About the Urban Land Institute

• The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

• ULI is a membership organization with nearly 38,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.

• What the Urban Land Institute does:
  – Conducts Research
  – Provides a forum for sharing of best practices
  – Writes, edits and publishes books and magazines
  – Organizes and conducts meetings
  – Directs outreach programs
  – Conducts Advisory Services Panels
The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report
Thank You to Our Sponsors

The City of Bellevue
Panelists

• Andrew Irvine, RNL Design – Denver, CO
• Dan Conway, THK Associates, Inc. – Denver, CO
• Allen Folks, Ascent Environmental – Sacramento, CA
• April Anderson Lamoureux, Anderson Strategic Advisors, LLC – Boston, MA
• Zane Segal, NorthGulf ZSP – Houston, TX
• Jamie Simchik, Fort Hill Places – Boston, MA
• Melani Smith, Next Phase – Los Angeles, CA
Introduction and Overview

Context and Market
Development Strategy
Opportunity and Vision
Design Opportunities and Strategies
Implementation
Conclusion
Our Assignment

The City of Bellevue has asked ULI to answer specific questions and provide recommendations on the future vision for the Wilburton Special Use District.

- Help develop and refine a clear vision for urban growth and innovation that complements existing city assets
- Recommend ideas to best leverage the new initiatives such as GIX, the light rail and ERC
- Present relevant case studies and precedents to best illustrate the potential of Wilburton
- Steps can the City take in the immediate, medium, and long-term to ensure that implementation of a new vision is successful
Economic Growth and Primary Clusters

The city has invested in the appropriate tools and initiatives to frame the future in policy documents and guidelines.

2014 Development Plan

- Bellevue’s informational Technology (IT) Sector has seen considerable growth and shows great potential going forward
- The Business Service sector is strong relative to the region
- Bellevue’s retail sector is thriving and critical to the city’s economy
- Bellevue’s tourism and Visitor market has both strengths and opportunities for growth
- Health and well being is an important sector that will continue to guide growth in the area
The Opportunity

“Bellevue is a prosperous and vibrant international city with innovative and entrepreneurial businesses and a high quality of life for its residents.”

New opportunities now should address:

• Affordability
• Expanding the definition of diversity
• Creating a place to celebrate culture
• Creating a complete community
• Complementing existing strong drivers
• Creating the infrastructure to seed growth
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Implementation

Conclusion
# Socioeconomic Characteristics

## Greater Seattle/Bellevue Market

<table>
<thead>
<tr>
<th></th>
<th>Historical Annual Growth</th>
<th>Current</th>
<th>Projected Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>36,000</td>
<td>2.5 million</td>
<td>53,000</td>
</tr>
<tr>
<td>Population</td>
<td>45,000</td>
<td>3.7 million</td>
<td>75,000</td>
</tr>
<tr>
<td>Households</td>
<td>18,000</td>
<td>1.4 million</td>
<td>23,000</td>
</tr>
</tbody>
</table>

## Bellevue Market

<table>
<thead>
<tr>
<th></th>
<th>Historical Growth (since 1980)</th>
<th>Historical Growth (since 2010)</th>
<th>Current</th>
<th>Projected Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>1,200</td>
<td>2,600</td>
<td>136,000</td>
<td>2,650</td>
</tr>
<tr>
<td>Households</td>
<td>530</td>
<td>1,060</td>
<td>57,000</td>
<td>1,050</td>
</tr>
</tbody>
</table>
## Housing Starts

### Greater Seattle/Bellevue Market

<table>
<thead>
<tr>
<th></th>
<th>Historical Annual Average</th>
<th>Projected Annual Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family</td>
<td>12,000 units</td>
<td>12,600 units</td>
</tr>
<tr>
<td>Multifamily</td>
<td>9,000 units</td>
<td>11,600 units</td>
</tr>
</tbody>
</table>

### Bellevue Market

<table>
<thead>
<tr>
<th></th>
<th>Historical Annual Average</th>
<th>Projected Annual Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family</td>
<td>200 units</td>
<td>350 units</td>
</tr>
<tr>
<td>Multifamily</td>
<td>560 units</td>
<td>850 units</td>
</tr>
</tbody>
</table>

### Projected

<table>
<thead>
<tr>
<th></th>
<th>Downtown Bellevue</th>
<th>East of I-405</th>
</tr>
</thead>
<tbody>
<tr>
<td>Townhomes and Condominiums</td>
<td>70 units</td>
<td>50 units</td>
</tr>
<tr>
<td>Rental Apartments</td>
<td>330 units</td>
<td>130 units</td>
</tr>
</tbody>
</table>
# Commercial Construction

