



# BEYOND BOUNDARIES

Transforming Pioneer Square Through  
Community, Health, and Innovation

2024 ULI HINES STUDENT COMPETITION

2024-13927



## DESIGN NARRATIVE

### Beyond Boundaries

*Transforming Pioneer Square through Health, Community, and Innovation*

Our mixed-use development is more than a project, it goes “beyond boundaries.” Embracing inclusive innovation, Beyond Boundaries is where everyone can reach their full potential. The site is well situated in Seattle, near the tech industry, a growing health sector, the waterfront, public transit, and a melting pot of cultures. Throughout Seattle’s history, waves of immigration have shaped the city’s landscape. The persistent challenge faced by the community has not only been to meet the demand for housing but also to ensure equal access to opportunities for all residents. Unfortunately, soaring housing prices, homelessness, limited access to education and employment, and healthcare disparities hit hardest on those groups that have been marginalized. Beyond Boundaries transforms this portion of Pioneer Square away from an island of at-times discriminatory institutions into a nexus of social, racial, environmental, and economic **equity** built on **community, health, and innovation**.

We propose demolishing the King County Jail, the Chinook Building and the Administrative offices to create a dense mixed-use neighborhood with a focus on **affordable housing**. However, the **Courthouse** is retained and repurposed due to its historic significance and becomes a major cultural landmark in our proposal. In addition to creating density, the project also aims to create a cohesive network of public spaces beginning at Smith Tower until the interstate. Envisioned as Seattle’s new and **revitalized downtown**, the project aspires to become the beating heart of a flourishing city.

### Health: Elevating Accessibility and Well-Being

The heart of the proposal is a **bridge** over the highway facilitating convenient and **equitable access to healthcare** and other related amenities. Beyond Boundaries is inclusive of all kinds of people, especially senior residents who have a senior day care center, access to medical offices and pharmacies. This new connection will not only be a haven for residents, healthcare heroes, and medical students from Seattle University but also encouraging **active lifestyles** throughout the neighborhood.

By making James street car-free, it encourages more green spaces into the neighborhood and is envisioned as a space focused on walking, biking, exercising together, and promoting healthier food habits which positively impacts residents’ well-being in terms of **public health**.

**Sustainability** is woven into the very fabric of our vision. The unique topography of the site will be harnessed to create a storm water park. A future station at Pioneer square is proposed pushing the neighborhood towards a future transit-oriented development with minimum car parking, offering a **well connected and greener commute** to the people of Seattle.

### Community: Sharing Culture, Cultivating Belonging

With rapidly growing population and soaring housing prices in Seattle, Beyond Boundaries’ hope is to create a neighborhood focused on **affordable housing for everyone** – regardless of race, identity or income level. The project proposes 46% of all rentals as affordable housing ranging from extremely low to low-income groups and 22% of for sale ranging from low income to moderate income. A variety of housing including **student housing, senior housing, mixed income housing and transitional housing** for the unsheltered are provided in this project.

Beyond Boundaries aims to create a neighborhood that is inclusive, accessible and reflective of the local communities. With the Courthouse acting as the core of public activity, it attracts not only the residents but also tourists visiting the city which has a positive impact on the **economy**. The City Hall Park is not only envisioned as a platform for public voices that encourages a democratic civic county but also provides an opportunity to acknowledge the history of the land through public art. Opportunities to support local businesses in terms of incubator spaces and retail at subsidized rent is spread throughout the neighborhood, especially in the Historic Yesler building that is repurposed into a retail space and a Wellness Center.

### Innovation: Fostering a Collaborative Ecosystem

Seattle being one of the leading tech hubs in the country, it provides our site with a unique opportunity to expand the technological ecosystem through strategic partnerships. One of the focusses of this project is to make opportunities for **learning, partnerships and entrepreneurship** equally accessible by everyone. Beyond Boundaries is trying to bridge the gap between big tech and small business through strategic partnerships with a range of organizations from Amazon to the Washington State Small Business Development Center.

The **Innovation Center** is a crucial addition that partners with the Seattle University housing Maker labs and Creative labs with cutting edge technology that would help budding entrepreneurs. The City Hall Park acts as a platform for them to showcase their products. Beyond Boundaries also includes spaces that facilitates teaching technology to low-income children in the Youth Development Center. The project also focuses on Medical-Healthcare technology that aims to create a more accessible and equitable health care system for all.

We are going *BEYOND BOUNDARIES*.

Breaking barriers and establishing equity requires going beyond established boundaries, and with our project fostering an environment for cultural growth, accessible health, and collaborative innovation.



## FINANCIAL NARRATIVE

In response to Seattle's critical housing shortage, Beyond Boundaries emerges as a **transformative 3.9 million sq. ft development, valued at \$2.6 billion** while creating financial sustainability through a project-leveraged IRR of 27.78%. Beyond Boundaries strategically utilizes urban density to create a mixed-income community with cultural richness and a full range of equitable services. The capital stack includes 60% private debt, 38% private equity, 1% philanthropic contributions, and 4% public subsidies, including leveraging the Seattle MFTE program. Beyond Boundaries commits to delivering a substantial impact by providing **3,189 rental units, comprising 1,293 affordable units ranging from extremely low-income to low-income units, and 876 condos, including 119 moderate units and 58 affordable units.**

### Project Assumptions:

Beyond Boundaries proposes entering a 99-year ground lease at \$320,000/year with King County for the entire site, with the opportunity to increase over time. This long-term partnership is expected to optimize public and philanthropic funding to **achieve the shared goal of creating a more equitable, livable, sustainable, and resilient future for Pioneer Square.**

Additionally, Beyond Boundaries proposes fee simple purchases of three underutilized private parcels at a discounted price of \$17 million during the pre-development phase one. These parcels are strategically chosen, considering adjacent locations, projected increasing cap rates, and decreasing sale price/sq. during the purchase period.

**Preserving the historic King County Courthouse and the Yesler Building** contribute to the cultural heritage and community identity of the site, leveraging the Federal Historic Tax Credits to offset renovation costs. The remainder of the site will be demolished for \$3,250,000 and transformed into high-rise buildings to maximize affordable housing, community spaces, and economic prosperity.

Beyond Boundaries proposes the **formation of neighborhood development committees** led by the developer, Seattle Office of Planning & Community Development/Office of Equity & Social Justice, King County Department of Community and Human Services, and the Seattle Housing Authority to facilitate partnerships with public entities, non-profit organizations, small businesses, large corporations, and community members to **strategically occupy the space, secure public funding, and guide the design over the 10 years.**

### Financing Strategy

**Beyond Boundaries** will focus on the strong multi-family market, understanding there is an urgent demand for 70,000 new housing units by 2035. The profits **positive financial gaps during phase one** generated from luxury unit profits will be directly **reinvested into supporting lower-income residents, showcasing Beyond Boundaries' commitment to equity.**

**Beyond Boundaries** will also focus on **capturing value from the booming tech and health industries**, each projected to create 100,000+ jobs over the next decade. Seattle's position as a tech talent hub with high average annual wages (\$172,009), and the second **highest concentration of young single professionals in their 30s makes it a prime investment market for our development.**

### Phase 1: Cultivating Cultural Access

In this initial phase, the **focal point is City Hall Park**, accentuating **cultural enrichment and accessibility.** Spanning 1.7 million square feet, the development boasts mixed-income multi-family rental and condominium units, yielding a leveraged Internal Rate of Return (IRR) of **27.56%**. Key components include over **230,000 square feet of Community uses**, including a new community and medical center, the transformation of the King County courthouse into a community exhibition. Complementing these offerings is a 40,000-square-foot brewery with an arcade, adjacent to a similarly sized grocery store, all strategically positioned across from the newly activated City Hall.

### Phase 2: Neighborhood Integration and Innovation Hub

The second phase is dedicated to establishing connections with the surrounding neighborhood through a bridge and a **120,000-square-foot innovation center.** This initiative is designed to **create employment opportunities and enhance accessibility to healthcare.** Beyond Boundaries proposes Seattle University's maintenance of the innovation center, strategically relocating select centers and institutes, including the Center for Change in Transition Services, Center for Community Engagement, Center for Environmental Justice and Sustainability, Indigenous Peoples Institute, and the Innovation and Entrepreneurship Center. This relocation aims to foster research and community engagement, offering new labs and medical offices for nursing and medical students. The development also includes a new 220,500-square-foot student housing complex, featuring a food hall, recreational center, daycare, health clinic, and other amenities, with a leveraged IRR of **29.65%**.

### Phase 3: Addressing Unsheltered Populations

The final phase focuses on **addressing homelessness** by delivering **300 permanent housing units** and accessible health services. Additionally, a **senior care center with 120 affordable units** and an intensive behavioral treatment center will be established, contributing to the well-being of vulnerable populations in the community.

**LEGEND**

- |  |                                       |                  |
|--|---------------------------------------|------------------|
| 1 Cultural Center/ Boutique Hotel      | 15 Youth Development Center           | 29 Health Bridge |
| 2 Memorial for Indigenous Tribes       | 16 Learning Deck                      | 30 Pop-Up Retail |
| 3 Art Corridor                         | 17 Affordable Retail Space for Locals |                  |
| 4 Digital Installations Park           | 18 Innovation Podium                  |                  |
| 5 Storm water Park                     | 19 Healthy Fresh Food Market          |                  |
| 6 Dog Park                             | 20 Community Kitchen                  |                  |
| 7 Mobility Hub                         | 21 Fitness Deck                       |                  |
| 8 Existing Pioneer Square Link Station | 22 Rec Center                         |                  |
| 9 Community Plaza                      | 23 Existing Passport Office           |                  |
| 10 New TOD                             | 24 Senior Care/ Transitional Housing  |                  |
| 11 Yesler Building/ Wellness Center    | 25 Performance Deck                   |                  |
| 12 Medical Office                      | 26 Innovation Center                  |                  |
| 13 Brewery                             | 27 Student Housing                    |                  |
| 14 Collaboration Space                 | 28 Micro Mobility Hub                 |                  |

**PROPOSAL FOR OUTSIDE STUDY AREA**

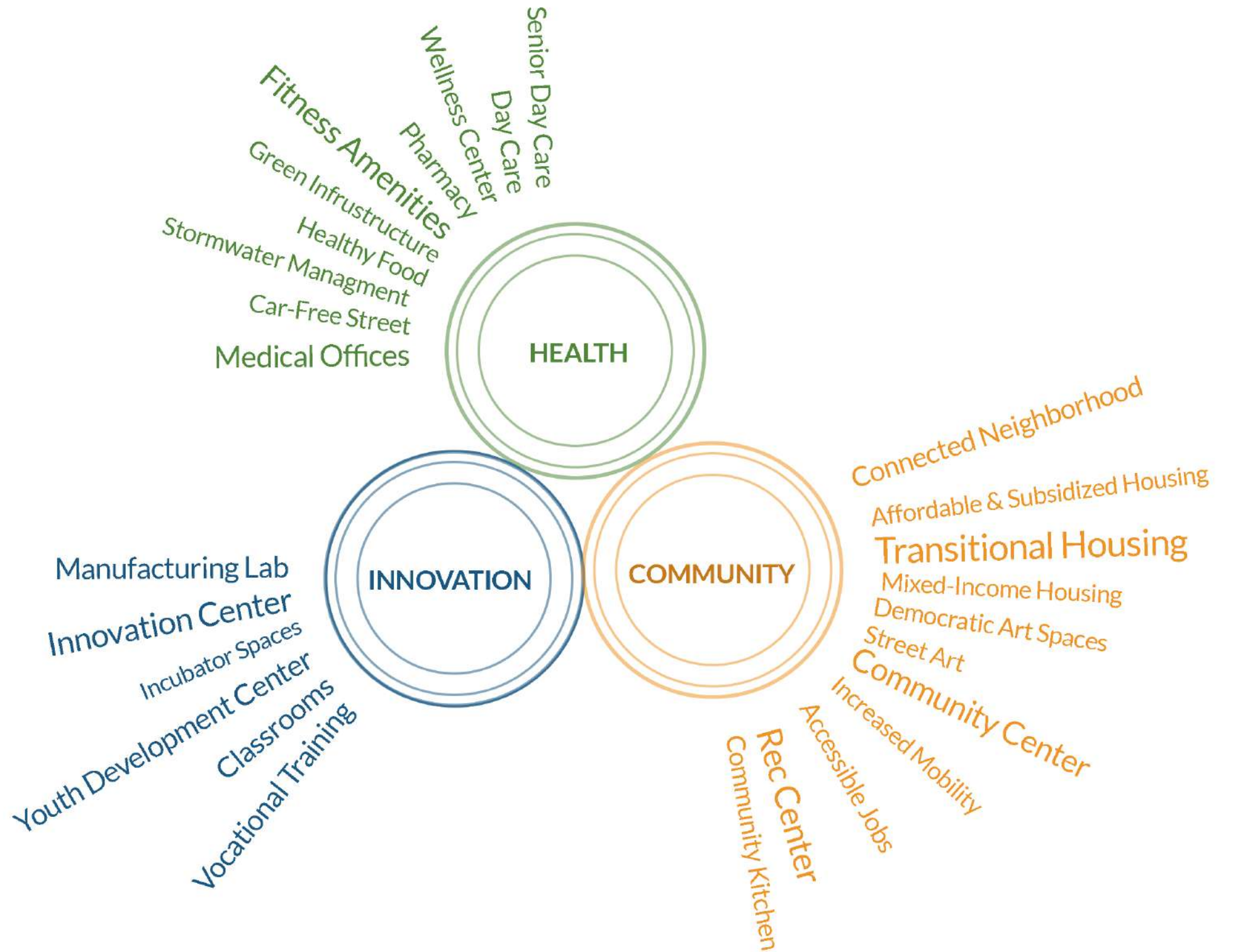
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|----------------------|
| 31 Harborview Plaza  |
| 32 Sky Terrace       |
| 33 Future Bosa Plaza |
| 34 Smith Park        |



# COMMUNITY BENEFITS

Responding to the wants + needs of Seattle

- The **Health Bridge**, a green pedestrian overpass **connects** the city hall park to the **Harborview hospital** facilitating an improved connection between the site and the Hospital.
- The Health street acts as a pedestrian spine filled with green infrastructure like rain garden, tree canopies, stormwater channels, and parks that provide a refreshing experience for the visitors.
- The buildings near the freeway are fitted with **HEPA filters** to tackle **pollution** caused by vehicular emissions.
- A **stormwater park** not only helps collect the water down the hill but also acts as community space.
- Access to diverse **medical facilities, offices and pharmacies** on site promoting a holistic approach to **well being**.
  
