



Finalist Stage Brief

Maximizing the Transit Opportunity:
Mount Baker Station Area
Seattle, Washington

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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.



The Finalist Stage

The four finalist teams will have the opportunity to revise their original schemes and complete additional work related to the development site in the Mount Baker Station Area, as defined in the competition stage brief released January 17, 2011. The development challenge, and the process and required format for the final presentation, are outlined below.

The Finalist Challenge

The competition jury chose the four finalist teams for their overall excellence in:

- Analyzing and understanding the Rainier Valley urban context and its dynamics;
- Formulating simultaneously innovative *and* feasible design and development frameworks;
- Integrating and leveraging the light-rail station as a key component of the overall solutions;
- Displaying *potential* to advance their proposals to a more comprehensive and realistic level; and
- Graphically communicating their proposals.

To that end, during this finalist stage, the four teams will complete additional work related to the North Rainier development site and propose a vision for catalytic redevelopment that serves the neighborhood and leverages the economic investment that the region has already made in the light-rail system and the Mount Baker station.

The Problem

The final stage of the competition builds on the analysis that informed your urban planning, design, and development schemes that you presented in the competition stage just completed. You may change your scheme in any way you want. There are three essential elements to focus on in this final stage:

1. Resolve the Rainier Avenue/Martin Luther King Jr. Way intersection.
2. Strengthen the internal and external connections among light-rail and bus services, cyclists, and pedestrians.
3. Distill and convey the proposed neighborhood brand implied by your “Big Idea” and how the development program and physical design manifest this brand.

Objectives of the Finalist Stage

As in the Competition stage, your site development proposal must take into account the following six ULI objectives:

1. Provision for **Affordable Housing and Retail**;
2. **Sensible and appropriate Infrastructure**;
3. **Recognition and importance of Placemaking and the Public Realm**;
4. **Catalyzing Places of Commerce with redevelopment**;
5. **Financial Feasibility** of all proposals; and
6. **Awareness of Sustainability** and environmental issues and innovative solutions at the district scale.

Specific Improvements to Competition Stage Proposals

In addition to the three elements (intersection, connections, and branding) above, the jury has noted the importance of the following items for successful communication of a design and development proposal:

1. Match images with the plan. Renderings and other illustrations should have a clear correlation to your site plan.
2. The “Big Idea” builds brand: this is a neighborhood, not a product. How do you create an enduring name and character that can become a brand, adding value to the real estate in the area?
3. Views are important value drivers in real estate. In the Rainier Valley, views are rarer than elsewhere in Seattle. Take advantage of every view opportunity.
4. Make sure that the massing and heights of your proposed development are clearly expressed and easily understood.
5. Render a section through the most important center or axis of your development, building face to building face, to show how you would create a complete and context sensitive solution.
6. Show a site section—roughly east-west, from 29th to 23rd Avenues—to illustrate neighborhood connections, and topographic and viewshed conditions.
7. Identify the locations of parking spaces, whether street side, surface lot, or structured. Include a parking summary table somewhere on your presentation boards. Remember that parking areas do not contribute to open space and that subterranean parking cannot be co-located with immovable infrastructure (see Competition brief Assumption #10).
8. Identify the locations of affordable housing in your plan(s).
9. Identify the locations of affordable retail spaces in your plan(s).
10. Identify the locations and square footages of the open space(s) in your plan(s). Refer to Competition brief Assumption #5 for this competition’s definition of open space.

11. Be prepared to answer specific questions about your development program, performance, structure, cost, traffic and environmental impacts, etc., at the building and district scales.
12. Use standard APA Activity-Based Classification graphic standards on land-use maps.
13. There are no excuses for misspellings on presentation materials in the Finalist stage.

Summary of Financial Data

Use your own pro forma to generate information to export to the "Summary of Financial Data" document (see separate Excel file). This Summary of Financial Data highlights the key financial assumptions that you have made and the financial results of your development decisions. It is meant to assist the jury in quickly understanding and assessing the economic impact that your development proposal will have on the Rainier Valley community and the city of Seattle.

