2024 ULI HINES

STUDENT URBAN DESIGN COMPETITION

Briefing Materials
Seattle, Washington
January 2024

Contents

About the Sponsors

Urban Land Institute (ULI) is a nonprofit with a mission: *Shape the future of the built environment for transformative impact in communities worldwide*. ULI's mission priorities are 1) Decarbonizing the real estate sector and accelerating progress to net zero; 2) Increasing housing attainability in communities around the world; and 3) Educating the next generation of diverse real estate leaders. These priorities are underpinned by a commitment and focus on diversity, equity, and inclusion (DEI). Learn more about ULI. Follow ULI on Facebook, LinkedIn, Instagram, and YouTube.

Learn more about Hines. Follow Hines on Facebook, LinkedIn, Instagram, and YouTube.

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

- ULI Member Directory
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50 percent discount off the regular rate
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About the Competition

The ULI Hines Student Competition, now in its 22nd year, is one of the core education initiatives of the Urban Land Institute. The competition offers eligible students the opportunity to form multidisciplinary teams and engage in a challenging exercise in responsible land use. It is part of ULI's ongoing effort to raise interest among young people in creating better communities, improving development patterns, and increasing awareness of the need for multidisciplinary solutions to development and design challenges.

The late Gerald D. Hines, founder and chairman of the Hines real estate company, was the 2002 recipient of the $100,000 ULI Prize for Visionaries in Urban Development. A firm believer in the power of people and fostering transformative values, Hines declined the prize money and endowed the competition with an additional $3 million, ensuring its longevity and legacy for future generations of practitioners.

"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 said.

The competition encourages cooperation and teamwork among future real estate developers and investors and the many allied professions, such as architecture, landscape architecture, planning, finance, historic preservation, law, and public policy, among others. Since the competition began in 2003, more than 11,100 students on over 2,227 teams have participated, including 84 teams (420 students) who have made it to the finalist round. More than 1,200 real estate and design professionals have served as advisers to these teams.

Please refer to the competition website, **uli.org/hines** for more background and updates.

Notice to Competitors

UNDER NO CIRCUMSTANCES SHOULD YOU COMMUNICATE REGARDING THE COMPETITION WITH HINES; THE CITY OF SEATTLE OR OTHER REGIONAL MUNICIPALITIES; KING COUNTY; THE STATE OF WASHINGTON; THE NONPROFIT AND PUBLIC AGENCIES INVOLVED; THE PROPERTY OWNERS OR EMPLOYEES OF THE PROPERTY OWNERS; CONSULTANTS WHO ARE WORKING OR WHO HAVE WORKED ON THE PROJECT; THE COMPETITION JURY; AREA RESIDENTS; OR OTHER ASSOCIATED ENTITIES UNLESS THEY ALREADY ARE AMONG YOUR PROFESSIONAL ADVISERS. DO NOT CALL ULI'S HEADQUARTERS IN WASHINGTON, D.C., ULI NORTHWEST, OR OTHER ULI DISTRICT COUNCILS UNLESS THOSE DISTRICT COUNCILS ALREADY HAVE OFFERED TO BE A RESOURCE TO YOUR TEAM. IF ULI LEARNS THAT YOU HAVE TRIED TO COMMUNICATE IN THE MANNER DESCRIBED HERE, ULI MAY DISCARD YOUR SUBMISSION AND THE JURY WILL NOT REVIEW IT.

The Competition Host City: Seattle, Washington

This year's competition is focused on a site in Seattle, Washington. Seattle is a seaport and major tourist destination that includes a collection of piers along the waterfront, a renowned market, and early American historical sites. The city of Seattle has a land area of 84 square miles and the greater metropolitan region spans three county jurisdictions—King, Pierce, and Snohomish. Seattle is flanked by Puget Sound, which is a body of water that contains large islands and is instrumental to the area's environment, culture, and economy. The city has a population of 737,015 (2020 census), while the metropolitan area hosts more than 4 million people.
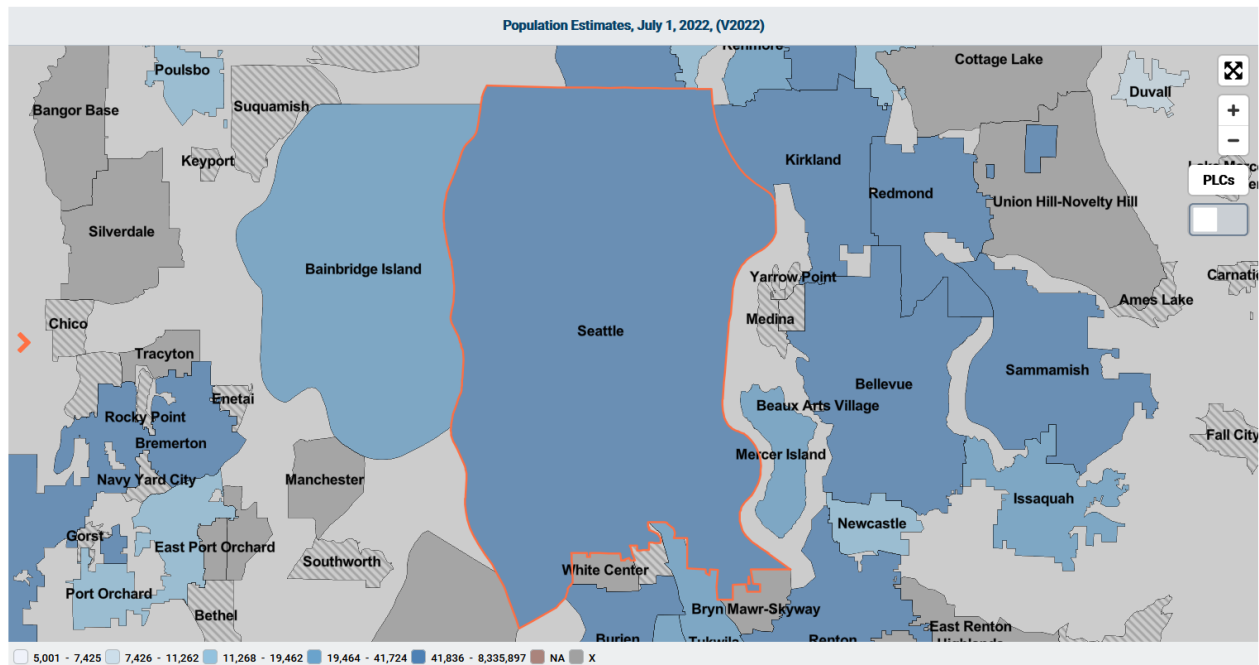

Figure 1. Seattle, Washington. U.S. Census Bureau. Population Estimates, July 1, 2022, (V2022). [Accessed 6/2/2023 at Census.gov.]

Land Acknowledgement

We would like to acknowledge that the described land area is the traditional land of the first people of Seattle, the Coast Salish, past and present. Please take a moment to honor with gratitude and deep respect, the land itself and the Coast Salish Tribes. The importance of Chief Si'ahl (Chief Seattle) and his role during the initial negotiation of land, resources, and rights of the Puget Sound area is a crucial part of understanding the establishment of the city of Seattle. The tribal leader's commitment and dedication has influenced the existence of the tribal communities in the area. We also acknowledge the systemic policies of genocide, relocation, and assimilation that still impact many Indigenous/Native American families today. Please take a moment to reflect on this history and how it might inform your career in development and design.

Moment of Reflection

History

The Seattle metropolitan area resides on what was formerly known as Coast Salish land, belonging to the Duwamish, Tulalip, Puyallup, Muckleshoot, Suquamish, and Snoqualmie tribes. In the mid-1800s, European-American settlers displaced the Coast Salish people, a diverse group of more than 40 independent nations, from parts of the Pacific Northwest territory. The Treaty of Point Elliott (1855), between the United States government and the Native American tribes (including Chief Si'ahl, Seattle's namesake), details certain uses and rights of land, fishing, and hunting in the region for these tribes.

In the decades that followed the Treaty of Point Elliot, the Seattle area experienced more population growth as workers were drawn to industries such as coal and lumber. The lumber economy was kickstarted by American entrepreneur Henry Yesler who started a sawmill production along Elliot Bay in 1852; a community grew around the site. Subsequently, the Great Fire of Seattle of 1889 flattened more than 116 acres of buildings in the central business district, and this devastation eventually allowed for an opportunity to rebuild and reshape the city. After the Great Fire, the streets were regraded, and the Seattle sidewalks seen today are one to two stories higher than originally built. Learn more about the prevalent industries in the 1800s and the Great Fire.

