

ULI Technical Assistance Panel Recommendations

City of Lynnwood - Downtown Redevelopment



ULI Northwest

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Our mission is to:

- Build a regional vision of the Pacific Northwest that embraces and acts upon quality growth principles.
- Encourage the collaboration among all domains – public and private – of the real estate industry.
- Build consensus among industry and public leaders who influence land use, transportation, environmental, and economic development policies.

City of Lynnwood

Lynnwood has a population of 36,485 and is a mix of urban, suburban, and small city living. Incorporated in 1959 at the southern border of Snohomish County, it has flourished as a center for shopping and a bedroom community for people who work in Seattle. Many homes in Lynnwood are still owned by their original residents.

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ULI Technical Assistance Panel Recommendations

City of Lynnwood

EXECUTIVE SUMMARY

Growth in the City of Lynnwood will accelerate with the arrival of light rail. Lynnwood station is expected to open in 2023, based on the projections of Sound Transit. With the new station, the City will be linked as never before with the rest of the region and its urban centers.



Lynnwood leaders are positioning the City to invest wisely in this future. They are leveraging the City's connection with regional transportation infrastructure, anticipating new demand for housing, and working to make Lynnwood an even better place to live, work, and play.

The City has made great progress with a plan framework that concentrates on the existing transit center and coming light rail station area, with a strong system of pedestrian-friendly streets, reduced block sizes, and more dense development near the transit center.

Demand for multi-story transit-oriented development (TOD) will increase during the approximate 15 years that Lynnwood is the terminus of the Link Light Rail line along Interstate 5. As the light rail line continues toward Everett, that demand will only accelerate.

In the meantime, planners anticipate the opening of the station in Lynnwood by thinking about the experience of new visitors and Lynnwood residents who may be seeing the City for the first time as a pedestrian. When light rail riders arrive, they should be able to find the City welcoming and interesting. They should be encouraged to linger and investigate, visit later, or even think about living or working in Lynnwood in the future.

As it moves toward this future, this Technical Assistance Panel as convened by ULI Northwest recommends that the City of Lynnwood be guided by the following priorities:

- **Embrace the traditional heart of Lynnwood and its residents.** Lynnwood evolved as a suburban city over the last 50 years. It will take a few decades to shift the pace of development and grow more urban. While the city sets the framework for big changes, new residents will continue to be attracted to the relative affordability of single-family homes in Lynnwood and its distinctive civic amenities, including its popular recreation and aquatic center, Sno-Isle Library, and Edmonds Community

College. Linking these to transit via multi-modal corridors will increase the City's appeal to potential residents and newer generations, while benefitting existing residents and older generations. While looking to these assets, Lynnwood should not lose the diversity and affordable quality of life that has become part of the City's brand in the region.

- **Make arrival in Lynnwood clear and inviting.** For a first-time visitor, arriving in Lynnwood should be accompanied by a sense of orientation—visible cues about which way one might go to get to know the city, find reasons to stay awhile, and understand the loyalty of long-term residents. This could begin in the station area itself with indications of nearby attractions, from coffee stops to natural areas. Arriving visitors could also benefit from knowing where to find a nearby, walkable street that leads into existing shopping areas, the civic campus, the Lynnwood Convention Center, and Alderwood Mall. Clear sight lines to nearby retail and park amenities will help draw riders to linger in the neighborhood.

- **Invest in strategic street infrastructure.** As a major north-south connection for multiple modalities, 44th Avenue West is well positioned to serve as a focal entrance for City of Lynnwood residents and visitors. Tying in with the eastern edge of the designated station area, 44th Avenue West can be correctly read as a way into the decades-old centers of community life in Lynnwood. Enhancements to the pedestrian environment along this corridor, including either a joint path or a protected bike lane, will send a clear signal to potential residents, developers, and investors that Lynnwood is looking ahead to a new generation of inhabitants, one that is more focused on mobility and less dependent on cars. In addition to capital investments, the City should add event programming to draw residents from adjacent neighborhoods and encourage walking and biking to existing retail and restaurants.

