

# ULI Technical Assistance Panel Recommendations

City of Burlington



## ULI Northwest

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- Encourage the collaboration among all domains – public and private – of the real estate industry.
- Build consensus among industry and public leaders who influence land use, transportation, environmental, and economic development policies.

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## Envision Skagit

### Redeveloping Aging Strip Retail and Encouraging Sustainable Economic Development

Like other Skagit County communities, the City of Burlington faces a smart growth challenge. Over the past 20 years, rapid development in the Burlington I-5 retail corridor has left behind a commercial strip of big box stores and retail centers. Redeveloping its newer commercial district along smart growth principles while effectively integrating it into a sustainable community is the complex challenge facing Burlington and other Skagit communities today.

Through its “Envision Skagit 2060” initiative, Skagit County and the City of Burlington are embracing smart growth and low impact development principles for commercial redevelopment. To date, Burlington has demonstrated its commitment to smart growth principles in its efforts to revitalize its downtown, improve its residential neighborhoods, prevent future sprawl, and improve water quality.

## City of Burlington

Burlington, Washington (pop. 8,445) is located in a bend on the scenic Skagit River with prime farmland on its remaining two edges. It has an aging downtown business district and adjacent modest residential neighborhoods reflecting an early 20th-century small lot development pattern. Uniquely situated at the intersection of major highways (Interstate 5 and State Highway 20) and railways, Burlington sat relatively undiscovered until 1989. At that time, rapid commercial development started with Cascade Mall, K-Mart and the Outlet Shoppes, followed by over 5.3 million square feet of commercial and industrial space in less than 20 years. Redeveloping this automobile-oriented mall, big box and strip commercial area into a walkable, livable, economically sustainable mixed-use community is the preeminent smart growth challenge facing the City of Burlington.

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# ULI Technical Assistance Panel Recommendations

## City of Burlington

### EXECUTIVE SUMMARY

The City of Burlington is in the process of defining goals, setting direction, and finding strategies for smart growth and economic development. The following overall recommendations are intended to help move the City forward:



**Remember, it's not broken.**

Burlington is a rural town with a large tax base. It has an intact historic main street. Housing affordability is built in. It is also geographically connected with a range of scenic regional attractions.

**Find out who is here and who might come.** For housing development to accommodate full-time residents, Burlington will do well to engage in data gathering about current residents and visitors, and make some projections about the market for housing development. Questions and answers about this will be best formulated in conjunction with a professionally led identity and branding exercise. This will become a basis for strategic planning.

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*“There is no apathy in Burlington.”*

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**Celebrate the slough, and make it work for the City.** The marshy waterway that winds through the City is already known and loved by Burlington residents. And even though it is polluted, it's a storehouse of natural beauty and environmental benefits that is yet to be unlocked. Investing in it by enhancing its natural quality and making it more accessible will yield large dividends, from a healthier ecosystem to greater quality of life and accelerated economic development. Through public access, the slough can become an amenity for residential, commercial and hospitality development.

**Seek synergies.** The continuing success of Burlington Boulevard and big-box retail can be leveraged to benefit the traditional main street of Burlington and the environment. Strategic investments in heritage buildings, key sites and sustainable infrastructure will become a core for residential development. These investments should tie in with incrementally greater densities, and lead to more year-round residents in Burlington.

## INTRODUCTION

Located in the Skagit Valley at the meeting of Interstate 5 and state Route 20 (the North Cascades Highway), Burlington is positioned as a gateway to the Cascades to the east, with easy access to the state ferry system and the San Juan Islands to the west.

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*“The strong character of Skagit is the farm area.”*

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Bounded by the Skagit River on the southeast, the City is protected from flooding by a prominent levee. The fabric of the City is divided by railroad tracks, which cross the river and cut through the historic settlement. With the exception of a small hill on the north side, the topography is largely flat.

As of 2011, Burlington had a population of 8,445. The homeownership rate is under 50 percent. City residents are 31 percent Hispanic, and 13 percent are over the age of 65.

The City grew as a seat of agriculture and a railroad town, becoming a center for cold storage in the 20th Century. In the latter part of that century, Burlington became a regional destination for big box retail and outlet malls, centered along Burlington Boulevard, which is aligned with Interstate 5. In recent decades, the preeminence of this kind of commercial activity in Burlington has continued even as competing outlet malls have emerged along the I-5 corridor.