Figure 2. Aerial view of Pioneer Square in 1880. Wikimedia.com. [Accessed 8/15/2023.]

The Klondike Gold Rush in 1896 also had a major impact on the prosperity and popularity of Seattle. Pioneer Square, the area of the town's first settlement, welcomed thousands of prospective miners, known as "stampeders." Many of those who traveled up north eventually came back to Seattle to invest their money into local businesses.

In the 1900s, the transcontinental railroads increased the trading activities with Asia and the North Pacific. "Scandinavians came to work in fishing and lumbering, African Americans to work as railroad porters and waiters, and Japanese to operate truck gardens and hotels. There were significant communities of Italians, Chinese, Jews, and Filipinos." (seattle.gov) Learn more about Seattle during the 1900s, including the Great Depression and World II and Civil Rights era.

Recent Growth

The Seattle Trade Alliance has played a crucial role in developing and promoting the Greater Seattle region, economically and socially. Seattle is home to nine Fortune 500 companies and the highest concentration of aerospace engineers, multimedia artists and animators, software developers (applications), architects, and engineers in the United States. This region includes the headquarters of Microsoft, Starbucks, Nordstrom, and Amazon.com, among others, as well as a sizable presence from Boeing and JPMorgan Chase.

The ULI/PwC publication *Emerging Trends in Real Estate® 2023* includes Seattle as one of four Multitalented Producers, along with Chicago, Los Angeles and San Jose. Described as being not only large and economically varied, but also particularly diverse and productive, these four cities are showcased among the nation's top economic engines on page 80 of the report.

These trends and more are explored in Reading Resources on page 9.
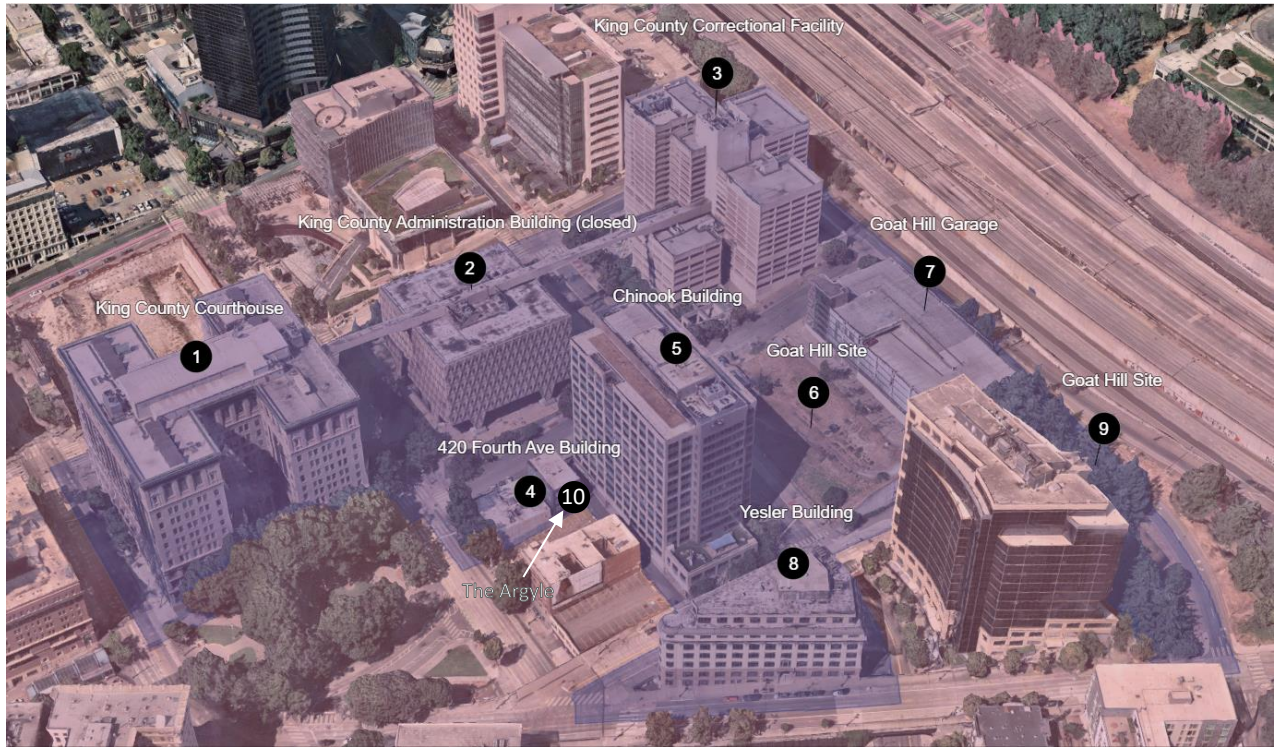
The Competition Site and Study Area

Figure 3. The Study Area and Site. The Site consists of county-owned parcels, in purple. The Study Area includes all parcels in pink. *(ESRI/Brooks Patrick)*

King County, Washington, has identified a **Site**—located at the north end of Pioneer Square and west of I-5, in downtown Seattle—as a development opportunity. The Site is part of a larger **Study Area**, which lies along I-5 and south of the central business district neighborhood. The Study Area consists of 15.4 acres, including public rights-of-way and several historic properties. Its boundaries are Washington Street to the south, the I-5 James Street exit and Seventh Avenue to the east, Cherry Street to the north, and Second Avenue South to the west.
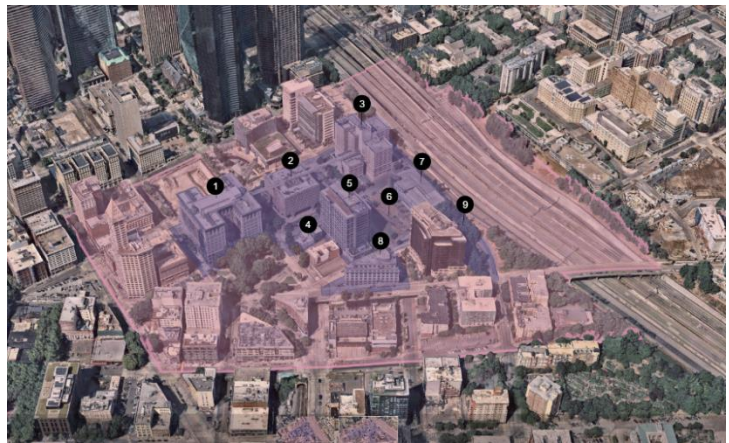
Parcel data is available at the King County Parcel Viewer GIS.

More details about the specific challenge will be available on January 8.

Figure 4. The Study Area includes all parcels in pink. *(ESRI/Brooks Patrick)*

Reading Resources

The links below provide access to resources about Seattle. Some of these resources will be available in the **Google Drive folder**, titled **2024 ULI Hines Student Resources**. You do not need to review every resource listed here in detail, and you should conduct additional research to learn about the region, city, and Study Area, and follow additional links provided on the following pages.