This Summary is to be printed out at 11"×17" and 14 copies made available to the jury by 8am on competition day, March 31st. They need not be mounted on boards, and they may be incorporated in the PowerPoint slides that, at your option, may accompany your oral presentation.

Note that cells that are in filled in with color require no data. If there is no relevant data for a particular cell, leave it blank; fill in a cell with zero (0) only if the actual value is a zero. You may add, but not delete, rows. You may adjust row heights, column widths, and margins, but not shrink the print area to fit the sheet, or change font sizes.

If your pro forma contains additional pertinent information that is unique to your scheme and does not fit the provided Summary of Financial Data sheet, you may submit charts, graphs, and alternate summaries as long as they readably fit on one additional 11"×17" sheet. This additional sheet does not substitute for the ULI-provided Summary of Financial Data sheet, even if the information is redundant.

Assumptions

Apart from the specific instructions above, continue using the Assumptions about development limitations and requirements adopted in the Competition brief and corrected/clarified in the Q&A period that followed (see Q&A 1-75 on the udcompetition website) with the following amendment:

Replace the square-footage data in Assumption #2 with these more-accurate area data:

- a. Lowe's store/Amazon.com distribution warehouse (share same building): 231,000 sf split evenly between the two tenants @ \$13.50 per square foot (psf)
- b. U-Haul: 10,900 sf @ \$23.00
- c. Wendy's: 3,500 sf @ \$27.00
- d. Rite-Aid/QFC (share same building): 50,000 sf @ \$9.25 split evenly between the two tenants
- e. Chevron gas station: 3,200 sf @ \$19.60
- f. "76" gas station: 1,800 sf @ \$20.50
- g. US Bank: 4,050 sf @ \$14.00
- h. Starbucks: 2,000 sf @ \$29.00

Note that triple-net rent monthly rates remain unchanged from those cited in the Competition brief. In the Finalist stage, you are required to retain all the aforementioned tenants in the new development scheme.

However, you may increase or decrease their leased areas, as you determine to be market appropriate; your phasing schedule must show how you will stage their uninterrupted tenancy; and your master site plan must show their eventual locations within your development site.

Presentation of Solution

Unlike the first stage, which was judged anonymously, the final stage transpires in person. Each team will 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.

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 their regional and local analyses, master plan and transformative vision for the site, financials, phased development plan, etc.

During the 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 that 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, March 30, 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- Friday, March 11

ULI will pay travel expenses for one member of each finalist team to go to Seattle on Friday, March 11th and tour the study area as well as receive an orientation and briefing by ULI staff and local experts. The tour will last several 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, which is the Seattle Art Museum. Additional team members, including faculty and professional advisers are welcome to attend, but at their own expense.

Proposal Title and Summary- Wednesday, March 23

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, Wednesday March 23, 2011. 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 ULI staff writing the summary and thus perhaps not representing your material in a way you'd like.

Final Presentation- Wednesday, March 30 and Thursday, March 31

ULI will pay travel expenses for all student members of each finalist team to go to Seattle for the final presentation to the jury. All teams must be in Seattle the afternoon of Wednesday, March 30, and must participate in a dress rehearsal presentation in front of a mock jury made up of local experts. The event will be over approximately 3:30pm on March 31. 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.

Submission Requirements and Format

Due on Wednesday, March 23, transmitted by e-mail to udcompetition@uli.org:

1. 150-word summary, described above.

Due on Wednesday, March 30, 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 Seattle 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, March 31, at the time of arrival at the final presentation venue:

5. 14 copies of 8½"x11" page(s) plus the 11"x17" 'Summary of Financial Data' document 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 17, 2011, apply to this finalist stage of the competition. Please e-mail any questions to: udcompetition@uli.org.