ULI Northwest

REIMAGINING WALTER E. HALL GOLF COURSE AND PARK

A Catalyst for Housing Affordability, Economic Sustainability, and Community Health

South Everett, Washington | February 25–26, 2026
Technical Assistance Panel Report

About

ULI Northwest and Technical Assistance Panels

The mission of the Urban Land Institute is to shape the future of the built environment for transformative impact in communities worldwide. ULI pursues this mission through three core commitments: connecting active, passionate, and diverse members through the foremost global network of interdisciplinary professionals; inspiring best practices for equitable and sustainable land use through education, content, convening, mentoring, and knowledge sharing; and leading in solving community and real estate challenges through applied collective global experience and philanthropic engagement.

ULI Northwest is a District Council of the Urban Land Institute, a nonprofit education and research organization supported by its members. ULI Northwest serves 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.

Technical Assistance Panels (TAPs) leverage local expertise through a half- to two-day process. This TAP, convened February 25-26, 2026, brought together community expertise and professional knowledge in affordable housing, urban design, transit-oriented development, community development, and economic analysis.

ULI Terwilliger Center For Housing

The mission of the Terwilliger Center for Housing is to ensure that everyone has a home that meets their needs at a price they can afford. Established in 2007 with a gift from longtime member and former ULI chairman J. Ronald Terwilliger, the Center's activities include technical assistance engagements, forums and convenings, research and publications, and an awards program. The goal is to catalyze the production and preservation of a full spectrum of housing options.

The ULI's Terwilliger Center for Housing, through its Attainable Housing for All Initiative, leverages TAPs and other forums to directly engage with local communities, bringing expertise to solve unique affordability challenges and expand the production and preservation of attainable housing. This initiative is possible due to the generous support of Carolyn and Preston Butcher ULI Housing Initiative.

Acknowledgments

The panel thanks the City of Everett for its partnership in sponsoring this panel and gratefully acknowledges the support and partnership of the ULI Terwilliger Center for Housing in making this TAP possible.

The panel also extends its deepest thanks to the individuals who participated in interviews, site tours, and briefings during the TAP process, including the many stakeholders, who with generosity and candor gave their time, shared their experience, and trusted the panel with their community's most pressing concerns.

EVERETT
WASHINGTON

Cover photo: WHEB Triangle Light Rail Map. (City of Everett)

1101 2nd Ave #100 | Seattle, WA | 98101

About

Technical Assistance Panel

Panel Chair

Stephen Antupit
City of Tacoma

Panel Members

Thatcher Imboden
AECOM

Laurie Olson
Housing Authority of Snohomish County

Erin Ishizaki
Mithun

Rosario Reyes
Latino Education and Training Institute

Daniel McCune
Habitat for Humanity

Morgan Shook
ECOnorthwest

Donna Moodie
Urban League of Metropolitan Seattle

Marja Williams
Urban Oranje

ULI Project Team

Andrea Newton
ULI Northwest Executive Director

Jane Green
ULI Northwest Program Manager,
TAP Project Manager

Riley Bancroft
ULI Northwest Senior Manager

Fabiola Yurcisin
Director, Technical Assistance Program
ULI Terwilliger Center for Housing

Ray Gastil
TAP Report Author

Contents

Executive Summary

Executive Summary

South Everett is approaching a defining moment. With more than $2 billion in regional transit investment expected through the Everett Link Extension, the City of Everett has a rare opportunity to shape growth and prioritize public investment toward benefits for people and businesses already rooted in the community.

At the center of this opportunity is Walter E. Hall (WEH) Golf Course and Park, a 160-acre city-owned property in the heart of South Everett. The site has long served as a regional recreation asset and currently operates as a successful public golf course. Yet many nearby residents experience it as largely inaccessible and disconnected from daily community life. At the same time, South Everett faces acute housing affordability challenges, limited homeownership opportunities, gaps in park availability and community services, small business displacement risk and incomplete pedestrian and bicycle connections.

Urban Land Institute Northwest's Technical Assistance Panel (TAP) was asked how WEH Golf Course and Park could be reimagined as a catalyst for housing affordability, economic sustainability, and community health. The panel concluded that the site should be planned as an inclusive, multifunctional public asset to support community wellbeing: a place that supports affordable homes, accessible parks, ecological restoration, small business stability, community gathering, and stronger connections across South Everett.

The urgency is heightened by Sound Transit's planned investment in the area. At least two future light rail stations and the Operations and Maintenance Facility-North are planned within approximately one mile of WEH, and Sound Transit is studying the western portion of the site for potential wetland and stream mitigation. These investments will bring new infrastructure, regional access, and development interest. Without deliberate action, investment could also accelerate displacement of South Everett residents and businesses before those communities can benefit.

South Everett is not a blank slate. It is a culturally rooted, predominantly renter-occupied, working-class community with strong immigrant and Latino leadership and a vital small business ecosystem. Stakeholders consistently described a community that wants to stay, build wealth, and benefit from future investment. They called for stable and affordable homes, realistic pathways to homeownership, multigenerational housing, safer streets and trails, better access to parks, youth and family services, childcare, and a covered community gathering space for markets and cultural events. Across interviews, six themes rose to the surface. First, ***displacement risk*** is the central concern and must be addressed before major transit improvements and development activity begins. Second, ***housing affordability*** is a predominant issue for renters, and the pathway to ***homeownership*** is largely closed for many South Everett households. Third, WEH should become more accessible and relevant to the surrounding community, with active recreation, gathering spaces, and community services that reflect local needs. Fourth, ***small businesses*** along Casino Road and nearby commercial areas need protection and support so they are not priced out by future growth. Fifth, ***physical connectivity*** must improve, especially pedestrian and bicycle access to parks, transit, schools, and everyday destinations. Finally, ***community*** trust will depend on transparent, multilingual, and sustained engagement.

The panel's recommendations respond directly to these themes.

The City should begin with a citywide anti-displacement strategy. The WEH can be a powerful demonstration project; the City should preserve naturally occurring affordable housing, pipeline affordable housing along the Casino Road corridor, strengthen inclusionary housing requirements where needed, establish community preference and right-to-return policies, and protect both residents and small businesses from being displaced by public investment and market pressure. Housing should be a central purpose of the WEH redevelopment opportunity, with affordable homeownership as the organizing goal.

The panel recommends a mix of affordable homeownership, workforce housing, deeply affordable rental housing, and some market-rate housing where it can help support infrastructure, park improvements, and cross-subsidy. A community land trust or similar limited-equity model should be explored to keep homes affordable over generations while giving residents a path to ownership and wealth-building.

The City will also need to build the organizational and financial infrastructure to deliver equitable development. This includes capitalizing Stations Unidos as a community development corporation, exploring a Public Development Authority, investing in staff capacity, and assembling a layered financing strategy that may include housing tax credits, Housing Trust Fund resources, infrastructure funding, ground lease revenue, green infrastructure financing, and partnership with Sound Transit. Retaining public ownership of the land through ground leases or similar structures will be one of the City's most important tools.

Parks and community services should be treated as equally important to housing. WEH should become more permeable and welcoming in the near term, even before a long-term redevelopment plan is complete. Over time, the City should evaluate how to reconfigure the golf course to support a broader mix of uses, including trails, active recreation, passive open space, ecological restoration, and community gathering. A future community center or covered multipurpose facility should be planned as a long-term anchor for youth programming, childcare, cultural events, markets, and community meetings.

Sound Transit's potential wetland mitigation should be treated as a community asset, not only an environmental requirement. If designed well, the mitigation area could support restored habitat, stormwater management, wildlife viewing, educational amenities, and trail connections through the site. The City should negotiate for public access, long-term stewardship, and integration with the broader park and housing vision.

Small business stability should be built into the redevelopment strategy. The panel recommends permanently affordable commercial space, a small business incubator, a commercial kitchen, flexible retail and makerspace, and coordination with Casino Road businesses and Casino Square. These tools can help preserve the cultural and economic life that already exists in South Everett while creating room for local entrepreneurs to grow.