Public Resources

Seattle's Waterfront Plan

Seattle Chamber of Commerce

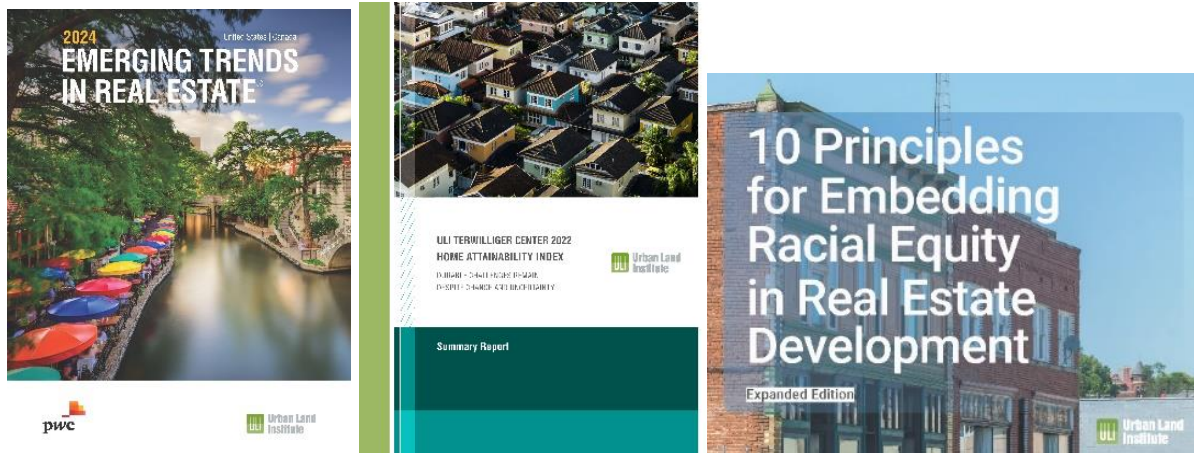Seattle Market Reports

Puget Sound Office Figures - CBRE Q3 2023, Puget Sound Multifamily Figures - CBRE Q3 2023, and Downtown Seattle Mobility Update - CBRE Q3 2023

Puget Sound Regional Council's VISION 2050

Other Resources

ULI Reading

The following resources are available to students for the competition. Some resources are typically available only to ULI members. You can find these resources in the Google Drive.

- *Emerging Trends in Real Estate® United States and Canada 2024*, [October 2023], PwC and Urban Land Institute.
- *ULI 2022 Terwilliger Center Home Attainability Index*, [July 2023], Urban Land Institute.
- *10 Principles for Embedding Racial Equity in Real Estate Development* [2022], Urban Land Institute.

ULI Advisory Services Panels, Case Studies, and Award Winners

Advisory Services panel: Strategic Advice for Urban Resilience on the Lower Duwamish River, June 21–26, 2015, Sponsor: The Kresge Foundation. The report is available in the Google Drive folder.

Case studies: The case studies are available in the Google Drive folder.

Award winners: The following are developments in the region that have won ULI Global Awards for Excellence or ULI Americas Awards for Excellence:

- 2023, Aurora Bridge Bioswales, Seattle, Washington
- 2022, HopeWorks Station North, Everett, Washington

Local and Regional Data

The U.S. Census Bureau, including Quick Facts, provides important demographic data, as does the Puget Sound Regional Council (PSRC). The Employment Security Department of Washington State provides context and background information about employment and the labor market.

The area has several entities dedicated to supporting commerce in the metro region and locally, including the Downtown Seattle Association, Alliance for Pioneer Square, Seattle Metropolitan Chamber of Commerce, Workforce Development Council of Seattle-King County, the Washington State Department of Commerce, the Greater Seattle Partners, and the Seattle Office of Economic Development.

Information on Seattle destinations is available from the Seattle Visitors Bureau at Visit Seattle. Venues and resources for culture and the arts include 4Culture, the Seattle Center, which features McCaw Hall, the Museum of Pop Culture (MoPOP), Chihuly Garden and Glass, and the Space Needle. Lumen Field is home to the Seattle Seahawks, Seattle Sounders FC, and the OL Reign soccer team, while the Seattle Mariners baseball team plays at T-Mobile Park. Other noteworthy attractions of Seattle include Pike Place Market and the Chinatown-International District.

Development Context

Urban Planning

The comprehensive plans for King County and Seattle detail initiatives for economic development, an improved quality of life, and neighborhood visioning, among other objectives. For King County, the 2016 Comprehensive Plan, as amended through 2022, is the current adopted plan, and a 2024 update to the plan is underway. These initiatives address challenges and planning recommendations inside county and city lines, as well as in relation to the neighboring Snohomish and Pierce counties. King County has also undertaken a master planning process specific to the site area that they refer to as the Civic Campus Plan. It is recommended that you review this plan and its related documents, the work form Northwest Studio along with their presentation linked in *The Seattle Times* article, and the Council Briefing Presentation – January 2020, but you are not required to integrate these plans into your own proposal; new ideas are encouraged.

Other plans close to the Study Area include the Equity and Social Justice Strategic Plan, the Northeast Pioneer Square Framework Plan, the Your Pioneer Square: 2025 Strategic Plan and COVID-19 Pandemic Response Plan, and the Pioneer Square 2020 Neighborhood Plan Update.

Chapter 2 of King County's Comprehensive Plan, Urban Communities, lends insight to the historical context of race and equity in the urban space. Other resources and groups addressing environment and equity in the area include Front and Centered, the Climate Equity Community Task Force (CECTF), and the Pandemic and Racism Community Advisory Group. Various efforts at the neighborhood scale are working to foster equitable development and enhance community engagement by redeveloping the Waterfront Seattle and creating the park promenade, which will be the core of the new waterfront. The Waterfront Tribal Roundtable presentation includes information pertinent to the indigenous peoples of the area and the historical significance of the waterfront.

Historic Resources

Seattle contains eight historic districts, three of which are in downtown Seattle, and more than 450 individual historical landmarks. Pioneer Square Preservation District is Seattle's first historic district. This district is considered Seattle's original downtown and was renovated and rebuilt after the Great Fire of 1889. The Yesler Building is the only property included in the site area that is part of the Pioneer Square Preservation District. The International Special Review District is known for its cultural significance and community-oriented establishments.

The Historic Resources Survey, conducted by the Seattle government in 2000, was designed to preserve and store data related to the historical resources that are available to the public, and includes a database of historical sites. Smith Tower, west of the competition Site on Yesler Way, is a designated city of Seattle landmark that opened to the public in 1914. At the time of opening, Smith Tower was one of the tallest buildings in the United States with a height of 462 feet. It remained the tallest building west of the Mississippi River until 1931.

Housing and the Unhoused

The region is in a housing crisis, and the population is growing as the result of the tech, biotech, and health care industries. To meet needs associated with growth, the Seattle 2035 Comprehensive Plan calls for 70,000 new housing units by 2035, and an estimated 27,500 to 36,500 additional housing units affordable to households with incomes at or below 80 percent of area median income (AMI). This includes 10,500 rent/income-restricted housing units for extremely low-income households. According to the 2020 census, there were 368,308 total housing units and 351,650 total households in the city. Vacant housing units made up 22,600 units—approximately 6 percent of total housing units—and have decreased across the city over the past 10 years. The median household income for the city of Seattle is $110,800, while the median age is 35.5 years old.

Learn more about Seattle's housing stock in the Housing Choices Background Report, published by the Seattle Office of Planning & Community Development. The Seattle Housing Authority (SHA) owns and operates more than 8,000 apartments and single-family homes, providing stable housing for more than 37,000 people.

In 2020, there were an estimated 11,751 people experiencing homelessness countywide, and that number has increased in the years following. To address this issue, the city of Seattle created a Homelessness Action Plan. As of 2022, there were 2,065 units of shelter, and the city's goal is to open more than 2,000 new units.

Transportation

The appendix of the Transportation section of Seattle's 2035 Comprehensive Plan details the city's priorities and projects related to transit, bicycles, pedestrians, parking, rails, the Port of Seattle, air transportation, and water transportation over the next 12 years. King County Metro is the transit operator in King County and the largest transit operator in the region, providing bus, trolley, and streetcar services. The Puget Sound Regional Council's Transportation Plan is designed to implement the region's growth plan, VISION 2025. Two future RapidRide Bus Transit corridors are planned that would impact the Study Area.

Washington State Department of Transportation (WSDOT) runs the ferries and builds and maintains state roadways. The Highway System Plan was recently closed to public comment. The WSDOT also completed the 2022 Washington Statewide Human Services Transportation Plan, which serves as a strategic framework for addressing the future of Washington state's transportation needs. This plan is focused on those with mobility challenges and the most vulnerable users.

The Washington State Ferries system, created in 1951, operates 20 terminals on 10 routes. The WSDOT planning publications list Washington State Ferries as the largest ferry system in the United States, serving an average of 23.4 million riders and 10.3 million vehicles each year from 2010 to 2019.

Interstate 5 covers the entire state of Washington, traveling north to south, and spans over 277 miles. I-5 is Washington state's busiest highway and is an integral part of Seattle's modes of transportation. In December 2020, Seattle's Office of Community Planning and Development (OCPD) conducted the I-5 Lid Feasibility Study that evaluates the potential effects of lidding Interstate 5 in downtown Seattle. *The Urbanist* lists 8 Takeaways from Seattle's Lid I-5 Feasibility Study that include urban open space opportunities, connectivity between downtown and surrounding neighborhoods, and reduction of noise pollution.