- **Revitalising City Hall Park** - park is a testament to the war between the **indigenous tribes** and colonisers. It acts as a **symbol** in Pioneer Square and acknowledges the **history of the land**.
- The renovated **Yelser building** now serves as a **Wellness Center** in the International District/Chinatown, offering residents a platform to showcase practices such as acupuncture and **art therapy**, while also promoting **local food and restaurants**.
- Provides xx percent of affordable housing to house the growing population of Seattle.
- The proposal acts as a place of **getaway** for the office-goers in the Central Business district.
- **Transitional housing** and social service center that caters to the unsheltered in Downtown Seattle.
  
- Fostering a **collaborative ecosystem** in Pioneer Square
- **Strategic partnerships** with Educational Universities and businesses in the Central Business District while simultaneously capitalising on the prevalent Tech Ecosystem in Seattle by expanding to Downtown & Pioneer Square
- Encouraging a participatory ecosystem in **King County** through **technology**, where all citizens, regardless of age can have a voice in the government
- **Innovation Center** that offers students and professionals with access to **cutting-edge technology, manufacturing labs and training spaces**.



## PUBLIC SECTOR

### King County

Ground lease agreements  
Community Center maintenance

### King County

Stormwater Retention Pond maintenance

### Seattle Parks and Recreation

Recreational Center Maintenance

### Harborview Medical Center

Intensive behavioral treatment center  
Maintenance  
Clinic Maintenance  
Partial Ownership and Maintenance of the  
senior care center

### Workforce Development Council of Seattle- King County

Manage leasing of Community Organizations  
office in Yesler Building  
Prioritize the space to winners through  
their RPF

### Seattle Housing Authority/ King Count Regional Homelessness Authority

Collaborate to find a minority-owned  
organization to construct and maintain  
services for permanent transitional housing

### King County Office of Equity & Social Justice

Outreach to small businesses and  
non-profits to help populate ground retail  
and flex office space

Coordinate collaboration with  
organizations for programming in  
community center

## COMMUNITY

Residents and Members of neighboring  
communities

Share ideas, opinions, and feedback

### StartUpGrind Seattle

Collaborate on incubator space in innovation  
center

### Downtown Seattle Association

Collaborate on City Hall Park and public  
space improvements

Coordinate events for on-site public space

### 4Culture

Collaborate on Exhibition Hall programming  
Coordinate collaboration with organizations for  
programming in community center

### Sound Generations

Partial ownership and maintenance of the  
senior care center

### Urban League of Metropolitan Seattle

Outreach to small black-owned businesses to  
help populate retail and flex office space

Coordinate collaboration with organizations  
for programming in community center

### Alliance for Pioneer Square

Help facilitate community engagement  
meetings

### Technology Alliance

Facilitate programming for the public in the  
Innovation Center

### Deconstructing The Mental Health System

Collaboration in Intensive behavioral treatment  
center maintenance

Mental Health Clinic maintenance

## PRIVATE SECTOR

### Seattle University/University of Washington

Innovation Center maintenance  
Relocation of aligned Centers and Institutes  
into the Innovation Center to connect local  
community/ecosystem through research and  
engagement

### Seattle Chamber

Outreach to small businesses to help populate  
ground retail and flex office space  
Organize with larger business

### Seattle Foundation

Coordinate alignment of large businesses such  
as Amazon, JPMorgan, and more to support  
where needed

### Washington State Small Business Development Center

Small Business Incubator

## PARTNERSHIPS

Creating a connection among all people + businesses



# REGIONAL VISION

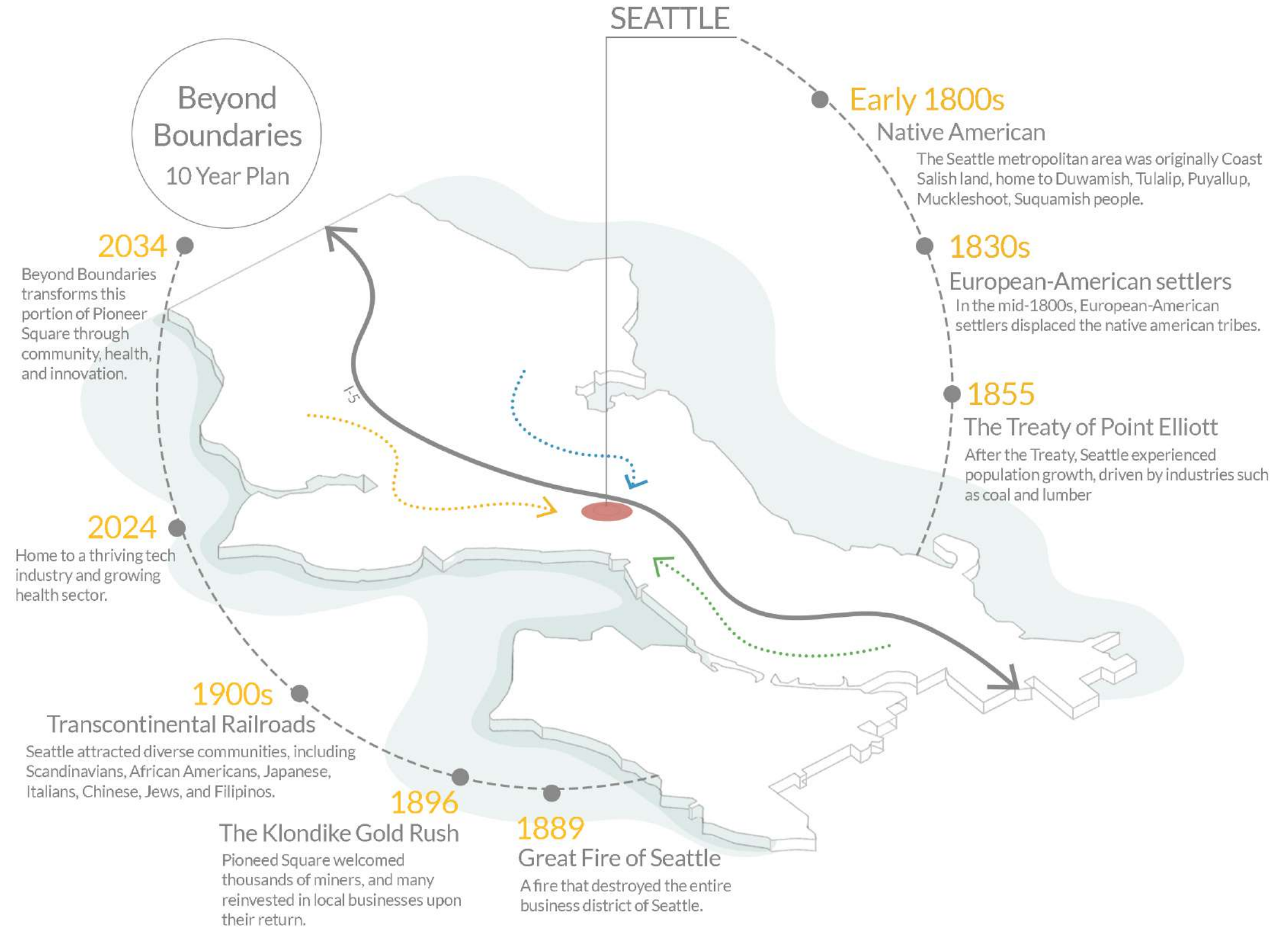
Considering the history + thinking beyond the area

For the past 100 years, Seattle's landscape has been shaped by waves of **immigration**. After Treaty of Point Elliott and the development of transcontinental roads, the city has transformed into a vibrant **trade hub** that people of all ethnicities and cultures have called "**home**".

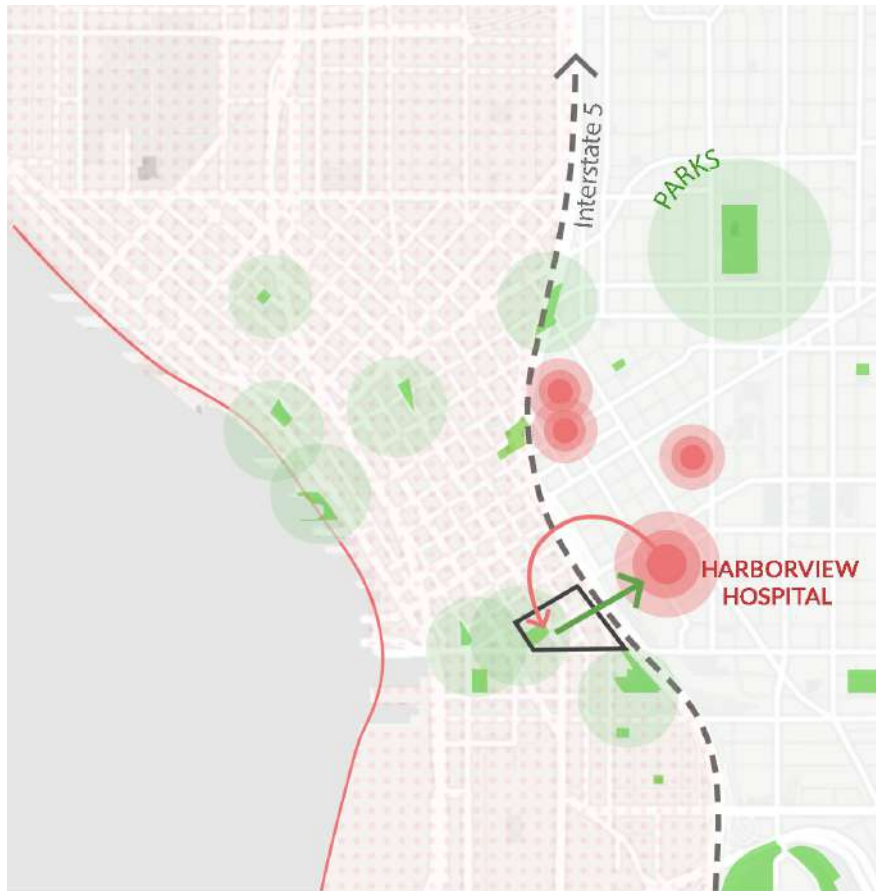
In the present day, Seattle continues to stand out as one of the most prominent tech hubs in the United States, attracting a rapidly growing population. Beyond the scarcity of affordable housing, the current diverse population influx requires a thoughtful approach to fostering an equitable community in a sustainable, healthy, and affordable manner.

Seattle's downtown, serving as a crucial transportation hub, the seat of government, and the epicenter of trade, technology, and culture, has the potential to be the **gateway** to the city and beyond. There is an opportunity to revitalize a key downtown neighborhood, making it **inclusive, accessible, reflective of history, and aligned with local communities**. The goal is to create a **equitable mixed-use development** that is **vibrant**, and supportive of the **surrounding neighborhood**.

The vision of Beyond Boundaries is to foster an **equitable neighborhood** founded on the pillars of **Health, Community, and Innovation**, aiming to reestablish this place as a true "**home for everyone**".

