargo throughput.

The airport at Kai Tak was closed in July 1998. The new Hong Kong Airport at Chek Lap Lok was officially opened the same month.

### **6.3. Overview of Kai Tak Development**

With the relocation of the airport to Chek Lap Kok in 1998, the opportunity for major development in the Metro Area was apparent.

A Feasibility Study was completed in 1998 followed by a revised development scheme in 2001 based on the public concerns over harbour reclamation. Nonetheless, the Court of Final Appeal's ruling of January 2004 states that any proposed reclamation could only be sought in the "overriding public interest".

In 2004 the commissioned the Kai Tak Planning Review with "zero reclamation" as the starting point to carry out an extensive 3-stage Public Participation Programme, arriving at a Preliminary Outline Development Plan. After rounds of public consultation and with the guidance of the Town Planning Board, the statutory Kai Tak Outline Zoning Plan (Kai Tak OZP) was formulated in 2007 with subsequent changes made in 2009.

By taking into account public's aspirations to preserve the Lung Tsun Stone Bridge remnants in-situ and to have better access to the precious harbourfront spaces for public enjoyment, subsequent amendments reflecting urban design planning enhancement were approved in 2012 and manifested in the Kai Tak OZP (S/K22/4). In response to the new planning circumstances, societal needs and public aspirations, further amendments were made and approved in 2018.

Thereafter, in order to meet the acute demand for housing, the Government commenced the Review Study in 2020 to examine the feasibility of rezoning commercial sites in Kai Tak Development (KTD) for residential use. As a result, there were three commercial sites rezoned for residential use. Those amendments were incorporated in the latest Kai Tak OZP (S/K22/8) approved and exhibited in October 2022.



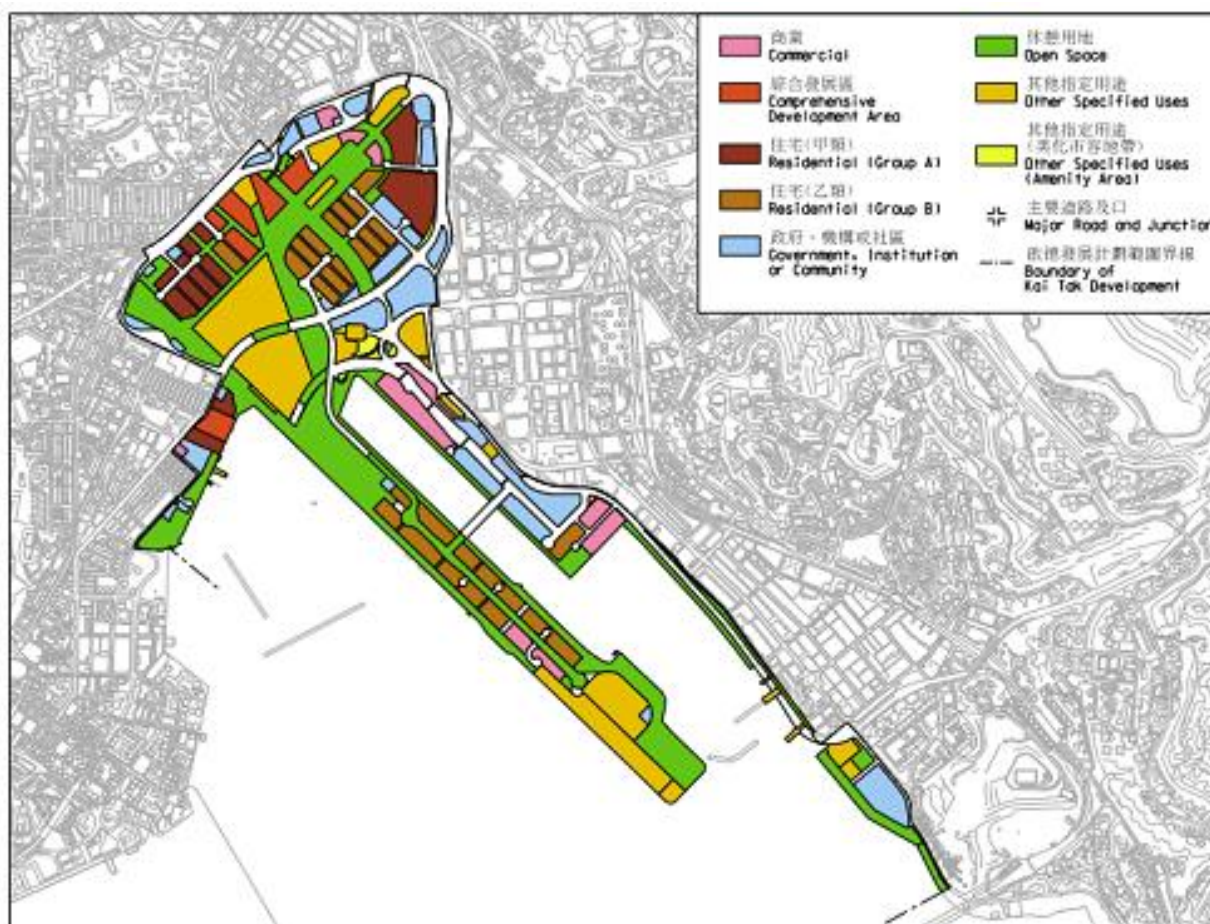


Fig 6.2 Kai Tak Outline Zoning Plan Source – Town Planning Board

KTD is a huge and highly complex development project spanning over 320 hectares with the largest available land fronting Victoria Harbour.

It offers opportunities to bring the harbour to the people, provide quality living environment for around 153,000 residents, as well as revitalise all of the surrounding districts such as Kowloon City, Wong Tai Sin and Kwun Tong. In addition, KTD seeks to practise sustainable development and cultivate a comprehensive network of parks and gardens for everyone to enjoy.

The planning vision of KTD is to develop “a distinguished, vibrant, attractive and people-oriented community by the Victoria Harbour”.

The purpose of the Competition planning controls will differ for the Competition Site. Land east of the freeway tunnel (while designated Open Space) will be referred to as Metro Parkside. The Metro Parkside area (refer xx) has the potential to include a mix of uses and public amenity for 40% of the site area.

### 6.3.1. The Kai Tak Development Project

The Kai Tak Development (KTD) comprises government, institution and community (GIC) facilities, residential and commercial areas and an extensive open space network.