Connectivity should be advanced as a near-term priority. Safer crossings, improved pedestrian and bicycle infrastructure, a paved connection from Casino Road through WEH to Kasch Park, and open site edges would deliver immediate community health benefits while preparing the area for future light rail access.

The panel recommends sequencing this work in three phases. In the near term, the City should adopt anti-displacement policies, resolve key site and entitlement questions, build organizational capacity, begin financing work, improve connectivity, and open the site to broader community use. In the mid-term, the City should undertake community co-design, refine the housing and park program, select development partners, and negotiate the details of mitigation and stewardship. In the long term, the City should deliver and preserve affordable homes, permanent community-serving park and open space, small business opportunities, and long-term affordability structures.

Several uncertainties exist, for example, Sound Transit timelines may change, Recreation and Conservation Office requirements may shape what is possible, site conditions may affect the amount of buildable land and construction and speculation may accelerate displacement. These questions make early action important.

South Everett already has the essential ingredients for an equitable future: public land, major transit investment, strong community identity, local entrepreneurship, proximity to regional employment, and a clear vision. WEH Golf Course and Park can become the jewel in the heart of South Everett, a place where housing, parks, ecological restoration, local enterprise, and community life come together.

This is the moment to build the future of housing, wealth, health, and belonging, and to ensure that the people who made South Everett what it is are the people who shape and benefit from what it becomes.

Vision

Vision

Given the scale of future investment in South Everett and the possibility that Sound Transit will redevelop a large portion of the WEH Golf Course and Park (WEH) the city asked the panel:

"How might the City of Everett reimagine the WEH Golf Course and Park as a catalyst for housing affordability, economic sustainability, and community health?"

The Technical Assistance Panel, responding to background research, stakeholder interviews, and deliberation, agreed that this is an extraordinary opportunity. WEH has been a public asset serving the region for many years. Now, when $2 billion in transit investment will reshape South Everett, the City has a chance that comes not just once in a generation, but once in the life of a neighborhood, to redirect 160 acres of city-owned land toward the people who have always lived here.

South Everett is a place of extraordinary cultural wealth, a strong workforce, and deep roots. The community's priorities call for including more affordable housing, increased services, more usable parks, better connectivity for recreation and transportation, and the type of large gathering spaces that will sustain and enrich the neighborhood's already thriving cultural and small-scale commercial activity.

The panel recognizes that the site has constraints, known and unknown, requiring further study and resolution, but is confident that WEH is an opportunity to embrace a holistic vision of the role of parks and public land to support wellbeing, with a neighborhood around locally grounded regional resource that could serve as a central place for the community, essentially a jewel at the heart of South Everett. Reimagining how WEH serves South Everett as a park and community resource would support mixed income housing, dense Transit Oriented Development (TOD) in and around nearby stations as well as more neighborhood amenities and resources.

This is the moment to build South Everett's future of housing, wealth, health, and belonging.

Background and Context

Background and Context

The TAP Process

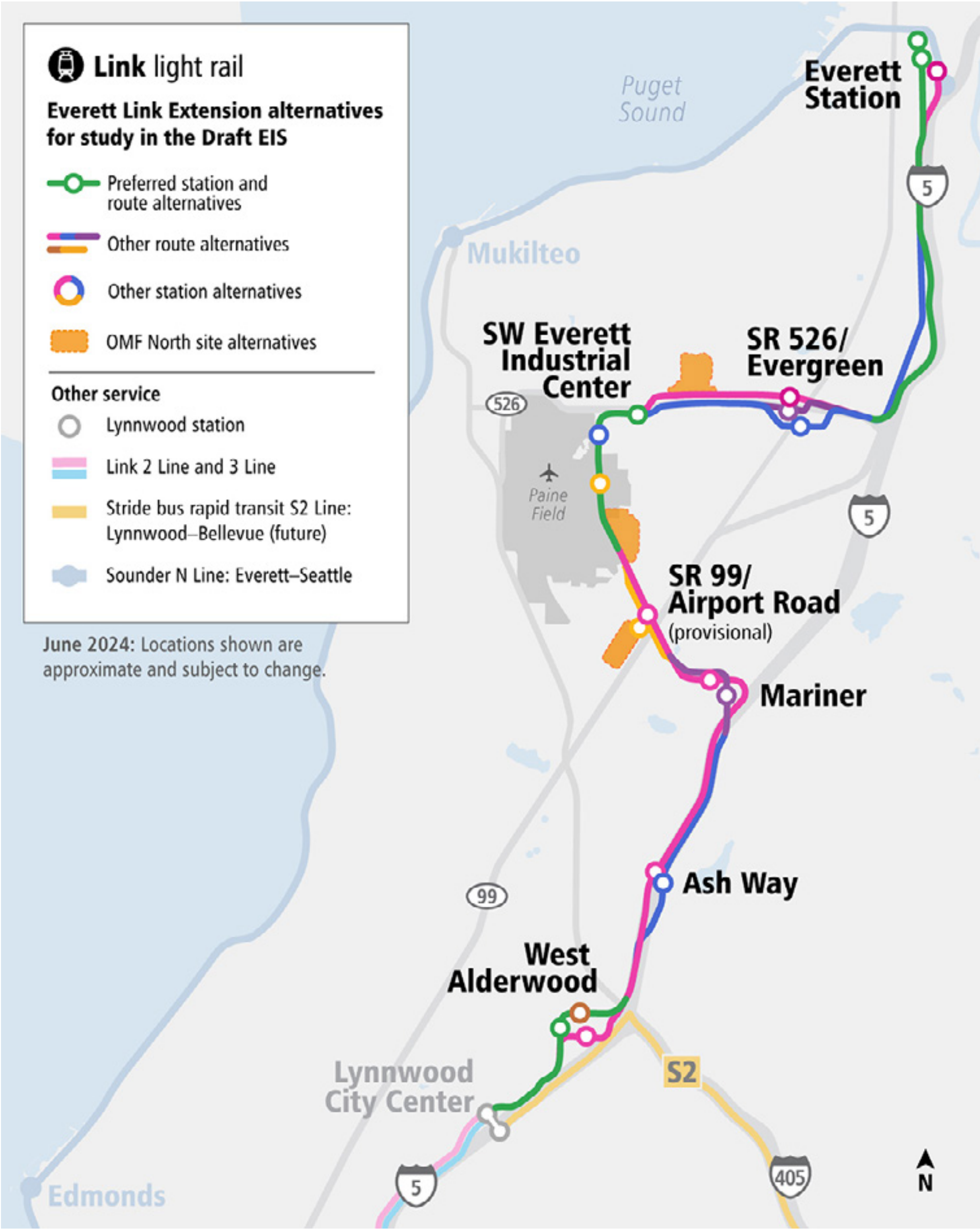
The TAP convened on February 25–26, 2026, bringing together professionals with expertise in affordable housing development, urban design, community development finance, equitable planning, and nonprofit leadership. Through sponsor briefings, a site tour, and more than a dozen stakeholder interviews, the panel developed findings and recommendations grounded in both technical expertise and direct community input.

Interviews were conducted with representatives from Everett City Council, the City of Everett, LISC, Sound Transit, the school district, local business owners, and community organizers. The panel also drew on prior engagement conducted by LISC Puget Sound and ECOnorthwest.

The TAP focused on critical path questions: what are the gentrification pressures, what are the displacement issues, what are the opportunities, and what approach to additional development, primarily but not exclusively housing, will meet the needs of the community? The WEH site also functions as a potential test case with tools and strategies that may be applicable to the surrounding area, in South Everett and beyond.

The Opportunity

In approximately five years, Sound Transit will launch construction on over $2 billion of public investment in South Everett, as part of the light rail 16-mile Everett Link Extension (EVLE). The likely locations of at least two light rail stations and the 85-acre Operations Maintenance Facility-North are within one mile of the City of Everett's 160-acre WEH Golf Course and Park. Preliminary and final decisions by the Sound Transit Board regarding EVLE planning are anticipated in early 2027 and late 2027 respectively.