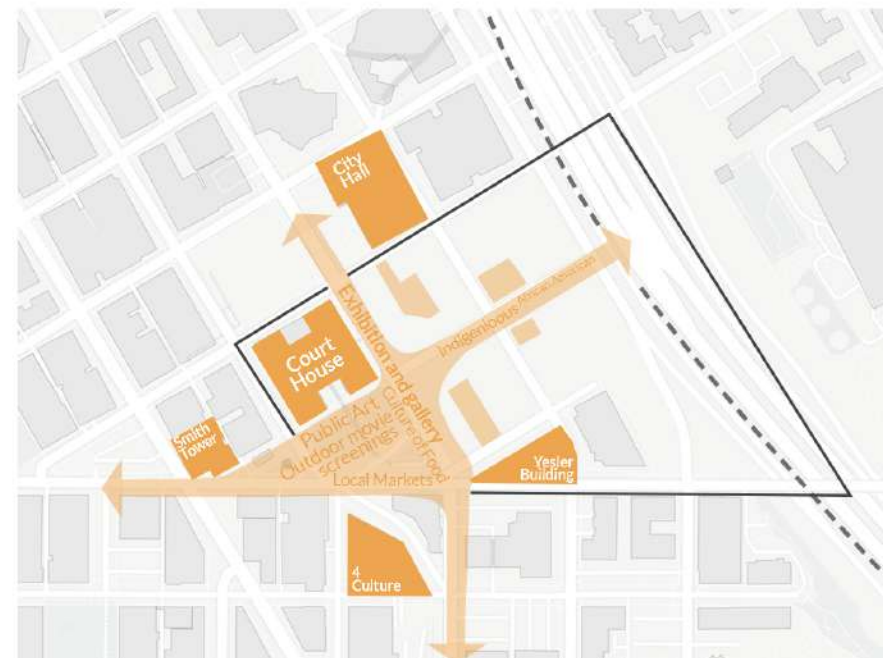


# HEALTH



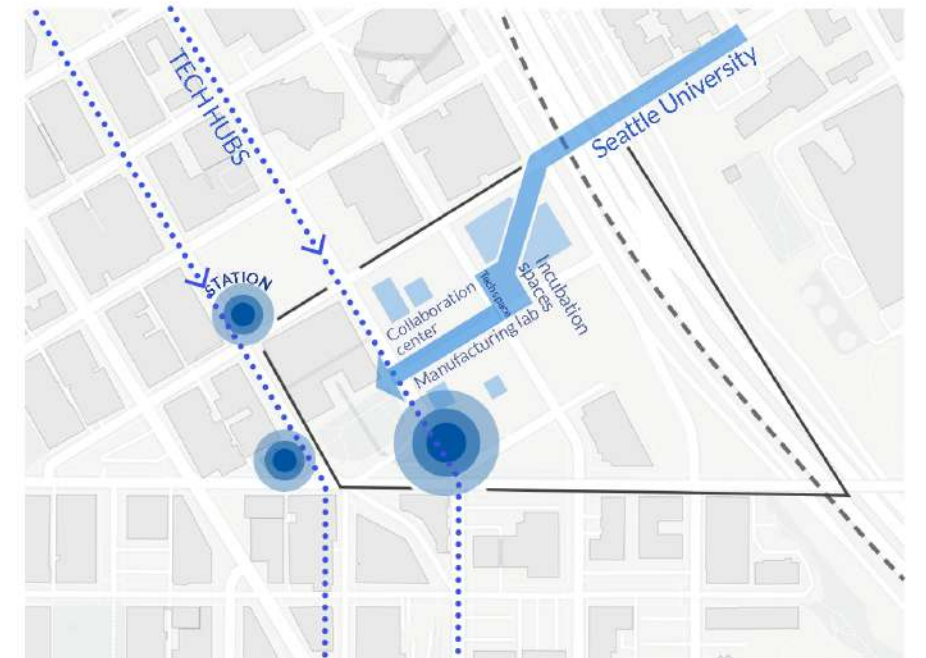
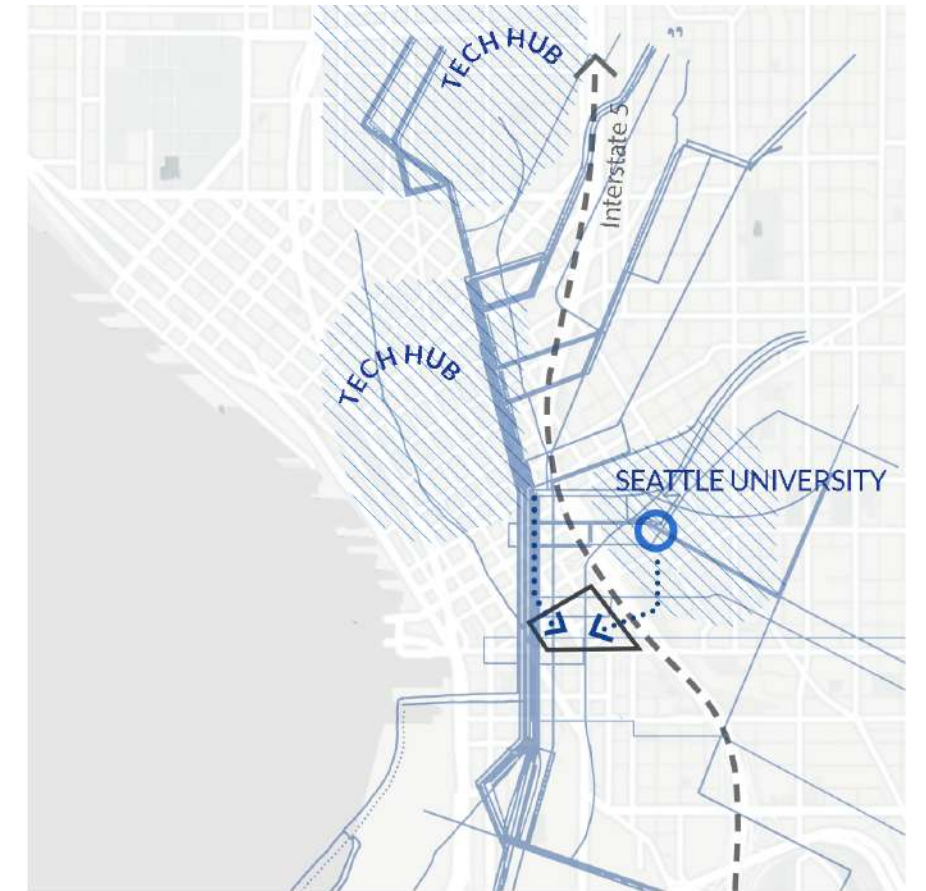
The site is far from medical centers, separated by a freeway, causing unequal access to healthcare for downtown residents. There's also a lack of nearby green spaces. Beyond Boundaries aims to promote health, both in healthcare and the environment, by creating a green walkway to the historic Harborview hospital in the city center and bringing medical facilities to our site.

# COMMUNITY



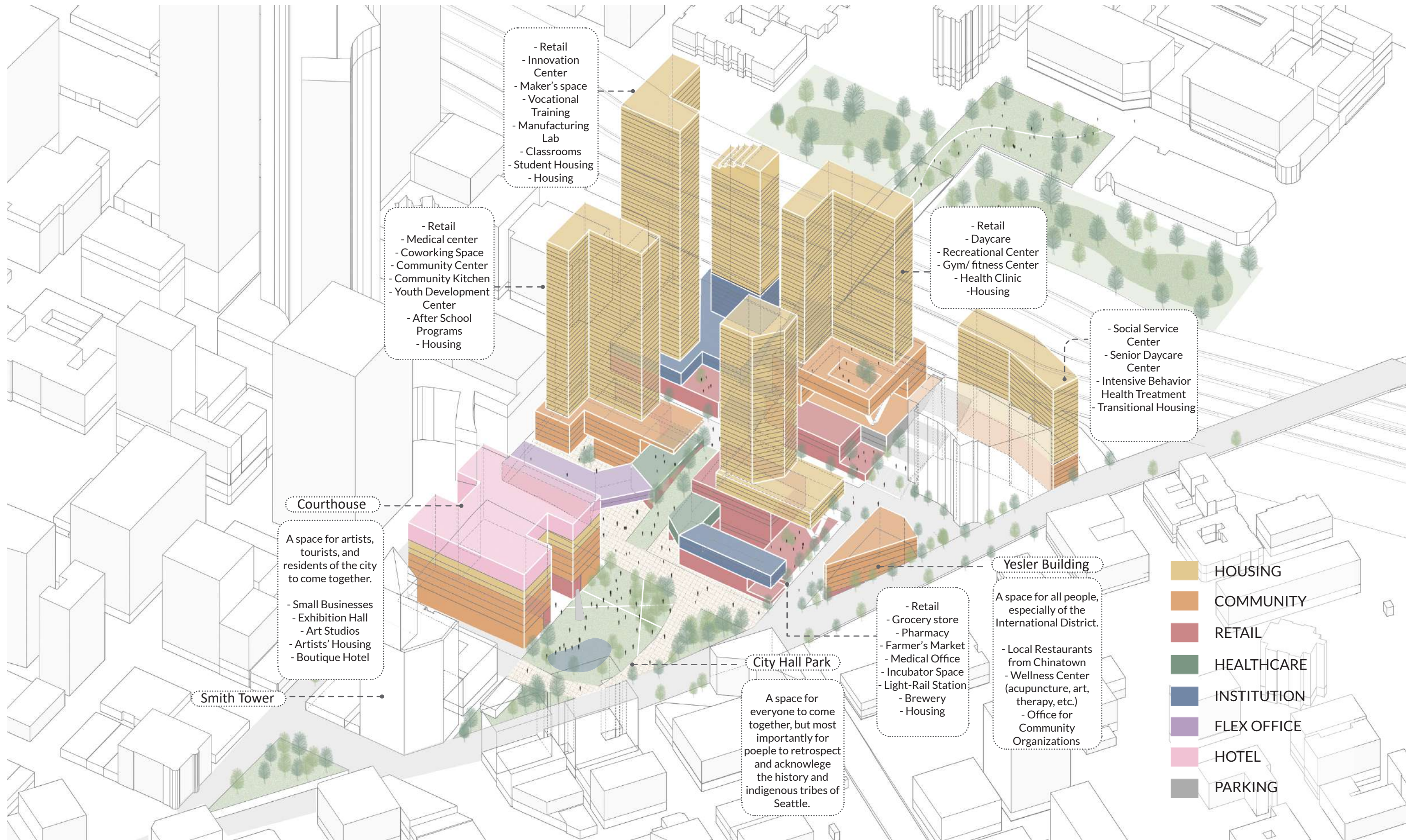
The King County civic campus is nestled amid five different neighborhoods and is a perfect opportunity to bring together people of varying ages, ethnicities, and occupation. The project aims to fill in the gap required in affordable housing while simultaneously creating hotspots for communal and cultural activities.

# INNOVATION



The presence of a large number of educational universities near the site, especially Seattle University, provides a unique opportunity for us to include students as part of the site program. Fostering a collaborative ecosystem between students and businesses would enrich King County by bringing in new businesses and would also help generate civic participation in Downtown.





- Retail
- Innovation Center
- Maker's space
- Vocational Training
- Manufacturing Lab
- Classrooms
- Student Housing
- Housing

- Retail
- Medical center
- Coworking Space
- Community Center
- Community Kitchen
- Youth Development Center
- After School Programs
- Housing

- Retail
- Daycare
- Recreational Center
- Gym/fitness Center
- Health Clinic
- Housing

- Social Service Center
- Senior Daycare Center
- Intensive Behavior Health Treatment
- Transitional Housing

- Courthouse**
- A space for artists, tourists, and residents of the city to come together.
- Small Businesses
  - Exhibition Hall
  - Art Studios
  - Artists' Housing
  - Boutique Hotel

**Smith Tower**

- City Hall Park**
- A space for everyone to come together, but most importantly for people to retrospect and acknowledge the history and indigenous tribes of Seattle.

- Retail
- Grocery store
- Pharmacy
- Farmer's Market
- Medical Office
- Incubator Space
- Light-Rail Station
- Brewery
- Housing

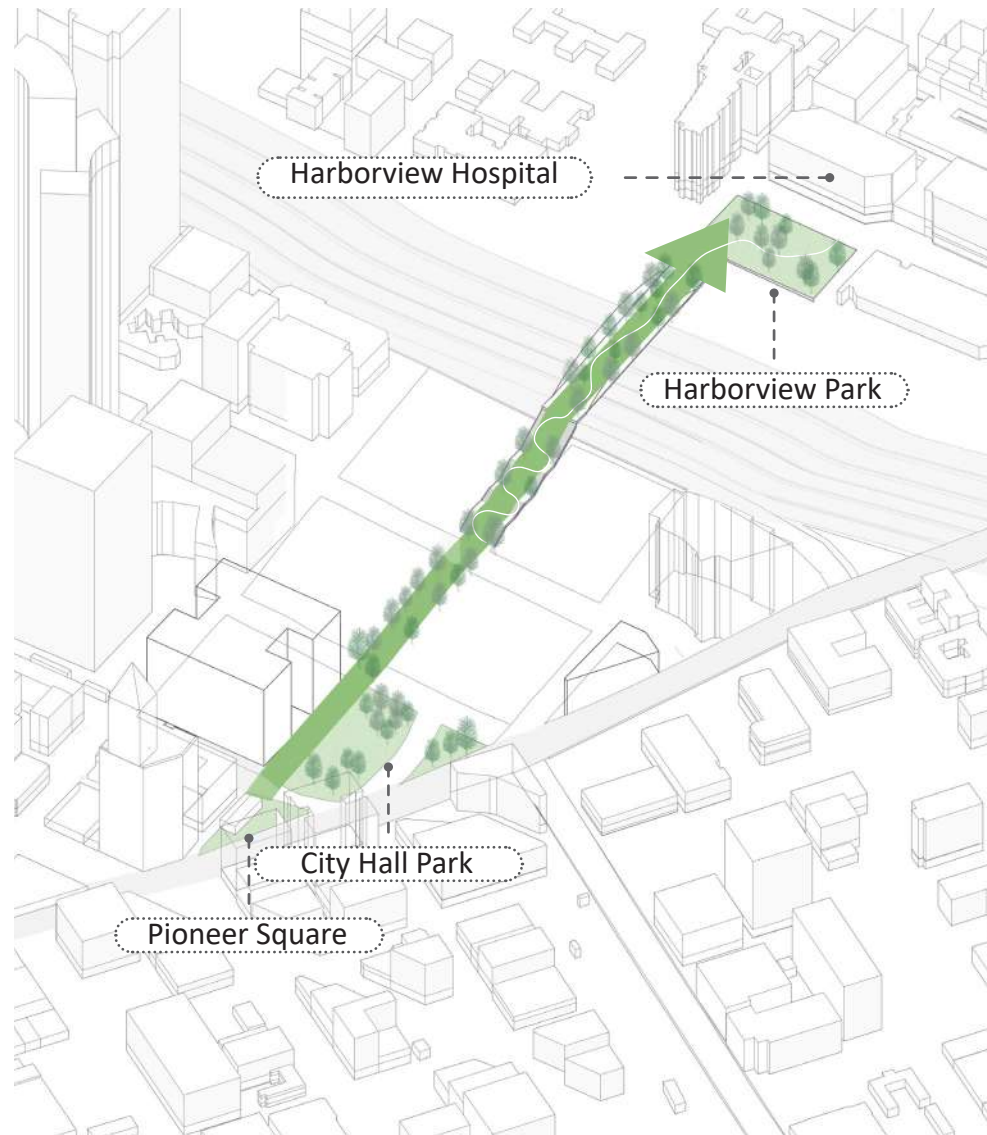
- Yesler Building**
- A space for all people, especially of the International District.
- Local Restaurants from Chinatown
  - Wellness Center (acupuncture, art, therapy, etc.)
  - Office for Community Organizations

