

ULI Technical Assistance Panel Recommendations

Puget Sound Regional Council - Growing Transit Communities



Seattle, Washington



Puget Sound Regional Council
PSRC



ULI Northwest

The Urban Land Institute provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Northwest, a district council of the Urban Land Institute, carries forth that mission as the preeminent real estate forum in the Pacific Northwest, facilitating the open exchange of ideas, information and experiences among local, national and international industry leaders and policy makers.

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.

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Puget Sound Regional Council

The mission of the Puget Sound Regional Council (PSRC) is to ensure a thriving central Puget Sound now and into the future through planning for regional transportation, growth management, and economic development. At PSRC, central Puget Sound counties (King, Pierce, Snohomish, and Kitsap), cities and towns, ports, tribes, transit agencies, and the state work together to develop policies and make decisions about regional issues.

PSRC works with local government, business, and citizens to build a common vision for the region's future, expressed through three connected major activities: VISION 2040, the region's growth strategy; Transportation 2040, the region's long-range transportation plan; and Prosperity Partnership, which develops and advances the region's economic strategy.

Growing Transit Communities

In the coming decades, the central Puget Sound region will be making a voter approved \$15 billion investment in regional rapid transit. This regional decision provides an opportunity to capitalize on transit investments by growing and strengthening communities around station areas.

To take advantage of the opportunity, the Puget Sound Regional Council and people throughout the region jointly developed Growing Transit Communities — an effort to shape communities in ways that benefit both current and future residents, local businesses and the wider region. Growing Transit Communities will bring new voices to the table to better enable the creation of vibrant, diverse, and inclusive communities for all people.

Growing Transit Communities is designed to help make the most of this investment by locating housing, jobs, and services close enough to transit that it is a viable option for many people. If done right, more people will have a faster and more convenient way to travel.

Growing Transit Communities is funded by a grant from the U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant Program.

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PSRC - Growing Transit Communities

INTRODUCTION

An Urban Land Institute Technical Assistance Panel (TAP) was convened by the Puget Sound Regional Council's (PSRC) Growing Transit Communities Partnership to request input and feedback on a market study for transit-oriented development (TOD) around light rail and other forms of transit. The information provided through the TAP is a component of a larger overall effort to leverage the unprecedented opportunity of the region's investment in rapid transit.

"The success of station areas is going to be the success of rail itself."

The TAP was also asked to provide some pointers for TOD initiatives and policies, including positive and negative influences as well as optimal situations and known barriers, and to comment on particular issues and examples of progress in different cities and neighborhoods within the study area.



EXECUTIVE SUMMARY

TOD has enormous potential to leverage investment in transit systems, reduce total car trips, and put the region and its cities on a more sustainable course. It should also provide attractive and marketable housing choices and serve local communities by making them more complete and walkable. However, it should not make them all the same.

"Planning is great, but we have to create the conditions for development."

Every station area and transit hub has its own history, along with a unique set of issues and opportunities for development. Identifying and acting on these makes it more likely that TOD will succeed, and more likely that a vital neighborhood will emerge and grow around transit.

Market study. Toward that goal, the market study prepared for the Puget Sound Regional Council Growing Transit Communities Partnership by Strategic Economics and Gardner Economics will be an important policy tool. To improve on its value, site-specific and qualitative information will add to the quantitative information already assembled, and help to create momentum for change. New data and analysis should concentrate on local conditions, including:



- Available land.
- Jobs-to-housing balance.
- Commute times.
- Indicators of retail vitality.

Future directions. The following overall principles could be of strategic importance as the program continues:

- Emphasize appropriately scaled and activated public spaces.
- Incentivize quality development in under-valued markets.
- Balance affordable housing goals and requirements with market-rate housing to enhance overall marketability.
- Develop flexible parking requirements that recognize short term pressures and needs, but leave long-term and structured parking largely to the market.
- Foster diversity of housing types and markets served within walking distance of stations and transit hubs.
- Encourage development of neighborhoods through relevant, appropriately scaled retail, to promote greater diversity and survivability of new establishments and small businesses.
- Encourage local services, public and private, for the expected market.
- Craft local strategies for land assembly, including inventorying available land and cultivating partnerships with land owners, public and private.

Light rail stations are a natural focus, because Sound Transit's Link Light Rail system stands out as a large-scale and durable investment in transit. However, most TAP observations and recommendations apply equally to other forms of public transportation that involve permanent station areas and hubs, traditional and emerging, including commuter rail and bus rapid transit.