While rail is still part of the local identity, the trains that used to feed the development of Burlington with passengers (arriving at a local station) now carry freight to other destinations. Branching tracks with increasing numbers of trains add an element of noise and make moving around the City, especially along east-west streets (including the historic main street, Fairhaven Avenue) increasingly challenging.

Fortunately, Burlington is surrounded by outdoor attractions and a rich rural heritage in the Skagit watershed. And the

City is also blessed with an intact historic commercial core.

Burlington has two distinct commercial corridors: its historic main street, Fairhaven Avenue, and the more recently developed, almost completely automobile-dependent strip along Burlington Boulevard. Now, after more than a generation as a regional center of big box and outlet mall retail, the City of Burlington faces a smart growth challenge. Its retail spine is an important economic resource and tax base and should be supported, but the City must also attract more full time residents and jobs in order to create and sustain prosperity in the future. Livability is a primary goal.

## BRANDING AND IDENTITY

Burlington has already taken a number of steps toward celebrating its heritage as a rural center, adding amenities for pedestrians and creating a more sustainable infrastructure.

In March of 2013, with the University of Washington’s Green Futures Lab, the City of Burlington conducted a “listening session” to learn more about the wishes and priorities of the people who live there.

Burlington has a scenic amenity, Gages Slough. Gages Slough is a natural channel and wetland that winds through the center of Burlington, crossing under major rights of way including the tracks, Burlington Boulevard and I-5.

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*“There is a certain cynicism about the malls. But if those stores go dark, we’re in a world of hurt.”*

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The City of Burlington now faces some key decisions about its development. Branding and identity should play a role in planning.

### Marketing and demographics

As part of the process of discovering the City’s unique strengths and positioning it for growth, a marketing and demographics study will help to answer critical questions about the existing population and its needs and desires. It will also help to identify the new residents that the City hopes to attract, including their demographic profiles and what kind of local character and lifestyle choices might bring them to the area. This phase of planning would include both externally targeted and internally targeted branding, and lead to

implementation steps.

To this end, a professional market study will be a smart investment. It should yield demographic and economic data in a form that can be applied to housing, recreation and retail policies and investments. Such a study should take the entire region

and its features into account at the same time that it identifies what Burlington has to offer. One particular source of information could be local hoteliers, who may be capable of gathering data on who currently visits Burlington and why, and set up a basis for tracking changes.



Such a study is likely to highlight the strengths of Burlington as a crossroads and a shopping hub. It may also yield support for investing in amenities that serve residents, such as playfields and an athletic complex.

A branding exercise should conclude this process, and include both external and internal components. External branding will emphasize Burlington's position as a rural service center, and emphasize the value of its heritage downtown as an amenity and a driver of identity. Internal branding will create special districts and develop pride and loyalty among residents, as well as generating interest in visitors and prospective residents.

### **Implementation**

The implementation phase of branding and identity can be planned concurrently with the marketing and demographic study and exercise above, and adjusted to fit emerging priorities. This phase is likely to hinge upon the creation of a business district or business districts vision within Burlington, along with frameworks for cooperation and funding that will make the success of branding and identity strategies more likely. With two different geographic districts, one for the Burlington Boulevard retail corridor and another for Fairhaven Avenue and downtown, steps toward revitalization include:

**Hire a district manager.** The hiring of a business district manager (plus an intern, perhaps), will create a quasi-independent partner to work with business owners in Burlington. This manager could help find consensus and direction within each of two distinct districts and communities, find synergies between the two, and serve as an interface between them as they:

- Raise funds.
- Refine identity and position Burlington within the larger community.
- Help to identify funding infrastructure gaps and priorities for public investment.

**Focus on view the from I-5.** Freshening the view from I-5 should be a high priority. This is a key to past success and future competitiveness, and it is probably the most cost-effective of economic development strategies. Elements might include:

- **Façade improvements** like finishes and layered detail and urban features such as awnings and landscaping.
- **Visible infrastructure**, such as street improvements and combinations of natural storm water treatment and large tree groupings with under story landscaping.
- **A consistent signage plan**, which ties in with overall wayfinding, including making connections between the mall district and downtown.