- HOUSING
- COMMUNITY
- RETAIL
- HEALTHCARE
- INSTITUTION
- FLEX OFFICE
- HOTEL
- PARKING



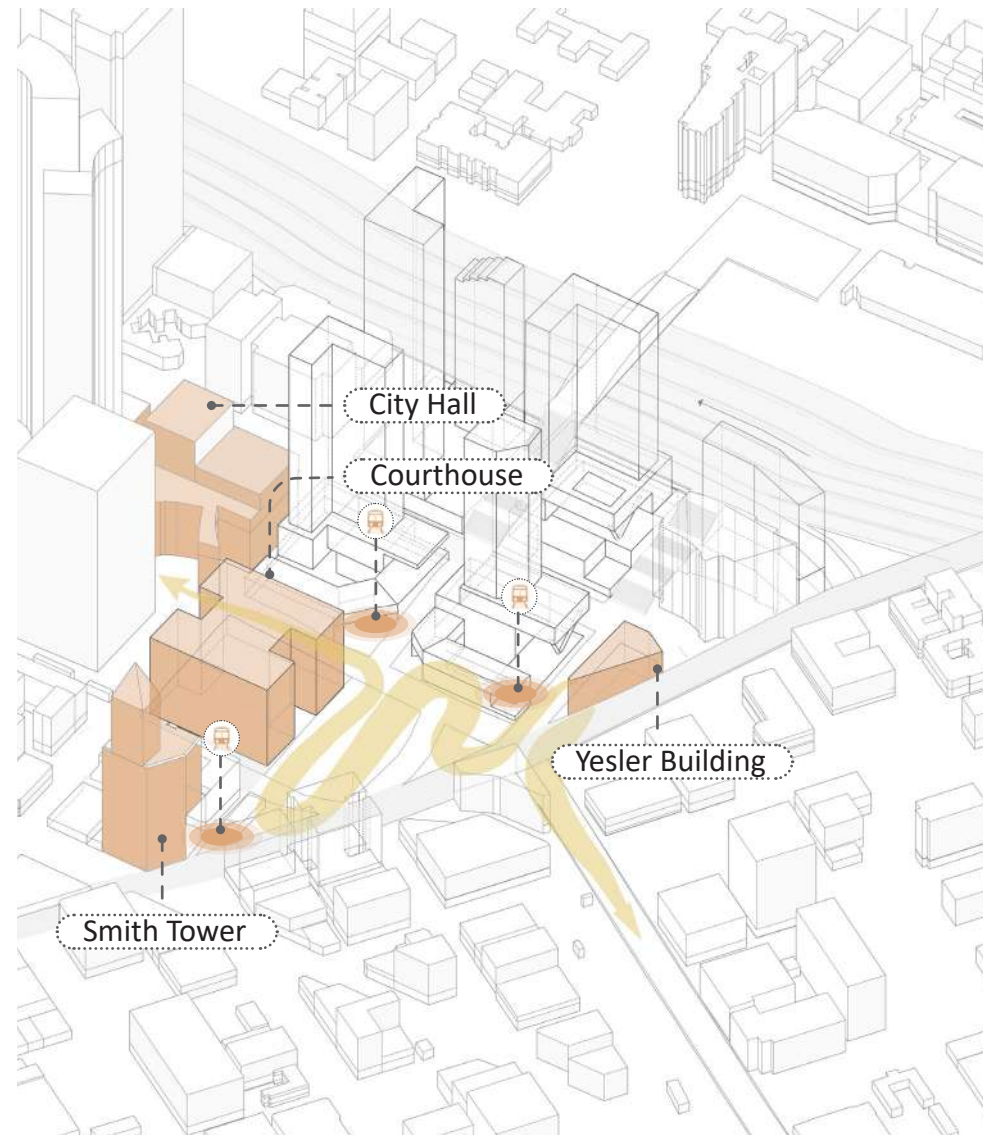
# DESIGN STRATEGIES

How do we get it done?



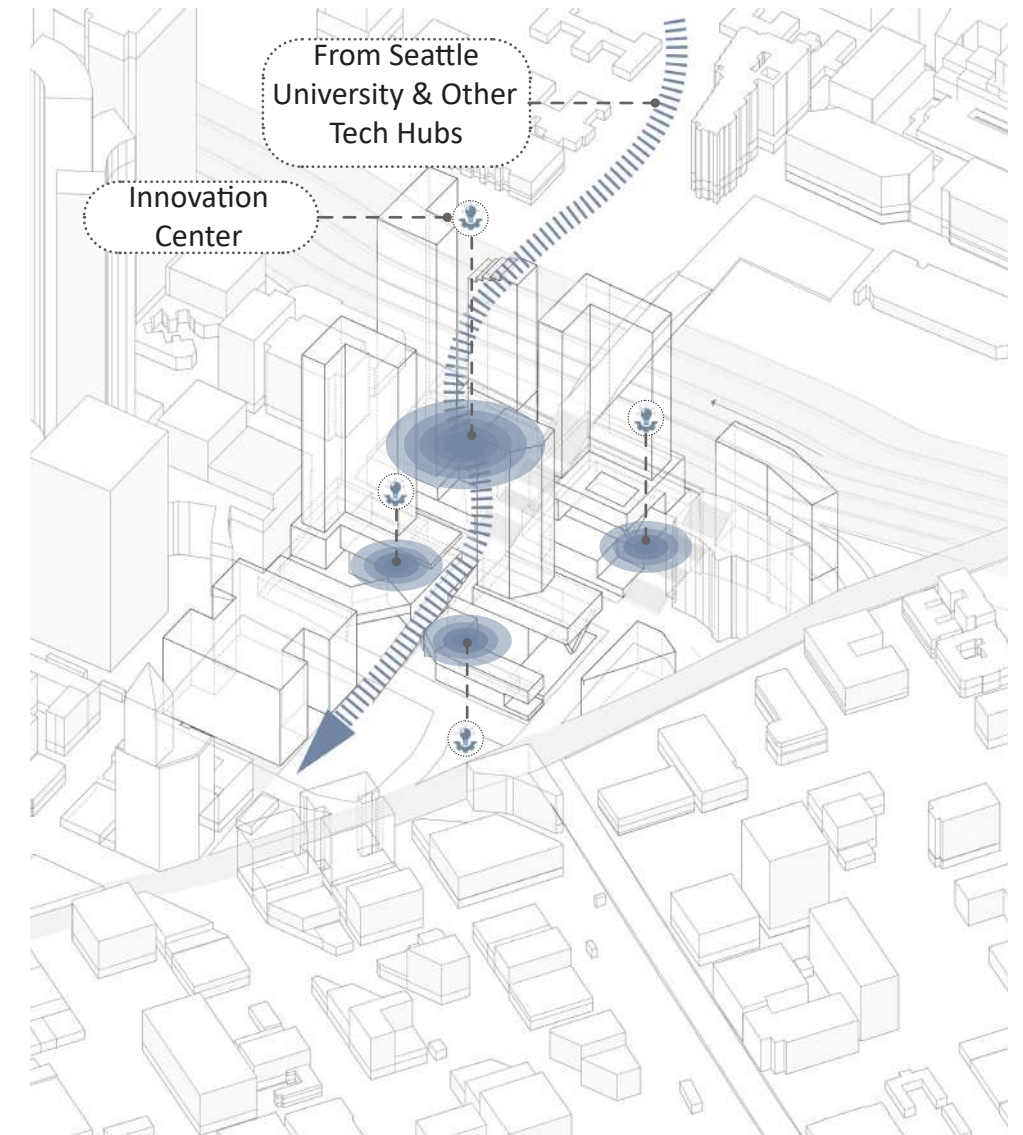
## HEALTH

Connecting Pioneer Square to a Harborview Hospital while simultaneously capitalizing on the opportunity to connect the existing green spaces/ parks (City Hall Park & Harborview Park) through an extended green pedestrian spine.



## COMMUNITY

The heart of the project is in the midst of cultural landmarks like the City Hall, Courthouse, City Hall Park, Yesler Building, Pioneer Square and Chinatown while simultaneously capitalizing on the Proposed light-rail station aspiring to bring all people of the different neighborhoods together in this Civic Center.



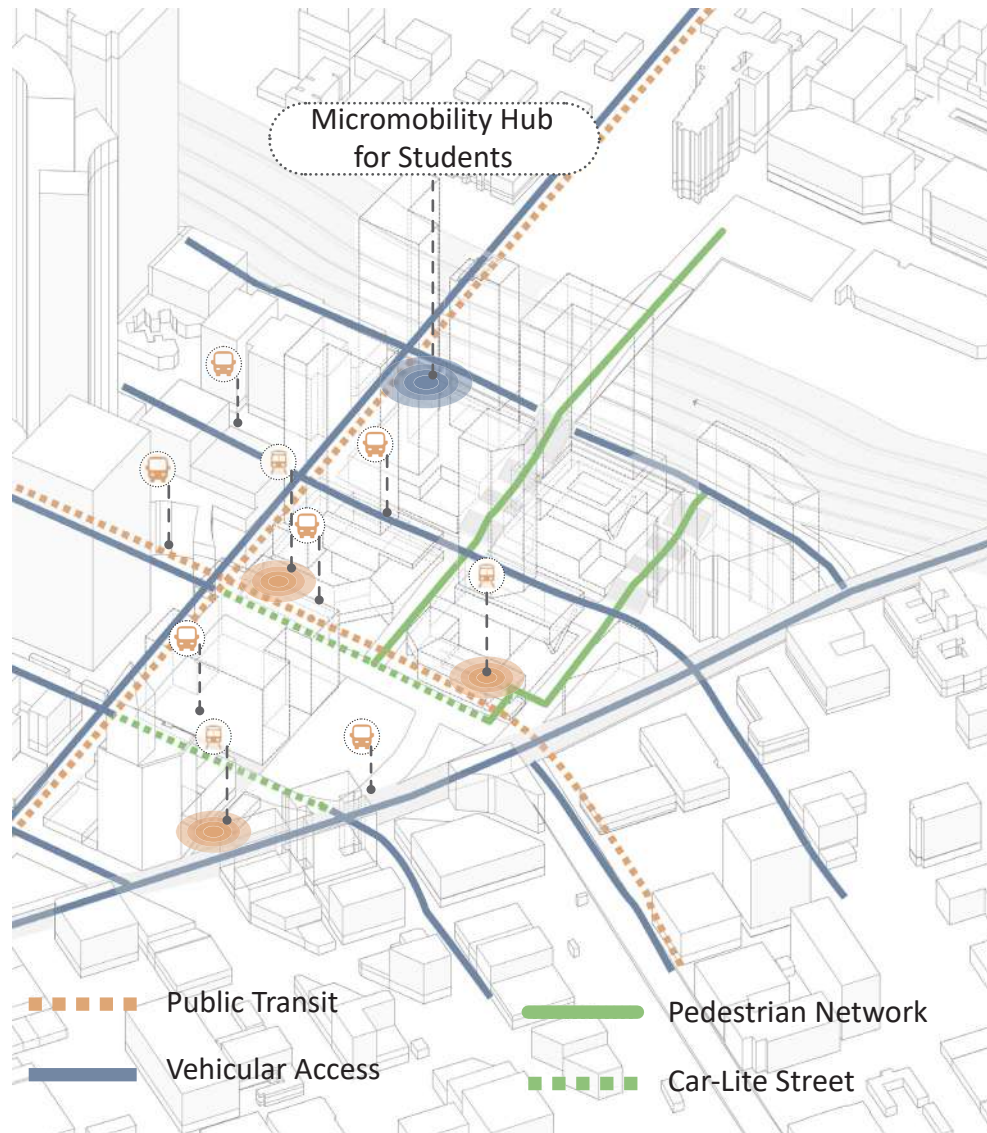
## INNOVATION

Fostering an inspiring and collaborative environment through strategic partnerships between students and businesses while simultaneously capitalizing on the prevalent Tech Ecosystem in Seattle by expanding to Downtown & Pioneer Square.