“Attitudes of [Baby] Boomers are changing. They're into transit and amenity-rich places and downsizing.”

“Developers will take the leap if there’s enough other stuff to support the leap.”

Planning, policy, design and community engagement are all keys to thriving communities. But in many locations, the ultimate challenge is to bring capable private developers together with affordable and available land.

With good leadership and the right information, local governments, neighborhoods and the development community will work together toward the goal of creating high quality transit-oriented development, and projects that not only enhance the value of transit investment, but leverage it for the future of neighborhoods and cities.

MARKET ANALYSIS

The panel was asked to evaluate the draft Strategic Economics/Gardner Economics market assessment and identify aspects that provide the most value in understanding the opportunities and challenges for TOD development within the region. The panel was also asked to review market area profiles and the “market strength index” for various neighborhoods in the corridors.



Overall evaluation. The market study prepared for the Puget Sound Regional Council Growing Transit Communities Program by Strategic Economics and Gardner Economics will contribute to the effort to encourage strategic development around transit stations and hubs.

Overall, the Index element is helpful, but it is limited by emphasis on available, quantitative data.

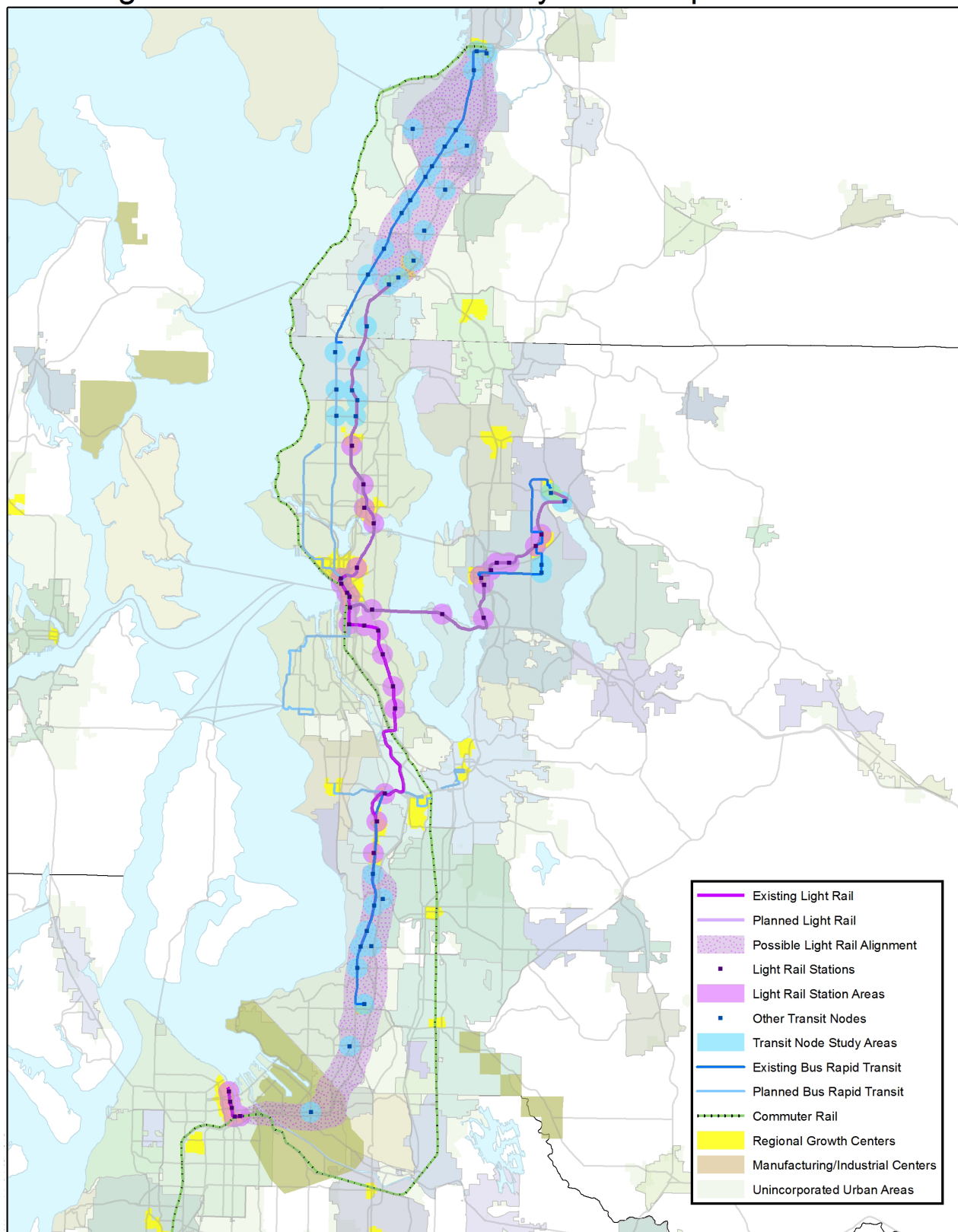
There is much to be gained from the addition of qualitative data, as well as deeper, targeted research and analysis and other strategic refinements. These would shift the emphasis from assessments of pre-transit and present conditions to a more useful projection of future conditions.