Fig 6.3 Infrastructure Planning of Kai Tak Development

The major infrastructure works projects and GIC facilities in the KTD are as follows:

- 1a Public Rental Housing, Tak Long Estate
- 1b Public Rental Housing, Kai Ching Estate
- 2 2 Primary Schools
- 3 Secondary School
- 4 Kowloon East Regional Headquarters and Operational Base-cum-Ngau Tau Kok Divisional Police Station
- 5 Inland Revenue Tower
- 6 Trade and Industry Tower and Kai Tak Community Hall



- 7 Station Square at Kai Tak
- 8 Kai Tak River
- 9 Lung Tsun Stone Bridge Preservation Corridor
- 10 Sung Wong Toi Park
- 11 Tuen Ma Line
- 12 Hoi Sham Park
- 13 Kai Tak Sports Park
- 14 Metro Park
- 15 Kai Tak Cruise Terminal
- 16 Kai Tak Runway Park
- 17 Route 6 in KTD (Central Kowloon Route and Trunk Road T2)
- 18 Kwun Tong Promenade
- 19 Kai Tak Fire Station
- 20 Hong Kong Children's Hospital
- 21 New Acute Hospital
- 22 Northern Cooling Station
- 23 Kai Tak Sky Garden
- 24 Waterfront Promenade adjacent to Hong Kong Children's Hospital
- 25 Kai Tak Avenue Park
- 26 Animal Management and Animal Welfare Building Complex

### 6.3.2. Kai Tak Sports Park

Kai Tak Sports Park is a multi-purpose sports venue that is nearing completion as part of the Kai Tak Development.

The sports park is located on the northwestern part of the old Kai Tak Airport, and with an area of around 28 hectares, Kai Tak Sports Park is to anchor the redevelopment of the former airport site and offers a world-class destination for all interests. When it opens, Kai Tak Sports Park will become the largest sports venue in Hong Kong and is intended to support the future sports development of Hong Kong.

Believed to have costed over HK\$30 billion, the park includes a 50,000-seat Main Stadium with a retractable roof, a 10,000-seat Indoor Sports Center and a 5,000-seat Public Sports Ground.

#### Vision & Mission

The Kai Tak Sports Park vision is to be the provider of inspirational experiences for everyone, in an iconic place where dreams truly take off. They strive to be a vibrant destination delivering exhilarating and memorable, world-class sports, entertainment and leisure experiences for the

enjoyment of Hong Kong, Asia, and the world. Its offering plans to deliver on three primary objectives.

### **Exciting 'Sportainment' Experience**

With a diverse choice of world-class venues, playing surfaces, and leisure happenings, Kai Tak Sports Park is taking Hong Kong's sports and entertainment experiences to an unprecedented level, welcoming citizens and tourists of all ages and interests to visit, participate, and enjoy.

Kai Tak Sports Park's crown jewel, Kai Tak Stadium, with a seating capacity of 50,000—the largest in Hong Kong, is a state-of-the-art venue designed to meet the standards of major international events. It features a customisable pitch system that can accommodate a diverse range of not only sports tournaments but grand-scale concerts, music festivals, and cultural programmes.

Kai Tak Arena is another major venue within the precinct and provides a versatile venue for international tournaments, including badminton, basketball, volleyball, gymnastics, tennis, and table tennis, with its adaptable configuration and interchangeable flooring surfaces allowing seamless transitions between elite-level competitions and community use.

Interwoven throughout the precinct are open-air spaces for live performances and community events, inviting visitors to come together and immerse themselves in the fusion of sports and entertainment.

### **Community Enjoyment**

Kai Tak Sports Park inspires the community to get active and enjoy sports. Kai Tak Youth Sports Ground, located in the north of the precinct, is ideal for school sports days, football and rugby matches, as well as team and athlete training sessions. Except during the hosting of major events, Kai Tak Youth Sports Ground is open to the public. More outdoor sports courts are available in the North Garden, providing additional opportunities for leisure sports and friendly competitions.

In addition to sports venues and facilities, Kai Tak Sports Park also includes purposefully designed open spaces for leisure, wellness, and recreation. We have commissioned multiple large-scale artworks for public enjoyment, located at various points across the precinct.

From the south end of the precinct, visitors can enjoy charming views of Hong Kong's skyline from various lookout points, whilst the North Garden in the north of the precinct is home to a massive children's playground for young visitors to freely enjoy and explore.

Gourmet and casual dining options at Kai Tak Mall and Dining Cove complement the visitor experience, creating a one-stop destination perfect for family and friend gatherings, active weekend pursuits, and much more.

### **Convenience And Connectivity**

Kai Tak Sports Park is well-served by public transport. The Kai Tak MTR Station and Sung Wong Toi MTR Station on the Tuen Ma line are within 10 minutes' walk.



Kai Tak Sports Park is also located near three major interchanges, namely: Kowloon City Bus Interchange (aka Regal Oriental Hotel stop), Argyle Street Playground stop, and Kowloon City Ferry Pier stop. Walking from the bus stops to Kai Tak Sports Park takes around 11 to 17 mins.

The north precinct is close to the Kowloon City Ferry Pier, providing visitors coming from North Point an additional option.

In addition, pedestrian walkways connect Kai Tak Sports Park to To Kwa Wan, Ma Tau Kok, Kowloon City and Kai Tak districts. Briefing Park Stadium

## 6.4. Principles to inform Development Proposals

### 6.4.1. The Study on Active Design for Healthier Lifestyle

The Hong Kong Planning Department commenced the ‘Study on Active Design for Healthier Lifestyle’ in February 2020 to establish the need and opportunities for active design in Hong Kong, with focus on the urban landscape and built environment perspectives; explore how active design can be incorporated in the planning and development process to promote healthy lifestyle; and identify cases to piloting the study recommendations.

During the study process, engagement with a broad range of stakeholders, including non-governmental organisations, academia, certification bodies, professional institutes, development-related organisations and government bureaux/ departments, provided valuable and practical ideas to inform future Guidelines.

### 6.4.2. The Active Design Guidelines

#### Neighbourhoods and Buildings for a Healthier Lifestyle

Apart from stakeholder engagement, desktop research was undertaken to identify factors that would be conducive to increase the physical activity level of Hong Kong people. These factors included flexibility of space, accessibility, inclusiveness, safety, outdoor comfort, etc. An advisory “Active Design Guidelines” (“ADG”) were drafted for creating a built environment for all residents of Hong Kong, regardless of age and fitness level, to make more active choices.

The “ADG” are divided into the neighbourhood and building level guidelines with four focus areas for each level which are set out below. The Development Proposal will respond to the guidelines established by the Hong Kong Planning Department and illustrate how these guidelines are achieved.

