

Thanks to the following people for their support in making this panel possible:

- The Honorable Marilyn Strickland, Mayor
- T.C. Broadnax, City Manager
- Ric Ilgenfritz and Val Batey, Sound Transit
- Ricardo Noguera, Debbie Bingham, and Nancy Grabinski-Young, Department of Community and Economic Development
- Mike Slevin, Department of Environmental Services
- Peter Huffman, Brian Boudet, and Michelle Regan, Department of Planning and Development Services



Urban Land
Institute

Rose Center for Public Leadership

Tacoma, Washington

Building Community in Hilltop



Urban Land
Institute

Rose Center for Public Leadership



Urban Land Institute



Mission:

Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

Activities:

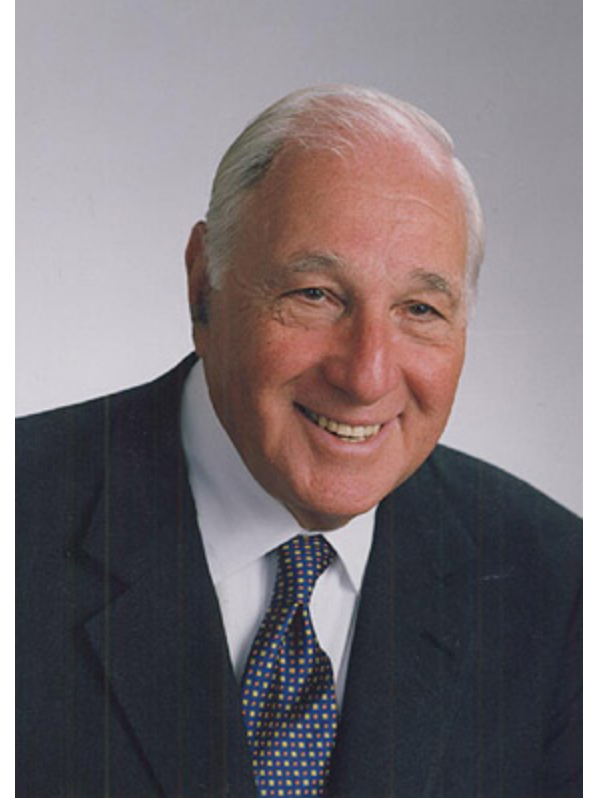
- Research, best practices and case studies
- Education and Professional Development
- Technical assistance to cities, agencies, and developers
- Conferences, meetings, and ideas exchange
- A bi-monthly magazine and other publications



Urban Land
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Rose Center for Public Leadership

Mission: To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Rose Center Programming



Education for Public Officials

- Webinar: Creating a Thriving Arts & Entertainment District from Baltimore's Station North
- Webinar: lessons learned from DC's Capital BikeShare program
- Workshops: The Public Sector Role in Sustainable Development
- Scholarships for public officials to attend ULI conferences

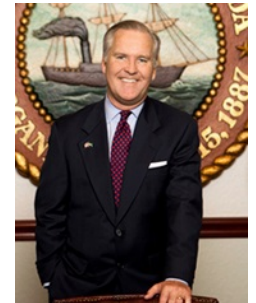
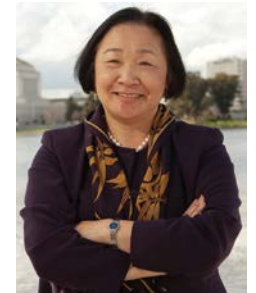
Policy & Practice Forums

- 2012 Mayors' Forum on Public-Private Partnerships
- 2012 Shaw Forum on Innovative Public-Private Partnerships in Finance
- 2011 Multifamily Housing Development
- 2011 Shaw Forum on Urban Redevelopment Finance



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Charlotte, Detroit, Houston, Kansas City, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento and Tampa



2012-2013 Rose Fellowship Class



City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel



The Panel

- **Co-Chair:** M.D. “Mike” Higbee, DC Development Group, Indianapolis, IN
- **Co-Chair:** Gaurav Srivastava, AECOM, Los Angeles, CA
- Maggie Campbell, Partnership for Downtown St. Louis, St. Louis, MO
- Patricia Clare, Department for Economic Growth and Innovation, Louisville, KY (Rose Fellow)
- Thomas Deller, Department of Development Services, Hartford, CT (Rose Fellow)
- Jillian Detweiler, TriMet, Portland, OR
- Rick Dishnica, The Dishnica Company, LLC, Point Richmond, CA
- Thomas Kronemeyer, Community Design + Architecture, Oakland, CA
- Terry Mitchell, Momark Development, LLC, Austin, TX (Rose Fellow)
- Roger Williams, RW & Associates, LLC, Potomac, MD

The Challenge



How can the City of Tacoma attract investment in the Hilltop neighborhood?