For strategic refinements to the market assessment, further study should fall under four categories:

- 1. Add elements that emphasize the future and create momentum.** These might include a nuanced five-year employment forecast, not just past numbers, and a projection of rent growth.

“The commuter experience matters.”

Growing Transit Communities Study Area Map



2. **Add qualitative information to complement quantitative data.** This could include elements such as perception of safety, streetscape quality, architectural quality, and school quality.
3. **Supply analysis of data.** One purpose of this would be land assembly for both public and private sectors. It would identify areas with low structure value and high land value, as well as areas where large parcels are available. An analysis of zoning constraints for the sake of TOD would also be useful to developers.
4. **Fill in additional data and analysis.** Certain types of quantitative data would enhance the value of the market study, including commute time information, jobs-to-housing balance, and retail indicators. Retail vitality is a strong indicator of the strength of the residential market.

Cities. Ratings for individual cities and neighborhoods seem accurate, but just as with the overall study, there seem to be some qualitative factors missing.

“Tacoma has good bones.”

Tacoma is undervalued for the long-term. Its strengths include its inventory of historic structures and streetscapes, urban infrastructure and the growing presence of the Tacoma Campus of the University of Washington.



Everett neighborhoods seem overvalued. The downtown area seems to have enduring assets, smart investments and future potential. Neighborhood vitality seems to be flagging.

Stations from Northgate through Shoreline seem overvalued for commercial. Northgate dominates as a commercial center.

Columbia City station area seems undervalued. For example, Columbia City has more commercial potential than Rainier Beach.

Mercer Island’s residential index seems low. The demographics are strong there.

Recognizing that more localized, qualitative information is expensive, grants for local jurisdictions might be directed to support detailed market studies and find niche markets.

FUTURE DECISION DRIVERS

The Panel was asked to look ten to fifteen years out, when new transit is completed, predict how market conditions and other factors might change during this period, provide long-term development perspective and input, and anticipate some of the opportunities and challenges for TOD development. From the developer's perspective, the Panel was asked to identify positive and negative factors that influence development decisions in various markets with potential for TOD, and to provide input on optimal situations for development, as well as known barriers.



“Who is our population going to be ten years from now?”

There is ample evidence that demand for residential units within compact, complete and walkable communities is on the rise. Demographic trends toward smaller households continue.

Migration to metropolitan areas, and from suburbs into urban centers—especially for young professional singles and couples, and for retirees, also continues. TOD supports these trends in strategic, creative and cost-effective ways.

As oil prices continue to climb, TOD is likely to become even more attractive. Already high and increasing percentages of household expenses devoted to automobile transportation and fuel, combined with increasing commute times, will add pressure to conserve and to choose living and working arrangements that make transit use convenient.

“It’s about aging your way—with essential services, transportation. You can stay in Ballard.”

Finally, there is growing public awareness of environmental issues caused by overconsumption of fossil fuels, and desire to make life choices that are responsible and sustainable.

Changing options and more housing choices in dense communities along transit lines will encourage and accelerate all of these trends, and offer individuals and families ways to live more comfortably, economically and sustainably. Transit oriented development should offer more housing options, rich in well-designed, smaller units with private and public open spaces and other amenities, and nearby retail and services.

“There will be changes in peoples’ perceptions about how they are willing to live—house size, not just household size.”

Yet middle class families with children continue to locate in the suburbs for a number of persistent and perceived advantages that include quality schools, security, recreation space and the flexibility and convenience of a private car—especially in urban areas developed around automobile transportation. For these reasons, attracting and accommodating families with children in market-rate housing is a continuing challenge.

General Incentives. To encourage participation in TOD from private developers, certain values and incentives should be emphasized:

- **Transit time to urban core and major employment centers is primary.**

Quicker commute times mean land is more readily developable.

“From Mountlake Terrace in 23 minutes, 28 minutes from Lynnwood—these are commute times that count.”