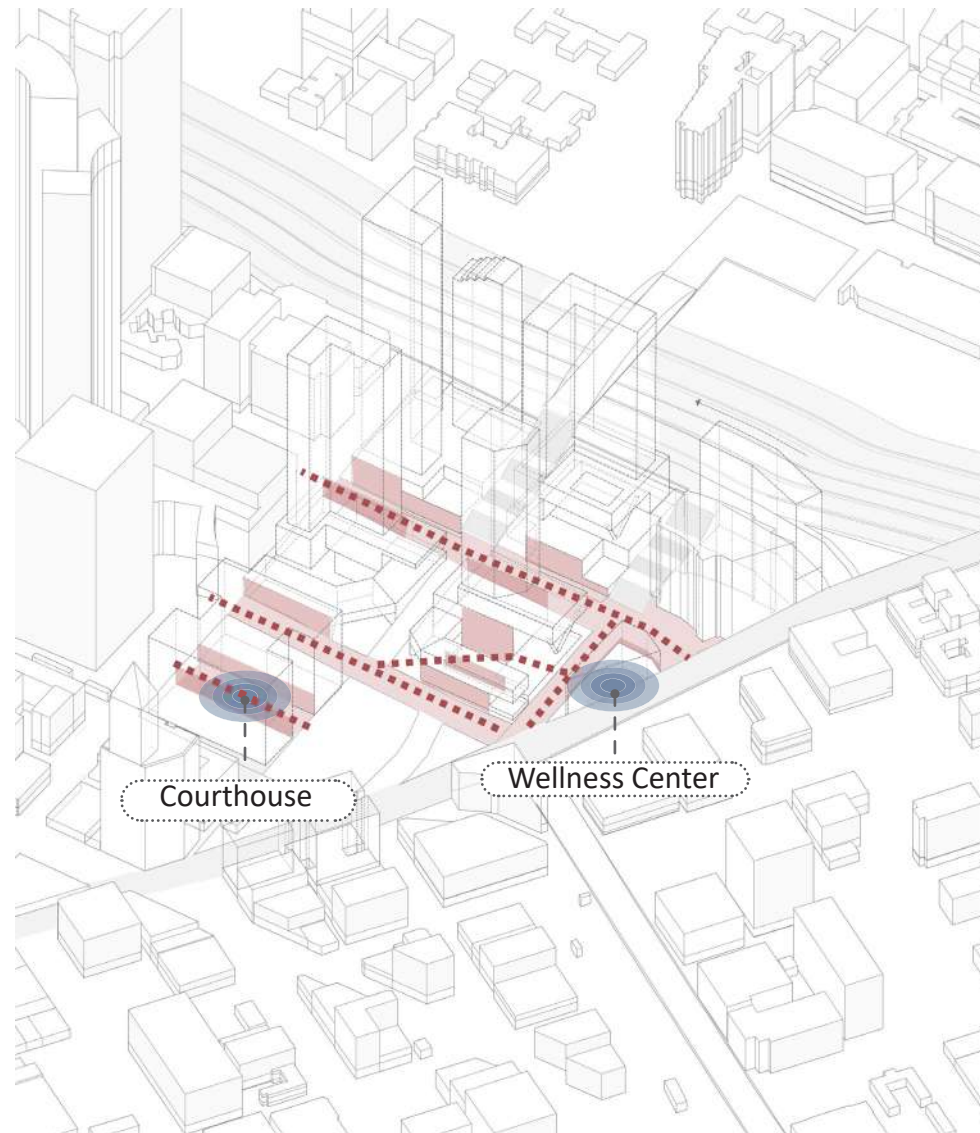
# DESIGN SYSTEMS

What elements are put into place?



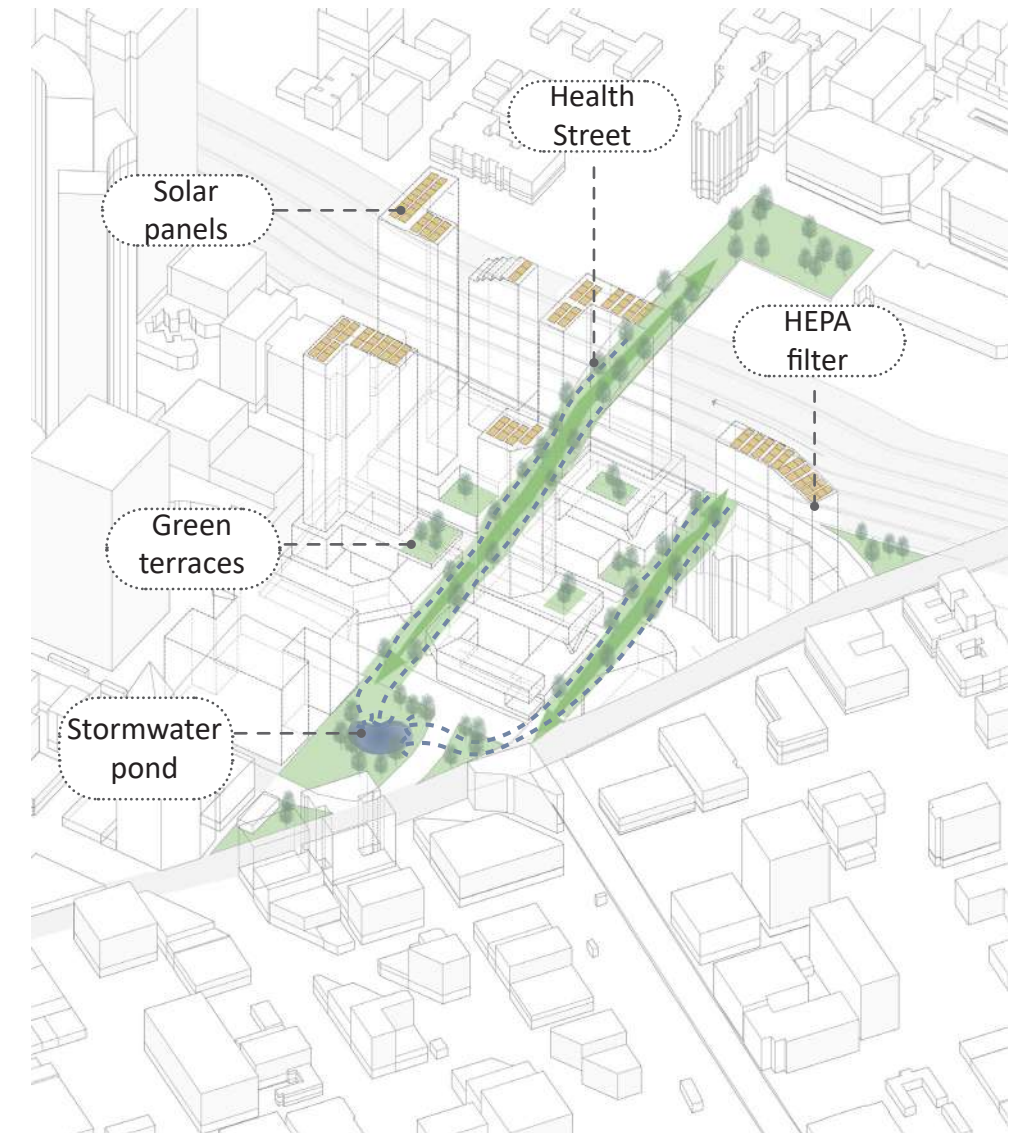
## CONNECTIVITY

The street network is proposed in alignment with the new stations at Pioneer Square calling for a future TOD. Car-lite streets and Green pedestrian corridors contributing to a healthy and walkable environment.



## ECONOMY

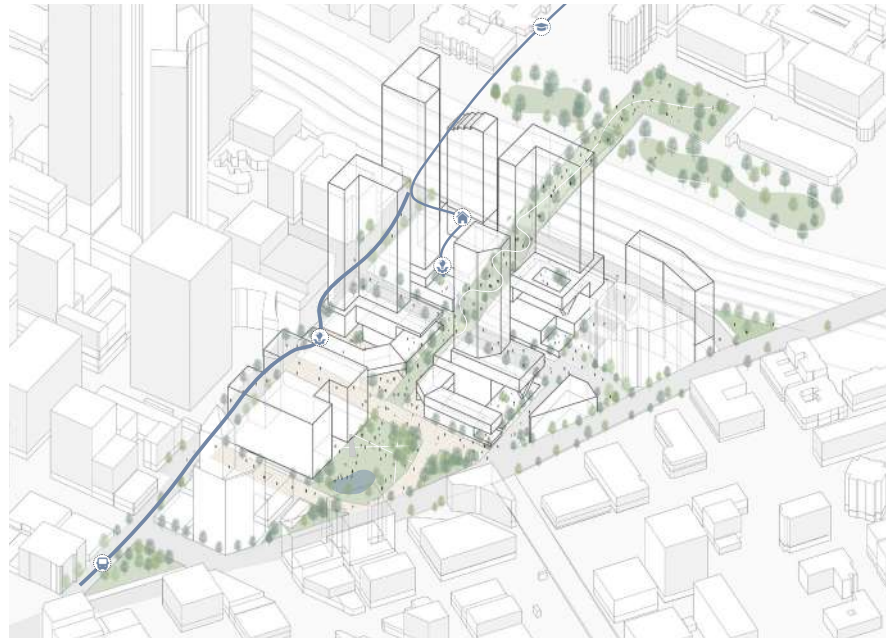
Retail, restaurants and small business that have a positive impact on the economy are located on the ground floors of 4th and 5th Avenue. The wellness center hosts retail and local restaurants by the people of the International District. The Courthouse hosts art studios, exhibitions and a boutique hotel.



## SUSTAINABILITY

The health street becomes a major green pedestrian spine that takes advantage of the topography and minimizes cut and fill. Solar panels, stormwater pond and green strategies are other methods used to offset energy consumption.





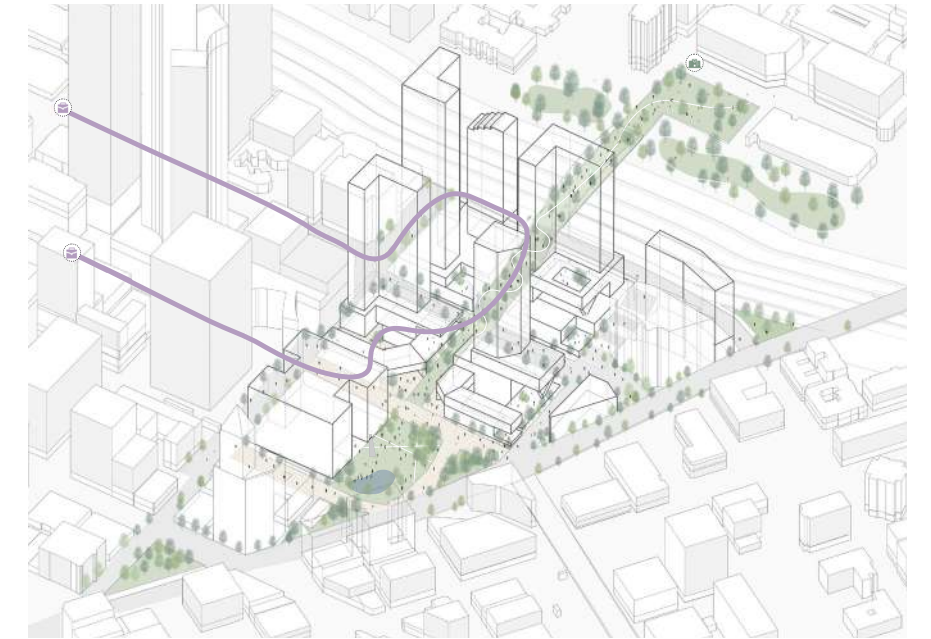
UNIVERSITY STUDENT

I am so excited to use cutting edge technology at the Innovation Center to launch a start up with my friends from University! It's such a fun place to hang out too!



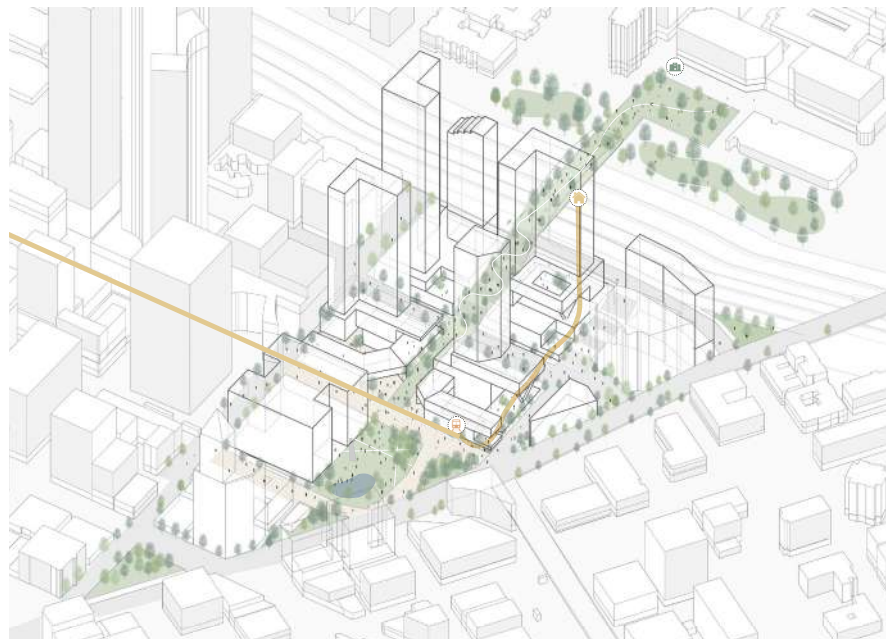
CHINATOWN RESIDENT

I was afraid my restaurant in Chinatown was failing. Thank god for the subsidized rent at the Yesler Building, I can now focus on my business without any worry!



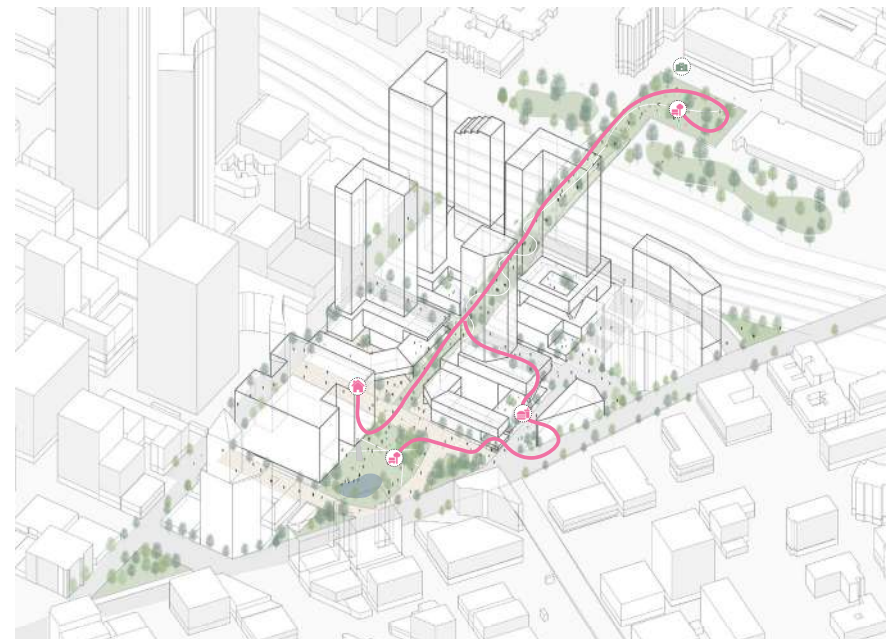
BUSINESS EXECUTIVE

I always walk down from office to have my lunch in this neighborhood. I decided to rent a flex office for a day and now I never want to go back!