Presentation Outline

1. Observations

2. Site Context

3. Development Opportunities

4. Competitive Landscape

5. Community Building

6. Conclusions & homework

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Observations: Assets/Opportunities

- Great location
- Hilltop Neighborhood a fascinating history
- Evidence of improving housing stock
- Small but slowly growing group of young businesses
- Strong institutional presence including churches and religious organizations
- Both ends – adjacency to Stadium District and U of W strong positive
- Housing Authority program to stabilize school population



Observations: Assets/Opportunities

- 
- New Community Health Care Clinic represents significant new corridor investment/activity
 - East-West connectors as important as north-south MLK corridor to future investment
 - Single-family homes are a source of neighborhood strength
 - U of W and community colleges represent diverse opportunities relative to development
 - Potential transit investment
 - District-wide environmental clearances through sub-area plan

Observations: Challenges and Constraints

- Perception of crime and safety
- Future medical growth likely tied to outpatient services not in-patient expansion
- Too many tax-exempt properties
- Concentration of social services
- Underutilized storefronts and land undermining strength of neighborhood



Observations: Challenges and Constraints

- Length of corridor combined with uncertain market limit commercial opportunities
- Topography
- Depressed real estate market nationwide
- Poor performing public schools (K-12)
- Inconsistent label for the neighborhood