- **Seek public and non-profit partners.** Engage Sound Transit in facilitating an optimum transit-oriented future for the two development sites Sound Transit owns immediately adjacent to the station. Policies supporting transit-oriented development (TOD) are continually evolving and expanding. There may be opportunities within these parcels to develop workforce housing in partnership with the Housing Authority of Snohomish County. Given the subsidies available, affordable housing may become the vanguard of new development in the City Center area.

- **Proactively partner with private investors and developers.** The superblock to the west of 44th Avenue West and south of 196th Street Southwest is largely under control of a single owner, presenting a potentially huge win-win opportunity for owner and City. This owner has an inherent interest in enhancing the value of the urban environment there and in the immediate surroundings, and in attracting retail customers, including light rail riders, from Lynnwood and elsewhere in the region. The City holds considerable leverage in achieving value here, and should intensify efforts to find common cause in planning the future layout of this block. This would mean investing in a quality pedestrian environment that ties in with the changing

“What is going to make us proud of Lynnwood when we have our big grand opening in six years?”

City, especially along 44th Avenue West. The development of this block could set up context for retail, mixed-use, and residential development in the blocks designated for more density near the Lynnwood Transit Center and light rail station.

- **Adjust expectations about height and density.** The economics of development in the area will support low-to-midrise construction. Zoning codes and permitting processes should be adjusted to facilitate and optimize “five-over-one” (six to seven story) mixed-used development.

With pedestrian-friendly block redevelopment and multi-modal street infrastructure, Lynnwood’s current residents should be able to anticipate a more connected future and welcome a new generation of residents even while they themselves feel the benefits of City investments.

BACKGROUND

Lynnwood, Washington, population 36,485 (2010 Census), is a mix of urban and suburban, small city and crossroads. It is a young city, incorporated in 1959, near the southern border of Snohomish County, along Interstate 5. It has flourished as a center for shopping and a bedroom community for people who work in Seattle. Many homes in Lynnwood are still owned by their original residents.



1959 aerial photo of Lynnwood

***“The founders live here.
They are here.”***

As transit becomes more essential for growth, Lynnwood Transit Center has made the city a regional bus connector, with over 19,000 riders traveling north and south daily on 781 buses. Of those, about 8,400 originate their trips in Lynnwood. The current park-and-ride lot includes 1,368 spaces. A total of 1,900 parking spaces, including surface and structured parking, are planned.

The City’s role as a bus transit center will continue for the foreseeable future. Lynnwood is expected to see rapid growth in the coming decades as the new terminus of Sound Transit’s Link Light Rail system, beginning in 2023. It is expected to remain the terminus for 15 years, after which the line will extend further north to Everett. After the light rail station opens, trips from Lynnwood to downtown Seattle will take about 28 minutes. Sound Transit projects up to 74,000 riders each weekday by 2035.

Lynnwood is the only Regional Growth Center between Seattle’s Northgate area and Everett, as identified in Puget Sound Regional Council’s 2040 Plan. Regional Growth Centers are expected to receive a large proportion of the region’s population and employment growth. As such they are eligible for regional funding to improve access and mobility, especially for walking, biking, and transit.



Much of that growth is expected to be concentrated in Lynnwood City Center, a sub-area of its Regional Growth Center as designated in a plan for the sub-area adopted in 2005 and updated in 2007. The City is prioritizing infrastructure investments, zoning regulations, incentives, and other major initiatives in the City Center sub-area. Incentives include a planned action ordinance with streamlined environmental review, a multifamily tax exemption program, and a traffic impact fee exemption.

Transit-oriented development (TOD) is expected to begin in the Lynnwood transit zone, which is defined by a half-mile radius that extends out from the Lynnwood Transit Center. The Lynnwood Transit Center itself is constrained by Interstate 5 on the southeast, extensive wetlands near the station itself, and a large parcel belonging to the Edmonds Unified School District and dedicated to its school bus operations. Most of the publicly owned land inside the Transit Center area is not available for development.