### 6.4.3. Neighbourhood Level Guidelines

Active design at the neighbourhood level considers the provision of active destinations that accommodate both intentional and unintentional activities as well as the access to and from such destinations. The availability of active destinations, the ease of access thereto and the journey encountered enroute will ultimately help raise the public’s awareness of living in an active city with plenty of opportunities to engage in physical activity. Active mode of transport (e.g. walking and cycling) also represents opportunities to incorporate physical activity into daily routine.

## The 4 Focus Areas at the Neighbourhood Level



Fig 6.4 Neighbourhood Level Guidelines for an Active City

### 01 Active City

Creating an active city is to develop a vision to achieve active design objectives during the early planning and design stage. Clustering and co-location of land uses and developments can create preconditions for walkable and cycleable neighbourhoods. Waterfront areas can be shaped as iconic features of an active city while access and exposure to natural green and blue assets should also be promoted.

### 02 Active Destinations

Active Destinations create a space where people are attracted to carry out physical and recreational activities. Playful, safe, inter-generational and inclusive design with weather protection and outdoor thermal comfort contribute to an appealing active destination which enables people of all ages and abilities to adopt an active lifestyle.

Incorporate active design elements in the early planning and design stage

### 03 Active Walking Journey

To further increase the likelihood of people visiting the active destination, the walking experience to and from the active destination would be equally important. It is to build on the culture of walking and encourage people to walk more often for sustained distance and along more physically challenging routes, such as via outdoor stairs. The pedestrian environment should be safe and sheltered, with good navigation for pedestrians to orientate themselves.

## 04 Active Mobility

Incorporating active modes of transport such as walking and cycling as part of daily routine can increase physical activity levels. There should be appropriate infrastructures and supporting facilities to encourage walking and cycling as part of daily commutes and to be the first / last mile journey to public transport nodes.

### 6.4.4. Building Level Guidelines

Active design at the building level refers to interventions to a building and development. It requires holistic consideration of the provision and positioning of active spaces and facilities together with active routes within building to encourage building users more movement throughout the day. It also considers that building frontages can contribute to a vibrant and safe pedestrian realm.

#### The 4 Focus Areas at the Building Level

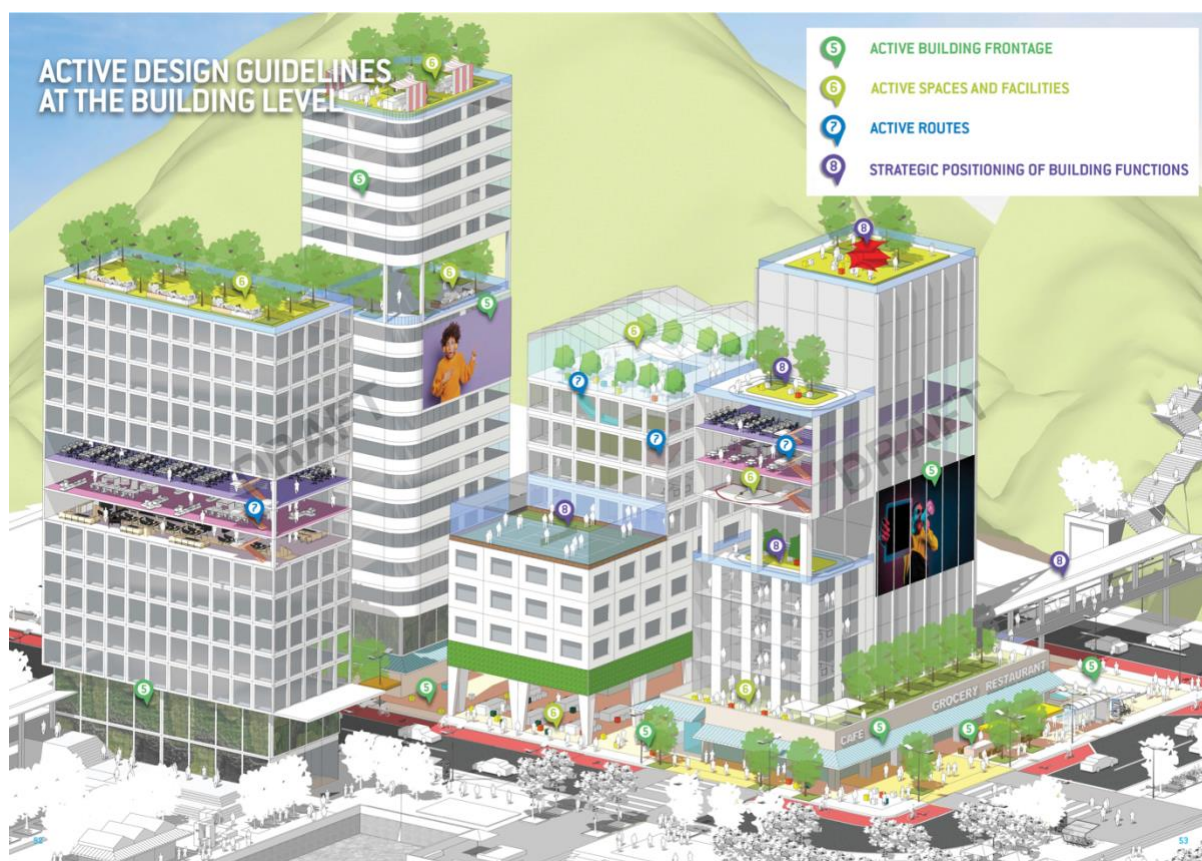


Fig 6.4 Neighbourhood Level Guidelines for an Active City

## 05 Active Building Frontage

Building frontages with vibrant street activities have a high degree of impact on the quality of the pedestrian environment and pedestrian experience. There is positive impact of visually transparent façades in contributing to a vibrant and safe street environment. These elements play a role in creating preconditions for the “Active Walking Journey” as well.

## 06 Active Spaces and Facilities

Active spaces and facilities within buildings can refer to podium and sky garden, rooftop spaces, exercise and multi-purpose rooms. Provision of active spaces and supporting facilities can create preconditions for more physical activities and active commuting. Flexibility of use, thermal comfort and inter- generational design should be considered in making the spaces at the building level for various physical activities.

## **07 Active Routes**

Hong Kong is a vertical city defined by high-rise buildings. As many people live or work in multi-storey buildings, this presents opportunities to encourage building users to take active routes between different destinations and levels within a building or development. There should be integration of different connections to create active routes within a building in order to encourage people to walk more as part of daily intentional and unintentional physical activity.