## Greater Seattle/Bellevue

<table>
<thead>
<tr>
<th></th>
<th>Historical Inventory</th>
<th>Projected Annual Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>190.2 million sq. ft.</td>
<td>4.0 million sq. ft.</td>
</tr>
<tr>
<td>Retail</td>
<td>91.0 million sq. ft.</td>
<td>1.9 million sq. ft.</td>
</tr>
</tbody>
</table>

## Bellevue

<table>
<thead>
<tr>
<th></th>
<th>Historical Inventory</th>
<th>Projected Annual Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>9.7 million sq. ft.</td>
<td>400,000 sq. ft.</td>
</tr>
<tr>
<td>Retail</td>
<td>2.7 million sq. ft.</td>
<td>63,000 sq. ft.</td>
</tr>
</tbody>
</table>

## Wilburton

<table>
<thead>
<tr>
<th></th>
<th>Projected Annual Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>160,000 sq. ft.</td>
</tr>
<tr>
<td>Retail</td>
<td>63,000 sq. ft.</td>
</tr>
</tbody>
</table>
## Commercial Construction—Hotel

<table>
<thead>
<tr>
<th></th>
<th>Number of Rooms</th>
<th>Number of Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Development - Seattle/Bellevue</td>
<td>5,393 rooms</td>
<td>24 hotels</td>
</tr>
<tr>
<td>Under Development - Downtown Bellevue</td>
<td>600 rooms</td>
<td>3 hotels</td>
</tr>
<tr>
<td>Projected Annual Demand – Bellevue</td>
<td>260 rooms</td>
<td></td>
</tr>
<tr>
<td>Projected Annual Demand – Wilburton</td>
<td>75 rooms</td>
<td></td>
</tr>
</tbody>
</table>
## Recommended Land Use for 20 Year Buildout

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Annual Absorption</th>
<th>Acres</th>
<th>Height and Stories</th>
<th>Density</th>
<th>Units of Square Feet</th>
<th>Residents or Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Townhomes/Condominiums</td>
<td>75 units</td>
<td>25</td>
<td>6-8</td>
<td>60/ac</td>
<td>1,500</td>
<td>3,400</td>
</tr>
<tr>
<td>Rental Apartments</td>
<td>175 units</td>
<td>35</td>
<td>8-10</td>
<td>100/ac</td>
<td>3,500</td>
<td>6,100</td>
</tr>
<tr>
<td>Office</td>
<td>250,000 sq. ft.</td>
<td>40</td>
<td>6-8</td>
<td>4:1</td>
<td>5,000,000</td>
<td>21,800</td>
</tr>
<tr>
<td>Retail</td>
<td>15,500 sq. ft.</td>
<td>10</td>
<td>--</td>
<td>Ground level</td>
<td>310,000</td>
<td>900</td>
</tr>
<tr>
<td>Hotel</td>
<td>75 rooms</td>
<td>20</td>
<td>6-8</td>
<td>75</td>
<td>1,500</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Total Developable</strong></td>
<td></td>
<td>130</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROW, Open and Community</strong></td>
<td></td>
<td>107</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Study Area</strong></td>
<td></td>
<td>237</td>
<td></td>
<td></td>
<td><strong>5,000 units</strong></td>
<td><strong>9,500 residents</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>6,810,000 commercial sq. ft.</strong></td>
<td><strong>25,700 employees</strong></td>
</tr>
</tbody>
</table>
Issues of Concern

- Aggressive land prices
- Parcel assemblage
- Workforce housing
- Expensive public land acquisitions
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Redevelopment Strategies

Districts

• Health and Wellness District
• Technology and Innovation District
• SoFo (South of Fourth) District
• T2 District – Transit / Trail Oriented Development District
Health and Wellness District

Anchored by Existing Institutions

- Overlake Hospital / Group Health / Children’s Hospital
- Whole Foods
- Wilburton Light Rail Station
- Up-zoning to mid-rise density
Health and Wellness District

Redevelopment Opportunities

- Medical office buildings
- Vertically integrated continuum of care senior facility
- Extended stay hotel
- Workforce housing for medical employees
- Nursing college
Technology Innovation District

Existing Properties

- Lake Bellevue District
- Luxury automobile dealerships
Technology Innovation District

