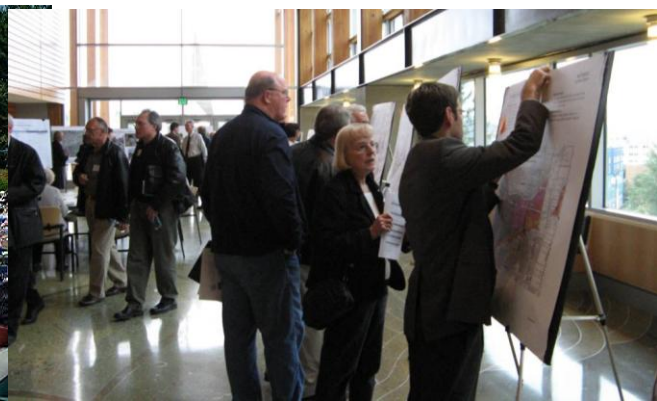




Technical Assistance Panels (TAPs)

How ULI Helps Solve Complex Land Use Challenges





THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement

Faced with a land use or development challenge, cities and communities can turn to a **Technical Assistance Panel** – an intensive two-day workshop where ULI experts deliver actionable recommendations.



Northwest

What a TAP is NOT

ULI is a member-led organization that leverages the intellectual capital of its members to advance ULI's global mission and priorities. As such, ULI's technical assistance work cannot be seen in competition with a service our member leaders can provide. **A TAP is not:**

- A master plan or other process that can be provided by consultants
- A data collection or analysis intensive study
- Overly focused a single technical or professional field (i.e. architecture, design, engineering)
- Convened on a site that is not owned or controlled by the client
- Serving a client who is not an active participant in applying for, organizing, or participating in the TAP

TAPs address an impressive array of real estate, land use, and infrastructure challenges.

Recommendations can validate beliefs, develop new solutions, invigorate the community, and build consensus, unite partners

- **Downtown & community reactivation**

- **Transit Oriented Development**

- **Evaluation of development potential**

- **Growth management**

- **Infrastructure**

- **Corridor redevelopment and reactivation**

- **Affordable housing strategies**



Logistics

START (1 month)

APPLICATION

A community or non-profit will submit an application to the TAP Committee for review (Client)

CLIENT ENGAGEMENT

Client & ULI mutually agree to the scope of work, sign a contract, and identify date for on-site panel (2-3 months after contract signing)

Cost - \$30,000

ULI can work with the Client to find additional funding as needed.

PRE-PANEL (3-4 months)

PANEL ASSEMBLY (ULI)

- Chair selection
- Assemble multidisciplinary expert panel of 8 to 10 ULI members

BRIEFING BOOK (CLIENT)

Provide relevant site and related documents for the ULI TAP panel (deadline & examples provided)

STAKEHOLDER INTERVIEWS (CLIENT)

Identify, invite, and coordinate interviews with a wide range of relevant stakeholders

ON-SITE LOGISTICS (ULI & CLIENT)

Secure private meeting space for panel, arrange meals / refreshments, dinner coordination

PANEL DAY ONE

- Client briefing, site tour
- Stakeholder interviews
- Panel work session
- Dinner with panel and client

PANEL DAY TWO

- Panel work session, recommendation development
- Panel presentation to client, stakeholders & invited guests

POST PANEL (1-2 months)

REPORT DRAFT

- Panel review
- Sponsor review

FINAL REPORT

TOD TAP Examples

City of Kent – Midway Station Area

City of Lynnwood – Downtown Redevelopment

City of SeaTac – Angle Lake Station Area
Redevelopment

City of SeaTac – South 154th Street Station Area
(Tukwila International Boulevard Station)

City of Seattle – Mount Baker Station Area TOD

City of Tacoma – Tacoma Dome District TOD

Everett Station District

Sound Transit – Joint Development (5 TAP series)

PSRC Growing Transit Communities

Seattle U District Station

Sound Transit: Bellevue TOD Surrounding
Maintenance Facility



Lessons Learned

ULI TAPs add value to regional investment decisions:

- **Local Governments:** station area planning, development standards/rezones & infrastructure investments, incentivizing development
- **Transit Agency Board Policies:** can support partnerships with jurisdictions, non-profits and private sector
 - Transparent transit agency business practices can drive timely development decisions
 - Financing gaps in capital stack must be addressed for housing affordability



