

#DesignTheHill Community Development Framework Plan—



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ACKNOWLEDGEMENTS



Tacoma Housing Authority (THA), Mithun, and Fab-5 collaborated in the #DesignTheHill outreach process to inform this framework plan. #DesignTheHill invited youth, neighbors, and elders with roots in the Hilltop community to shape the development of 250 new affordable housing units and new community, commercial, and retail spaces across four Tacoma Housing Authority properties near the Martin Luther King Jr. (MLK) Way retail corridor. Due to the history of inequity, systemic disinvestment, and marginalization they have experienced many Hilltop residents distrust development and government agencies. To address this distrust and build a better relationship with the community THA initiated #DesignTheHill. #DesignTheHill was a process that created a community focused

environment for Hilltop residents to share their needs, their history, their hardships, and the weight of what they've lost to displacement. During this process, they also shared their immense will and desire to build a more equitable neighborhood. Every person that took part in #DesignTheHill left their mark, and their contributions are indispensable to its success. We see you. We hear you. Thank you.

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TEAM STATEMENTS



The newly renovated Alberta J. Canada Building at 11th and MLK is a Tacoma Housing Authority project for senior citizens.

THA STATEMENT

Tacoma Housing Authority's mission is to provide high quality, stable and sustainable housing and supportive services to people in need. We do this in a way that helps individuals grow, and communities become safe, vibrant, prosperous, attractive, and just. Our work on the Hilltop with #DesignTheHill embodies these values. We began our community development work on the Hilltop in 2016, and it was important to us to continue this work in a meaningful way as we begin the design process for the four parcels which are the subject of this Framework Plan. We thank Mithun and Fab 5 for the time and effort they put into this process. We are especially grateful to all the community members who participated; none of this work could be accomplished without their time and their expertise.

The issues of gentrification and displacement are top of mind for both THA and the community at large. This development opportunity will be a stabilizing force, by actualizing and anchoring the priorities of the neighborhood's most vulnerable populations. A few key community concerns that we heard included:

- Creating housing that is affordable to households

0-60% AMI

- Housing for people experiencing homelessness
- Developing a community preference policy which will prioritize applications from current Hilltop residents and those who have been displaced from the neighborhood
- Providing commercial and retail space, with a focus on affirmatively marketing and supporting locally-owned, Black-owned businesses and POC-owned businesses
- Creating interior and exterior space for community members to gather, e.g., community rooms, courtyards, roof tops, sidewalk spaces
- Activating alleyways from S 10th to Earnest S Brazill with places for people to gather

We put trust in the community to inform a plan that reflected their needs, interests, and values. We hear the residents of Hilltop and we realize the value of taking a racial equity approach to development, including community-centered design, Section 3 and WMBE hiring, and fair housing. These community priorities will be an integral part of the next steps in our development for Hilltop.



Liberty Bank is a Mithun affordable housing project located in Seattle's Central District. Mithun collaborated with Capitol Hill Housing and Africatown on an in depth community outreach program to inform culturally relevant designs.

MITHUN STATEMENT:

COMMITMENT TO CREATING THRIVING COMMUNITIES

As an integrated design firm, Mithun approaches its work with a firm-wide commitment to creating thriving communities. The Tacoma Housing Authority's Hilltop Parcels Framework Plan is an unprecedented opportunity to incorporate an explicit Social Equity process in the initial stages of a years-long Affordable Housing project.

This Framework Plan documents efforts to learn the rich culture of the Hilltop neighborhood from community partners and residents, while recognizing the history of disinvestment and the ways that current development is impacting culture and stability. Mithun strives to recognize the privilege inherent in our profession and personal backgrounds, and aspires to support the community engagement process rather than lead it, and to listen actively with respect. Throughout the process, we provided information on the sites' capacity and limits, but relied upon the participants' priorities to guide design and the uses envisioned for various spaces. The project team is grateful for everything it learned,

and continues to learn, from our partners and the Hilltop Community. The best parts of this outreach process should become the norm in development practice.



TEAM STATEMENT: FAB-5



THE EQUITY AND EMPOWERMENT LENS

This project leveraged Fab-5's strengths in community outreach and creative empowerment to bring equitable, innovative, and culturally relevant design to four THA affordable housing sites within Hilltop's MLK corridor. But more than that, what this project aims to bring to Hilltop is spatial healing.

One thing became clear throughout our listening, outreach, engagement, and examination of neighborhood trends: investment in neighborhood improvement without coherent and rigorous equity protocols contributes to the displacement of Black and Brown communities. Creating equitable, livable communities means nothing short of relational, structural, and institutional transformation for every agency and partner involved in the development process. Doing this work means asking people for their time and having conversations about their past in order to embrace the systemic challenges and responding to current community needs. As a result, our recommendations and design principles for this project are rooted in equity and empowerment.

For Fab-5, Equity and Empowerment mean:

- Shifting power dynamics
- Redistributing resources
- Creating transformative partnerships
- Addressing broader and underlying community needs
- Having courageous dialogue
- Transforming relationships and policies
- Expanding community leadership
- Creating space for experimentation
- Supporting activism and self-determination
- Modeling transparency and accountability
- Holding partners to standards
- Critical evaluation
- Continuous improvement protocols
- Courageously trying again

Changes to design and programming in response to community outreach are radical openings for a new approach to planning. These openings can lead to new histories. Every deviation from earlier designs, every challenge to assumptions, every touchpoint between

resident and developer is a fracture in convention guiding the way to new relationships, learning, and possibilities. These openings are needed because they allow seeds to grow and bloom through them. These openings are the spaces that will be remembered as home.

Values that shaped Fab-5's approach:

- Zeal: Honoring the immaterial qualities of community that bring our mission to life.
- Equity: Reversing historical imbalances in power. Modelling a sustainable world.
- Synergy: Leveraging under-utilized resources and creating enduring value through partnership.
- Empowerment: Connecting people with opportunities that take on a life of their own.
- Learning: Listening deeply in community. Excelling through experimentation.

"This is an intervention. A message from that space in the margin that is a site of creativity and power, that inclusive space where we recover ourselves where we move in solidarity to erase the category colonised/ coloniser. Marginality as site of resistance. Enter that space. Let us meet there. Enter that space. We greet you as liberators."

-bell hooks, Choosing the Margin



Overview —





INTENT

SOCIAL + SPATIAL EQUITY = THRIVING HILLTOP

EQUITABLE REVITALIZATION IN HILLTOP IS DEPENDENT ON COMMUNITY-DRIVEN DESIGN.

OPPORTUNITIES FOR ECONOMIC EMPOWERMENT OF EXISTING RESIDENTS ARE ESSENTIAL WITHIN THIS FRAMEWORK

The Tacoma Housing Authority's Hilltop Parcels Development represents an unprecedented opportunity to positively impact the City of Tacoma's historic African-American neighborhood through the development of four related buildings and improvements to the connecting streetscape.

The need for affordable housing in the Hilltop Neighborhood is urgent. The area is undergoing a rapid transition, with intense development pressures and increasing rents. This has led to the displacement of many long-time residents, and the loss of cherished culture and character. The new Tacoma Link light rail line, while bringing much-needed connectivity to employment and shopping, has spurred further concerns about displacement and the long-term affordability of Hilltop for low- and moderate-income residents.

In 2013, THA began acquiring property in the Hilltop, as opportunity presented itself, to increase affordable housing and stabilize local businesses in the face of rapid change and gentrification. In 2016, THA began a community engagement process, called Housing Hilltop, to gather neighborhood feedback on how THA should redevelop its property. This process included asset mapping and hosting 'Homework Groups' to hold meaningful conversations around neighborhood opportunities and challenges. This information was used to structure recommendations for development and offer synergies beyond typical planning efforts to ensure development would happen in an equitable fashion.

THA now owns four parcels that it plans to redevelop into mixed-use affordable housing. These sites, which are the subject of this Framework Plan, are located at:

- S 10th & S L St, SE Corner (Site A)
- S 11th & S L St, NE Corner (Site B)
- 1120 S 11th St (Site C)
- 1124 Martin Luther King Jr Way (Site D)



NEIGHBORHOOD HISTORY

Honoring the past, leaving space for the future

During our outreach efforts, we learned the vibrant history of the Hilltop neighborhood, and met many of the community members who are dedicated to building its future

The Hilltop community experienced the segregation of public housing in the WWII era, discrimination against minority mortgage borrowers, and now faces increasing risk of displacement. All these inequities have shaped the neighborhood, and cause psychological, physical and social stress today. It is important that this process recognizes the history of the Hilltop community and the stories of the individuals that comprise it. The development team recognizes that many of the inequities which the community faces are the result of the systematic exclusion of minorities and low-income households from access to credit, high-quality education, and employment nationwide.

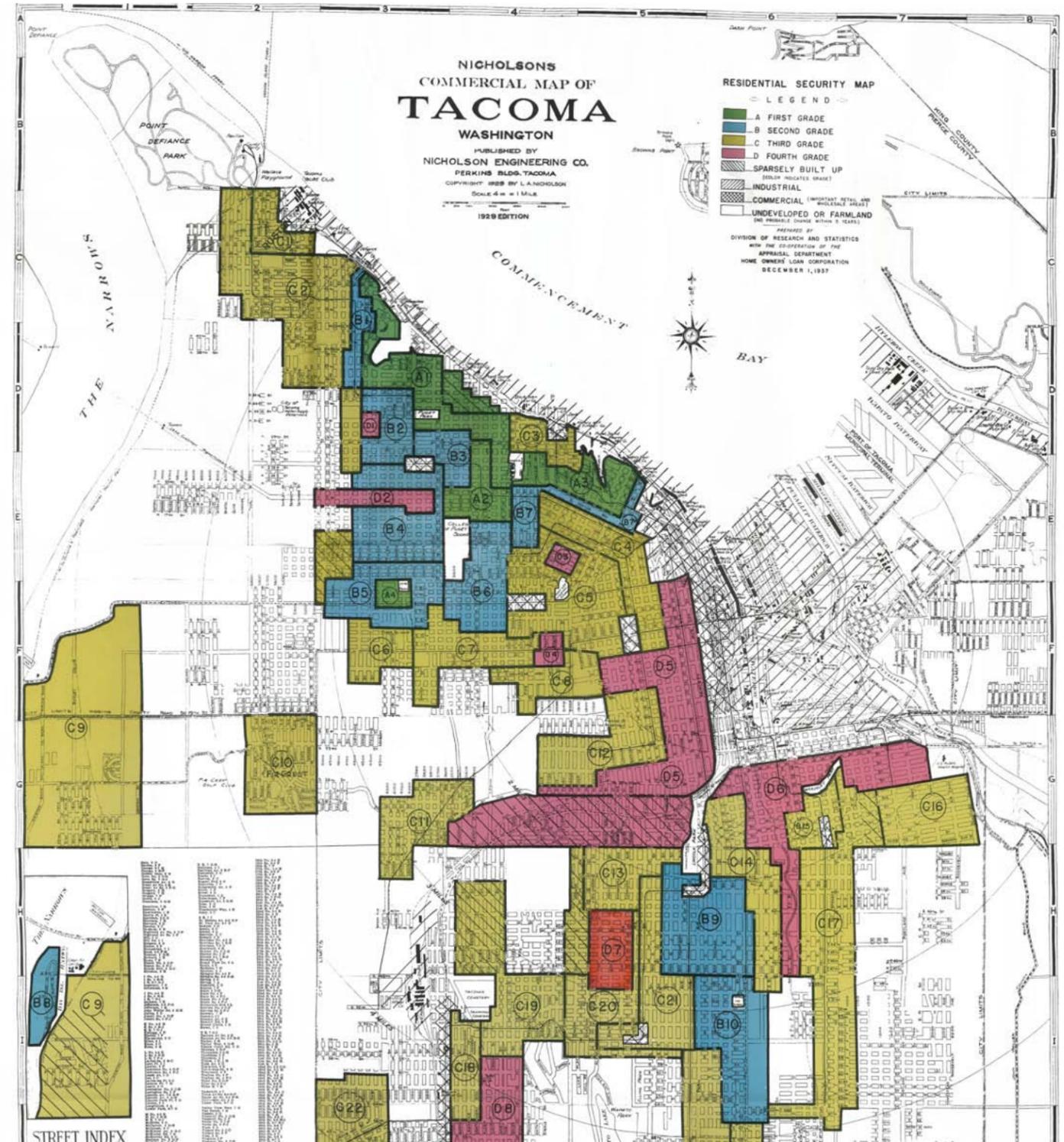
Throughout the United States, discrimination and segregation influenced the design of our cities, creating ethnic enclaves. Over time, these enclaves developed their own institutions and businesses where marginalized populations could escape the discrimination of mainstream society. Many of these institutions still provide the backbone of the Hilltop community today¹.

Decades of suburbanization, disinvestment, and general social distress have worn down many of the institutions of Tacoma's inner city. In the late 1980s Hilltop found itself in the middle of a crack epidemic². Instead of helping the drug users to address their addiction, Tacoma Police enforced zero tolerance laws, misdemeanor arrests, and disparate criminal sentencing that targeted

minorities. These policies, as much as the drug use, made it dangerous for Black residents to utilize public space³. Hilltop's reputation as a hotbed for drugs and gangs, while not unwarranted, was a symptom of larger systemic issues⁴. That reputation persists to this day, and has been utilized to excuse inequitable initiatives and developments in the area. Now, public investment from Sound Transit and local government policies designed to incentivize private development are raising property values and rents, increasing displacement pressures in Hilltop.

Ethnic enclaves around the country are facing similar challenges. Enclaves have traditionally been "located close to an urban core, in areas of mixed land use, old housing, poor services, and low or decreasing socioeconomic status"⁵. A long history of discriminatory real estate policies has widened the inherent inequities in the US housing market⁶. Enclaves are likely to contain vulnerable populations because of old housing stock, lower incomes, and the disadvantages that minorities face in society. All these characteristics increase the risk of displacement for current residents following public investment⁷.

1 De Botton, Alain. 2008. *The Architecture of Happiness*. Knopf Doubleday Publishing Group.
 2 Vansyngel, Margo. 2018. "Tacoma: City in Flux." *City Arts Magazine*. July 27, 2018. <https://www.cityartsmagazine.com/tacoma-city-in-flux/>
 3 Waller, Dwayne. 1991. War on the Hill. The Evergreen State College - Tacoma. <https://vimeo.com/62733140>.
 4 Dunlap, E., and B. D. Johnson. 1992. "The Setting for the Crack Era: Macro Forces, Micro Consequences (1960-1992)." *Journal of Psychoactive Drugs* 24 (4): 307-21.
 5 Massey, Douglas S. 2001. "Residential Segregation and Neighborhood Conditions in US Metropolitan Areas." *America Becoming: Racial Trends and Their Consequences* 1 (1): 391-434.
 6 Ibid., 93
 7 Zuk, M., & Chapple, K. (2015). *Urban Displacement Project*. <https://www.urbandisplacement.org/research>



Above: Redlining map of Tacoma produced in 1937. Yellow areas are described as having a 'distinct threat of Negroes and native born Italians'. The red lined D4 district is described as a '...recognized as a Negro District, and 30% of the area's population are all that race.' D5 is described as 'The Melting Pot District - Orientals in South Europeans Predominating'. Residents of these areas were virtually unable to get home loans or mortgages. Source: Robert K. Nelson, LaDale Winling, Richard Marciano, Nathan Connolly, et al., "Mapping Inequality," *American Panorama*, ed. Robert K. Nelson and Edward L. Ayers, accessed July 16, 2019, <https://dsl.richmond.edu/panorama/redlining/#loc=13/47.2872/-122.4657&opacity=0.8&sort=172&city=tacoma-wa>.





Construction will include: *Watermain, sanitary and storm sewer upgrades and new water service connections. **Operations and Maintenance Facility, stations, artwork, tracks, traction power substations, contact system poles, signalized intersections and repave roadway.



Above: Tacoma Link Expansion plans, August 2018. Source: soundtransit.org/system-expansion/hilltop-tacoma-link-extension



Above: Additional large buildings are planned adjacent to THA's parcels (ghosted in)



Above: Rendering of Tacoma Link Extension Station by Sound Transit.

According to the City of Tacoma and Enterprise Community Partners, displacement pressures in Hilltop are rapidly increasing^{8,9}. Lagging income is not keeping pace with rising housing costs. Research found that between 2000 and 2017, new rental units were largely priced for households earning 51%-80% of Area Median Income (AMI). These are not accessible to longtime Hilltop residents, 65% of whom earn less than 80% of AMI. In addition, seven privately-owned affordable housing properties are at risk of losing their affordability when their subsidies expire in 2022. Cumulatively, this could represent a loss of 40% of the privately-owned affordable housing stock in the neighborhood¹⁰.

The City of Tacoma's creation of an 'Opportunity Zone', which provides tax incentives for redevelopment, and the Tacoma Link light rail extension can have both positive and negative effects for existing residents¹¹. While creating exciting prospects for business development, the status of Hilltop as an Opportunity Zone could exacerbate displacement pressures if historic businesses do not receive equal access to these opportunities.

While proximity to the light rail may lower overall household costs and increase access to opportunity, it also results in higher property values and attracts accelerated investment by private development, making the neighborhood unaffordable for those who call it home.

To support existing Hilltop residents in the face of these changes, Enterprise Community Partners recommends affordable housing development in tandem with programs that increase leadership capacity among residents and complementary workforce and economic development efforts. Strategies to stem displacement on Hilltop need a dual focus on both aspects of affordability; how much housing costs and how much households earn¹². THA's goal for these four parcels is to

create affordable housing and commercial space in a way that will not contribute to the gentrification of the neighborhood.

#DesignTheHill built on these recommendations by centering the experience of marginalized communities through equity-centered community design. A central tenet of this approach is creating a healthy and more satisfying culture by providing community members access to what they need to thrive. To do this, the project team began with thoughtful consideration of the cultural values and narratives surrounding the community. By incorporating these values into the project priorities, the development can improve the overall health and well-being of the existing community members while preserving their culture.

The focus of the proposed project is on filling gaps in existing services, improving access to housing, and providing opportunities for economic growth to better meet the needs of existing citizens.

8 "AFFORDABLE HOUSING ACTION STRATEGY." 2018. City of Tacoma.
 9 Enterprise Community Partners and Smart Growth America. *Proposed Strategies to increase Housing Affordability and Stem Displacement on Hilltop*. Tacoma, WA: Enterprise, 2017.
 10 Ibid
 11 Chapple, Karen, and Anastasia Loukaitou-Sideris. *Transit-Oriented Displacement or Community Dividends?: Understanding the Effects of Smarter Growth on Communities*. MIT Press, 2019.
 12 Enterprise Community Partners and Smart Growth America. *Proposed Strategies to increase Housing Affordability and Stem Displacement on Hilltop*. Tacoma, WA: Enterprise, 2017.



As part of the community outreach process, Fab-5 invite community leaders to 'Homework Groups' where THA and Mithun presented the project and collaborated with community members to develop the design and program of the four sites.



COMMUNITY OUTREACH SUMMARY

THA PARTNERED WITH MITHUN, AN INTEGRATED DESIGN FIRM, AND FAB-5, A COMMUNITY ARTS ORGANIZATION, TO FACILITATE THE #DESIGNTHEHILL COMMUNITY ENGAGEMENT PROCESS.

THIS INITIATIVE INCLUDED STAKEHOLDER HOMEWORK GROUPS, COMMUNITY-WIDE DESIGN LABS, AND CREATIVE ENGAGEMENT PROJECTS.

THESE EVENTS EXPLORED HOW TO REFLECT THE COMMUNITY'S CULTURAL KNOWLEDGE, EXPERIENCE, HISTORY, AND HOPE FOR THE FUTURE IN THE DESIGN.

Members of Fab 5 served as 'Community Engagement Specialists', using their roots in the Hilltop community to guide the outreach and assist THA and Mithun staff in developing accessible and culturally relevant events. The guiding question was **'How can we empower the Hilltop community to design itself?'**

#DesignTheHill invited non-profits, businesses, housing providers, and city officials to four Homework Groups to discuss how to align the project with their shared values and goals. It also invited Hilltop's community and business leaders to discuss specific issues, including Hilltop history, community needs, and economic empowerment. The focused discussion topics at these events informed agendas for the larger Design Labs and allowed the development team to develop thoughtful responses to community priorities before these meetings.

Three 'Design Labs' were held to catalyze community involvement in the design process. Design Labs were energized and accessible community events with music, food and collaboration. They were organized to give equal weight to participants regardless of their background or experience with design and development. Creative activities inspired conversation between the project team and residents. The design and development teams sought to describe the complex technical issues of building planning and construction in everyday

language, in order to put their professional expertise in service of the community vision. This approach received enthusiastic engagement and an enormous amount of positive feedback.

Five 'Creative Engagement' projects were targeted specifically to youth, neighbors, elders, non-native English speakers, and local entrepreneurs to find out how these groups want to be represented in design. These groups were selected to ensure their voices were heard as they are often overlooked in community process.

The Community Engagement process has been vital in educating the development team on local history and the trauma of those who have been displaced. #DesignTheHill allowed the development team to better understand the spatial identity of the Hilltop neighborhood. Throughout the process, it was vital to amplify the voices of those most impacted by new development and to integrate their advice on the character and components of the new buildings.

During the Community Engagement process, participants expressed preferences in the program of the building (the size, use and locations of the public space, commercial spaces, and the distribution of unit types) as well as design guidance described in this Report.



Three different Design Labs invited community members to share their input on the project. Open ended conversations and creative activities were designed to encourage participation by community members whose voices are often under represented in the development of their neighborhood.



Key design takeaways include:

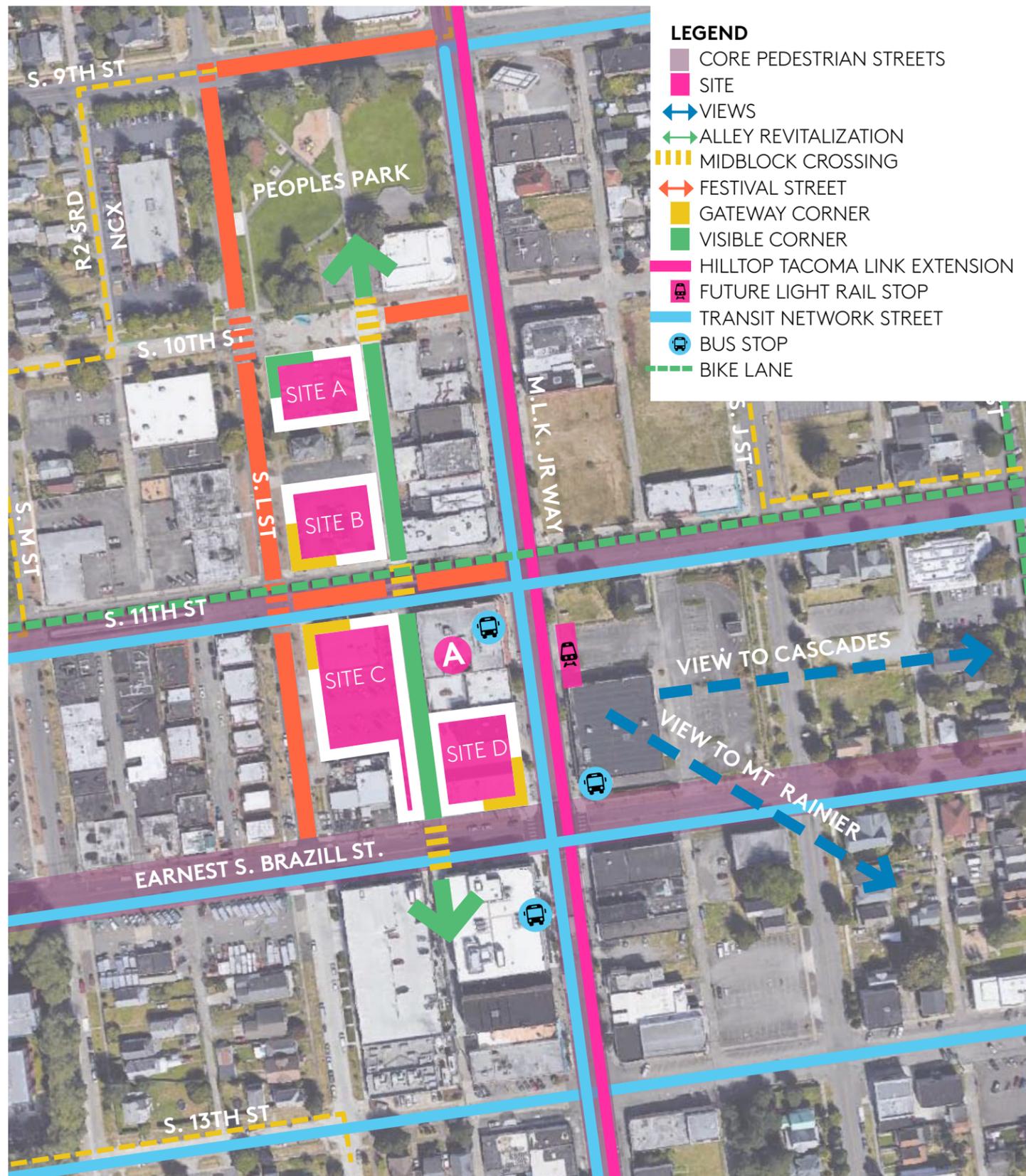
- Develop the connecting alleyway into an activated pedestrian space.
- Concentrate retail space on the east-west streets to connect directly to the existing retail district.
- Residential entries and amenity spaces located on the quieter non-arterial S. L St.
- Provide permanent seating areas at residential entries in the L Street right-of-way.
- Locate the 2- and 3-bedroom family units close to the open space of People’s Park.
- Locate permanent support housing units near services, including the Light Rail station.
- Explore locating a local Tacoma Public Library branch/learning/resource center in the project.
- Include home daycare opportunities for residents.
- Incorporate neighborhood history, arts, and culture into building and site design.
- Integrate opportunities for gathering and events of different scales. Design these spaces to be flexible and adaptable to host anything from birthday parties to public performances.
- Incorporate lush plantings and explore opportunities to incorporate community gardens and fruit trees (a historic aspect of the neighborhood).
- Integrate a rooftop view deck and community space that is accessible to residents of all buildings.

Key process takeaways include¹:

- Continue outreach to the neighborhood throughout the development process. Provide regular updates.
- Include community members with a particular interest in certain areas (i.e. community space, retail space) in the design process as these areas are developed.
- Make units affordable for current Hilltop residents and those who have already been displaced.
- Explore a community preference policy when leasing units to combat displacement pressures.
- Create partnerships with local organizations to support business development.
- Prioritize local and minority-owned businesses when leasing ground floor retail.
- Conduct outreach regarding job opportunities for residents during the construction phases.
- Resist the net loss of affordable housing in the Hilltop neighborhood.

¹ The findings of the community engagement process are described in more detail in the ‘Community Engagement’ and ‘Community Input’ sections.





SITE SUMMARY

THE PROJECT BRINGS FOUR NEIGHBORING SITES TOGETHER TO FORM A RESILIENT, MIXED-USE CORE OF AFFORDABLE HOMES IN THE RAPIDLY CHANGING HILLTOP NEIGHBORHOOD OF TACOMA.

THE SITE IS ADJACENT TO A PLANNED LIGHT RAIL STATION, PARK, AND A HISTORIC RETAIL DISTRICT AT THE HEART OF TACOMA’S AFRICAN-AMERICAN COMMUNITY.

The four Hilltop Parcels (designated A, B, C, & D) are within an 1/8 mile of each other and are connected by a two-block long public alleyway. The sites are near the planned Tacoma Link Hilltop Light Rail station, the existing Martin Luther King commercial district, and People’s Park. The parcels are zoned Neighborhood Commercial Mixed-Use (NCX), which encourages ground floor retail uses and allows a base height of 45’. Heights of 65’ and 85’ are possible by utilizing bonus provisions. Three of the parcels are on City of Tacoma-designated Pedestrian Streets, which eliminate on-site parking requirements in Transit-Oriented Developments and add building step-backs above 45’.

The project, when complete, will extend the urban core of the Hilltop neighborhood and set a precedent for local development. Built to the lot line, the upper floors maximize the potential number of units. The ground floors will present an active, energized face to the street, with overhead canopies, frequent entries, and site improvements that support urban living. #DesignTheHill participants recommended specific elements that are reflected in the building concepts, such as right-of-way seating areas, street trees, and a desire for preserving access to on-site parking.

The study began with a goal of providing 250 income-restricted rental units. The resulting capacity studies propose four buildings with 237 units and approximately 48,000 sf of ground floor retail and second level commercial offices. The new apartments, ranging from studios to three-bedroom units, will serve individuals,

couples, and families up to 60% of Area Median Income (AMI). One site proposes permanent supportive housing for formerly unhoused persons. A fifth building, on a small 20’ by 100’ parcel adjacent to the south block’s wide alleyway, provides an opportunity to create a “Market Hall” building and a pedestrian environment that could enliven the Hilltop retail district by incubating local and minority-owned businesses.

PROJECT PHASING

To facilitate financing and construction logistics, the project will likely be developed in two phases. Phase One, consisting of Sites C and D, will commence in Spring 2019 and conclude in Autumn 2021. Phase Two, consisting of Sites A and B, will commence in Spring 2021 and conclude in Autumn 2023.

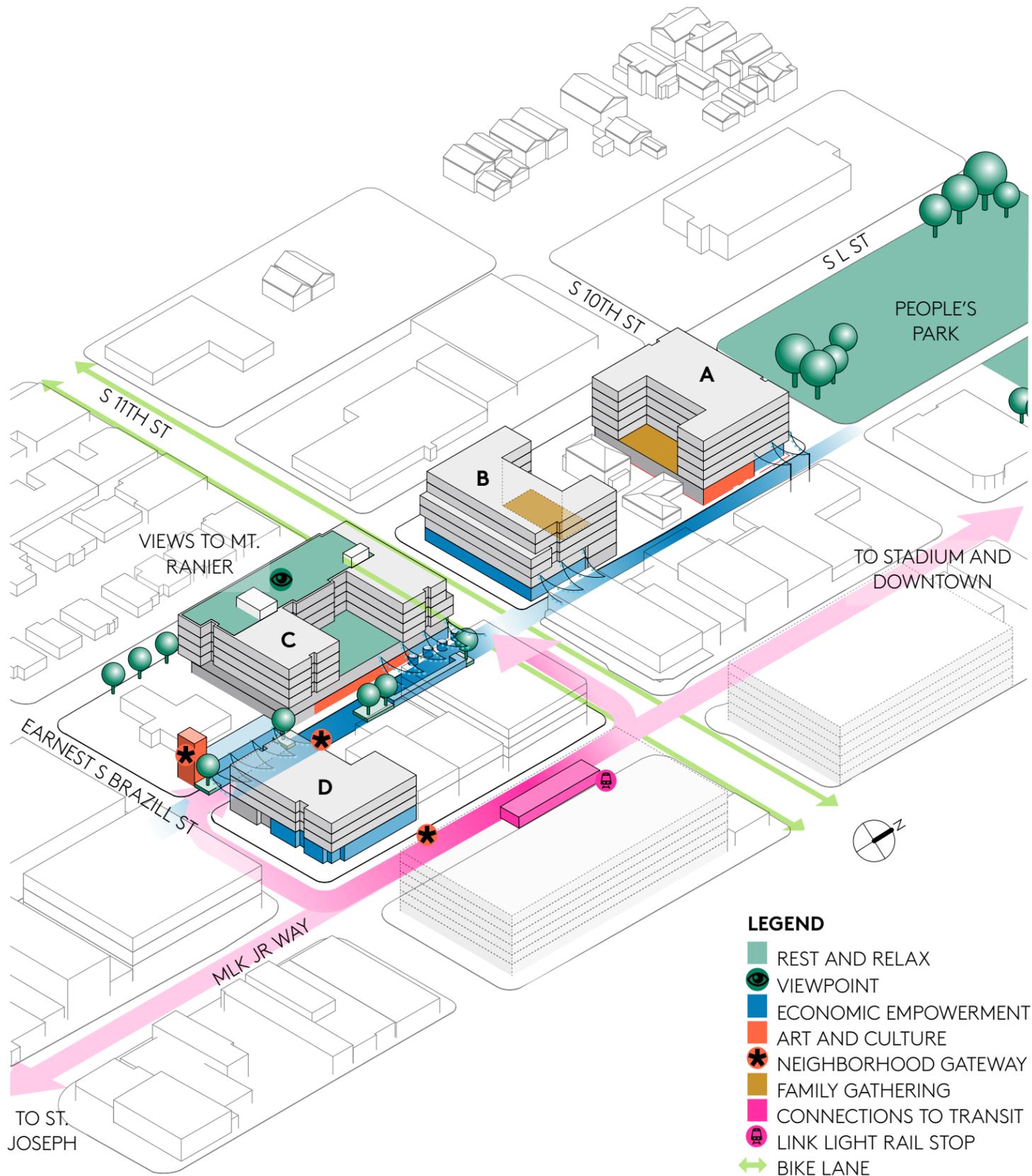
ZONING *For more information, see Appendix A.*

The sites are located in the Neighborhood Mixed-Use District (NCX) zone. Key components of the Land Use Code are:

- The standard building height is 45 ft; an additional 20 ft can be achieved through the bonus program.
- 1 parking stall/unit, units 250-450 sf exempt.
- Required parking can be reduced by 50% for transit proximity and 50% for affordable housing.
- No parking is required for buildings within 10’ of the ROW of a designated Pedestrian Street.
- 50 sf of open space required per unit, can be eliminated by proximity to a Public Park or with a minimum Floor Area Ratio (F.A.R.) of 3.



PROGRAM SUMMARY



The Framework Plan proposes 189 new apartments for income-qualified residents, 48 units of permanent supportive housing, 16,100 sf of office space, 31,700 sf of new retail space and an activated Alleyway joining the sites into a suite.

SITE A (S 10TH & S L ST, SE CORNER)

Site A's street level will be occupied by commercial space facing People's Park, residential amenity spaces, and a small parking garage off the alleyway. #DesignTheHill participants asked that a Tacoma Public Library branch/resource center be considered for this site. All five upper levels are residential, comprised of 50 two- and three-bedroom units. The landscaped courtyard on the second-floor podium level will provide residential open space and outdoor play area for potential home-based daycare units.

SITE B (S 11TH & S L ST, NE CORNER)

This site's street level will be occupied by commercial space along S. 11th St. on the south and residential amenity spaces along S. L St. on the west. Level two is planned as commercial office space. Levels three through six are residential, with 40 two- and three-bedroom units. Like Site A, the third-floor courtyard will provide open space for residents and outdoor play area for potential home-based daycare units. No parking is provided on this site.

SITE C (1120 S 11TH ST)

The ground floor of this building will be occupied by commercial space facing S. 11th St. and residential amenity spaces along S. L St. on the west. The second floor is dedicated to commercial office space. The upper levels (floors three through six) contain 100 units of studio, one- and two-bedroom units. This building could have two outdoor gathering spaces: a large, landscaped third-floor courtyard, and a roof top view terrace, which would be accessible to the residents of all four sites. Parking is provided in a garage off the alley and in one level of below-grade parking. This garage is proposed as a shared facility (as allowed by City of Tacoma code); as this is the largest of the four sites, most of the overall project's on-site parking will be located here. Residents from all four sites, the Alberta J. Canada senior building, commercial office spaces, and retail customers could all use this resource. The THA is exploring shared parking agreements with local partners to accommodate additional parking needs.

SITE D (1124 MARTIN LUTHER KING JR WAY)

The height of this building is proposed to be four stories, keeping with the low-scale retail precedent of the street. This site's street level will be occupied by commercial space fronting both MLK Jr. Way and S. Earnest S Brazill St. The building will provide 48 studio units of permanent supportive housing for formerly unhoused individuals. The residential lobby and casework offices will face S. Earnest S Brazill St., and an entry to the small parking garage will be located off the alley. Residential units will be on the three upper floors. This building will also have a landscaped courtyard on the second floor.

BUILDING CONSTRUCTION

Building construction types are consistent across the four sites; wood-framed construction (Type VA) over concrete construction (Type IA). All residential buildings, except for the four-story, 45' high Site D, will utilize height bonuses to achieve six stories with a maximum height of 65'.

Two sites, B & C, are proposed with two stories of above-grade concrete construction to accommodate Commercial Office uses on Level two. Site C has a level of below-grade concrete construction, providing a complete floor of parking and building services.

The narrow "Market Hall" construction type is to be confirmed; steel framing with masonry infill and a wood-framed roof are likely.



STREETSCAPE OVERVIEW



Precedent images showing the design direction developed by the community and the design team for the alley and streetscape.

Top to bottom, left to right: Lighting and art help activate the alley and define gathering spaces. Businesses will 'spill out' into the alley with movable cafe tables and chairs. Garage doors will facilitate activation of the alley. Specific areas will be designated for trash collection for the THA properties and neighboring businesses so that trash receptacles can be screened from view.



POTENTIAL ALLEY RIGHT-OF-WAY IMPROVEMENTS AND "ALLEY LOT"

The study proposes improving the public alley that links the rear of all four sites for pedestrian use. North of S. 11th St., the alley has a typical right-of-way width of 20'. South of S. 11th St, the width increases to an unusual 40', providing an opportunity to create a shared pedestrian/vehicle space, known in the Netherlands as a "Woonerf". Traffic-calming cues such as overhead catenary lighting, textured and colored pavement, plantings, and seating areas would slow vehicles and establish pedestrian primacy.

- At the south end of the alley, a possible 2,000 sq. ft "Market Hall" would provide space for multiple small retail scenarios: incubator businesses, pop-up events, food carts, or an open-air public market/bazaar. The hall's east façade could open with large doors and engage the alley, providing mobile seating and event space.
- Raised pedestrian crossings at Earnest S. Brazill St., S 11th St. and S. 10th St. Paving elevation in alley is raised 6 inches to create curbless alley paving, flush with the raised crossings.
- Remove existing median at S. 11th St. at alley intersection to allow barrier-free pedestrian crossing. Vehicular crossing could be limited by bollards.
- Create a special paving pattern from Earnest S. Brazill St. to S. 10th St and at raised pedestrian crossings.
- ADA accessible paving will be selected, and there will be no curbs in the alley. Public spaces will be designed to be accessible to people of all ages and abilities.
- Integrated art in collaboration with local artists. Art opportunities include wall murals, vertical elements, elements integrated in paving, or similar.
- Garbage bin storage collected in designated areas, with potential to add screening enclosures.
- Integrated planters and planting areas, raised and at grade, to provide greening and natural bollards, or edge deterrents, that define vehicular drive lane and slow traffic.
- Vehicular lane narrowed from 40 feet to 16 feet

(City of Tacoma standard) for garbage and fire truck access from S. Earnest S. Brazill to S. 11th St.

- Gathering space adjacent to Site C with special decking or paving and movable furniture. This area could have flexible programming such as performances and play space.
- Overhead lighting installed at all entry points/alley thresholds and above gathering areas.

POTENTIAL L STREET IMPROVEMENTS

- New sidewalks and streetscape planting per City of Tacoma standards. Streetscape trees would be a mix of species to support urban tree canopy diversity.
- Gathering and seating area at each new building in the Right-of-Way planting strip. These public spaces are located outside the residential community rooms and/or residential entries.
- Commercial Streetscape Improvements, (S. 10th At., S. 11th St. and Earnest S. Brazill St.).
- New sidewalks and streetscape furniture per City of Tacoma standards. Movable café tables and chairs could be added at retail spaces where space allows.