SOUND TRANSIT

Light rail construction will bring direct and indirect change to the site and the community. In terms of direct impact, Sound Transit is studying the western third of the WEH property, six holes of the existing 18-hole course, as a wetland and stream mitigation site to offset the impacts of the Everett Link Extension. While change is anticipated in the remaining two thirds of the park, it is also constrained by two Washington State Recreation and Conservation Office (RCO) grants to WEH Golf Course and Park: 16 acres for a neighborhood park, and 36 acres for active recreation (the golf course).

After accounting for Sound Transit's proposed mitigation footprint and required park replacement (for any reduction of the two RCO-related areas), the panel's working estimate identifies approximately 46 net acres will be available for housing and community development.

Demographics and Economic Conditions

South Everett, the subject of the South Everett Economic Development Strategy, is bounded by 128th Street SW on the south, Airport Road on the west, SR 526/Casino Road on the north, and Interstate 5 on the east.

The WHEB Triangle is a smaller area within South Everett, and it takes its name from the Westmont-Holly neighborhoods that lie completely within the triangle, Evergreen Way, and Boeing, Everett's largest employer, which provides over 30,000 advanced manufacturing jobs. The WHEB Triangle has a proposed light rail station at each corner, and WEH Park it at the heart of the neighborhood.

South Everett's population is younger, more diverse, and lower-income than Everett as a whole. The area's median household income is $67,195, substantially below the countywide median of approximately $104,083. Unemployment runs at 7.4%, and approximately 94% of jobs within South Everett are in service-sector positions. The largest single employer in the broader region is Boeing, whose manufacturing presence at Paine Field anchors the area's higher-wage employment base.

The WHEB Triangle's four census tracts are home to approximately 20,200 residents nearly 18% of Everett's total population. ECOnorthwest's *WHEB Triangle Economic Analysis* reveals a diverse, predominantly renter-occupied community with lower median incomes and higher cost burdens than the city overall. The area hosts a mix of service, retail, education, and manufacturing employment, shaped heavily by nearby Boeing. Most workers with jobs in the WHEB Triangle commute into the area, while most of the residents of the Triangle commute out to jobs elsewhere in the region. Despite their proximity, many South Everett residents do not benefit from higher wage jobs with Boeing or other nearby employers.

The Hispanic and Latino community is a defining demographic presence. In the census tract closest to the WEH site, the Hispanic/Latino population reaches 50.5%. This is not a transitional community finding its identity; it is an established, culturally rooted neighborhood that has built its social, economic, and civic life in South Everett over decades. While it faces serious challenges, residents have a greater sense of well-being than in much of Snohomish County, as reported in the *Connect Casino Road Health and Well-being Survey* in partnership with the Providence Institute for a Healthier Community.

Housing Affordability and Displacement

Housing affordability is the community's most acute and consistently cited challenge. While residential rents remain slightly below Everett's average, affordability pressures persist, with only about 23% of market-rate units qualifying as naturally occurring affordable housing.

The Casino Road study area has a disproportionately high rate of cost-burdened renters, 55.4%, with median household incomes significantly lower than the broader City of Everett. Stakeholders consistently described a household income gap that makes homeownership effectively unreachable for most residents: while one-bedroom apartments rent for $1,200–$1,500 per month, purchasing a home in the area requires an annual household income of approximately $190,000.

The arrival of up to three light rail stations within approximately one mile of the Casino Road corridor raises serious concerns that regional transit investment will accelerate displacement rather than create community benefit. The LISC Equitable TOD study found that Everett lacks the tools needed to prevent displacement and ensure community benefit as new light-rail stations arrive, noting that Casino Road faces high eviction risk.

The community is also characterized by a severe imbalance between renters and owners: approximately 65% of households in South Everett rent, and the stock of affordable for-sale housing is negligible. This imbalance concentrates risk: renters have no equity stake in the neighborhood's rising value, and rising rents represent only cost — not wealth. The South Everett Economic Development Strategy concluded that the high percentage of rental housing should be better balanced with more homeownership opportunities. Displacement risk in South Everett extends beyond renters. The neighborhood's manufactured home communities represent a distinct category of vulnerability. Residents own their homes but rent the land beneath them, leaving them exposed to displacement when park owners sell to developers and unable to capture the appreciation that protects conventional homeowners. Preserving these communities is both an anti-displacement priority and a community wealth preservation priority.

LISC PUGET SOUND AND THE CASINO ROAD PARTNERSHIP

Local Initiatives Support Corporation (LISC) is one of the largest community development organizations in the country and the largest nonprofit community development financial institution.

Since 2022, LISC Puget Sound has made a long-term commitment to advancing economic opportunities using a place-based and people-centered approach to district, business, and talent development. Its foundational work in the Casino Road neighborhood informed Everett Station District Alliance (ESDA) work to support inclusive transit-oriented development.

The Everett Station District Alliance, with LISC support, has been reconfigured, and is now a division of a new Community Development Corporation, Stations Unidos, which serves transit communities in Everett including the Casino Road community.

The Site

Walter E. Hall Golf Course and Park

WEH Golf Course is a regional 18-hole par-72 golf course that opened in 1972. It is currently operating at a significant annual surplus of revenue over expenses that helps to support the City of Everett's Parks Department operations. The course is managed under a professional services agreement and produces a net profit above management fees and operational costs.

Despite its operating success, and a relevant community connection to the region, with close to 56,000 annual rounds, the community living closest to the golf course has limited use and engagement with the WEH site. South Everett is deficient in parks and community health infrastructure, despite WEH being a 160-acre park property in the center of South Everett. The area lacks a community center, adequate active recreation facilities, or accessible open space responsive to the needs and culture of its predominantly Latino, working-class population.

Sound Transit's Everett Link Extension Potential Mitigation Site

The Everett Link Extension is the transformative public investment that gives this TAP its urgency. The preferred locations of at least two light rail stations and the 85-acre Operations Maintenance Facility-North (OMF-N) are within one mile of the City of Everett's 160-acre WEH site. Sound Transit is also studying the WEH site for a specific secondary purpose: wetland and stream mitigation. After conversations with

City of Everett staff, Sound Transit advanced its study of the western third of the WEH property as a potential wetland and stream mitigation site to offset unavoidable EVLE and OMF impacts. The potential mitigation site, the headwaters of the Swamp Creek Basin, would affect approximately 40 acres on the western portion of the property.

Site Constraints

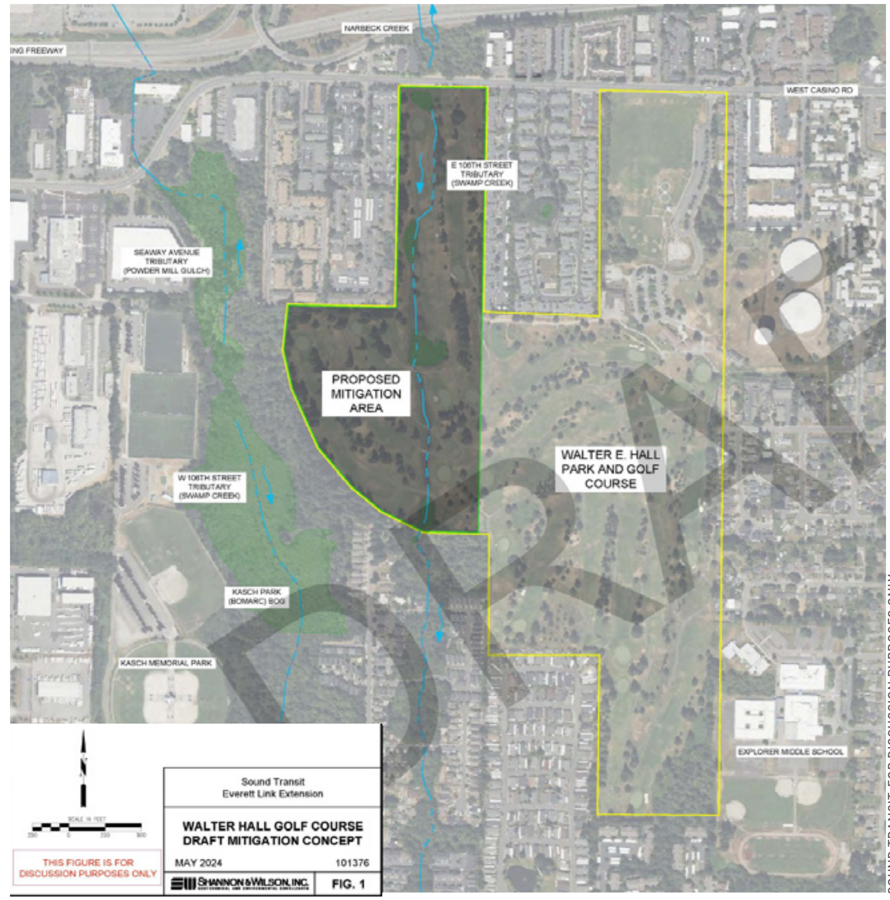
Site constraints include limited road access. The site is served primarily from the east via 90th Street and from the north via Casino Road. Also, there are significant surface water and wetland conditions that increase infrastructure costs and complicate geotechnical planning. To the south, the existing right of ways are narrow which may present additional constraint.