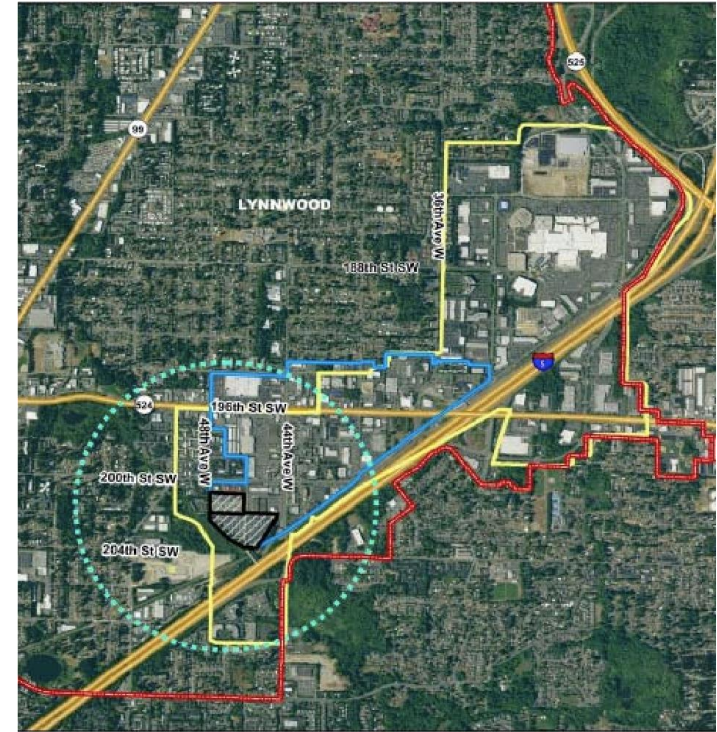
Lynnwood Downtown TAP (2016)

City of Lynnwood Downtown Redevelopment

Compelling Vision: "What is going to make us proud of Lynnwood when we have our big grand opening in six years?"

Questions:

1. What catalytic TOD projects should the City focus on to meet city Center goals?
2. How should the City proceed in catalyzing private development and developing a TOD neighborhood?



Context Map

- PSRC Regional Growth Center
- Lynnwood Transit Center
- City Center Boundary
- Lynnwood Transit Zone (1/2 Mile Buffer)
- Lynnwood City Boundary

Sources: City of Lynnwood, 2015; Strategic Economics, 2016.

Figure 1. Lynnwood Transit Zone. See Appendix B for full size map. (Source: Strategic Economics).

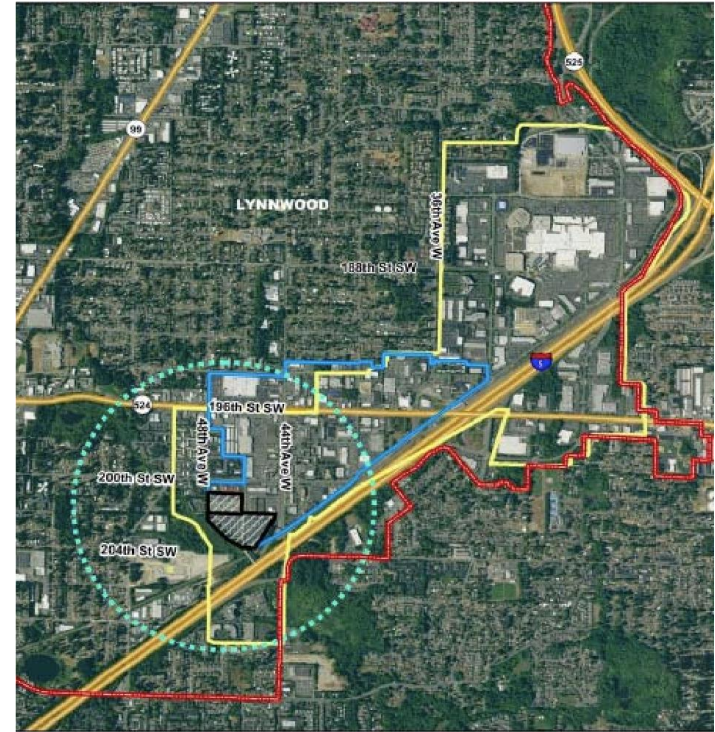
Lynnwood Downtown TAP (2016)

City of Lynnwood Downtown Redevelopment

Compelling Vision: "What is going to make us proud of Lynnwood when we have our big grand opening in six years?"