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Proctor

CONTEXT

University of
Puget Sound

6th Avenue

HILLTOP

Stadium

Theatre District

Thea Foss Waterfront

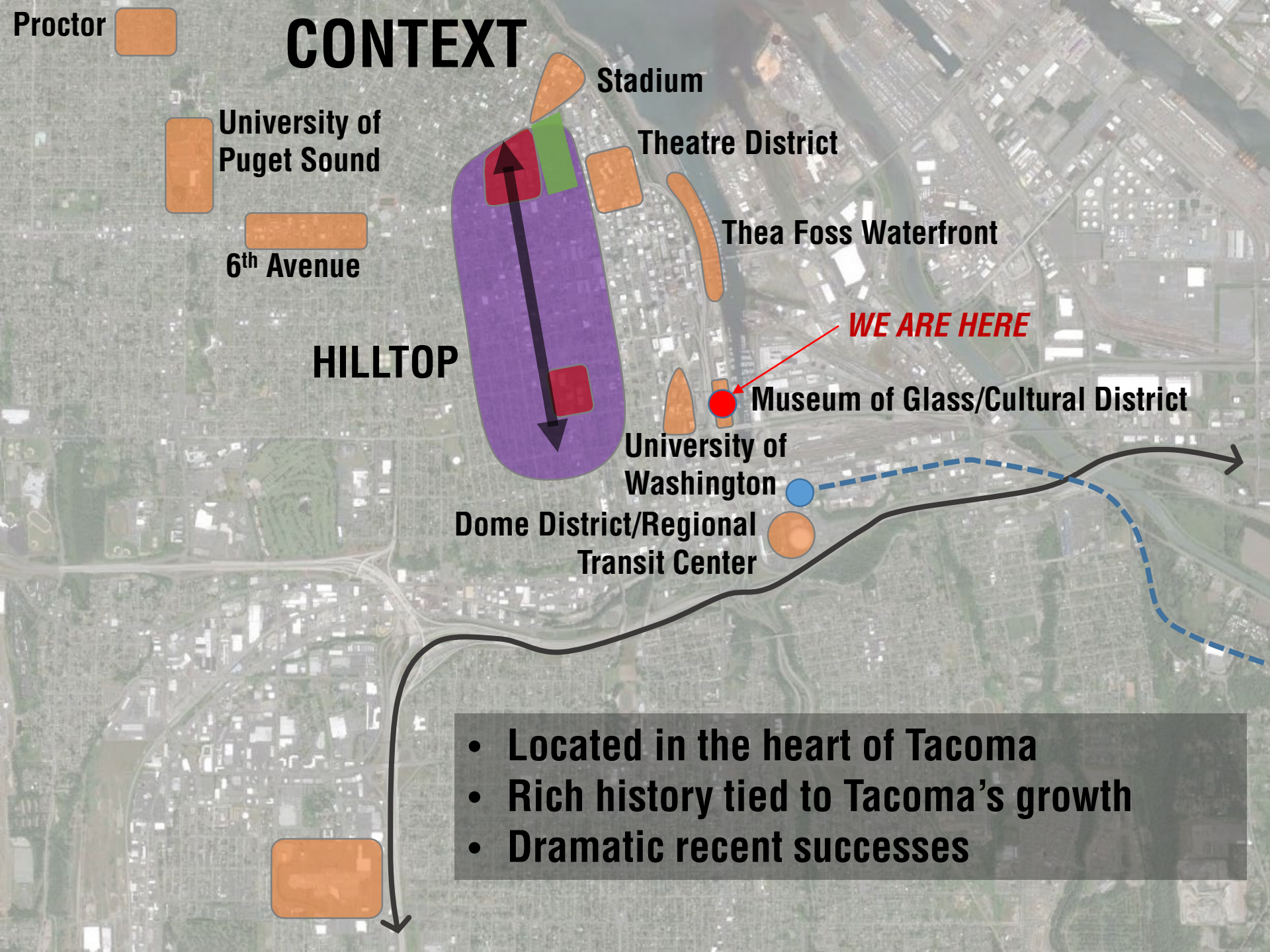
WE ARE HERE

Museum of Glass/Cultural District

University of
Washington

Dome District/Regional
Transit Center

- Located in the heart of Tacoma
- Rich history tied to Tacoma's growth
- Dramatic recent successes