Establishing more information regarding soil conditions, utility access, and overall building feasibility will be crucial next steps for the planning process.

Mandatory inclusionary zoning of 10–20% is already in place between Casino Road and 100th Street, establishing a baseline affordability metric for new development in the Triangle.

Any reimagination of the WEH site must navigate the Recreation and Conservation Office improvements on two distinct portions of the site including 16 acres for active recreation and 36 acres for active recreation (the golf course). Grant encumbrances require that RCO-funded properties continue to serve their designated recreational purposes, or that equivalent replacement resources be provided if the original use is changed.

In brief, this substitution framework creates a planning parameter redevelopment scenario where converting golf course land to housing or other uses must account for park replacement.



SOUND TRANSIT, FOR DISCUSSION PURPOSES ONLY

What We Heard: Stakeholder Interviews

What We Heard: Stakeholder Interviews

Overview

Five critical issues rose to the surface

1. **Displacement** risk is the overarching concern, and the response needs to be systemic, on site and throughout South Everett and the City.
2. **Housing** cost burdens are acute for renters, and the pathway to homeownership is effectively closed, underscoring the need for preserving and building affordable, multigenerational housing.
3. **Parks and Community Services.** South Everett is park-deficient, and residents experience the golf course as largely inaccessible and irrelevant to their daily lives. There is a need for park investment at WEH and in the neighborhood. Community services are limited, leading to community goals including play space, and large, covered recreational facilities for community events.
4. **Small business and Commercial Stability.** There is a commercial ecosystem of small businesses that is deeply rooted, but also at risk of displacement without deliberate intervention to preserve and grow the thriving small scale commercial activities of neighborhood markets (mercados)
5. **Connectivity and Transportation.** Physical barriers fragment the community, preventing safe and direct access to transit, parks, and everyday destinations. Pedestrian and multimodal access through the park and the neighborhood is key for the more than 20,000 people living between two future stations.

Displacement Risk and Anti-Displacement

The single most consistent thread across the TAP stakeholder interviews and LISC's extensive community work in South Everett, is concern that development, particularly Sound Transit's arrival, will push existing residents and businesses out before they can benefit from it. Residents fear that change may come at their expense, displacing the large immigrant community that has spent decades establishing its cultural, social, and economic life in South Everett.

One stakeholder put it plainly: "People would put down roots here if they could. There are lots of people who have been here forever."

Several stakeholders noted that achieving equitable outcomes requires active, sustained, and well-resourced organizational effort. They also noted that Everett has moved to address this with Stations Unidos in 2026, building on years of community work by the Everett Station District Alliance with LISC Puget Sound.

Stakeholders are also committed to ensuring that the community is authentically heard, a goal that requires renewed strategies for engagement given the impact of current immigration enforcement practices.

Housing Affordability and Homeownership

The community is predominantly renter-occupied, approximately 65% of households rent, and renters are disproportionately cost-burdened. With 55% of households cost-burdened today, well above citywide averages, the problem is acute and expected to get worse.

Community members expressed a desire for multigenerational households and mixed-age communities, with space for older adults, working adults, and children living in proximity. One stakeholder described this vision as:

> ***"Old people, young people, and the middle — mixed-age living together."***

This stands in contrast to the single-type, single-tenure rental stock that characterizes much of South Everett's current housing supply. Cottage-style housing communities and pocket neighborhoods could offer a useful model for meeting this need. Organized around shared open space, smaller-scale homes, and neighborly connections, these housing types can support intergenerational living, family stability, and a stronger sense of community while also providing a more attainable path to ownership than conventional single-family housing. Other stakeholder comments included framing the WEH site's redevelopment potential in terms of workforce housing for the region's major employers, notably Boeing, as well as a recommendation for market-rate housing.

Parks and Community Services

For local residents who do not golf, which is most of them, the golf course acreage registers as a locked door.

> ***"People don't feel like it contributes to the community — they want that land back to support their recreation," said one longtime community member.***

The community would like a restored regional park that is accessible to them. Replacement park investment could be both within the existing park's borders and distributed into the neighborhood fabric.

Sound Transit's interest in the WEH location as a site for potential mitigation adds a layer of opportunity and complexity. Should mitigation proceed, it would involve restoring the Narbeck Creek stream channel, establishing forested wetland and scrub-shrub buffers, removing existing paved trails and stream crossings, and incorporating recreation amenities such as trails and wildlife viewing areas, defined as passive rather than active recreation, which may require the site to identify new areas for active recreation per the RCO agreements.

The panel also heard that the golf course holds genuine community value, drawing golfers from across the region, including Lynnwood and Seattle, rather than primarily from the surrounding neighborhood, and remains one of the most affordable and well-used courses in the area. It is also profitable, covering its own costs and producing revenue for other park needs, and there have been preliminary studies of how a smaller course, reduced to 9 holes, could be sustainable.

Community services are limited in South Everett in ways that compound other challenges faced by residents. The most frequently named absences include: no community center, and limited access to childcare with off-hour availability and multilingual services. Stakeholders also noted the absence of senior facilities, a pool, and youth recreation infrastructure, and the absence of a full-service grocery store was raised repeatedly.

A recurring theme across interviews was the desire for a large, covered, multipurpose facility, a space where residents can gather indoors, bring small wares to sell and hold farmers' and makers' markets. They called for a physical home for the community's strong multigenerational and culturally rooted social life, a recognition of the potential for the already thriving neighborhood markets (mercados) to continue and grow.

Update: One new community resource is in the works for the WEH Site: On March 6, shortly after the February TAP, Mayor Cassie Franklin announced plans to build a new Boys & Girls Clubs of Snohomish County facility in the park in her State of the City address.

Small Business and Commercial Stability

Stakeholders consistently described a commercial culture that has developed organically over decades, anchored in the neighborhood's Latino and immigrant communities. The Casino Road study area is approximately 32% Hispanic/Latino, with a commercial landscape that reflects that identity in its food economy, service businesses, and informal markets. How to preserve Casino Square from market pressures remains an outstanding question. While the Square is not currently anticipated to face direct displacement from Sound Transit's development, business owners expressed concerns about indirect displacement and a desire to participate in either preserving it or shaping what may replace it.

While stakeholders did note some existing operational challenges including vandalism, drug addiction, and break-ins, they stressed their good neighbor relations with the community and a strong supportive network of collaborating small businesses as vitally important. The informal food economy was a recurring point of pride. One community stalwart sells over 2,000 tamales each weekend, a figure that speaks to the scale and vitality of South Everett's commercial ecosystem. If residential instability increases, and if providers, supply chains, customers, and the local workforce and their families are disrupted, it could negatively impact these businesses. Their customers are very local – many walk, and more are broadly based in South Everett and the region. A commercial kitchen and/or restaurant incubator was mentioned as another useful tool to help small businesses evolve and grow.