ULI Recommendations

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



Context Map

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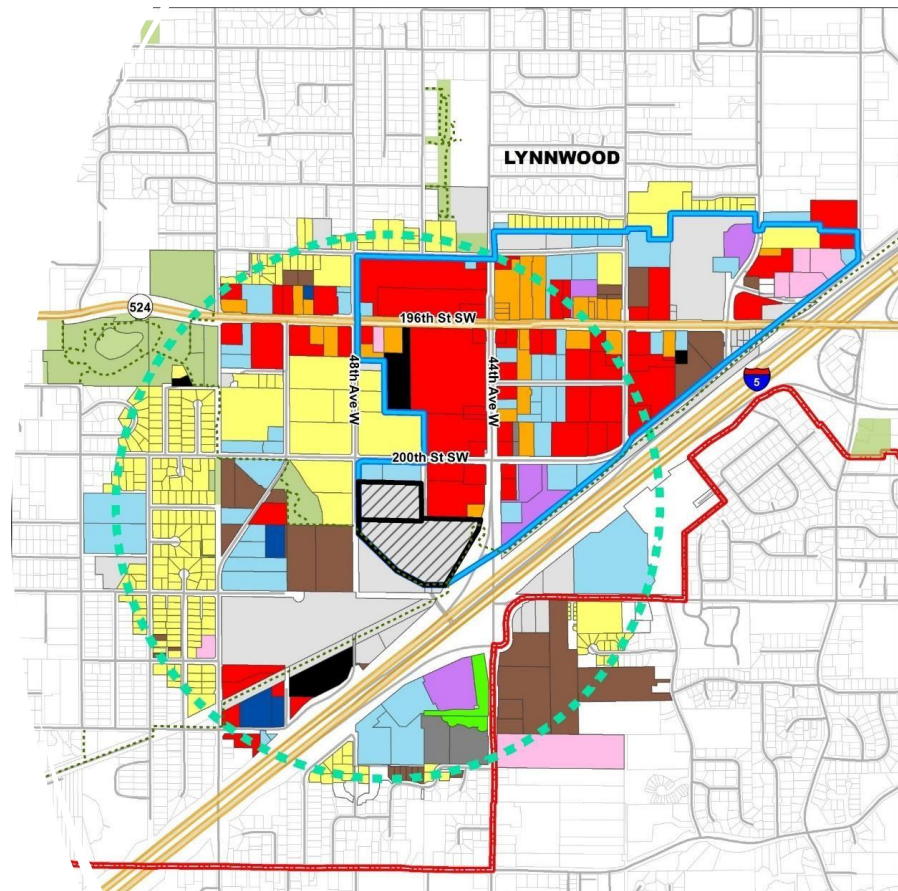
Sources: City of Lynnwood, 2015; Strategic Economics, 2016.

Figure 1. Lynnwood Transit Zone. See Appendix B for full size map. (Source: Strategic Economics).

Lynnwood Downtown TAP

Land use Recommendations

- Create partnerships with key landowners and stakeholders
- Zoning incentives need to be targeted for mixed use, "5-over-1" developments * (now 6 over 2)
- Understand the demographic market preferences facing Lynnwood housing choices



Everett Station District TAP (2021)

Everett Station Area Planning

Summarized questions for the panel:

- What is the optimal location for the Sound Transit Station to incentivize inclusive and equitable TOD?
- What governance models should be considered to manage the ongoing development and evolution of the Everett Station area?
- Drawing from ULI's international library of project funding/financing models, what tools might aid financing strategies?
- What ULI case studies might Everett look to for mixed-use environmentally sustainable TOD with a commercial institutional emphasis?

Everett Station District TAP

Panel recommendations

Encourage Sound Transit to consider the following criteria in their Alternative Analysis study:

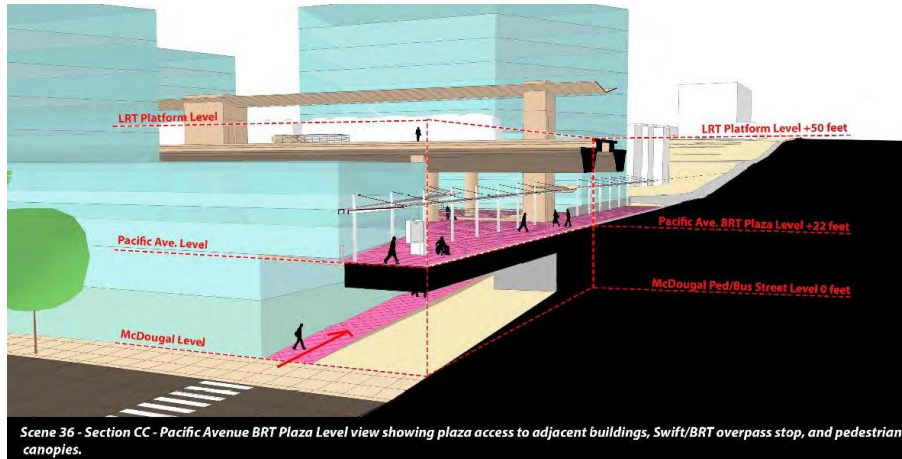
- Station accessibility, convenience and safety
- Land use opportunities and impacts (focus on ½ mile radius around the station)
 - General aesthetics
 - Potential for development
 - Location and design of parking
- Trackway operational impacts
- Cost Factors