NEXT STEPS FOR DESIGN

FOLLOWING THE COMPLETION OF THE FRAMEWORK PLAN, MITHUN WILL BEGIN SCHEMATIC DESIGN OF THE BUILDINGS BASED ON THE COMMUNITY'S INPUT.

TACOMA HOUSING AUTHORITY PLANS TO CONTINUE COMMUNITY ENGAGEMENT AT KEY POINTS OF THE DESIGN PROCESS.

REGULAR UPDATES TO #DESIGNTHEHILL PARTICIPANTS ARE POSSIBLE THROUGH CONTACT LISTS DEVELOPED DURING THE FRAMEWORK OUTREACH AND WILL BE POSTED ON THA'S WEBSITE.

An issue that needs to be more fully addressed is the need for parking. Even though these are transit-oriented development sites, there was a consensus that most residents would still have vehicles, especially in the near-term. The current proposed parking-to-unit ratio is 0.35.

Community members have also asked for ongoing collaboration on the building aesthetics and ground floor design. Whether in meetings or online, opportunities to comment on the design progress will occur at intervals that maximize the design team's opportunity to incorporate feedback and reflect the community's collective voice.

In addition to the 'Action Items' which THA and Mithun can pursue in the next phase of design, there are a number of key community concerns which are beyond the scope of this project. Opportunities for home ownership, programs to support local businesses throughout Hilltop, and expanding access to public restrooms and drinking fountains were all frequent requests from outreach participants.

While THA cannot realize this vision alone, they will continue to participate in and support conversations that bring together developers, city agencies and the community to explore how growth in the Hilltop neighborhood can center on existing residents.

Community Engagement—

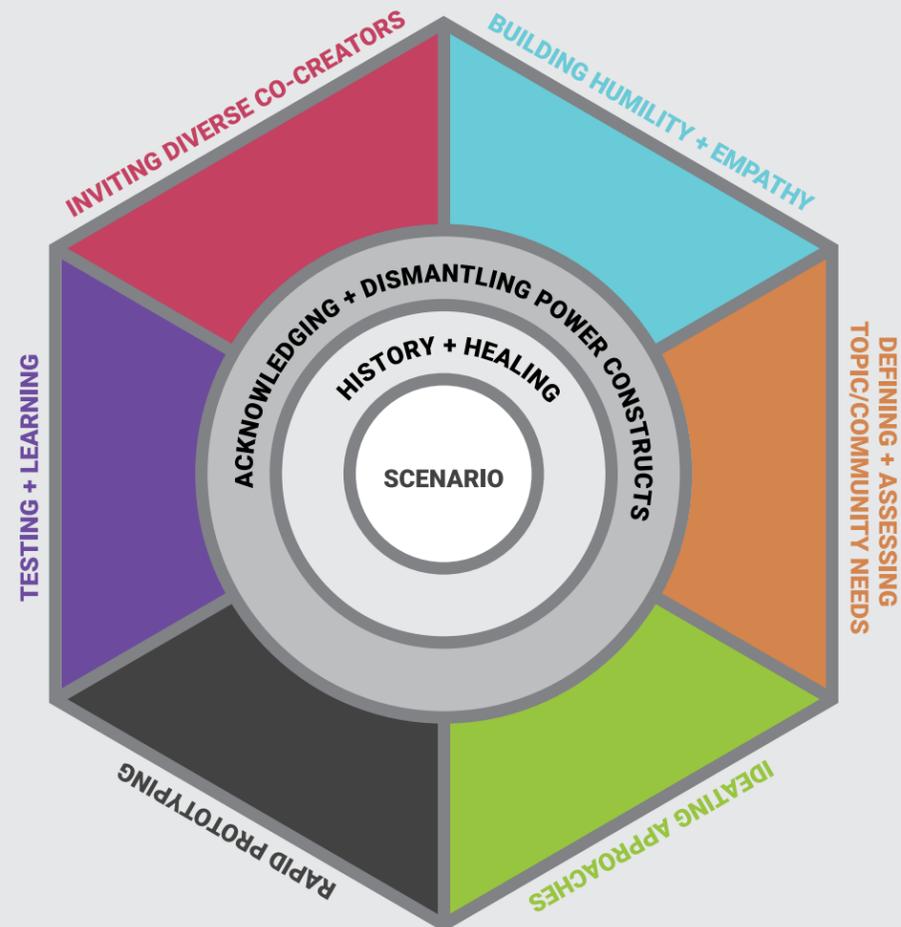


EQUITY-CENTERED COMMUNITY DESIGN

A DIVERSE TEAM OF COMMUNITY ENGAGEMENT SPECIALISTS WITH ROOTS IN HILLTOP DEVELOPED A DESIGN METHODOLOGY FOR HILLTOP BY ANALYZING HISTORIC BARRIERS, EMERGENT OPPORTUNITIES AND UNDERVALUED RESOURCES.

THE COMMUNITY ENGAGEMENT SPECIALISTS CAME TOGETHER WITH THE DEVELOPMENT TEAM TO BUILD HUMILITY AND EMPATHY, LOOK AT HISTORY, AND DEFINE WHAT HEALING WOULD LOOK LIKE FOR THE COMMUNITY.

THEY WENT OUT INTO THE COMMUNITY TO DEFINE AND ASSESS NEEDS THROUGH ENGAGEMENT PROJECTS, HOMEWORK GROUPS, AND DESIGN LABS.



EQUITY-CENTERED COMMUNITY DESIGN

Growing out of THA's "Housing Hilltop" project in 2016, #DesignTheHill aims to empower the community to design itself, ensure future development allows the existing community to flourish, and explore policy changes to minimize displacement. To do that, THA engaged Fab-5 to design an engagement process that would incorporate Hilltop's history, housing needs and desire for equity and accountability. Fab-5 pulled heavily from the framework established by Creative Reaction Labs, summarized in the chart to the left. This approach encourages activists, community members and professionals to use creative problem-solving processes to address human inequities and injustices. The Equity-Centered Community Design Field Guide acknowledges the role of systems of power, while empowering communities to redesign these very systems for a more just world.

Fab-5's research model also incorporates insights from Public Interest Design, Collective Impact, Integrated Design, Development without Displacement, and the EcoDistricts planning framework to put equity goals into action, and channel the community's vision and values into the project framework. This helped the entire team to analyze their internal biases and develop a path forward for creating designs that speak to the community values of Hilltop.

Five Community Engagement Specialists (CES) served as participatory action researchers at the Homework Groups and Design Lab events. Their role was to translate neighborhood values and needs to the development team and make sure that the nuances were accurately conveyed. Through this process, the community values of equity in housing, togetherness, community vitality, and environmental justice emerged as key project priorities.

The community defined their needs as: mitigating displacement; providing community gathering spaces; supporting the local economy; space for arts and cultural representation; promoting a healthy environment with space to relax, access to healthy food and more greenery; and, public safety through a sense of community ownership.

The developer and design team supported these conversations and focused on accountability to participants, practicing active listening, and incorporating community input directly into the project planning. This evolved into building concepts which were shared with the community and updated to reflect further feedback. This iterative process created this framework plan which will inform the final design and programming of the four sites and a vision for the neighborhood's future.

Source: Creative Reaction Lab. "Equity -Centered Community Design Field Guide". Sappi. St. Louis, MI. 2018.



HOMework GROUP 1 - HISTORY OF HILLTOP

A SERIES OF COLLABORATIVE DESIGN SESSIONS WERE HELD TO DEVELOP SHARED MEASURES OF SUCCESS AND ALIGN THE GOALS OF A DIVERSE GROUP OF COMMUNITY LEADERS.

THE COMMUNITY ENGAGEMENT SPECIALISTS INVITED NONPROFITS, BUSINESSES, HOUSING PROVIDERS, AND CITY OFFICIALS TO FOCUSED DISCUSSIONS, WHERE THEY BRAINSTORMED INTERSECTIONAL PROJECT BENEFITS. THEIR SUGGESTIONS INFORMED THE AGENDAS FOR THE LARGER DESIGN LABS AND ALLOWED THE DEVELOPMENT TEAM TO DEVELOP THOUGHTFUL RESPONSES TO COMMUNITY PRIORITIES BEFORE THESE MEETINGS.

Fab-5 team members began with a presentation on the history of Hilltop, focusing on the forces which have driven housing development in the neighborhood. Today, the neighborhood’s traumatic history of disinvestment and redlining is reflected in statistics. In 2016, Black applicants in the Tacoma -Lakewood metro area were nearly twice as likely to be denied a conventional home mortgage as white applicants¹. Poverty and displacement are traumatic, stressful experiences, contributing to higher rates of mental distress, which impacts 17% of Hilltop residents compared to 14% of Tacoma residents². These poorer health outcomes result in lower life expectancy, which is 76 in Hilltop compared to 78 city-wide². These statistics are discussed further in Appendix D.

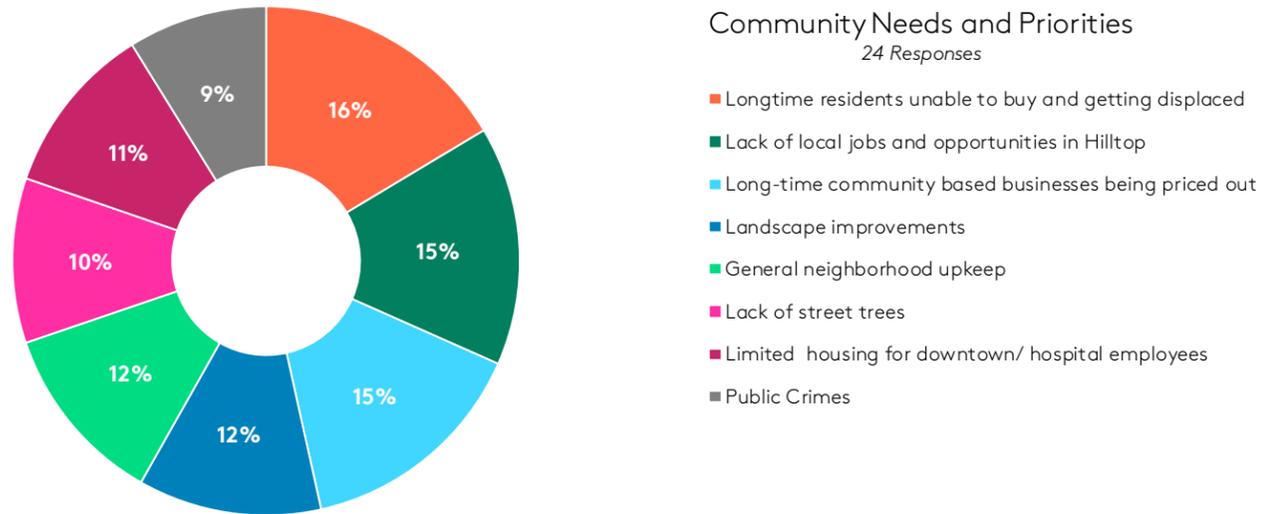
Discussion centered around the importance of making room for the voices of residents at risk for displacement, people of color, and other historically disadvantaged groups. Participants filled out surveys and voted on the priorities for community investment, summarized in the adjacent charts.

¹ The Center for Investigative Reporting. Reveal. “Modern-Day Redlining: Tacoma - Lakewood, WA.” 2019. Available for download at https://apps.revealnews.org/redlining/?design=cir&race_ethn=black&metro_area=45104
² City Health Dashboard. City Health Dashboard Data. New York: City Health Dashboard; 2019. Available for download at www.cityhealthdashboard.com.

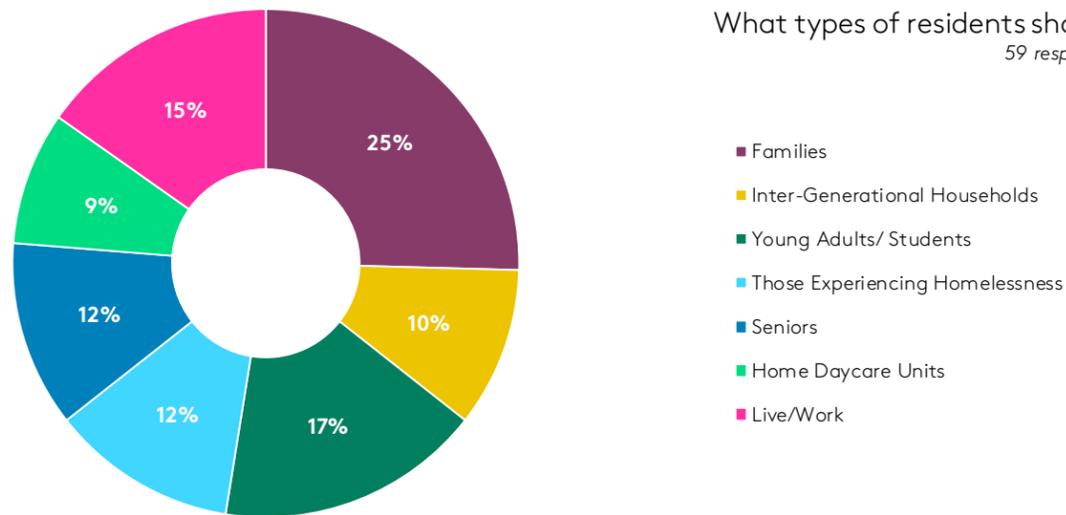
OUTCOMES

- Celebrating resident stories and community identity quickly emerged as an important aesthetic and programmatic driver.
- Attendees completed a survey on community needs and priorities, which was used to program buildings and to shape the proceeding outreach events.
- The areas of highest concern for attendees were the displacement of long-term residents, lack of local jobs and opportunities to live and work in Hilltop, and long-time community-based businesses being priced out.
- General neighborhood upkeep is important to stakeholders. Ongoing efforts in this area should be community-led.
- Long-term residents are unable to buy homes in the area. While there are significant limitations on what the proposed development can achieve, ways to create an equitable pathway to home ownership should be explored.
- Edible landscaping can combat food insecurity. Many residents referred to the fruit trees that used to be prevalent in the neighborhood.

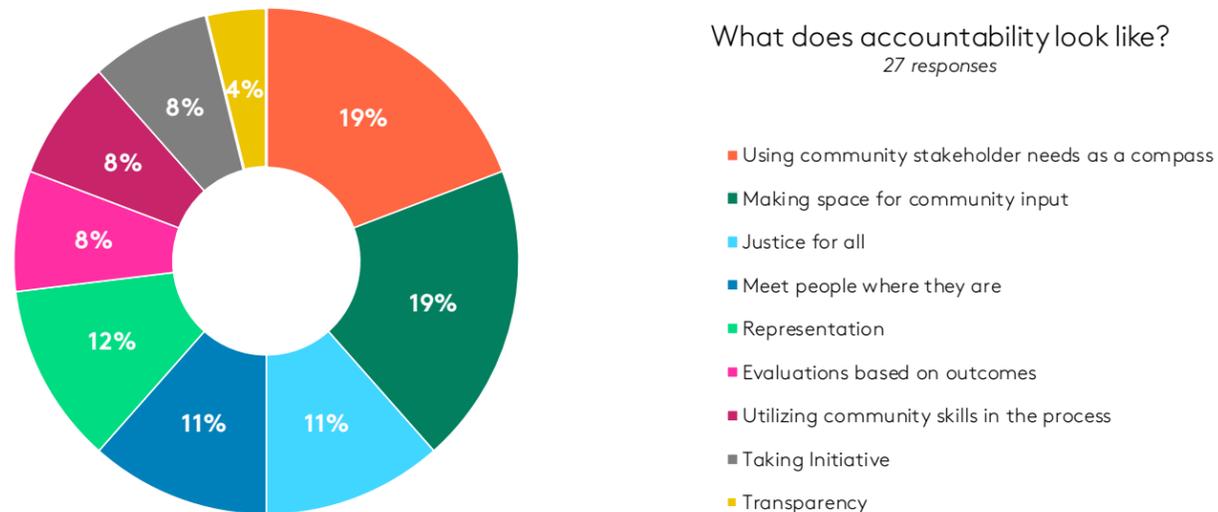
Community Needs and Priorities
24 Responses



What types of residents should these buildings serve?
59 responses



What does accountability look like?
27 responses



Responses from Homework Group 1 Needs and Priorities Synthesis, compiled by THA



HOMWORK GROUPS 2 AND 3



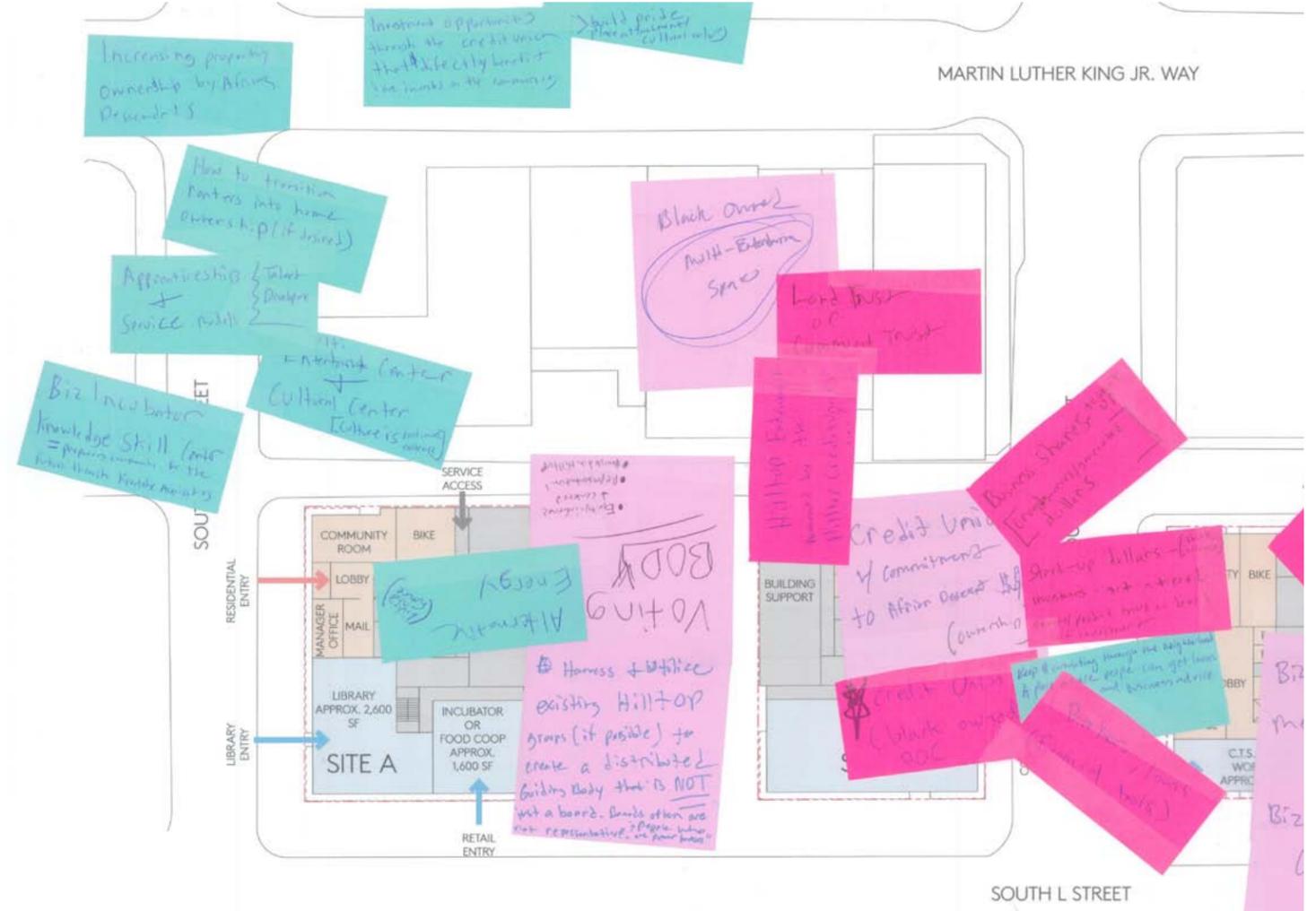
In Homework Group 2, we zoomed into the site level, and collected feedback on what housing typologies would best serve the community

HOMework GROUP 2 – ASSESSING COMMUNITY NEED

In this session, participants began to discuss which neighborhood needs could be met within the community rooms, retail spaces, and residential units provided in the building. Mithun summarized the constraints of the site prescribed by City of Tacoma codes and described potential development opportunities. Stakeholders shared their priorities for the public spaces and ground floor uses and discussed approaches for achieving this with designers.

OUTCOMES

- The proposed buildings should serve a diverse group of residents, representative of the population of Hilltop. However, the needs of families and those currently experiencing homelessness were emphasized as community priorities.
- The idea of creating a community hub with places for gatherings of different sizes and local businesses which could become community anchors began to develop.



In Homework Group 3, leaders and entrepreneurs from Hilltop shared what types of businesses they would like to see on the ground floor with us

HOMework GROUP 3 - ECONOMIC EMPOWERMENT

The Community Engagement Specialists invited neighborhood business owners to collaborate with the development team and outline a vision for a ground floor retail environment which will be financially sustainable and accessible, particularly for entrepreneurs of color. Mithun presented a commercial capacity study to help participants visualize how much gross square footage was available within the development. Ms. Kay Littles of Bob's BBQ gave a presentation on the history of Black businesses in Hilltop. In addition, Bob Fredrickson of Coldwell Banker gave a presentation on the cost to rent new retail space.

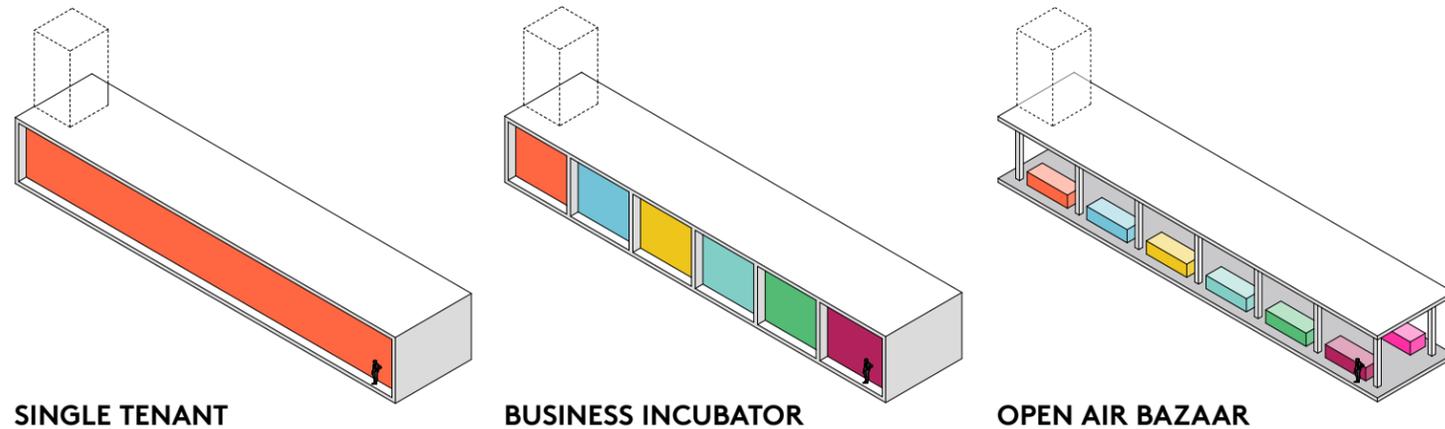
OUTCOMES

- Black owned businesses are important keystones of the community.
- Ground floor retail spaces must be accessible to Black and Brown entrepreneurs. The development team should consider what price points and methods of supporting the new businesses will allow them to be financially successful.
- The community also indicated an interest in exploring models for community ownership, including opportunities for cooperative or group ownership of commercial assets.

HOMEWORK GROUP 4 - REFINEMENT



By this point in the design process Mithun had synthesized resident requests for a 'decolonized' space in the alley that created spaces for informal gatherings and prominently displayed art



SINGLE TENANT

BUSINESS INCUBATOR

OPEN AIR BAZAAR

The activity at the 4th Homework Group focused on how residents would like to see the business incubator space in the flag lot used. Residents preferred the 'Open Air Bazaar' typology, as illustrated above, but encouraged us to incorporate the best elements of each.



Photos of Homework Group 4 participants by Roberta Schur



HOMEWORK GROUP 4 - REFINEMENT

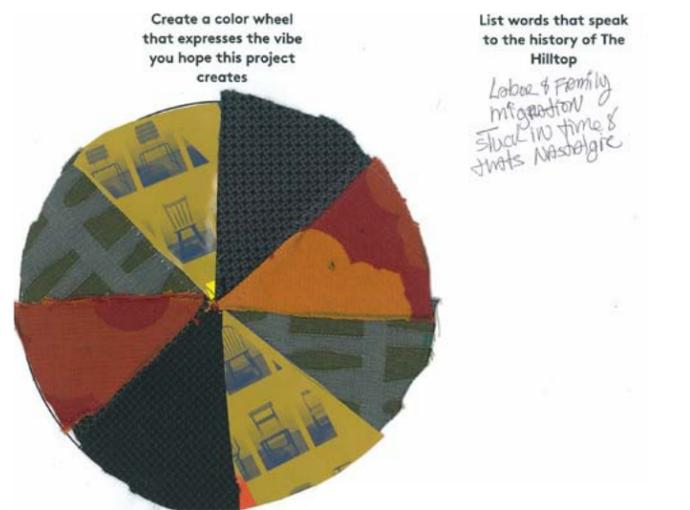
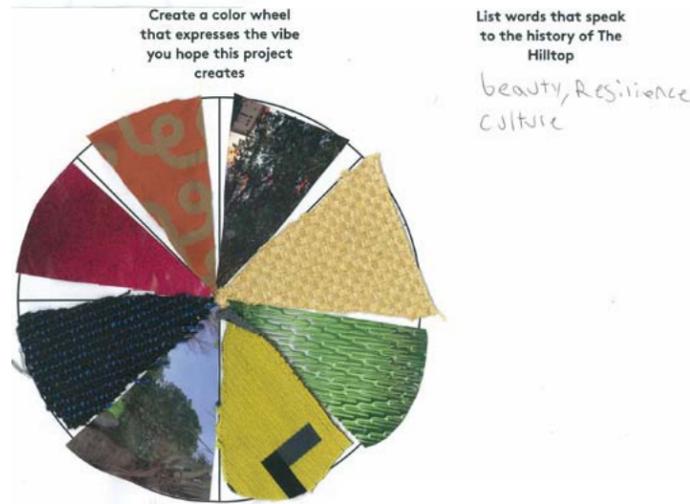
The fourth homework group was the final public meeting of the framework plan phase. Mithun shared how feedback from the previous community meetings was incorporated into the design, and led an exercise with the group to explore the design of the alley lot and a potential 'Hilltop Icon' in the alley.

OUTCOMES

- Stakeholders are supportive of the gathering spaces, art opportunities, greenery, and catenary lights which are incorporated into the alley concept design.
- There is great potential for a new business incubator space in the 20' x 100' lot at the entry to the alleyway. The design team developed three ideas on how to activate the space based on resident feedback from previous meetings: a space for a single tenant, a series of small incubator spaces, or an open-air bazaar with shared restrooms and storage. Participants favored the open-air bazaar solution, but want to incorporate the best elements of each idea into the final design.
- Providing opportunities for a variety of businesses is important. Spaces for food trucks in addition to the permanent market hall space could further this goal.
- A primary concern for outdoor gathering spaces is providing protection from Tacoma's rainy winters, and ensuring that there is enough covered, heated

- area that the space can be activated year-round.
- The potential for a 'Hilltop Icon' at the intersection of the alley and Earnest S. Brazill Street is an exciting opportunity to create a welcoming gateway into the project. Residents want this icon to represent stories of Hilltop's residents and history. Examples are repurposing an iconic neighborhood sign (such as Clinton's Red Piano); a sculpture celebrating Rev. Earnest S. Brazill, the Baptist pastor and Tacoma civil rights activist the street is named after; or a celebration of other lesser-known local civil rights icons.
- A green roof on the alley lot could provide additional connection to nature.



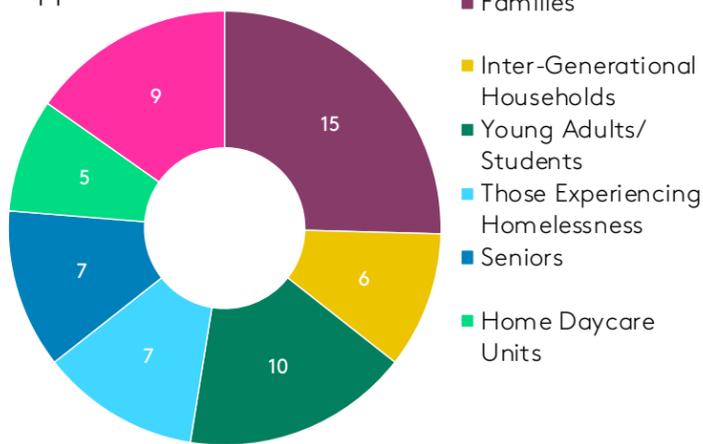


Participants made color wheels to demonstrate the look and feel they preferred for the project. Many included bold colors.

What are your street level priorities?



Which types of residents should these buildings support?



Community Priorities



Community members voted on neighborhood priorities that could be realized in this development

DESIGN LAB 1 - ASSESSING COMMUNITY NEEDS

WHAT IF THE COMMUNITY WAS ACTIVATED AS THE HEART OF THE DEVELOPMENT TEAM?

DESIGN LABS HELPED REALIZE THIS VISION THROUGH ENERGIZED AND ACCESSIBLE COMMUNITY EVENTS WITH MUSIC, FOOD AND COLLABORATION. EQUAL WEIGHT WAS GIVEN TO PARTICIPANTS NO MATTER THEIR BACKGROUND OR EXPERIENCE WITH BUILDING DESIGN.

RESIDENTS WERE DIRECTLY INVOLVED IN CREATING THE FRAMEWORK FOR FIRST-FLOOR BUSINESS SPACES, COMMUNITY SPACES, CULTURALLY RELEVANT BUILDING DESIGN, ROOFTOPS, ALLEYS, STREETS, AND SIDEWALKS. THE PROJECT WAS DESCRIBED IN AN OPEN AND ACCESSIBLE FASHION TO LOWER BARRIERS TO PARTICIPATION.

Design Lab 1 introduced the public to the four redevelopment sites. The presentation focused on Tacoma Housing Authority's commitment to centering the voices of community members in the design.

Approximately 70 attendees broke into five small activity groups to address Street Level Design, Resident Experience, Neighborhood Character, Outdoor Community Spaces and Broader Community Needs.

A series of creative projects engaged residents as they rotated through the activity tables. Community Engagement Specialists (CES) led conversations at each station, focusing on specific design questions, but allowing for broader conversation.

OUTCOMES

- The importance of maintaining a place for Hilltop's existing vibrant and diverse community to live, work and play as development pressures grow was reiterated as an over-arching theme.
- Residents made 'color wheels' for the project, and many participants suggested bold colors for the exterior of the building.
- Importance of having community gathering spaces
- Housing should be affordable to current hilltop residents and affordable long term.
- Establish a community preference policy to house current and displaced Hilltop residents, particularly people of color.



DESIGN LAB 2 – BUILDING ON INTIAL DESIGN OPTIONS



In Design Lab 2, Mithun created a wooden massing model to demonstrate the proposed height of buildings, and to allow residents to experiment with potential alternative building orientations



Design Lab 2 invited community members of all ages to share their creative vision for the future of Hilltop

During Design Lab 2, the project team presented an initial design option. The proposed layout integrated the ground floor uses the community had proposed in Design Lab 1, the service spaces that support the building’s functions, and residential spaces designed based on feedback from the first two Homework Groups. These drawings and a series of example images guided a more detailed discussion around the character of each space.

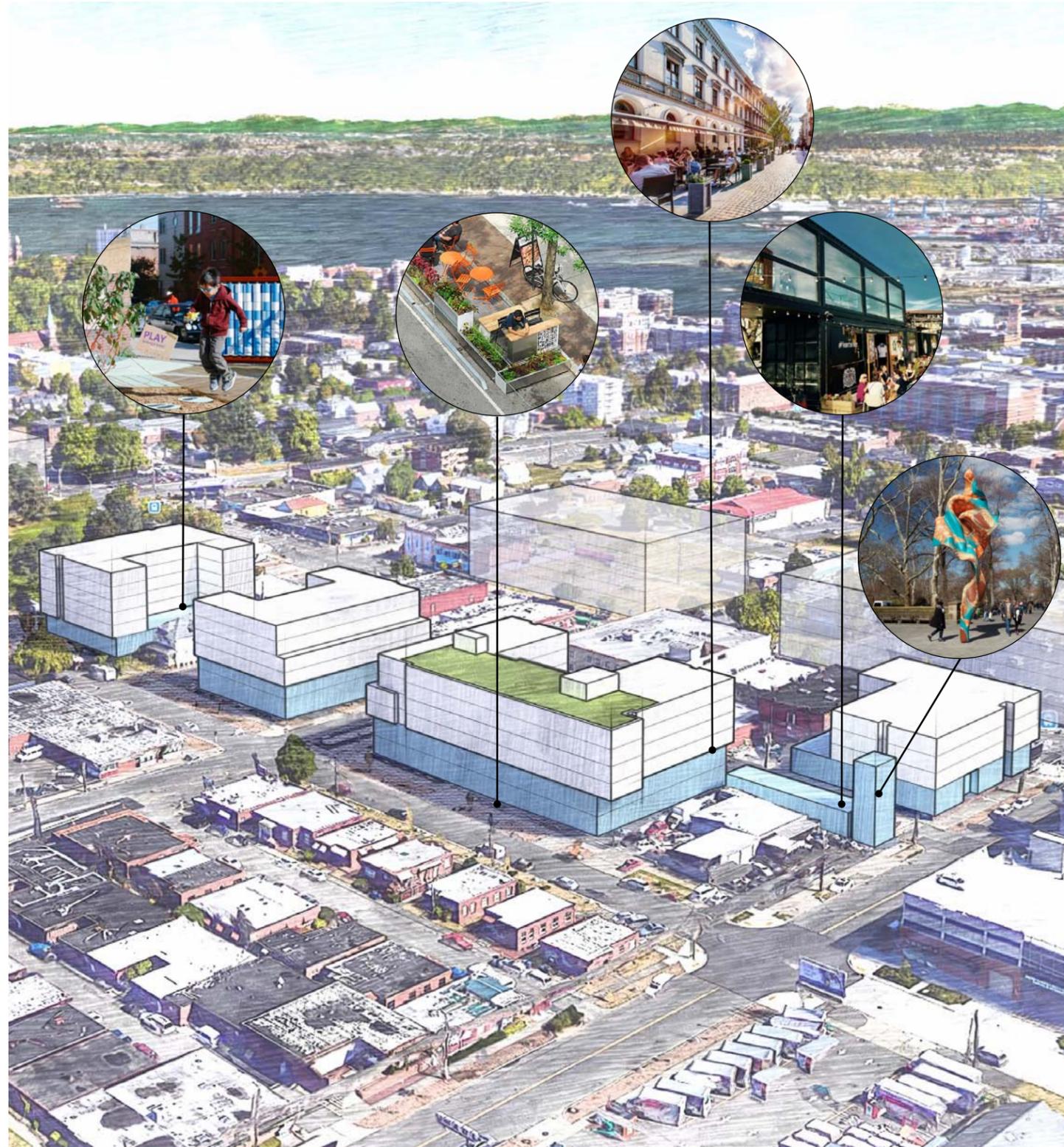
OUTCOMES

- Residents desire interactive spaces that would be representative of the history of Hilltop while leaving space for the community to evolve and express themselves in the future. In discussions, this was described as a ‘de-colonized space.’
- Residents prefer flexible designs for community rooms and the alleyway. These spaces should be usable for a variety of events.
- The community requested connections between spaces. Businesses should spill out into the alleyway and sidewalk. This resulted in changing

the orientation of the retail spaces and residential entries. Those spaces should be activated with flexible seating that is not fenced in, to appear more open and welcoming.

- The health benefits and beauty of plants and trees were discussed at length. Residents expressed a desire for community gardens over rigid, predetermined landscaping. This will allow them to manage their own space.
- Including art within the development is important to the community. Artists with roots in Hilltop should be chosen to represent the area’s Black and Native American communities. The art pieces should be a vibrant celebration of neighborhood history and provide opportunities for youth to explore their cultural identity.

DESIGN LAB 3 - TESTING AND LEARNING



For Design Lab 3, Mithun developed a preferred massing, incorporating community suggestions and the technical expertise of architects, planners and contractors. We began to discuss details of how traffic should flow, spaces should be accessed, and public areas should be programed with the community.

The focus of the third design lab was on presenting the Framework Plan to the community, and to ask for further feedback on the design of the gathering spaces. Participants divided into three groups to discuss resident spaces, public spaces, or business spaces based on their interest. Each group included two CESs to facilitate the discussion and a designer from Mithun to answer technical questions. THA staff were also on hand to answer questions. The community generally supported Mithun's framework plan and suggested additional areas to explore in future planning.

OUTCOMES - HISTORY AND CULTURE

- Residents emphasized the importance of telling the stories of residents of color within the development.
- Art should feature stories that are relevant to the function of each building (i.e. stories of locals overcoming homelessness, young students, artists, families)
- Site-specific and story-specific artwork should commemorate Hilltop Heroes. Some of the suggestions include honoring Elizabeth Wesley who helped organize Shiloh Baptist, consulting with Dionne Bonner who has previously done work around Hilltop History, honoring today's activists in a 'Hilltop Heroes Hall of Fame' or looking to the book *Speaking Out: Twenty-One of Tacoma's Social Justice and Civil Rights Champions* by Katherine Dorr for suggestions.

OUTCOMES - RESIDENT SPACES

- Hallways should not feel cold or sterile. Art in the hallways could both honor history and create an identity and sense of flow within the building.
- Include additional shared areas for indoor play, reading, or quiet contemplation.