- **Demographics rule.** A deeper look in neighborhoods can reveal sub-cohorts that can support development. Incentives may not be able to overcome soft demographics, but better demographics can evolve with the right stimulus, focus and direction.
- **Public amenities are important.** Investments in pedestrian infrastructure and in public services, like libraries and community centers are important incentives.

Disincentives. There are some typical drawbacks that present real or perceived barriers to development, including:

- **Zoning obstacles.** Lack of predictability is a negative factor. Upzoning for density is almost always necessary, and clear rules and guidelines are essential.

“It’s more about predictability than rules.”

- **Neighborhood Activism.** Neighborhood politics, especially embattled single-family neighborhoods, can be a political barrier. Resources must be devoted to outreach, education and collaboration.



- **Land assembly obstacles.** A common barrier to TOD is the inability to put appropriate parcels into production. Even land owned by public agencies may present challenges. Potential opportunities must be identified and partnerships developed.
- **Poor demographics.** Market-rate housing goes hand in hand with markets for retail, and economic development must proceed incrementally.

“It takes time. You can’t skip ahead and say ‘we’re an urban center—we’re going to have high rises now.’”

Office Development. Office users like to cluster and “agglomerate.” This means that the best prospects for development are in existing concentrations, like the Bellevue and Seattle Central Business Districts. As an alternative, developers will seek strategic locations in close proximity to existing concentrations. In these locations, cost is an important issue. Structured parking requirements can be a barrier because they make it difficult for projects to pencil. Since many office workers drive, some opportunities for near-term surface parking solutions can help make a project feasible.



“You need zoning for higher density. But you also need the granularity of small and incremental build out.”

Retail. Retail is important for fully realizing the benefits of TOD and creating a complete community, where residents can meet day-to-day needs without a car. Demand is driven by population densities and incomes in the local area, and the overall scale of development is limited by these factors. In the short run, requirements

for ground floor retail can be a barrier to development when the location does not have sufficient demand. In order to attract development, retail requirements should be flexible. Flexible requirements may mean that placeholder retail space can be included in new development, with interim uses that can be converted to retail use once demand warrants. Very small-scale and temporal retail, like food carts and trucks, farmers’ markets and street fairs, can fill a transitional niche.

Affordable housing. Affordable housing can be integrated into privately developed TOD, but it must be carefully balanced with market rate units, if it is not to be a barrier to development. Ratios must be incremental and related to the existing balance in the neighborhood. Too high a percentage lowers marketability of the project.

Parking. Parking is costly, but necessary for market viability in most of the study areas. If the station is in a low-density neighborhood, then parking can be essential for access and ridership. Parking requirements are doubly problematic, in that high parking minimums can create more costs for the developer, and low parking maximums can make a project unfinanceable. Jurisdictions should remain flexible regarding parking ratios, leaving the question to the built-in limitations of the market. “Spillover” parking can be a significant issue in residential neighborhoods adjacent to stations. Aside from the imposition of parking requirements for developers, organized and environment-minded neighborhood groups can put pressure on developers and jurisdictions to reduce parking demand as well as concentrate, minimize and reduce the overall parking footprint.



“The ability for municipalities to allow for market variation in parking ratios is critical.”

Creative parking solutions include:

- Add metering, or impose limited time parking rules.
- Explore shared parking strategies with complementary uses.
- Allow a judicious amount of stand-alone parking in station areas.

SPECIAL CONCERNS

A number of special concerns arising from recent experience with station areas deserve attention. They include:



Using incentives more strategically. Increased floor-area-ratio provisions in station areas can be important, but high minimums can be a barrier. As overlays are developed, the possibilities for time-limited “pioneer” FAR bonuses might be explored.

Ensuring land availability. Land availability and assembly is a primary issue for transit-oriented development. The possibility of legal tools such as transit agency condemnation should be explored, along with encouraging public land disposition for development.

Enhancing redevelopment tools. Tax incentives can be very important spurs to development. The tax increment financing enjoyed in other states should be matched with evolving legal tools in Washington. State-level action may be required.

“Public involvement is not a statistically valid sample. You need to go out and be proactive.”

Avoiding islands. There is a tendency for outlying and end-of-line transit stations to be disconnected from local centers and from the overall urban fabric. Many challenges remain for making these station areas hospitable to pedestrians in suburban areas, which tend to be dominated by big arterials and typically demand large amounts of parking.

Strategic zoning is the key. For TOD to serve the larger community and help to build the pedestrian realm, zoning changes and overlays must create connections to the greater neighborhood fabric. Vehicular access should be carefully integrated, and parking needs can be managed and scaled down in the long term.

