

# Finalist Stage Brief



## Transforming East Village San Diego, California

2010

URBAN LAND INSTITUTE / GERALD D. HINES  
Student Urban Design Competition



Hines

## About the Sponsors

### Hines

Hines is a privately owned, international real estate firm that has provided the highest level of quality, service, and value to its clients and investors for more than 50 years.

With a presence in more than 100 cities around the globe and investor relationships with many of the world's largest financial institutions, Hines has the breadth of experience, the network of expertise, and the financial strength to assume complex and challenging investment, development, and management projects. The company has offices in 17 countries, with regional offices in Atlanta, Chicago, Houston (U.S. headquarters), London (European headquarters), New York, and San Francisco, as well as 63 other U.S. cities. The Hines portfolio of projects underway, completed, acquired, and managed for third parties consists of more than 1,100 properties including skyscrapers, corporate headquarters, mixed-use centers, industrial parks, medical facilities, and master-planned resort and residential communities. Currently, the firm controls assets valued at approximately \$25.8 billion.

Since its inception in 1957, Hines has created projects of the highest quality, aesthetic relevance, and enduring value for its investor partners, clients, and local communities. Working with such notable architects as Cesar Pelli, Frank Gehry, I.M. Pei, and Philip Johnson, Hines has redefined the way developers interact with and treat architecture, promoting a balance between function, beauty, and sustainability and reshaping skylines around the world. Visit [www.hines.com](http://www.hines.com) for more information.



ULI—the [Urban Land Institute](http://www.uli.org) is a 501(c) (3) nonprofit research and education organization supported by its members.

Founded in 1936, the institute now has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

As the preeminent multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

## Contents

### **The Finalist Stage**

The Finalist Challenge	1
Revisiting the original scheme	1
Examination and analysis of the trolley station corner	2
Presentation of Solution	2
Suggested schedule	3
Site Visit	4
Final Presentation	4
Proposal Title and Summary	4
Submission Requirements and Summary	4
Order of Presentation	5
Questions	5

## **The Finalist Stage**

### **The Finalist Challenge**

Good design and development necessitate a thoughtful, iterative process. The four finalist teams will have the opportunity to revise their original schemes and complete additional work related to the development site in East Village, as defined in the competition stage brief released January 18, 2010. The process and the required format for the final presentation follow below.

This year's finalist stage aims to allow for a revision of the original submission while drilling down deeper within the East Village development site to analyze the full potential of the trolley line in relation to the site, the Park Boulevard edge, and life at the street level. The final stage of the competition builds on the analysis that informed your urban planning, design, and development schemes for the first stage of competition, while affording the opportunity to reflect and expound upon your ideas. You are permitted to create up to four new boards, and there are two essential elements to focus on in this stage:

1. a revision/expansion of your original scheme and/or pro forma based upon team reflection, jury feedback, scores, etc.;
2. a comprehensive examination and analysis of the relationship between the trolley station (you get to choose which station), the development site, and Park Boulevard.

As in the previous competition stage, keep in mind that your overarching goal is to present to the jury a transformative plan for East Village that is cohesive, potent, nuanced, and clear. All teams should reread the original competition stage brief and keep in mind that presentation, both graphical and oral, plays an equally important role. Be prepared to answer questions in depth about your plans, design decisions, financials, etc.

### **Revisiting the original scheme**

After submitting your competition stage proposal, you have probably thought about your design, absorption, and development plan numerous times and pondered potential changes. Each of the finalist teams has received a financial feedback worksheet, a land use, design, and development plan feedback worksheet, and a list of several specific comments that the jury noted once they had selected the four finalists. You have all produced strong submissions; your feedback worksheets and finalist-specific jury comments will offer some insight as to what you might alter. You can also view the other finalist teams' competition stage submissions online as well as the winners from previous years. As of March 12th, at least one member of each team will have had the opportunity to tour the site in person, possibly offering new insight.

In addition to the jury's comments regarding your specific proposal, the jury has devised a list of items deemed important. You might have already taken into the account the following jury points, but they are here for your consideration:

- The Big Idea: What is your transformative vision for rebranding East Village and catalyzing new development? What is the "compelling reason" that it creates for this change? How do you justify it from a market and economic perspective? Is it truly viable and what is your sales pitch?