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*“Right now you drive by and you don’t know it’s there.”*

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**Boost the Boulevard.** A number of changes to the existing right-of-way could help to transform Burlington Boulevard into an inviting walkway for pedestrians, tie it in with a new presence on I-5, and help to unify it with the City as a whole. These could yield multiple benefits for Burlington. Enhancements might include:

- **I-5 links.** Entrances and exits from I-5 could be better tied in with the boulevard through landscape and signage.
- **Driveway entrances.** Themed, consistent signage at driveway entrances on the boulevard itself would help to unify and brand the district as a whole and assist in orienting visitors to shopping and eating locations. Enhanced plantings along the right of way at key entrances would also mark Burlington as a community that welcomes visitors and cares about their experience.
- **Crossings.** Comfortable street crossings are critical to engaging citizens and visitors by allowing them to walk between destinations and providing opportunities for random stops at restaurants and other establishments. This “across and along” activity unifies the district and enhances its value.



- **Walkways.** A proven strategy for safe and inviting sidewalks is to set them back from the curb with at least four feet of landscaping. At this distance from the curb, the walkway is free of curb cut grading. A ten-foot sidewalk width can support bicycle use along with pedestrians.



- **Medians.** Landscaped medians will provide a visual transition to the community, welcoming visitors. It could accommodate left turn pockets and U-turn possibilities, maintaining traffic flow as well.

Through strategic design, these enhancements could provide needed orientation by making some of the entrances to retail from Burlington Boulevard more prominent. Landscaping should not block views of commercial buildings along the corridor.

To support transition from a purely automobile oriented strip to a more urban corridor, a circulator bus could begin trial use, starting on certain advertised occasions such as sports tournaments. Circulator shuttles in vans or buses, even volunteer-driven ones, could tie Burlington Boulevard with Fairhaven Avenue. The loop might be closed with South Anacortes Street and Pease Road, and include tournament and festival sites in the southeast quadrant of Burlington.

**Build an athletic center.** Burlington has potential to become an athletic center for the region. It is surrounded by scenic rural land and two mountain ranges, not to mention an important waterway and nearby Puget Sound. There are opportunities to promote bicycling, birding, fishing, kayaking and canoeing, skiing and boating for visitors and residents alike.

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*“There should be bike lanes or trails everywhere.”*

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For residents and future residents, the community would do well to build upon its playfields and its tradition of hosting regional, multi-day tournaments. This would yield immediate economic benefits. Expanded athletic resources could become part of long-term development through:

- **Expansion.** A core of traditional competitive sports could be widened to include alternatives like skateboarding, Ultimate Frisbee and lacrosse.
- **Reuse.** New facilities could include repurposed big-box retail buildings for indoor sports and recreation. This could be a year-round resource for families or youth.
- **Linkage.** These facilities can be linked back to Fairhaven Avenue and to

the shopping malls and hotels along Burlington Boulevard through improved way finding for walking and cycling.

## HOUSING AND ECONOMICS

For Burlington, new housing and overall economic development are closely intertwined.

### Moving Ahead

Market rate housing, especially strategically placed multi-family, higher-density detached or cottage housing, will be an important part of a smart growth strategy and healthy, long-term economic development. Major considerations include the following:



**Lead with affordability.** Land and housing prices are generally low in and around Burlington, and this should be played as an advantage. Along with a plan that supports livability and sustained growth, the City can use this reality to attract housing developers and value-oriented residents.

**Don't count on vertical mixed use.** Housing should be positioned to support existing retail downtown, and smaller-scale development is more in keeping with historic character. Also, the sizable investment needed for multi-story mixed-use

development would be very hard to attract in this unproven rural town market.

**Step up with downtown.** If the old downtown center is cared for and the pedestrian and retail environment there is enhanced, housing will more naturally follow in nearby blocks.

Overall strategies for adding housing in Burlington include:

- Create a multifamily tax exemption (MFTE) opportunity.
- Accelerate permit review for multifamily and high-density detached housing.
- Waive fees for projects that fit certain guidelines.
- Lead with a programmatic environmental impact statement for specified urban areas, which clears the way for desired development by precluding requirements for high-level environmental review on a site-by-site basis.
- Create a planned action ordinance that supports desired development.

To foster attractive and pedestrian-friendly neighborhoods, the City can invest in streetscape improvements in focus areas and support and guide private investments in an enhanced streetscape. Strategic investments in green infrastructure for the City will bring attention and pedestrian traffic to the downtown Fairhaven Avenue corridor.

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*“Capture areas along the Slough for housing.”*

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Street level services, within the Fairhaven Avenue corridor and in the adjoining block, will encourage pedestrian life and complement existing retail businesses.

### **Zoning**

Rezoning will be an important part of a housing and economic development strategy. Zoning in family neighborhoods, especially streets next to downtown, should be revisited to accommodate ground-related infill housing at greater densities, including town homes, cottage developments, and small-lot detached houses.