OUTCOMES - GATHERING SPACES

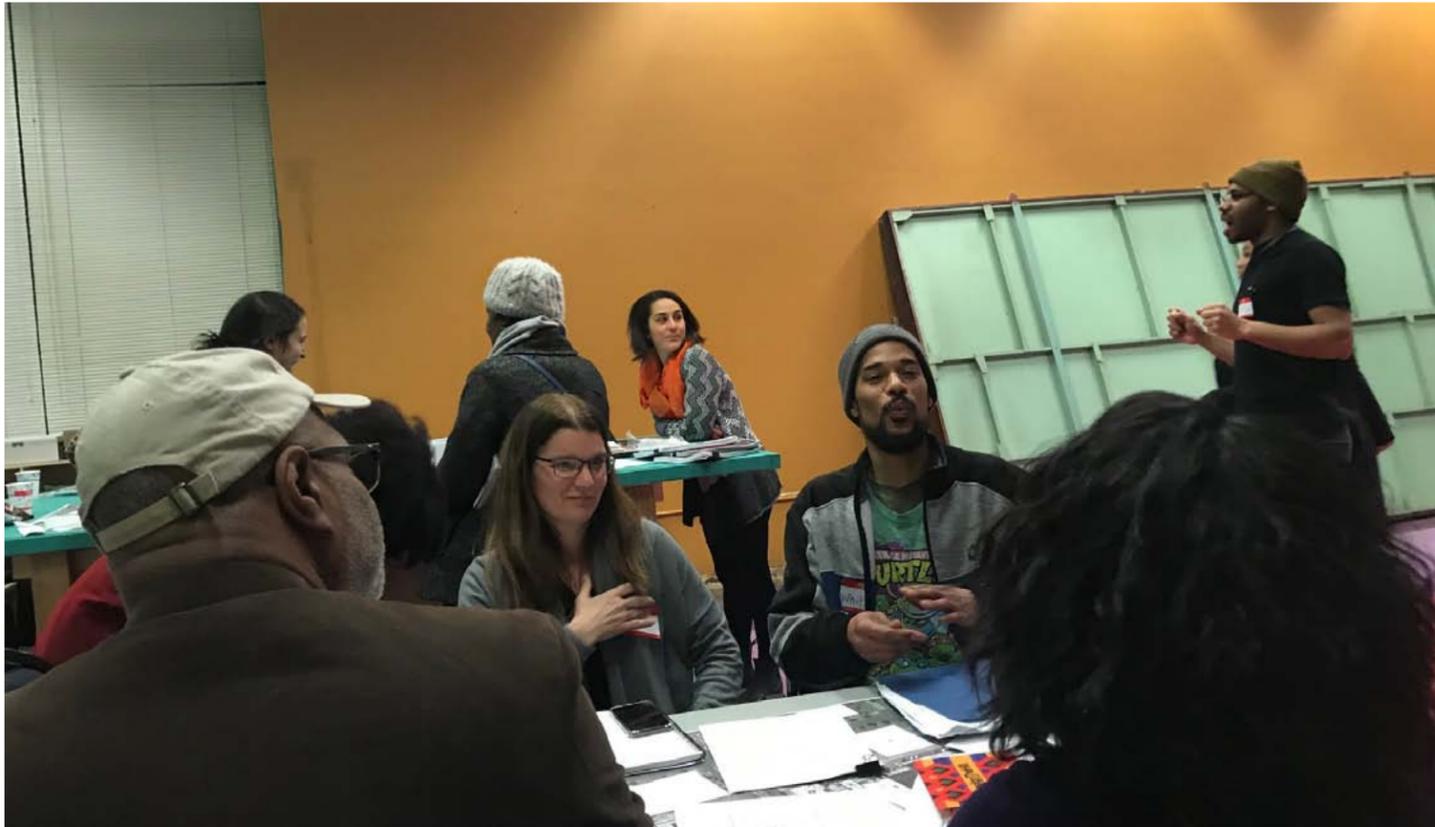
- There is a need for equitable event space. Events are as much a keystone in the community as legacy buildings. Hilltop's general lack of programming degrades its social fabric as a community.
- Community members would like outdoor spaces for events like block parties and pop-up art shows.
- Gathering spaces should be usable year-round. Including canopies for rain protection, shade and

heat lamps in outdoor spaces will facilitate this.

- The project should incorporate 'universal design' principals to ensure spaces are accessible to all residents.
- Avoid 'hostile' architecture such as anti-homelessness spikes, sloped seating or benches punctuated with arm rests in favor of public spaces that allow residents to use them to suit their needs.
- Explore installing all way crosswalks at busy pedestrian intersections.
- Edible landscapes can bring the community together through gardening or cooking classes with the food grown.

OUTCOMES - BUSINESS SPACES

- Mitigating business displacement is essential to supporting a thriving Hilltop.
- One way to increase the visibility of new stores is to install a business directory at the Link light rail station.
- Many types of businesses were suggested including: a performing arts center that supports youth, black-owned arcade, meeting space for local groups, Hilltop town hall, a theater, businesses that facilitate self-care, a fitness center, and healthy food options.
- Parking is crucial to business success and is an equity issue as lower income people often can't afford monthly parking spots.
- Encourage alternatives to private car ownership. Facilitate access to Vanpool, ridesharing, and bike share.



Above: Whitney was in charge of mobilization of current residents. Below: Whitney's outreach was important in ensuring many community members were able to attend Design Labs and Homework Groups



COMMUNITY ENGAGEMENT SPECIALIST PROJECTS

IN ADDITION TO HELPING FACILITATE HOMEWORK GROUP MEETINGS AND DESIGN LABS, EACH COMMUNITY ENGAGEMENT SPECIALIST LED A PROJECT TO COLLECT FEEDBACK ON THE PROPOSED DEVELOPMENT FROM A SPECIFIC FOCUS GROUP. THIS CONNECTED WITH THOSE WHO HAVE BEEN HISTORICALLY UNDERREPRESENTED THROUGH TRADITIONAL OUTREACH METHODS.

MOBILIZATION OF CURRENT RESIDENTS WHITNEY BRADY

STREET TEAM / OUTREACH / PHONE BANKING

Whitney served as the finger on the community's pulse during this project. Whitney worked to meet the community where they were and get them to the Design Labs. He engaged with people on a personal level through door-to-door canvassing efforts, and strategically placed #DesignTheHill posters and flyers around the neighborhood. He responded to the community's concerns and collected their feedback. Whitney met people on their doorsteps, in the park, walking down the street, or at the neighborhood Safeway.

He created a strong awareness of the proposed design project, and other things happening in the neighborhood. This outreach allowed the project team to get a clearer understanding of who was out in the community, how they could get involved in the project, and connect with people who were passionate about social equity.

Whitney focused on the long-term changes taking place in the community and aimed to empower Hilltop residents to continue to fight for equitable development. Whitney's engagement feedback focused on the community's need for accountability and desire to "Take Back the Hill."

BARRIERS TO THE COMMUNITY

— Many people are skeptical of redevelopment plans, given the history of the neighborhood. Long-time residents of the neighborhood have knowledge of the history that's not documented. They have

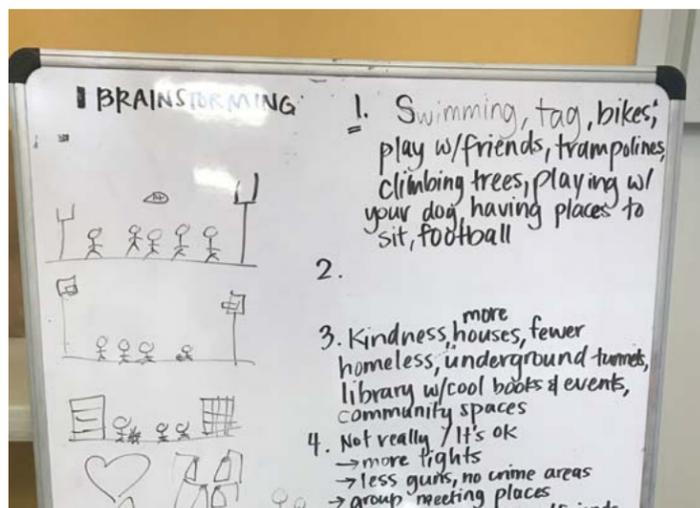
pride in their community. However, they believe that newcomers are unfamiliar with the history and apathetic towards its depth of culture. These differences create divisions between residents and any effort to redevelop the neighborhood in a way that benefits everyone.

RECOMMENDATIONS

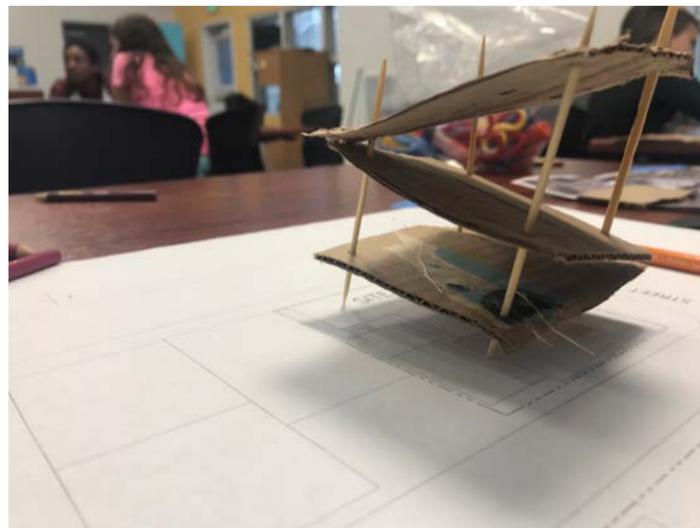
- Residents have pride in their community and want to continue to feel welcomed even with the new development and changes that are coming to the neighborhood.
- New development should document and honor Hilltop's history and culture to educate youth and new residents. Establishing these cultural touchstones can anchor the roots of the Hilltop, confront the anxiety around displacement, and open dialogue for cohesion amongst a diverse population in the neighborhood.
- Provide low-cost access to important resources like wireless internet, electricity, computer access, and other daily amenities.
- Provide space for creative expression in the design of the building, e.g., spires, ceilings, and other surfaces that might bear artwork.
- Provide spaces for community and family gatherings; allow them to be reserved for both public and private events.



Above: Participants in the (Generate)tion Assembly: Interactive Creative Workshops



Above: Participants brainstormed uses and activities they wanted to see in the area. Below: students then made massing models for the four project sites.



**(GENERATE)TION ASSEMBLY:
INTERACTIVE CREATIVE WORKSHOPS
TIFFANY HAMMONDS
FOCUS COMMUNITY: YOUNG PEOPLE**

Tiffany began her project with the vision of going to where youth are, instead of requiring them or their parents to come out for engagement. She created cardboard site mock-ups and provided extra pieces for young people to add stories to buildings and materials to create logos for business fronts. She conducted outreach with youth from Bryant Montessori K-8, McCarver Elementary School, Jason Lee Middle School and Foss High School. During each workshop, Tiffany taught the youth about the history of the neighborhood and the future plans for development in the area. They discussed how gentrification impacts them and their future, and how they could work together to create the future of Hilltop.

Based on Tiffany's research for her engagement project she learned that it would be easier for most participants to react to existing mock-ups or real world examples than to imagine something from scratch. She integrated these findings into her community engagement project by creating mock-ups that were culturally relevant.

Tiffany also found feedback from previous projects helpful in designing her community engagement project. The most important lesson was not to show up at a community meeting expecting participants to make something out of nothing. Instead, she proposed beginning the conversation with a foundation for participants to build on. Hilltop's history shapes what's to come and has molded community members. Tiffany's project shared this vibrant history in order to spark minds and encourage youth to engage with the future of their neighborhood.

BARRIERS TO THE COMMUNITY

The workshops were designed to be engaging for students with a variety of learning styles. Youth struggle with the idea that they lack creativity, or that their ideas and opinions aren't valued. Students can discourage other students from their creative process. Some may not know or care about the issue because they may not know how it affects them. Schools may limit the

students who are able to participate from racial bias (students of color are more likely to be restricted from opportunities and more likely to be disciplined).

RECOMMENDATIONS

- Create opportunities for education, where people can exercise critical thinking.
- Create spaces that support positive activities for youth, e.g., movies, bowling, games, youth-run cafes, playgrounds.
- Create spaces where young people can feel motivated to take on challenges. Young people need opportunities for self-expression, for conversation, and for activity. Affording these opportunities is critical to self-esteem, development and actualization.
- Use bold colors in the buildings to express the creativity of young people.





Left: Community members participating in Gerardo's Survey. Right, middle row: Community members were given plants and candy as thanks for their participation. Bottom row: Flags that community members painted to represent Hilltop



DISSOLVING LANGUAGE BARRIERS: ESL OUTREACH AND INCLUSION GERARDO PEÑA FOCUS COMMUNITY: ENGLISH LANGUAGE LEARNERS

Gerardo's project was inspired by the metaphor of community engagement changing and enlivening Hilltop like a plant; plants represent life, plants transform their environment and plants represent roots. Gerardo connected with organizations like Tacoma Community House (TCH) and Centro Latino to interview non-native English speakers. Following these conversations, he gave each community member a small box with a plant inside as a thank you, and to represent a connection. He beautified the neighborhood and raised awareness of the project by placing plants and flags with the hashtag #DesignTheHill around the neighborhood.

BARRIERS TO THE COMMUNITY

The ESL community faces the barrier of accessing local resources from a predominantly English-speaking social structure. Also, a lot of these people are new to, and unfamiliar with, the American culture. That is why reaching out to organizations that have strong relationships with the ESL community is important. People want to see all cultures represented, not just their own. Most people spend more than half their monthly income on rent.

RECOMMENDATIONS

- Non-profits like TCH and Centro Latino and others are making a strong impact that is valued by the ESL community. Provide access to these resources wherever people choose to live.
- Include a variety of food options for a multicultural experience. Sitting down to eat is a regularly occurring activity that has the power to connect people, and equalize social dynamics between English speakers and learners.
- People want to see more events and more festivals representing other cultures. Like having food options, events are an easily distinguishable cultural product that offer English learners opportunities of creative self-expression in a primarily English-oriented governance structure and system of common law.
- Increase the amount of plant life and vegetation.
- Affordability is a key issue for English language learners.



Above: A presentation on the history of the neighborhood provided by long time residents and local business owners (Homework Group #4, April 2019)

DESIGN THE HILL - THROWBACK EDITION
MATAMATANONOFO PORTER
FOCUS COMMUNITY: SENIOR CITIZENS, CURRENT OR FORMER HILLTOP RESIDENTS

Design the Hill, Throwback Edition is a community engagement project and temporary art project, giving new life to the history of the Hilltop. Matamatanonofo held several conversations with elders of the community, people who are over the age of 50, who either live here currently, or are former residents. From those conversations six locations were identified that spoke to their personal experiences and represent their sense of belonging in the neighborhood. Examples included homes that their family grew up in, businesses, schools, churches, landmarks or some other structure. Matamatanonofo recorded these powerful memories and distributed design surveys to learn how the Hilltop Parcels could be designed to meet the needs of community elders.

BARRIERS TO THE COMMUNITY

Limited mobility -Lack of mobility creates anxiety for seniors. Seniors have limited capacity to move, both around the home and throughout the neighborhood. There are seniors living on higher floors that hesitate to leave their units due to mobility difficulties.

Limited income - Affordability is a high priority for many seniors who can no longer work and must survive on a



fixed income. People are very dissatisfied by the high prices and low quality of the local Safeway.

Communication - Seniors are likely to be largely unreachable on online communities that are the new norm, e.g., social media, email, subscription lists.

RECOMMENDATIONS

- Physical and mental well-being is an important issue for senior residents. Consider how pavement treatment will impact surfaces from a comfort and stability perspective, especially for residents with wheelchairs and walkers that feel those treatments every day.
- Provide sturdy handrails to protect against falls; keep the premises secured.
- Engage with seniors about what art and aesthetics will be used in their buildings or spaces—make choices that will build self-esteem and pride
- People care about being in close proximity to the important places in their lives: grocery, clinics, stores, restaurants. They want choices of affordable, high quality food on site. The lack of mobility for seniors is a critical hurdle, and no amount of transportation infrastructure and mobility investments can mitigate that challenge.
- Continue to build community among elders and across generations. People want a friendly neighborhood atmosphere.



Above: Dion organized a pop up market with Black entrepreneurs from Hilltop.

AESTHETICS OF HILLTOP -
ENTREPRENEURIAL EQUITY, LEGACY
DION THOMAS
FOCUS COMMUNITY: LOCAL ENTREPRENEURS

Dion’s community engagement project was inspired by the vision of opening Black-owned, operated or managed businesses throughout the commercial spaces of the proposed buildings. His work was driven by a desire to prioritize and provide business space for current and former Hilltop residents, with an emphasis on Black business owners and entrepreneurs. The Hilltop was once a hub of Black business, culture and creativity. Dion envisioned a return to this vibrant local economy which he described as the “Hilltop Renaissance”, reminiscent of the Harlem Renaissance. This change would be supported by providing equitable access to business resources for Black creatives and entrepreneurs from Tacoma, which would mobilize and activate the community and change the face of Hilltop business. Dion began this project with a networking event to gather information on the needs and priorities of Black entrepreneurs. He recommended that the project team develop a program to guide and support future business owners and ensure their success. Dion’s engagement project culminated in a pop-up market with other Black entrepreneurs, allowing them to bring their dream of a small business to life, and solve some of the challenges involved in this first hand.



RESILIENCE	Explore viability of LEED resilience pilot credits. Use NOAA climate toolkit to analyze impacts to energy water & vegetation.
EQUITY	Complete King County Equity Impact review or Living Building Challenge Equity petal.
HEALTH	Establish priority health issue & choose one active design strategy or meet LEED Integrative Process for Health Promotion pilot credit.
WATER	Test feasibility of LEED 4.0 rainwater management credit (95 th %) Exceed required stormwater code and maximize green infrastructure options (60 th %) Reduce potable water consumption by 20%.
ENERGY	Develop concept energy models that meet current 2030 challenge and future carbon neutral. Obtain actual building energy use data, post occupancy. Run IPCC weather files for 2050 and 2080.
ECOSYSTEM	Create habitat connectivity within and beyond project boundaries. Prioritize native and structurally diverse vegetation.
INDOOR QUALITY	Provide mechanical ventilation in concert with operable windows. Create spatial daylight autonomy minimum of 55% regularly occupied floor area. Design for annual sunlight exposure of 10% max.
MATERIALS	Meet LEED v4 for low emitting materials. Optimize use of reused, regional, recycled materials.

Although there are many official frameworks for specific ratings systems, the Mithun framework is independent of these, and gives the project team the opportunity to discuss items without getting bogged down by the specifics of points and a ranking system (above). Ecocharrette participants voted on their priorities from the central framework that Mithun uses to discuss sustainability (right).

SUSTAINABILITY PRIORITIES



Above: During the Ecocharrette, participants voted on their sustainability priorities, which are Equity, Health, and Indoor Quality.

ECO-CHARRETTE

PARTICIPANTS OVERWHELMINGLY SUPPORTED A FOCUS ON EQUITY AND HEALTH OVER COMMON SUSTAINABLE INITIATIVES SUCH AS INVESTING IN NATURAL ECOSYSTEMS.

ENVIRONMENTAL JUSTICE IS, AT ITS CORE, AN INTERSECTIONAL ENDEAVOR, REQUIRING US TO CONSIDER ACCESS AND HOW WE ARE IMPACTING THE SURROUNDING COMMUNITY AS WE INCORPORATE STRATEGIES THAT WILL IMPROVE NEIGHBORHOOD AND RESIDENT HEALTH.

A sustainability work session was held with THA staff; representatives from operations, construction, maintenance, development, asset management and client assistance were present. The goal of the workshop was to identify the priorities of THA for their future buildings. Ratings systems were reviewed with project examples to illustrate the results. Rating systems reviewed were:

- ESDS: Evergreen Sustainable Design Standard is a green building performance standard required of all affordable housing projects receiving capital funds from the Washington State Housing Trust Fund. It was developed in compliance with state laws, and is designed to safeguard health and safety, increase durability, promote sustainable living, preserve the environment, and increase energy and water efficiency.
- LEED: Leadership in Energy and Environmental is the most widely used green building rating system in the world. LEED provides a framework to create healthy, highly efficient and cost-saving green buildings. Designing to LEED standards increase the initial cost of design and construction, however these costs are often balanced by lower operational costs over the lifetime of the building.
- Fitwel: A global certification program focused on building health. It provides a suite of design, development and operations standards which have been scientifically tested to optimize wellness for

a project’s residents and employees, as well as the surrounding community.

- HomeFree: A national initiative supporting affordable housing leaders who are improving human health by using less toxic building materials.

An exercise to identify the groups priorities for guidance when Phase I design commences was completed. Each participant was given an equal number of dots to place adjacent to their areas of greatest priority. The priorities of the group were:

1. Equity
2. Health
3. Indoor Quality
4. Energy
5. Water
6. Ecosystem
7. Materials
8. Resilience

The results of the workshop priorities will be incorporated into the first ESDS Integrated Design Workshop at the start of Phase I schematic design.



Community Input —





Hilltop is a vibrant and colorful neighborhood characterized by the high value they place in equity, togetherness, and self determination

THE FOLLOWING SECTION BUILDS UPON THE CONCERNS WHICH WERE VOICED DURING THE 2019 HOMEWORK GROUPS AND DESIGN LABS AND EXPLORES HOW THEY CAN BE INCORPORATED INTO THE FOUR THA SITES BETWEEN SOUTH L ST AND MLK JR WAY.

RECOMMENDATIONS ARE ORGANIZED BY THE 5 CORE COMMUNITY VALUES WHICH FORMED THE FOUNDATION OF MUCH OF THE COMMUNITY FEEDBACK RECEIVED IN #DESIGNTHEHILL: EQUITY IN HOUSING, CULTURE AND HISTORY, TOGETHERNESS, ECONOMIC EMPOWERMENT AND SELF-DETERMINATION, AND ENVIRONMENTAL JUSTICE.

EQUITY IN HOUSING

“Homes should be home until the resident wants to move.” - Survey Participant

WHAT WE HEARD

Current residents feel the growing displacement pressures in Tacoma acutely. The project’s primary goal of providing affordable housing and business space addresses this. However, outreach efforts emphasized the importance of realizing and allocating these units through an equitable process. As one Homework Group Participant said “... focus on making and keeping housing affordable for historic residents... Their departures are daily reminders of loss.” Residents would like to see a community preference policy that makes a concerted effort to offer units to Black households with roots in Hilltop. The project should provide units that are affordable for current and past Hilltop residents. Residents are concerned about meeting the needs of a variety of household types including families, young adults, students and those experiencing homelessness. Providing a variety of housing types promotes an inclusive community and furthers anti-displacement goals¹.

Residents emphasized the importance of continued discussions on the project’s progress. Seeking further input on the façade design, color choices, and unit layout are important to ensure that the development

team has understood and interpreted community recommendations correctly. THA and Mithun will come back to the community at decision points in the design process to solicit input on these decisions and other key aspects of the design.

COMMON FEEDBACK

- Involve representatives of the local community, including stewards of neighborhood culture and history, Black businesses and housing advocates, in development decisions within Hilltop.
- Seek input from community members at key phases in the design. Provide mockups and visuals for community members to respond to where possible.
- Explore a community preference policy to set aside a percentage of units for families with roots in Hilltop, especially those who have been displaced or are at risk of displacement, who disproportionately tend to be people of color.
- Units should be affordable to households who earn up to 60% of AMI.
- Work with residents to design culturally relevant, welcoming units and shared spaces.
- Explore strategies to reduce resident utility costs such as Wi-Fi in public spaces, or reduced energy costs as amenities for the buildings.
- Ensure transparency in decision making and funding

¹ Talen, Emily. Design for Diversity: Exploring Socially Mixed Neighborhoods. 2008. Print. <http://www.urbanlab.org/books/Talen%202008.pdf>

CULTURE AND HISTORY

“The exterior of the building is a canvas to share the past, present and future stories of Hilltop People”

– Design Lab 3 Participant

WHAT WE HEARD

A key element of the project placemaking strategy is providing creative spaces and venues for passing on the cultural traditions of Black and Brown communities. It is important to community members that developers and designers hear the history from the community, trust residents to accurately tell their own stories, and collaborate on creating spaces that reflect what Hilltop means to them. Seeing their history reflected in a development is an indication of safety and inspires feelings of home for Hilltop residents.

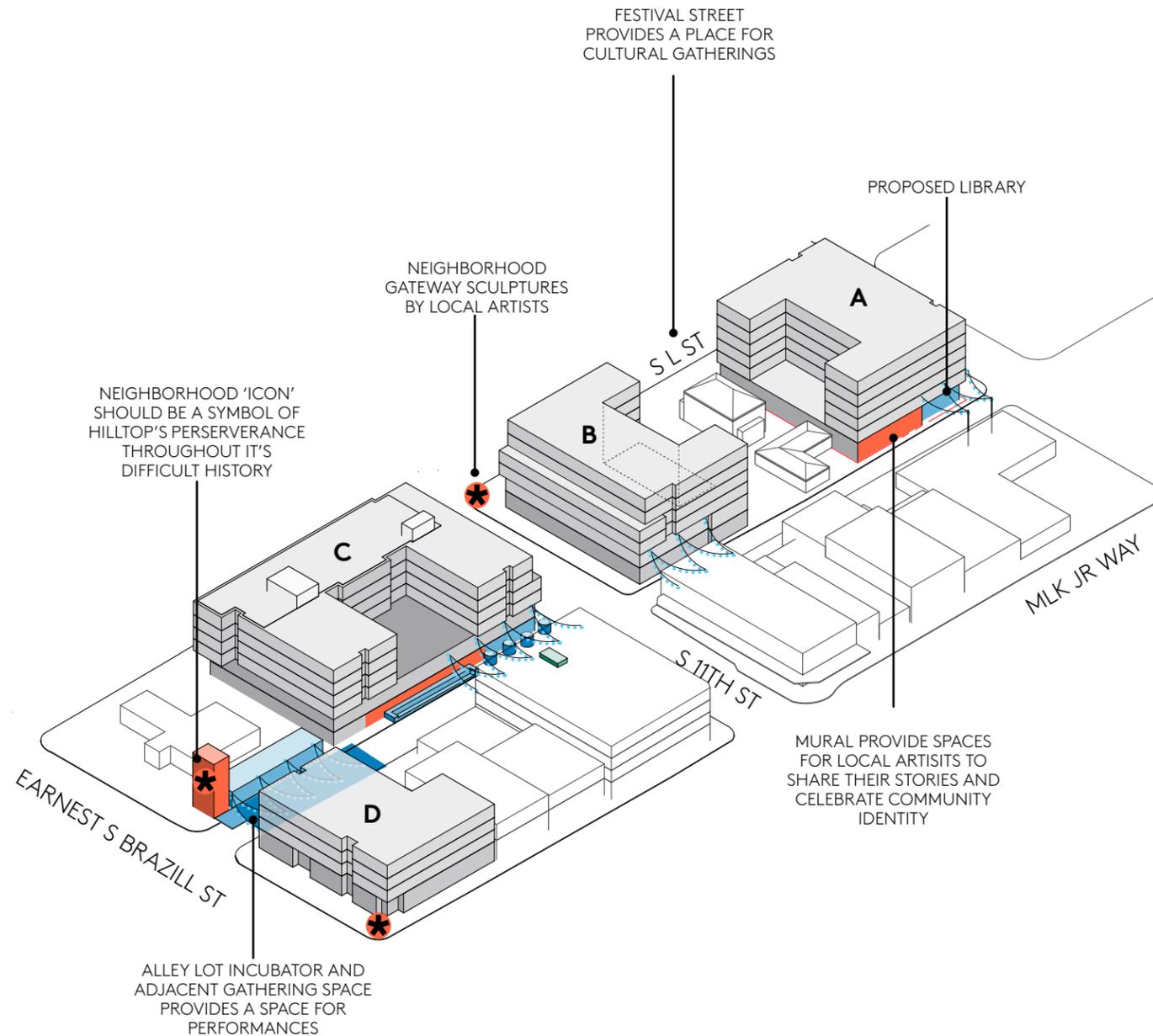
All sites should incorporate culturally-based public art and signage in shared spaces. Resident suggestions for these areas include a rotating community artist spotlight; Murals and interpretive signs that tell the history of indigenous peoples, Hilltop leaders, and the Civil Rights movement; Spaces for performance art or spoken word; and Pieces that engage youth with opportunities to interact with and create art. The passion which residents demonstrated for incorporating art and culture into this development is backed by a wealth of evidence that the presence of arts is linked to neighborhood livability, community cohesion, and social well-being².

COMMON FEEDBACK

Work with local artists and stewards of neighborhood history and culture to explore ways to create culturally relevant spaces including:

- Authentic connections to the Black heritage of the Hilltop
- Regenerative placemaking projects, for example temporary art work to beautify and activate the sites during construction
- Public art integration

- Interior design development
- Honoring under-recognized leaders
- Incorporating neighborhood history in the naming of buildings
- Collaboration with neighborhood artists to develop comprehensive art plan, building themes, and cultural motifs
- Include works by artists with roots in Hilltop that reflect neighborhood history and culture throughout the project. Have artists create mockups to present to the community for them to provide input on.
- Work with residents and local artists to design a Hilltop ‘Icon’ for the alley gateway. Suggestions include a sculpture commemorating Earnest S. Brazill or another civil rights icon.
- Create a salvage plan to reuse architectural elements and existing art from around the neighborhood in the project
- Explore ways to incorporate culturally informative streetscape elements with community members, for example quotes embedded in the pavement, historical murals, or informational signs.
- Avoid bland color choices. Seek additional community input on color palette as design develops.



ARTS AND CULTURE

- ECONOMIC EMPOWERMENT
- ARTS AND CULTURE
- ✱ NEIGHBORHOOD GATEWAY

² <https://www.artsfund.org/social-impact-study-2018>





Residents value the strong connections and gathering spaces that they have built together as a community



TOGETHERNESS

“All things should be lenses for people. It’s not Hilltop without people.”

– Homework Group 1 Participant

WHAT WE HEARD

Outreach participants described the tight-knit relationships shared by long-term residents of Hilltop. The neighborhood was described as one where “People are always available”, defined by “togetherness” and “community.” The sidewalk life in Hilltop has always contributed to the overall livability of the neighborhood. From knowing neighbors to having relationships with the Safeway staff, the interactions between people in Hilltop, or social cohesion, is a defining factor for the neighborhood. Displaced community members discussed feeling a distinct loss of this social cohesion in their new suburban neighborhoods. The strong sense of community identity that exists within Hilltop is one of its greatest assets, and this project aims to preserve this sense of belonging and familiarity even as the neighborhood changes.

Throughout the engagement process, the need for a variety of community gathering spaces was reiterated by many stakeholder groups. Seniors asked for outdoor areas where they could sit and talk with friends and neighbors. Families asked for spaces for birthday parties or large holiday meals. Young adults described the difficulties of finding event spaces that they felt they had ownership over. The lack of gathering spaces managed by the community has resulted in many shows and art events being canceled because business owners did not trust youth of color to run events in their space. This community value inspired the inclusion of gathering spaces in community rooms, sidewalks and businesses.

COMMON FEEDBACK

- Include gathering spaces in a variety of scales on every site to be used for everything from public events to family holiday gatherings.
- Design flexible spaces that allow for a variety of uses.

Site C Rooftop:

- Envisioned as a gathering space for all the buildings.
- Explore additional programming that can increase social cohesion and expand social networks between all residents in the development, such as spaces for outdoor grills and community gardens.
- Consider making the roof a public or rentable space.
- Include rain protection.

Podium Level:

- Outdoor play spaces on Sites A and B encourage children and parents to socialize with their neighbors and promote healthy families through active design.

Public Gathering Spaces – Hilltop’s ‘Shared backyard’:

- Avoid rigidly defined spaces, such as outdoor cafes surrounded by fences or furniture that is bolted down in favor of more flexible spaces.
- Mobile sidewalk seating allows the activity from businesses to spill out into the alley.
- Fixed “parklets” and catenary lighting which clearly indicate the gathering spaces and create a welcoming community gateway.
- Make sure all gathering spaces are universally accessible. Design them to allow inter-generational interaction with seniors at THA’s neighboring Alberta J. Canada building.
- Incorporate green space when possible.
- There is a strong desire for a community garden, which will likely require additional management and upkeep beyond what THA is able to provide. A partnership with Hilltop Urban Gardens could help realize this vision.
- Improving general neighborhood upkeep is a priority for residents. Ensure an adequate maintenance plan is in place for all aspects of the development.
- Design retail spaces and the adjacent streetscapes to allow for gathering.
- Provide indoor community spaces with different amenities on each site, some of which should be accessible to the public.
- Design the streetscape to accommodate events such as the Hilltop Street Fair.

ECONOMIC EMPOWERMENT AND SELF DETERMINATION

“Legacy or anchor businesses are part of the cultural fabric of a place. They are centers & community gathering places, which inspire community pride and embody a neighborhood’s memory.”

– Homework Group 1 Survey Respondent

for a small ‘Business Incubator’ space in the alley lot. Beyond their role as retail spaces, they serve as the face of the development and the main point of interaction between the larger Hilltop community. These spaces will become integral community hubs and have the potential to increase the economic resilience of the neighborhood. Local businesses not only provide economic opportunities within Hilltop, but also reinvest into their communities, provide gathering spaces, are better suited to the unique needs of their economy, and serve as keystones for the community.

WHAT WE HEARD

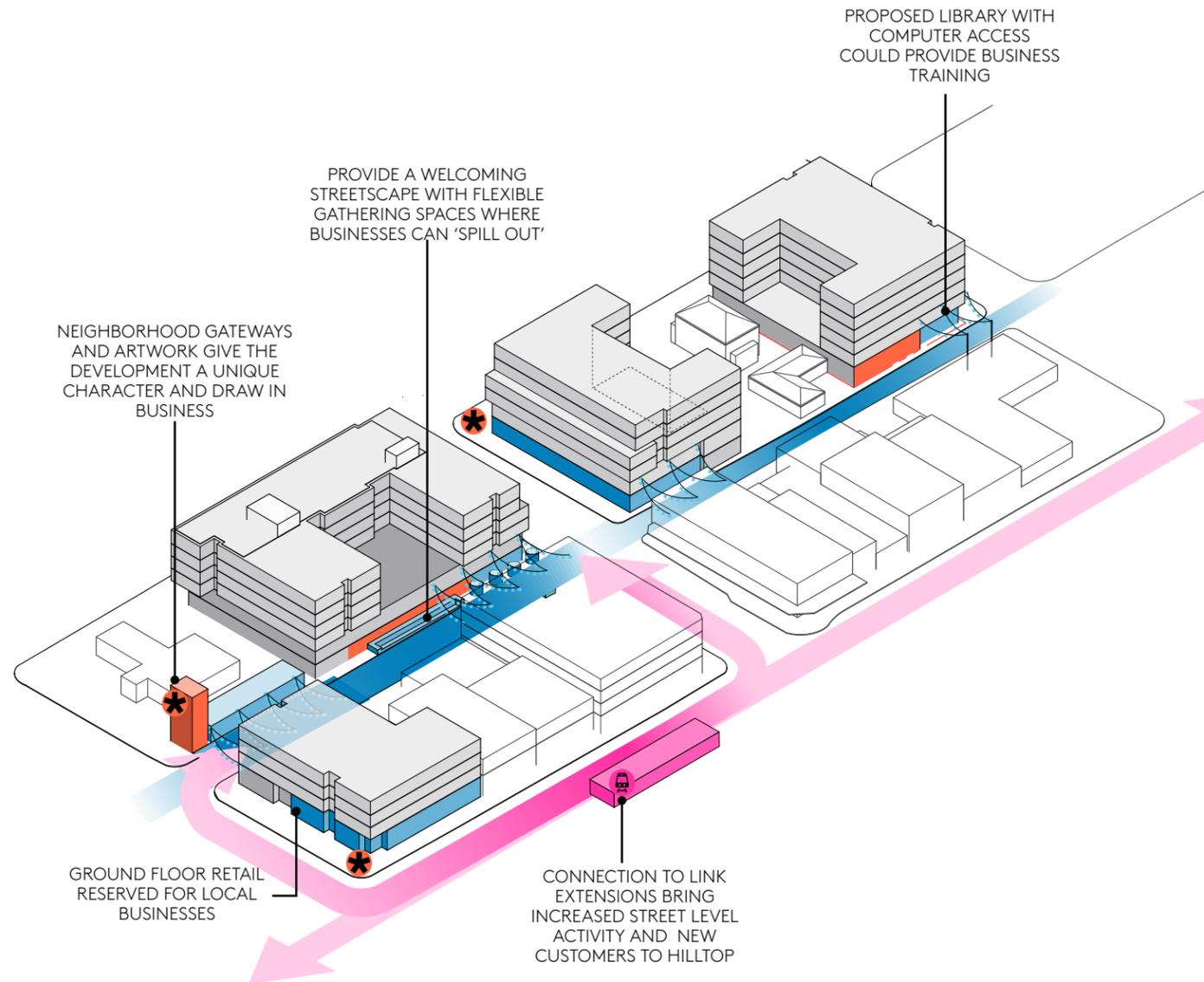
Hilltop once hosted a variety of Black-owned businesses, and people were able to get their needs met without leaving the neighborhood. Residents would like to see a more robust commercial/retail environment in the Hilltop. One Homework Group participant envisioned allowing Hilltop to “turn into its own city, with all the things the community needs within walking distance, including affordable, healthy food and creative and youth programs.” As Fabitat co-director Kenji Stoll said, “Narratives that criminalize marginalized communities excuse inequitable initiatives and developments and ultimately don’t support, heal or invest in communities creating their own solutions.”

The investments made in Hilltop over the past few decades have often been managed by entities outside of the community or “non-profits or charities that create dependence rather than empowerment (and are often white led)” according to Susan Dobkins, formerly with the Russell Family Foundation, an organization which serves as a community partner for grassroots leaders, and Homework Group participant. It is important that the development team listen to the community and assist them in realizing their vision. As Ramona L. Brooks from The Caballeros Club said, “giving the current residential community a voice in change that not only is needed but will enhance and better the community. Community planning provides many residents the ability to utilize their skills and gifts.”

A key focus in the community engagement process was the retail spaces on the ground floor and the potential

COMMON FEEDBACK

- Prioritize existing minority and resident-owned businesses for ground floor retail in new development. Residents requested a target of 80% Black-owned businesses in the retail space.
- Design ground floor spaces with clear glazing that can accommodate regular programming and promote the business activities within.
- Concentrate business activities on the east-west cross streets: S 10th St, S 11th St, and Earnest S. Brazill.
- Activate the facades on corners and along Martin Luther King Jr. Way to draw in increased foot traffic and potential customers from the Link station.
- Make storefronts easily accessible from the street.
- Design for indoor/outdoor retail spaces.
- Provide community resources on the ground floor.
- Partner with community organizations to provide access to financial resources, training and mentorship for Hilltop entrepreneurs. Explore programs which could provide extra support for legacy, people of color, or woman-owned businesses. Potential partnerships suggested by the community include:
 - Tacoma-Pierce County Chamber
 - Private property owners/developers with available retail space
 - Mortgage lenders, banks that cater to the



SITE WIDE STRATEGIES FOR ENCOURAGING LOCAL BUSINESS

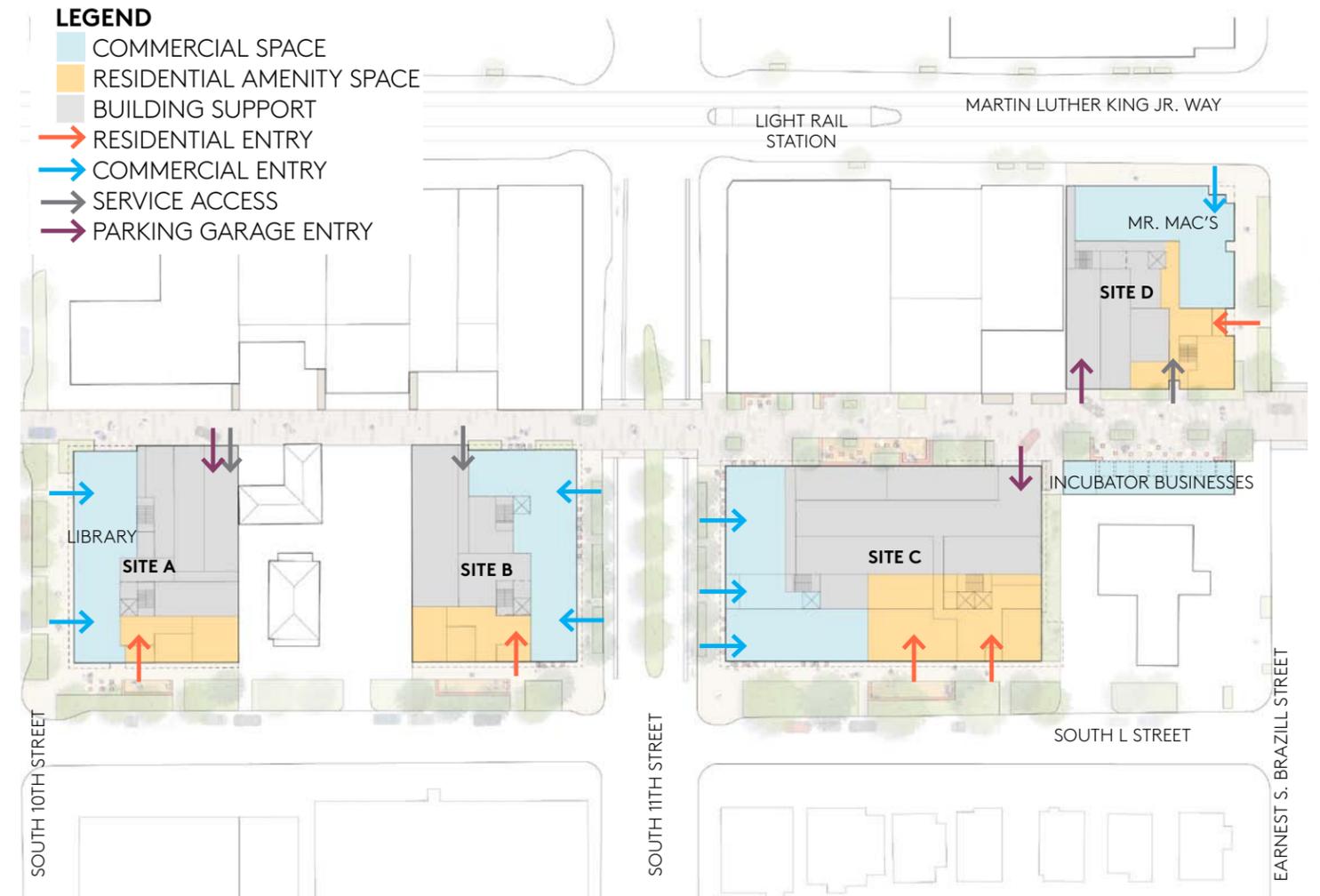
- COMMUNITY HUB
- LIVING STORIES
- ★ NEIGHBORHOOD GATEWAY
- CONNECTIONS TO TRANSIT
- Ⓛ LINK LIGHT RAIL STOP





Tacoma used to have a wealth of locally, black owned businesses. Although many have closed, the remainder are seen as important community hubs

GROUND FLOOR 'FRAMEWORK PLAN'



COMMERCIAL SPACE OPTIONS

TYPE	USER	AREA	LEVEL	NOTES
COMMERCIAL SPACE	MR. MAC	3000-4000 SF	1	
COMMERCIAL SPACE	RESTAURANT	1200 SF	1	Restaurant requires exhaust shaft
COMMERCIAL SPACE	INCUBATOR	500 SF	1	How many?
COMMERCIAL SPACE	GROCERY	2000-3000 SF	1	
INSTITUTIONAL	LIBRARY/ LEARNING CENTER	3900 SF	1	"Resource Center" Style?
OFFICES	SOCIAL SERVICE PROVIDER	2000 SF	1	Ground Level
OFFICES	SOCIAL SERVICE PROVIDER	10,600 SF	2	2nd Level - Provide onsite parking?
OFFICES	LARGE OFFICE tenant	19,200 SF	2	2nd Level - Provide onsite parking?