CITY CENTER PROJECTS



COMING SOON

- 1 Lynnwood Link Light Rail
- 2 196th St SW Improvements
- 3 Future 42nd Ave W
- 4 Interurban Trail with 40th Ave Trailhead Improvements
- 5 CityCenter Apartments
- 6 City Center Senior Living Apartments
- 7 Hilton Garden Inn

PROPOSED

- 8 Transit-Oriented Development
- 9 Town Square Park
- 10 I-5 / 44th Ave W Underpass Improvements
- 11 Scriber Creek Trail
- 12 194th St SW Extension
- 13 Promenade Street and Walkway



The existing Civic Center is located near the northern-most extreme of the Lynnwood transit zone, which is the potentially walkable area within a half-mile radius of the Transit Center and light rail station. It also lies along the north-south running 44th Avenue West, which connects with the east side of the Lynnwood transit zone.

Long-time owners hold over half of the privately owned parcels within the Lynnwood transit zone. The two largest commercial properties are held by retailers Merlone Geier and Fred Meyer. Merlone Geier has recently assembled over 18 acres of property within Lynnwood's City Center for potential redevelopment.

RECOMMENDATIONS

All transit riders are pedestrians, at least for a short time. Dense, transit-oriented development (TOD) will act as a catalyst for market-driven densities, but only when it occurs in the context of an inviting, legible, high-quality pedestrian environment.

Narrowly defined, TOD consists of some combination of housing and commercial construction that concentrates density in parcels adjacent to transit stations, and it is typically planned or even built in anticipation of station openings. The more transit-oriented development reduces the need for private transportation, the more time and money it saves for riders.

More inclusively, TOD responds to the arrival of transit by making neighborhoods and towns around transit stations more accessible and inviting to all modalities including bicycles. In this way, it is catalytic for the market and conducive to greater densities in the long run.

The impact of Lynnwood's light rail station will be huge for the city, but for the first 15 years, while the City is the terminus of the larger system, it will need to accommodate automobiles in the station area and surrounding streets, in the form of parking places and drop-off areas. The City must balance the long-term priority of a quality pedestrian environment, especially near the station, with near-term demand for parking, understanding that there is direct competition between the two.

In the meantime, the most catalytic investments the City can make are in public infrastructure, the streets and open spaces that define urban centers and create value for those who inhabit the urban environment and those who would build there.

The following recommendations for Lynnwood are based on the more inclusive definition of transit-oriented development. They include:

- 1. Capitalize on the existing City Center vision.**
- 2. Build a walkable City Center, beginning within the station area.**
- 3. Make public investment visible and welcoming.**
- 4. Focus on connecting existing assets.**
- 5. Make light rail convenient, efficient, and pleasant to use.**

1. Capitalize on the existing City Center vision.

The Lynnwood City Center Subarea Plan will take decades to build out, and development should be anticipated in phases. The plan area, which includes the station area itself, is expected to accommodate between 3.3 and 9.1 million square feet of development. High construction costs and the limits of market demand mean that actual development is likely to be in the low part of that range. Based on the market and the foreseeable future, the City of Lynnwood should optimize development outcomes by adapting zoning to low-to-midrise construction and related densities. Zoning codes and permitting processes should be adjusted accordingly. "Five-over-one" (six to seven story) is the construction type most likely to be supported by market conditions. Therefore, high quality, mixed-use five-over-one development should be encouraged. Zoning should discourage big box retail and other undesirable uses.

According to the experience of one active local developer, the current price of land is more encouraging than prohibitive, but the cost of construction is rising along with overall regional growth, so that it is difficult to achieve a reasonable return. Local regulations inhibit investors



Example of 5-over-1 multifamily construction with public amenities

and discourage development in some unintentional ways. The City could encourage private developers and investors in the following ways:

- Enhance public amenities and encourage private ones, building on current planning.
- Consider branding City Center neighborhood as an aid to placemaking. Publicize plans while seeking public input to gain maximum public support and buy-in.
- Adjust height limits and regulations to encourage 5-over-1 construction types and multi-family construction projects in the range of 140 units. International Building Code rules are becoming more accommodating of taller wood frame construction. The City of Seattle has a relevant zoning code amendment.
- Eliminate parking requirements. The current market can be supported by a ratio as low as 1.3 parking spaces per unit. The current minimum is already close to zero, at .5 per unit.
- Rationalize and spread the burden for undergrounding utilities. Current regulations place an undue burden on the first to develop in a block.
- Consider expanding program for waiving traffic mitigation payments under certain conditions.