Code changes would logically begin with the creation of a district encompassing the blocks running along Fairhaven Avenue, on both the north and south. These changes would logically include two zones, each of which encourage greater densities, graduating into lower densities at the outer edges.

The pattern and densities of building around the corridor would consolidate the traditional commercial district with a start, middle and end, embracing heritage buildings and character, not displacing them. Design standards and guidelines should encourage compatibility with heritage structures, and result in higher-quality development.



In the blocks closest to Fairhaven, three-over-one mixed-use development could be encouraged, with densities over 30 units per acre. A zone transitioning to existing single-family housing could include horizontal mixed-use construction and small scale multifamily such as townhouses (at about 15 to 17 units per acre) as well as a variety of housing types, including high-density detached housing, cottage housing and accessory units. Transitioning and co-locating this housing with services would increase livability without competing with existing downtown retail.



Residential zoning should be revisited with an eye to accommodating efficient construction of ground-based infill housing. Based on 2013 market considerations, such housing could include:

- Town homes (1,100-1,400 square feet, priced under \$135,000 per unit).
- Cottages (1,500-1,700 square feet, priced under \$145,000).
- Small lot single family (1,800-2,100 square feet, priced at \$150,000 to

\$195,000) (2013 prices).

Opportunities for new housing in a full-scale development are very limited. In order to accommodate this possibility, certain properties inside the traditional limits of the City—such as the Nagatani farm—could be rezoned. Now zoned for heavy commercial, this 50-plus acre parcel could support 190 to 250 homes with about 40 percent reserved as open space, and prices—according to 2013 conditions—could come in under \$200,000. This would be attractive to middle-income retirees and to young families entering the single-family market.

### **Strategic Interventions**

Outside of the traditional center of town, specific parcels of interest include:

- Chinese restaurant site (Canton). This parcel, prominently positioned at the intersection of Fairhaven Avenue and Spruce Street, is now occupied by an empty restaurant. It seems ideally situated for a gathering place, and might become a strategic acquisition and location for a farmer's market, village green or festival space.
- Thrifty Foods. The vacant grocery store, at the corner of Fairhaven Avenue and North Burlington Boulevard, is a good candidate for repurposing, perhaps as a local small retail outlet or restaurant that complements the downtown core.
- Kmart. This building, near the intersection of South Burlington Boulevard and Pease Road, could be repurposed as an indoor sports arena.

## INFRASTRUCTURE AND THE SLOUGH

Gages Slough is a key natural feature and a potentially important amenity for the City. It can also become the backbone of planning for an environmentally sensitive and sustainable Burlington. Most storm water currently empties into the Slough, negatively impacting its water quality.

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*“Eat, play, walk—the Slough is it.”*

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Although it is largely hidden from view, the Slough is scenic, well protected, and could be a key element in a natural drainage and water quality system. Perhaps most importantly, it is already known and loved by Burlington residents.

The Slough should become the center of a long-term capital investment program that involves a multi-pronged approach and analysis of costs, benefits and priorities in investment, one that emphasizes multiple benefits with investment.

The Slough can become an amenity for a pedestrian corridor that connects Burlington Boulevard with Fairhaven Avenue to create a triangular framework for building a pedestrian infrastructure. As a natural feature, it can be leveraged for recreation, housing amenity, transportation, connectivity for pedestrians, and wildlife habitat. A trail under I-5, which will be underway in the fall, will help to make the Slough an amenity for the City.



Physical elements of capital investment and planning around the Slough include:

- The Slough itself, with its native plants and habitat
- Gateways, edges and arrival points
- Railroad crossings
- Commercial entrances
- Tour loop (an occasional or regular shuttle involving sections of Burlington Boulevard and Fairhaven Avenue)
- Citywide tree strategy
- Wayfinding systems and points of interest

Overall programs for physical changes in Burlington would include:

**Parking lots.** Making the transition to a more sustainable and pedestrian friendly Burlington should contain strategies for retrofitting parking lots. Commercial

district planning might follow a menu of items like:

- Bicycle parking
- Benches
- Tree plantings
- Filter strips and rain gardens
- Lighting enhancements
- Accessibility

**Trees.** A Citywide tree strategy would emphasize trees as storm water interceptors, gateway elements and buffers along arterials. Tree species could signify certain parts of the City, like the Fairhaven Avenue corridor and surroundings. The program should prioritize native species, and the program could be implemented through a giveaway program that encourages plantings on private property.