## **08 Strategic Positioning of Building Functions**

The strategic positioning of certain frequently visited or popular destinations at the building level can increase incidental activity which can cumulatively contribute to greater activity levels during the day. Complementary spatial positioning of building functions can also encourage physical activity through the use of active routes.



## 7. The Competition Site and Development Principles

### 7.1. Competition Site Overview

The Competition Site – known for the Competition as the Kai Tak Waterfront – is to be considered in the context of Hong Kong, Kowloon East, the Kai Tak Development Area and the strategic development planning directions described in Sections 4, 6 and 7 of the Competition Brief.

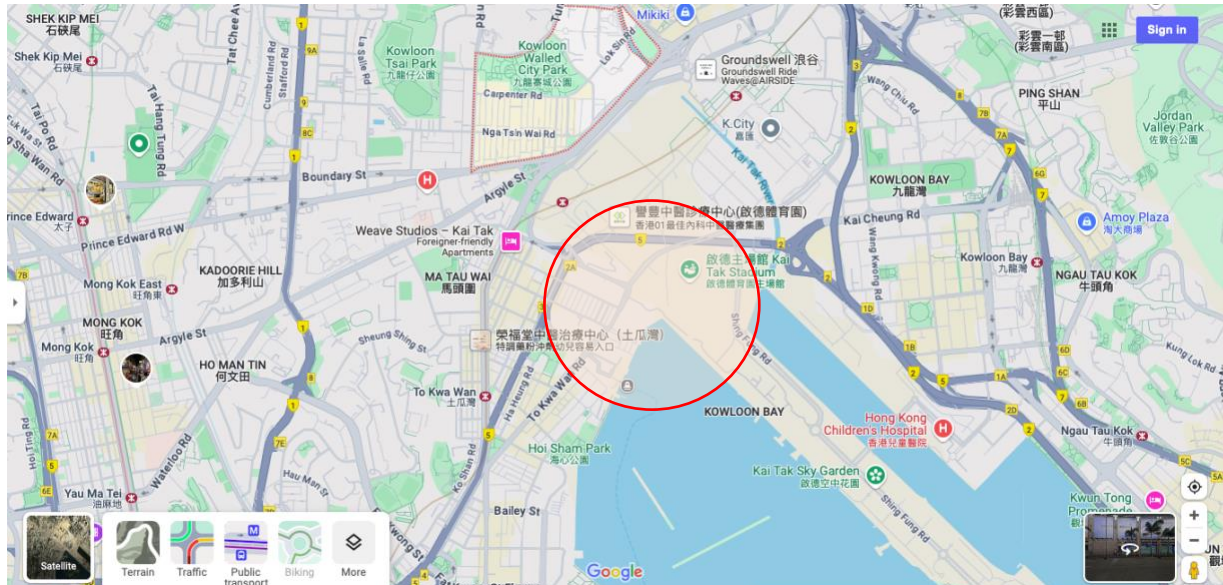


Fig 7.1 Location of the Competition Site – Kai Tak Waterfront - Hong Kong

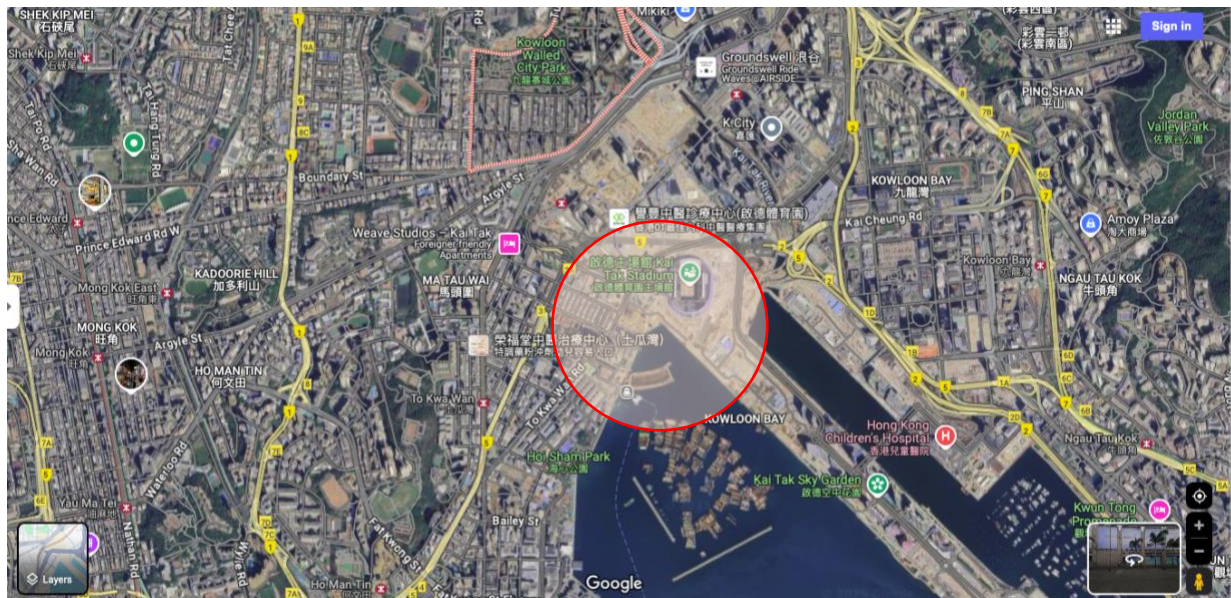


Fig 7.2. Aerial view of the context Competition Site – Kai Tak Waterfront - Hong Kong



The Competition Site is located on and adjacent to the land of the now decommissioned Kai Tak Airport.

While not a designated precinct in the City's Strategic planning, the Competition Site is to be known as the Kai Tak Waterfront for the purposes of the competition.



Fig 7.3 – The Competition Site following decommissioning of the Kai Tak Airport

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.

## 7.2. Competition Site

A 16ha site on the waterfront surrounding the Kai Tak Stadium has been identified as the Competition Site. For the purposes of the competition the Competition Site is named the Kai Tak Waterfront (noting this is not a designated planning zone by the Planning Department).

The Site encircles the new Kai Tak Stadium and extends across the width of the former airport runway. To the south the Competition includes the potential for a new public waterfront, which also enables a public connection from the stadium zone to the Ferry Pier. To the east the Competition is bounded by land proposed for new housing development alongside a new cruise ship terminal.