Capturing leftover land. One ongoing concern is capturing leftover transit land for strategic, transit-oriented uses. Long-term leasing and competitive development agreements might work to mitigate the requirement to dispose of the property to the highest bidder. Sometimes fair market value and best purpose for the community do not align.

Addressing highway impacts. There may be a need for assessing the special needs of development around stations that are situated along the I-5 freeway corridor, like Montlake and Lynnwood. These might include the need for sound barriers, and more amenities within new developments to counterbalance the market challenges of near-freeway locations.



“Articulate the value of TOD so the cities and counties can make the necessary changes. Someone needs to do the legwork.”

Exploring legal tools to make land available for production. Zoning overlays for TOD can have an unintended inhibiting effect on development because they lead to anticipation of rising land values among owners, who may inflate prices and inhibit development.

Accommodating larger households. Anticipate use of TOD based on larger demographic trends toward smaller household size. But also prepare for all-ages communities—people moving in, moving up, and staying in place through the



different stages of their lives. While the market for new mixed-use and multi-family construction is driven by smaller household sizes, two-plus families should not be forgotten. Not everyone who has a family, now or in the future, can afford a single-family house. The need for affordable choices for families is likely to increase, and some families new to the area are accustomed to living with children in multi-family housing. This can be an important equity issue in some locations.

Involving the public for a longer term. Articulate the value proposition of TOD so the cities and counties have the political support to make necessary

changes. Plan and budget for continuing community outreach and involvement in station areas. There is a gap between completion of the transit system itself and the appearance of successful transit-oriented development in similar settings. Continuing public involvement can help to bridge that gap, and also make local projects more targeted and successful.

SPECIFIC CITIES AND STATION AREAS

The Panel was asked to cite TOD cities that present models for balanced and sustainable communities, and why.

In balancing the optimum densities around transit stations with entrenched land use patterns, an existing urban center like Seattle has an obvious advantage. And yet Bellevue and Redmond are set to make strides:

- **Seattle:** Downtown and Capitol Hill stations are surrounded by dense, complete communities.
- **Bellevue:** Zoning changes in the Bel-Red Corridor add value.
- **Redmond:** First to grant automatic permit to transit uses, the city is very proactive for transit.

“High tech companies get it; they appreciate proximity to transit.”

In general, very urbanized stations will take care of themselves. Ridership is assured, and infrastructure is already determined.

Other centers and their station areas may need special investment, but vary in readiness and local capacity. These stations and hubs typically lie within suburban-style environments, whether they are inside larger city limits or not.

Other factors that call for special attention include low political capacity or active resistance to greater densities, weaker markets and higher needs for affordable housing choices.

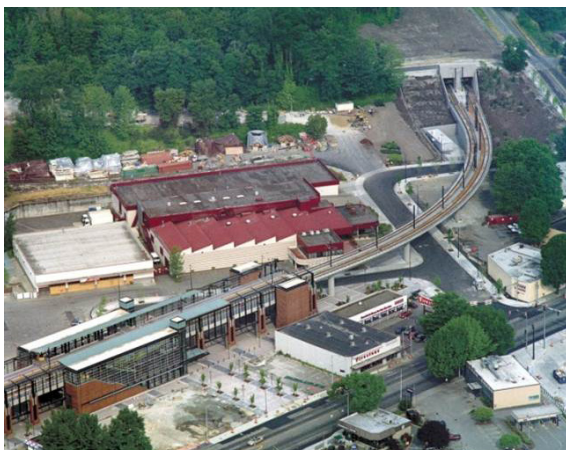
To prioritize stations for TOD investment, consider ones that have some combination of features from the following list, all of which will tend to leverage public investment:



- Potential of new projects as a catalyst for neighborhood development.
- Some moderate existing market demand.
- Existing transit connections.
- Economic development potential.
- Potential for views and other market advantages.
- Presence of schools and social infrastructure.
- Some political capacity for engagement around planning and code changes.
- Short transit time to major employment centers.

Among current and future Sound Transit Link Light Rail stations, the potential for TOD and the need for incentives to achieve it varies according to the section of the system involved:

South Central: Among existing Central Link stations like Othello, Columbia City, Mt. Baker and Beacon Hill, there are stubborn economic and political issues. In part because of these challenges, these stations can serve as examples of effective incentives and investments. Three stations in particular are ripe for redevelopment:



- **Mt. Baker** has suburban features but it has the potential to be a dense, retail friendly neighborhood. There is a substantial amount of publicly-owned property (the University of Washington laundry services), and a strong bus-rail connection.
- **Columbia City** is very near an intact streetcar village, but the station area should be upzoned. It needs a catalyst.
- **Beacon Hill** stands ready to take advantage of great views, high amenity potential, and close proximity to the Central Business District.