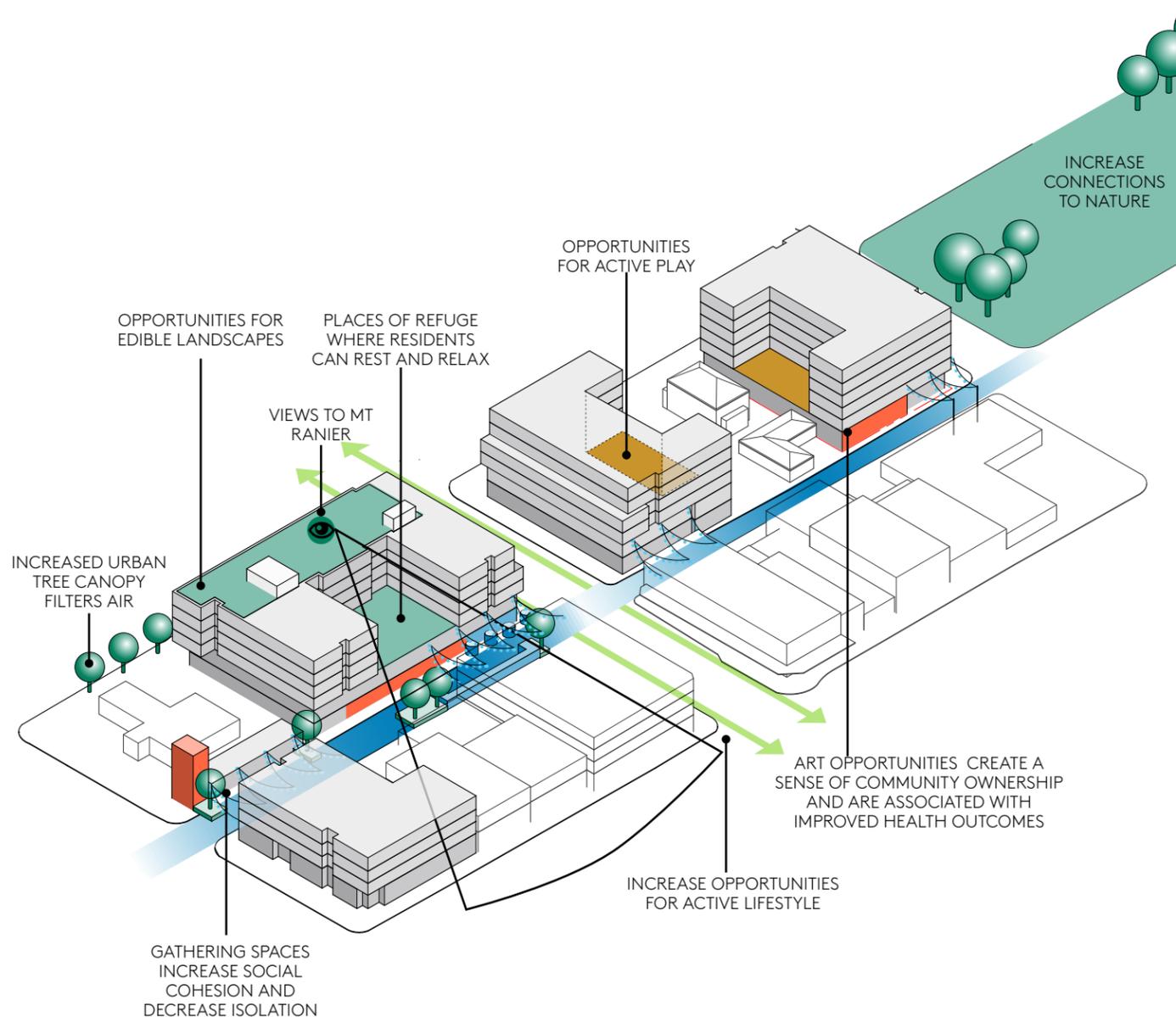
- financial needs of small community businesses.
- Spaceworks has expressed interest in managing the incubator spaces in the alley lot.
- Sound Outreach's TOOL Center could train construction workers.
- Pierce County Transit rider rewards program could encourage riders to visit local businesses and promote new businesses on their website.
- Consider financial incentives to make retail spaces more financially accessible
- Provide very low cost 'incubator' space for startups on the alley lot. Provide these businesses access to flexible space for seating or programming within the adjacent alley gathering spaces.
- Include micro-enterprise leasing opportunities for tenants: live-work units and home day care units.
- Preferential hiring of Hilltop residents and minorities in construction process, including Section 3 hires, which ensures that preference for employment in HUD funded projects is directed towards low income individuals, and businesses that are owned by or substantially employ them.
- Ensure the general contractor adequately incorporates Black owned businesses and other

- MWBE (Minority and Women Owned Business Enterprise) into construction labor for the four sites in this project.
- Create a preferred vendor list which prioritizes local and minority owned businesses.
- Parking is a high priority. Accommodate parking needs where possible to promote accessibility and economic viability.
- Include areas suited for technology & computer literacy training.
- Community members expressed interest in alternative forms of financing, including opportunities for cooperative/ group ownership of commercial assets and other options to help businesses weather economic cycles or provide emergency funds for repairs or business investments.



ENVIRONMENTAL JUSTICE

The Hilltop community experienced the segregation of public housing in the WWII era, discrimination against minority mortgage borrowers, and now faces increasing risk of displacement. All these inequities cause psychological, physical and social stress.



SITE WIDE STRATEGIES FOR HEALTH

- COMMUNITY HUB
- LIVING STORIES
- FAMILY GATHERING
- REST AND RELAX
- VIEW POINT
- BIKE LANE

WHAT WE HEARD

As noted in the previous section, race and income disparities have impacted the health outcomes of Hilltop residents. Displacement can cause further trauma³. According to community partner and resident Gwen Jones, “The break-up of a loving Black neighborhood [has cost us] housing and jobs, broken the social network of the neighborhood, and lost or hidden our history. These all cause psychological, physical, mental, social stress.”

While the forces that negatively impact the health of low-income communities and communities of color are far-reaching and systemic, community members encouraged team members to address environmental causes of these health disparities in the design. This project can improve the health and quality of life of residents by providing spaces to rest and relax, increasing access to healthy foods, providing more plants and greenery, and increasing public safety.

Residents described a desire for spaces to rest and relax in a variety of ways. Potential entrepreneurs described the need for salons, lounges, spiritual centers and other places to unwind. Families and retirees requested outdoor spaces to sit. Community gardens are excellent examples of spaces for mental restoration, as food and garden programming can help connect residents in a safe and relaxing environment. Indoor and outdoor quiet and contemplative spaces can be included throughout the development⁴.

³ Chuang, Ying-Chih, Kun-Yang Chuang, and Tzu-Hsuan Yang. 2013. “Social Cohesion Matters in Health.” *International Journal for Equity in Health* 12 (October): 87.

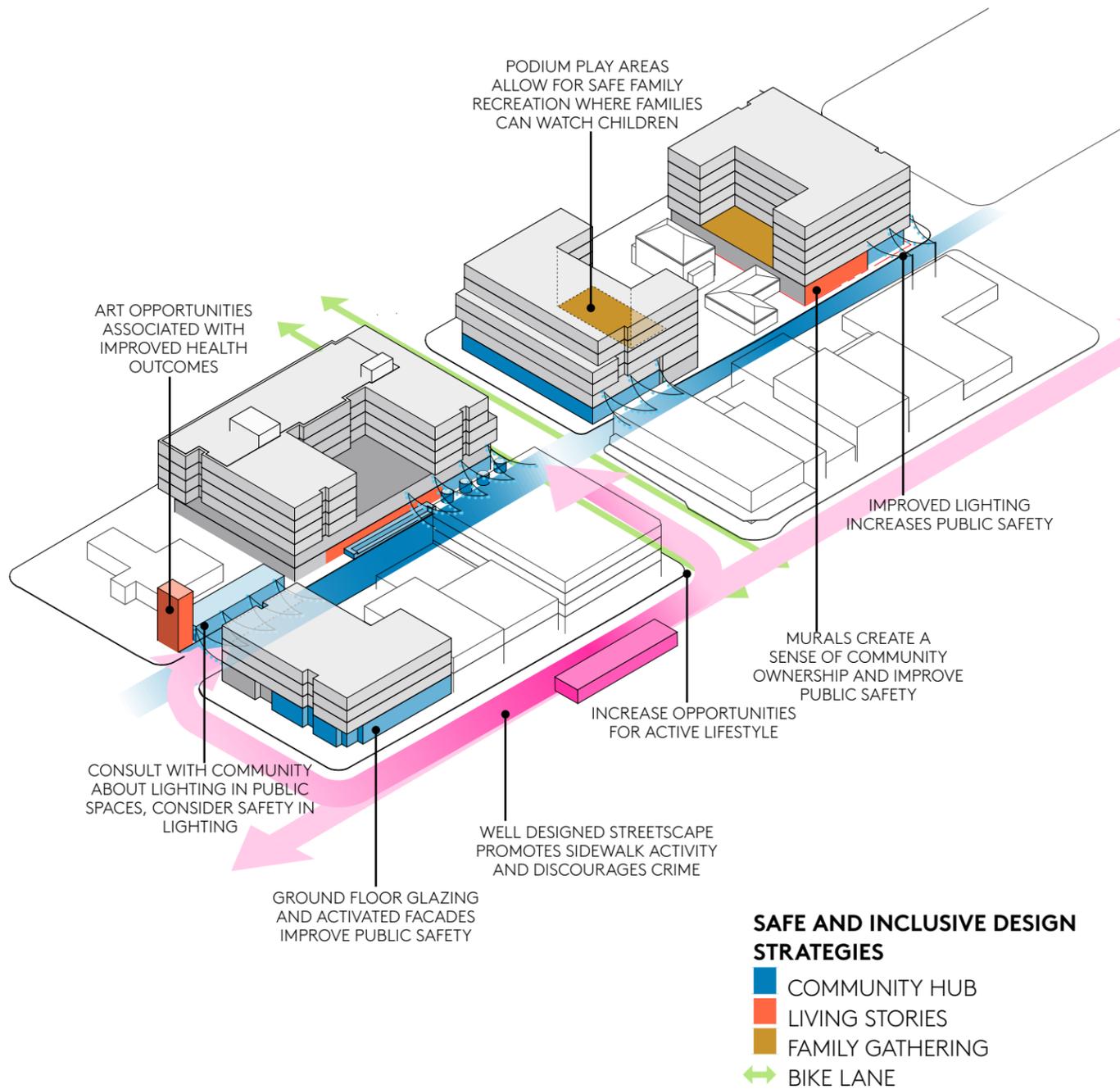
⁴ Urban Land Institute. *Building Healthy Places Toolkit: Strategies for Enhancing Health in the Built Environment*. Washington, DC: Urban Land Institute, 2015.

Nutrition is a key pillar of community health. Promoting access to healthy food has a direct impact on indicators such as childhood obesity, the prevalence of diabetes and high blood pressure. Increasing access to healthy food can also inform other initiatives like supporting local businesses, increasing planting, and designing gathering spaces. To promote access to healthy food, residents would like to see community gardens incorporated into streetscape and rooftops. To quote one participant “Food is more important than landscape. Gardens provide lovely, healthy, sustainable environments, connection to our neighbors, and improved health.” Many residents would like to see a small mom and pop grocery in the development, as this could help improve food security and promote local business.

Connection to nature was a desire for families looking for a healthy place to raise their children and residents concerned about neighborhood air quality. Nature also creates a beautiful and welcoming streetscape. Community members requested plantings that could provide overlapping community benefits like shade, air filtration, and fruit. According to community partner and former park ranger Michael Liang, “Trees heal people and provide for resiliency in the face of climate change. Trees are lovely, they have biophilic benefits, and are cooling for pavement. Remember, this is the Evergreen State!”.

While safety was a concern for residents, the focus was creating a place where people felt welcomed and had ownership of their surroundings as opposed to concern about crime statistics. When residents discussed safety, they focused on lighting and creating a streetscape that was activated throughout the day. One Homework Group 1 survey respondent said “[This is] Very important





to family safety...we need a safe environment. Perception is greater than reality. It's harder to do business if people don't feel safe to shop in retail spaces." Neighborhood upkeep is also an important piece of this equation. As another survey respondent explained, "Residents should feel a sense of safety when leaving or returning. Upkeep it, don't knock it down and build something new...The landscape needs improvements because it hasn't been kept up."

COMMON FEEDBACK

Access to healthy food:

- Where feasible, edible landscaping such as fruit trees would combine the positive biophilic impacts of greenery and increase food security.
- Explore partners for a community garden program, or a smaller rooftop herb garden or pollinator garden that would require less management.
- Larger 'market gardens' could produce food and increase economic resilience by allowing residents to grow and sell produce.
- Soil in Hilltop can contain contaminants from copper smelting or lead from paint used on older housing stock. It is important to test soil for contaminants before planting edibles⁵.
- A grocery tenant could provide a strong anchor for the retail portion of the building as well as supporting neighborhood health.

Provide Spaces to Rest and Relax:

- Prioritize ground floor uses that facilitate self-care – from salons to spiritual centers.
- Increase access to supportive services, such as drug and mental health counseling.
- Creative programs for youth can help build resilience and deal with stress and trauma in a productive fashion, connecting back to goals in arts and culture.

Increase Connection to nature:

- Plant more trees to clean the air and help reduce asthma rates.
- Use greenery and plantings to provide places of

respite.

- Incorporate greenery and nature into children's play spaces.
- Increase the urban tree canopy to reduce urban heat island effect and create a more livable and sustainable neighborhood.

Public Safety:

- Invest in the management and upkeep of public space.
- Crime Prevention through Environmental Design (CPTED) strategies such as better lighting can improve the perception of safety in the area, which is good for local businesses.
- Prioritize people walking and biking to create a more active public realm, addressing public health concerns around traffic injuries while simultaneously fostering an environment that is welcoming to families and businesses alike.

⁵ "Tacoma Smelter Plume project." State of Washington Department of Ecology. <https://ecology.wa.gov/Spills-Cleanup/Contamination-cleanup/Cleanup-sites/Toxic-cleanup-sites/Tacoma-smelter>



Vision —



BUILDING PROGRAM OVERVIEW

Additional information on building program provided in the Capacity Study Section

UNIT COUNT & MIX

3 BEDROOM

Site A	14	
Site B	10	
3B Total	24	10.1%

2 BEDROOM

Site A	35	
Site B	24	
Site C	6	
2B Total	65	27.4%

1 BEDROOM

Site B	6	
Site C	82	
1B Total	88	37.1%

STUDIO

Site C	12	
Site D	48	
Studio Total	60	25.4%

TOTAL UNITS 237

UNIT COUNT BY SITE

SITE A

2 BEDROOM	35
3 BEDROOM	14
TOTAL UNITS	49

SITE B

1 BEDROOM	6
2 BEDROOM	24
3 BEDROOM	10
TOTAL UNITS	40

SITE C

STUDIO	12
1 BEDROOM	82
2 BEDROOM	6
TOTAL UNITS	100

SITE D

STUDIO	48
TOTAL UNITS	48

TOTAL UNITS 237

COMMERCIAL USE

1ST FLOOR RETAIL

Site A	Approx. 3,900 GSF
Site B	Approx. 4,600 GSF
Site C	Approx. 5,500 GSF
Site D	Approx. 4,000 GSF
Total Retail Use	Approx. 31,700 GSF

2ND FLOOR OFFICE

Site A	
Site B	Approx. 10,600 GSF
Site C	Approx. 19,200 GSF
Site D	
Total Office Use	Approx. 16,100 GSF

TOTAL COMMERCIAL USE APPROX. 47,800 GSF

ON-SITE PARKING

SITE A:

PARKING LEVEL 1 7 SPACES

SITE B:

PARKING LEVEL 1 0 SPACES

SITE C:

PARKING LEVEL 1 20 SPACES
 PARKING LEVEL P1 50 SPACES
 TOTAL SITE C 70 SPACES

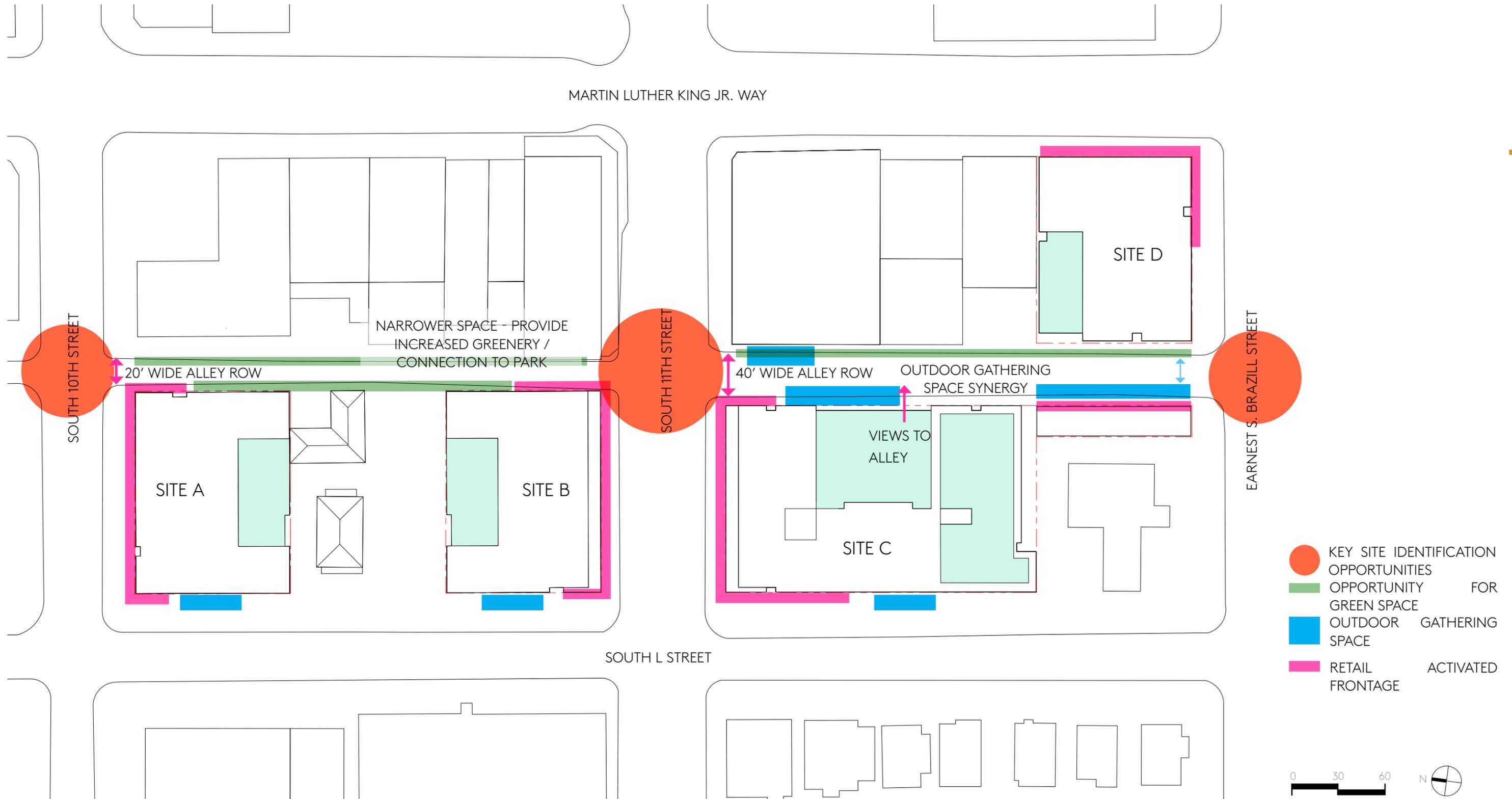
SITE D:

PARKING LEVEL 1 7 SPACES

TOTAL ON-SITE PARKING: 84 SPACES



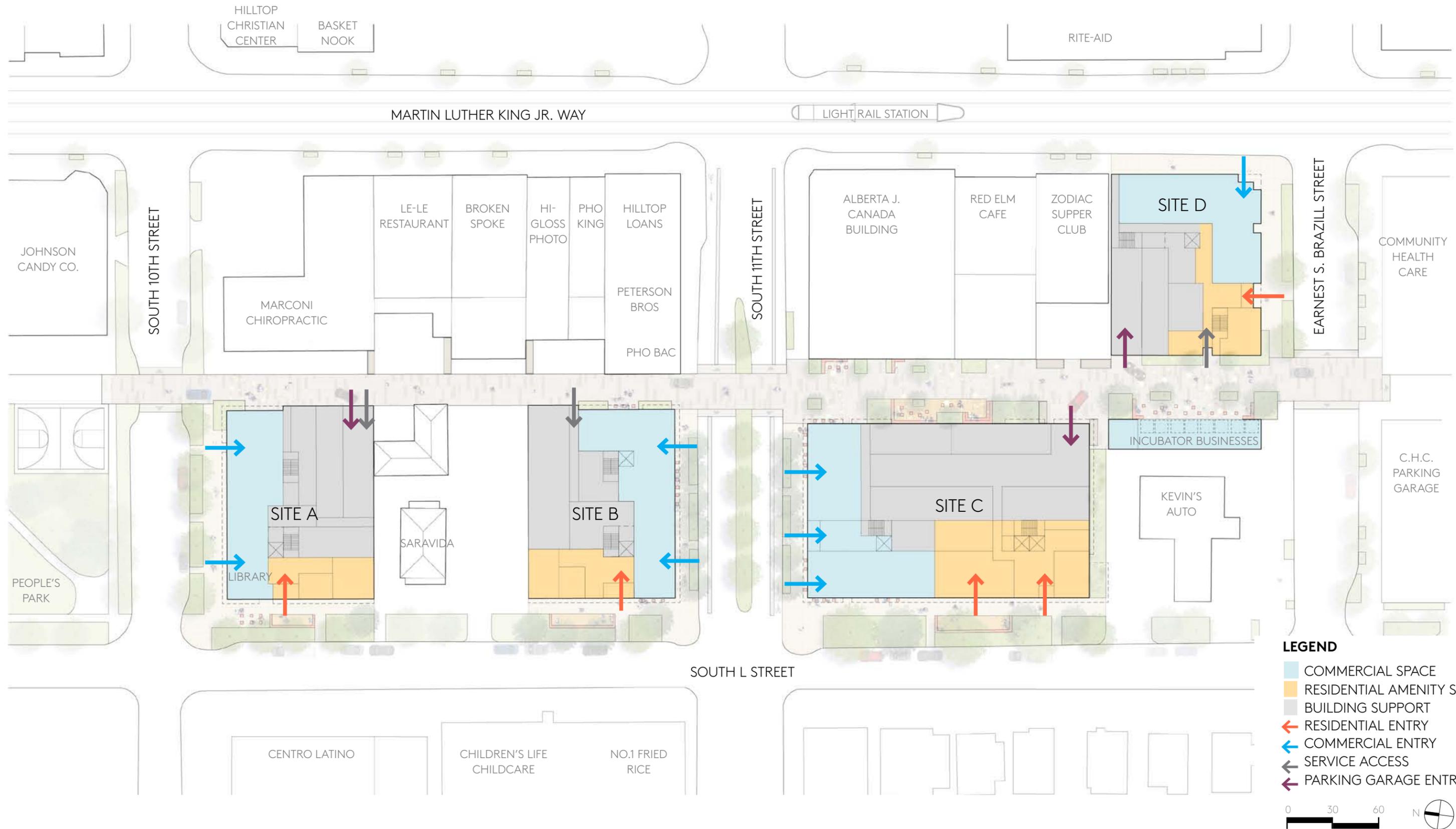
OVERALL SITE PLAN DIAGRAM



OVERALL STREETSCAPE PLAN



OVERALL STREET LEVEL PLAN DIAGRAM



LEGEND

- COMMERCIAL SPACE
- RESIDENTIAL AMENITY SPACE
- BUILDING SUPPORT
- RESIDENTIAL ENTRY
- COMMERCIAL ENTRY
- SERVICE ACCESS
- PARKING GARAGE ENTRY

0 30 60 N



LIGHTING OVERVIEW



Above: Lighting and art help activate the alley, define gathering spaces and overall identity. Luminaires are likely to be mounted to buildings and overhangs. Layered lighting treatments contribute to overall illumination levels which must serve the needs of both vehicles and pedestrians.

Tenets of good lighting design:

Visual Acuity

The primary function of lighting is to allow people to see. In busy urban, exterior environments lighting should enable one to be oriented in their location, identify others, and avoid hazards.

Comfort

The quality of light after dark can have an impact on the experience one has of a space. If the lighting in an area illuminates people and surfaces in an undesirable way, if there is high contrast between light and dark, or if facial characteristics are difficult to discern, people may find an environment uncomfortable. Too much light and glare can also be problematic, especially in neighborhood areas where light spilling into residences at night can be problematic for sleep.

Sense of Place

Lighting elements can be a unifying contributor to how a place feels. Repeated lighting treatments, consistent style of decorative lighting fixtures, and appropriate visual balance can help give a space coherent identity. Lighting can bring consistency to disparate architectural features when similarly illuminated.

Light Color and Light Quality

Light color: Correlated Color Temperature (CCT) is used to describe the color of white light and is defined in Kelvin (°K). 2700°K is considered warm, whereas 4000°K or higher is considered cool. Utilizing a single color temperature light source throughout an area can contribute to a sense of visual cohesion. Lower/warmer color temperatures can make a place feel “homey” or “vintage” while cooler color temperatures can make a place feel “clean” and “modern”.

The use of saturated colors such as deep reds or blues from neon signs can contribute to an atmosphere that appears fun and dramatic.

Technology

Photosensors, dimming controls, and timeclock triggers for reduced light levels are appropriate strategies to employ in neighborhood environments where lighting does not need to be left on at full intensity all night long.

Considerations Specific to the City of Tacoma:

The Right of Way Design Manual (Chapter 5, Illumination) stipulates that:

- “Illumination in the ROW” must meet design criteria as described in the IESNA RP-8 Standard.
- Where a bike paths intersect a roadway there is a required uniformity ratio of 3:1. A ratio of 4:1 is required along paths.
- Exterior lighting is required to conform to a specific glare-control criteria, for which the minimum BUG rating for ornamental lighting is B2-U3-G2 (Tacoma Zone NCX is LZ2).
- Ornamental pedestrian pole lights are to be 13’ tall exposed aggregate concrete post topped with a Holophane GranVille II LED Classic Standard head with black housing, black standard finial without trim, and 4000K Color Temperature (see Section 3.3.1), however neighborhoods and “mixed used centers” may have other poles that are unique to the area, though must be approved by the City Traffic Engineer prior to incorporation into the project.

The Tacoma Municipal Code (Chapter 9.26) stipulates that:

- A special lighting permit is needed for any “light or light standard” over or across any public street or alley.

A permit may only be issued “for the purpose of illuminating open sales areas,…”.

Lights shall maintain a minimum clearance of 20 feet above the ground.

Vertical supporting structures shall not be located on or over the public ROW.

Lights shall be designed and installed in such manner that residential properties will not be subjected to direct light, and, in no event, shall unshielded bulbs be permitted.



STREETSCAPE LIGHTING HIGHERARCHY



LEGEND

- | | | |
|----------------------------|------------------------------|-------------------------|
| A BIKE/PEOPLE CROSSINGS | F PARKLET | K ALLEY GENERAL |
| B ROADWAY - RESIDENTIAL | G OUTDOOR GATHERING SPACE | L COURTYARDS |
| C ROADWAY - ALLEY-CROSSING | H VEGETATION FEATURES | M ROOF DECK |
| D ROADWAY - BIKE/BOULEVARD | I ARTWORK | N ENTRIES - COMMERCIAL |
| E ROADWAY - ARTERIAL | J RETAIL FRONTAGE / CANOPIES | O ENTRIES - RESIDENTIAL |



OVERALL MASSING DIAGRAM - LOOKING FROM SOUTH



OVERALL MASSING DIAGRAM - LOOKING FROM NORTHWEST



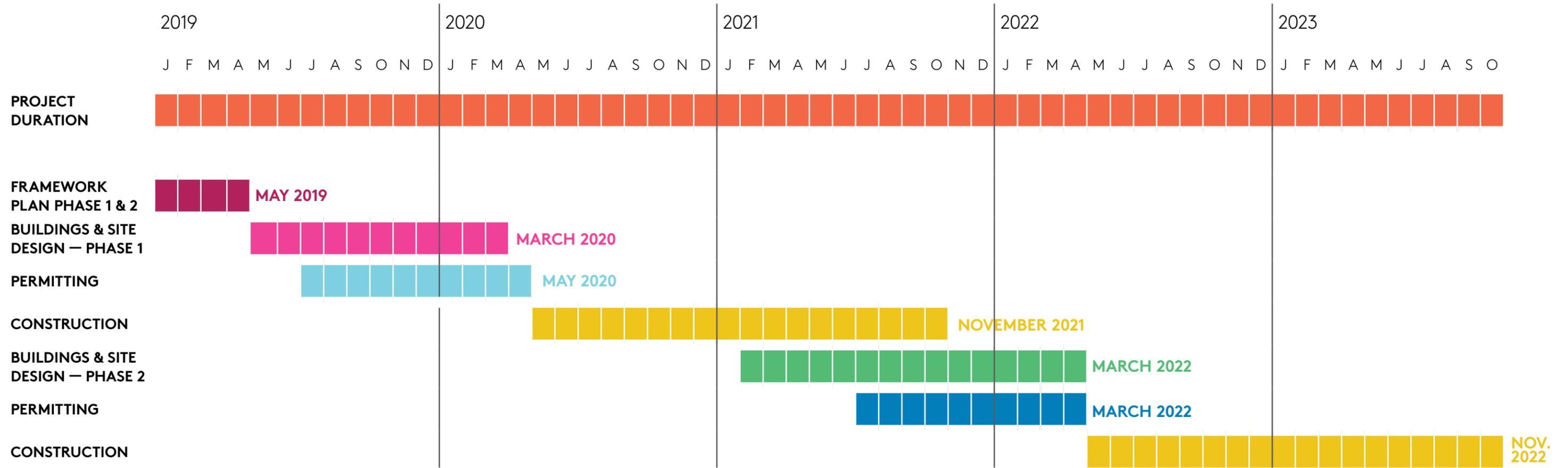
OVERALL MASSING DIAGRAM - LOOKING FROM SOUTHEAST



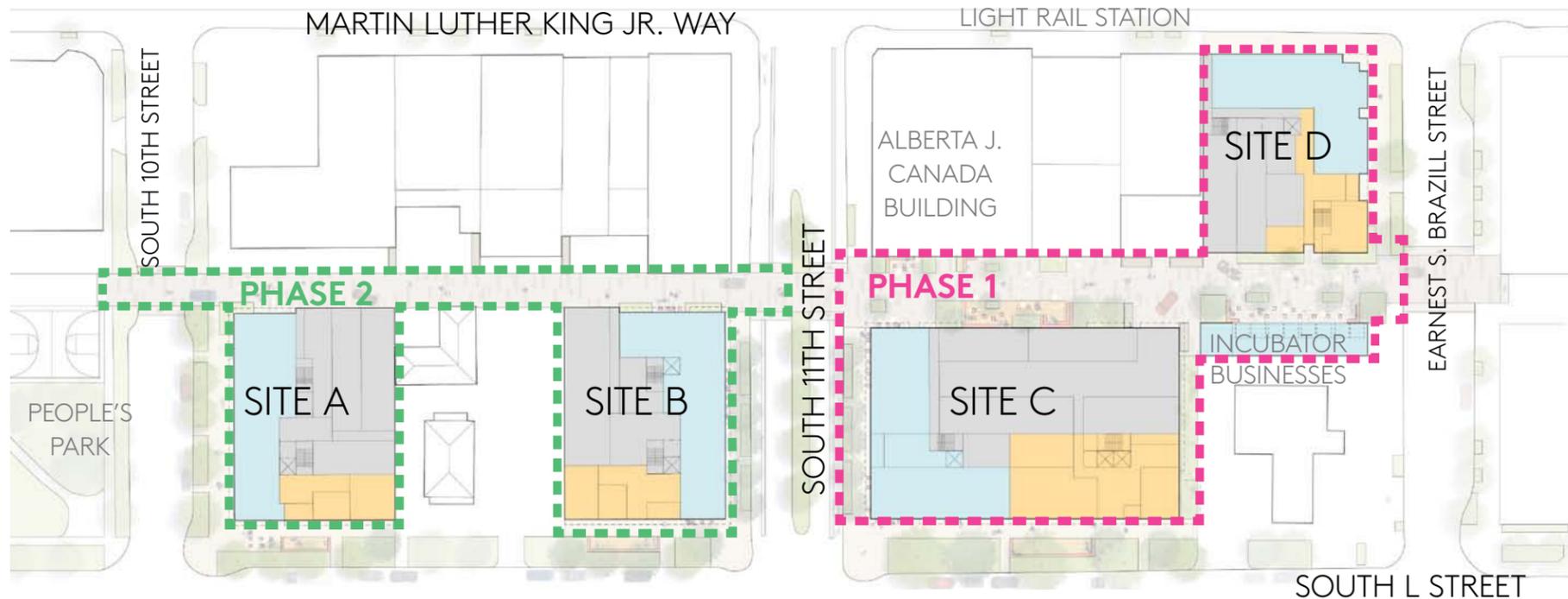
Next Steps —



PROJECT SCHEDULE



48
NEXT STEPS



NEXT STEPS

THA WILL CONTINUE COMMUNITY OUTREACH IN THE NEXT PHASES OF DESIGN.

THERE ARE A NUMBER OF KEY COMMUNITY CONCERNS WHICH WILL REQUIRE ADDITIONAL ASSISTANCE FROM COMMUNITY MEMBERS AND INSTITUTIONS OR REQUIRE LONG RANGE PLANNING BEYOND THE SCOPE OF THIS PROJECT.

DEVELOPING AN ENVIRONMENT THAT HOLISTICALLY WORKS TO EMPOWER HILLTOP RESIDENTS REQUIRES ADDITIONAL INVESTMENTS THAT ARE OUTSIDE OF THE SCOPE OF THIS PROJECT.

FUTURE OUTREACH

The Tacoma Housing Authority plans to continue Community Engagement throughout the design process. The specifics are to be determined, but some aspects of the engagement at the next Design Phases will include:

- Engage with City of Tacoma agencies:
 - to determine feasibility of ROW designs.
 - to determine utility and service impacts.
 - to confirm proposed code exceptions and departures
- Engage with Community Partners to facilitate Business Incubator opportunities.
- Engage with potential commercial tenants to determine specific program needs and prepare them for occupancy.

PARTNERSHIP OPPORTUNITIES

In addition to the feedback which THA and Mithun can incorporate into the building design, there are a number of key community concerns which will require additional assistance from community members and institutions or require long range planning beyond the scope of this project. It is important to acknowledge and consider

these initiatives. Developing an environment that holistically works to empower Hilltop residents requires additional investments that are outside of the scope of this project.

THA should coordinate with and support neighborhood stakeholders in developing an effort which brings together developers, city agencies and community members to explore how they can accommodate growth in the Hilltop neighborhood while centering existing residents in their planning process. One strategy to empower the Hilltop community to shape the future of the neighborhood is to create an EcoDistrict. THA has begun the initial stages of this work with a small group of community partners. The lessons learned from #DesigntheHill should be incorporated into this work.

Some of the feedback we received during this community engagement process is beyond the scope of the Framework Plan but should be considered for the neighborhood include:

- Support long-term housing advocacy in Hilltop.
- Build capacity for Black landlords.
- Increase access to home ownership opportunities.



Pursuing solutions to many of the community's key concern will require partnerships and collaboration between residents, non-profits, government agencies and developers around Tacoma and the region.

- Create a community land trust.
- Create metrics for equity in design and hold developers accountable for meeting them.
- Create a 'Community Standard Agreement' to increase the transparency and accountability of developers to the community.
- Support transparency in the funding of new development projects.
- Require developers to outline the community burdens and benefits of their development proposal to the community steering committee for approval before development.
- Ensure there is no net loss of affordable housing within the neighborhood.

Establishing a Black business cohort could assist business growth throughout the Hilltop. This cohort should:

- Be led by client participants, who shape the overall agenda and outline their primary needs.
- Coordinate their services with partner agencies such as Spaceworks Tacoma and Sound Outreach to offer complimentary support and capacity building.