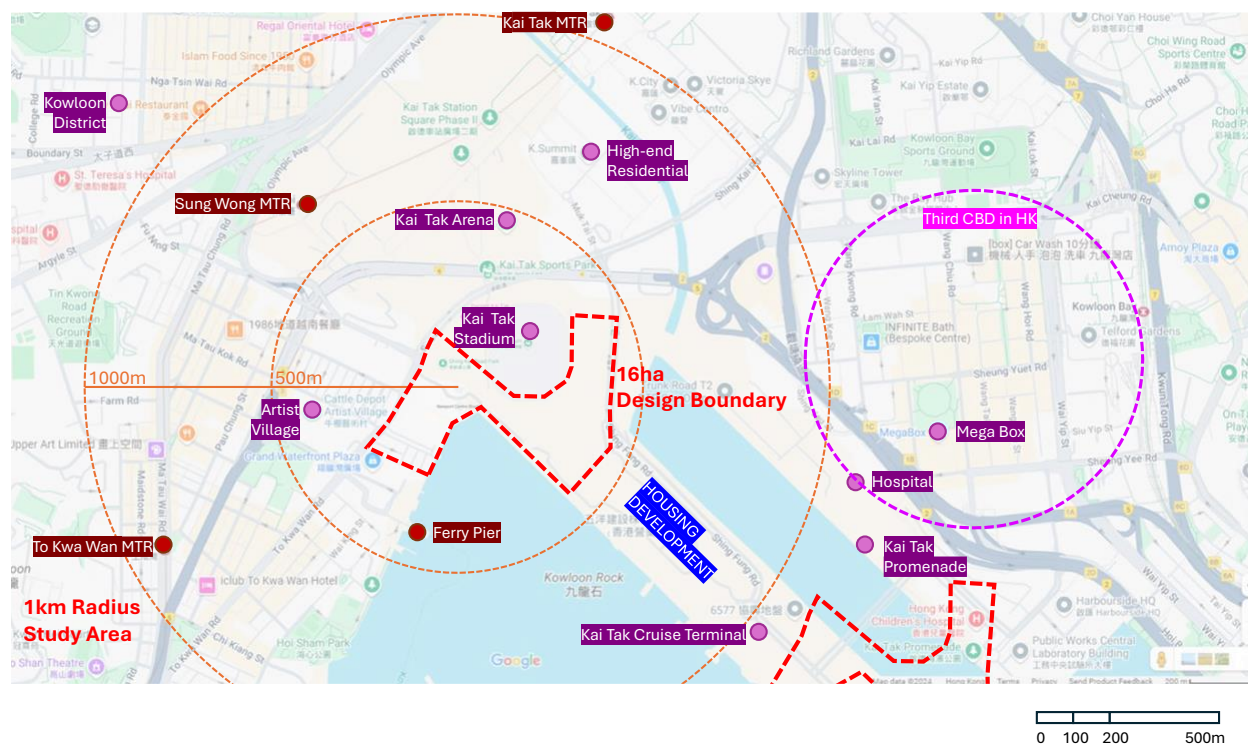


Fig 7.4 The Study Area and the Competition Site

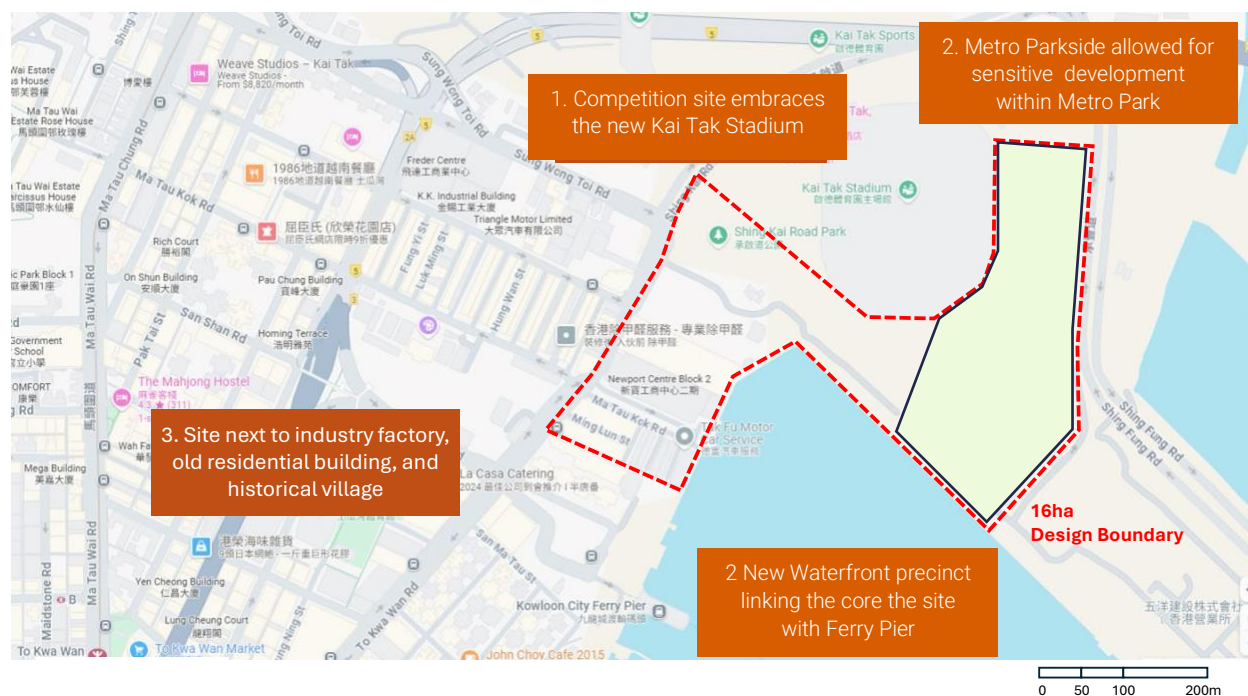


Fig 7.5 The Study Area highlighting the Metro Parkside zone of the Competition Site



### 7.2.1. Urban Design Principles

These additional key Urban Design Principles that should be addressed in responses to the Competition Brief:

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

The opportunity to develop the Competition Site should explore new ways to live, work and play that 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 that 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.

The Competition Site benefits from its waterfront location and has the potential to create a new destinational location on the harbour.

#### 2. To create new focal points in the site and respond to water, greenery, and heritage

The location provides opportunity to plan for the integration of green, blue and leisure elements to draw people in with various spaces and programming. New distinctive landmark buildings or attractions within the proposal could anchor the district and create a strong sense of identity and place through a wide range of possible uses: co-working offices, start-up centres, cultural, leisure, recreation and entertainment facilities, coupled with outdoor event spaces and playscapes for the community to enjoy.