In addition to housing for seniors, aging Baby Boomers and empty-nesters, multifamily housing projects could include student housing linked to local community colleges, and accommodate Lynnwood's increasingly diverse and youthful population. In multifamily housing, increased emphasis should be placed on workforce housing, especially for Millennials and beyond. In general, accommodation should be made for new residents who are raising families and looking for affordability.

The economy of Lynnwood is largely based on retail land uses, and trends in retail design and development are increasingly urban in look and feel. The most recent changes to Alderwood Mall are one example.

Affordable housing development could be a catalyst for growth, especially when market-rate apartments don't pencil. Opportunities to attract tax-credit developers should be sought. Public investments and efforts to catalyze private development should be focused in the station area and the 44th Avenue West corridor.



2. Build a walkable City Center, beginning within the station area.

With the overall goal of transforming the City Center into a more urban and transit-friendly environment, Lynnwood should start with a two-pronged approach. The first step is to begin discussions with Sound Transit on how to proceed in gaining a development partner and planning a mixed-use project for one of the two Sound Transit parcels in the immediate station area, including a construction schedule that meshes with Sound Transit's. The second is to study improvements to 44th Avenue West that transform it into a welcoming, multi-modal civic spine.

This two-pronged approach is based on perceived opportunities to:

- Leverage the value of land that is already under the control and ownership of the City.
- Connect transit with Lynnwood's existing retail centers, amenities and convention center.
- Invite and accommodate a new generation of citizens.

The City could begin building a walkable City Center within the Link Light Rail Station Area itself, by seeking public and non-profit partners in the development of one or both of the two Sound Transit sites immediately adjacent to the station. The selection of particular sites for development and the order in which they are planned and built out can be negotiated with development partners, in the context of a design feasibility study.

Sound Transit's policies supporting of transit-oriented development (TOD) are continually evolving. There may be opportunities within the two parcels adjacent to the station to develop workforce housing in partnership with the Housing Authority of Snohomish County. By developing new affordable housing and retaining the existing affordable options to the west of the station, Lynnwood can create a TOD node in the City Center where moderate-income workers are most likely to use transit.

Investing proactively and strategically in multi-modal streets provides far-reaching support for high quality TOD. A good street environment will make pedestrians and bicyclists feel invited, safe and welcome, and demonstrate that the City is investing in a high quality environment for TOD and amenities for residents. Quality TOD will, in turn, serve as a catalyst for more urban, mixed-use development.

As a major north-south multi-modal connection, 44th Avenue West is well positioned to serve

as a focal entrance for the City of Lynnwood. Tying in with the eastern edge of the designated station area, 44th Avenue West can be correctly read as a way into the decades-old centers of community life in Lynnwood. Enhancements to the pedestrian and bicycle infrastructure and in the street environment there will serve as a reminder of existing civic assets. They can also be leveraged as a catalyst for TOD, while signaling potential residents, developers and investors that Lynnwood is looking ahead to a more regional and urban future.

Lynnwood's current Streetscape Requirement for a 12-foot wide sidewalk could be translated into a 12-foot-wide green buffer along the west side of 44th Avenue West. This could achieve modality goals for Lynnwood by combining new infrastructure with a number of amenities, such as:

- A walkway wide enough for two people to walk together.
- A continuous green planting strip that could include trees and natural filtration.
- A shared-use bike path or protected bike lane.

This strategy, called a green buffer, would create shared-use benefits with adjacent parcels by buffering them from the hard surface roadway and traffic and adding value through a verdant landscape edge.

Lynnwood has already proven to be a municipal leader in reducing regulations and creating an expedited process for permitting. Refinement for accommodating and negotiating surface parking should be encouraged. However, it should not compromise street frontages in design guidelines and zoning incentives. The city can be flexible otherwise on off-street parking.

3. Make public investment visible and welcoming.

Increased density and more housing units are both a part of TOD, but local and regional response to growth and the changing urban environment will hinge on changes in the public realm that are visible, inviting and amenity-rich.



Opportunities for early small park development should be identified, especially among or adjacent to parcels in the block west of 44th Avenue West and south of 196th Street Southwest. For optimum public benefit and amenities, park and plaza space could be tied in with a green buffer along 44th Avenue West, enhancing the westerly block and strengthening the connection to the civic center facilities.