- Assist in securing financing for Black owned businesses. There is currently over-emphasis on technical assistance and little access to concrete financial investment and resources.
- Serve as a pilot project for the City of Tacoma's new small business loan program and other investment and financing strategies.
- Incorporate coordinated financial resources including: pitch competitions, Individual Development Accounts, low interest loans, tenant improvements, below market leases, subsidy fund, operating lines of credit.
- Work with THA, Fab-5 and other community stakeholder groups to galvanize new partnerships for more equitable business development, including identifying tenants for future business space developed by THA in Hilltop's business corridor.



Capacity Study —



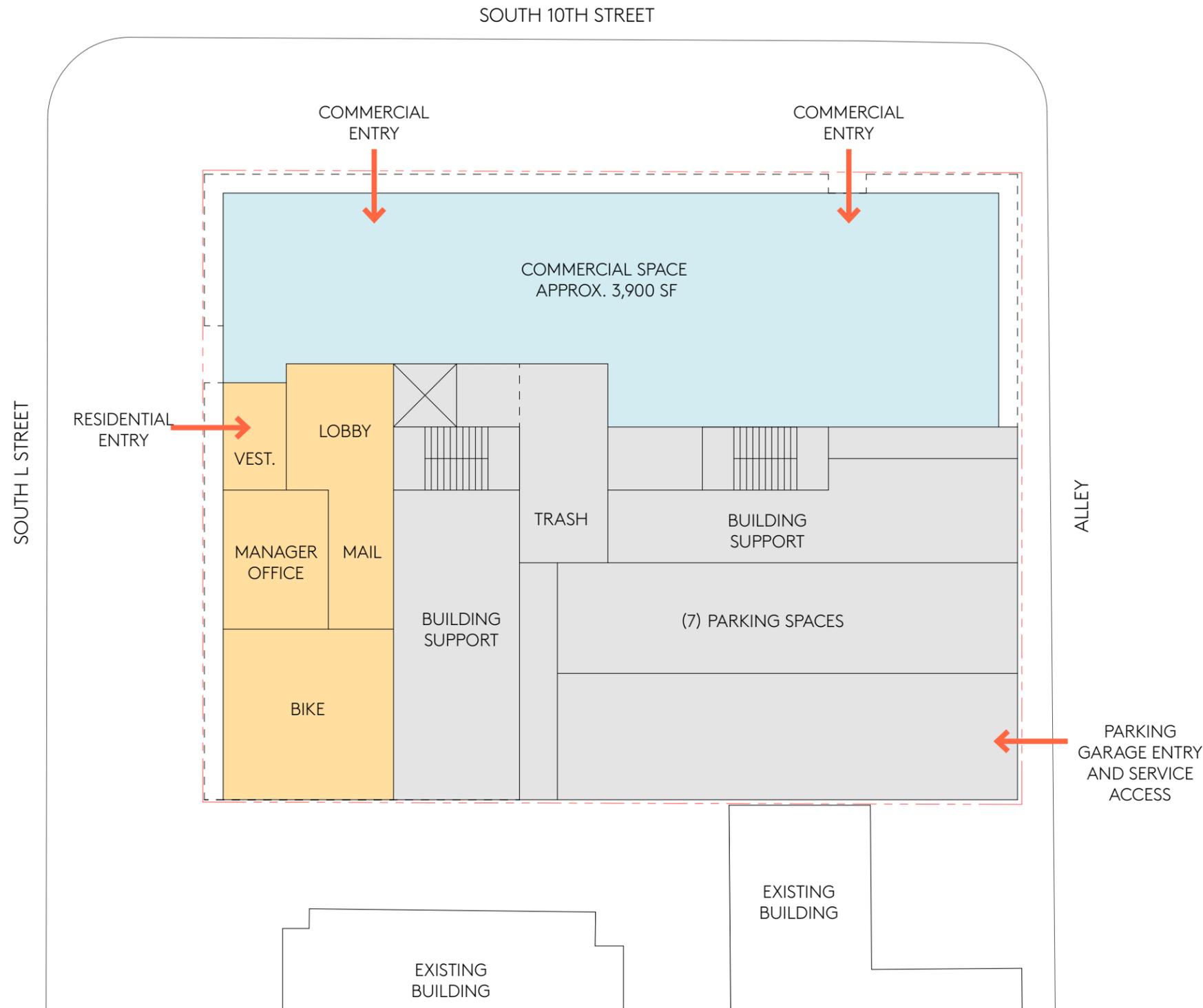
SITE A - PREFERRED OPTION - MASSING DIAGRAM



6-STORY
TOTAL BUILDING HEIGHT: 65'



SITE A - PREFERRED OPTION - STREET LEVEL PLAN DIAGRAM



BUILDING AREA

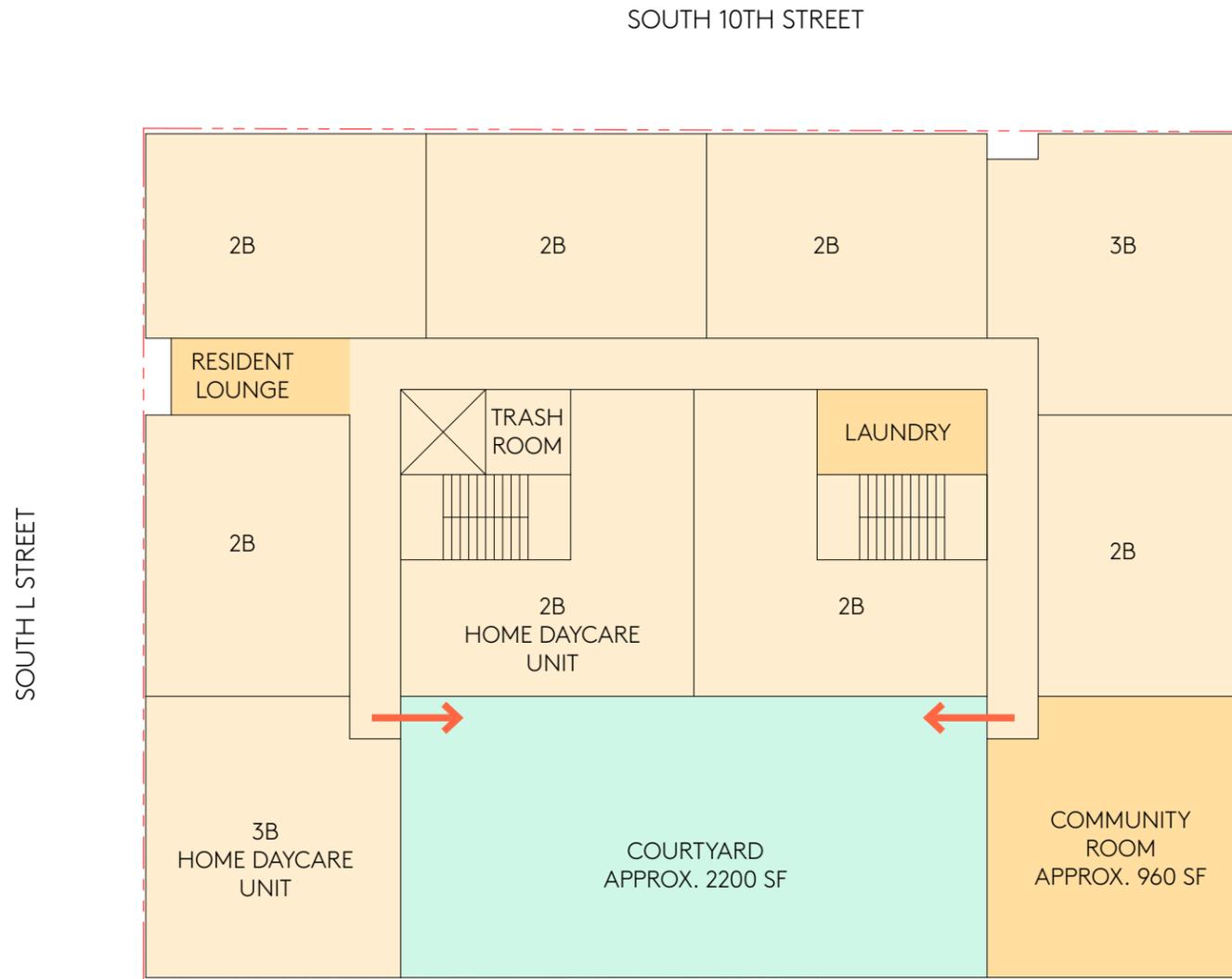
LEVEL 1 COMMERCIAL	APPROX. 3,900 GSF
LEVEL 1 RESIDENTIAL	APPROX. 8,000 GSF
LEVEL 1 TOTAL	APPROX. 11,900 GSF
LEVEL 2 RESIDENTIAL	APPROX. 10,450 GSF
LEVEL 3 RESIDENTIAL	APPROX. 10,450 GSF
LEVEL 4 RESIDENTIAL	APPROX. 10,450 GSF
LEVEL 5 RESIDENTIAL	APPROX. 10,450 GSF
LEVEL 6 RESIDENTIAL	APPROX. 10,450 GSF
TOTAL COMMERCIAL	APPROX. 3,900 GSF
TOTAL RESIDENTIAL	APPROX. 60,250 GSF
TOTAL BUILDING A	APPROX. 64,150 GSF

PARKING COUNT

STREET LEVEL	7
BUILDING A TOTAL PARKING	7



SITE A - PREFERRED OPTION - LEVEL 2 PLAN DIAGRAM

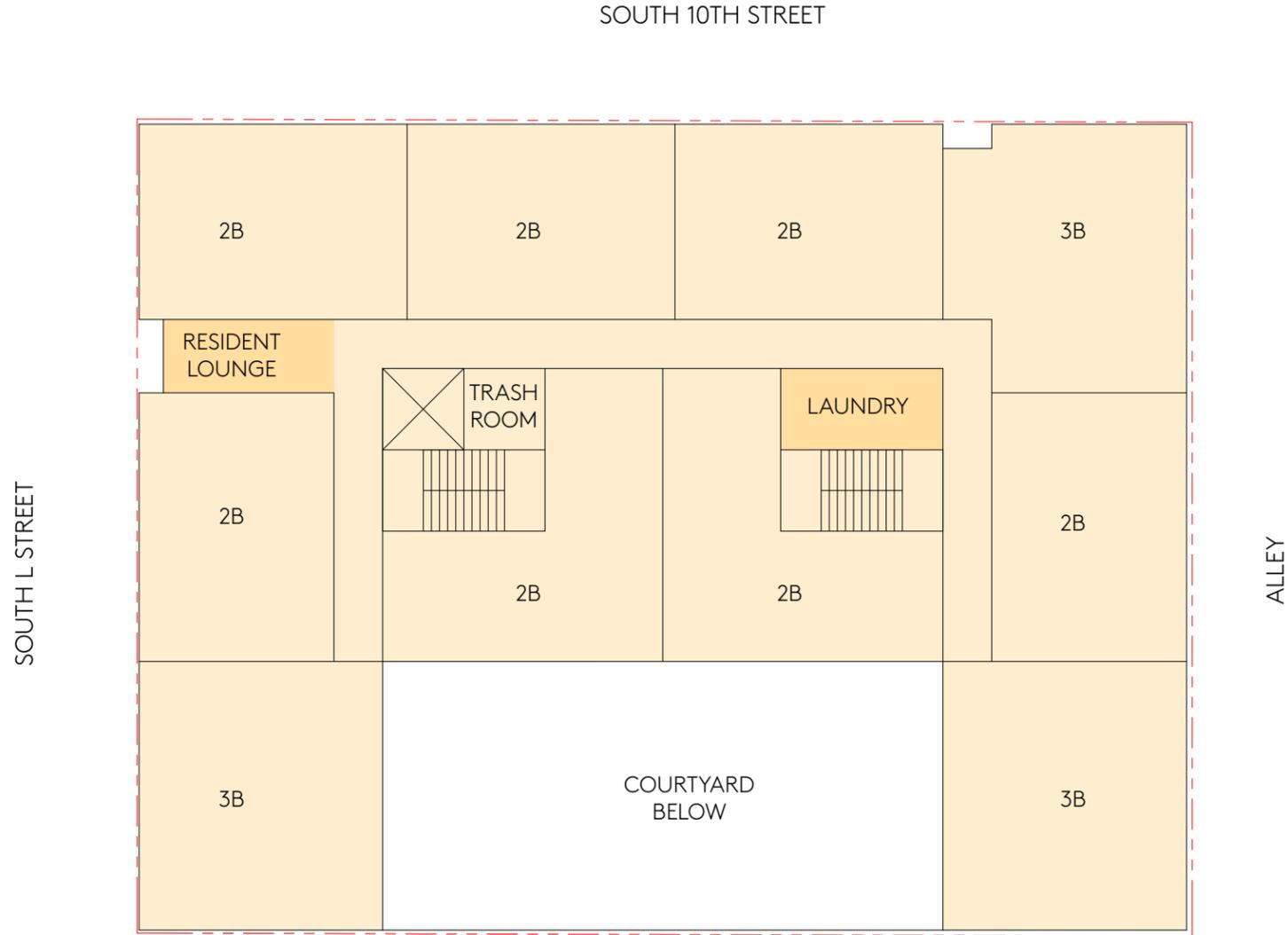


UNIT COUNT

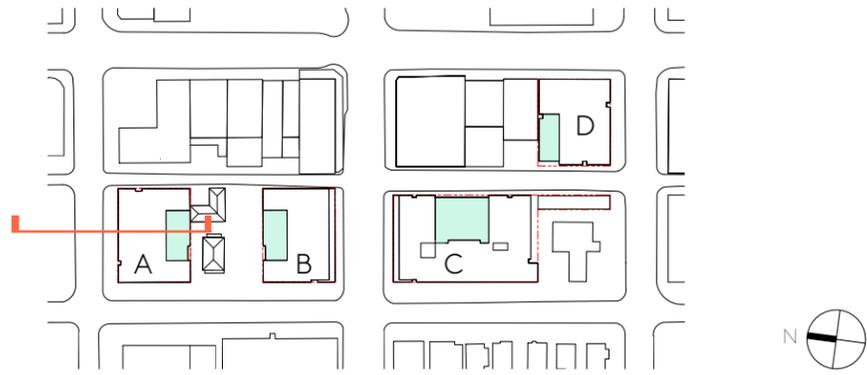
3B	14
2B	35
TOTAL BUILDING A	49



SITE A - PREFERRED OPTION - LEVEL 3-6 PLAN DIAGRAM



SITE A - PREFERRED OPTION - SECTION



SITE B - PREFERRED OPTION - MASSING DIAGRAM

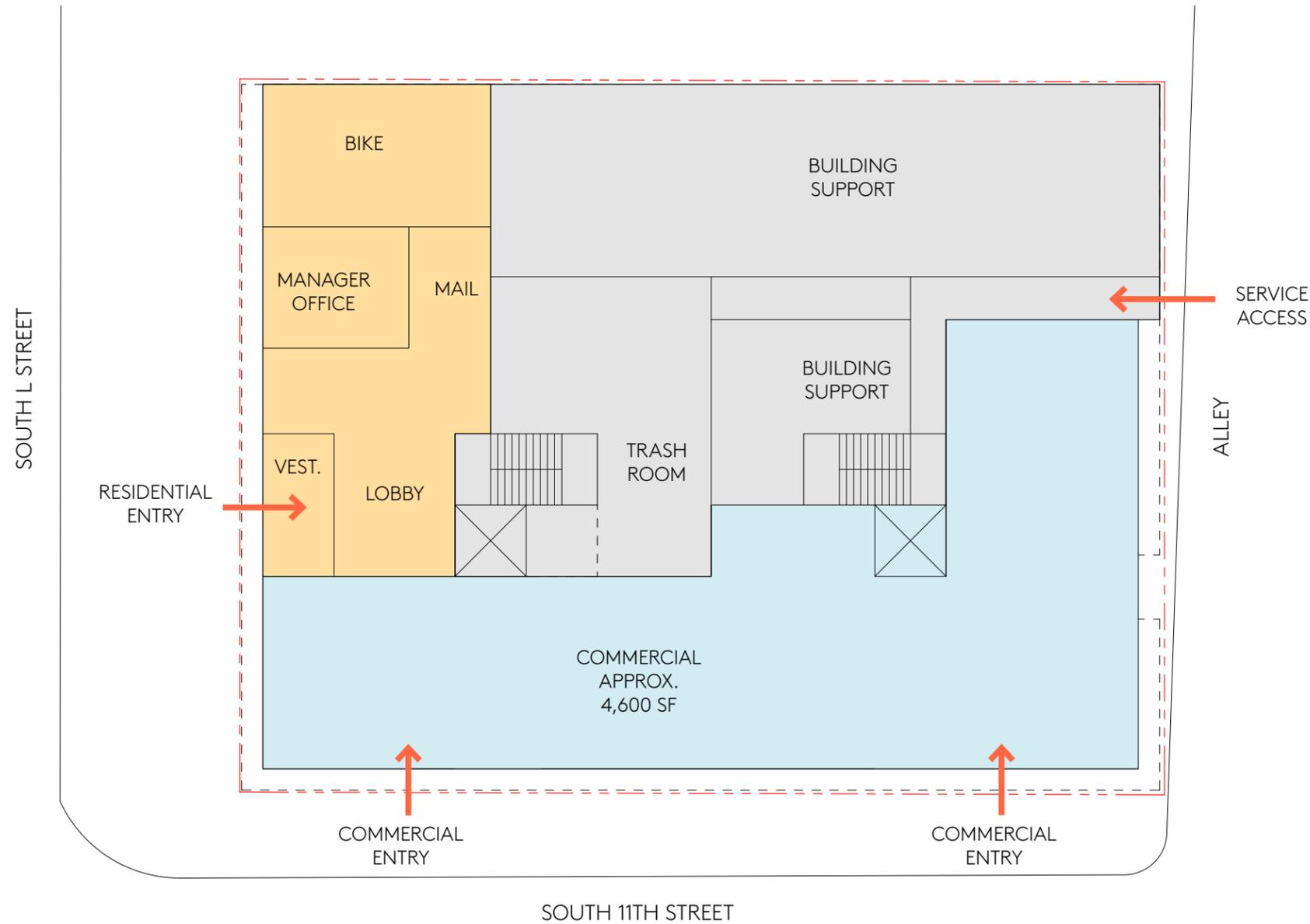


6-STORY

TOTAL BUILDING HEIGHT: 65'



SITE B - PREFERRED OPTION - STREET LEVEL PLAN DIAGRAM

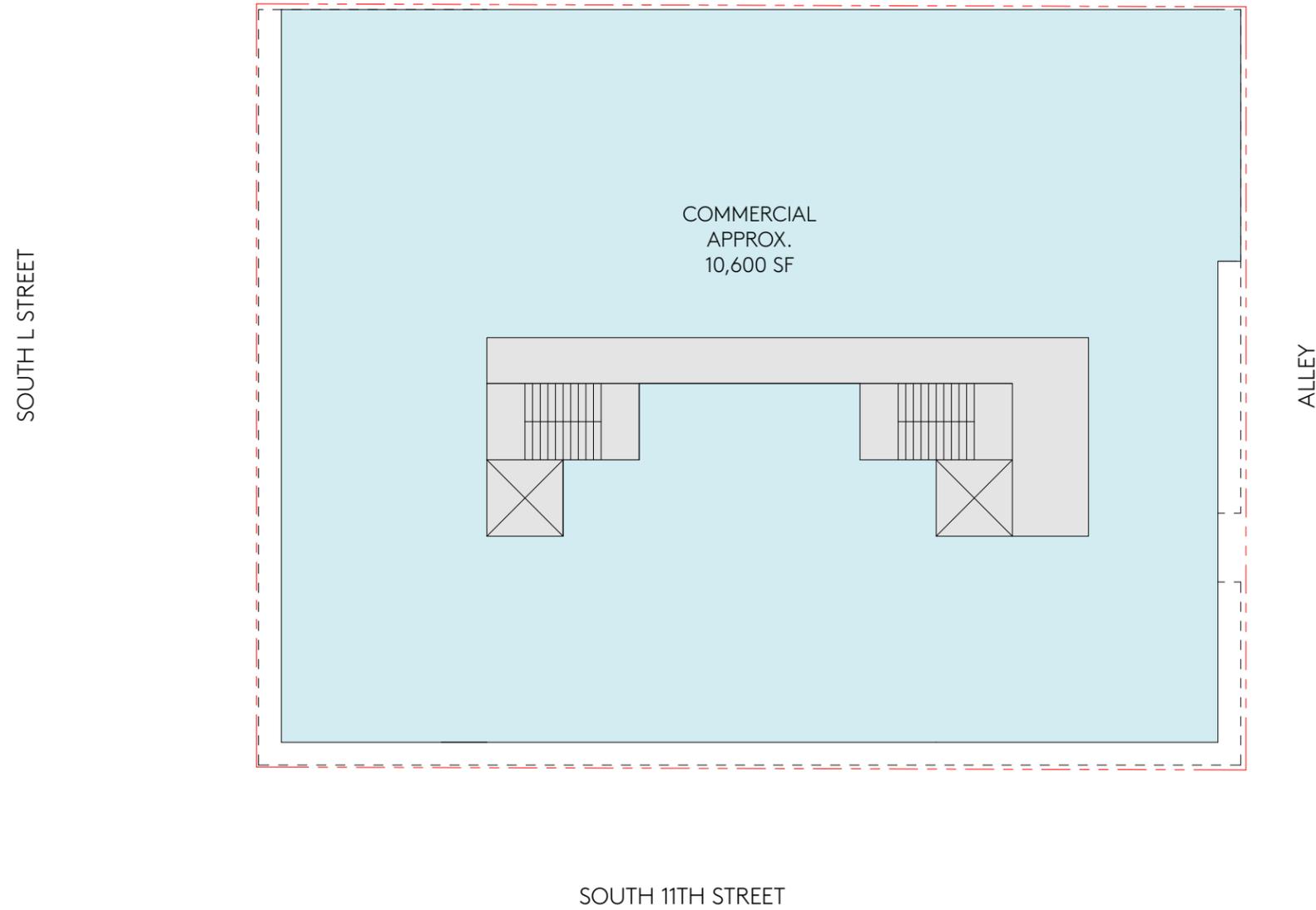


BUILDING AREA

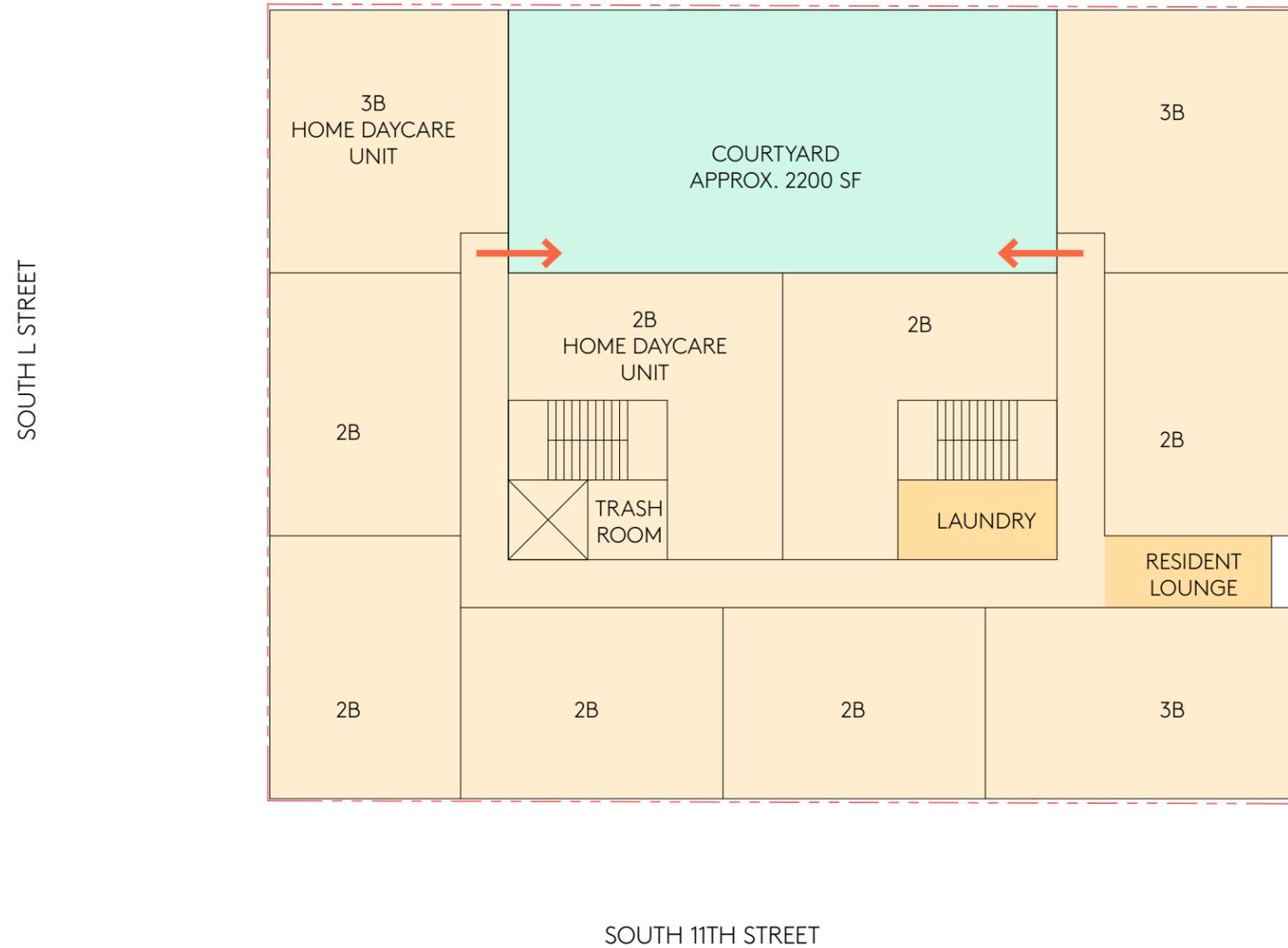
LEVEL 1 COMMERCIAL	APPROX. 4,600 GSF
LEVEL 1 RESIDENTIAL	APPROX. 7,100 GSF
LEVEL 1 TOTAL	APPROX. 11,700 GSF
LEVEL 2 COMMERCIAL	APPROX. 10,600 GSF
LEVEL 2 RESIDENTIAL	APPROX. 1,200 GSF
LEVEL 2 TOTAL	APPROX. 11,700 GSF
LEVEL 3 RESIDENTIAL	APPROX. 10,450 GSF
LEVEL 4 RESIDENTIAL	APPROX. 10,450 GSF
LEVEL 5 RESIDENTIAL	APPROX. 9,550 GSF
LEVEL 6 RESIDENTIAL	APPROX. 9,550 GSF
TOTAL COMMERCIAL	APPROX. 15,200 GSF
TOTAL RESIDENTIAL	APPROX. 48,300 GSF
TOTAL BUILDING B	APPROX. 63,500 GSF



SITE B - PREFERRED OPTION - LEVEL 2 PLAN DIAGRAM



SITE B - PREFERRED OPTION - LEVEL 3 PLAN DIAGRAM

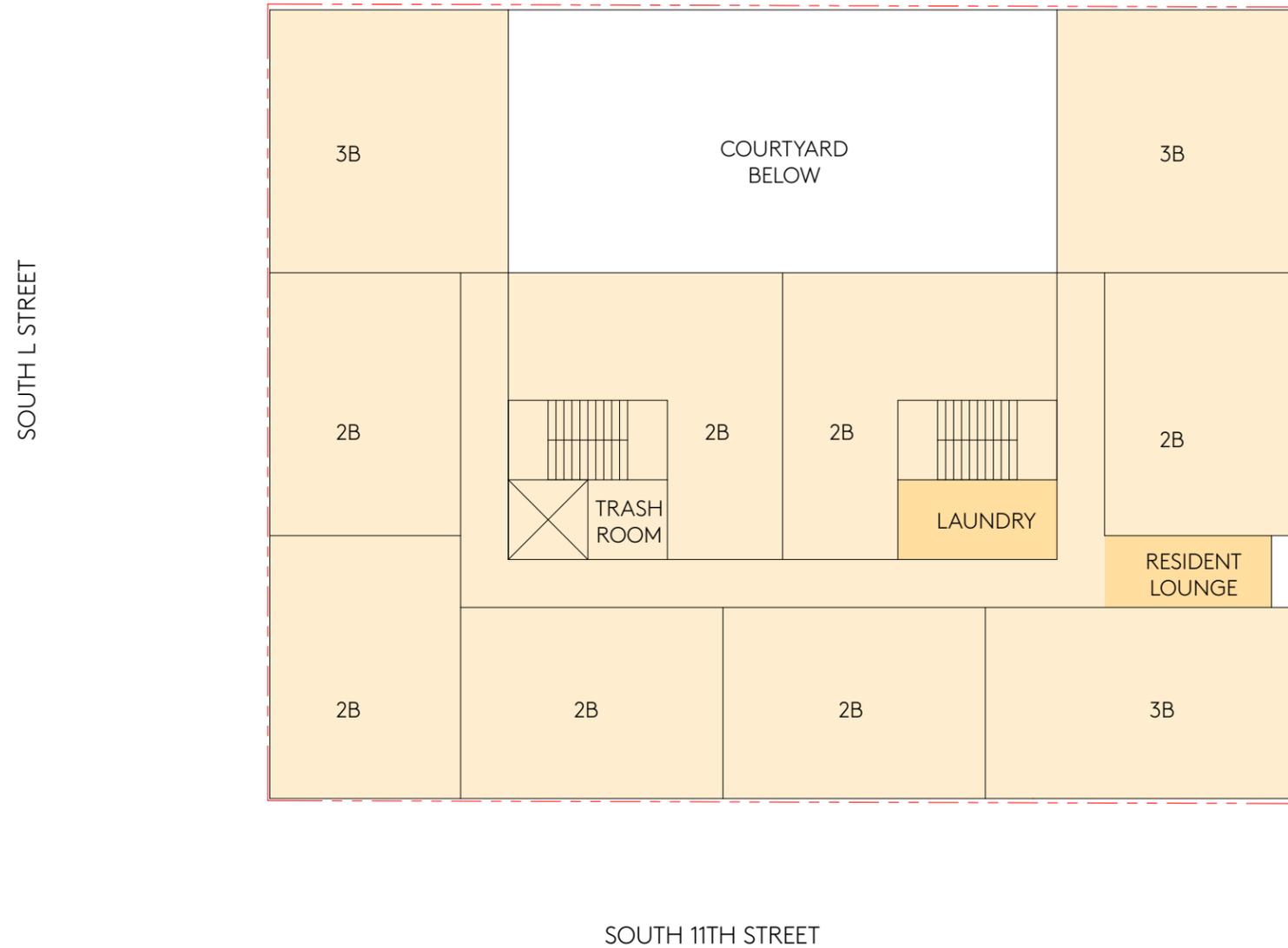


UNIT COUNT

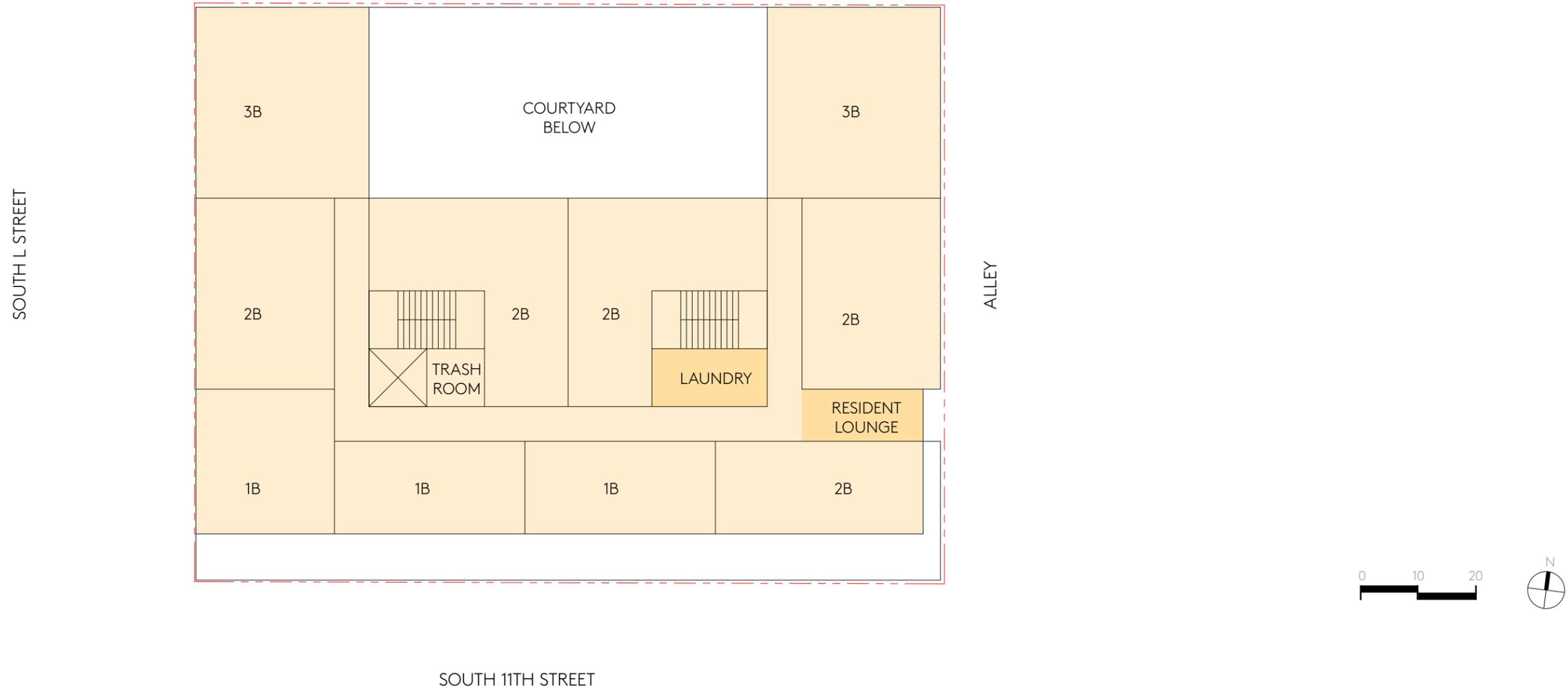
3B	10
2B	24
1B	6
TOTAL BUILDING B	40



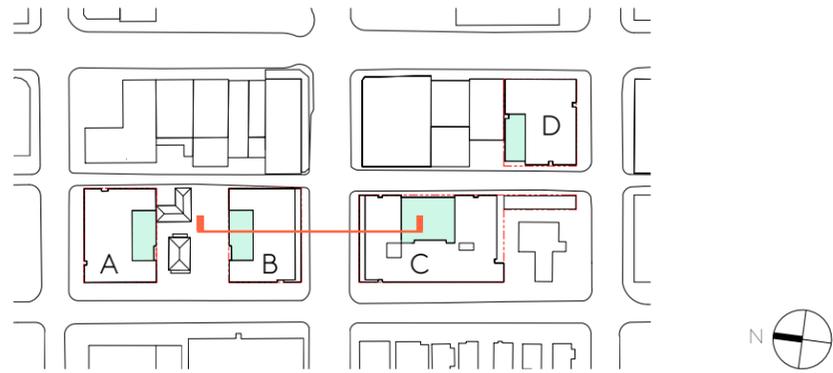
SITE B - PREFERRED OPTION - LEVEL 4 PLAN DIAGRAM



SITE B - PREFERRED OPTION - LEVEL 5 & 6 PLAN DIAGRAM



SITE B - PREFERRED OPTION - SECTION



SITE C - PREFERRED OPTION - MASSING DIAGRAM

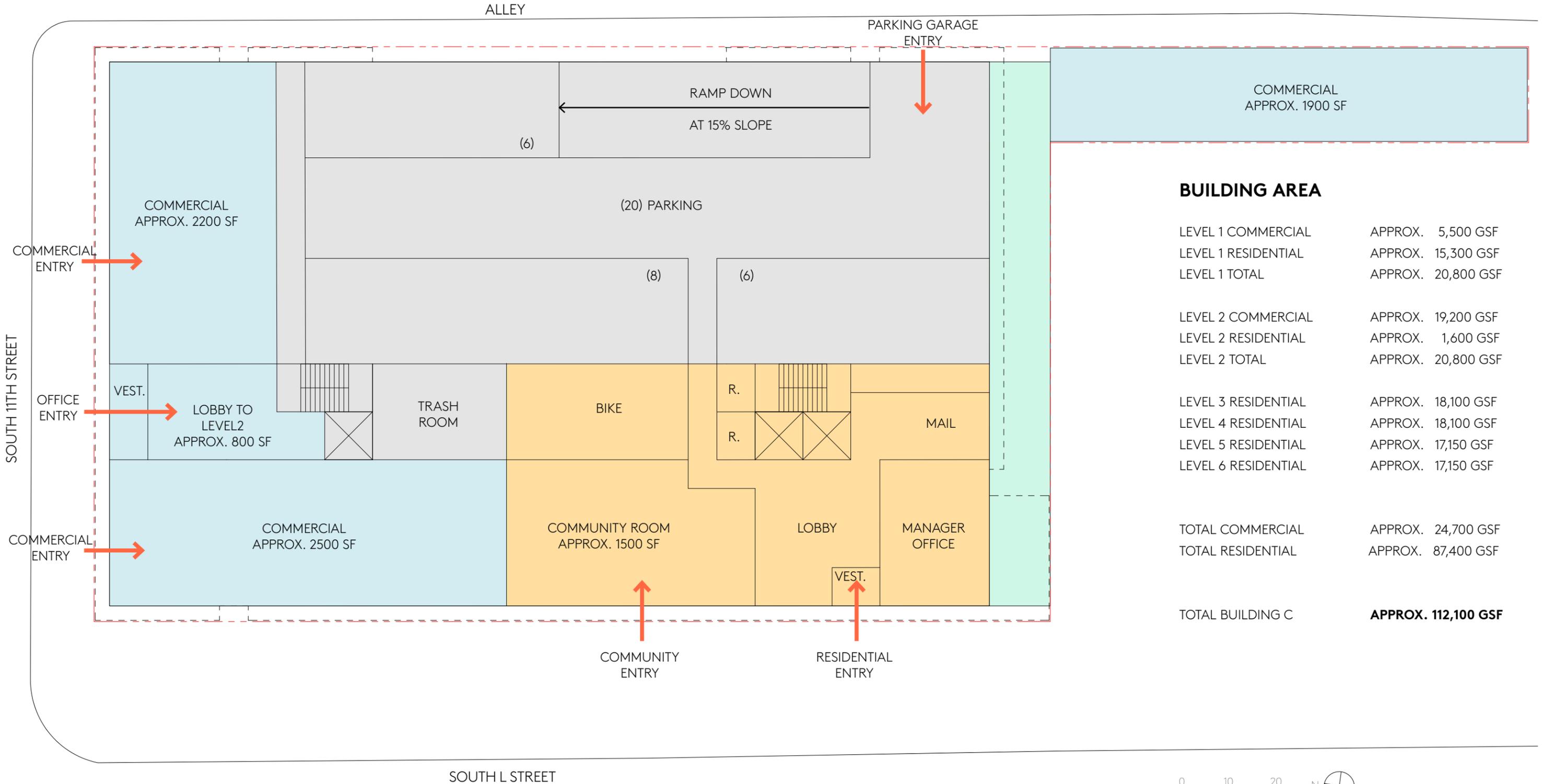


6-STORY

TOTAL BUILDING HEIGHT: 65'