#### 3. Waterfront promenade along the Ma Tau Kok waterfront.

The length of site frontage to the **Ma Tau Kok waterfront** provides opportunity to create a new destination and attraction for the Site, Kowloon East and potentially Hong Kong.

Already the introduction of the Sports Park into the Study Area provides a catalyst for attracting people and commerce to the site. These visitors may come for an event, but a successful development proposal may explore how the site can draw and keep visitors and users on the site to integrate with all of Hong Kong.

The Ma Tau Kok waterfront should be considered as an integral part of any proposed urban transformation.

#### 4. Creating a sustainable waterfront precinct

While creating a waterfront destination is a sound premise, the waterfront should be a sustainable and viable proposition. Reinforcing the sustainability of the waterfront by delivering commercial uses that create an onsite resident population should be considered. Further, the appropriate location and alignment of onsite residential uses will support the overall proposition.

#### 5. A sensitive Metro Parkside zone

For the purposes of the Competition, part of the Competition Site zoning and built form controls differs from the strategic plan of the Kai Tak Development and statutory planning guidelines. The Metro Parkside zone is within the boundary of the proposed Metro Park east of the Kai Tak Stadium. For the purposes of the Competition – the Metro Parkside zone has been introduced to



allow a considered approach to development in this area with a residential and tourist accommodation focus. The sensitive urban design of the area will be important with a maximum site cover of 40% in the zone, primarily to the west of the zone adjacent the Stadium. The design, scale and character should reflect its parkside setting and not seen to privatise the park, nor provide a barrier to it.

## **6. A diverse planning outcome**

Urban renewal provides the opportunity to rethink the urban fabric, challenge traditional thinking and shape of future cities. The provision of non-core uses provides the opportunity to explore mixed use planning that is more aligned with current community aspiration. The introduction of non-domestic GFA for Government, Institution or Community (GIC) uses to bring more planning gains to the community.

## **7. To create linkage networks connecting existing and future landmarks and amenity, with key public spaces, the waterfront and transport.**

The site is well serviced by transport and road connections.

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 site specifically water-based connections. These connections will enhance the experience and convenience of the place for residents, workers, and visitors to the area.

The detailed planning of traffic and pedestrian network across and through the site will be important.

Refer Urban Infrastructure Development in Section 7.4.

## **7.3. Site Planning Parameters and Requirements**

### **7.3.1. Introduction and Guidance**

Significant information and planning principles has been prepared by others for the project site.

In preparing the Competition Brief – the Competition Organisers have drawn on information and principles documented by the Hong Kong Planning Department but adapted for alignment with objectives and outcomes for the Competition.

For the purpose of the competition each team should consider the principles, objectives and requirements set out in the Competition Brief in preparing their proposal.

**Where there is any difference in information provided elsewhere and in the Competition Brief, the information in the Competition Brief and the specific requirements listed in it is to take precedence and provide the basis of assessment by the Jury.**

For broader context and guidelines please refer –

- [Kai Tak Promenade](#)
- Kai Tak Outline Zoning Plan (in Google Drive)

### 7.3.2. Kai Tak Outline Zoning Plan

The Planning Department's Outline Zoning Plan is quite specific as it relates to the Competition Site. A full copy of the plan is included in the Google Drive.

For the purposes of the Competition, the planning and zoning controls listed below are to take precedence. In addition, the introduction of the Metro Parkside component of the Competition Site differs from the Outline Planning Zone. The zoning controls below are to apply to the Metro Parkside portion of the site.

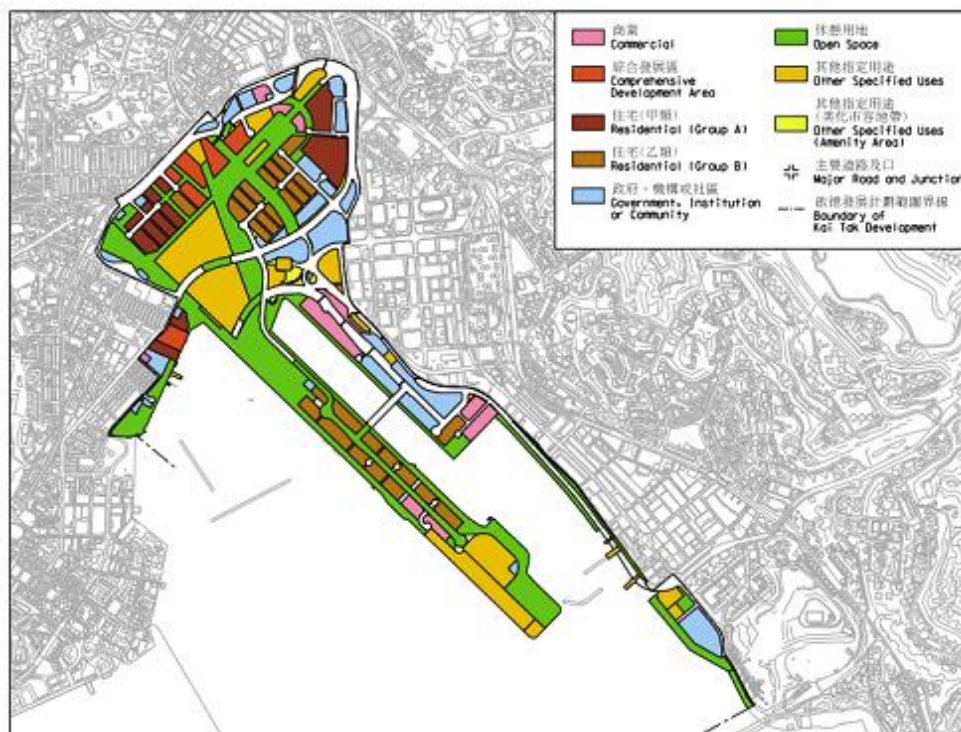


Fig 7.5 Kai Tak Outline Zoning Plan (for reference only) Source – Town Planning Board

### 7.3.3. Land Use & Quantum

The Competition Site is approximately 16ha in area.

In Hong Kong the total developable area allowed for a site is defined by the plot ratio or FAR, the ratio of total floor area (GFA) divided by the land (site) area. Total floor area (GFA) means the total of all the floor space in a building or collection of buildings on a larger site. The site plot ratio is a defined restriction imposed for limiting the size of the building, or total area of buildings on a large site to prevent excessive development.