- Financials: Look at your team's financial score. Even if you have an average rating, you should think about how you might improve your financials and be prepared to answer detailed questions about your financial proposal. For teams with a score just under average, that often means that you did not respond to one of the basic requirements, such as valuation, IRR, etc. You need to look at the comments in your feedback worksheet and make sure you address the jury's remarks.
- Connectivity: How does the site connect internally, to the broader East Village neighborhood, to the neighborhoods across the freeway, to Balboa Park, to the waterfront, and to downtown?
- Public spaces: How do they work and who do they serve? Why are they located where they are? What is your strategy for East Village Green?
- Architectural characteristics and building typologies
- Linkages and edges (especially the freeway and Park Boulevard)
- Bicycle and pedestrian infrastructure
- Fault lines: How have you accommodated the fault lines that traverse the site?
- Recreational amenities
- Human scale: How do the buildings and spaces relate to people? What is the building to sidewalk relationship?
- Transit: How does your site address the trolley stations at the northwestern and southwestern corners of the site? What about other modes of transit?
- Phasing: Be prepared to not only discuss the phasing of your products, but also the financial components associated with each phase.
- The substation
- Architectural accommodation of existing uses: How do the police station, substation (if you did not relocate it), and other existing uses integrate with your development?
- Sustainability
- Product mix and target demographic profiles: How do these compare to the current demographics and the rest of downtown?

### **Examination and analysis of the trolley station corner**

Two trolley stations anchor the site's northwestern (Park and C) and southwestern (Park and Market) corners. These critical gateways into the site have the potential to play a major role in the site's evolution and transformation, but most of the submissions merely acknowledge the trolley. Park Boulevard, the route the trolleys traverse, functions as a primary edge for your site and connects to the much of San Diego, yet it too receives passing attention in the submissions. Your team needs to choose one station and delve into a full examination and analysis of that area. You should examine connectivity between the station and the development site, connectivity to the rest of the neighborhood, activity along Park Boulevard, and how the street looks and operates at a pedestrian level. Your analysis may include aerial perspectives, connectivity illustrations, detailed streetscape renderings, circulation plans, and panoramic view planes, among other graphical presentation techniques.

### **Presentation of Solution**

Unlike the first stage, which was judged anonymously, the final stage transpires in person. Each team will be required to make an oral presentation of its scheme to the jury and invited audience members. This presentation will consist of two parts: presentation of both the originally submitted and the finalist stage boards, followed by jury questions and discussion. The team's presentation will be mounted on easels

facing the audience. The jury will sit at a table in front of the team, and observers will sit behind the jury auditorium-style.

ULI has traditionally not allowed teams to use PowerPoints during their presentations. The jury has always felt that it's important for the teams to walk through the boards so as to give a complete picture of the decisions that the teams made. Although we will continue to rely on boards displayed on a stage from which the students will present most of their information, we will allow PowerPoint images of the financials. Teams will use a remote to control the PowerPoint presentation. Each team will be limited to six slides that can only include this information:

1. Slide 1. University name, team member names (including faculty and professional advisers), team number, and project title
2. Slide 2. Financials
3. Slide 3. Financials
4. Slide 4. Projection of a detailed area
5. Slide 5. More detail
6. Slide 6. More detail

Use of PowerPoint is optional. PowerPoint slides may not be animated, and slides showing details must be vignettes of images already displayed on your primary boards.

The original boards (six maximum, does not include the financial summary) are to be enlarged 75% to 100% from their original 11" x 17" size, and will be displayed on easels. The finalist stage boards (four maximum for any updates, revisions, etc.) should be displayed on four boards of 30" x 40". The scale of the drawings should be large enough to show character and detail appropriate to what is being presented. Remember, your primary audience is the jury, and jury members must be able to read comfortably your text and drawings from their seated distance of 15 feet. This applies as well to the PowerPoint enlargements of portions of your boards. Jurors will also have the opportunity to review your boards—old and new—before the official start of the competition on Thursday. All boards from all teams will be in the jurors' meeting room for an hour so they can familiarize themselves with your concepts.