North: Like Central Link south of downtown Seattle and the stations above, the coming Northgate Link has much to gain from planning and incentives for TOD at the Northgate Station and ones to the north. However, existing suburban development patterns, combined with high existing market demand and land values, create different conditions for planning in this section.

- **Northgate** has a great location, strong existing retail base, new public amenities and significant redevelopment potential. Recent development has brought new housing and greater density, and there is opportunity for more.
- **Lynnwood** is near good schools, with publicly held land at hand. It seems politically ready to improve the pedestrian environment.
- **Mountlake Terrace** has publicly held land, and has a town center planned near the station, but mixed demographics are a challenge.
- **Shoreline**, in line for bus rapid transit, also has political capacity, favorable demographics and good schools.

The following Links are ones in which stations have less to gain presently from development incentives.

North Central: No significant incentives are needed at Capitol Hill, University and U District Stations on the Northgate Link. Existing urban conditions, overall political support, planning capacity and market demand all combine to support TOD.

East: There is a strong demographic profile and a ready market for development along the East Link corridor. Planning and zoning issues are complex and sometimes divisive. However, depending on infrastructure requirements, extra incentives for development are typically not necessary as a key component of TOD.

South: Demographics are generally inadequate to support significant development around planned stations south of the existing SeaTac/Airport Station. As the system matures, public and private investment in pedestrian infrastructure and TOD will become more politically and economically feasible.



OVERALL VALUES AND CONCLUSION

Some elements of successful urban environments are consistent across time and locale, but density is the essential ingredient of urban form. Traditionally and by design, density and proximity correlate with easy interaction and safe, attractive and well-populated streets.



Long term planning, including zoning for greater densities, crafting near-term and long-term parking strategies, creating connections and avoiding pedestrian “islands” are all important ingredients in growing transit communities. Strategic development incentives will help in some locations, along with civic-minded private developers.

Growing transit communities is about making it easier and more compelling for public agencies, towns and neighborhoods to come together around the goals of environmental quality and economic development. Understanding market dynamics and what motivates potential developers is an important step in creating incentives. Those who would draft effective policies and regulations must be prepared to work with each individual location, and be alert to strategic land use opportunities and partnerships, as well as potential obstacles and neighborhood issues.

Ultimately, there is no abstract formula for accelerating the growth of dense and complete transit communities. High quality and context-sensitive design, smart policies, and legal and financial tools are all very important. The keys to successful transit communities lie in specific conditions and existing neighborhoods in every location.

“For the Puget Sound Region to thrive and continue to compete in a world marketplace, we must foster innovation and livability through connection and collaboration. The infrastructure investment of Sound Transit is creating a number of opportunities to achieve this vision. For collaboration, create proximity. Density is the key to transit-oriented development.”

ULI Northwest Technical Assistance Panel Professional Biographies

Pete Stone, Trinity Real Estate, Seattle, WA – Panel Chair

Pete Stone is a seasoned real estate professional with more than 20 years of investment, development, asset management, and consulting experience in all commercial real estate sectors, including office, industrial, apartment, hotel, and retail. Stone joined Trinity Real Estate in 2010 as a Principal. Before joining Trinity, Stone spent more than 11 years working at ING Clarion Partners where he closed over \$2 billion worth of investments. Stone has negotiated complex and creative investment structures, including joint ventures, mezzanine debt, and preferred equity. Stone started his career with Arthur Andersen, where he was sponsored as part of a prestigious program at NYU and later earned his CPA. Pete received his MBA in Finance from NYU and his BS from Cornell University's School of Hotel Administration.

Maria Barrientos, barrientos, LLC, Seattle, WA

Maria Barrientos is the managing principal of barrientos LLC, a real estate development company. Her firm focuses on creating unique multi-family housing projects as well as iconic civic structures. Since opening the firm in 1999 barrientos LLC has completed projects representing over \$900 million in the greater Seattle area. The depth of the firm's expertise in developing what are considered boutique development projects has allowed barrientos LLC to add immeasurable value to existing urban neighborhoods. Recent projects include: Youngstown Flats, Jackson Senior Housing, Ballard Senior Housing, The Chloe Apartments, The Packard Apartments, Leona Condominiums, and several Performing Arts Theatres in the Seattle area, including the Olympic Sculpture park. Prior to opening barrientos, LLC, Barrientos performed Project Management for Lorig Associates. Barrientos holds a BS in Advertising and Marketing from the University of Texas.