With a total plot ratio of **3**, the site can achieve a maximum Gross Floor Area (GFA) of **480,000 sqm**. Proposals will be required to confirm the plot ratio of the development and proposal and a schedule of building areas to confirm it.

The total GFA of land uses in the development proposal must be allocated in line with this table:

Land Use*	Proportion of total GFA
Residential	Max 50 %
Commercial (Office/ Retail)	Min 25 %
Community and Social Infrastructure	Min 10%
Other (Hotel/Convention/Recreation/Leisure/Attraction/Education/Entertainment/Cultural) <sup>1</sup>	Up to 30 %

\* Co-location of uses should be considered across the site.

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

While meeting this primary objective, additional land uses must be planned to ensure the diversity of community that will benefit from the site's transformation, and meet the strategic objectives set out in the Competition Brief.

#### 7.3.4. Massing and Density

The massing and density of the site should relate to its site and surrounds. The waterfront facing areas of the site may be considered to include both low-rise and high-rise zones to create an attractive and human scaled waterfront on the harbour with a minimum promenade of 18m.

Density should respond to the current and future urban fabric adjacent the site and where appropriate the historical importance and character of local neighbourhoods and existing building fabric.

There are maximum building heights of 120m for domestic uses and applied generally across the zone in the vicinity of the **Ma Tau Kok waterfront. In the Metro Parkside zone** the maximum building heights of 40m for domestic uses and 35m for non-domestic uses will apply.

#### 7.3.5. Site Cover and Public Open Space

Site coverage ensures there are adequate areas set aside for open public space, greenery and landscaping within the development. The public space area should be large enough to improve the amenity of the local area and serve as meaningful space for users.

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

In the Metro Parkside zone – a maximum site cover of built form must be less than 40% of the site.

Proposals will be required to confirm the site cover of the proposal with a breakdown of site areas.

#### 7.3.6. 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 principles and specific 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 on the harbour. Any proposed building form and massing should respond appropriately and relate well to the waterfront context. 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 harbour acting as a civic connector between Metro Park, the Stadium and the Ferry Pier.

The promenade should be fronted by supportive active uses, hard and soft landscaped areas, and opportunities to connect with or interact with the river and its operations. 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 and parkside location, siting, massing, and scale of the urban form of the proposed development of the Competition Site should provide good visual and physical porosity across the site with human scale visible and easy connections to the Stadium, Harbour and the Park. 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 site's characteristics, its adjacent urban context and the waterfront and parkside locations.

### **5. Balancing Access and Amenity**

Any proposal that includes a significant commercial or cultural attraction will drive increased traffic to the site – both visitor and servicing. The urban design proposal should prioritise primary addresses and access points for public use, while recognizing the functional demands of onsite servicing and vehicular access.

## **7.4. Urban Infrastructure**

In planning their proposal, entrants will focus on creating a connected, future responsive community that promotes the policies and principles set out in the Competition Brief.

Reference to existing and planned infrastructure is included in the Google Drive.



## 7.5. Commercial Values

The Competition organisers provide benchmarked economic data and commercial information to align all entrants with base knowledge of the Hong Kong real estate market and to inform their response to the commercial pro-forma requested as part of the submission.

This data includes:

- Residential Values
- Commercial Values
- Retail Values
- Construction Costs

This data will be applicable to the completion of the commercial Pro-Forma model that will be uploaded to registrants by 1 March 2025.

### 7.5.1. Housing Prices – Developer Sales

For the competition it is envisaged that your proposal will include a range of residential housing typologies across the site. To achieve diversity, social cohesion and to provide affordability housing proposals should include a broad range of housing types to provide opportunities for the diverse population of users/residents your proposal will introduce into the district - i.e. for residents, workers, students, visitors – or may be expected to live and work in the development proposed. The proposal should consider housing diversity and consider affordable in their overall approach to creating a diverse community.

In considering residential development, the market is emerging from a period of downturn and overall prices are stabilizing in value – 0-5% growth year on year. Newer properties have recovered value more readily while older properties (>40 years old) are likely to lag behind the core market.

Rising demand for rental properties particularly one- and two-bedroom units, can drive investment in the primary market, with these higher rental yields attracting investors, supporting price stabilization or indeed driving growth.

In the luxury residential market prices are expected to revert to normal after the market digested significant distressed sales in 2024.

To assess the viability of your development proposals, your assessment of housing products in the scheme should be benchmarked from the average residential revenue information included below compiled by CBRE Hong Kong. These values may then be moderated to reflect market positioning and unit size, depending on the relevant proposal.

Table 7.1 – Residential Values

HK Residential Price (as of December 2024)

Class	Area	HK\$ / m2
Class A (Less than 40 m2)	Hong Kong Island	131,370
	Kowloon	112,720
	New Territories	107,132
Class B (40 m2 to 69.9 m2)	Hong Kong Island	143,896
	Kowloon	124,560
	New Territories	102,221
Class C (70 m2 to 99.9 m2)	Hong Kong Island	161,465
	Kowloon	166,886
	New Territories	111,875
Class D (100 m2 to 159.9 m2)	Hong Kong Island	207,965
	Kowloon	157,642
	New Territories	108,903
Class E (160 m2 or above)	Hong Kong Island	246,207
	Kowloon	177,068
	New Territories	92,091

Source: RVD, CBRE

### 7.5.2. Commercial Office Values

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

While the strategic planning intent for a new CBD in Kowloon East is sound, demand may hinder its delivery to market. Without demand growth underpinning need for development, further increase in vacancy rates will likely result in a continued decline in rents, which are expected to drop by 5% to 10% in 2025.

However, this unique site and location may well sustain some commercial demand as its future is shaped by your development. Vibrant places demand diverse uses – so the proposal should still strategically plan for commercial space and other employment drivers across the Site.

To assess the viability of your development proposals, your assessment of commercial space in the scheme should be benchmarked from the information included below compiled by CBRE Hong Kong. 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 7.2 – Commercial Values

HK Office Rent (as of Q4 2024)

	Net Effective Rents (HK\$/sq. ft./mth)	Net Effective Rents High / Low (HK\$/sq. ft./mth)
Overall	45.1	111.1 / 13.4
Greater Central	73.1	111.1 / 37.5
Wan Chai / Causeway Bay	48.4	85.2 / 31.4
Hong Kong East	35.9	54.7 / 21.7
Wong Chuk Hang	23.6	38.2 / 16.4
Greater Tsim Sha Tsui	44.4	86.7 / 21.9
Kowloon East	23.4	33.2 / 13.4
Kowloon Others	30.0	49.6 / 19.1
New Territories	28.9	34.7 / 18.0

Source: CBRE

### 7.5.3. Retail Values

To create identity, appeal and attraction, your proposal may consider a diverse range of retail, leisure and food and beverage offerings – as components within a mixed use, leisure, or commercial development, as a concentration of space within a retail shopping centre, or as part of a high street or waterfront precinct.