Redevelopment Opportunities

- Small-scale office and flex buildings
- Spillover from Spring District and Global Innovation Exchange
- Entrepreneurship - Co-working spaces, incubators, and accelerators
- Artist lofts and maker Spaces
- Up-zoning over time to match zoning of spring district to the north
SoFo (South of Fourth) District

Existing Properties

- Automobile dealerships
- Office and retail buildings
- Hotels
SoFo (South of Fourth) District

Redevelopment Opportunities

- Gradual up-zoning as market demand materializes
- Spillover mixed-use from T2 district
- Freeway frontage vertical auto mall for multiple brands
T2 District – Transit / Trail Oriented Development

Connecting Point of Transit and Trails

- Grand Connection
- Eastside Rail Corridor
- East Link Light Rail
- I-405, HOV Lanes, Off and On-Ramps, Street Connectivity
T2 District – Transit / Trail Oriented Development

Redevelopment Opportunities

- Central open space – public art, festivals, green lung
- Mid-rise mixed-use
- Education and recreation
T2 District – Transit / Trail Oriented Development

Normal T/TOD Elements

- Mixed workforce and market-rate housing
- Restaurants and entertainment – Street and penthouse level
- Creative office space for gaming, professional, and design companies
- Hospitality – New lifestyle flags and independents for millennials

Area-Specific T/TOD Opportunities

- Recreation facilities – YMCA, pool, gym
- Arts and culture facilities – Non-profits offices, theaters, galleries, venues, studios
- Educational facilities – Arts / design / STEM magnet schools
Zoning Issues

Existing Properties

- Property owners believe up-zoning is an immediate profit source
- Property owners want maximum zoning to match downtown
- This could raise tax valuations

Caveats

- Market determines what is feasible and when
- Up-zoning can create overbuilding
- Up-zoning can slow down growth
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Health and Wellness District

- Redevelop underutilized land and structures: modern/flexible medical office facilities, workforce housing, short-term accommodations and convenience restaurants/retail

- Ensure steady supply of trained medical workers and establish cutting-edge, cross-district collaboration with TID and nearby GIX

- Connect the dots: complete streets and linkages to the Eastside Rail Corridor through safe pedestrian and biking infrastructure connecting medical facilities
Technology Innovation District

- Convert existing low-cost building stock to affordable creative/incubator/maker space by catering to spillover from Spring District

- Provide mix of housing types and price points and encourage additional restaurants/services catering towards technology entrepreneurs

- Facilitate link with Health & Wellness District, foster exchange of ideas between the Bellevue Community College and GIX
Trail/Transit-Oriented (T2) Development

- Create live/work/play environment, provide neighborhood infrastructure and create publicly accessible space for arts as well as embrace the growing cultural diversity

- Bridge the high-rise buildings in downtown and the low-rise single-family houses to the east, construct a variety of housing types, establish a grade school and create variety of office spaces

- Activate open space intersection, embrace healthy/active lifestyle, create destination at Grand Connection eastern landing area, mandate frontage on Eastside Rail Corridor and install complete streets
South of Fourth (SoFo) District

- Create finer grain of development for more walkable urban feel and encourage more compact development for big box stores including additional uses

- Consolidate Auto Row into a modern, vertical automotive sales facility with a shared parking garage for inventory and create a unified regional branding

- Link Eastside Rail Corridor to wetlands and botanical gardens, utilize slope, mandate frontage on Eastside Rail Corridor, make wetlands as public amenity
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Design Context

- Random development patterns
- Super block roadways
- Irregular parcel configurations
- Lacks a “sense of place”
Design Context

The “Wedding Cake”
- Downtown is the top tier
- Surrounding neighborhoods are lower tiers
- Wilburton is NOT “East Downtown”
Proposed Districts

- Health and Wellness – 48 acres
- Technology Incubator or TID – 59 acres
- Transit and Trail Oriented District (T2) – 69 acres
- South of 4th (SOFO) - 62 acres
Public Realm and Open Space
Illustrative Wilburton Plan
Grand Connection

- Align slightly south of 6th and as low as possible
- Utilize the Lincoln Center parcel to receive the Connection and provide parking under the structure
- Create special movement and articulation
- “Meet me in T2 at the “Grand Connection East Plaza”
Grand Connection

Space 134 – Glendale, CA
ERC – Eastside Rail Corridor

- Promote Trail Oriented Development
- Provide connection to the Botanic Gardens
- Grade-separate at 8th
- Provide numerous east west connections
The Road Network - Existing
The Road Network - Existing
I-405 INTERFACE – Single Point Urban Interchange
Transforming the Road Network