44th Avenue needs to reflect a sense of arrival.

Welcoming to the City Center should be extended to people arriving in automobiles, as well. Arrival plantings with a robust, well cared-for appearance and vibrant signage in the area of the freeway underpass at 44th Avenue West will help to bring attention to other changing features of the City.

Along with planning, the City can promote benefits to existing residents and businesses ahead of changes, and to generate continued support.

Some visible and welcoming changes can include:

- Wider sidewalks, connecting with through-block walkways.
- Large canopy street trees and strategically-placed groupings of conifers.
- Natural filtration and drainage.
- Striped buffers in bike lanes, where there is room, for accommodating all ages and abilities.
- Utility undergrounding.
- Wayfinding additions for automobile drivers as well as transit riders and pedestrians.

4. Focus on connecting existing assets.

There are many reasons to live in Lynnwood. These should be celebrated along with the City's developing station area. These assets can and should be connected with a network of pedestrian-friendly streets, from major arterials to pedestrian-only corridors that break up Lynnwood's superblocks, as shown in the City Center plan. 44th Avenue West connects all except Lynnwood Convention Center and Alderwood Mall, which are nearby along arterials that intersect with 44th Avenue West.



These existing assets include:

- **Transit and station area.** With thousands of passengers boarding and arriving after the opening of the Lynnwood Link Light Rail Station, the City is laying the groundwork for intense development in the coming decades, and starting to create a pedestrian infrastructure that will connect the City Center Plan in a new way. The existing bus transit center is a good starting place.

- **Existing multifamily and single family neighborhoods near the station.** Enticing these residents to use transit will be a critical stepping stone in transitioning from a place for cars to a place for people.



- **Natural area and regional trail connection.** A lush natural area lies along the southwest edge of the station area. As part of Lynnwood's largest natural drainage system, Scriber Creek, this wetland area is preserved by law. Along with its function as a natural filtration system, it is also a scenic amenity, and Scriber Creek Trail runs through it, joining with the larger Interurban Trail system on the east side of Lynnwood Transit Center. It could become a recreational amenity for TOD.

- **City Center retail.** Lynnwood has a reputation as a regional crossroads, largely based on its retail environment. Desirable retail should be protected and tax revenues leveraged for positive changes in the pedestrian environment. While much of the retail currently located within the city consists of typical strip malls, some retail investors may be interested in more urbanized retail, situated in an inviting, pedestrian-friendly environment.



- **Lynnwood Civic Center campus and Lynnwood Recreation Center.** Lynnwood's garden-like 1970s-era civic campus, with its mature trees and groomed landscape, is a civic amenity. Lynnwood Recreation Center, with its year-round waterpark interior environment, has a regional reputation and draws visitors from throughout.

- **Convention Center.** Lynnwood Convention Center opened in 2005, with 34,000 square feet of flexible meeting space. Accommodating groups from 20 to 2,500, it has done well, meeting pent-up demand in its category.



- **Alderwood Mall.** Lynnwood's mall, which lies just outside the City Center, draws customers from around the region. It has invested in a recent expansion and renovation that gives it more urban outdoor circulation. With the arrival of light rail, ownership might become interested in making it a part of a larger pedestrian environment centered inside Lynnwood. The City should not divert resources to that cause, but it has already wisely moved to eliminate barriers to mixed-use development around the mall.



5. Make light rail convenient, efficient and pleasant to use.

Every light rail rider is also a pedestrian, and possibly a cyclist. The key to making light rail convenient, efficient and pleasant to use lies in improving the pedestrian environment. This means providing clear routes for pedestrians to make their way to ride-share stands or on to destinations throughout the City Center.

Wayfinding need not depend on signage. It can be enhanced with other investments like special paving and public art. In planning, special emphasis should be placed on the experience of the pedestrian who is arriving in Lynnwood and does not know the city. This begins in the design of the station itself, with its circulation plan and vantage points.



Friction between pedestrians and cars should get special attention, with the goal of reducing inconvenience to pedestrians, especially in the long term. Curb cuts and garage entrances along the most heavily used pedestrian walkways, for instance, should be minimized and preferably eliminated.