Seattle-Tacoma International Airport is in Tacoma, Washington, and was established in 1949. During the 1962 World's Fair, the airport served approximately 2 million people. In 2022, passenger volume at this airport surpassed 45.9 million people.

Sound Transit

Sound Transit is the regional transit authority for the Puget Sound area and operates the extensive light rail system that travels throughout Seattle. Sound Transit has many different modes of service such as the Link Light Rail, Tacoma Link, Sounder commuter rail, and the ST Express bus. In Section 3 of the Transit Development Plan 2023–2028 and 2022 Annual Report, Sound Transit has six policy goals: preservation, safety, stewardship, mobility, economic vitality, and environment. Page 19 of the Transit Development Plan lists performance measures and targets such as accessibility, cleanliness, dependability, and safety.

An important component of Seattle's current transportation comprehensive plan is the adoption of Sound Transit 3 (ST3), a ballot measure expanding mass transit in the Puget Sound region that passed in 2016. The Sound Transit system will expand to include Everett, Tacoma, Redmond, Kirkland, Issaquah, Ballard, and West Seattle. Learn more from Sound Transit and in the memo provided in the Student Resources Folder.

Sound Transit is also working on possible locations for a new light rail station that might include a site within the competition Site. More information about the possible scenario is provided in the Student Resources Folder.

Adjacent Neighborhoods/Places

Seattle GeoData provides a map of Seattle neighborhoods. The competition Study Area falls primarily within the Pioneer Square neighborhood.

The city of Seattle is divided into seven Council Districts that have recently been updated to reflect similar population numbers across the separate districts. With the development of the newly appointed district boundary lines, the competition Site is included in both District 7 and District 1. The King County Administration Building and King County Correctional Facility are both located in District 7, while the remaining parcels (King County Courthouse, 420 Fourth Avenue, Chinook Building, Vacant Land, Goat Hill Garage, Yesler Building, Other Vacant Land) are in District 1.

Immediately north of the competition Site is Seattle's City Hall, Police Department Headquarters, and City Light (electric utility company), highlighting the prominence of government services in the neighborhood.

The International Special Review District forms the southeastern border of the site area and is included within the study area parcels. This neighborhood, directly next to Pioneer Square Preservation District, was the first stop for Asian immigrants and remains a vibrant and diverse hub. The International Special Review District is listed in the National Register of Historic Places for its rich cultural history and ongoing influence in the Asian community.

Area Developments

The *Puget Sound Business Journal* offers Crane Watch for the Seattle area. Notable developments near the Site include the following:

- **City Hall Park Redesign** (underway)
- **Bosa Development**
  Between Third and Fourth and James and Cherry streets, this development is a 57-story residential tower (currently on hold). Learn more here and here.
- **Harborview Medical Center**
  In November 2020, King County voters approved issuing up to $1.74 billion in phased general obligation bond funding over 20 years for health and safety improvements at King County's Harborview Medical Center campus, including a clinic in the Pioneer Square neighborhood. Bond-funded facility improvements may include the following:

- o   Construction of a new 10-story tower (base tower) with seven finished and three shelled floors;
- o   Construction of essential services currently located in older hospital spaces requiring renovation; and
- o   Expansion of county spaces located in older hospital facilities.

- **Yesler Terrace Redevelopment**

  The Seattle Housing Authority (SHA) is nearing completion of Yesler Terrace—a 33-acre, $1.7 billion Choice Neighborhood Initiative redevelopment project that began construction in 2013.

  When completed, the original 561 public housing units will have been replaced within a mixed-income, mixed-use community containing an additional 3,000+/- residential units, 500,000 square feet of office and medical space, and 150,000 square feet of retail and community space, as well as a new 1.8-acre regional park. In addition to the 561 replacement units, for those earning 30 percent of AMI or less, there will be more than 300 units for incomes below 60 percent of AMI and 850 units for incomes below 80 percent of AMI. The SHA partnered with Vulcan Real Estate and other private developers to build market rate and 80 percent AMI housing. The first new low-income building, Kebero Court, opened in May 2015, and 10 additional apartment buildings have opened since that time, including four more low-income buildings and six market rate mid- and high-rise buildings. Raven Terrace opened in February 2016. In addition to new housing, retail, and office spaces completed or underway, the redevelopment will include medical facilities and a new hotel. Full redevelopment is expected to be completed by 2030 due to delays caused by current interest rates and local construction costs.

- **Waterfront Seattle**

  The city of Seattle is in the process of constructing a half-mile linear public park, spanning 20 acres along Seattle's central waterfront.

The Competition Challenge

The competition challenge reflects much of the actual conditions at the location; however, ULI has changed certain details in this brief for the purposes of the competition. The competition is an educational exercise; ULI does not anticipate that anyone will build what participating teams propose for the Site.

The Competition Site and Study Area

King County**,** Washington, has identified a **Site**—located at the north end of Pioneer Square and west of the I-5, in downtown Seattle—as a development opportunity. The Site is part of a larger **Study Area**, which lies along I-5 and south of the Central Business District neighborhood. The **Study Area** consists of 15.4 acres, including public rights-of-way and several historic properties. Its boundaries are Washington St. to the south, the I-5 James Street exit and 7th Avenue to the east, Cherry Street to the north, and 2nd Ave S to the west.

Parcel data is available at King County Parcel Viewer GIS.

The site is located at the intersection of five neighborhoods including Pioneer Square, the Central Business District, the Chinatown-International District, Yesler Terrace, and First Hill. For many decades, King County's governmental operations (judicial, legislative, executive) have been conducted within eight county buildings that constitute the competition site. Altogether, the buildings located on these parcels comprise 1,965,831 square feet of floor area. Currently, the area is stagnant and underused and some of the buildings are facing costly maintenance and repairs.

The county has selected your team as master developer. As master developer, you have entered into an agreement with the county to provide a proposal to **transform the Study Area into a thriving, mixed-use, mixed-income neighborhood,** and a proposal to **evaluate the benefits and financial possibilities of redeveloping the county-owned parcels (the Site) within a 10-year period**. The county is seeking a **vision** for the area that will **increase connectivity and mobility**, address issues of **equity and housing affordability**, and have a **positive economic impact** while increasing the **sustainability and resilience** of the Study Area, the surrounding community, and the county at large. As the master developer, you can propose to lease land from the county, establish a public/private partnership, and/or determine other mechanisms by which to redevelop.

COUNTY PARCELS   **Your proposal must address all parcels listed here.**

Parcel_ID	PROPERTY NAME	PRESENT USE	DEEDED ACREAGE
0942000860	King County Courthouse	Governmental Service	1.31
0942000920	King County Administration Building	Governmental Service	1.36
0942001010	King County Correctional Facility	Governmental Service	1.31
0942001050	King County Parking Garage (Goat Hill Garage)	Parking (Garage)	1.89
0942001090	The Argyle	Apartment	0.06
0942001095	420 Fourth Avenue	Retail Store	0.10
0942001105	King County Chinook Building	Office Building	0.65
0942001150	Yesler Building	Historic Property (Office)	0.37

Parcels both outside of the Site and within the Study Area – You have the option to redevelop parcels within the Study Area but are not required to develop anything beyond the Site. For any parcels beyond the Site that you recommend developing, you must state how you will acquire such parcels and account for their cost in your pro forma. **You may NOT redevelop the City Hall Park (parcel #0942001145) in the Study Area.**

Parcels outside the Study Area—Do not propose to acquire or redevelop parcels outside the Study Area. You may recommend and/or visualize a long-term **high-level, conceptual** plan for redeveloping parcels outside the Study Area **beyond the 10-year period** to demonstrate how your specific development proposal fits into a longer-term vision for the area, **but this long-term conceptual plan is not a requirement for, or the focus of, the competition.**