Premise of the “Medical Mile” in Hilltop

MultiCare

1 mile

MLK, Jr Way

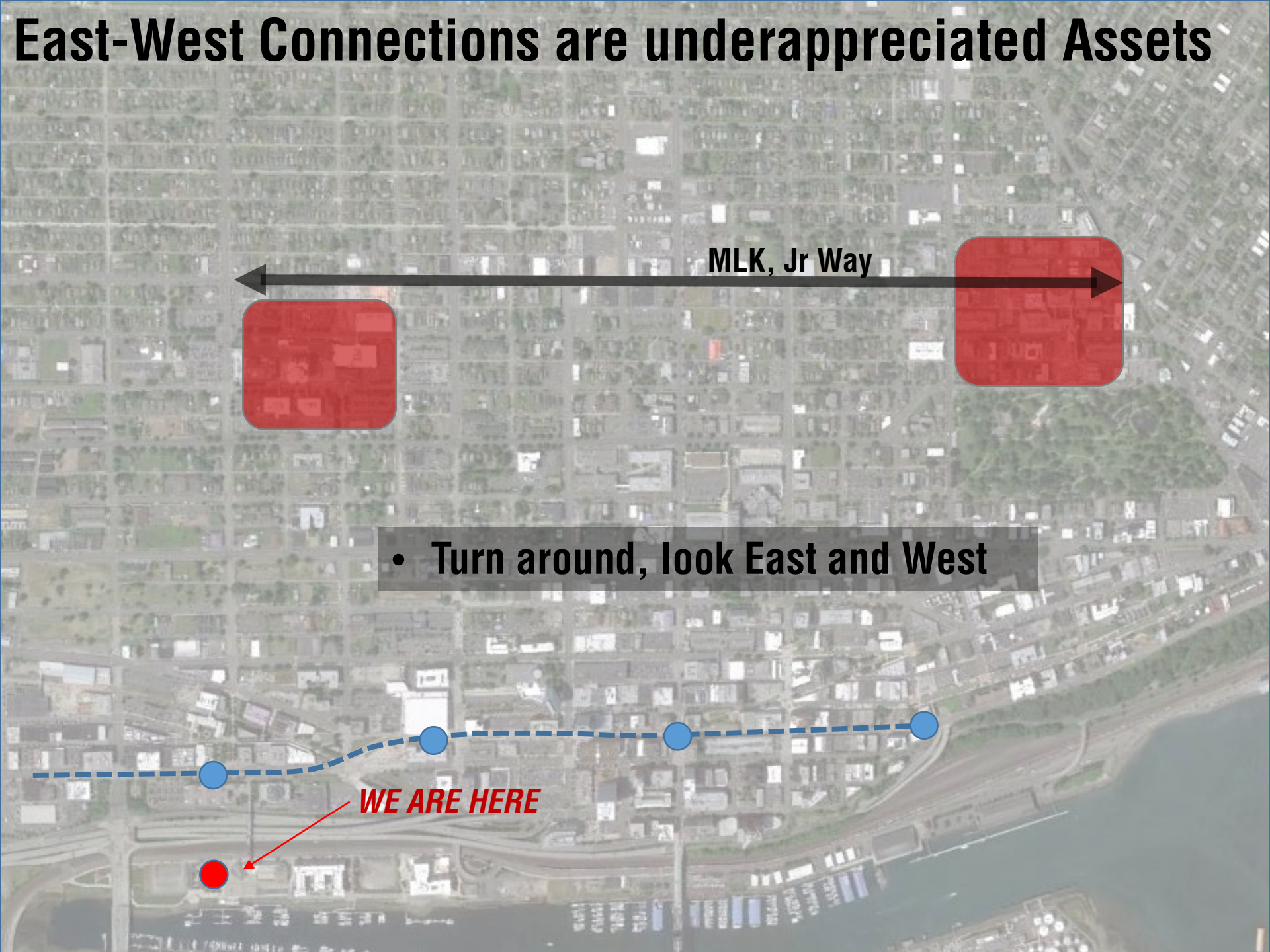
Franciscan

- Hospitals are key anchors
- But not the only assets

WE ARE HERE