Making light rail efficient and pleasant to use could extend to retail and services tenants curated for transit riders. Childcare, coffee shops, bakeries, delis, and even dog care might be among the mix.

CONCLUSION

In the coming decades, Lynnwood's role as a regional center will grow and change. The arrival of light rail transit will accelerate that change and help to bring a new generation of residents into the City Center.

Lynnwood's challenge is to invest public dollars strategically and channel private investment so that they leverage each other for a better future.

The City's proactive approach is particularly important at this time, as the region enjoys what may be a prolonged surge in employment, immigration, and in-migration from other regions. Panel recommendations are intended to focus that approach for the short term in order to

derive maximum benefits for Lynnwood in the long term. Beginning immediately, the City would do well to:

“We’ve done sketches. How can we make it happen?”

- Investigate partnerships with Sound Transit (land owner) and Snohomish Housing Authority (possible development partner) in planning for dense, mixed-use development of Sound Transit sites inside the Station Area.
- Make a study of enhancing 44th Avenue West as an inviting pedestrian environment. Include a strategy for engaging private landowners in supporting short term and long-term changes.
- Engage with the owner-developer of the block just south of 196th Street Southwest and 44th Avenue West. The importance of this block as a redevelopment opportunity to the future of Lynnwood can hardly be overestimated. It is in position to be a northern anchor to the enhancement of the 44th Avenue West corridor.
- Study placement of civic buildings. The pending decision to relocate civic buildings or services must be undertaken with caution, and should draw on the mixed experiences of other cities that have completed moves with similar goals.

The City of Lynnwood has a great future as a regional center. The City is meeting the challenge of making Lynnwood an ever better place to live, work and play inside the City.



ULI Northwest Technical Assistance Panel Professional Biographies

Al Levine | formerly Seattle Housing Authority (TAP Chair)

As Deputy Executive Director of the Seattle Housing Authority (SHA), Al oversaw SHA's Development, Construction, and Asset Management programs. Under his leadership, the agency took on five HOPE VI redevelopment projects including High Point, which received the 2007 ULI Global Award for Excellence, and New Holly, recipient of the HUD-CNU Award for Changing the Face of America's Public Housing. Al received his B.A. from Hunter College of the City University of New York, and his Masters in Urban Planning from the University of Washington. Al currently serves as adjunct faculty for the College of Built Environments at the University of Washington, and is a member of the College's Department of Planning and Urban Design Professional's Council. He has also served on the Pike Place Market Historical Commission and the Boards of Directors for Common Ground and the Housing Development Consortium of Seattle-King County.

Devin Culbertson | Program Director, Enterprise Community Partners

Devin joined Enterprise Community Partners in January 2012. In his role as the Program Director for Transit Oriented Development, Devin is focused on supporting individual projects and developing financing and policy solutions to ensure affordable housing and community facilities are built and preserved near transit. Devin's experience includes working in Enterprise's LIHTC syndication group, and developing affordable multifamily housing and single family home ownership projects.

Kurtis Fusaro, Gerding Edlen

Kurtis oversees acquisitions and development in the Northwest for Gerding Edlen's various investment funds. He is responsible for the acquisition of existing properties and development sites, and is involved in all aspects of the development process including underwriting, due diligence, contract negotiation, capital stack structuring, entitlements, design, construction, and marketing. Before joining Gerding Edlen, Kurtis held several roles in real estate finance, investment, and management including positions at Boston Capital and Harvard University. Kurtis received his Bachelor of Arts in Economics from Ohio Wesleyan University and a Masters degree in Real Estate Development from MIT.

Gabe Grant | Principal, Spectrum Development Solutions

Gabe is a Seattle native with a passion for creating great places and a deep commitment to civic affairs, and brings a strong multi-disciplinary approach to real estate. He has extensive experience identifying investment opportunities, structuring and negotiating complex real estate transactions, and managing the creative repositioning of a variety of asset types. Before joining Spectrum, Gabe was Vice President of HAL Real Estate Investments where he was responsible for the financial performance of a diverse portfolio of commercial real estate assets totaling over 1 million square feet located in the Seattle metro area and overseeing acquisitions and dispositions totaling over \$350 million. Gabe began his real estate career at Preservation of Affordable Housing (POAH) in Boston, working on complex mixed-income multifamily acquisition and renovation projects. Gabe is a former Fulbright scholar, has a BA from the University of Washington, an MPP from the Harvard Kennedy School and a Certificate from the Program on Negotiation at the Harvard Law School.