SITE C - PREFERRED OPTION - STREET LEVEL PLAN DIAGRAM

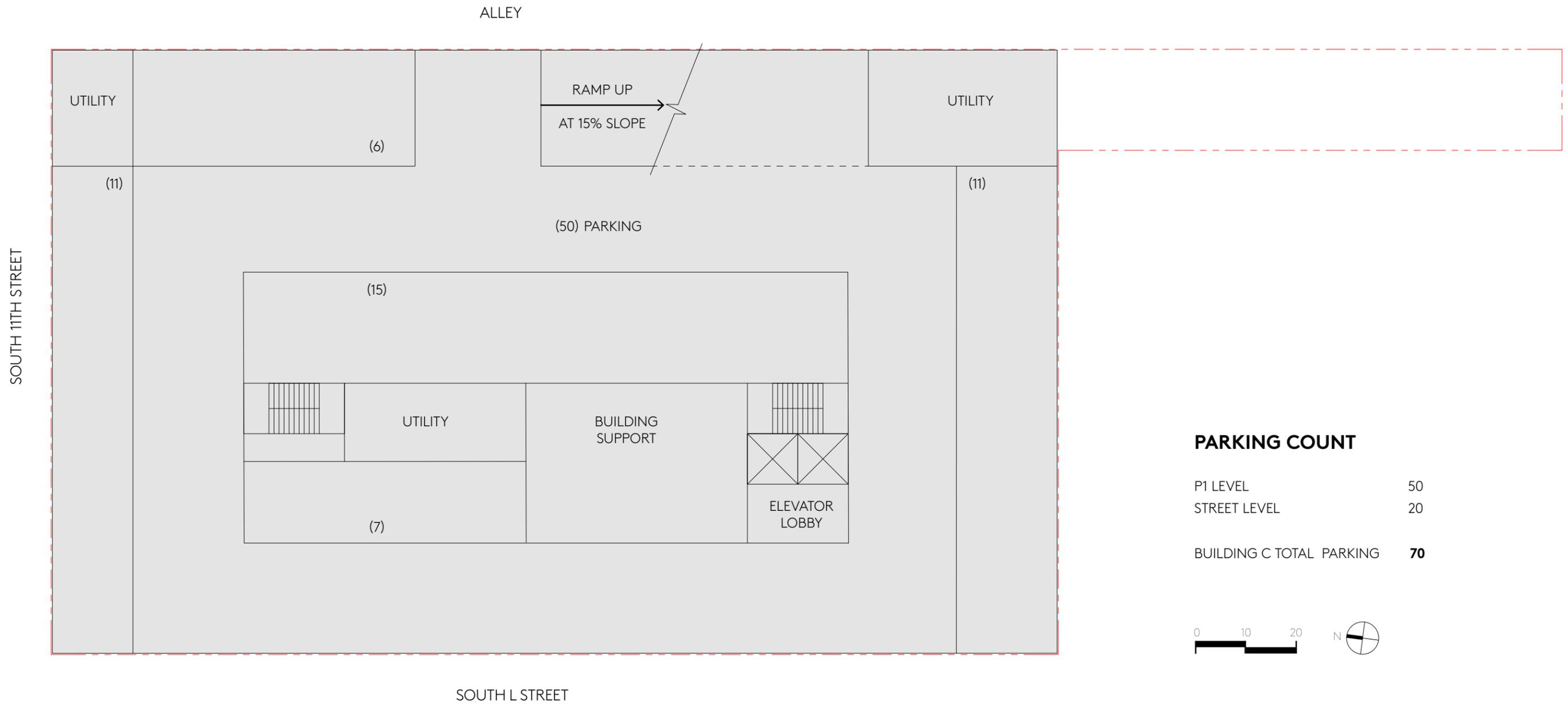


BUILDING AREA

LEVEL 1 COMMERCIAL	APPROX. 5,500 GSF
LEVEL 1 RESIDENTIAL	APPROX. 15,300 GSF
LEVEL 1 TOTAL	APPROX. 20,800 GSF
LEVEL 2 COMMERCIAL	APPROX. 19,200 GSF
LEVEL 2 RESIDENTIAL	APPROX. 1,600 GSF
LEVEL 2 TOTAL	APPROX. 20,800 GSF
LEVEL 3 RESIDENTIAL	APPROX. 18,100 GSF
LEVEL 4 RESIDENTIAL	APPROX. 18,100 GSF
LEVEL 5 RESIDENTIAL	APPROX. 17,150 GSF
LEVEL 6 RESIDENTIAL	APPROX. 17,150 GSF
TOTAL COMMERCIAL	APPROX. 24,700 GSF
TOTAL RESIDENTIAL	APPROX. 87,400 GSF
TOTAL BUILDING C	APPROX. 112,100 GSF



SITE C - PREFERRED OPTION - P1 LEVEL PLAN DIAGRAM

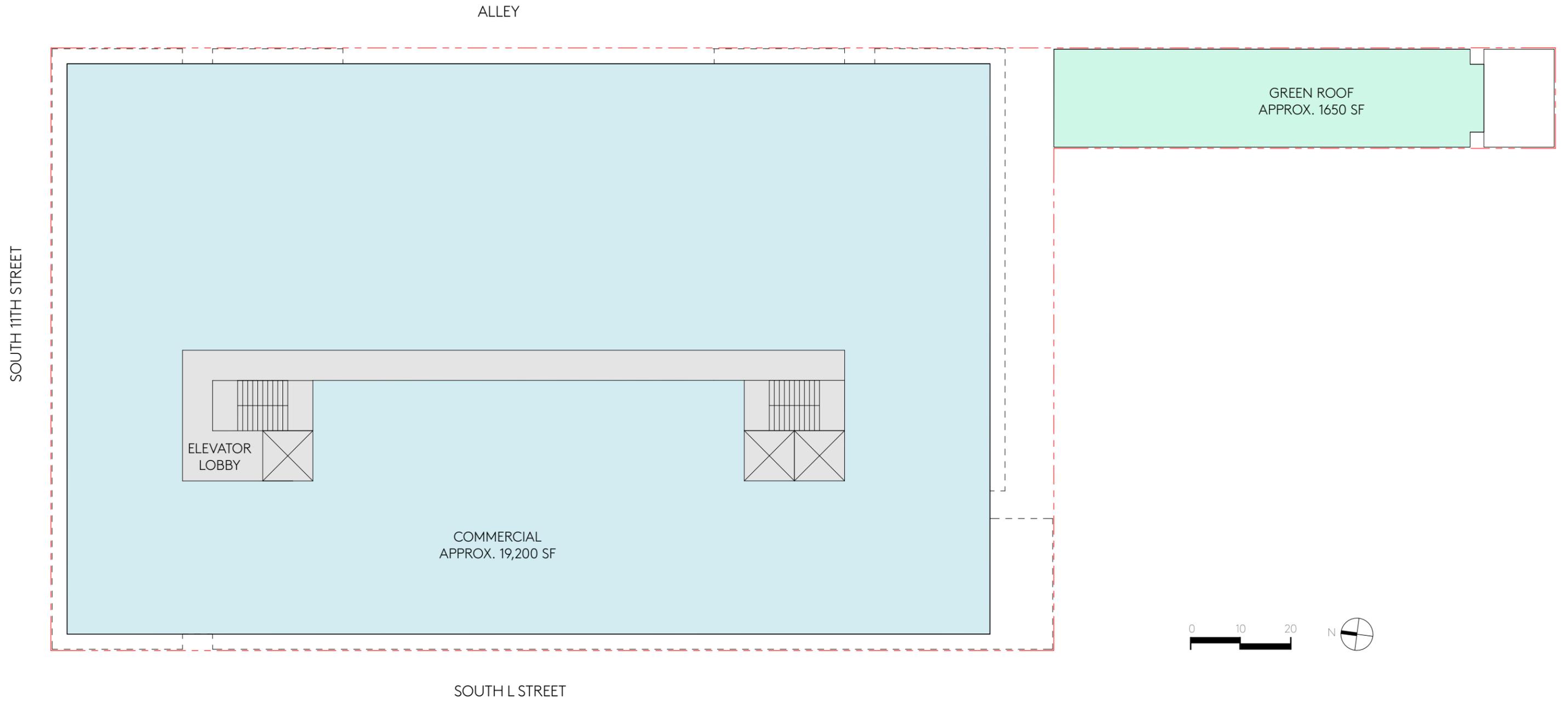


PARKING COUNT

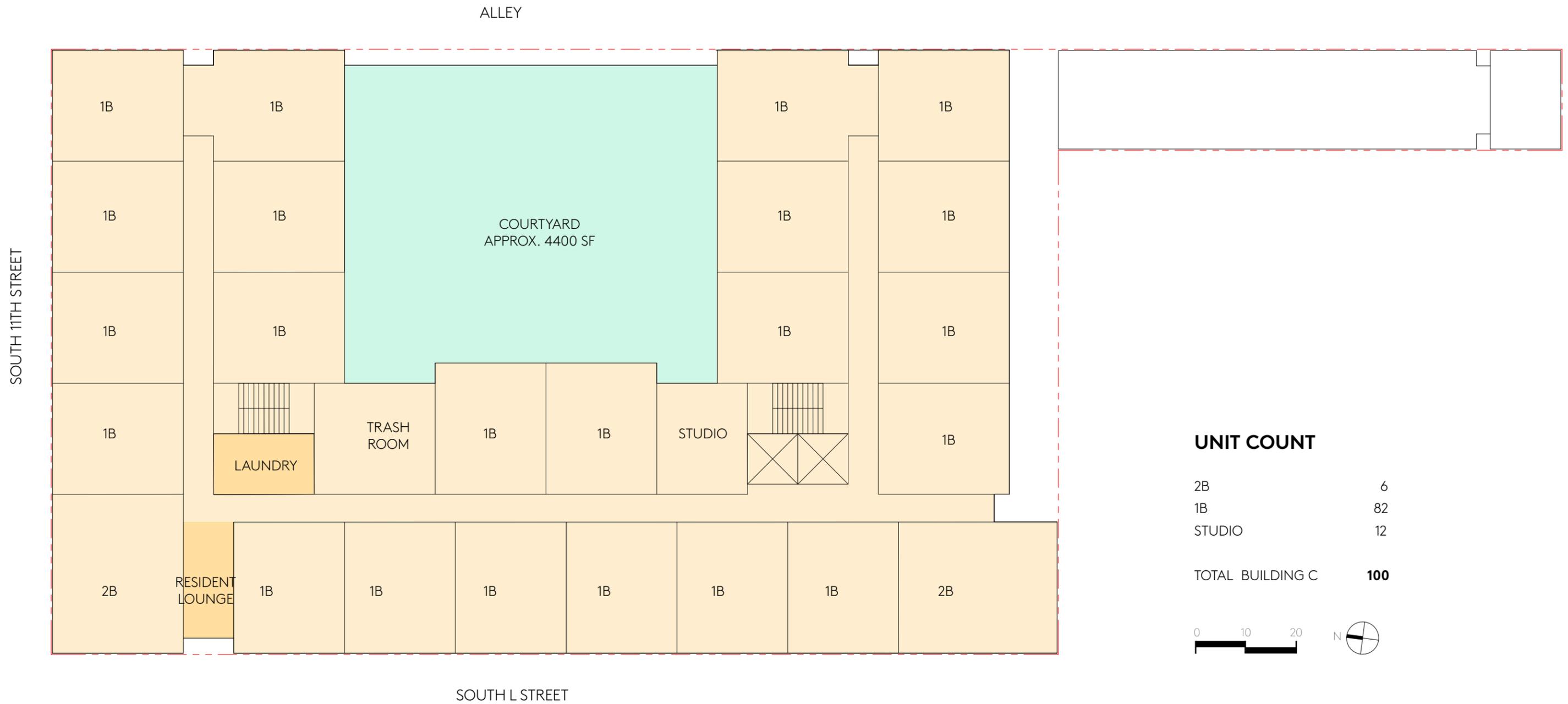
P1 LEVEL	50
STREET LEVEL	20
BUILDING C TOTAL PARKING	70



SITE C - PREFERRED OPTION - LEVEL 2 PLAN DIAGRAM



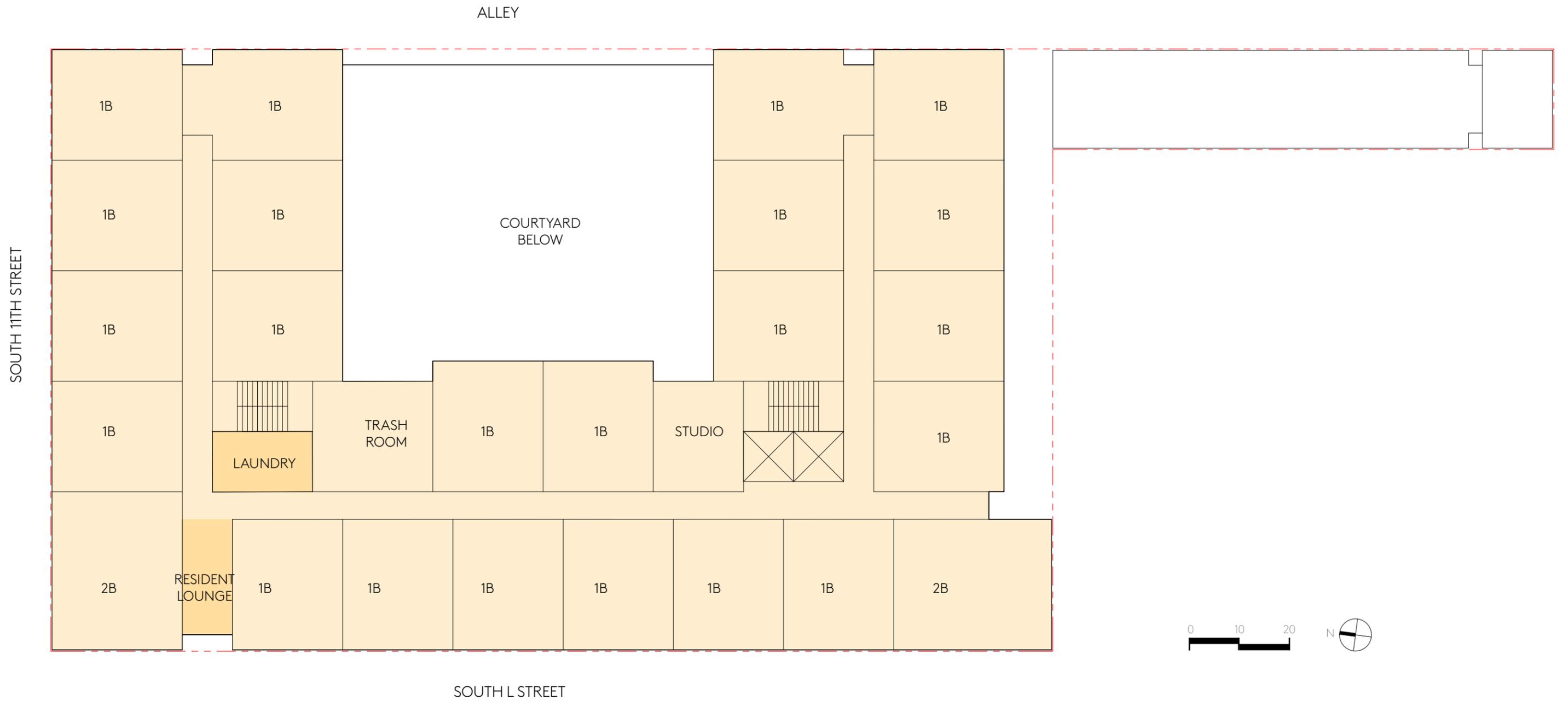
SITE C - PREFERRED OPTION - LEVEL 3 PLAN DIAGRAM



UNIT COUNT

2B	6
1B	82
STUDIO	12
TOTAL BUILDING C	100

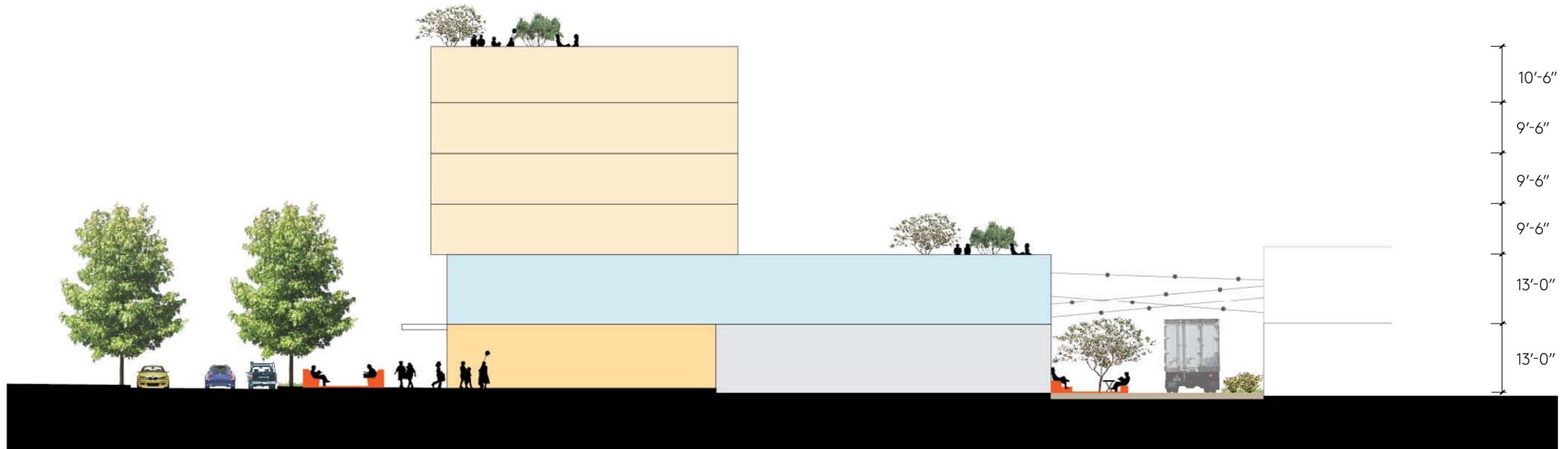
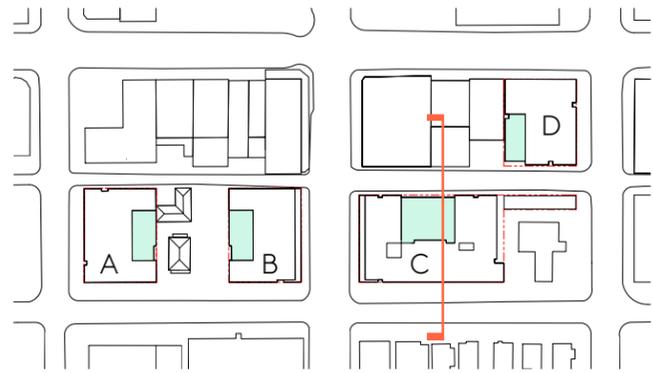
SITE C - PREFERRED OPTION - LEVEL 4 PLAN DIAGRAM



SITE C - PREFERRED OPTION - LEVEL 5 & 6 PLAN DIAGRAM



SITE C - PREFERRED OPTION - PREFERRED OPTION - SECTION



SOUTH L STREET

BUILDING C

ALLEY



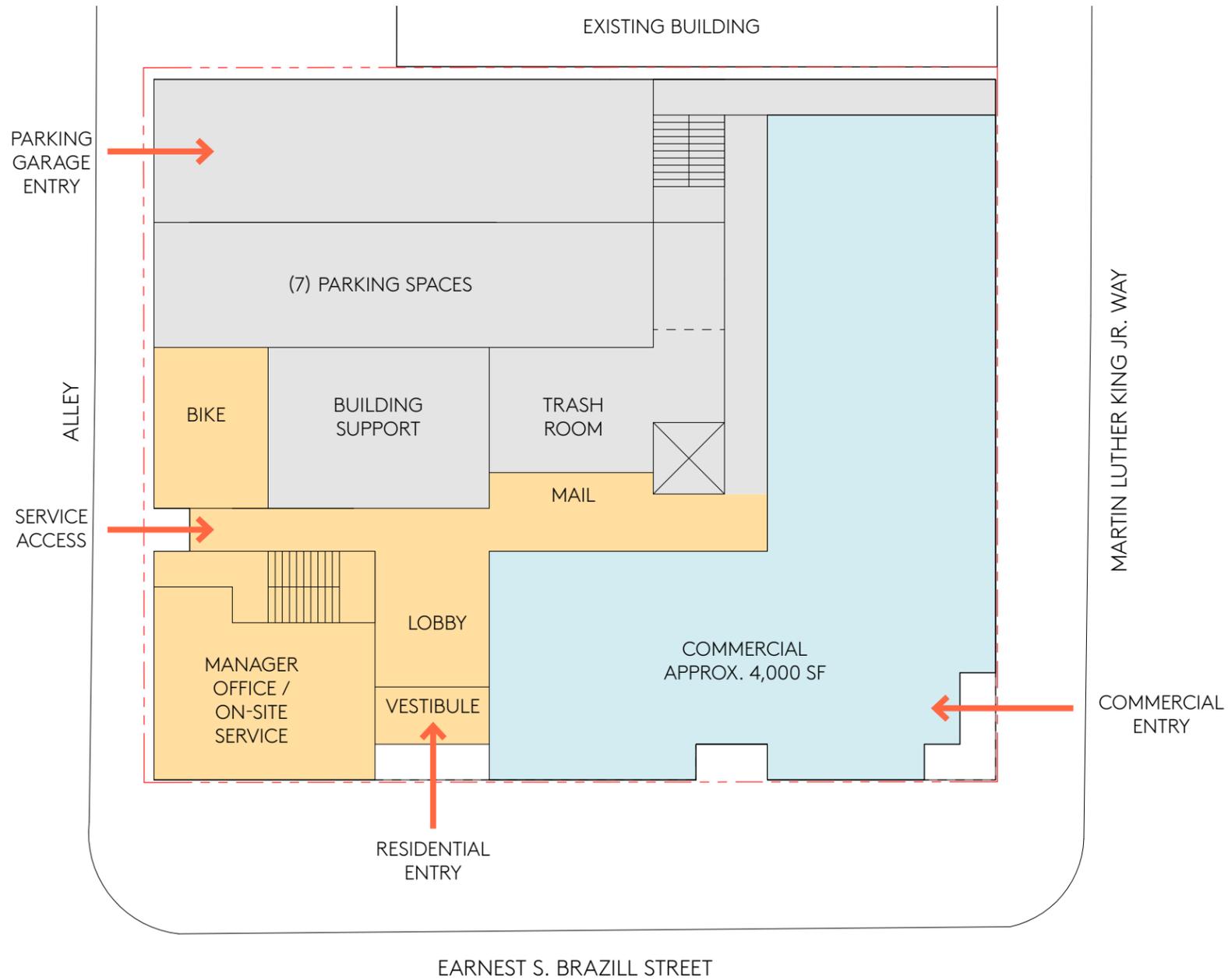
SITE D - PREFERRED OPTION - MASSING DIAGRAM



4-STORY
TOTAL BUILDING HEIGHT: 45'



SITE D - PREFERRED OPTION - STREET LEVEL PLAN DIAGRAM



BUILDING AREA

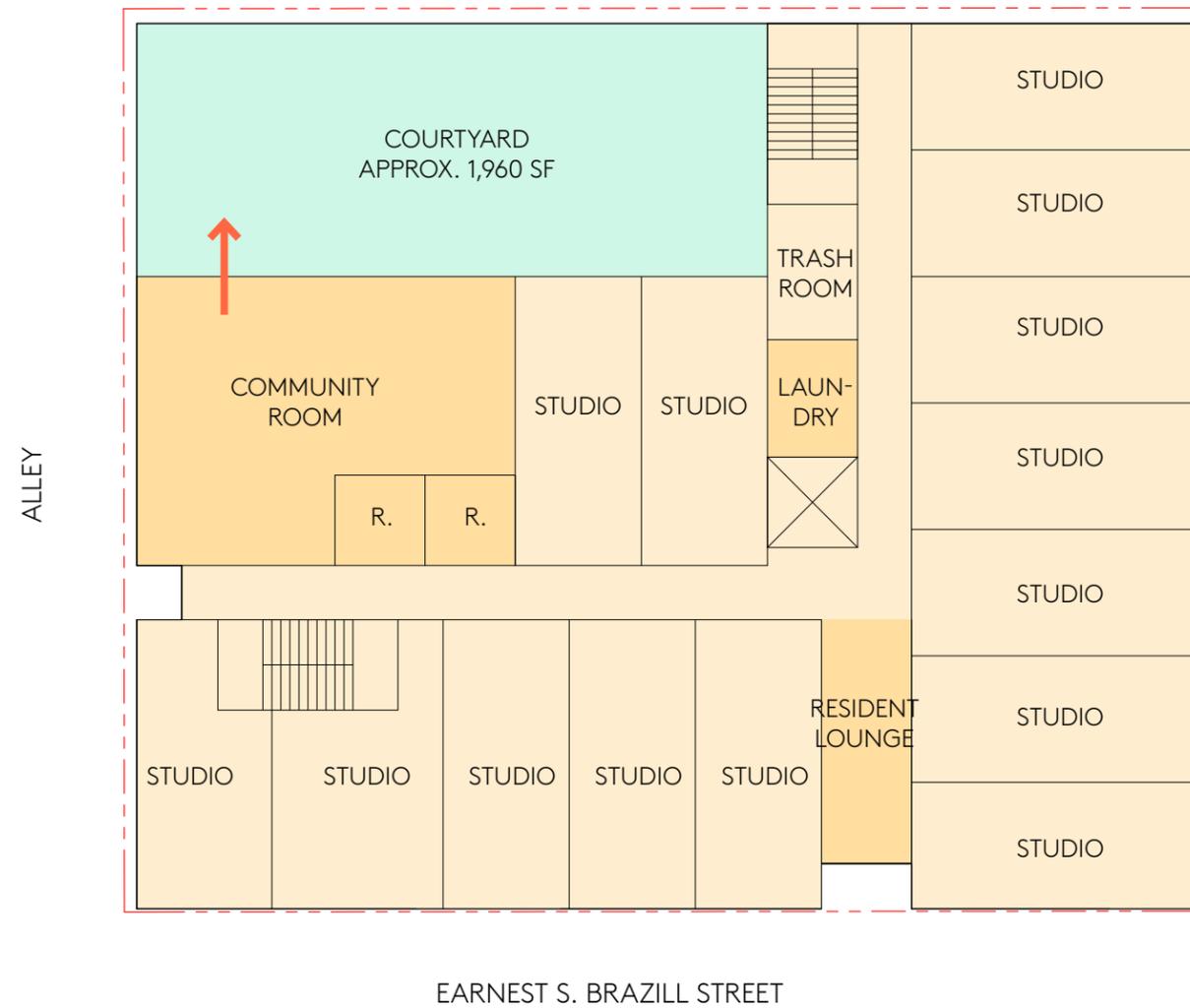
LEVEL 1 COMMERCIAL	APPROX. 4,000 GSF
LEVEL 1 RESIDENTIAL	APPROX. 7,200 GSF
LEVEL 1 TOTAL	APPROX. 11,200 GSF
LEVEL 2 RESIDENTIAL	APPROX. 9,540 GSF
LEVEL 3 RESIDENTIAL	APPROX. 9,540 GSF
LEVEL 4 RESIDENTIAL	APPROX. 9,540 GSF
TOTAL COMMERCIAL	APPROX. 4,000 GSF
TOTAL RESIDENTIAL	APPROX. 35,820 GSF
TOTAL BUILDING D	APPROX. 39,820 GSF

PARKING COUNT

STREET LEVEL	7
BUILDING D TOTAL PARKING	7



SITE D - PREFERRED OPTION - LEVEL 2 PLAN DIAGRAM

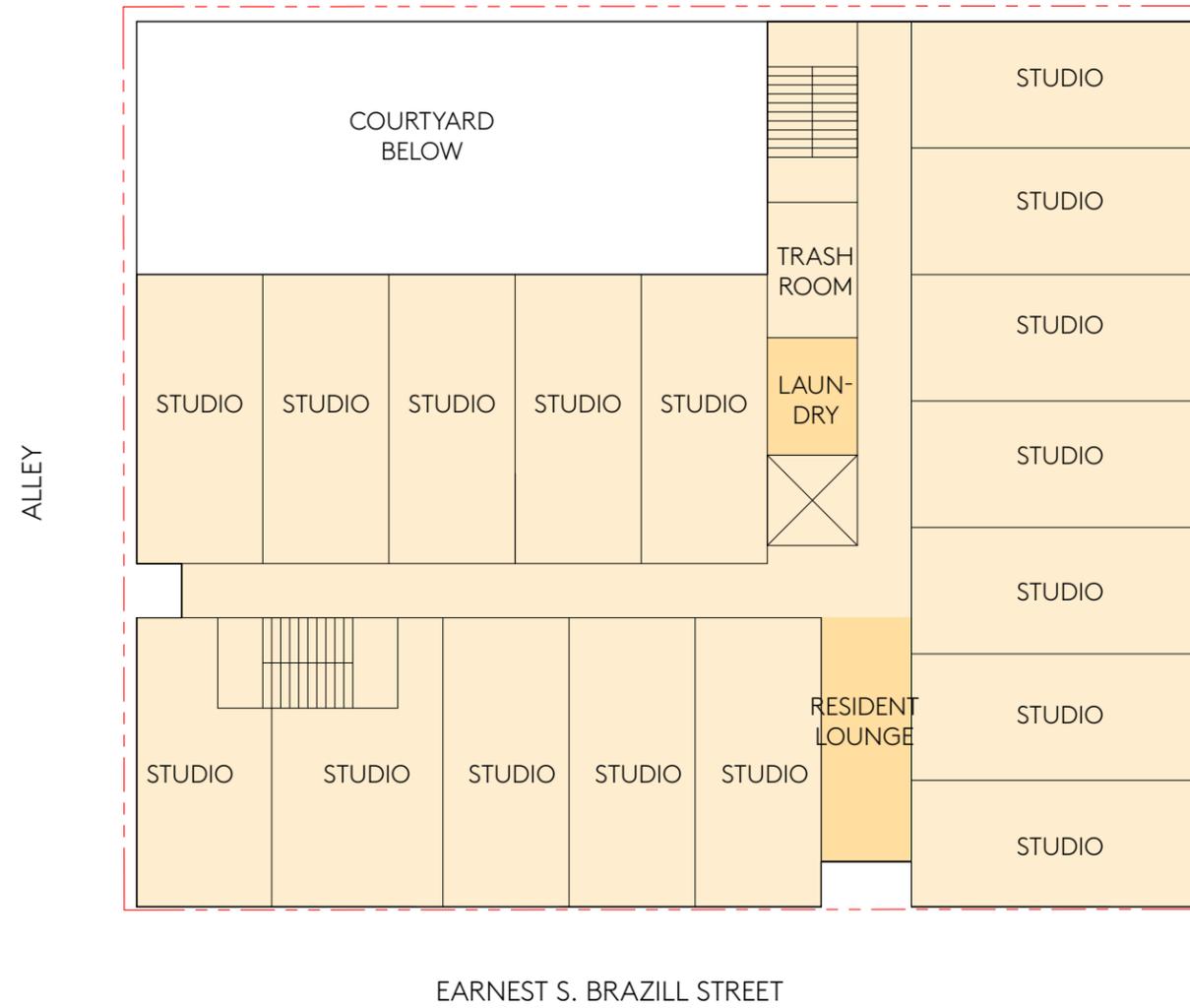


UNIT COUNT

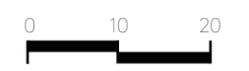
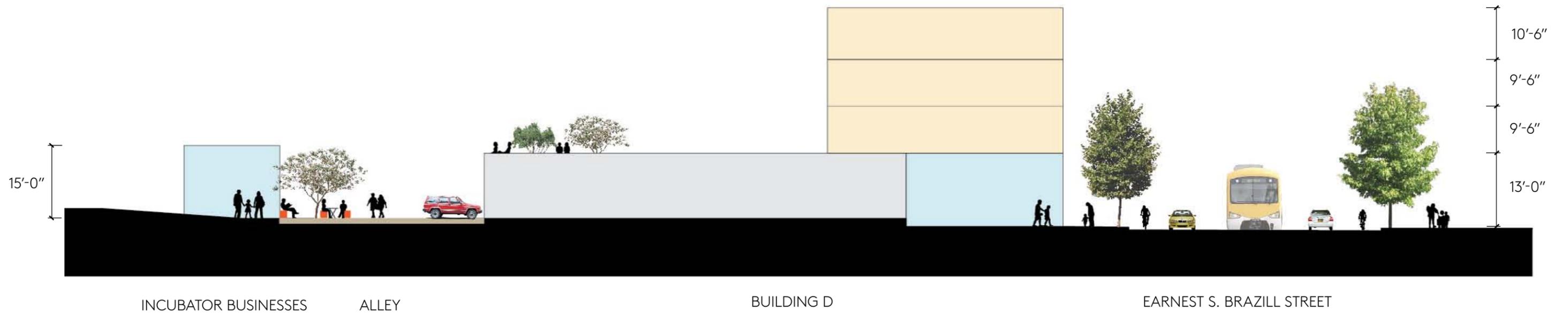
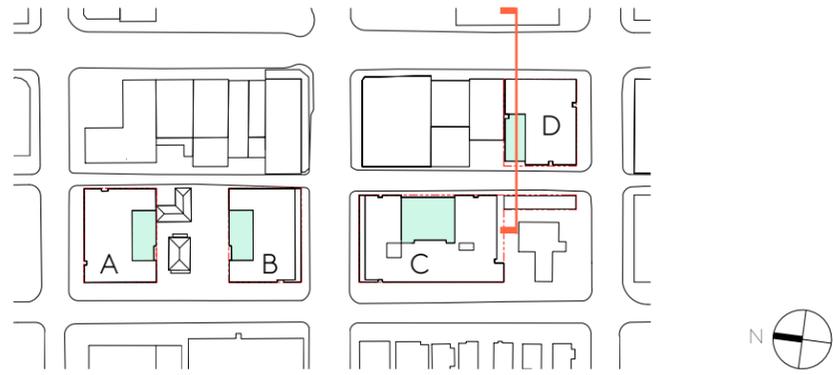
STUDIO	48
TOTAL BUILDING D	48



SITE D - PREFERRED OPTION - LEVEL 3 & 4 PLAN DIAGRAM



SITE D - PREFERRED OPTION - SECTION



Appendix —



ZONING ANALYSIS



NEIGHBORHOOD MIXED-USE DISTRICT (NCX) - The NCX District provides areas with day-to-day convenience shopping and services at a level that is compatible with the surrounding neighborhood. The district is intended to enhance, preserve, and stabilize the neighborhood's unique character. Retail frontages are generally uninterrupted by driveways or parking facilities and pedestrian access and street amenities are encouraged. The standard building height in this district is 45 feet; additional height can be achieved through the bonus program.

Base Height – 45 ft

Bonus Height – Maximum of 65' allowed through Level 1 Palettes for including criteria below for Bonus Features, 85' through Level 2 Transfer of Development Rights (TDRs).

Level 1 - 10 ft bonus for affordable housing; 10 ft bonuses for including elements which support transit-oriented development, sustainability, quality of life.

Level 2 - Use of TDRs from an TDR-sending area.

Density - Minimum 30 dwelling units / acre; 40 on pedestrian streets.

Setbacks - Minimum 0 feet; Maximum - Nonresidential: 5 feet from the public right-of-way for 75 percent of front and corner side façade.

Upper story Set back - 8' minimum horizontal step back on 5th floor and above on designated Pedestrian Streets.

Open Space - At least 50 sf of yard space per dwelling unit. Includes landscaped courtyards or decks. Exceptions for adjacency to Open Spaces and min. FAR ratio of 3.

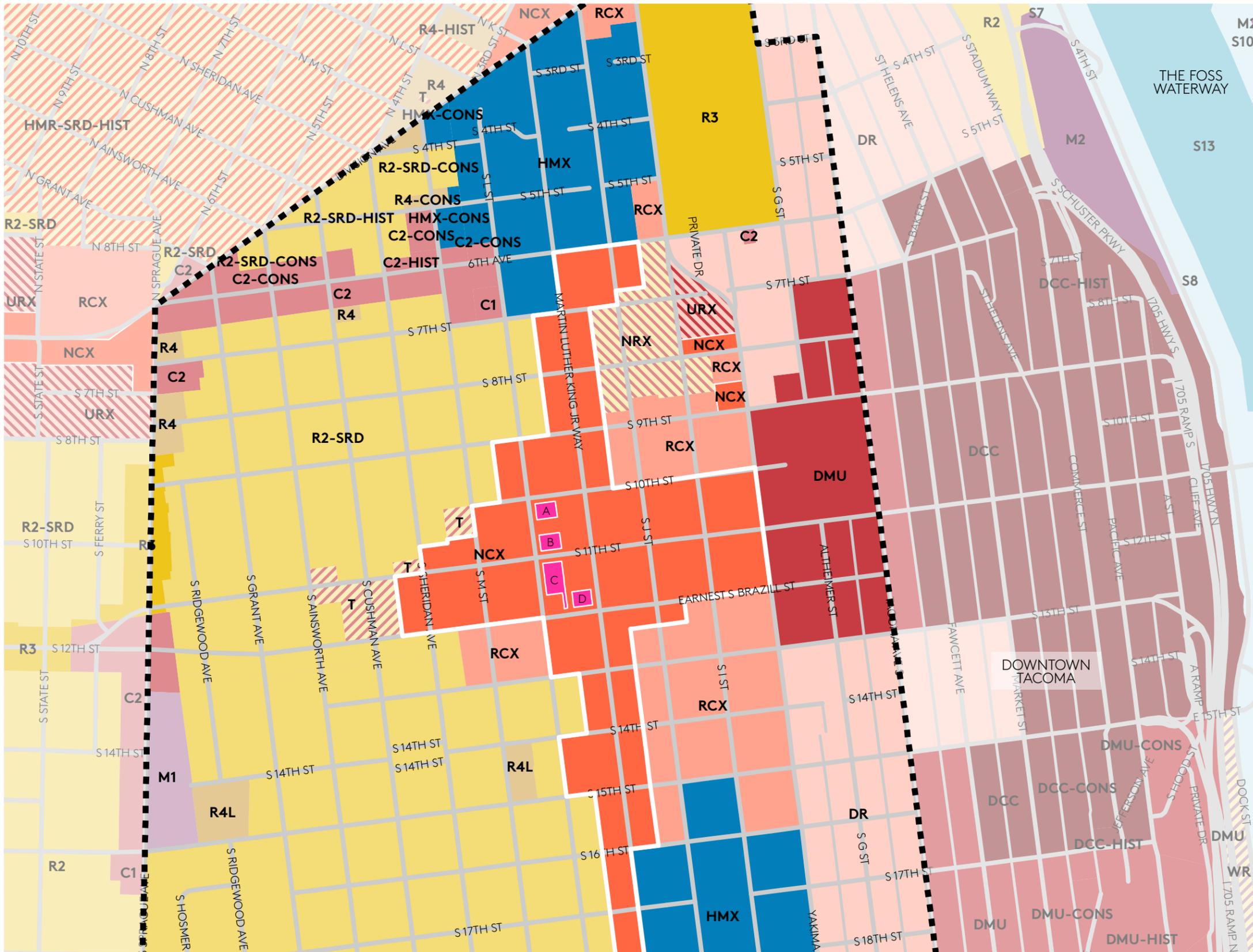
Parking – off-street - No parking required for buildings located within 10 feet of R.O.W. of designated pedestrian streets in NCX Zone.

Residential: provide 1 stall per unit. Units 250 sf - 450 sf exempt.

Commercial or Office: No parking required for first 3,000 sf. 2.5 stalls per 1,000 sf of floor area.