East-West Connections are underappreciated Assets

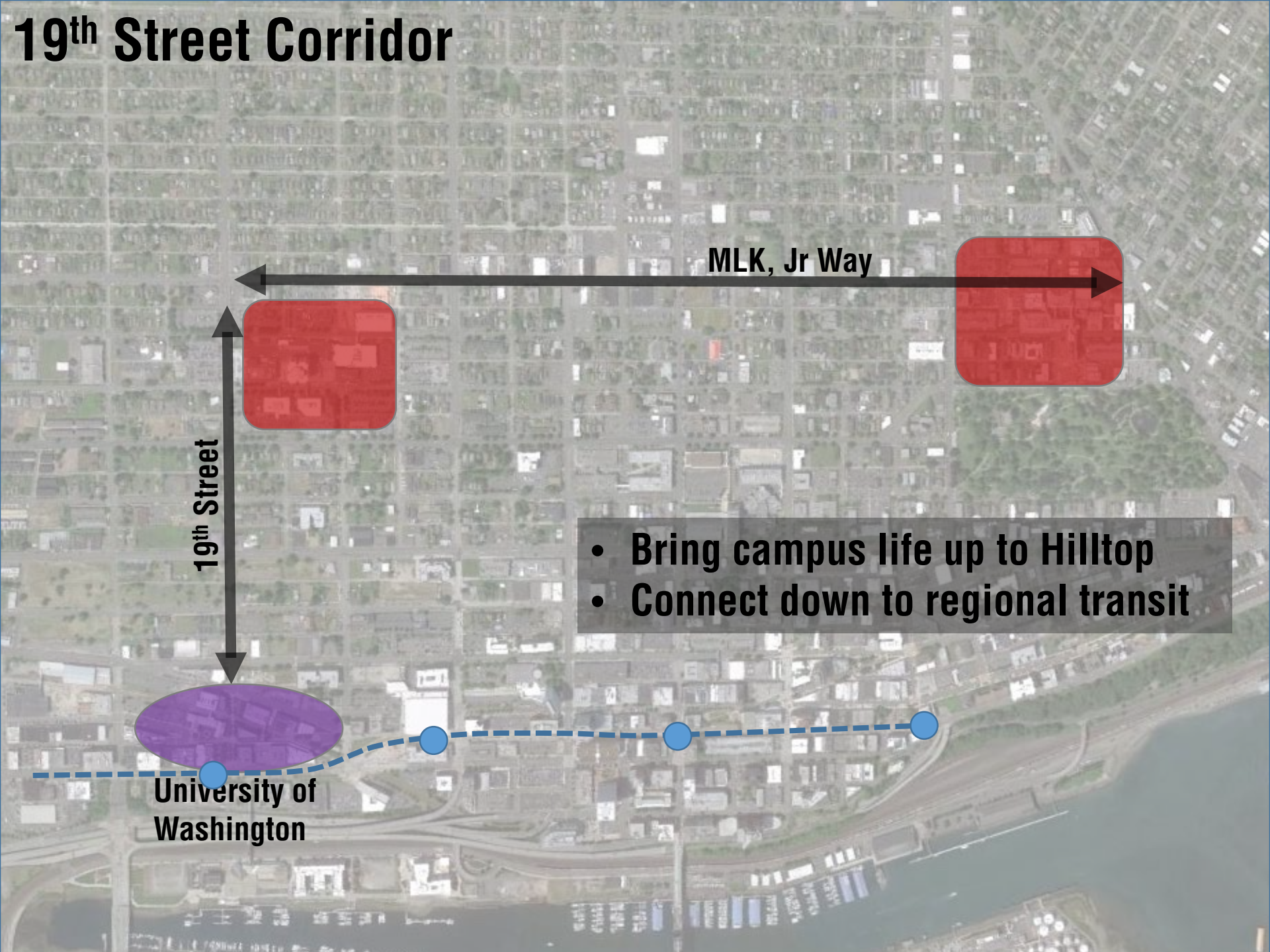


MLK, Jr Way

- Turn around, look East and West

WE ARE HERE

19th Street Corridor



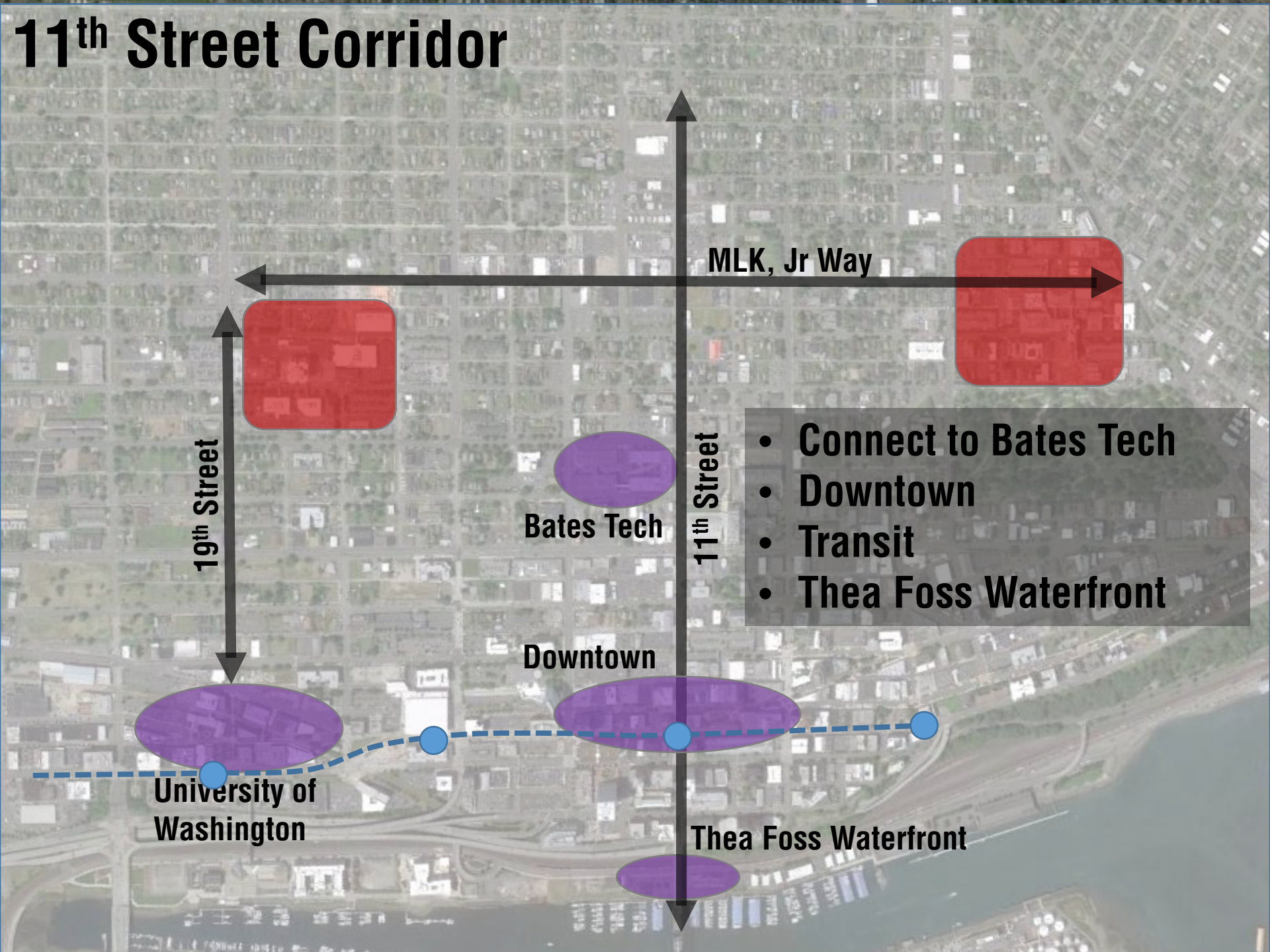