High street shop vacancy rates are forecasted to remain relatively low, supporting rental growth of up to 5% in 2025, and the potential for well positioned retail to be a viable component of any development proposal.

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 CBRE Hong Kong. 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 7.3 – Retail Values

HK Retail Rent (as of Q4 2024)

	HK\$ / m2 per month
Hong Kong Island	1,105
Kowloon	1,003
New Territories	1,285

Source: RVD , CBRE

#### 7.5.4. 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 CBRE Hong Kong. These costs should be moderated to reflect the type and scale of construction, and its use and market positioning.

**Table 4 – Construction Costs**

Approximate order of construction costs in HK (as of Q3 2024)

Asset Class	Type	HK\$ / m2
Office	Superior Quality	34,700 - 42,400+
	Ordinary	23,800 - 32,600
Shopping Centre	Superior Quality	33,700 - 40,300+
	Ordinary	27,900 - 33,100
Residential	Apartment (Superior Quality)	38,400 - 47,000+
	Apartment (Ordinary)	25,100 - 35,400
	Villa (Superior Quality)	54,700 - 66,900+
	Villa (Ordinary)	35,800 - 50,100
	Clubhouse	36,200 - 57,500+
	External Works & Landscaping (Cost/m2 External Area)	5,000 - 9,600+
Hotel (including FF&E)	5-star	40,900 - 50,000+
	3-star	32,300 - 39,500
Industrial	Landlord (High Rise)	15,800 - 18,300+
	End user (Low Rise)	17,400 - 24,400+
	Logistic Centre	17,900 - 22,200+
Carpark	Basement (up to 2 Levels)	27,300 - 32,800+
	Multi-storey	14,300 - 17,000+
Public Open Space	External Works & Landscaping – Parks etc (Cost/m2 External Area)	5,000 - 9,600+
	Feature External Works & Landscaping – Urban Spaces (Cost/m2 External Area)	7,500 - 10,500+
	Waterfront Promenade Works and Feature Landscaping (Cost/m2 External Area)	9,000 - 12,000+

Source: RLB, CBRE



## 8. The Detailed Assignment and Submission

---

### 8.1. Competition Proposals 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 and key government outcomes and objectives for the project
- **Analyze the Competition Site** in relation to its surroundings, planning constraints and spatial opportunities
- Determine the **type of redevelopment** the market would support and ascertain the **current market value of the Competition Site**
- Provide an **implementation plan** that outlines strategic partnerships and community engagement.

#### Site Planning and Urban Design

- **Site Area plan** indicating the **Competition Site**, and its connected neighbourhoods and the relationships between them. You may wish to extend this scheme beyond the immediate site to describe specific connection or integration 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 and response to positioning the proposal as transformative to Hong Kong's future;
- 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;
- urban infrastructure development;
- landscape, open space, and environmental and natural systems strategies;
- Total GFA and Plot Ratio with confirmation of plot ratio of the development proposal and a schedule of building areas (GFA) to confirm compliance, 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

---

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 28 February 2025.
- Digital model and 3D images of the site including a site setout plan (**DWG File**) of the site and its surroundings are available in the Google Drive. Additional images and resources are also available from link.
- 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.

*Some additional information on the Kai Tak Development Area is available online, in the Google drive and at the various links referred to in the brief. You are not required to review all 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

---

### 10.1. Competition Program

Specific details of the schedule may be subject to change.

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

The key milestones for Competition are:

- |  |                        |
|--|------------------------|
| • Competition Period                                     | 21 Feb – 18 March 2025 |
| • Competitor Briefing Webinar                            | 25 February 2025       |
| • Competitor Q and A Webinar                             | 6 March 2025           |
| • Upload of Pro Forma Template for financial model       | 28 February 2025       |
| • Announcement of shortlisted finalists (if required)    | 31 March 2025          |
| • Stage 2 Online Presentations and Final Jury Assessment | 11 April 2025          |
| • Notification of Competition Winner                     | 18 April 2025 (tbc)    |

### 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:

- **Response to the strategic objectives and principles of the Competition Brief** and development outcome consistent with the requirements of the competition
- **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 18 March 2025. 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 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

---

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. Confirmation of FAR and BCR compliance (see Section 7).
3. Two x 3D computer generated image @ 3000 x 3000 pixels 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.
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).
8. Supply a 3D model that outlines your project proposal. The model will:
  - a. Include the proposed scheme referenced to site boundaries as per the specifications below:
  - b. Include immediately adjacent existing buildings surrounding the proposed scheme – refer model issued in Google Drive.
  - c. Provide the native CAD file format eg Revit, Rhino, Sketchup, ArchiCAD, 3DSmax that may have been used and
  - d. Include an exported version in DWG and FBX file format



#### 11.1.1. 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.

### 11.2. Submission Process

#### 11.2.1. Overall Submission

- Entrants will submit **proposals** in digital **format only**.
- One corner of every document, digital or hard copy, **MUST** display your team’s nine-digit code, which takes the form “2025-#####.”
  - 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 nine-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 nine-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.”

#### 11.2.2. 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. Two x 3D computer generated images @ 3000 x 3000 pixel of a **graphic vignette from your presentation for potential display on the ULI website.**
5. 3D digital model to illustrate the scheme in required format (OPTIONAL - to be included in the Hong Kong City for final entrants) **for potential display on the competition announcement and ULI website.**
6. One Excel file of your pro forma template.
7. 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)
8. Tracking number for your hard copy submittal (OPTIONAL).

#### 11.2.3. Digital Submission Deadline

- ULI must receive all digital submissions by 11:59 p.m. Singapore Time on Tuesday, March 18, 2025.

#### 11.2.4. Rules for Digital Submission

- Submit all files via the 2025 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 25 February 2025, the Tuesday 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.

#### 11.2.5. 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

---

The Competition and the Competition Brief is issued on 21 February 2025.

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 HKSAR Government, 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, Hong Kong 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 2025 after the general competition is complete.

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

Best of luck,

2025 ULI Hines Student Competition Asia Pacific