**Storm water.** In addition to tree plantings and landscaped buffers, Citywide storm water strategies could include:



- **Commercial roofs.** Storm water planters, filter strips, roof drain splash boxes and other storm water treatments could be placed on retail and commercial roofs, in partnership with private owners.

- **Industrial land.** Impervious surfaces could be mitigated with sustainable infrastructure techniques such as filter strips, rain gardens and tree planters where appropriate.

Special attention should be given to pedestrian crossings and connections to the Slough. All street crossings should be identified, and provisions made for protecting the Slough and taking advantage

of its views. The south side of Gage's Slough is a logical location for a raised pedestrian boardwalk starting at the east side of I-5 and continuing as far as is feasible beyond Burlington Boulevard toward South Anacortes Street and then into the existing single family neighborhood.

### Connections

The design process for capital improvements should identify and develop “nodes,” or pausing points along each corridor that have the potential to attract pedestrians and reward people for getting out of their cars and into the public realm.

The intersections of major arterials with Gages Slough can be potential nodes, but there are other opportunities where landmarks or views occur. These are places that encourage interaction and community building as well as providing opportunities for pause and respite for residents and visitors.

They can be created and enhanced through strategic planning and design, which might include water features that tie in with and enhance natural filtration and storm water management. These meeting places might be developed with:

- Trail-making
- Small pedestrian plazas
- Signage
- Picnic areas
- Art
- Park-like features

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*“Connecting Burlington is not easy when you have all these highways and railroads.”*

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An integrated and comprehensive capital investment program should emphasize multiple benefits and joint funding, leveraging investments through public-private partnerships. Investments could be packaged and ordered according to a matrix of opportunities that identifies and prioritizes investments.

Logical private partners for the City might be found among hoteliers. Bicycling trails between hotels, the levee and sights along the Slough could feed into a forward-looking marketing effort and bring desirable visitors to Burlington. Trails could double for walking and running.

Planning and redeveloping around the Slough should put Burlington in connection with regional partners, create attractive development opportunities, and put all who inhabit or visit



the City in touch with their natural heritage. The City of Burlington can look for natural and strategic partners within the Washington State Department of Transportation, Burlington Northern Railroad, Skagit County, the Skagit Council of Governments, the U.S. Army Corps of Engineers, the City of Mount Vernon, and the U.S. Department of Energy. An evolving local bicycle district would be an

important partner in development, emphasizing the connections between Burlington and other small cities like Mount Vernon and La Conner and helping to position Burlington as a base for exploring the region.

**Railroad crossings.** While it is integral to the history and identity of Burlington, the Burlington Northern Railway tracks cut through the middle of Burlington, making local routes less reliable and comprehensive planning difficult. With safety as a top priority, overpass opportunities for pedestrians as well as cars might be sought. These will help to stitch a redeveloping Burlington together, and can be tied in with wayfinding programs and new pedestrian infrastructure.

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*“There is movement of people out of rural areas and into town.”*

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## CONCLUSION

Burlington has great resources in its natural and historic heritage, as well as its retail tax base. Smart growth involves building on that heritage while encouraging strategic redevelopment and maintaining the retail tax base.

In redeveloping malls and strip commercial areas across the country, it has been shown that commercial success goes hand in hand with improving pedestrian access within the malls and between commercial sites, reducing the need for automobiles, and tying retail assets with a mix of other uses and with public amenities. Burlington has much to gain through these strategies. To this end, the creation of a public improvement district with staffing will help in fund raising and guiding incremental investment from private and public sectors.



A healthier and more accessible Gages Slough will become a key link in the framework of essential pedestrian-friendly infrastructure in Burlington, a framework that includes Fairhaven Avenue and Burlington Boulevard itself. The Slough can become a scenic amenity that drives desirable residential development. Strategic regional partnerships can contribute to funding and overall support for changes. Along with these changes,

crossings, connections and wayfinding aids will become keys to invigorating the City. A strong development plan, along with strategic zoning changes and investments in pedestrian infrastructure, will help to attract private investment in housing.

Building on a base of existing affordability and a relaxed, rural setting, Burlington can add value and attract new residents through increased livability and magnets like rich natural scenery, sports and recreational resources, and environmental stewardship.