Connectivity and Transportation

Connectivity infrastructure including trails, safe crossings and unfenced edges could deliver significant community health benefit. Physical barriers fragment the community, and residents cannot comfortably walk or bike safely to destinations that serve them. Residents want a paved pedestrian and bike path linking Casino Road through WEH to Kasch Park to open the WEH site to surrounding neighborhoods and facilitate an active transportation corridor. Stakeholders identified the intersection of Casino Road and Evergreen Way, a site that anchors the neighborhoods commercial and civic life, as a high-priority traffic safety concern, and raised the importance of both bike and pedestrian infrastructure, one that shouldn't wait for EVLE completion to be addressed.

Improved access will be critical for transit-oriented development. There are 20,000 people living between two stations. Multimodal connectivity is seen as an equity imperative, ensuring that the community most proximate to the new infrastructure will benefit from it.

LISC

Recommendations

Recommendations Summary

The panel's recommendations emerged from two days of rigorous deliberation, grounded in direct community input, careful site analysis, and the collective professional expertise of panelists working in affordable housing development, urban design, community development finance, equitable planning, and nonprofit leadership.

The major recommendations are organized around the key issues raised by the community and the panel's central conviction: ***$2 billion in transit investment will reshape South Everett, giving the city a chance that comes once in the life of a neighborhood to reposition 160 acres of city-owned land for the local community.***

The recommendations that follow are sequenced to reflect both urgency and logic. Some need to begin immediately, before any ground is broken, before any plan is finalized, because they establish the conditions under which all other recommendations can succeed. Others unfold over years, contingent on decisions by Sound Transit, the RCO, and the city that have not yet been made. Recommendations are identified as near-term, 0 to 2 years, before Sound Transit's final planning actions regarding the EVLE; mid-term, 2-5 years, during planning and development of the Light Rail, and long-term, 5+ years. Given the variability of light rail scheduling, all times are approximate.

Urban Design Plan

Develop a community-led, values-based urban design plan for the neighborhood. The plan should establish a shared physical and policy framework for future investment, with particular attention to:

- Social and cultural equity
- Environmental sustainability and ecological restoration
- Human-scaled economic and social activity
- Targeted mix of affordable, workforce and market rate housing
- Accessible Parks, community services and provisions for small business stability
- Inclusive mobility to and within the site for safe pedestrian, bicycle and transit connections

Displacement

- Develop and Adopt Anti-Displacement as a Citywide Strategy

Community Center

Include a community center as a central element of the neighborhood plan and identify dedicated funding for its development. The center should be designed with, and led by, the local community so that it reflects neighborhood priorities and becomes a place residents feel ownership of and belonging in.

Potential uses could include:

- Indoor gathering and event space
- Offices or meeting space for local organizations and community representatives
- Indoor farmers' market or mercado space
- Makerspace
- Indoor recreation space
- Commercial kitchen/restaurant incubator space

Housing

- Establish a Community Land Trust for Affordable Homeownership
- Build the Organizational Infrastructure Before the Development
- Assemble private housing development partners during the urban plan visioning process
- Assemble the Financing Stack Starting Now
- Develop a Mix of Affordable Homeownership, Workforce Housing, and Deeply Affordable Rental

Parks and Community Services

- Reenvision Golf Course for new interim and longer-term use.
- Treat Sound Transit's Mitigation Proposal as a Community Asset

Small Business and Commercial Stability

- Create Permanently Affordable Commercial Space for Small Businesses
- Create supports for existing local and legacy businesses

Connectivity and Transportation

- Invest in Pedestrian and Bicycle Connectivity as a Near-Term Priority

Near-Term (0 to 2 Years+)

Displacement

> Recommendation: Adopt Anti-Displacement as a Citywide Strategy

The City of Everett should approach anti-displacement as a citywide policy commitment. The panel recommends the following specific anti-displacement actions:

- **Pipeline Affordable Housing Along the Full Corridor.** The city should evaluate and pipeline affordable homeownership and low-income housing tax credit (LIHTC) housing opportunities up and down the Casino Road corridor between the two light rail stations.
- This may call for **rezoning and other strategies to allow for increased housing and mixed use along the Casino Road corridor.**
- This also has **commercial affordability implications.** Potential redevelopment of Casino Square site, for example, which would lead to relocation of Casino Square businesses into multiple new market and affordable developments, should be supported by a pledge from Sound Transit for relocation assistance.
- **Adopt a Community Preference Policy.** Give current Casino Road residents and workers priority access to new affordable homes and commercial spaces created through public investment at WEH and throughout the corridor.
- **Track and Protect Naturally Occurring Affordable Housing.** Inventory the naturally occurring affordable housing stock in the Casino Road corridor, identify properties at highest risk of market-rate conversion, and pursue acquisition, deed restriction, or partnership with nonprofit housing developers to protect those units before transit-induced appreciation makes intervention prohibitively expensive. Explore protections for mobile home residents as a specific subset of naturally occurring affordable homeowners at risk of displacement through land acquisition. On May 6, after the February TAP, the City of Everett passed protections for seven mobile home communities, including two in South Everett.
- **Strengthen Inclusionary Zoning.** The existing inclusionary zoning requirement of 10–20% between Casino Road and 100th Street provides a floor, but not a ceiling. The City should evaluate whether existing affordability requirements are sufficient to prevent net loss of affordable units as market-rate development replaces existing lower-cost stock and strengthen requirements in the subarea planning process accordingly.
- **Establish a Right-to-Return Policy.** Any residents or businesses displaced by development activity on or adjacent to the WEH site should be guaranteed first right of return to new affordable units or commercial spaces created as part of the redevelopment program.

Housing

> Recommendation: Develop a Mix of Affordable Homeownership, Workforce Housing, and Deeply Affordable Rental along with Organizational Capacity for Equitable Development at WEH.

- **Resolve entitlements:** What flexibility is allowed for meeting RCO parks requirements? Further define expectations regarding the impact of Sound Transit using a portion of the site for environmental mitigation.
- **Resolve building feasibility:** Complete soil and related studies to establish buildable land area for housing.
- **Build the organizational infrastructure Before the Development**

The panel recommends the following organizational development priorities:

- **Capitalize the Stations Unidos Community Development Corporation (CDC).** Stakeholders have identified a $5 million capitalization target for a South Everett community development corporation. The City should treat this as an investment priority.
- **Establish a Public Development Authority.** A City-chartered PDA has financing and development capacities that could increase opportunities, including the ability to hold land, issue tax-exempt bonds, enter ground leases, and execute real estate transactions on behalf of the public interest in ways that neither a CDC nor a City department can do efficiently alone. The PDA is the vehicle through which

the City can retain long-term ownership of the WEH land while enabling community-serving development to proceed.

- **Invest in Staff Capacity.** Potentially funded through a partnership between the City, Sound Transit, and philanthropic sources.
- **Continue to Establish a Community Advisory Structure.** Review how Stations Unidos is serving or can improve oversight on redevelopment through advisory structure with meaningful representation from Casino Road residents, small business owners, and community organizations, with significant authority over key decisions.

> Recommendation: Assemble the Financing Stack Starting Now

The panel recommends that the City of Everett immediately begin assembling the multi-layered financing strategy required to execute the WEH development program. The panel identified the following financing tools as the most relevant to the WEH site. While some of these are mid-term goals, the work to accomplish them begins in near term.

- **Opportunity Zone Designation.** Nine South Everett census tracts are newly eligible for Opportunity Zone designation under the 2.0 program. The City should move immediately to secure this designation, which would provide federal tax incentives for investors funding real estate development and operating businesses in the area — a meaningful new tool for capitalizing affordable housing development and small business incubation. Since the February TAP, the City of Everett applied for designation for three of the nine, two of which are on Casino Road.
- **9% Low-Income Housing Tax Credits.** The primary federal financing tool for affordable rental housing, allocated competitively by the Washington State Housing Finance Commission. The City and its nonprofit development partners should begin developing a project pipeline and credit application strategy now, given the long lead time required to compete successfully for credits.
- **Housing Trust Fund.** Federal HTF grants, allocated by the state, can fund acquisition, construction, and rehabilitation of affordable housing with a 30-year affordability requirement. The WEH site's publicly owned status and community need profile make it a strong candidate.
- **Connecting Housing to Infrastructure Program (CHIP).** Washington State's CHIP program reimburses eligible

SOURCE: CITY OF EVERETT

cities for water, sewer, and stormwater improvements and waived system development charges connected to affordable housing. Given the WEH site's significant infrastructure needs CHIP is a directly relevant tool that should be pursued in the near term.