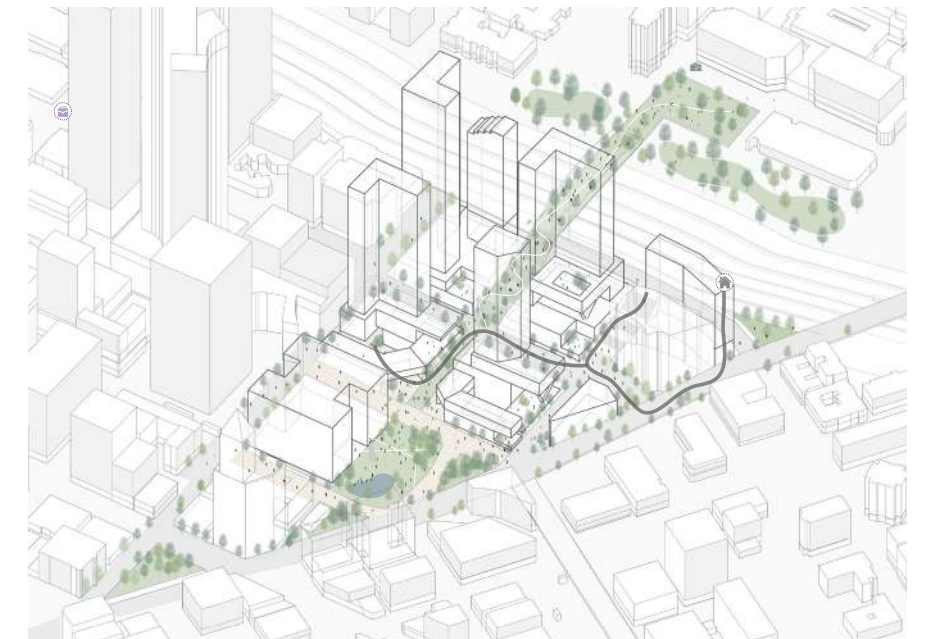
SINGLE PARENT

The subsidized child care in the neighborhood allows me to work and provide for my family. The easy commute to work using the train saves me money too!



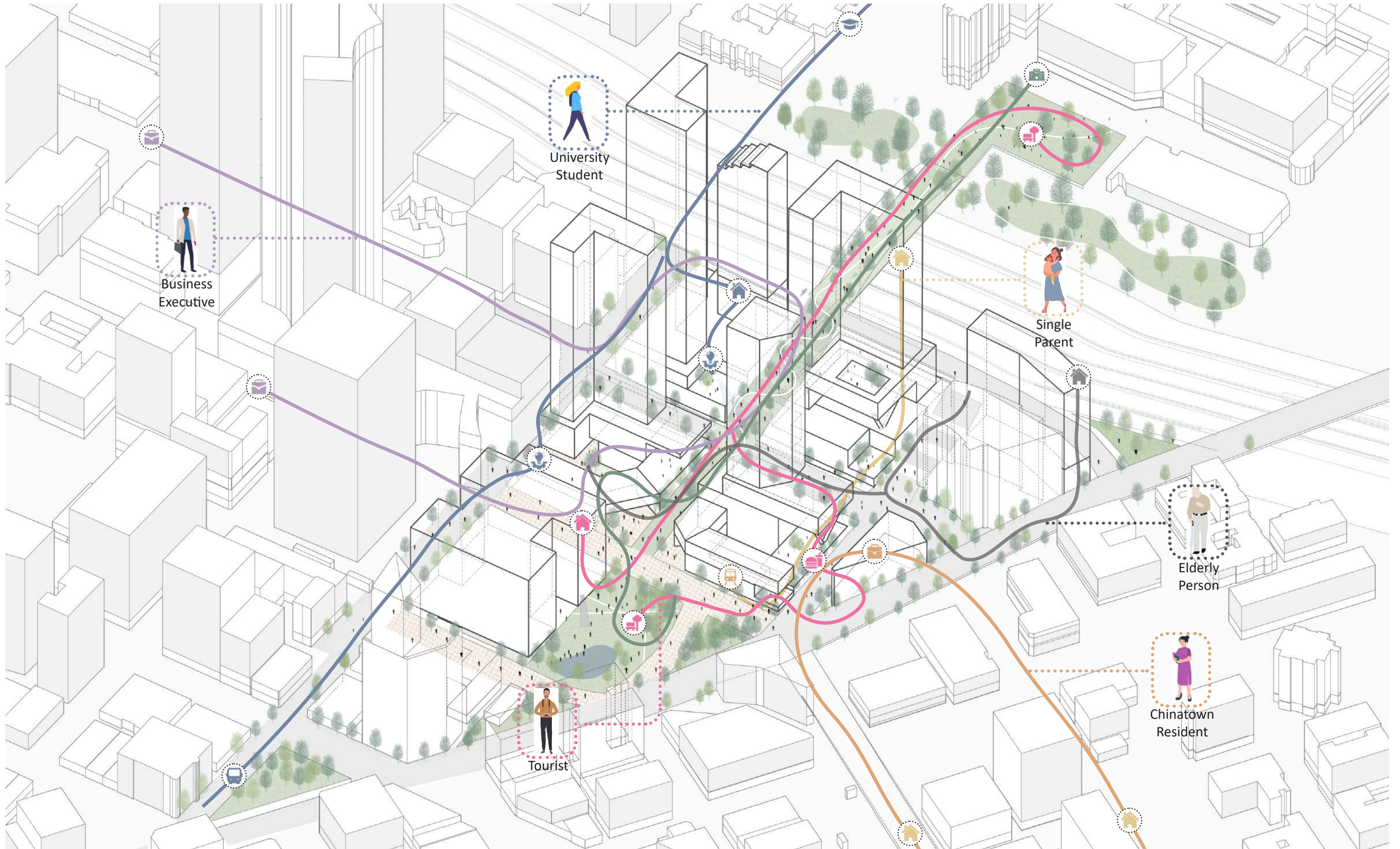
TOURIST

My favorite spot in the neighborhood by far has been the Pedestrian Corridor - there is so much greenery, it does not feel like a city! Will definitely visit again!

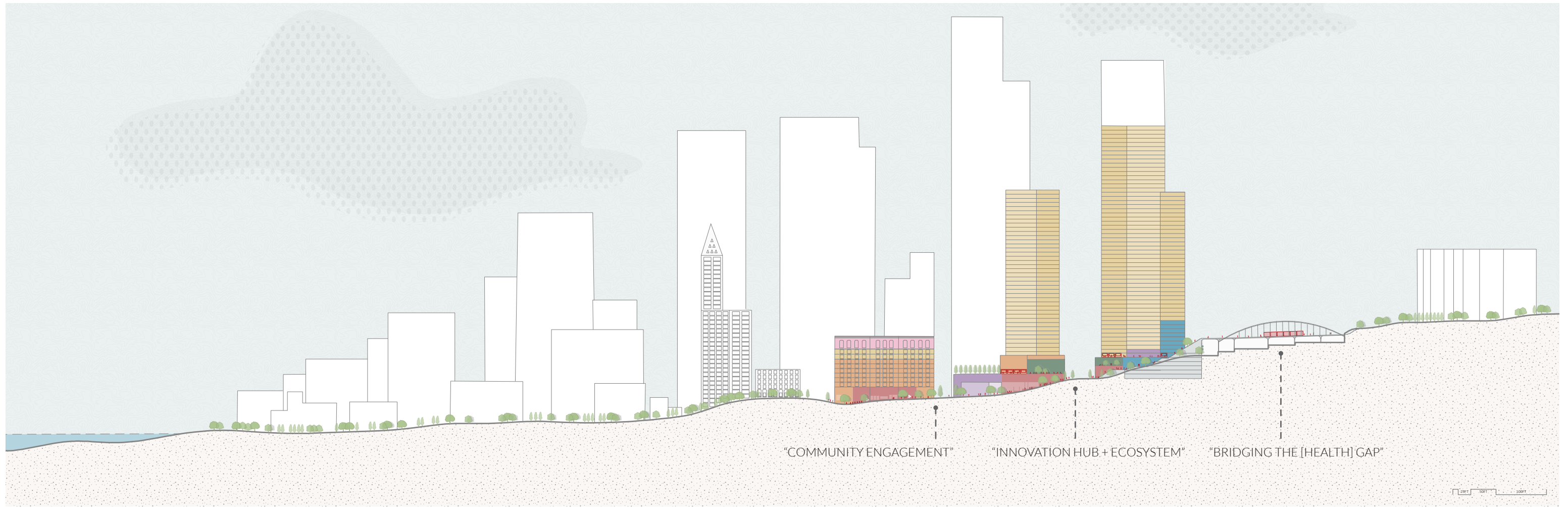


ELDERLY PERSON

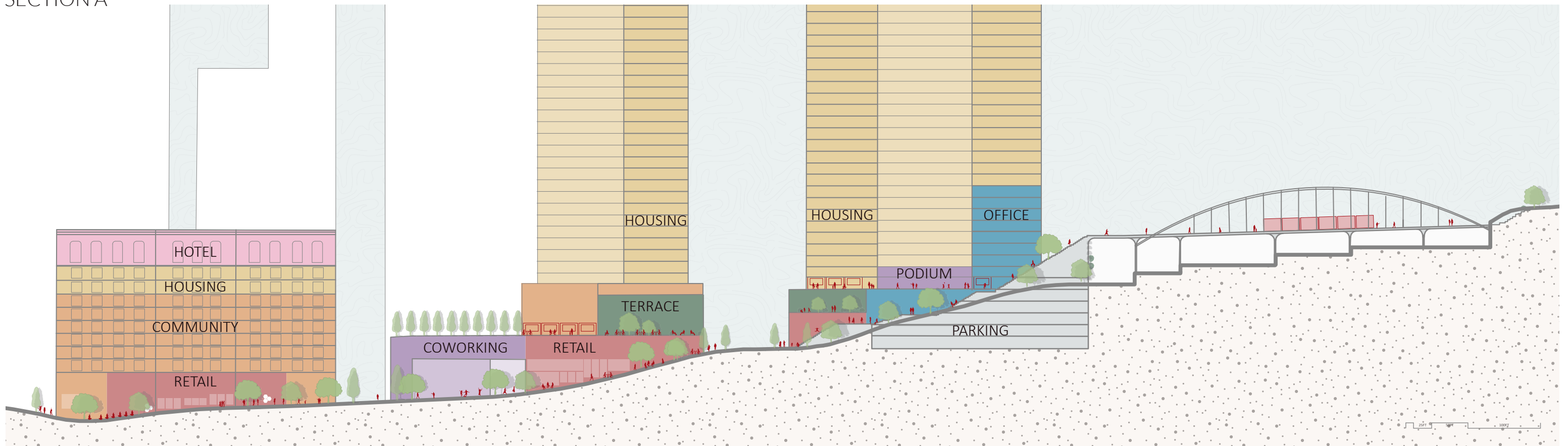
I love to walk around the streets at my own pace. The Senior Care Center, has been so hospitable. I think I would like to visit the Employment Center to find a job.