Parking reduced by 50% for sites located within 500 ft of a transit stop with min of 20 minute peak hour service.

A. ZONING



- HILLTOP**
 HILLTOP
- SITE**
 SITE
- ZONING**
- COMMERCIAL
 - DOWNTOWN COMMERCIAL CORE
 - DMU - DOWNTOWN MIXED USE
 - DR - DOWNTOWN RESIDENTIAL
 - HMR - HISTORICAL MIXED USE
 - HMX - HOSPITAL MIXED USE
 - LIGHT INDUSTRIAL
 - HEAVY INDUSTRIAL
 - NCX - NEIGHBORHOOD MIXED USE
 - SINGLE FAMILY DWELLING - HIGHER D
 - TWO FAMILY DWELLING
 - R4 - LOW DENSITY MULTIFAMILY
 - RCX - RESIDENTIAL/COMMERICAL MIX
 - S- SHORELINE
 - WATER
 - T - TRANSITIONAL
 - URX - URBAN RESIDENTIAL MIXED USE
 - WR - WAREHOUSE RESIDENTIAL



A. ZONING

ITEM	REQUIREMENT/DESCRIPTION
ADDRESSES AND PARCEL NUMBERS	
Lot A: 1116 S 10TH ST	2010230010; TACOMA HOUSING AUTHORITY
Lot B: 1102 S 11TH ST	2010230050; AUTO PARKING
Lot C: 1120 S 11TH ST, 1100 EARNEST S BRAZILL ST	2011230010, 2011230020; AUTO PARKING
Lot D: 1120 & 1124 MARTIN LUTHER KING WAY	2011220040, 2011220050; AUTO PARKING , RETAIL STAND ALONE
PROJECT AREAS	
Lot A: 1116 S 10TH ST	12,994 GSF
Lot B: 1102 S 11TH ST	12,992 GSF
Lot C: 1120 S 11TH ST, 1100 EARNEST S BRAZILL ST	25,978 GSF
Lot D: 1120 & 1124 MARTIN LUTHER KING WAY	11,965 GSF
ZONE	NCX - Neighborhood Mixed-Use District
NEIGHBORHOOD BUSINESS DISTRICT	Hilltop
MIXED USE CENTER	Downtown Regional Growth
COMMUNITY EMPOWERMENT ZONE	Designated a Renewal Community (RC) by the federal government and a Community Empowerment Zone (CEZ) by the State of Washington. Businesses that locate within the RC/CEZ and meet certain requirements may be eligible for tax credits as well as financing and contracting programs.
STREET CLASSIFICATIONS	
L ST	Alley; Class L
10th St	Street; Class R
11th St	Core Pedestrian Street
Martin Luther King Way	Primary Core Pedestrian Street; Class L
Earnest S Brazill St	Core Pedestrian Street; Class M
ARTERIAL DESIGNATIONS	
L ST	None
10th St	None
11th St	Minor
Martin Luther King Way	Collector
Earnest S Brazill St	Minor
USES	
PERMITTED USES	Retail, Office, Personal Services, Residential
PROHIBITED USES	Adult retail and entertainment, agriculture, building materials and services, Correctional Facility, Detention facility, Detoxification center, Fueling Station, Golf Course, Hospital, Industry, Marijuana processor, Microbrewery, Self Storage, Vehicle Sales/Repair, Ware house



A. ZONING

NEIGHBORHOOD MIXED-USE DISTRICT

The NCX District provides areas with day-to-day convenience shopping and services at a level that is compatible with the surrounding neighborhood. The district is intended to enhance, preserve, and stabilize the neighborhood's unique character. Retail frontages are generally uninterrupted by driveways and parking facilities and pedestrian access and street amenities are encouraged. The standard building height in this district is 45 feet; additional height can be achieved through the bonus program.

BASE ZONE

NCX - Neighborhood Mixed-Use District

REGIONAL GROWTH CENTER

DRGC - Downtown Regional Growth Center

HEIGHT

Base Height – 45 ft

Bonus Height – Maximum of 65' allowed through Level 1 Palettes for including below for Bonus Features, , 85' through Level 2 TDRs.

BONUS FEATURE PALETTE - LEVEL 1

Includes a 10 ft bonus for affordable housing

(5) 10 ft bonuses for including elements which support transit oriented development, sustainability and quality of life.

BONUS FEATURE PALETTE - LEVEL 2

Use of TDRs from an identified TDR sending area.

FAR

30,000 square feet maximum floor area per business; 45,000 square feet for full service grocery stores only; offices shall be exempt from these limits.

DENSITY

Minimum 30 DU/AC; 40 on designated pedestrian streets

SETBACKS

Minimum - 0 feet; 5 ft on all sides that do not abut a public street or alley right-of-way for townhouses

Maximum - Non residential: 5 feet maximum setback from the property lines at the public right-of-way for 75 percent of front and corner side façade.

UPPER STORY SET BACK

8' minimum horizontal step back along 5th floor and above where the ROW width is less than 100'. One distinctive Design Element <25' in width may extend vertically without setbacks.

LOT COVERAGE

At least 50 square feet of yard space is required for each dwelling unit. Includes landscaped courtyards or decks, front porches, community gardens with pathways, children's play areas, or other multi-purpose recreational and/or green spaces.

Required setback and buffer areas, vehicular access areas and required walkways and buffers shall not count.

PARKING – OFF-STREET

No parking required for buildings locate w/i 10 feet of R.O.W. of designated pedestrian streets

Residential - 1 stall per unit. Units 250 sf - 450 sf exempt.

Commercial or Office: No parking required for first 3,000 SF of each retail or food and beverage establishment. 2.5 per 1,000 SF of floor area.

Parking requirement shall be reduced by 50% for sites located within 500 feet of a transit stop at which a minimum of 20-minute peak hour service is provided

LOADING – OFF-STREET

Only required in shopping centers

BICYCLE PARKING - OFF STREET

Residential - 1 long-term space per unit, 1 short-term per 20 units.

Offices - 1 long-term space per 4,000 sf, 1 short-term per 40,000sf.

Restaurants, Retail - 1 long-term space per 12,000sf, 1 short-term per 4,000 sf.



B. PREVIOUS PLANS

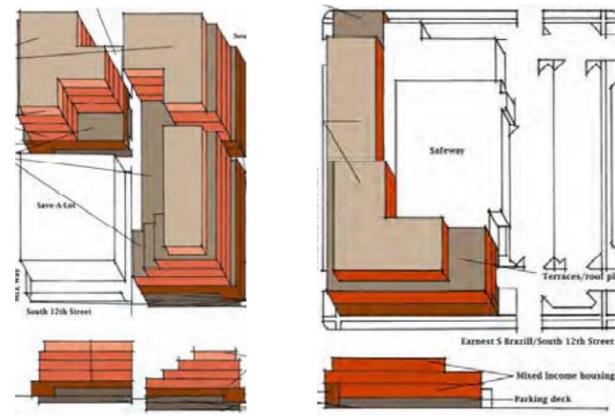


FIG. 7-18 Left - Visioning study for the northwest corner of MLK Jr Way and South Earnest Brazill Street. Above - Envelope studies on potential development sites at the MLKHDA site at MLK Jr Way and South 11th Street, the Browne's Star Grill/Pochert Building site at MLK Jr Way and South 12th Street, the former Save-a-Lot surface parking lots, and the Safeway (see Appendix K of the Draft Hilltop Subarea Plan for details on the envelope studies).

HILLTOP SUBAREA PLAN (2014)

The City of Tacoma and the Beckwith Consulting Group developed the Hilltop Subarea Plan to provide planning and policy interventions to help Hilltop achieve its potential for community development, thereby realizing a broad range of equitable social and environmental benefits. The plan is intended to serve as a statement of the City of Tacoma's vision for Hilltop, and a resource for potential investors, property owners, and other agencies. The plan's goals are:

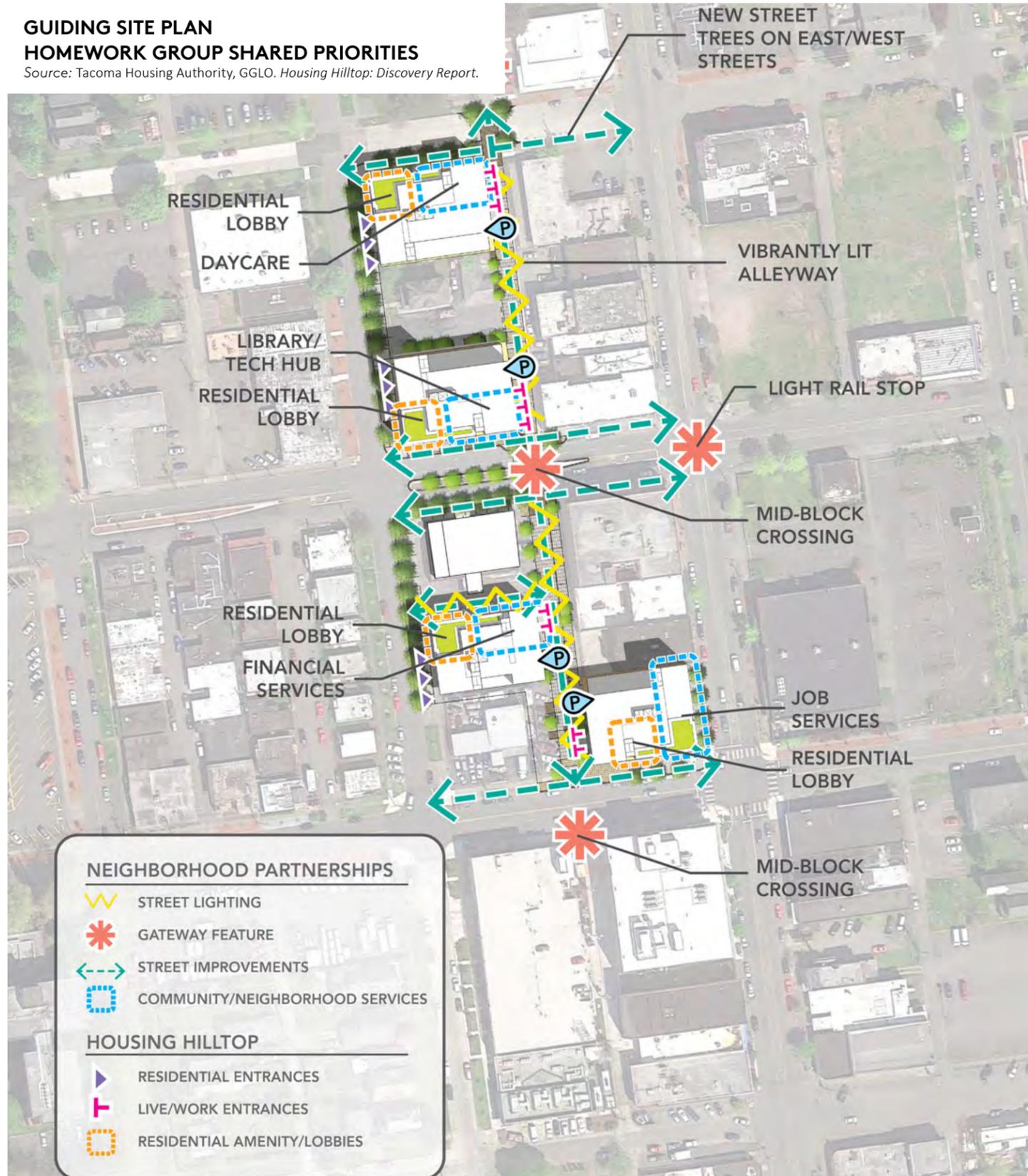
- Create local employment opportunities through retaining and recruiting businesses that employ skills that are offered or could be developed by Hilltop residents.
- Market and develop the Hilltop Business District through filling gaps in the retail offerings, providing low cost loans and grants, and forming a business improvement district.
- Promote Hilltop's arts and culture resources and potentials through promoting neighborhood events and installing public art and signage that speaks to the neighborhood's history.
- Engage Hilltop area youth in education, employment, and civic opportunities.
- Create affordable, healthy, mixed-use, mixed income and mixed household housing.
- At least 25% of the total housing units in Hilltop shall be affordable to households earning up to 80 percent of the countywide median income, and at least half of that (12.5 percent) shall be affordable to households earning up to 50 percent of the countywide median income.
- Expand Hilltop open space, parks, and recreation opportunities.

Massing studies included in the 2014 Hilltop Subarea plan, including options for Site D (the Mr. Mac Parcel)



**GUIDING SITE PLAN
HOMEWORK GROUP SHARED PRIORITIES**

Source: Tacoma Housing Authority, GGLO. *Housing Hilltop: Discovery Report.*



HOUSING HILLTOP (2016)

Several reports and plans have examined urban interventions in the Hilltop neighborhood, from housing to streetscape. This work builds upon these findings. The Housing Hilltop Discovery Plan was completed in the Summer of 2016 by the THA, office for the city, and GGLO. THA began this iterative process to build a collective platform for local actions which promote equity and prosperity. #DesignTheHill is a continuation of the plans initiated by GGLO and THA.

Following GGLO's recommendations, at the onset #DesignTheHill established 'Homework Groups' to ask community stakeholders to inform project direction. Their input ensured key community concerns would drive the design presented to the larger community at public 'Design Labs'.

GGLO outlined key issues¹ which #DesignTheHill explored further including:

- Limited supply of new housing for hospital employees and downtown workers
- Lack of local jobs and opportunities to live and work in the Hilltop community
- Long-time community-based businesses being priced out
- Longtime residents unable to transition to home ownership and being displaced
- Public crime still a concern
- Lack of street trees
- Landscape improvements needed
- Poor neighborhood upkeep creates security issues (broken window theory)

This plan mapped an initial guiding site plan (right), which informed the initial meetings with the community². Mithun built upon some of the interventions identified in the report to inform the initial site plan which was then edited and built upon by the community during the engagement process including:

- Activating the alley for increased bicycle and pedestrian connectivity
- Including 2 buildings with larger, family-oriented units and childcare in Sites A and B
- Placing residential entries on South L St
- Retail and Community Service spaces at the corners of MLK, S 11th Ave and Ernest S. Brazill
- Spaces for desired neighborhood amenities such as library, affordable grocery options, or banks.
- Small business owners would like to see a longer active period and 'round the clock' activation.
- Businesses see activity adjacent to them, but retail vacancies result in this activity being disconnected within the neighborhood.
- Business owners also expressed desire for gathering spaces to allow businesses to spill out into public space.
- Public spaces along the M.L.K. Jr Way corridor are desired to encourage communal activity at locations between businesses.

¹ Tacoma Housing Authority, GGLO. *Housing Hilltop: Discovery Report.* Tacoma, WA. 2016, 28 - 36

² Ibid, 34



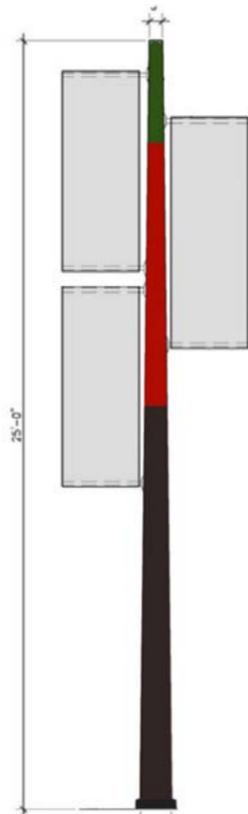
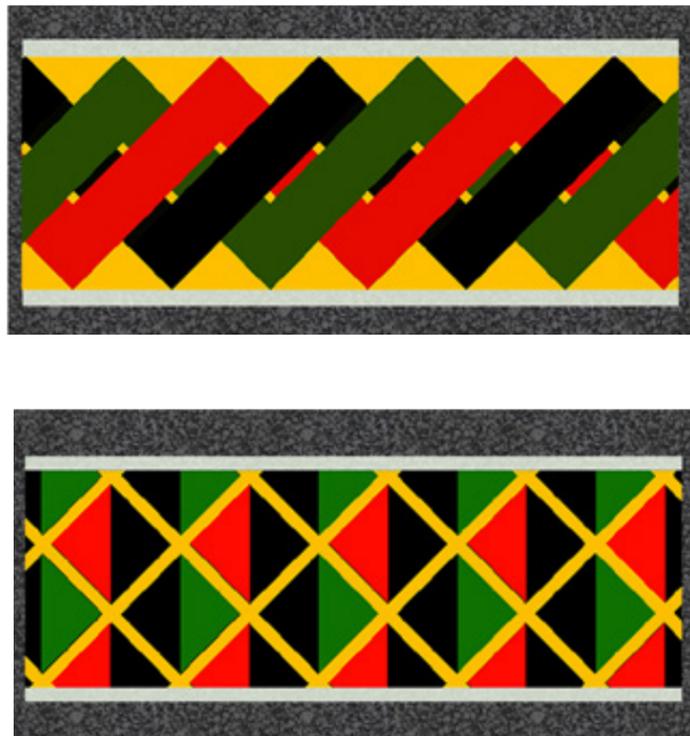
BRICK WELCOME MATS VOTED ON BY THE PUBLIC

Source: Creative Community Engagement – Hilltop Tacoma Link Extension



CROSSWALK DESIGNS VOTED ON BY THE PUBLIC

Source: Creative Community Engagement – Hilltop Tacoma Link Extension



Multi-colored wrap for vertical elements

LINKS TO OPPORTUNITY – STREETScape OUTREACH PROJECT CONCLUDING REPORT (2017)

Sound Outreach and the Hilltop Action Coalition conducted outreach to inform community members about the Link Extension into Hilltop and gather feedback to inform the streetscape design. In meetings, individuals and groups reiterated the desire for gathering spaces and provided images of different spaces and art opportunities which appealed to the community. For example, concrete work which could call out neighborhood history or display quotes which are meaningful to residents⁴. Mithun will continue to coordinate with city agencies on implementing these recommendations adjacent to the THA parcels.

The *Grassroots Outreach Summary* memo⁵ summarizes the suggestions from Downtown on the Go, Sound Outreach- Hilltop Action Coalition (HAC Links), and Tacoma Housing Authority including:

- Incorporate design elements that encourage gathering and creating shared community spaces.
- Desire for functional elements such as wi-fi, charging stations, and bicycle parking.
- Concerns about design elements in relation to issues of homelessness and crime.
- The need for youth spaces and youth engagement in the community.
- Importance of connecting MLK with the larger Hilltop neighborhood .

⁴ Sound Outreach, Hilltop Action Coalition. *LTO – Streetscape Outreach Project Concluding Report*. Tacoma, WA. November 11, 2017. 19-22.

⁵ Andy Micklow. *Links to Opportunity Round I Outreach Summary*. Tacoma, WA: December 4, 2017

CREATIVE COMMUNITY ENGAGEMENT – HILLTOP TACOMA LINK EXTENSION (2018)

The City of Tacoma, through the Hilltop Engagement Committee, hired SpaceWorks to perform community engagement to inform recommendations for Walker|Macy and AHBL’s streetscape design. The lessons learned³ directly informed the outreach approach utilized in #DesignTheHill including:

- It’s challenging, but not impossible to get specific feedback on design when there are larger social and political issues at play.
- It’s easier for the public to react to existing mock-ups or real-world examples than to imagine something from scratch. Keep in mind who is creating the mock ups and ask if the options are culturally relevant.
- Create reimbursement mechanisms so creative contractors can receive funds to start their projects up front.
- Given the level of risk and experimentation in the outreach process, set aside budget and time for contingencies.
- Directly connect designers and planners with Community Engagement Specialists earlier in the process.

³ City of Tacoma Hilltop Engagement Committee. *Creative Community Engagement – Hilltop Tacoma Link Extension*. SpaceWorks Tacoma, Chris Jordan. Tacoma, WA: 2018.



A SNAPSHOT OF LOCAL HOUSING MARKET CONDITIONS AND UNMET NEEDS

Source: *Affordable Housing Action Strategy*

CHANGING HOUSING MARKET CONDITIONS

Rents have increased 39% and home values have nearly doubled since 1990, while household income only increased by 20%.

CONCERNS ABOUT DISPLACEMENT

During past planning efforts, residents have expressed concerns that changing market conditions could price out long-time residents or make it difficult to access homeownership opportunities.

LIMITED PUBLIC RESOURCES

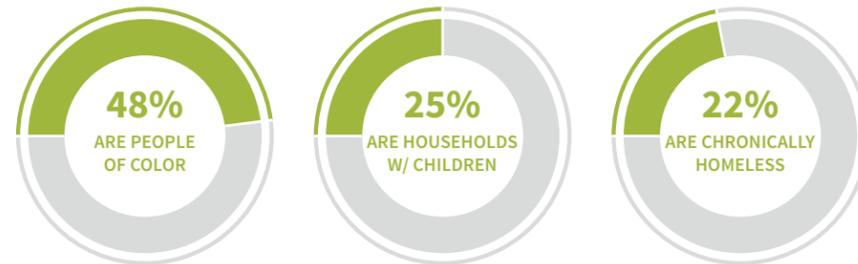
Between 2000 and 2017, federal budget cuts resulted in a loss of more than \$2 million in federal funding for local community development and housing investments.

HOUSING COSTS (1990–2016)



VULNERABLE RESIDENTS

More than 1,600 people are homeless on any given night in Tacoma–Pierce County:



Sources: 1990 & 2000 Decennial Census, 2005–2016 ACS PUMS 1-Year Estimates; FY17 Fair Market Rents via HUD User; 2018 Point-in-Time Count for Pierce County; *Housing Hilltop/2014 Hilltop Subarea Plan*; HUD Exchange.

TACOMA AFFORDABLE HOUSING ACTION STRATEGY (2018)

The City of Tacoma developed its city-wide *Affordable Housing Action Strategy* as an urgent response to a changing housing market, displacement pressure among residents, and a widespread need for high-quality, affordable housing opportunities for all¹. The *Affordable Housing Action Strategy* will guide the City of Tacoma as they dramatically increase investments in new rental and homeownership opportunities and establish broader anti-displacement measures, including preserving affordable units at-risk of converting to market-rate rent and creating comprehensive protections for renters. This approach has the potential to produce 6,000 new affordable units; preserve 2,300 existing affordable units; and serve an additional 2,200 households by 2028.

GRASSROOTS REVITALIZATION EFFORTS (ONGOING)

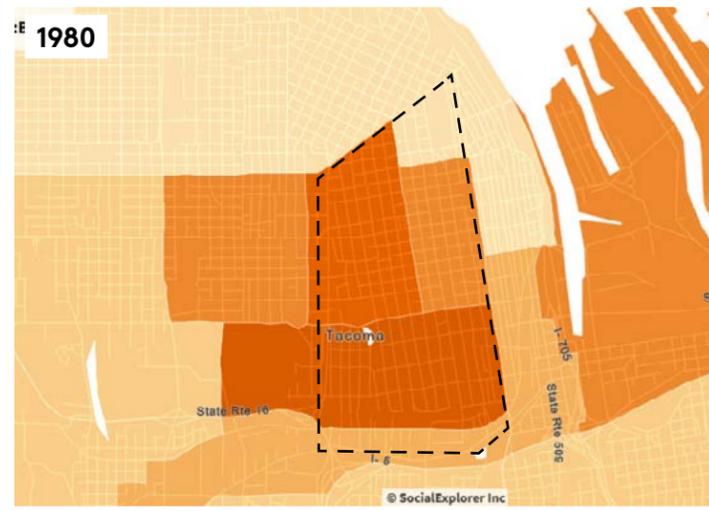
In addition to city initiatives, many resident driven projects have set forth a new vision for Hilltop. In 1992 Alberta Canada, head of Hilltop’s Main Street district and a long-term resident, held a summit of 228 residents to determine the future of the Hill. Out of that meeting came the plans and strategies to beautify the neighborhood and create a thriving business district, including the mural at Martin Luther King Jr Way and S 9th St and a neighborhood festival². #DesignTheHill has many of the same goals as the Main Street “Upper Tacoma” effort to revitalize Hilltop. Projects like this allowed Hilltop to build opportunities within the community. Previous reports on Hilltop found that investment in the community is required for development to create positive change.

¹ City of Tacoma. *Affordable Housing Action Strategy*. Tacoma, WA: September 2018. i.

² Freeman, David E. “Hilltop Main Street” Palimpsest. <http://www.angelfire.com/wa/dfremail/mainstreet.html>



C. SELECTED HILLTOP DEMOGRAPHICS



PERCENTAGE BLACK OVER TIME BY CENSUS TRACT

SocialExplorer, Downloaded May 2019



While definitions of gentrification vary, most people agree on three primary, measurable characteristics: Housing Market Changes, Economic Status Changes, and Demographic Changes. Based on these statistics, the city of Tacoma and the Federal Transit Administration found Hilltop to be in early stages of gentrification, with more advanced effects found in the southern portion of the neighborhood'. (See graphic to right)

As demonstrated in the Census data shown to the left, the percentage of Black residents has declined dramatically since 2000. These changes are experienced by residents as mass displacement within minority communities².

1 Enterprise Community Partners and Smart Growth America. Proposed Strategies to increase Housing Affordability and Stem Displacement on Hilltop. Tacoma, WA: Enterprise, 2017.
2 Ibid

GENTRIFICATION STAGES FOR RENTAL HOUSING MARKETS ON HILLTOP

Proposed Strategies to Increase Affordability and Stem Displacement on Hilltop, Enterprise Community Partners



D. HEALTH EQUITY ANALYSIS

An established body of evidence suggests that where you live is more important than your genes, gender or lifestyle in determining health outcomes and ultimately longevity.

Lack of access to spaces for active recreation or fresh fruits and vegetables can lead to higher rates of diabetes, and older housing presents an increased risk of the exposure to lead and the associated long term health problems. The good news is that interventions in the built environment can also provide the infrastructure that residents need to lead a long and healthy life.

Currently, the needs of the Hilltop community are not being met, resulting in poor health outcomes and increased stress. These chronic stressors can lead to mental and physical health issues, and even shortened life expectancy. Many of these inequitable outcomes can be traced back to household income, which is one of the strongest and most consistent predictors of health outcomes in research literature. Individuals with family incomes of \$15-20,000 are three times more likely to die prematurely as those with family incomes greater than \$70,000¹. Working with the Tacoma-Pierce County health department, THA identified 7 key health indicators which are analyzed in the following pages.

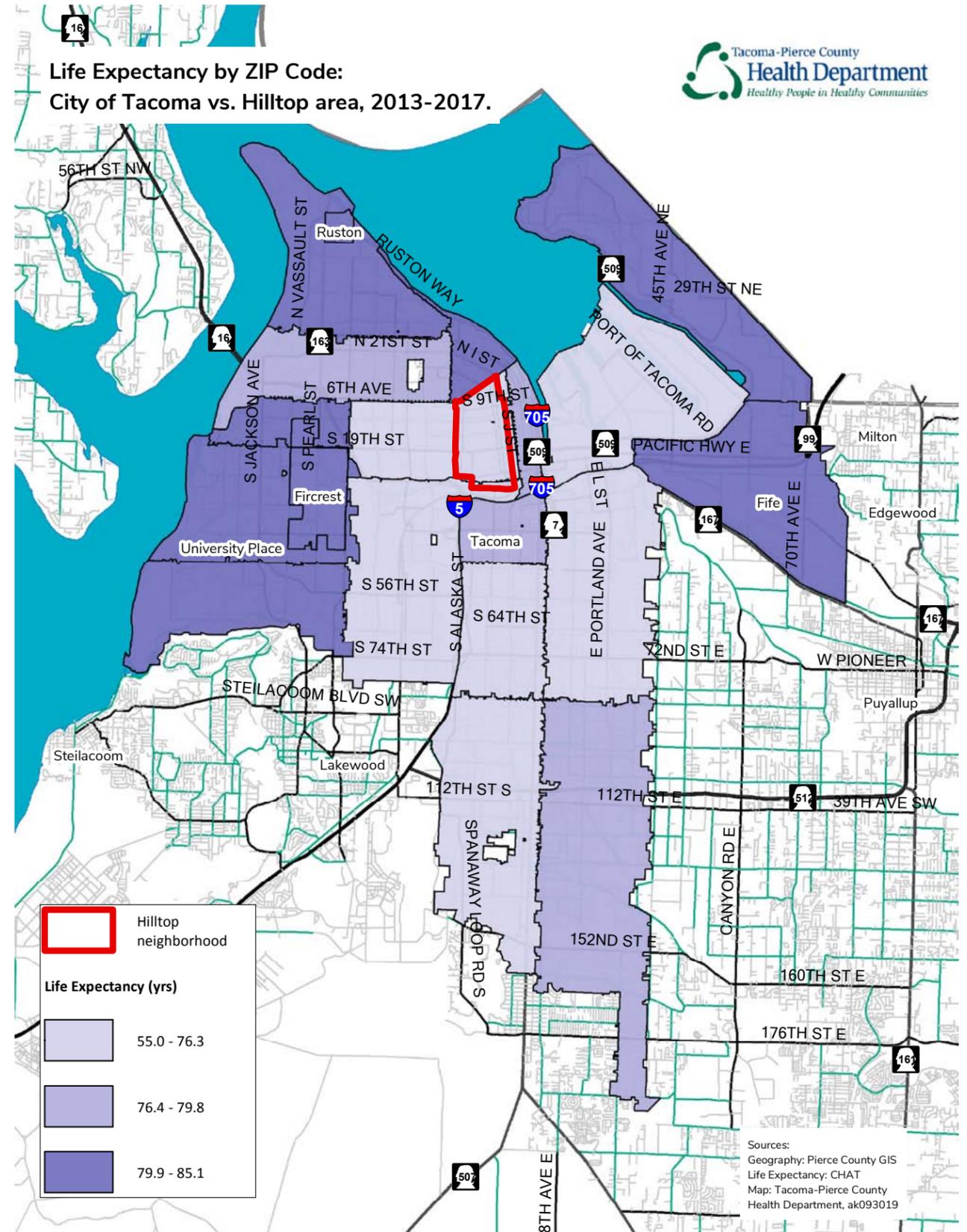
KEY TAKE AWAYS

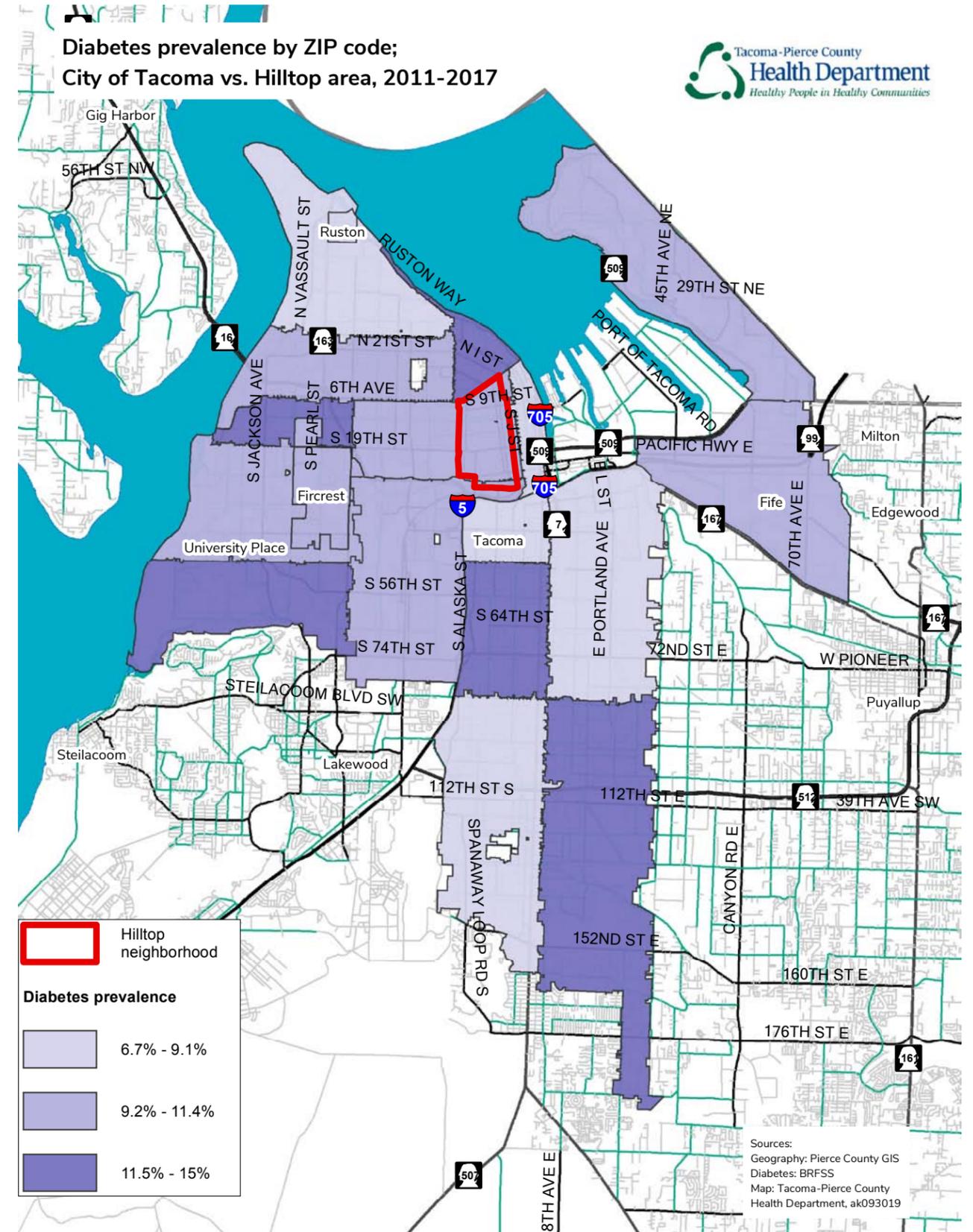
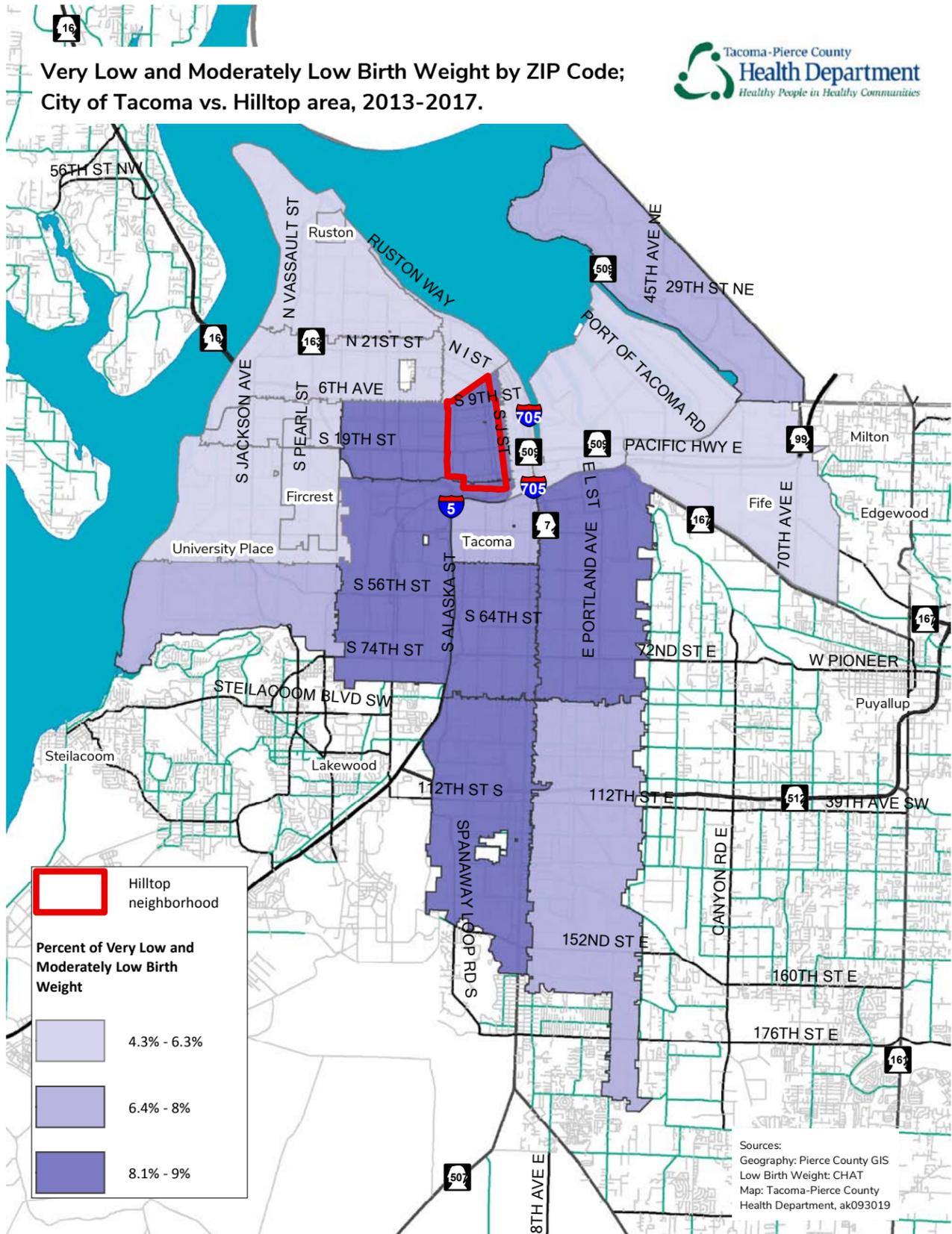
In comparison to the City of Tacoma as a whole, the zip code in which Hilltop is situated has:

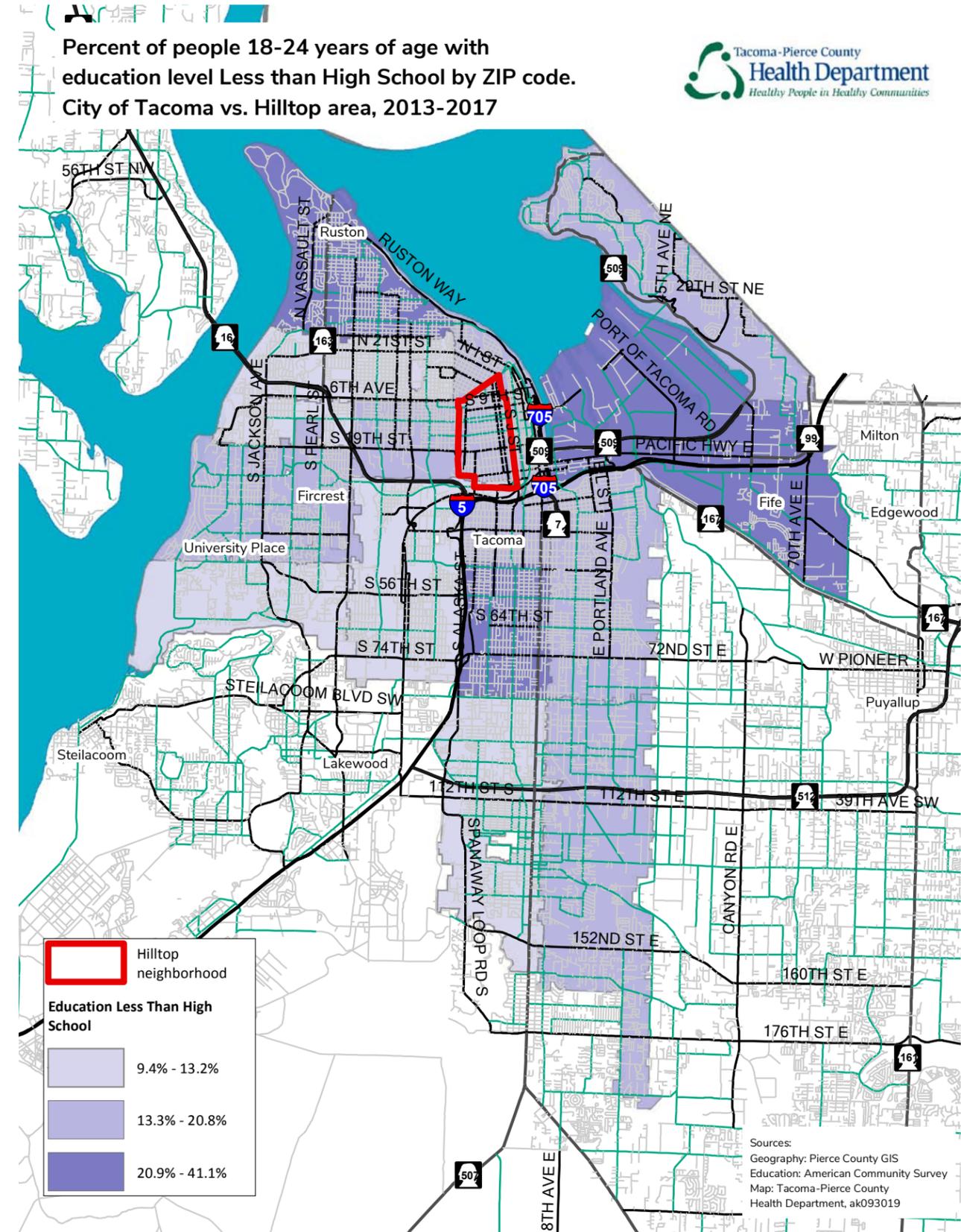
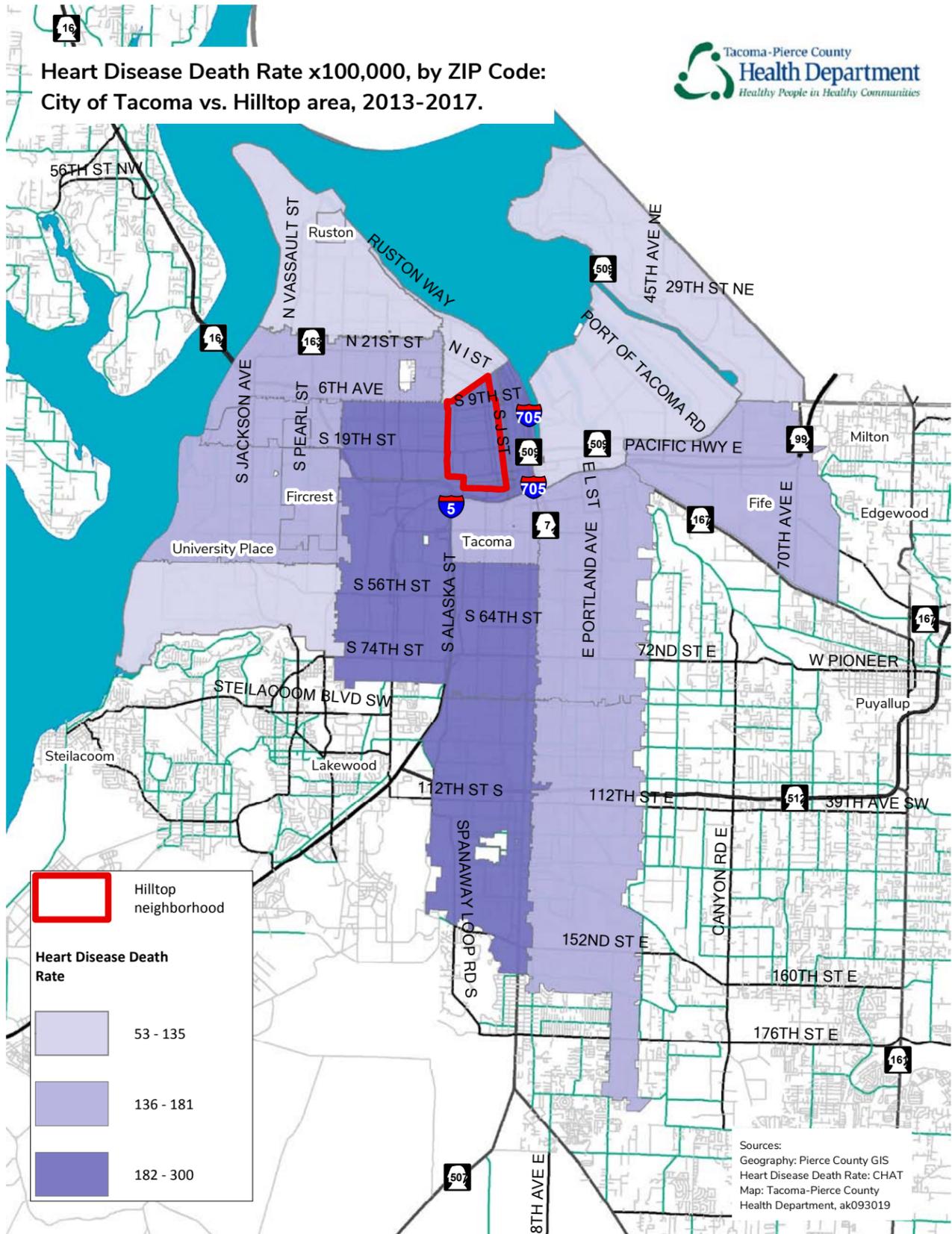
- Among the lowest life expectancy
- High percentage of very low and moderately low birth weight births
- Moderate level of diabetes
- High level of heart disease deaths
- Low percentage of people who have less than a high school education
- Low rate of obesity
- High risk of lead poisoning.