- **Ground Lease Revenue.** By retaining ownership of the WEH land and structuring development through ground leases rather than fee-simple sales, the City can generate long-term ground lease revenue that partially offsets potential lost golf course revenue and funds ongoing park and community facility operations.
- **Sound Transit Surplus Parcels and Partnership.** As Sound Transit acquires land for the EVLE and OMF-N, it will generate surplus parcels with affordable housing development potential. The City should negotiate proactively with Sound Transit to ensure that surplus parcels adjacent to WEH and the Casino Road corridor are transferred to community-serving development.
- **Green Infrastructure Financing.** The site's stormwater management needs may create opportunities for creative financing partnerships with the City's utilities. Green infrastructure approaches, including the wetland restoration areas contemplated in Sound Transit's mitigation concept, can serve double duty as stormwater management infrastructure, potentially qualifying for utility financing that reduces the development program's infrastructure cost burden. Build on the precedent of the community solar project initiated by the City with SnoPUD on the water tower site adjacent to WEH, as a model for additional blue-green infrastructure focused on serving low-income communities and reducing their utility costs.

Parks and Community Services

> Recommendation: Reenvision Golf Course for new interim and longer-term use.

The panel recommends that the City work to develop a plan for reconfiguring the remaining golf course acreage, a necessary step if Sound Transit requires eliminating 6 holes of the course for environmental mitigation. The starting goal is to serve both regional golf users and build greater access to the golf course for the South Everett community. Ultimately, however, the site could be reimagined similarly to large urban parks that successfully combine active recreation, passive open space, and community gathering, as at Seattle's Magnusson Park, together with affordable and market housing

- **Make the golf course permeable.** While entitlement and governance work proceeds, the City can and should begin opening the golf course to the broader community without waiting for a master plan. Programmatic investments can unlock the asset in the near term. To begin deepening community connection and "ownership" of the WEH site, the city could consider closing the course for a few evenings in the summer to turn it into a park allowing people to experience it as a place it is to walk, have a picnic, or gather. This permeability matters for cultural reasons as well as programmatic ones. The majority of the Latino community does not play golf, which means that for them to have input, they first have to be welcomed into it, as a first step toward giving the community an understanding of what the future could look like.

Connectivity and Transportation

> Recommendation: Invest in Pedestrian and Bicycle Connectivity as a Near-term Priority

The City should treat connectivity infrastructure as a near-term investment because it delivers immediate community health benefit and establishes the physical armature within which all other recommendations will operate.

- **Evergreen Way Crossing Improvements.** The City should work with the Washington State Department of Transportation and Sound Transit to improve crossing safety, signal timing, and pedestrian infrastructure.

Mid-Term (2 to 5 Years+)

PLAN, ASSEMBLE FINANCING, AND SELECT PARTNERS

The mid-term phase centers on site urban neighborhood planning with community co-design, development partner selection, and affordable housing financing assembly.

Housing

> Recommendation: Establish a Community Land Trust for Affordable Homeownership

- **Community co-design.** Planning should be driven by a robust co-design process with South Everett residents, a sustained engagement that reflects the community's cultural diversity. This phase requires community engagement, local coalition building, and working out how market-rate units can work together with affordable units.
- **Clarify the residential model.**
- The City of Everett should structure the housing component of the WEH site using a community land trust (CLT) or limited equity cooperative model. This will be in addition to the Stations Unidos Community Development Corporation. In a CLT model, the City retains ownership of the underlying land and sells or transfers the structures to resident owners at prices calibrated to income levels the community can reach. Resale restrictions ensure that the homes remain affordable to future buyers.

> Recommendation: Develop a Mix of Affordable Homeownership, Workforce Housing, and Deeply Affordable Rental.

Following near term steps, The WEH site should develop a program, which could deliver approximately 500 homes across a range of tenure types and income levels, with affordable homeownership as the dominant and organizing purpose.

Note: the recommended number of housing units reflects an approach for a community designed around green and blue infrastructure, adjacent to future TOD neighborhoods, and with an intergenerational and mixed income range of housing types. The outcomes from near-term recommendations regarding soil conditions, infrastructure and utility access could result in an adjusted unit estimate.

- **Anchor community uses.** Identify the community bulwarks, such as how a public market could help anchor and support the commercial activity currently operating in Casino Square, and support small business startups. These building blocks need to part of the foundation for future development
- **Affordable Homeownership.** The majority of homes on the WEH site should be structured for affordable ownership, targeting households earning between 60% and 120% of Area Median Income, the workforce band that currently falls between deep subsidy and market access. The goal is to integrate housing and open space into an activated place where residents can let their kids play in the park, and non-resident neighbors and visitors from the community may also use the space.
- **Deeply Affordable Rental.** A portion of units, particularly for senior households and those at the lowest income levels, should be deeply affordable rental housing at 30–60% AMI. These units should integrate seamlessly with ownership units and be indistinguishable from ownership units.
- **Mixed-Income Market-Rate.** Market-rate housing could further strengthen the community and economic development through increased tax base and support for local businesses.
- **Housing Typology.** The panel recommends cottage-style homes, duplexes, and varied block patterns for the site's TOD-adjacent character and the community's desire for ground-related, family-sized housing. The housing program should be designed to accommodate that diversity of household type and life stage. This typology could support family living and more dense housing types closer to station areas.
- **Community Preference and Marketing.** Conduct targeted outreach to current Casino Road residents, workers, and nearby community members in Spanish and other community languages will ensure that awareness of and access to new homeownership opportunities reaches the people who need them most.

- **Select development partners.** Partner selection should follow the clarity established in the co-design process. Selection criteria should center on demonstrated experience with affordable homeownership, community land trust structures, and equitable mixed-income development, and with community preference policies.

Parks and Community Services

> Recommendation: Reenvision Golf Course

- **A Golf Program Enterprise Plan:** Shift from revenue-maximization to transitional funding model: incorporate "community golf" and community participatory budgeting.
- **Include Labor and Workforce Provisions.**
- **Include Golf Course Employee Protections.**

> Recommendation: Treat Sound Transit's Mitigation Proposal as a Community Asset

Sound Transit's proposed wetland mitigation is a significant opportunity for community benefit. Restorative design could improve ecological function at the Swamp Creek headwaters, support broader watershed health, help manage stormwater, and align the interests of the City, Sound Transit, and the Tribes in salmon recovery. Investment in ecological open space could also create a western anchor for the site, including restored wetlands, native habitat, wildlife viewing areas, paved trail connections from Casino Road through WEH to Kasch Park with educational and interpretive signage.

DESIGN TECH HIGH SCHOOL, ORACLE, AND THE ORACLE EDUCATION FOUNDATION

TAP PANELIST DRAWING

Long-Term (5 Years+)

Housing

Affordability preservation requires stewardship. Community Land Trust structures are designed to hold affordability across generations. Deed restrictions, resale covenants, and CLT ground lease structures must be built into every unit from the first phase.

Parks and Community Services

The Sound Transit mitigation area, once established, should be governed as a permanent community asset: passive open space with trail connectivity, ecological restoration, and programming access for South Everett residents. The City should negotiate the stewardship structure including long-term maintenance funding as part of the community benefit agreement with Sound Transit.

- **Active Recreation for the Community.** The acreage freed by golf course interim reconfiguration and long-term transition should be programmed for the recreational needs the community has named: soccer fields, multi-use sports courts, a larger playground, and open lawn space that accommodates large family and community gatherings.
- **A Community Center and Gathering Facility.** The WEH redevelopment should include a dedicated community center — a large, covered facility that can serve as an indoor gathering space for the community. It should be designed to accommodate childcare, after-school programming, job training, community meetings, and cultural events.