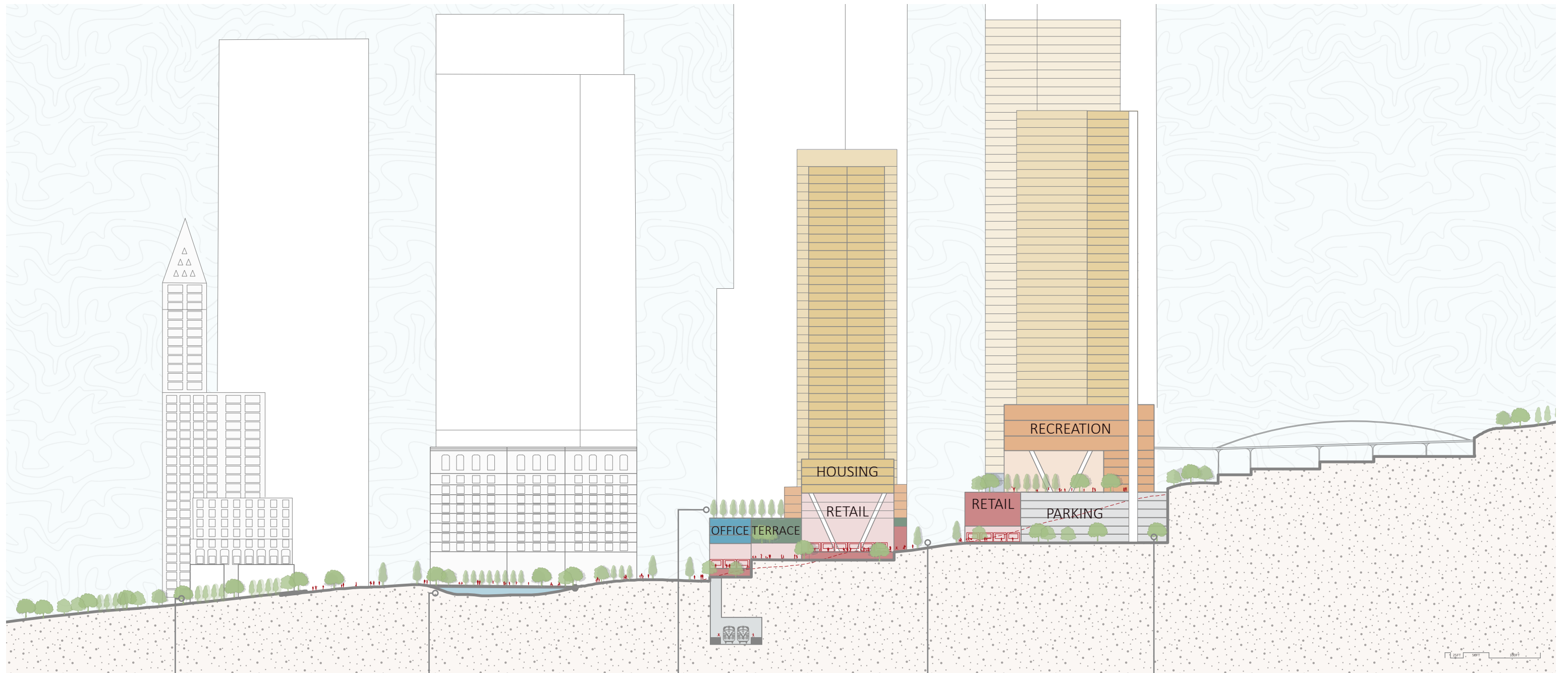




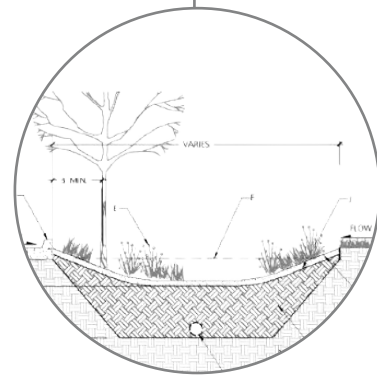
SECTION A



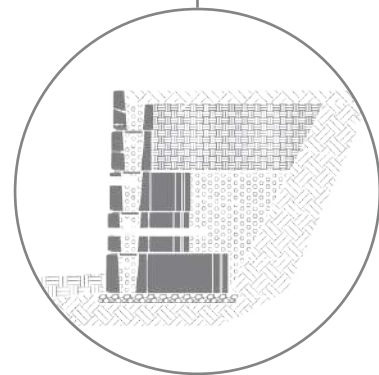




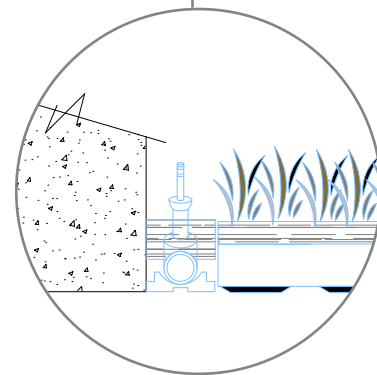
SECTION B



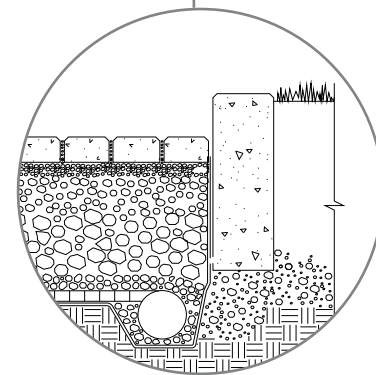
STREET BIOSWALE



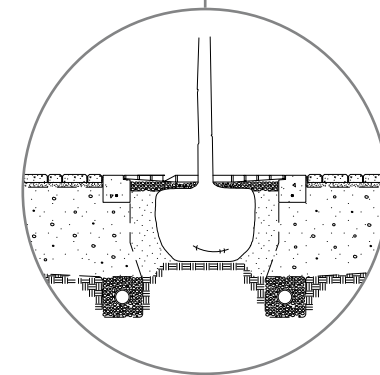
STORMWATER CATCHMENT



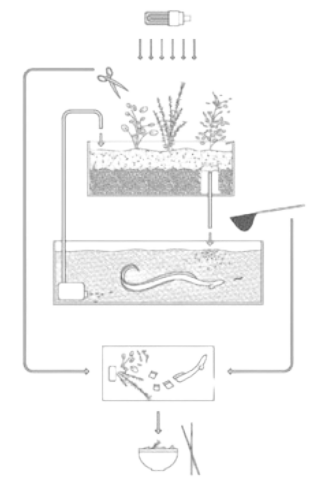
GREEN ROOF + GUTTERS + RAINCHAINS



PERMEABLE HARDSCAPE



DRAINAGE



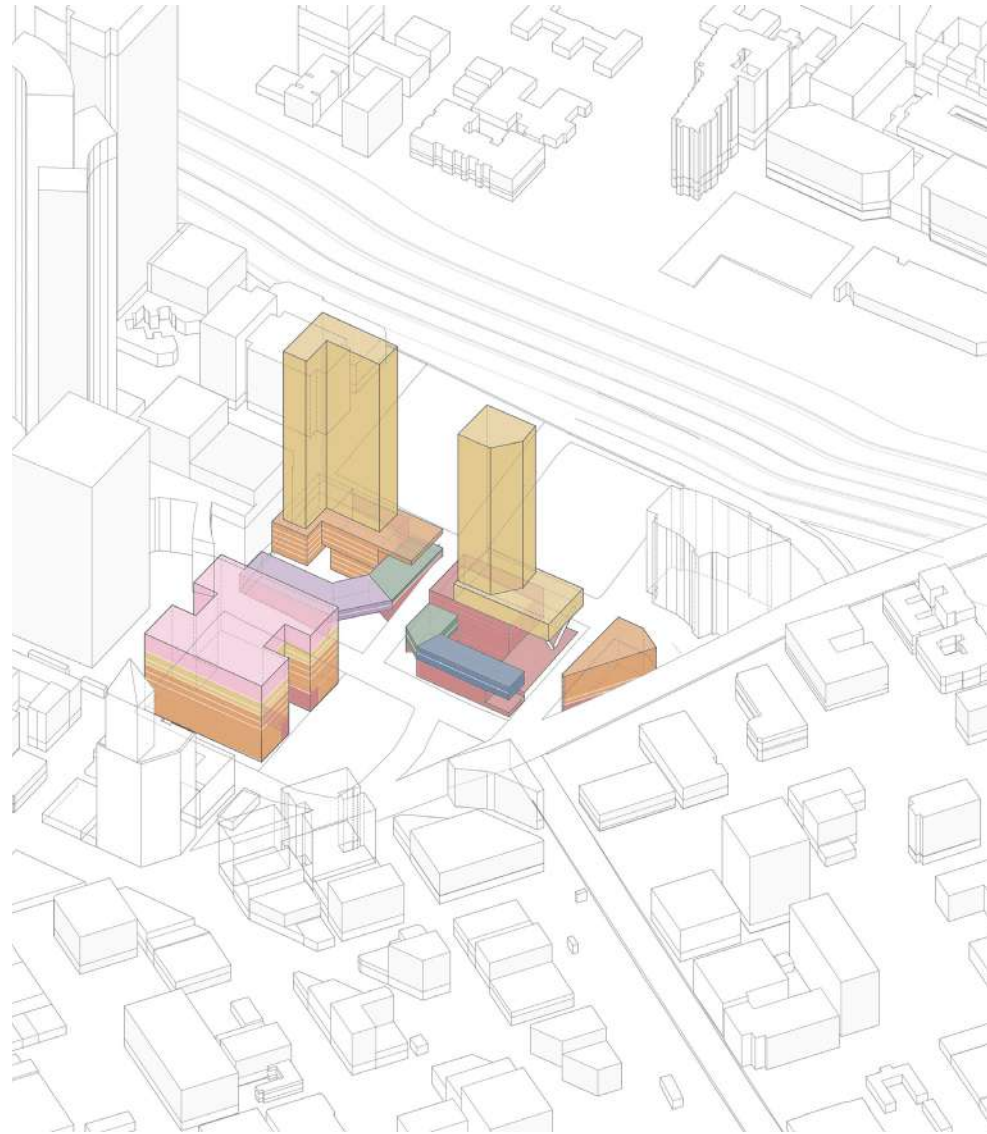
CIRCULAR ECONOMY



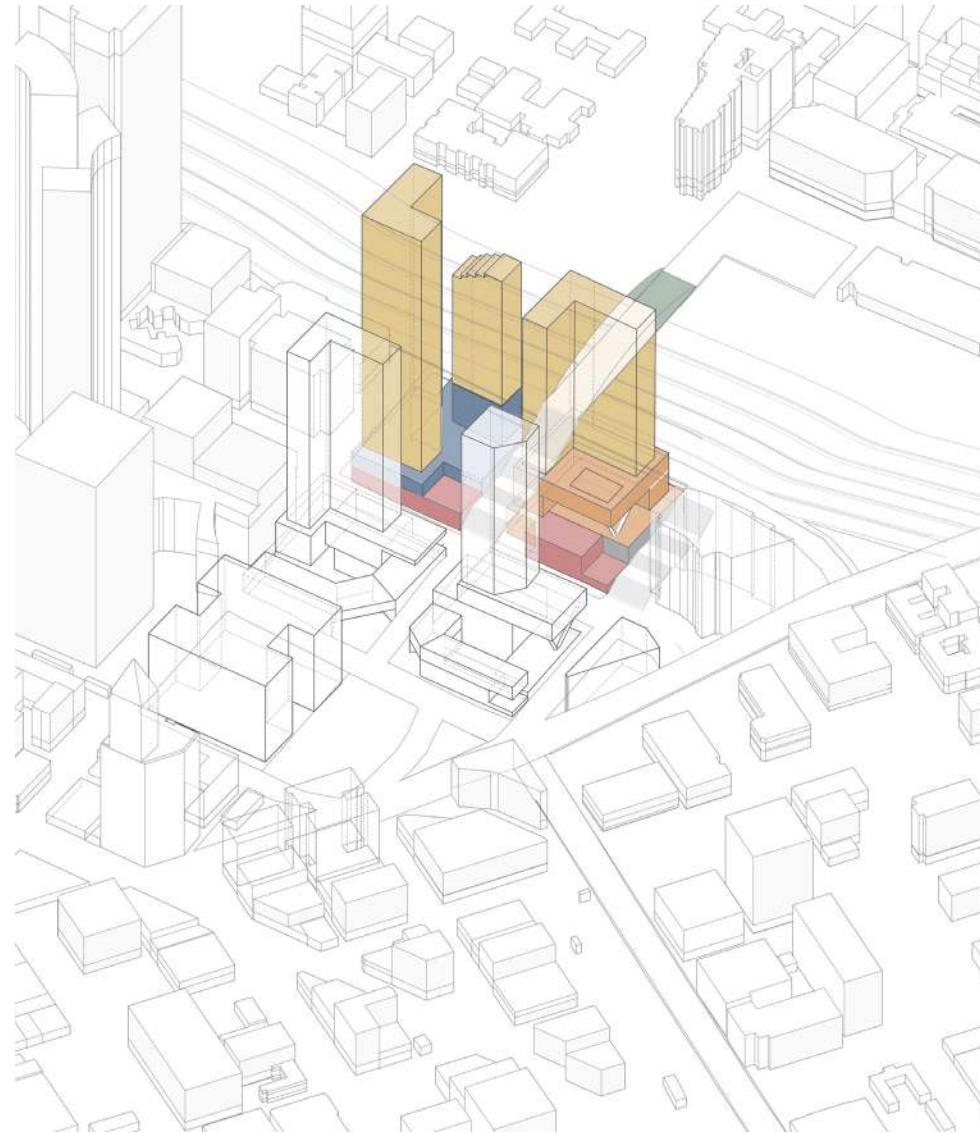
# PROJECT PHASING

The future of Beyond Boundaries

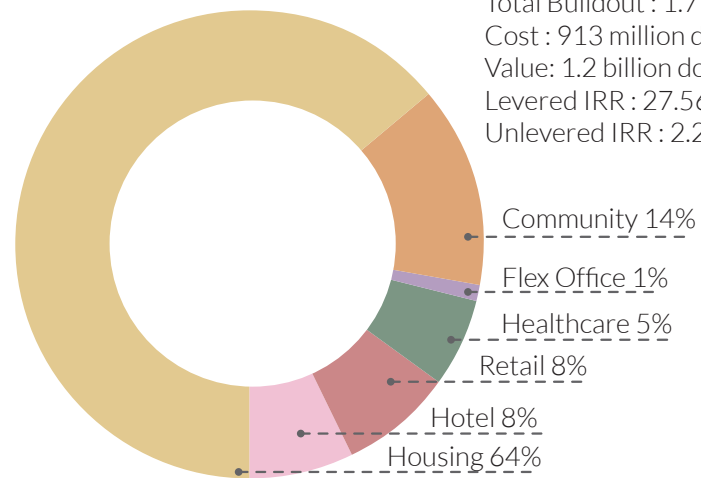
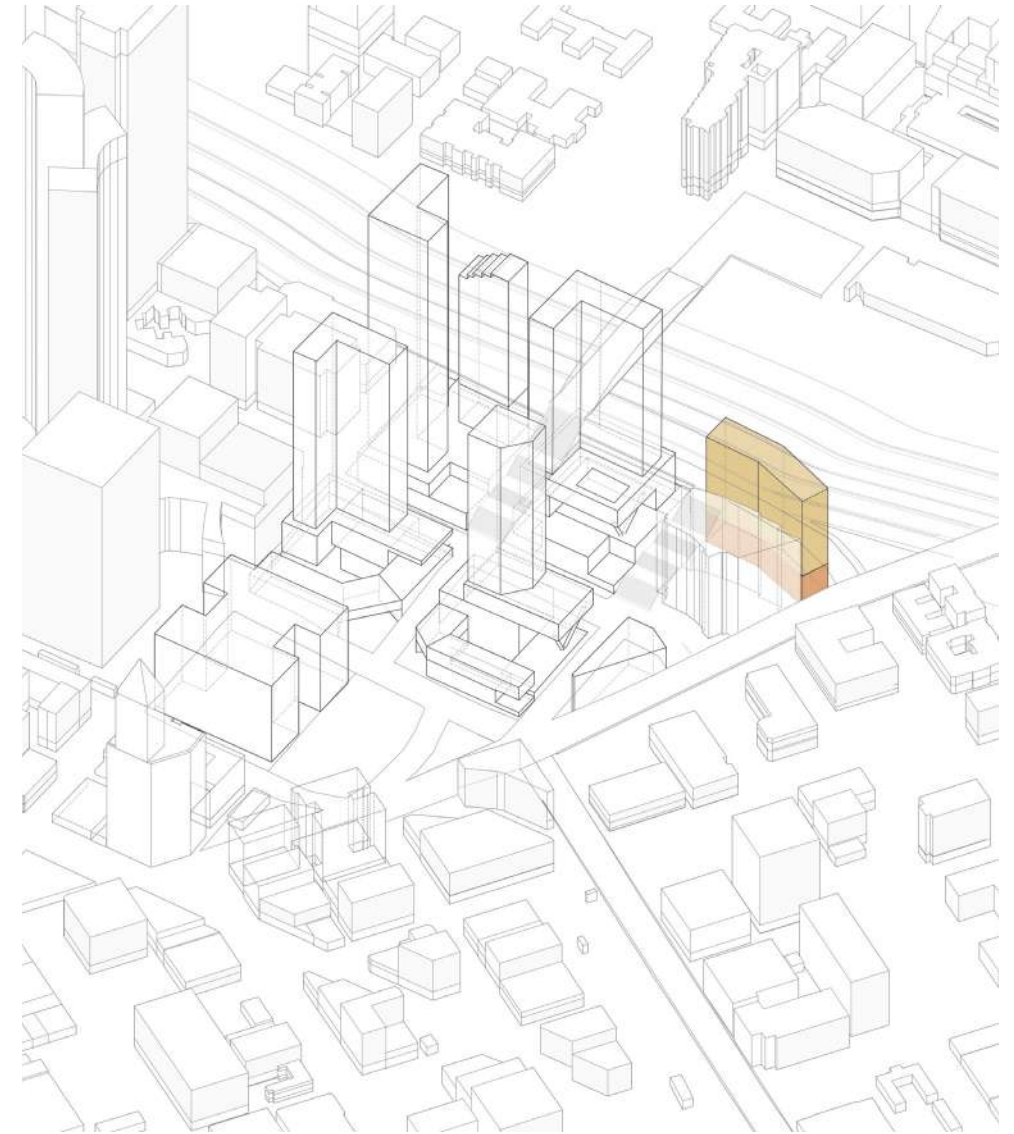
## PHASE 01 CULTURE + ACCESSIBILITY



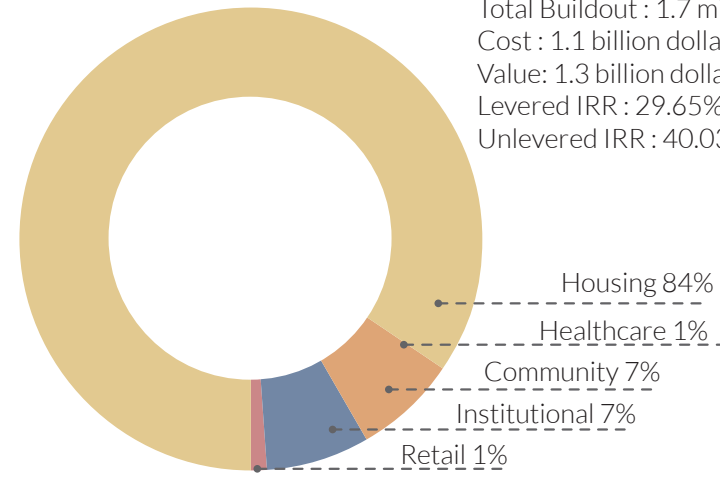
## PHASE 02 CONNECTION + INNOVATION



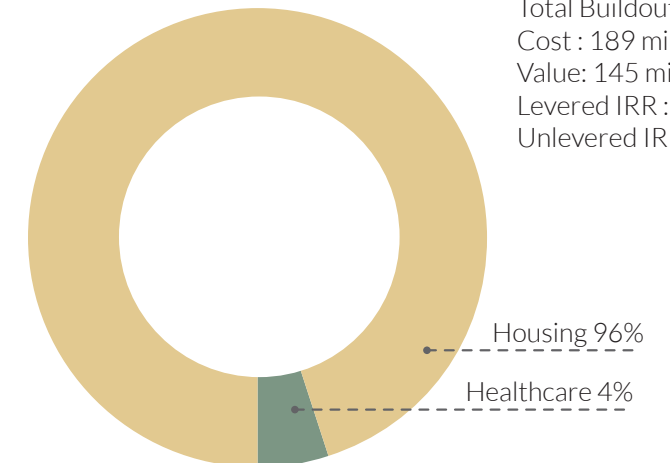
## PHASE 03 HEALTH + FURTHER CONNECTION



Total Buildout : 1.7 million sq. ft.  