Within the **Site** and **Study Area** there are buildings, parcels, and public space that have historical importance. Please reference the Preservation District Guidelines for the Pioneer Square Preservation District (PSPD) and the Draft Design Guidelines for the International Special Review District (ISRD) before deciding whether to acquire or redevelop optional parcels in the Study Area that also fall in these districts. You may not demolish the Yesler Building (it is the only building within the **Site** that is part of Pioneer Square Preservation District). For other buildings within the **Site**, it is up to you whether to reuse them or to demolish them fully or in part. For properties in the **Study Area**, you should consider the relevant guidelines listed above and the Seattle Municipal Code, Chapter 23.66 – Special Review Districts, Subchapter II (PSPD) and Subchapter III (ISRD) when deciding how to proceed.
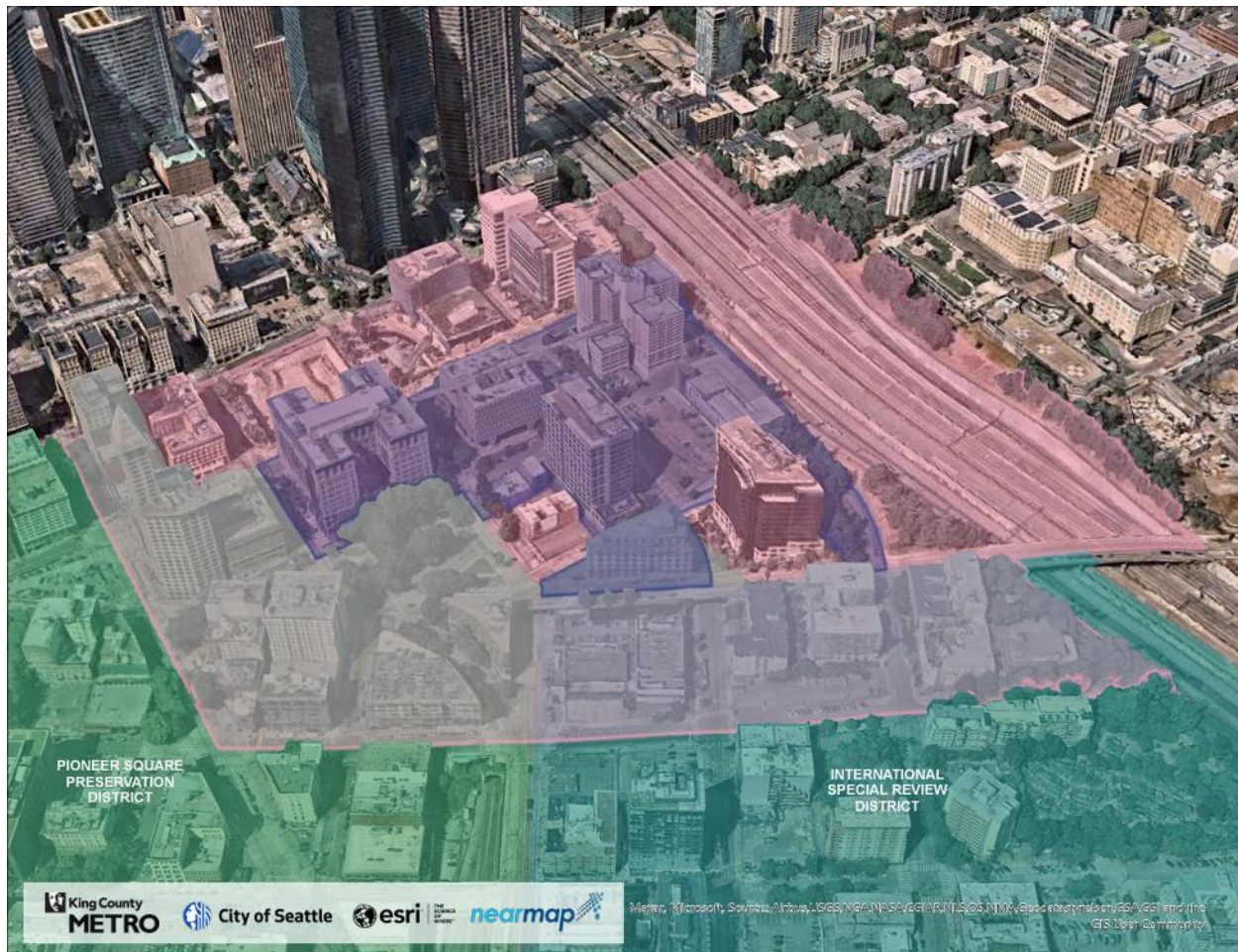
Figure 5. Overlap between the Site, Study Area, Pioneer Square Preservation District (in green) and International Special Review District (in teal).

I-5: Please keep in mind the high costs of the I-5 Lid feasibility and the requirement that for any parcels that you recommend developing within 10 years, you must state how you will acquire those parcels and account for their costs. If you choose to envision a scenario after 10 years where the highway has a lid, your visuals and narrative should make it clear that the lid is not part of your 10-year proposal.

Proposed Sound Transit Station: Please review the Sound Transit Preferred Alternative Station Plan document in the Google Drive folder. It is up to you to decide whether to include the proposed Sound Transit station on

Fourth Avenue in your proposal. If you do decide to include the proposed station, you may assume that it has already been financed.

Detailed Assignment

Goals and Deliverables

The county has asked you as master developer to do the following:

1. Analyze regional forces—social, historical, demographic, political, and economic, among others—and the competition Site in relation to its surroundings and **describe or visualize key aspects of your regional analysis**.
2. **Determine the type of redevelopment** the market would support and **describe or visualize key aspects of your market analysis**.
3. **Propose a market-feasible development program** and **financial pro forma** for the competition Site, as well as for any additional parcels you may recommend acquiring. This program should identify all phasing within the 10-year period.
4. **Ascertain the development value of the total redeveloped Site,** including land and buildings, within the 10-year period.
5. Based on the development value, **state the offering price to acquire or the leasing terms** for all public parcels, and any private parcels you may recommend acquiring.
6. **Determine the subsidies** (if any) that would make redevelopment feasible and the **sources** of those subsidies.
7. **Establish and state a fair rate of return to the county** that compensates for the value-added activity and/or concessions you recommend the county contribute to the project.
8. **Propose a site plan** for the competition Site, and any additional parcels you may recommend acquiring.
9. *Optional: **Provide conceptual plans for the future of the Study Area**. These plans will be high level; therefore, descriptions and illustrations of these plans do not need to be as detailed as those for the Site. In your visuals, clearly delineate any conceptual plans from those for the 10-year period.*
10. **Propose an urban design scheme** for the Study Area that connects it to surrounding areas. **Describe or visualize specific connections or integrations** between the neighborhoods.
11. **Provide site-specific illustrations** of key development components you propose within the 10-year hold.
12. **Offer minimum levels of affordable/workforce housing. In your proposal, a minimum of 20 percent of new residential product**, both for sale and rental, must be units affordable for low- to moderate-income households. Avoid concentrating these units in a single building, if possible.

Essential Presentation Elements

All submissions should include the following five general elements:

1. Planning context and analysis
2. Site plan
3. Urban design
4. Site-specific illustrations of new development
5. Development schedule and finances

You also may include other elements that you think are necessary to tell your story.

Detailed Guidance on the Essential Presentation Elements

The following describes the essential elements in more detail.

1. **Planning context and analysis**

   Illustrate planning context and analysis with diagrams and/or annotated plans at a scale. Describe overall patterns and concepts for local and regional issues the team considers relevant. These might include, for example, the following:

   - Land use;
   - Circulation (pedestrian, vehicular, transit, bicycle, parking, etc.);
   - Open space and other natural systems;
   - 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.

2. **Site plan**

   Your site plan should communicate the following:

   - Blocks and streets;
   - Land and building uses;
   - Location of transit line(s) and stops/terminals;
   - Public infrastructure, including stormwater;
   - 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.

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, vehicles, transit, bicycles, parking, etc.) to and within the Study Area;
   - Infrastructure;
   - Landscape, open space, waterways, and/or natural systems; and
   - Environmental stewardship, sustainability, and resilience.

4. **Site-specific illustrations of new development**
   Your presentation should include annotated illustrations that zoom in on the site. These illustrations might be plans, elevations, sections, or three-dimensional views (perspective/axonometric). They should
   - Clearly identify which phase each illustration is describing;
   - Illustrate massing and scale for the public and private realms; and
   - Illustrate public space components, including how they will be programmed and used.

5. **Development schedule and finances**

ULI has provided a pro forma template in the Google Drive folder. In this template, worksheets link to one another, and the cells contain formulas to aid you in scoping the financial viability of each development component.