19th Street

MLK, Jr Way

University of
Washington

- Bring campus life up to Hilltop
- Connect down to regional transit

11th Street Corridor



19th Street

MLK, Jr Way

11th Street

Bates Tech

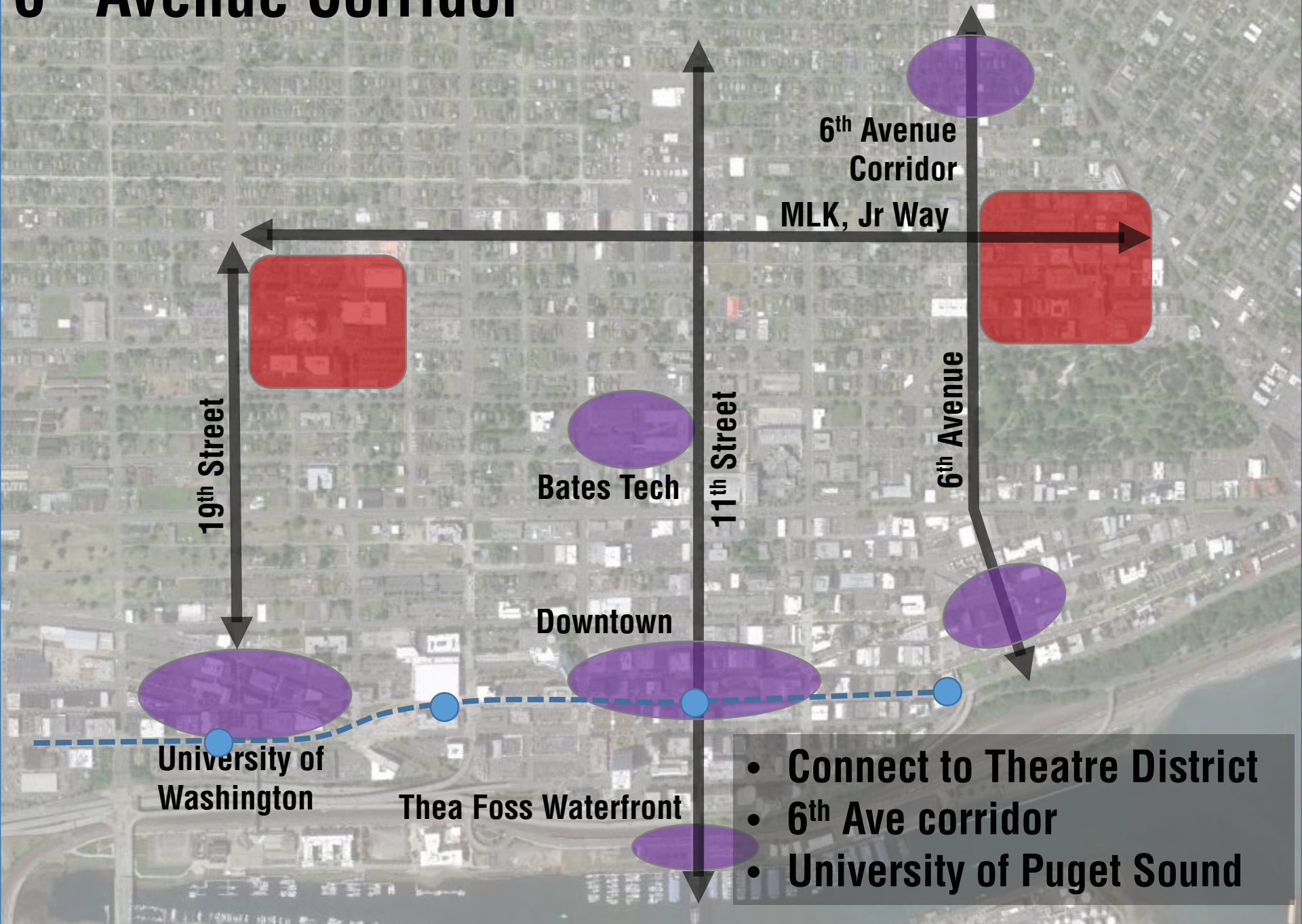
Downtown

University of
Washington

Thea Foss Waterfront

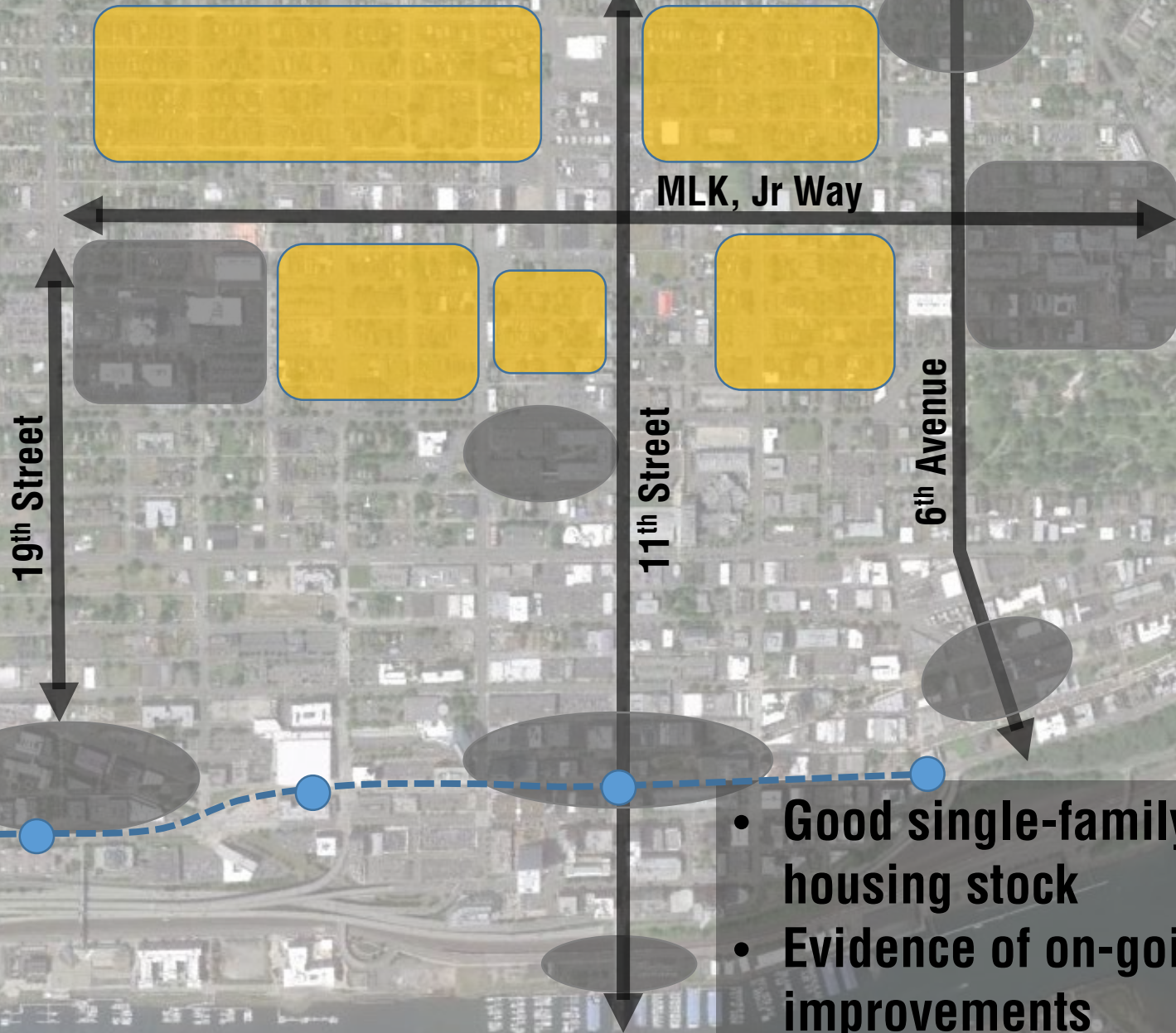
- Connect to Bates Tech
- Downtown
- Transit
- Thea Foss Waterfront