Christopher Bitter, PhD, Runstad Center for Real Estate Studies, University of Washington, Seattle, WA

Dr. Christopher Bitter is an Assistant Professor with the University of Washington's Runstad Center for Real Estate Studies, where he teaches graduate courses in Urban Land Economics, Real Estate Market Analysis, and Real Estate Valuation. Dr. Bitter earned his doctorate from the Department of Geography and Regional Development at the University of Arizona and served as a faculty member in the same department. Prior to pursuing an academic career, he worked for ten years in the private sector as a real estate and urban economist, most recently with RREEF, a leading institutional real estate investment advisor. Dr. Bitter's research focuses on urban economics, real estate market analysis and strategy, and sustainable urban development. He is currently interested in clarifying the implications of demographic change for cities and real estate markets and in better understanding the market context for compact development.

Gary Blakeslee, Thrive Communities, Seattle, WA

Throughout his 21-year career, Gary Blakeslee has been privileged to work for regional and national leaders such as Avalon Bay Communities, Harbor Properties, and Opus. During this time, his greatest satisfaction has come not from the excellent properties he has helped build, but from his collaborations with gifted designers who artfully illustrate the vision for these properties, and his leadership to skilled contractors who embrace a disciplined approach to executing that vision. His scope of responsibility has ranged from management of the design, permitting and pre-construction phases, through construction management, marketing and sales. Blakeslee earned a Construction Management degree from California State University at Fresno and is a licensed real estate broker.

ULI Northwest Technical Assistance Panel Professional Biographies

Frank Bosl, CBRE, Seattle, WA

Frank Bosl joined the CBRE apartment team in 1990, specializing in apartment sales. Bosl has been involved in the sale of over \$3 billion in apartment sales and in excess of \$200 million in residential land. In 2005, Bosl was appointed Senior Vice President and has consistently achieved top-rank status for exceptional performance. He has been named a “top five producer” in the Northwest and his work focuses primarily on the Puget Sound region. Before joining CBRE, Bosl spent eight years practicing law in Seattle for the law firms of Reed McClure and Harris Orr & Wakayama. He graduated with honors from the University of California, Berkeley with degrees in Economics and Political Science. Bosl also received a law degree from Hastings College of Law, San Francisco.

Randy Daniels, HomeStreet Bank, Seattle, WA

Randy Daniels is the Income Property Director of HomeStreet Bank. Prior to this position, Daniels served as the Northwest Regional Executive for Bank of America’s Commercial Real Estate Group. During his fourteen years at Bank of America, he and his team provided capital and banking services to commercial real estate developers and investors in Washington, Oregon, and Western Canada and were one of the market leaders in commercial real estate loan originations. Before moving to the Pacific Northwest, Daniels worked as a Senior Asset Manager for the Archon Group (a Goldman Sachs/JE Robert joint venture) and in various other commercial real estate finance positions with banks and life insurance companies. He graduated with an MBA from The American University in Washington, D.C and an Economics degree from Boston University.

Patrick Doherty, City of Federal Way, Federal Way, WA

For the past two years Patrick Doherty has served as the Community and Economic Development Director for the City of Federal Way, having served the previous 9 years as the Economic Development Director. Previously Doherty worked for the City of Seattle for more than 16 years in a variety of positions related to land use planning and development review, culminating the last 7 years as Manager of Seattle’s Design Review program. Seattle Mayor Greg Nickels appointed Doherty to the Queen Anne/Magnolia/South Lake Union Design Review Board in 2004, which he served on for four years, the last two as its Chair. Doherty has a Bachelor of Urban Planning from the University of Washington and a Master of Urban Design and Planning from San José State University.

Don Fosseen, Goodman Real Estate, Seattle, WA

Don Fosseen is responsible for investment and capital market decisions at Goodman Real Estate. In Fosseen’s 20 years of real estate experience, he has facilitated the purchase and disposition of more than \$1.2 billion in commercial real estate properties. Before joining Goodman Real Estate, Fosseen was a Senior Vice President of the Investment Properties Group of CB Richard Ellis. There, his clients included RREEF, Legacy Partners, INVESCO, Archon (a Goldman Sachs affiliate), KBS Realty Advisors, Lionstone Group, AEW and Prudential.