- You may modify the template and apply assumptions (e.g., cap rate, rental rates, project costs by line item, etc.) as you deem necessary. You can add new building types. You do not need to add information about a product type if that type is not part of your development program.
- You should eliminate unnecessary tabs and use or add tabs only for the development components that are part of your design.

Assumptions

For the competition, your team should consider the following guidance:

- **Start of development. Predevelopment** (land acquisition, planning, entitlements, stakeholder engagement, etc.) can begin as early as **January 1, 2025,** for any component. The start year—the first year you may begin **construction** on any phase—is **2026**. **Close-out** for all phases must finish by the end of **2035**. You may address entitlement issues for components upfront or sequentially, adjacent to the construction period for each component. In real life, predevelopment can take three to four years or more, but it is possible to complete it in less time, depending on the size and scope of the project. You may propose shortened predevelopment time frames for the components of your development for the purposes of this competition.
- **Topography.** Your design should respond to the existing elevation and features of the topography (note the significant elevation changes in the Study Area), or your pro forma should account for the costs and sources of funding needed to alter the topography.
- **Complete neighborhoods.** Proposals should give priority to mixed-use, mixed-income development and neighborhood vitality.
- **Market-feasible costs and pricing.** Although the competition uses a fictional scenario, your team should aim to create a financially feasible plan for the site. Come up with a market-appropriate amount that you can justify in your pro forma (e.g., current sales price for land in the area, market rents for various uses, project costs, etc.). If your program requires a subsidy, the subsidy amount should be realistic and from viable sources.
- **Planning and zoning code.**
  - You may use the current zoning requirements or propose new zoning. The jury will not be checking your proposal against the existing zoning ordinance; however, the existing zones outlined in the land use code can provide you with examples of compatible uses, design preferences, setbacks, parking, lighting, and other approaches that align with the city's urban design, planning, and land use goals.
  - You can view the zoning map and overlay districts using the city's interactive online resources.
  - More information on Seattle's zoning and land use can be found on the city's Department of Construction and Inspections site, under Codes > Zoning and Codes > Land Use Code.
    - The Municode Library hosts the full Code of Ordinances for the City of Seattle including the Land Use Code.
  - County zoning information is available on the King County website. King County's iMap Interactive Mapping Tool leads to detailed reports for each parcel, which usually includes zoning. However, the county primarily manages zoning for unincorporated areas in the county, so the city will be your best resource for zoning within the Site and Study Area.
- **Redevelopment tools.**
  - The Washington State Constitution imposes restrictions on how cities and counties can use public funds to advance economic development. The nonprofit Municipal Research and Services Center of Washington (MRSC) offers more on this topic—see the section entitled "Limitations on Economic Development."

- The [Washington State Department of Commerce](#) [Office of Economic Development & Competitiveness](#) (OEDC) lists economic [incentives](#).
- The Washington State Treasurer provides information about [tax increment financing (TIF)](#), as do the [Washington Economic Development Association](#) and the [MRSC](#). TIF is a relatively new tool in Washington and the legislature just passed a fix bill that enhances it.
- Information about Opportunity Zones (OZs) is available from the [Washington State Department of Commerce](#). Census tracts to the east and south of the Site are designated Opportunity Zones. Some parcels in the south part of the Study Area are in census tract 92, which is one of these nearby OZs.
- **HUBZones.** The U.S. Small Business Administration's [HUBZone program](#) aims to award 3 percent of federal contract dollars to HUBZone-certified companies each year to encourage small business growth in historically underused business zones. The competition Site falls within a qualified HUBZone.

- **Infrastructure costs.**
  - You must include costs for infrastructure on private parcels in your financing proposal.
  - You must include costs for public infrastructure in your financing proposal if you use that infrastructure to achieve a building premium. That means if you propose public infrastructure that clearly goes above and beyond what the municipality typically provides in the area, then you should include it in your budget and identify sources of funds to cover the cost of that infrastructure. For example, if the county does not typically pay for rain gardens for stormwater management in the area and you are proposing rain gardens, then you should include the cost of rain gardens in your budget and identify a source of funds for them. If you propose infrastructure that is normal practice for the area (e.g., something like paving a public road), you do not need to include the cost of the infrastructure in your budget.
  - You could propose that the county pay for the additional infrastructure costs (beyond normal practice), but if that results in extravagant costs that are obviously outside the county's funding or operating capacity or will not lead to obvious returns for the county, the jury is likely to observe that problem, and it could hurt your proposal.

- **Existing uses and tenants.** Assume there are no current tenants on the required Site parcels. If you decide to acquire additional parcels, assume that any current tenants' leases expire at the end of December 2024 with the option to renew on a month-to-month basis. You may find it optimal to retain all, some, or none of those tenants, and you may change lease rates as you deem appropriate when you sign a new lease or bring on a new tenant.

- **Rights-of-way and circulation patterns.** You may change street and circulation patterns. You may choose to close or create public streets within your development blocks. If you close a public right-of-way and develop the space, you need to buy the land from the county at fair market value.

- **Construction costs.** [RSMeans data from Gordian](#) (a 2024 competition data provider) will be available to two members of each team for the duration of the competition. You can use tables from RSMeans or a resource of equivalent quality as a guideline to estimate your construction costs.

- **Taxes.** Washington state law states that all property must be valued at 100 percent of its fair market value. There are about 155 levy rates (a levy is a cap on the amount of property tax dollars) in King County based on different overlapping taxing jurisdictions. The city website provides an [overview](#) of corporate income tax, sales and use tax, and property taxes. [The King County Assessor's Office](#) and [City of Seattle Auditor's Office](#) provide tax rates for real and personal property.
  - **Real property tax.** You can find real property tax on the King County Department of Assessments [webpage](#).

- **Stormwater utility fee.** The [City of Seattle charges property owners a fee for stormwater management services](#) based on each property's estimated impact on the City's drainage system. Be sure to includes these charges in your pro forma or indicate a specific reason for an exception.

- **Inflation.** You do not need to apply inflation as a factor and can use untrended data.
- **Brownfields and remediation.** You do not need to address remediation of hazardous materials within the Site and Study Area because we do not have details on type and extent of possible contamination.
- **Demolition costs.** In your pro forma and narrative, you must account for the cost of demolishing existing structures (assuming you wish to demolish them) if you demolish them within the 10-year period of your pro forma. You may cover the cost of demolishing some or all of the buildings, or you may propose another mechanism where the county or another entity pays to demolish some or all of the buildings. Communicate the costs and benefits to the county of whatever you propose. Teams may choose to assign costs to demolish parcels based on an assessment of existing structures and land uses or apply a general cost per square foot to the entire site.
- **Property owners.** Please identify all land you may choose to acquire using the generic identifier "developable parcel." Other than the city and county, do not refer to the name of the real-world owner of any parcel in your proposal.

Competition Resources

The following list includes all the items available for download from the **Google Drive folder** or elsewhere and serves as a checklist for you to ensure that you receive all the resources:

- The **challenge brief** (this document) is available as a PDF.
- The **pro forma template** is available as an Excel file.
- The **Question & Answer (Q&A) document** is available as a Google Doc. During the competition period, ULI will post responses to team inquiries on this document in the **Google Drive folder**. **Please plan to check the Q&A document daily.**
- **Geographic information system (GIS) files** of the site and its surroundings are also provided in the GIS folder. The City of Seattle partners with Esri/ArcGIS to provide GIS information in addition to what is being made available to you through your Esri login for the competition specifically.
  - During the competition, participants have free access to ArcGIS Online, ArcGIS Urban, and ArcGIS Business Analyst tools via Esri, as well as to high-resolution 3-D models and aerial imagery of the site via Nearmap. By January 3, registered participants will receive instructions on how to log into ArcGIS and access these tools. If you have not received these instructions, email HinesCompetition@uli.org. Participants are not required to use these tools and do not need to use them to be successful in this competition.
- **Photos and videos** of the site and some parts of the Study Area, including ground-level and aerial imagery and aerial video, are available through the ULI Awards account on flickr.com. There is a document in the Google Drive folder with details on how to access geolocation data for these photos.
- Various **reports** will be available in the Google Drive folder. You are not required to review these documents, and you should plan to do additional research to inform your proposal.