- Extend Facilities
- Build Facilities
- Provide New Options
Changing the Street Character
Complete Streets Policy

COMPLETE STREETS
local policy workbook

Smart Growth America
Making Neighborhoods Great Together

National Complete Streets Coalition

www.smartgrowthamerica.org

Urban Land Institute
Advisory Services Program
Healthy Corridors/Healthy Communities

**Insight**
Richard J. Jackson, M.D.
Professor, Environmental Health Sciences
UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA) FIELDING SCHOOL OF PUBLIC HEALTH

Health happens not in your doctor’s office but where you live. Our high-cost medical system is mostly ineffective in creating healthfulness. We can’t change our genes, but we can create good places, homes, and communities that make it easier for us to be more active, happier, and healthier.
## Healthy Corridors/Healthy Communities

<table>
<thead>
<tr>
<th>From ULI Building Healthy Places Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ People focused</td>
</tr>
<tr>
<td>✓ Variety of housing options for all</td>
</tr>
<tr>
<td>✓ Affordable and readily accessible options for physical activity</td>
</tr>
<tr>
<td>✓ Enough density for vitality</td>
</tr>
<tr>
<td>✓ Multi-modal transportation options (with sidewalks, bike lanes, transit, safe crosswalks)</td>
</tr>
<tr>
<td>✓ Mix of land uses, vertically and horizontally</td>
</tr>
<tr>
<td>✓ Coordination between a variety of stakeholders</td>
</tr>
<tr>
<td>✓ Place focused</td>
</tr>
<tr>
<td>✓ Access to healthy and affordable food</td>
</tr>
<tr>
<td>✓ Connections to green space and nature</td>
</tr>
<tr>
<td>✓ Environmentally sustainable and adaptable</td>
</tr>
<tr>
<td>✓ Safe (real and perceived) and clean</td>
</tr>
<tr>
<td>✓ Evaluates and measures a variety of health outcomes (economic, environmental, social, physical, mental)</td>
</tr>
<tr>
<td>✓ Healthy Corridors fit within the larger city network</td>
</tr>
</tbody>
</table>
Try Things Out
Try Things Out
Try Things Out
Get It Done!
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Implementation

Create a careful balance of regulatory incentives and leadership capacity that drive progress in the study area

Tools:

• Organizational Leadership & Development
• Planning & Policy
• Strengthen Workforce
• Land Assembly & Phasing
• Ease of Doing Business & Supporting Entrepreneurship
IMPLEMENTATION

Organizational Leadership & Development

- Hire Assistant City Manager for Special Opportunities
- Hire Chief Innovation Officer
- Engage Code for America Fellows
- Seek Consultant Services to Create Public Engagement Strategy
IMPLEMENTATION

Planning & Policy: Housing

- Define “Workforce Housing” as 50%-80% AMI
- As-of-right housing in Technology Innovation, Health & Wellness, and T2 Districts
- 10% Workforce Housing Unit requirement in every multi-family project in the study area
IMPLEMENTATION

Planning & Policy: Planning

- Adopt Complete Streets Policy
- Reduce permit times for small & medium sized businesses and repurposing of existing spaces
- Adopt Hybrid Form Based Code
- Establish a Tech Enhanced “Green Necklace”
IMPLEMENTATION

Strengthen Workforce

- Establish Academia-Industry-Government Consortium
- Bellevue College School of Nursing in Health & Wellness District
- Focus on Talent Retention
IMPLEMENTATION

Land Assembly & Phasing

- Phase Grand Connection
- Commence Phased Construction of Eastside Rail Corridor (ERC)
- Relocate School Bus Parking
IMPLEMENTATION

Ease of Doing Business & Supporting Entrepreneurship

- Simplify Use Codes
- Enable Street Based Businesses
- Entrepreneurship Development
- Establish Digital Gaming Institute
Conclusions

Bellevue is a vibrant and prosperous urban center that has a unique opportunity to further diversify and expand its appeal and urban offerings to a young, tech savvy cohort, at the same time as addressing the real needs of affordability and support the long-term sustainability of the city.

• Building off existing strength…………

  *the silver bullet may already exist!*

• Envision Wilburton as a complete center to serve its existing catalytic drivers

• The city as entrepreneur (making it easy to do business with clarity of leadership, collaboration, transparency and accountability)

• Manage the area through the establishment of a district and sub-district framework, with supporting operating structure and guidelines
Thanks to all stakeholders who participated on interview day!

THANK YOU!
QUESTIONS?