 Cost : 913 million dollars  
 Value: 1.2 billion dollars  
 Levered IRR : 27.56%  
 Unlevered IRR : 2.22%



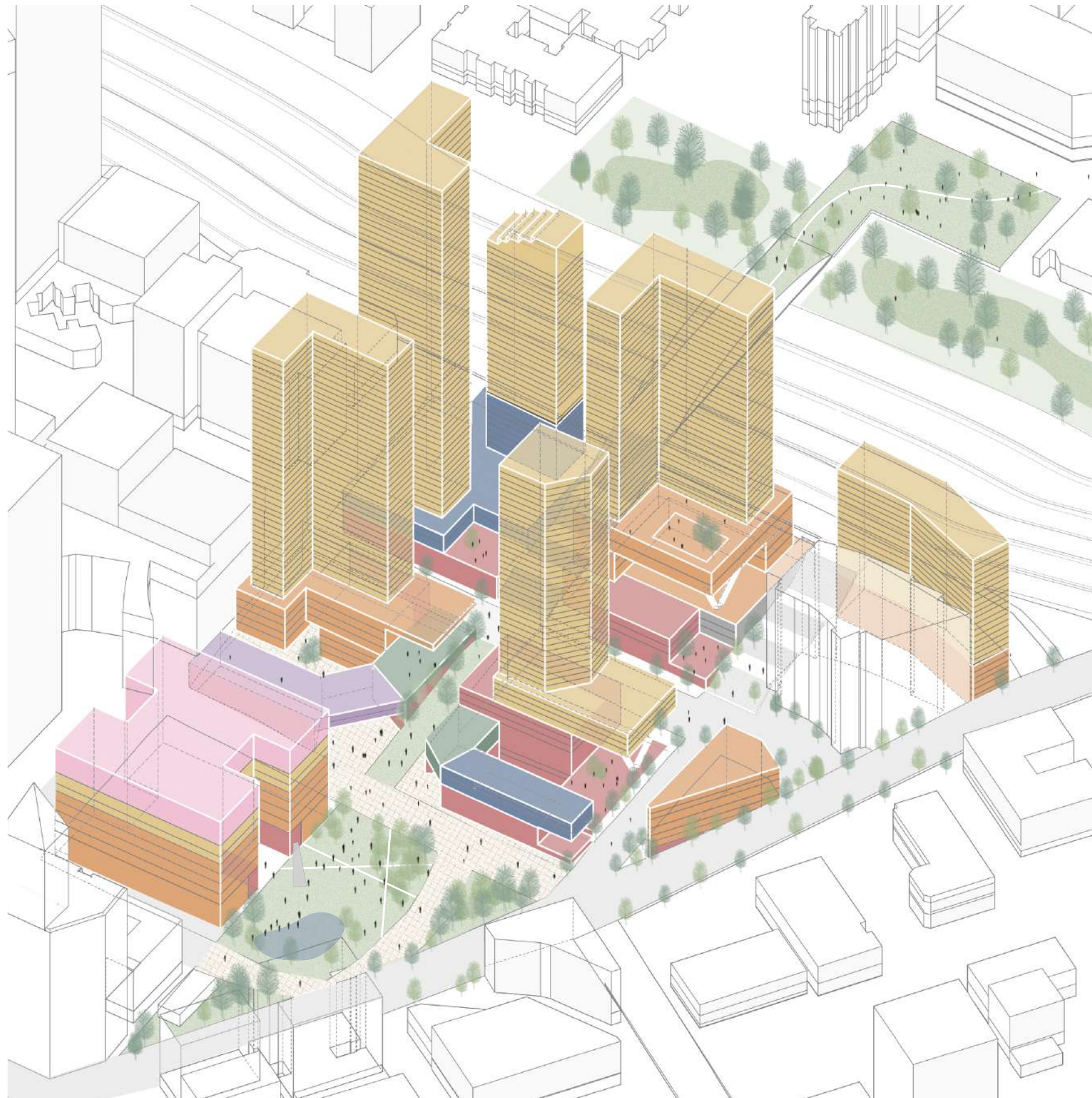
Total Buildout : 1.7 million sq. ft.  
 Cost : 1.1 billion dollars  
 Value: 1.3 billion dollars  
 Levered IRR : 29.65%  
 Unlevered IRR : 40.03%



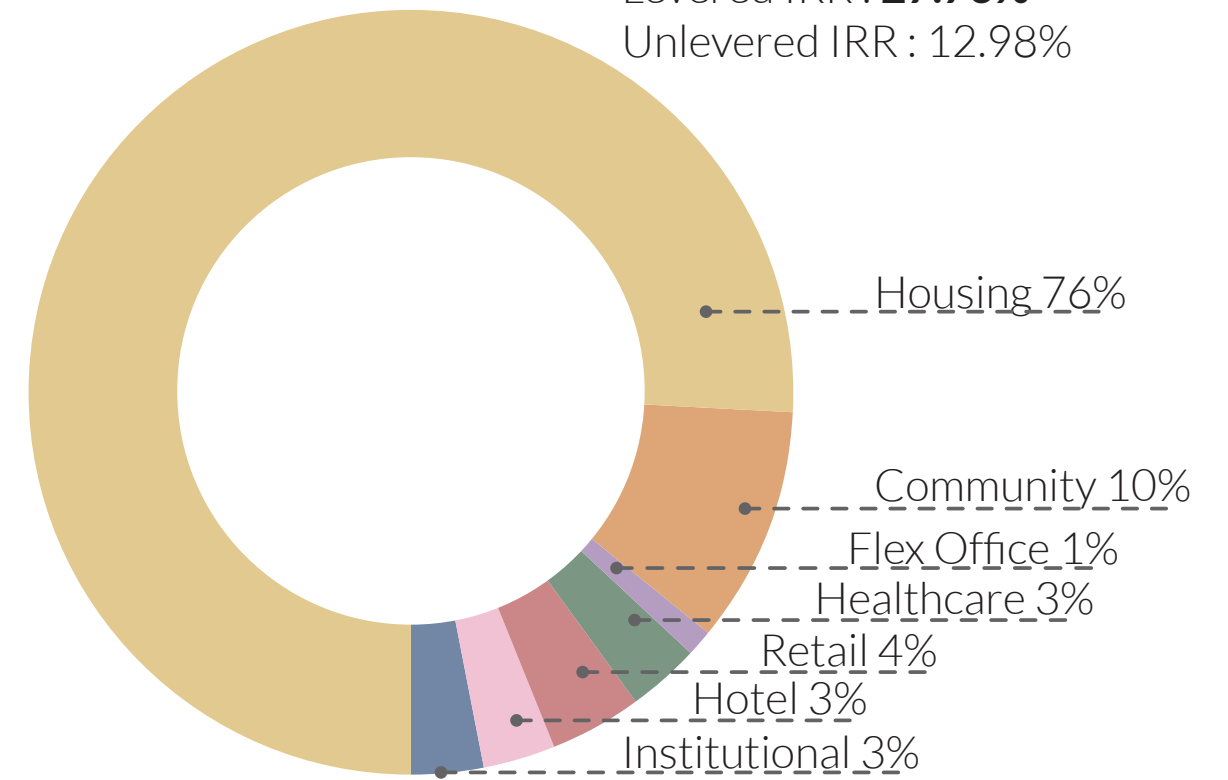
Total Buildout : 327,000 sq. ft.  
 Cost : 189 million dollars  
 Value: 145 million dollars  
 Levered IRR : 8.32 %  
 Unlevered IRR : 0%

# 10-YEAR VISION

The future of Beyond Boundaries



Total Buildout : 3.8 million sq. ft.  
Cost : **2.1 billion** dollars  
Value: **2.7 billion** dollars  
Levered IRR : **27.76%**  
Unlevered IRR : 12.98%



# Beyond Boundaries

“The Future of Pioneer Square”





# BEYOND BOUNDARIES

**DEVELOPMENT COST: \$2.1 Billion**

**PROJECT VALUE: \$2.7 Billion**

**LEVERAGED IIR: 27.76%**

**UNLEVERAGED IIR: 12.98%**