Small Business and Commercial Stability

> Recommendation: Create Permanently Affordable Commercial Space for Small Businesses

The panel recommends that the WEH redevelopment program include a dedicated component of permanently affordable commercial space - designed, owned, and managed in ways that prevent the market-driven displacement that has threatened and, in some cases, already claimed small businesses in the Casino Road corridor.

The panel's specific recommendations for commercial space include:

- **A Small Business Incubator with Commercial Kitchen.**
- **Flexible Retail and Makerspace.**
- **Cooperative Ownership Structure.** Where possible, commercial spaces at WEH should be structured for cooperative ownership — allowing business operators to build equity in their spaces.
- **Casino Square Coordination.** The City should treat the WEH commercial program as part of a coordinated strategy for the entire Casino Road corridor.

Connectivity and Transportation

- **Connections to Future Light Rail Stations.** With the WEH site located approximately one mile from the Boeing station and 1.5 miles from the Casino Road station, safe and comfortable pedestrian and bicycle routes to both stations should be designed into the site plan.
- **Casino Road to Kasch Park Trail.** A paved, continuous trail connecting Casino Road through the WEH site to Kasch Park.
- **Unfenced Site Edges.** The WEH site's current configuration includes perimeter fencing and barriers. The redevelopment program should establish open, unfenced edges allowing for permeable boundaries between the site and surrounding neighborhoods.

Risks to Manage

Conditions that could disrupt this phasing sequence include Sound Transit timeline uncertainty, RCO conversion requirements, and displacement risk during the construction phase itself. Of these, displacement during construction deserves particular attention. The same transit investment that creates the opportunity for this site will also accelerate development pressure on the surrounding Casino Road community. Anti-displacement protections including tenant notification requirements, right-to-return provisions, naturally occurring affordable housing acquisition should be activated before construction begins, not after.

Preserving trust is key. The community, advocates, and developers need tools to understand investment timelines, with transparency that any information shared represents the best available current understanding, not a final commitment. To preserve trust, the City should build regular, plain-language community updates into the governance structure from the near-term phase forward.

Conclusion

Conclusion

A Moment That Will Not Recur

South Everett is a community already built by immigrants, working families, and small business owners who have invested decades of labor and capital. With up to four light rail stations slated to open in the next decades, and the private development that will come with them, South Everett is facing foundational change. The challenge is for the community to benefit from it.

The panel heard a coherent vision from a community clearly voicing priorities: stable, affordable homes; accessible parks and services; protected businesses; and safe streets and trails connecting it all. This community consensus is a public asset in itself, as are the area's major industries and investments. Together, they create a unique moment that allows South Everett the tools and control needed to drive sustainable economic growth. The panel's recommendations offer a framework for harnessing this alignment of public land, public investment, and public will, and timing to build a shared future.

References and Additional Resources

References

2019 – WHEB Triangle Economic Strategy. Identifies a series of initiatives such as transforming future light-rail station areas into walkable employment and housing districts, supporting stability and opportunity along Casino Road, and redeveloping the WEH golf course.

2022 – ULI Project Analysis Session emphasized the need for a community-driven vision tied to the comprehensive plan, a governance structure, and partnerships.

2023 – LISC Casino Road Report. This report outlined a comprehensive economic inclusion agenda shaped by extensive community engagement, highlighting rising housing costs, limited transit access, and high rent burden in a predominantly Latinx, immigrant, and renter-majority neighborhood. Its recommendations focused on four strategy areas: growing nonprofit capacity, supporting small businesses and job pipelines, advocating for affordable housing near future light rail, and investing in accessible, family-friendly parks and open spaces.

2024 – LISC Equitable TOD Community Development Corporation Study. This study recommended creating a two-part organizational structure — a community development corporation (CDC) and a public development authority (PDA) — to guide equitable transit-oriented development around Everett Station and Casino Road.

2025 – South Everett Economic Development Strategy. Developed by ECOnorthwest for the City of Everett, this strategy identified two key priorities: building wealth through ownership and enterprise and expanding access to quality jobs and career pathways.

2025 – Everett 2044, City of Everett Comprehensive Plan Update.

Case Studies

Case Studies

The panel drew on a range of comparable projects and precedent cases to inform its recommendations for the Walter E. Hall site. These case studies illustrate proven models for affordable homeownership, community-integrated park and housing design, culturally grounded community facilities, and anti-displacement strategies in transit-adjacent neighborhoods.

The following overarching study is key: “Anti-Displacement Strategies in Transit-Oriented Development — Peer City Examples,” from *Sound Transit Everett Link Extension Anti-Displacement Case Studies* (October 2025)

Sound Transit's October 2025 anti-displacement case study report, prepared to inform the EVLE Model Code Partnership, examined strategies from peer cities across four categories: developing affordable living near transit stations, supporting local entrepreneurs during and after construction, creating cultural spaces that anchor community identity, and implementing equitable transit-oriented development governance.

Key themes from peer city experience relevant to South Everett include:

- **Land banking before station opening:** The WEH site, as city-owned land, is already effectively land-banked.
- **Small business retention programs:** Peer cities that established commercial stabilization funds, technical assistance programs, and affordable commercial space requirements in advance of construction fared better in retaining culturally important businesses.
- **Cultural facility anchors:** Investments in community-controlled cultural spaces — murals, community centers, cultural markets, gathering space — in the period immediately before and after station opening have proven effective in communicating to existing residents that the neighborhood is being developed for them, not around them. Covered spaces for events and markets, requested by the community, could serve as cultural anchors at WEH, sustaining and expanding its vivid neighborhood markets (mercado) and related activities.
- **Community benefit agreements:** Formalizing commitments between public agencies, developers, and community organizations through legally binding community benefit agreements has been the most effective mechanism for ensuring that equitable TOD commitments are maintained.

Additional Case Studies

Case Study 1: Mara Commons — Seattle, Washington

Type: Community Land Trust Homeownership Adjacent to Urban Open Space.

Developer: Hybrid Architecture / Community Land Trust model.

Status: Schematic design phase; expected opening March 2027.

Mara Commons is a residential development in Seattle's South Park neighborhood situated adjacent to Mara-Desimone Park, one of Seattle's largest urban farms. The project features a central promenade designed to connect residents directly to the park and to each other, embedding open space access as a structural feature of the development rather than an afterthought. Home purchases are anticipated to start at $65,000–$75,000, with down payments as low as 5%.

Relevance to South Everett: Mara Commons is the closest available Pacific Northwest analog to what the panel envisions at the Walter E. Hall site. It demonstrates that deeply affordable homeownership — within reach of working-class households — is achievable when land cost is removed through a Community Land Trust structure and when open space is treated as a community amenity rather than a development constraint. The adjacency of housing to a functioning urban green space mirrors the relationship the panel recommends between new residential development and the restored wetland/open space area that Sound Transit's mitigation work would create on the western portion of the WEH site.

Case Study 2: Professor Schoemaker Plantage — Delft, Netherlands

Type: Mixed-Density Housing Integrated with Central Park

Designer: LANDLAB.

Status: Klinkerbuurt neighborhood complete; Grasbuurt neighborhood under development; central park completed 2017.

The Professor Schoemaker Plantage is a neighborhood redevelopment on the former TNO research campus in Delft, designed by LANDLAB. Two distinct residential neighborhoods — Klinkerbuurt, characterized by compact brick-paved streets, and the developing Grasbuurt, organized around green courtyards and native vegetation — are unified by a central romantic park designed to shape the character of the entire development. The project prioritizes pedestrian and bicycle circulation, embedding slower mobility as an organizing principle for both the streetscape and the relationship between homes and open space. Native plantings support local wildlife throughout.