Sarah Holstedt, Callison RTKL

Sarah is an Associate Vice President at CallisonRTKL. Working primarily on large-scale international commercial developments, her master planning and retail center design experience spans more than 240 million square feet including notable commercial projects, such as Al Zahia City Centre (UAE), IKANO Mega Bangkok West (Thailand), Grand Heights (Egypt) and The Outlet Collection (Auburn, Washington). Regardless of the project location, Sarah believes that fundamentally good design knits together the vision and brand of the client with the aspirations of the community it will serve.

M.A. Leonard | Vice President, Enterprise Community Partners

M.A. is vice president and Pacific Northwest market leader for Enterprise Community Partners, Inc. She leads the delivery of Enterprise's product solutions, innovations, capital, and policy efforts in the Pacific Northwest. Based in the Seattle office, M.A. works to build Enterprise's core strengths in the region, and to evaluate regional needs to identify opportunities that are consistent with Enterprise's mission. M.A. is chair of the Washington State Affordable Housing Advisory Board, member of the Seattle Investment

ULI Northwest Technical Assistance Panel Professional Biographies

Fund's investment committee, board member of the Washington Community Reinvestment Association, and member of the State Housing Trust Fund's policy advisory team. From 2007 to 2015, M.A. served on the Washington State Housing Finance Commission, and in 2014, she was appointed by Seattle Mayor Ed Murray to serve on the city's Housing Affordability and Livability Advisory Committee. M.A. earned a bachelor's degree in urban planning from the University of Illinois and completed master's level coursework at Cornell University.

Doug Oberst | Managing Principal, BCRA

Doug is an award-winning architect who has acquired a passion for the possibilities that thoughtful development brings to communities. He has brought many impactful housing, mixed-use, and commercial projects to fruition in the Puget Sound during his 30-year career, including Viva, a mixed-use facility on Union and Madison streets in Seattle, and The Henry Apartments, which helped revitalize an underutilized section of the Foss Waterway in Tacoma. As a Managing Principal at BCRA, he manages a team of land use planners and architects who have supported development and navigated complex land use challenges in King, Snohomish, Kitsap, Thurston, and Pierce counties.

George Petrie | CEO and President, Goodman Real Estate

George began his career in real estate in 1990 and joined GRE in 1999. His experience spans roles in finance, accounting (as a CPA), operations, property management, asset management, acquisitions, and dispositions. Before landing at GRE he worked at Unico Properties and Trammell Crow. George holds a BA from the University of Washington School of Business, and holds the real estate designations CPM, CCIM, and RPA. As CEO & President, George is a high energy, results-driven leader focused on taking calculated risks promptly.

Peg Staeheli, SvR Design

With over 37 years of practice, Peg has focused in the public realm where landscape design meets engineering. Her work includes green infrastructure, complete streets, accessibility, utility systems, urban forestry, parks, and site design. She encourages her coworkers in consistently pushing the local and national agenda to improve urban conditions. Peg brings a comprehensive understanding of the issues large infrastructure projects present: site conditions, feasibility, construction sequencing, maintenance and operations. Peg knows how to hustle—she can often be seen commuting by bus and bike to and from West Seattle—and fosters an environment where innovation is matched with attention to human-centered design.

Ben Wolters | Economic & Community Development Director, City of Kent

Ben is the Economic & Community Development Director for the City of Kent. As Director, he oversees Economic Development, Planning Services, Building Services, the Permit Center and Development Engineering Divisions. Ben has 25 years of experience in economic development and public affairs. Over the past eight years, he led the development of the 6,000 seat ShoWare Center and the formation of a new department combining economic development, planning, and permitting, improving service and effectiveness. Before joining the City of Kent, he worked as the Economic Development Director for the City of Renton and for the City of Seattle's Office of Economic Development recruiting and retaining businesses in the industrial, high tech, and service sectors. Ben is a graduate of Oregon State University, has a Master's Degree in International Economics from the University of Denver, and is certified as an Economic Development Finance Professional by the National Development Council.

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