## ULI Northwest Technical Assistance Panel Professional Biographies

***Matt Anderson, Heartland LLC, Seattle, WA (Panel Chair)***

Matt Anderson leads Heartland's real estate advisory services. At Heartland, Matt engages in property development, strategic planning, market and financial analysis, and economic development projects throughout the Western U.S. His private sector projects range from large-scale land development to site acquisition and disposition assignments. His public sector projects often focus on innovative ways to integrate and leverage real estate economics, and planning and policy objectives. Prior to joining Heartland, he worked as a land use and real estate economics consultant in Portland and San Francisco.

***Chuck Depew, National Development Council, Seattle, WA***

Chuck Depew is a director for the National Development Council (NDC), a national nonprofit which provides economic and community development assistance to local governments. NDC has a New Markets Investment Fund that has closed on over \$250 million in investment capital. He assisted financing for Artspace Utah's City Center redevelopment and Salt Lake City's Sorenson Unity Center. Chuck provides technical assistance in project finance and development negotiation to communities throughout the Northwest. In addition, he teaches commercial and housing real estate finance nationwide in NDC's leading training program. Prior to his tenure at NDC, Chuck was Deputy Director of the Office of Economic Development for the City of Seattle. He has over 16 years of experience in public finance, housing, economic and community development.

***Beth Dwyer, GGLO, Seattle, WA***

Community spirit relating to children is what drives Beth. From her work designing schools, family-oriented lifestyle centers, and the creation of a 10-year plan for her childrens' school playground, Beth's careful attention to the needs of the kids in her community and to quality design are apparent. And her work doesn't end in the office. Beth's volunteer work for the YMCA, the White Center Community Development Association, tutoring at the local high school and as PTA President provides insight into in her desire to create spaces that enliven communities for all ages.

***Eric Evans, Imagine Housing, Seattle, WA***

Eric Evans is responsible for helping Imagine Housing make informed, responsible real estate investment decisions. He also manages all aspect of the organization's real estate development activities. He has worked with Imagine Housing since 2009, bringing more than 20 years of experience in acquisition, development and construction management throughout the Pacific Northwest. He holds a Bachelor of Arts degree from the University of Notre Dame.

***Bill Kreager, Communita Design, Seattle, WA***

Bill Kreager brings to Communita Design a passion for affordable and workforce housing reflected in his successful completion of communities for housing authorities, non-profit and for-profit developers across the nation. Focusing on the integration of sustainable site planning and building design, his market-oriented work runs the spectrum from small, contextual infill development to large master-planned and resort communities. His projects have received recognition at the highest level from the American Institute of Architects, Urban Land Institute, National Association of Home Builders and US Department of Housing and Urban Development. A dynamic speaker, Bill is often invited to address building industry, design community and environmental organizations on the subject of planning and design for sustainable communities.

## ULI Northwest Technical Assistance Panel Professional Biographies

***Kirk McKinley, City of Shoreline, Shoreline, WA***

Kirk McKinley started in 1996 as the Transportation Planning Manager for City of Shoreline. He is responsible for transportation planning, the Aurora Corridor project, the Interurban Trail project, and light rail planning and implementation. He serves on the Regional Projects Evaluation Committee. He worked as Senior Transportation Planner for City of Bellevue, WA, from 1987 to 1996. Kirk also worked as a Planner for City of Eugene, OR, from 1978 to 1987. He holds Masters and Bachelors' Degrees from University of Oregon.

***Jon Rose, Olympic Property Group, Poulsbo, WA***

Jon Rose assumed his current role as President of Olympic Property Group, the real estate arm of Pope Resources, in August 2001. He oversees all aspects of the company's 2,500-acre higher-and-better-use land portfolio including strategic planning, political and community outreach, zoning entitlements, and land development. He joined the company in 1996 and initially oversaw the permitting and construction of the company's land development projects. His prior experience includes over 10 years as design and project engineer in residential, commercial, municipal civil engineering, and other land planning projects. Also included in his duties were office management, marketing, and client development. Jon holds a B.A. in General Studies from the University of Washington and a B.S. in Civil Engineering from University of Vermont.

***Peg Staeheli, SvR Design, Seattle, WA***

Peg Staeheli is a founding principal with Seattle based SvR Design Company, an integrated practice that blurs the lines between landscape architecture, civil engineering, and applied ecology. Peg has spent 34 years working to strengthen design communication and cross training between civil engineers and landscape architects. She has been active in facilitating the design industry shift to an integrated disciplines approach to planning, design and maintenance. Peg presents at national conferences on pedestrian mobility, accessible design, and green infrastructure systems. Peg is a registered landscape architect and LEED Accredited Professional.

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