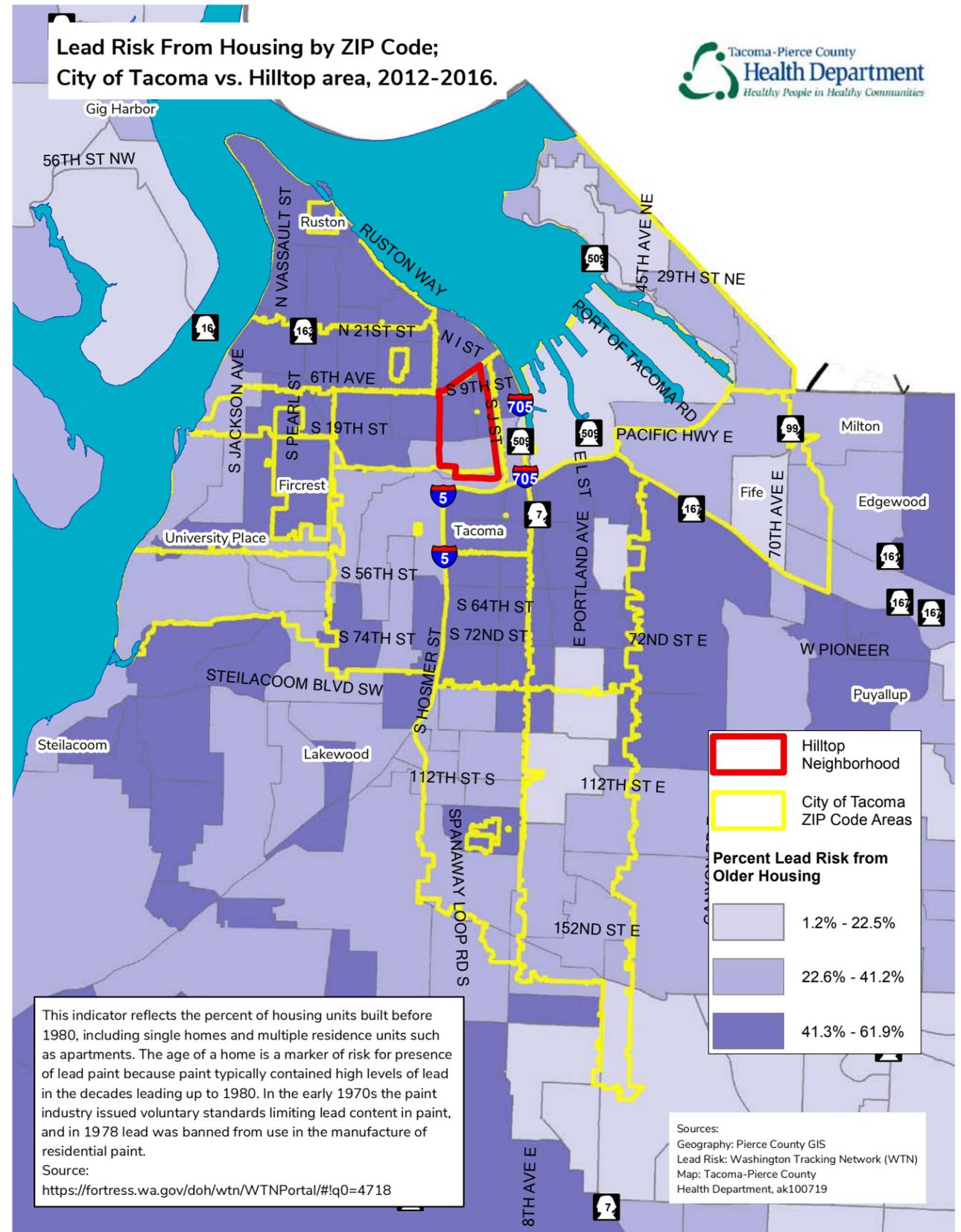
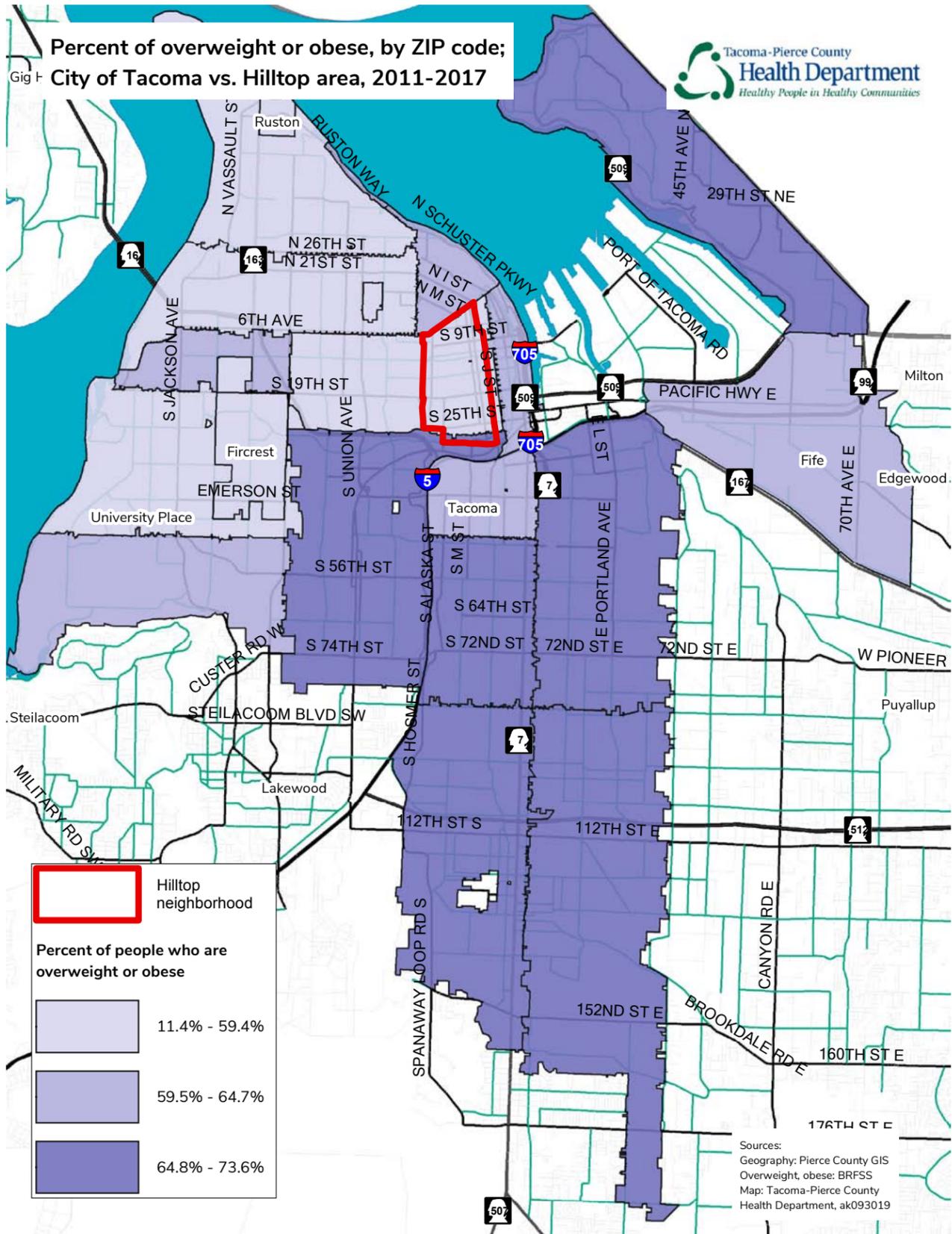
¹ Sorlie PD, Backlund E, Keller JB. US mortality by economic, demographic, and social characteristics: the National Longitudinal Mortality Study. Am J Pub Health. 1995; 85(7):949-56.

Some of the indicators studied had better health outcomes than initially predicted, considering the relatively low household income in the Hilltop area. Further analysis is necessary to determine how to address these findings. It is possible that better access to health care services and social support within Hilltop and downtown Tacoma have made Hilltop residents more resilient in the face of the stress caused by income disparities and displacement pressures. Alternatively, it is possible that this data already reflects the displacement of poorer and less healthy individuals.









E. COUGHLIN PORTER LUNDEEN - CIVIL FRAMEWORK NARRATIVE

Project Record

DATE	July 11, 2019	FROM	Ken Wiersema P.E.
TO	Doug Leigh Mithun Pier 56 1201 Alaskan Way, Ste 200 Seattle, WA 98101	PROJECT	Tacoma Hilltop Community
CC	Matt Sullivan	CPL PROJECT #	C19 0027-02
RE		# PAGES	3
ATTACHMENTS			

CIVIL FRAMEWORK NARRATIVE

The Tacoma Housing Authority will redevelop four parcels in the neighborhood bounded by Ernest Brazill Street (S 12th Street), Martin Luther King Way, S. L Street, and South 10th Street. A public alley splitting the blocks north-south, will also be improved to provide a pedestrian oriented space.

Each of these sites will have similar site development requirements:

City of Tacoma utilities for water, power, sanitary and storm. Puget Sound Energy for natural gas, and telecom from local providers.

Water mains are located in South L Street and Martin Luther King Way. Another main is in S 11th Street. At this time no information has been found to indicate that any of these mains could not be used for serving these parcels, or that any system wide improvements need to be made to the City's water system for this development. It is assumed that new water connections for both fire protection and domestic services will be required at each building.

Public sewer mains are located in the alley and S 11th Street. Sanitary waste from each building will be routed to these mains in new or reused side sewers from each building. Existing side sewers from each existing building should be located and evaluated for possible reuse. Depth, condition and size will determine if they can be reused. Existing side sewers should be lined, and video inspected prior to approval for reuse.

Public storm mains are located in 10th, 11th, and 12th Streets, flowing west to east. Each new building will have low impact stormwater methods applied to the maximum extent feasible, and then the remaining water is directed to these mains. Low impact measures evaluated will include green roof, porous paving. Infiltration is not expected to be feasible in this area due to native soils and building coverage of each lot.

Power will be provided by Tacoma Public Utilities, likely from the overhead poles in the alley. An electrical engineer should be engaged to work with TPU and develop scope for the servicing of these projects. Communications services should be provided from the utilities currently on these same poles.

Puget Sound Energy (PSE) provides natural gas in this neighborhood. Gas mains appear to be in Martin Luther King Blvd, the alley and other streets. When specific need and loads can be determined, application to PSE for service can be made for each development.

Street improvements are expected to be largely between the existing curbs and the face of the new buildings. Concrete sidewalks and planters with street trees, street amenities, benches, bike racks. Several corners are proposed to be "bulbed" to enhance pedestrian crossings at the streets.

The alley is projected to have a significant enhancement, creating an active, vibrant pedestrian experience while maintaining vehicular access to the new and existing development. See the landscape narrative for greater detail on street and alley improvements.

Previous review of these parcels indicated that there may be some soil contamination issues due to historic uses of these sites. Full determination of existing conditions should be investigated by geotechnical and environmental specialists.

Site A:

Site A is located at the intersection of South 10th and South L Streets. It's 13,000-sf in size and currently developed with an asphalt paved parking lot.

Water connections will be off L Street, storm to the north at 10th, and sanitary to the alley. Power and Comm off the alley also, but overhead. Gas appears to be available in L Street.

The building will not have a below grade level, minimal excavation is planned, or expected. Access to a small parking garage will be off the alley.

Existing street trees on L in a wide planter could be retained, existing trees at 10th also, but infilled with more. Existing curb cuts off 10th should be replaced with curb, and the planters restored.

Site B:

Site B is located at the north side of the intersection of South 11th and South L Streets, at the south end of the block from Site A. It's 13,000-sf in size and currently developed with an asphalt paved parking lot.

Water connections will be off L Street, storm to the south at 11th, and sanitary to the alley or 11th. Power and Comm off the alley also, but overhead. Gas appears to be available in L Street.

The building will not have a below grade level, minimal excavation is planned, or expected. Service access to the building will be off the alley.

Existing street trees on L in a wide planter could be retained, the 11th street frontage will likely need to be rebuilt, the existing walk is too close to the street, and there is no planter. Curb cuts to be infilled, and planters established.

Site C:

Site C is located at the south side of the intersection of South 11th and South L Streets. It's 24,000-sf in size and currently developed with a small commercial building and an asphalt paved parking lot.

Water connections will be off L Street, storm to the north at 11th, and sanitary to the alley. Power and Comm off the alley also, but overhead. Gas appears to be available in L Street.

The building will have a below grade level, an approximately 10-ft deep excavation is planned, shoring is likely to be needed on at least the alley and south frontages; if excavation easements are not allowed by the City, shoring may be required along the two street frontages. Access to a two-level parking garage will be off the alley.

Existing street trees on L in a wide planter could be retained, and infilled. Full street frontage improvements are expected on 11th, replacing the walk, and installing a planter with street trees. Existing curb cuts off L should be replaced with curb, and the planter restored.

See Alley Improvements for a discussion of site C2.

Site D:

Site D is located at the intersection of Earnest S. Brazill Street (S 12th St.) and Martin Luther King Way. It's 12,000-sf in size and currently developed with a paved parking lot and a small commercial building.



E. COUGHLIN PORTER LUNDEEN - CIVIL FRAMEWORK NARRATIVE



Water connections will be off Martin Luther King Way, storm to the south at 12th, and sanitary to the alley. Power and Comm off the alley also, but overhead. Gas appears to be available in Martin Luther King Way. The building will not have a below grade level, minimal excavation is planned, or expected. Access to a small parking garage will be of the alley.

Street improvements will be coordinated with other improvements installed by Sound Transit with the new Link Light Rail, in MLK Way. Expect to add planters to both street frontages and replace sidewalks.

Alley and Site C2:

The alley between Martin Luther King Way and L Street runs behind all of these project sites and provides both utility (above and below grade) and loading/parking access to all the adjacent properties.

In the south block, between 12th and 11th Streets, the alley is 40-feet wide, and could almost function as a street with two-way traffic and sidewalks. In the north block, between 11th and 10th Streets, it's a more typical 20-feet wide. At 11th Street, there is currently a median that prevents through connection from the north to the south end of the alley.

This project proposes to develop the alley as an activated, pedestrian friendly space to be shared with vehicle access to the adjacent buildings. Current planning is to connect the north and south ends with finishes and plantings to suggest a continuous pedestrian plaza from 10th Street to 12th Street.

In addition to the vehicular space, there is a narrow ribbon (2,000-sf) of property (C2) between Site C and 12th Street, which fronts the alley. This space backs onto an auto repair facility. It has been identified as a possible space for "Incubator Businesses" or merchant stalls. Some limited utilities may be installed for these opportunity areas.

Paving in the alley is projected to be patterned concrete, see the landscape discussion for more detail and intended improvements.

The alley totals about 18,000-sf of pavement today, with some of the projected improvements, and planting areas, the remaining pavement subject to vehicular use will likely still be greater than 10,000-sf. Vehicular use areas over 5,000-sf trigger a need to water quality treatment before surface water is discharged to the City storm drains. For small areas such as this, StormFilter cartridges or Filterra planters are likely good candidates to provide water quality treatment in this area. We will explore this matter deeper as the design matures.

One proposal related to the alley is to create raised crosswalks across 10th and 11th street in order to create a continuous pedestrian path from People's Park at the north end of these projects to 12th Street. These raised crossings would help protect pedestrians and unify the neighborhood. This proposal would require acceptance from many street users including emergency responders, transit and public utilities. This proposal would also require changes to the existing planted median in 11th Street. If accepted, there would likely need to be some method (bollards?) of blocking vehicles in the alley from crossing 10th and 11th streets, limiting vehicular movements in and out of the alley segments to right turns only.



F. AHBL - STRUCTURAL NARRATIVE

Structural Narrative

Design Criteria:

All structures will be design to meet the requirements of the latest edition of the International Building Code (IBC) and all codes referenced therein, except as modified by the City of Tacoma.

Live Loads:

Roof Live Load: 20 psf
Roof Snow Load: 25 psf
Ground Snow Load: 21 psf;
Importance Factor for Calculated Snow: 1.0
Residential Floors Live Load: 40 psf
Public Rooms & Corridors Serving Them: 100 psf
Public Decks and Assembly Areas: 100 psf
Parking: 40 psf
Office: 50 psf + 15 psf partition
Retail: 100 psf
Mechanical Room: 100 psf
Slab on Grade Live Load: 150 psf

Wind Loads:

Exposure B
Basic Wind Speed: 110 mph
Wind Importance Factor: 1.0
Topographic Factor (K_{zt}): 1.38

Seismic Loads:

Seismic Design Category: D
Occupancy Category: II
 S_s : 1.299 g ; S_1 : 0.507 g
Seismic Resisting System:
Lower Levels: Special Reinforced Concrete Shear Walls
R: 5
 Ω_o : 2 1/2
Upper Levels: Light-frame (Wood) Walls
R: 6 1/2
 Ω_o : 2 1/2
Seismic Importance Factor: 1.0
Analysis Procedure Used: Equivalent Lateral Force

Structural Systems:

The structural system proposed for the Hilltop community development structures will consist of two unique components: the lower concrete framed construction and the upper wood-framed construction. These components are outlined in the following sections.

Upper Wood Framed Construction:

Roof System: The main roof structure of the Hilltop Community Development structures consists of 5/8" T&G CDX plywood sheathing supported by 11 7/8" TJI 110 I-joists @ 24"

on center. At areas where the spans are longer, the spacing of the joists will be decreased or the joist series will be increased (while maintaining the 11 7/8" depth) to accommodate the longer span.

It is anticipated that some areas of the roof may have accessible areas or green roof areas as an amenity for the residents. Framing in these areas will consist of 11 7/8" TJI 360 I-joists, spaced at 16" on center at accessible areas and spaced at 24" on center at the green roof areas.

Throughout the roof, engineered lumber beams and headers will be used as the layout of the floor below requires.

Wood-Framed Floor System: The main wood-framed floor structure of the Hilltop Community Development structures consists of 3/4" T&G CDX plywood sheathing supported by 11 7/8" TJI 110 I-joists @ 16" on center. It is anticipated that floors will be covered with 1" gypsum-based underlayment with a minimum 2,000 psi compressive strength and 1/4" Quiet Qurl 55-025MC under gypsum-based underlayment.

Throughout the floor, engineered lumber beams and headers will be used as the layout of the level below requires.

Wood-Framed Walls: Floor and roof framing will be supported by wood framed bearing walls. It is anticipated that exterior walls will consist of 2x6 studs and interior walls will consist of 2x4 studs. The spacing of studs will be dictated by the load demand with closer spacing of studs (or a double stud configuration) at the lower floors. All studs are anticipated to be Doug Fir #2 rated lumber.

Lateral Load Resistance: The wood framed lateral system is envisioned to be a box-type structure with horizontal diaphragms supported by vertical shear wall elements. The horizontal roof and floor diaphragms will be achieved with plywood sheathing (5/8" CDX plywood at the roof and 3/4" CDX plywood at the floors). The vertical shear wall elements will be achieved with 1/2" plywood wall sheathing. Overturning of the shear wall elements will be resisted by steel threaded rods with proprietary shrinkage take-up devices.

Lower Concrete Construction

Concrete Floors: A 12" thick post-tensioned concrete slab is proposed between levels 1 and 2. This level will serve as a transfer slab to transfer the loads of the wood stud bearing walls above this level to the concrete columns and walls below. The level will also transfer lateral loads from the wood framed shear walls to the concrete shear walls below. The transfer slab allows the transition from the wood-framed residential levels (with the shorter spans between wood stud bearing wall elements) to the concrete construction (with the larger spans between concrete columns and walls).

On building C, there will be an additional concrete floor between the basement level parking and level 1. An 8" thick post-tensioned concrete slab will be utilized for this level.

At the lowest level of each structure, a concrete slab-on-grade will be utilized. Typically, this will be a 4" slab, reinforced with welded wire fabric. In the parking area and transformer room area, a thicker slab-on-grade will be utilized as necessary. The slab-on-grade will be supported on a 12" thick drainage blanket/capillary break, which will be overlain with a vapor retarder. A nonwoven geotextile separator will be placed below the drainage blanket.

F. AHBL - STRUCTURAL NARRATIVE

Concrete Columns/Walls: The elevated concrete floors will be supported on a grid of concrete columns. Columns are anticipated to be 18" square (or round) on a roughly 27' x 27' grid. The grid will be adjusted to meet the layout of the first floor spaces.

Concrete walls will be utilized around stairwell/elevator elements, as well as at shear wall locations (see discussion below on lateral load resistance). On site C, the below grade parking will utilize concrete basement walls around the perimeter of the structure.

Foundation system: Once the geotechnical engineering study is complete, foundation recommendations will be reviewed. It is envisioned that the site will be suitable for conventional concrete strip and spread footings. Foundations will be located a minimum of 18" below grade (12" min below grade at interior footing) for frost heave prevention.

Lateral Load Resistance System: Lateral loads due to wind and seismic forces will be resisted by a box-type structure with horizontal diaphragms supported by vertical shear wall elements. The horizontal floor diaphragms will be achieved with the concrete floor diaphragm. At the transfer level, loads from the wood framed shearwalls will be collected and transferred by the concrete diaphragm out to the concrete shear walls below. The shear wall elements will consist of concrete shear walls designed to meet the International Building Code's Special Concrete Shearwall requirements. As much as possible, walls around stairwells and the elevator will be utilized.



G. THE GREENBUSCH GROUP, INC. - MECHANICAL PRE-DESIGN NARRATIVE

THE GREENBUSCH GROUP

May 10, 2019

Matt Sullivan
Mithun
1201 Alaskan Way # 200
Seattle, Washington 98101

Re: THA Hilltop
Mechanical Pre-Design Narrative

Matt;

The following letter documents the prospective mechanical and plumbing systems for the Tacoma Housing Authority Hilltop projects.

General – Mechanical Design Criteria

Applicable Codes and Standards: Current operative versions of the International Building Code, International Mechanical Code, Uniform Plumbing Code, Washington State Energy Code, International Fire Code.

Anticipated Schematic Design Agency Engagements: Local Mechanical Plans Reviewer, Local Fire Marshal, and the Local Water Utility.

Outdoor Design Conditions:

Heating: 24 degrees F
Cooling: 83 degrees F DB, 65 degrees F WB.

Indoor Design Goals:

Residential Units

Heating: 72 F
Cooling (if AC is provided): 75 F, humidity not controlled.

Residential Lobby / Community Rooms / Offices

Heating: 72 F
Cooling: 75 F, humidity not controlled.

Service Areas

Heating: 64 F
Cooling (w/AC): 80 F
Ventilation (w/o A/C): Outside air temperature + 3 degrees F.

Sustainability

Criterion: Evergreen Sustainable Development Standard v3.0

Division 21 – Fire Sprinkler System

The buildings will be protected by a fire sprinkler system as required by the Fire Marshall and local authorities. Fire sprinkler service requirements are estimated in the range of 4-6" per building, assuming light hazard occupancy and adequate pressure is available. A water availability certificate should be requested from the local utility at the start of schematic design. If flow and pressure are not adequate, as sometimes is the case for 4+ story tall buildings, a jockey booster pump may be required to supplement the service pressure for the system. A jockey pump has a large impact on the

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electrical service requirement, so this will need to be determined prior to the completion of calculations for building power requirements.

All conditioned areas will be protected by a wet system. Unconditioned areas subject to freezing will be protected by sidewall dry heads served by the wet system or by a separate dry riser system (parking garages often require a full dry riser).

Fire protection piping will be black steel. Fire protection piping 2" and under will be specified to be schedule 40 black steel, over 2" will be schedule 10 black steel.

Division 22 - Plumbing

The domestic water service meter requirement is estimated to need to be in the range of at least 3" with the main distribution in the building sized at a minimum of 4", depending on the available service pressure. The water service will enter the building at a dedicated Water/Sprinkler room and be protected by a reduced pressure backflow preventer and pressure reducing valve prior to distribution to the rest of the building fixtures.

Should the local water pressure be inadequate to reach the uppermost floor's plumbing fixtures a domestic water booster pump system will be provided for the building. These impacts can have a large impact on the electrical loading of the building.

Domestic hot water can be provided either centrally or by individual hot water heaters in each residence or commercial space. A centralized system would consist of natural gas fired boilers and hot water storage tanks with distribution from a central mechanical room. Individual hot water heaters would be typical residential grade; electric, ~50 gallons, with ~5 kw elements in each.

Hot water and/or cold water can be sub-metered at each residential unit and future tenant space. Wireless meters would be utilized with a repeater at each floor and a web-based management system.

Domestic water systems 1-1/2" and larger will be piped in copper pipe and brazed fittings, Type K or L. We suggest providing an alternate for plastic piping systems for water systems 1-1/4" and smaller. Piping will be insulated as required by the Washington State Energy Code.

The future tenant spaces shall be provided with 1" hot and cold water stubouts as well as a 4" waste stubout. If a restaurant is anticipated in a specific commercial space, then provisions should be made for grease waste interceptors located below the tenant space.

Drain, waste and vent piping will be specified to be in cast iron, with no-hub fittings. An alternate for all below slab piping to be in PVC should be provided.

Piping will be routed to serve new plumbing fixtures, in the arrangement indicated by the Architectural plan.

Plumbing fixtures will be provided in all locations indicated by Architectural and where necessary in Mechanical Rooms. All fixtures shall be low flow type and Watersense labeled where applicable. In general residential lavatories shall have 0.5 gpm aerators, 1.1 GPF low flow water closets and 1.5 GPM shower heads. Hosebibs will be located near each exit and where the Owner may prefer for washdown.

Non-Residential fixtures will be commercial grade, low flow fixtures throughout any common spaces. In general commercial lavatories shall have 0.3 gpm aerators, 1.1/1.6 GPF dual-flush water closets,

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and waterless urinals. Future commercial spaces will be roughed in for plumbing with similar commercial grade fixtures.

Natural gas is anticipated to be required for domestic water heating and possibly for laundry equipment. A 2 pound service meter should be provided at each building and distribute to all equipment at medium pressure, then reduce gas pressure at the equipment with pressure reducing valves.

Natural gas piping will be schedule 40 black steel with either welded or malleable iron fittings.

Division 23 - Heating, Ventilation and Air Conditioning

Residential Lobby

The residential lobby, manager's office, mail, and adjoining corridor shall be served by a ceiling suspended, ducted, split system fan coil. The required capacity is estimated as 3-4 tons depending on the building layout. The Site C community room will likely require it's own 3-4 ton unit. The unit shall be provided with 100% economizer functionality with a de-coupled relief louver and auxiliary electric heat coil. All visible ductwork shall be spiral wound and painted to match the surrounding ceiling.

Residential Units

The residential units shall be provided with fan powered electric unit heaters, and/or electric baseboard heaters, and high efficiency two-speed bathroom exhaust fans. Kitchen exhaust will be by residential grade range hood and fan. Make-up air to the space will be through trickle vents at the window.

For additional energy efficiency Energy Recovery Ventilators may substitute in for the trickle vent and bathroom exhaust fans. These tend to be more costly to install but will reduce the heating load due to ventilation over the life time of the building.

A through wall port can be added at the same location as the kitchen and bathroom exhaust discharge to allow tenants to connect a portable AC unit if desired. The connection shall be behind an access door and left capped.

If "centralized" cooling of the units is desired, then an alternate should be provided for adding a Variable Refrigerant Flow (VRF) system which serves the residential units. This would involve a single outdoor unit, with single one ton, cassette style indoor units for each residential unit. A branch controller would be provided for each floor, located in the ceiling space of the corridor.

Residential Corridors

The residential corridors shall be provided with ventilation, heating, and cooling. Roof top mounted air handlers will provide tempered outside air and exhaust spent air from the corridors. The most energy efficient application of the system would also include heat recovery between the exhaust and supply air streams. Careful consideration of the amount of roof top duct work, the configuration of the main corridors, and location of shafts will need to take place to determine the appropriate number of units per building.

Transformer Vault / Room

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Coordination of the requirements for the transformer vault at each building will need to be coordinated with the local power utility. An AHJ approved grade-level discharge location for the transformer space will need to be negotiated or a shaft to the roof provided.

Future Tenant Spaces

Future tenant spaces will be provided with heating sufficient to protect them from freezing and to maintain the suitability and lease ability of the space.

Stairwells/Exit Passageway

The stairwells and exit passageway shall be provided with pressurization fans as required by the building code. Heat shall be provided by fan powered unit heaters or electric baseboard heaters.

Electrical Room/Elevator Machine Room

Both the electrical room and elevator machine room shall be conditioned by split system heatpumps.

Laundry, Mechanical and Back of House Spaces

Generally all of the support spaces shall be provided with mechanical exhaust and electric unit heaters.

Trash rooms shall be provided with dedicated exhaust systems and be held negative to the surrounding spaces to promote the movement of odorous air out of the building.

Division 23 - Controls

Heatpumps/Fan Coils: Low voltage, wall mounted, programmable thermostats. Cooling units shall be provided with economizer module and staged control of auxiliary electric heat coil.

Electric Unit Heaters: Unit heaters in residential spaces shall be provided with line voltage, wall mounted, programmable thermostats. Unit heaters in support spaces shall generally be provided with integral unit mounted thermostat.

Residential Exhaust Fans: Residential exhaust fans shall run continuously at 30 CFM and step up to 80 CFM when the associated bathroom light switch is activated.

Service Area Exhaust Fans: Service or mechanical space fans shall have the ability to be scheduled.

Stairwell Pressurization Fans: The stairwell and exit passageway fans shall be interlocked to the fire alarm system.

Transformer Vault Exhaust Fan: The transformer exhaust fan shall be controlled by two line voltage thermostats. The first thermostat shall energize the fan when space temperature exceeds 70 degrees F. The second thermostat shall shut the fan off if space temperature exceeds 140 degrees F. (To be verified with AHJ.)

Water Metering: Domestic water metering shall be provided via wireless meters installed under the vanity of each residential unit. Floor level repeaters shall pick up and relay the signals. All metering data shall be available to the Owner via a web based application.

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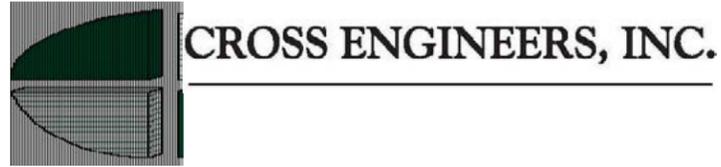


Hot Water Heating: The domestic water heating shall be controlled by the manufacturer's packaged controls. Packaged controls will enable the hot water circulator if a centralized system is utilized.

Sincerely;
The Greenbusch Group, Inc.

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H. CROSS ENGINEERS, INC. - ELECTRICAL NARRATIVE



Electrical Narrative

Applicable Codes and Standards

National Electrical Code, NFPA 70 (NEC)
National Electrical Manufacturers Association (NEMA)
National Electrical Safety Code (NESC)
Illuminating Engineering Society of North America (IESNA)
Institute of Electrical and Electronics Engineers (IEEE)
ASHRAE / IES 90.1
ASTM – E580 Standard Practice for Application of Ceiling Suspension Systems for Acoustical Tile and Lay-in Panels in Areas Requiring Seismic Restraint (Lighting Fixtures)
Washington State Non-Residential Energy Code (WSNREC)
Washington Administrative Code (WAC)
International Fire Code (IFC) 510 – Emergency Responder Radio coverage and/or 907.2.13.2 Fire Department Communication system
International Building Code (IBC)
Tacoma Power Construction Standards

Site Communications System providers

Comcast
Click Network
Century Link
Tacoma Fire

Site Power

There are existing Tacoma Power, 12.47kv aerial power lines on poles in the alley. These poles also include area Communications System provider lines. Buildings will require minimum set backs from the closest aerial power line per WAC safety codes. Set backs should include a minimum additional 5' safety clearance to allow owner to do building maintenance work.

If building set backs are not desired then the power/communication utilities in the alley will require undergrounding. This would require new undergrounding to existing customers on the east side of the alley between 10th and 11th street. Existing customers between 11th and Ernst Brazzil currently are undergrounded from the existing Tacoma Power poles.

New Buildings between 10th and 11th will require transformer rooms on the alley side exterior wall. Rooms will need to be sized for two transformers per Tacoma Power Standards and requirements. One will be 208v, 3ph for the new building and one will be 240v, single phase to refeed the existing customer on the east side of the alley.



Buildings

Each building will require a new electrical service application to Tacoma Power for their review and issuing a Letter of Agreement (LOA) to be agreed to and signed by the owner. LOA will identify owner (contractor) civil work, Tacoma Power work, coordination, inspection requirements and costs. Tacoma Power costs will be paid directly by owner to Tacoma Power and Civil (contractor work requirements will be part of the construction cost.

Electrical service(s) for the building will be sized based on National electrical Code (NEC) square foot calculations for each tenant, 200a or 400a service for commercial tenants, elevator emergency connection will be via a bus tap ahead of the main service breaker for the building and the fire pump connection will be a direct service tap from the secondary side of the transformer. Each tenant space, commercial space and fire pump connection require individual KWH/D meters. Main switch board and meter stacks (up to 5 high) will be located on the ground floor. Unit load centers and commercial space power panels will be located within the space they serve.

Each building will have an addressable fire alarm panel with battery back up, water tamper/flow switches, electric water gong, manual pull stations, smoke detectors, and horn strobes through out. Fire alarm system will connect (via phone lines or radio) to a 24 hour answering facility.

In addition to the Fire Detection and alarm system each building will have a Fire Department Communication System (IFC 907.2.13.2) with Command Center and Emergency Responder Radio Coverage (IFC 510).

Exit/Egress lighting in the building will be via wall mounted battery lights or unit inverter located on the main floor. Egress lighting must extend past the building footprint to the nearest public area.

All common area lighting and exterior building lighting will meet the WSNREC.

Each residence will be provided with lights, controls, receptacles, fire detection/alarm devices and communications provider smart boxes.

Empty conduit to the roof from space in the main electrical room will be provide for future solar.

Electrical Vehicle (EV) charging stations will be provide meeting WAC requirements.

Street Lighting

Street Lighting Requirements are addressed by others.