Downloading Competition Resources

- You may download competition resources for distribution only among your team members, faculty advisers, and professional advisers.
- You may share resources and collaborate across teams, but team members should not directly contribute content to another team's proposal (so that ULI and the jury do not have to worry about someone asking for credit for part of another team's proposal).
- 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.**

Criteria for Judging

The jury will select **four finalist teams** that it deems to have best satisfied the Goals and Deliverables of the challenge and criteria described here. The jury, at its discretion, will award an unspecified number of **honorable mentions** for outstanding submissions in one or more of these criteria. Specifically, proposals should strive to meet the following criteria:

- **Integrate planning and design decisions with economic feasibility, including market-level returns on investment** for private investors and lenders. For instance,
    - Public investments in infrastructure and public facilities should have clear value for the owners.
    - 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 the consistency and coherence of your proposal. For example, the financial proposal should accurately reflect the designs and vice versa. You may have an excellent pro forma, but if your vision is weak and your site plan is confusing, your proposal will not advance to the finals. Likewise, you may have an excellent vision and stunning graphics, but if your pro forma is very weak with no obvious room for simple corrections and improvements, your proposal will not advance.

The jury may, if it wishes, use additional criteria in making its final decisions.

Jury Evaluation Process

ULI strives to conduct a thorough, fair, and rigorous jury evaluation process, yet teams need to consider the realistic constraints on and limitations of the jury. ULI receives many submissions (100 on average), and jurors have very limited time to review each one. Jurors will not have extensive time to delve into every detail of every proposal, nor will they have the capacity to provide lengthy, detailed feedback. Teams should make their presentations as clear and easy to understand as possible.

The jurors ULI selects are leaders in their fields and generously donate their time to the competition. 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 following is a typical process; however, it might not be the exact process the 2024 jury uses.

- The jury meets twice, once in February to review all submissions and again in April for the final presentations.
- About one week before the jury meets in February, all jurors receive all digital files from each complete submission. The jurors do not have to review every submission, although some jurors do. ULI will indicate to all jurors which subset of submissions they should review.
- During the February meeting, the jury has about 12 hours over three working days to review all the submissions, select the four finalists and any honorable mentions, and provide feedback to the finalists. To accomplish this task on such a tight timeline, the jury breaks into groups of three. Each

group includes one juror from the host area, at least one juror who can review the financing proposal, and at least one juror who can review the design.

- The jurors take several minutes in their groups to review each team's submission and provide verbal feedback, which a ULI staff member captures to share with the student team later. Each breakout group selects the best submissions in its group to go to review by the whole jury.
- The full jury as a group discusses the merits of about one-quarter to one-fifth of all submissions. They consider whether and how each submission meets the criteria.
- All jurors cast votes for the four submissions they think should be finalists. The submissions with the most votes become the finalists.
- The jury discusses the feedback they want ULI staff to provide to each finalist team.
- The jury selects honorable mentions and discusses why they merit this honor.
- Only after selection of the finalists and honorable mentions does ULI staff reveal to the jury which school(s) submitted each proposal.

Presentation 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.

Required Presentation Materials

1. **One print-quality presentation sheet in PDF**, in horizontal landscape format, with, at least, your site plan, urban design, and site-specific illustrations. This sheet can be any of the following sizes: **64" × 36"** (2,304 square inches) or **68" × 33"** (2,244 square inches) or **72" × 36"** (2,592 square inches). The jury will primarily review your slide deck but will refer to your presentation sheets as well. We will not print these boards; the jury will review them digitally. We request these board-sized documents to give you more room to be creative, and so you or ULI can print out the boards later, if desired.
2. **One web-quality presentation sheet in PDF.**
3. **One web-quality presentation sheet in JPG or PNG.**
4. **One pro forma in Excel** based on the ULI pro forma template.
5. **A set of 1 to 4 PDFs (11" × 17") of the Assumptions and Development Program summary tabs from the ULI pro forma template.** You can orient these in landscape or portrait format; the template is in landscape format.
6. **One 11" × 17" PDF digital slide show in horizontal landscape format.** The digital slide show must follow these rules:
   o The slide show can contain only images and information on your presentation sheet. You are not permitted to create new images exclusively for the slide show. You may display the images and information at different scales and in a different order than on your presentation sheet.
   o Digital slides may not be animated. Do not include video.
   o Each team is limited to **25 slides** that must follow this outline:
      a. **Team code and proposal title** (in any order). Do not include information that would identify any team member or school or adviser. You may include an image from your presentation on this slide, but it is not required.
      b. **One narrative summary**, no more than 750 words, **which describes your design and development plan**. Use this summary to indicate what you are proposing to build (your development program) and to highlight *how* your proposal does the following:
         - Increases connectivity and mobility,
         - Addresses issues of equity and housing affordability,
         - Has a positive economic impact, and

- Increases sustainability and resilience.

c. **One narrative summary**, no more than 750 words, **which describes your financing plan**. Use this summary to highlight Deliverables 3 through 7, listed above:

- Phasing, development value of the total redeveloped site, cost to demolish—or entity responsible for demolishing—buildings, total amount spent on acquisition across all parcels or buildings acquired, or the leasing arrangement for all parcels leased in your proposal, total amount and sources of subsidies (if any), rate of return to the city and investors, and public and private infrastructure investments and costs (if any).

d. **Your whole site plan** on one slide.

e. **Community benefits** from your proposal—narrative information, organized as bullet points, on *how* your proposal does the following:
    - Provides the required affordable housing and
    - Achieves other benefits you are offering.

f. **Other slides:** Use the remaining slides to communicate images and information from your presentation sheet and tell the story of your development.

7. **One 11" × 17" web-quality JPG or PNG displaying your site plan.**
8. **At least one 340-pixel × 340-pixel graphic vignette of an iconic project image from your presentation sheet.** Typically, this vignette is from your site plan or illustrations. **Please do not submit your logo or proposal title as the vignette** and do NOT include your team code on this image. ULI may use these vignettes to feature finalists and other selected entries online after the competition period concludes.
9. You may submit a second 340-pixel × 340-pixel vignette (optional).

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.
- Entries should aim to represent big ideas with graphics rather than with a lot of text. Make sure there is just enough text so that the jurors understand what they are seeing. Text works best to label charts, graphs, images, or timelines, or to provide succinct descriptions where needed.

Submission Process

Deadline
ULI must receive all digital submissions by 11:59 p.m. PST on Monday, January 22, 2024 (which is 2:59 a.m. EST on Tuesday, January 22, 2024). We suggest you review and understand the online form AND plan to complete it well ahead of this deadline. **ULI staff will not be available** to answer questions or assist you after 4:00 p.m. PST/7:00 p.m. EST on January 22.

Rules for Submission
- **You will submit only digital files**, as outlined below. Please do not mail anything to ULI.
- Submit all files via the 2024 ULI Hines Student Competition portal at uli.org/hines2024 using the form titled "Submission Materials." This form will be accessible by January 10, 2024, two days after the competition commences.
- The person who submitted the team application should also be the one to log in, upload documents, and submit your team's final proposal. If other team members need to upload documents, the person who submitted the application will need to log in and add team members using the Manage Collaborators function.

- **One corner of every document except the vignettes MUST display your team's eight-digit code**, which takes the form "2024-####."
  - Your code was automatically generated when you registered to participate at the submission portal at uli.org/hines/2024. Whoever registered the team should log in to the portal, click on My Applications, select Complete; your code can be found code under "Application #."
- **DO NOT include any marks**—other than your eight-digit code—**that identify your team or universities** on any of the sheets you submit, either in digital or in hard copy. There should be no mascots, no university buildings, and no references an alum would recognize, etc. **If you include identifying marks on any sheets, ULI will discard your submission and the jury will not review it.**
- ULI will not accept—and the jury will not review—any supplemental diagrams or information that you do not present directly on the sheets described above under "Required Presentation Materials."

Notification of Receipt

You will receive an automatic email and system notification once you hit Submit, confirming that we have received your submission. About five days after the submission period ends, ULI will send a message to your team to let you know if your submission is complete and eligible for jury review.

Finalist Requirements

Once ULI announces the four finalist teams, it will share finalist stage guidance with those teams.

Tools (not required)

ArcGIS

Esri has prepared an Urban Model of the 2024 ULI Hines competition Site in ArcGIS Online to facilitate use of ArcGIS tools and Nearmap 3-D mesh for the competition. This model supports early-stage analysis and site design. ULI does not require that you use the ArcGIS or Nearmap tools to participate in the competition.