Relevance to South Everett: The Delft project illustrates a design principle directly applicable to WEH: that a central landscape element, whether a restored wetland system or a reconfigured open green, can function as the organizing spine of a mixed-density residential neighborhood rather than simply as leftover space between buildings. The project's integration of diverse housing types, pedestrian priority infrastructure, and ecological planting offers a useful reference for the WEH site plan as it moves toward formal design.

Case Study 3: Sunnydale Community Center — San Francisco, California

Type: Community Center Bridging Divided Neighborhoods. Institutional Partnership Model.

Designer: LMS Architects.

Partners: Wu Yee Children's Services; Boys and Girls Club of San Francisco. Opened in 2026.

The Sunnydale Community Center was designed to bridge a longstanding physical and social divide between the Sunnydale and Visitacion Valley neighborhoods and an adjacent park. A defining design move — a diagonal entry path creating a visible and accessible gateway — transforms the building from an internal facility into a public threshold that draws residents from both neighborhoods through shared space. The center houses a Wu Yee childcare facility and a Boys and Girls Club as anchor tenants, combining essential services for families in a single facility. The building is constructed of mass timber, including cross-laminated timber flooring and glulam structural elements, and was recognized as a grant recipient in California's Mass Timber Building Competition.

Relevance to South Everett: Stakeholders consistently identified the absence of childcare, community gathering space, and youth programming as critical unmet needs in South Everett. The Sunnydale model demonstrates how a well-designed community facility — anchored by institutional partners like a Boys and Girls Club, which is already present in the community — can serve multiple functions simultaneously: childcare, youth programming, neighborhood gathering, and physical connection between areas that have historically been separated. The mass timber construction approach is also worth consideration as Everett pursues sustainable building goals.

Financial Tools Inventory for Affordable Housing Development

This resource inventories the principal financial tools available to the City of Everett, community development partners, and private developers. It draws primarily from the Everett Link Extension Model Code Partnership's Economic Development Considerations and Financial Tools report, supplemented by individual program sources. Tools are organized by category: federal programs, state programs, local and regional mechanisms, and organizational financing structures.

Federal Programs

Tool	Administering Agency	Eligible Uses	Key Conditions	Relevance to WEH/ South Everett
Low-Income Housing Tax Credits (LIHTC) — 9%	Washington State Housing Finance Commission (WSHFC) on behalf of IRS	New construction and substantial rehabilitation of affordable rental housing	Annual competitive allocation: income-restricted units required; long-term compliance period	Primary financing vehicle for affordable rental housing at WEH; competitive but well-suited to 500-unit scale
Low-Income Housing Tax Credits (LIHTC) — 4%	WSHFC / IRS	Affordable rental housing; typically paired with tax-exempt bond financing	Less competitive than 9%; lower equity raise; requires bond financing	Useful for larger-scale rental components where 9% credits are insufficient
Housing Trust Fund (HTF)	U.S. Department of Housing and Urban Development (HUD) / State grantees	Acquisition, construction, rehabilitation, demolition, financing costs; grants, loans, equity investments	Minimum 80% of funds to rental housing; up to 10% to homeownership; up to 10% for administration; 30-year minimum affordability period	Applicable to both rental and limited homeownership components; 30-year covenants align with CLT model
Opportunity Zones 2.0	IRS / U.S. Treasury	Real estate development and qualifying operating businesses (certain industries excluded)	Nine South Everett census tracts newly eligible; deferred capital gains taxes; elimination of future capital gains taxes for ten-year investments; authorized by the 2017 Tax Cuts and Jobs Act	Significant new tool for attracting private investment to South Everett; newly eligible tracts represent a material change from OZ 1.0, which designated none in this area
FTA TOD Planning Grants	Federal Transit Administration	Transit-oriented development planning, zoning, and community engagement	Competitive; typically requires local match; EVLE Model Code Partnership already funded by a $2 million FTA grant	Precedent established; additional FTA resources may be available for implementation-phase planning work
Community Development Block Grant (CDBG)	HUD / City of Everett	Affordable housing, community facilities, infrastructure, economic development in low-income areas	Benefit to low- and moderate-income persons required; annual formula allocation to entitlement cities	City of Everett may be eligible as an entitlement community; applicable to community services and infrastructure components

State Programs

Tool	Administering Agency	Eligible Uses	Key Conditions	Relevance to WEH/ South Everett
Connecting Housing to Infrastructure Program (CHIP)	Washington State Department of Commerce	Water, sewer, and stormwater improvements; waived system development charges for affordable housing	Reimburses eligible cities, counties, and public utility districts; since 2021 has awarded nearly $98 million supporting over 9,500 affordable housing units; $54.5 million distributed January 2026; additional $34.3 million available summer 2026	Directly applicable to WEH site: significant stormwater and utility infrastructure costs are anticipated given the site's wet conditions; CHIP could substantially reduce per-unit development costs
Washington State Housing Trust Fund	Washington State Department of Commerce	Affordable housing construction, acquisition, and preservation	Competitive; prioritizes lowest-income households	Stacking opportunity with federal HTF and LIHTC
WSHFC Homeownership Programs	Washington State Housing Finance Commission	Down payment assistance; first mortgage financing for income-qualified buyers	Various income and purchase price limits	Supports the panel's homeownership pathway recommendations; applicable to CLT for-sale units

Local and Regional Mechanisms

Tool	Administering Agency	Eligible Uses	Key Conditions	Relevance to WEH/ South Everett
Inclusionary Zoning	City of Everett	On-site affordable units or in-lieu fees in new residential development	10–20% affordable unit requirement already in place between Casino Road and 100th Street	Existing policy baseline: strengthening requirements in the WEH area would capture affordability from private market development
Impact Fee Waivers or Reductions	City of Everett	Reduction of transportation, parks, and utility connection fees for affordable housing	City discretion: foregone revenue requires policy justification	Stakeholders identified impact fee levels as a barrier to affordable housing feasibility at WEH; fee waivers or deferrals for income-restricted units could materially improve project economics
Tax Increment Financing (TIF) / Local Revitalization Financing (LRF)	City of Everett / Snohomish County	Public infrastructure, placemaking, and development catalysts in designated areas	Requires establishing a revenue allocation financing area; future tax increment pledged to repay bonds	Appropriate for financing public infrastructure improvements (streets, stormwater, utilities) at or adjacent to the WEH site in advance of development
Public Land Contribution	City of Everett	Land value contribution to affordable housing development	City retains ownership through ground lease or CLT structure; land value reduces required subsidy	The WEH site is city-owned; land contribution is the most significant local subsidy available and is central to making affordable homeownership financially viable
Housing Authority of Snohomish County (HASCO)	HASCO	Public housing, Project-Based Section 8 vouchers, mixed-income development	Vouchers can be project-based to support affordable rental at WEH	HASCO CEO Laurie Olson participated as a panelist; direct institutional relationship with the project

Organizational Financing Structures

Tool	Structure	Key Features	Relevance to WEH/South Everett
Community Land Trust (CLT)	Nonprofit land ownership with resale-restricted homeownership	Land held permanently in trust; homes sold at below-market prices with equity-sharing covenant; perpetual affordability	Central to the panel's homeownership recommendations; Marra Commons in Seattle South Park demonstrates a comparable Pacific Northwest model with purchase prices from $65,000–$75,000 and down payments as low as 5%
Community Development Corporation (CDC)	501(c)(3) nonprofit real estate and community development organization	Can own and develop property, apply for grants, manage community benefit programs	The panel recommends establishing a CDC as foundational infrastructure before development begins; LISC Puget Sound has committed support; $5 million capitalization target identified
Public Development Authority (PDA)	Quasi-governmental entity authorized under Washington State law	Can issue tax-exempt bonds, acquire and hold property, enter public-private partnerships	Offers additional financing and governance flexibility beyond a standard nonprofit CDC structure; recommended for consideration in conjunction with CDC formation
Community Development Financial Institutions (CDFIs)	Federally certified mission-driven lenders	Flexible loan products for affordable housing and small business in underserved markets	Applicable to both housing development financing and small business stabilization goals; LISC Puget Sound operates as a CDFI and is an existing partner