Each team will be asked to review their original scheme in a narrative format that covers your regional and local analyses, master plan and transformative vision for the site, financials, phased development plan, etc.

During your allotted 25 minutes, teams will be asked to "sell" their schemes to the jury using a combination of their boards and PowerPoint images, but without models or additional visuals.

### **Suggested schedule**

- The team leader will introduce team members including faculty and professional advisers (advisers, if present, will be seated in the audience).
- Twenty-five minutes (strict presentation limit) to present the complete development proposal as submitted for both portions of the competition.
- Twenty minutes Q&A from jury. N.B. Be prepared to answer detailed questions about your design scheme, development plan, financial numbers, etc.

The oral presentation *must involve every member of the team*, either as one of the presenters or as a Q&A respondent. By the end of the team's 45-minute presentation, each team member must have taken part in the presentation or have made at least one response during the Q&A period. Teams who do not follow this requirement will be disqualified.

Teams are required to participate in a rehearsal of their presentations to meet time limitations and basic levels of professionalism. On Wednesday, April 7, the day before the final presentation, the teams will be scheduled to present their scheme to a mock jury of local design and development professionals and ULI staff. A schedule for sequencing these rehearsals will be issued at a later date. Participation in the mock jury rehearsal is mandatory for all teams.

### **Site Visit**

ULI will pay travel expenses for one member of each finalist team to go to San Diego on March 12th and tour the study area as well as receive an orientation and briefing by ULI staff and local experts. The tour will last about four hours, during which time you may ask specific questions about the site and the finalist round of competition. If feasible, it will end with a tour of the presentation venue. Additional team members, including faculty and professional advisers are encouraged to attend, but at their own expense.

### **Final Presentation**

ULI will pay travel expenses for all student members of each finalist team to go to San Diego for the final presentation to the jury. Faculty and professional advisers are encouraged to attend, but must do so at their own expense. Payment for travel will be a combination of prepayment and reimbursement.

### **Proposal Title and Summary**

Each team will provide a one-line title (for ease of reference) and a 150-word summary of its proposal (to be used in the program for the presentation). They must be e-mailed in final form to <udcompetition@uli.org> by 5:00 p.m. Eastern, Friday, March 26, 2010. The statement must be in Microsoft Word format. If the word count is exceeded, ULI reserves the right to edit the summary. Failure to submit this summary by the established deadline will result in mandatory demerits in the jury's deliberation.

### **Submission Requirements and Format**

Due on Friday, March 26, transmitted by e-mail to udcompetition@uli.org:

1. 150-word summary, described above.

Due on Wednesday, April 7, at the time of the rehearsal before a mock jury:

2. Original competition submittal (six boards, not including the financial summary board) increased in size (75% to 100% increase over originally submitted 11"x17" size). They may be adjoined as one, two, or three boards, keeping in mind that you will be traveling to San Diego with them.

3. Four boards at 30" x 40" each. As in the earlier competition phase, you may adjoin boards in any configuration, keeping in mind that they will be propped up loosely on easels and not affixed to a wall during the public presentation.
4. PowerPoint slides, as described above.

Due on Thursday, April 8, at the time of arrival at the final presentation venue:

5. 12 copies of 8½" x 11" page(s) with business plan/pro formas for the jury.
6. CD containing two PDF files (one each at press-quality and Web resolutions) of your final proposal, assembled in its final layout; an Excel file of your pro forma; and a PowerPoint file of your presentation aid, as earlier described.

*Students are advised to call the airline well before travel day to find out about restrictions for traveling with mounted boards. You can also mount them on site but are advised to make some arrangements beforehand, verifying that a local art store has foam core, etc.*

### **Order of Presentation**

The order in which the teams will present their schemes will be determined by drawing numbers at the start of the final presentation. Competing teams will be isolated during each presentation so as not to be influenced by the jury questions and presentation techniques, etc.

### **Questions**

Restrictions on teams' contact with jury members, landowners, community associations, and developers, nonprofit, and public agencies involved in the neighborhood, and on the participation of advisers on team presentations, as specified in the competition stage brief of January 18, 2010, apply to this finalist stage of the competition. Please e-mail any questions to: [udcompetition@uli.org](mailto:udcompetition@uli.org).