Everett Station District TAP

Everett Optimal Station Location

Joint development opportunities

- Evidence of potential cost savings and locational advantage for shared infrastructure such as parking, elevators, escalators, utilities, foundations (i.e. Spring District)
- Building integrated station with urban uses and amenities



Everett Station District TAP

Everett Station Partnerships & Governance

The city of Everett should determine if it wants to direct development for the site.

- Phased approach; governance should evolve over time
- Early phases: focus on community organizing and identifying aligned interests and pathways for equitable growth
- Later phases: district organization is formal participant in development projects
- Formal district designation?



Everett Station District TAP

Everett Station Structured Partnerships

Possible Models

- City of Everett Authority for Community Development
 - Working in partnership with Sound Transit to solicit proposals from master developer
 - Public Development Authority
 - Benefit District Steering Committee (like Sound Communities)
 - Business Improvement Authority
 - Preservation and Public Development Authority
 - New State Authority for Housing Benefit District
 - Transportation Benefit District

Everett Station District TAP

Everett Station Financing

- Infrastructure fee credits to incentivize development
- Zoning incentives for affordable housing or meeting other goals
- Prioritize planning tools to promote urban design outcomes
- Municipal bonds to help fund projects
- P3's will be critical for infrastructure/development
- Facilitate thoughtful project phasing
- Land-banking sites: support affordable housing
- Evaluate full range of federal and state grants to support station area development



University of Washington – U District Station TAP

Key Questions posed to the panel

- What should be developed on the site above the station in terms of size, scale and uses?
- What is the highest and best use for this TOD site?
- How can this development support and enhance UW's goal to transform the U District into an innovation district and portal to the University?
- What street level design will provide meaningful connections to the station below as well with existing retail activities on the "Ave"?



University of Washington – U District Station TAP

Summary Recommendations and Implementation

- **Develop high-density innovation office tower above station (UW anchor tenant, retail integration)**
 - Completed: Gateway Building (13-story office tower, 2024) with UW leasing 133k SF, ground-floor retail, and public space amenities.
- **University Bookstore relocation into tower as retail anchor**
 - Not implemented: Bookstore remains on 'The Ave'; no relocation to station block.
- **Create pedestrian-friendly NE 43rd Street corridor linking station and UW campus**
 - Completed: City completed NE 43rd St Improvements Project (2021), widened sidewalks, landscaping, and bike facilities.
- **Integrate headhouses with retail & open space design**
 - Partially implemented: Station includes entrances, small plazas, and retail frontage, but not fully activated.

Sound Transit – US DOT Joint Development TAPS (2024-5)

Explored Integrated Development for West Seattle/Ballard Stations

- West Seattle Station
- Denny Station
- Ballard Station
- Westlake Station
- Financing for joint development

Sound Transit TAPS will be detailed in a future meeting....



The opportunity of our time....

Impactful Conversations

Proven success: TAPs have shaped station siting, zoning updates, affordable and market-rate housing, public realm improvements, and catalytic partnerships. From Kent's station alignment to SeaTac's overlay district and Lynnwood's Northline Village, TAPs have delivered tangible outcomes that reshape entire station areas.

The big takeaway: we know TOD works when vision, partnerships, and persistence align.

Critical Opportunities

As we build one of the largest light rail expansions in U.S. history, the moment to shape great places is now. Thoughtfully growing density, affordability, and community amenities around stations is the opportunity of our generation.

The opportunity of our time....

- **Call to Action**

Let's be visionaries together turning each station into a hub of livability, equity, and economic vitality. The choices we make today will define the legacy of TOD in our region for decades to come.

Is there anything else ULI can do to support the jurisdictions and organizations you represent to reach the region's TOD goals?



Interested in a TAP?

How to Apply



Fill out the TAP Application on the ULI Northwest website and email to northwest@uli.org.

Application Requirements



Clearly defined scope of work and three to four questions to be addressed by the panel



Strong local leadership capacity, ableness to create detailed briefings and facilitate community involvement for the TAP, as well as facilitating implementation of TAP recommendations as necessary.



Northwest