Note: The space use type parameters related to cost, value, tax rate, and other important assumptions in the Urban Model in ArcGIS Urban are simply for illustrative purposes and are not accurate for the selected city and site. Those who use ArcGIS Urban will need to update the underlying metrics that Esri added to the model. Identifying the right metrics is part of the research you will need to do to be successful in the competition.

Esri will hold several workshops that will be recorded and made available on the About the 2024 Competition page. Please register for the workshops ahead of time. Teams have been sent registration links by email or you can also register through the About the 2024 Competition page.

RSMeans Data

Gordian is offering access to two students per team which students had the option to request from ULI by December 20. This is an online database tool that consists of relevant local construction cost information. If you have questions about using the software, please see the training videos offered on their landing page.

Pro Forma Training and Q&A Sessions

ULI offers a recorded training on how to use the pro forma template and two Q&A sessions during the competition that will be recorded. The recording and link to register for the Q&A sessions are available on the About the 2024 Competition page.

Questions

Please make sure you are monitoring your email during the competition period because we may send email updates, new resources, or corrections.

ULI will periodically post questions and answers to the Q&A document in the Google Drive folder. ULI reserves the right to edit submitted questions before posting them. ULI also reserves the right to not answer every question it receives and to not post redundant questions or remarks it deems inappropriate or irrelevant. **Please plan to check this document daily.**

During the 15-day competition, teams may send questions in writing via email to hinescompetition@uli.org.

You will have a chance to provide feedback on the competition in February after the general competition is complete and again in May after the finals have concluded.

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

Best of luck,
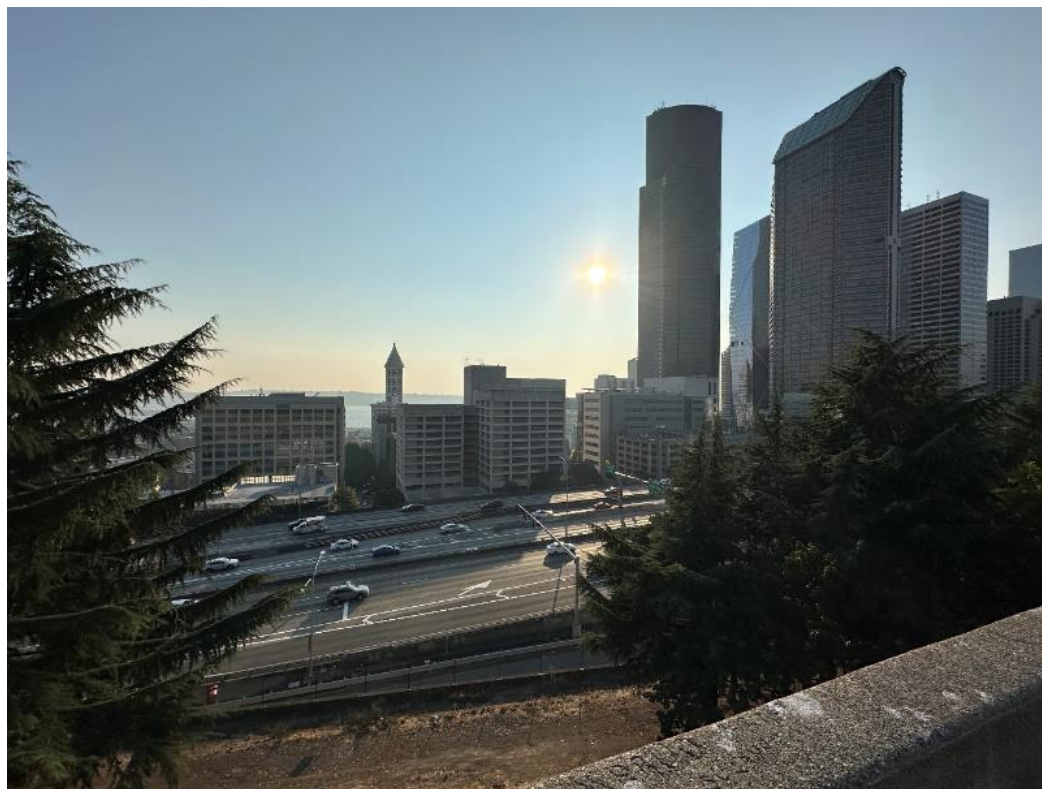**ULI Hines Student Competition**

Appendix: Site Images

Figure 6. Downtown Seattle facing southwest from Harborview Park. King County Parking Garage is visible on the left, across I-5. *(ULI/Gretchen Sweeney)*

Figure 7. Yesler Building facing south from King County Parking Garage. *(ULI/Gretchen Sweeney)*

Figure 8. North exterior of the King County Administration Building with the Sandworm sculpture, by George Tsutakawa, visible on the left. *(ULI/Gretchen Sweeney)*

Figure 9. Facing northeast, toward I-5, from Fourth Avenue and Jefferson Street**. *(ULI/Eugenia Payne)*

Figure 10. Facing northeast toward King County Correctional Facility from Fifth Avenue and Jefferson Street. *(ULI/Gretchen Sweeney)*

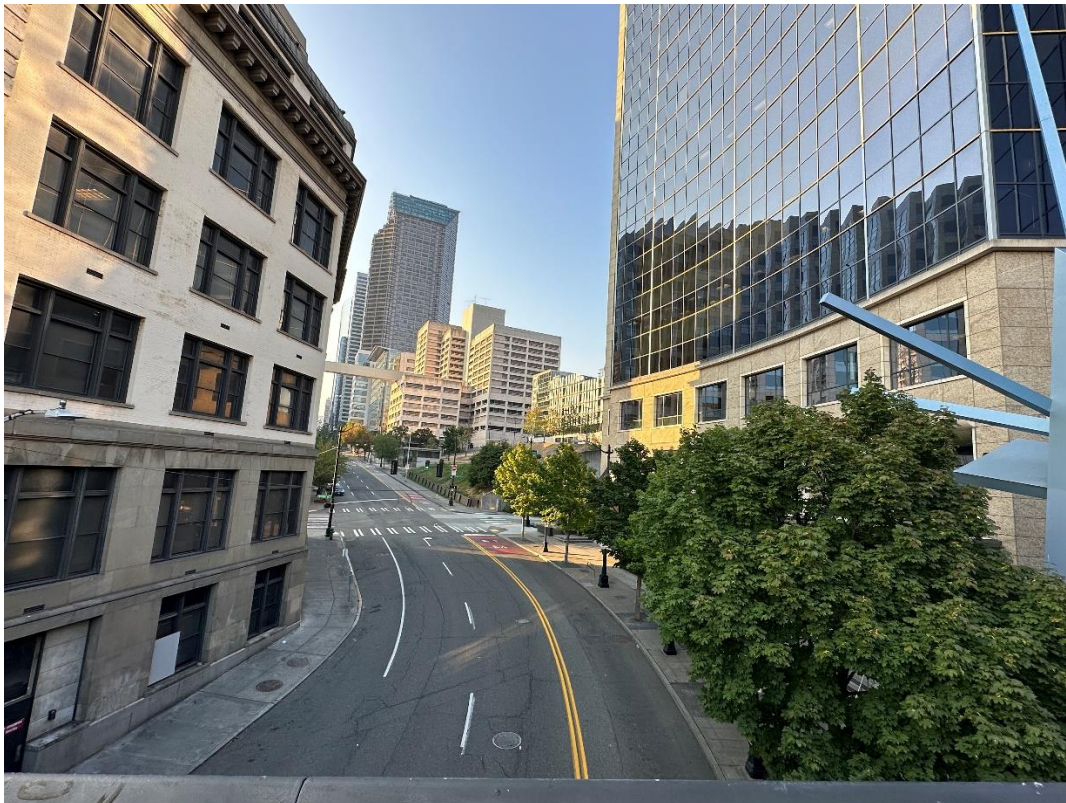**Figure 11.** Facing northeast toward King County Parking Garage. *(ULI/Gretchen Sweeney)*

Figure 12. Standing on top of Yesler Way, facing north, with the Yesler Building on the left-hand side. In the distance on the right are the King County Parking Garage and King County Correctional Facility. *(ULI/Gretchen Sweeney)*