ULI Northwest Technical Assistance Panel Professional Biographies

Ric Ilgenfritz, Sound Transit, Seattle, WA

Ric Ilgenfritz oversees planning, project development, and environmental affairs for Sound Transit. In this role he is leading the effort to implement the next round of high capacity transit investments approved by voters in 2008. Previously, Ilgenfritz managed Endangered Species Act compliance in the Columbia/Snake river system for the National Marine Fisheries Service (NMFS). He worked for 11 years in Washington's congressional delegation, as Legislative Director for U.S. Senator Patty Murray and, prior to that, for the U.S. House of Representatives Subcommittee on Transportation and its chairman, former Rep. Al Swift. Ilgenfritz received a BA in journalism from the University of Oregon.

Bradley Karvasek, Equity Residential, Seattle, WA

Bradley Karvasek is the First Vice President of Development for Equity Residential (EQR) and is EQR's Washington, Oregon, and Colorado Development Officer. His responsibilities include the sourcing and acquisition of new development sites, entitlement and building permit processing, construction supervision, and the oversight of residential and commercial lease-up activities for new development. Before joining EQR, Karvasek was Vice President and Southern California Development Partner for Holland Partners. Karvasek received his MBA from Seattle University and has a Bachelor of Science degree from UCSB.

Gerard Mildner, PhD, Center for Real Estate, Portland State University, Portland, OR

Dr. Gerard Mildner is an Associate Professor of Real Estate Finance at Portland State University and Director of its Center for Real Estate. Dr. Mildner has an undergraduate degree from the University of Chicago and a PhD in economics from New York University. His research is focused on land use regulation, growth managements, rent control, urban transportation, and the economics of local government. Dr. Mildner is the co-author of *Scarcity by Design: The Legacy of New York's Housing Policies*, published by Harvard University Press, and *Sport and Public Policy: Social, Political, and Economic Perspectives* published by Human Kinetics Press.

Lisa Picard, Skanska USA, Seattle, WA

Lisa Picard has more than 15 years of experience in the conceptualization, design, finance, and management of large real estate projects, with a portfolio of office, retail, resort, residential and mixed-use developments totaling over \$1.2 billion. She has a track record for delivering innovative, high quality projects that involve numerous stakeholders. Currently, Picard is developing and executing Skanska USA's west coast investment strategy for commercial development, as well as its all equity investment and development platform. Before joining Skanska USA, Picard founded Muse Development and previously developed several urban projects in Seattle with both Hines and Harbor Properties.

ULI Northwest Technical Assistance Panel Professional Biographies

Ed Rose, Seattle, WA

Ed Rose's background includes 30 years of senior leadership and management experience across the spectrum of transit and transportation projects. Rose's primary experience has been on transit and transportation facilities from systems level through final design with responsibilities on heavy rail, light rail, conventional and dual mode bus, roads, tunnels, maintenance facilities, multi-modal facilities, TOD and waterfront related transportation planning and design on projects involving design build and conventional design bid construction on medium to large projects with a high degree of technical complexity involving large project staff. Rose served seven years with Parsons Brinckerhoff early in his career and has also been principal-in-charge of a western regional transit planning and design firm (EMRose & Associates / EMRA, Inc). Most recently he served for six and a half years as the Senior Development Program Manager for the Seattle Housing Authority (SHA) with responsibility for Southeast Seattle projects in the SHA Strategic Direction Plan and five model TOD projects. Ed holds a Bachelors of Architecture and a Masters of Urban Planning from the University of Washington. Rose is a Charter Member of the American Institute of Certified Planners and an Associate AIA and he is a former Seattle Planning Commissioner and Seattle Pike Place Market Commissioner.

Jay Woolford, Senior Housing Assistance Group, Seattle, WA

Jay Woolford is the Executive Director of the Senior Housing Assistance Group (SHAG), the largest not-for-profit provider of senior housing in Washington State. SHAG currently operates more than 4,500 units of affordable senior housing in 28 communities throughout the Puget Sound. Before SHAG, Woolford was involved with planning, developing, financing, marketing, and managing retirement communities for both non-profit and for-profit clients for more than 20 years. He has worked with major healthcare and educational institutions to create model communities. He has additionally worked with Senior Housing Providers on strategic planning, product repositioning, alternative service models and was a pioneer in equity model senior housing. Woolford studied at Middlebury College and holds a Bachelors of Architecture from Cornell University. Woolford currently is on the board of Aging Services of Washington, Seniors Making Art and the Technical Advisory Committee of Social and Human Services Program at Seattle Central Community College.



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