6th Avenue Corridor



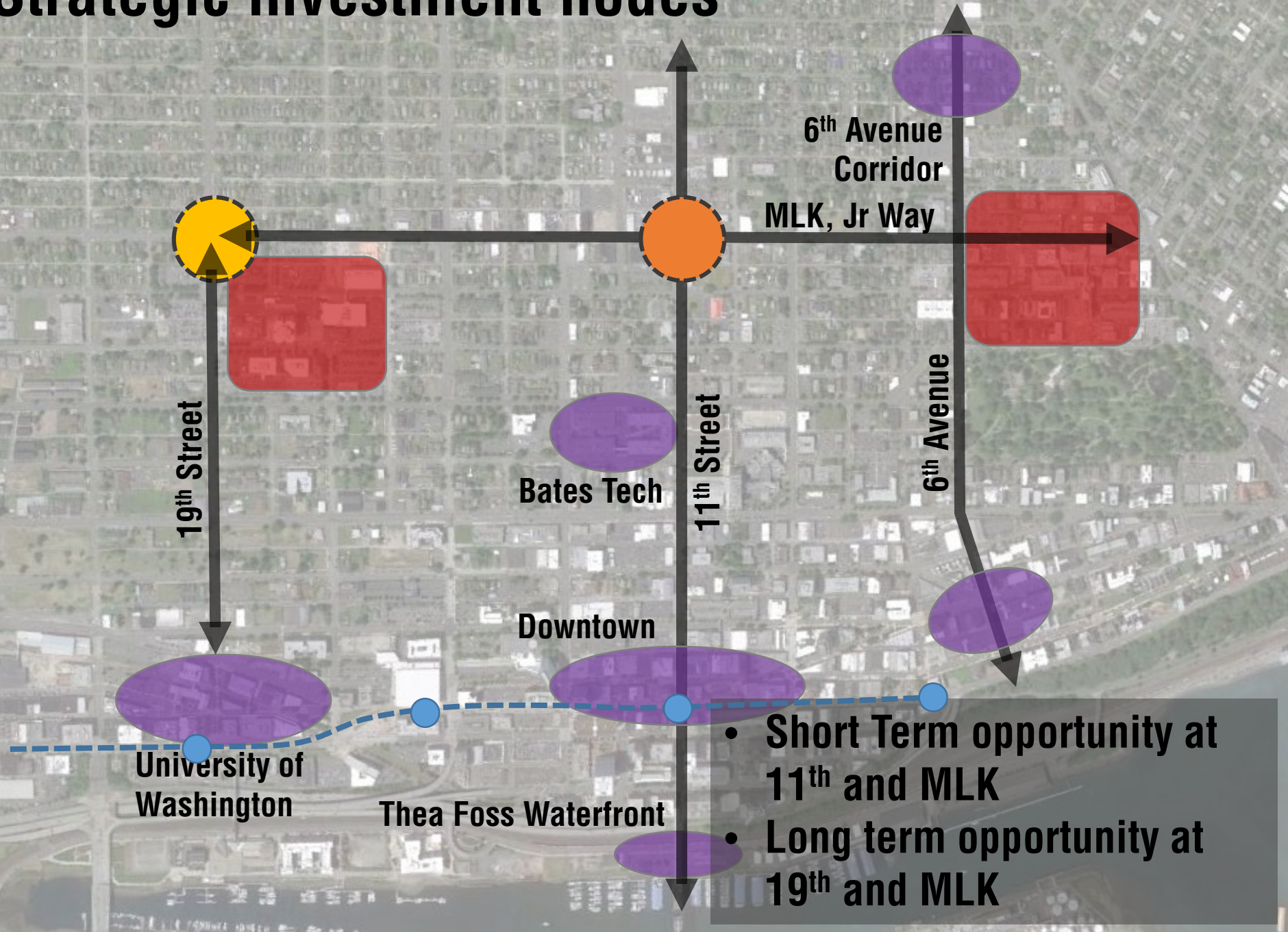
- Connect to Theatre District
- 6th Ave corridor
- University of Puget Sound

Housing Stock





Strategic investment nodes





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- 3. Development Opportunities**
4. Competitive Landscape
5. Community Building
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Assessment of Study Area

Location!

Location!

Location!

Hilltop has great assets

Location to multiple employment centers

Multi-Care

Franciscan Health Care

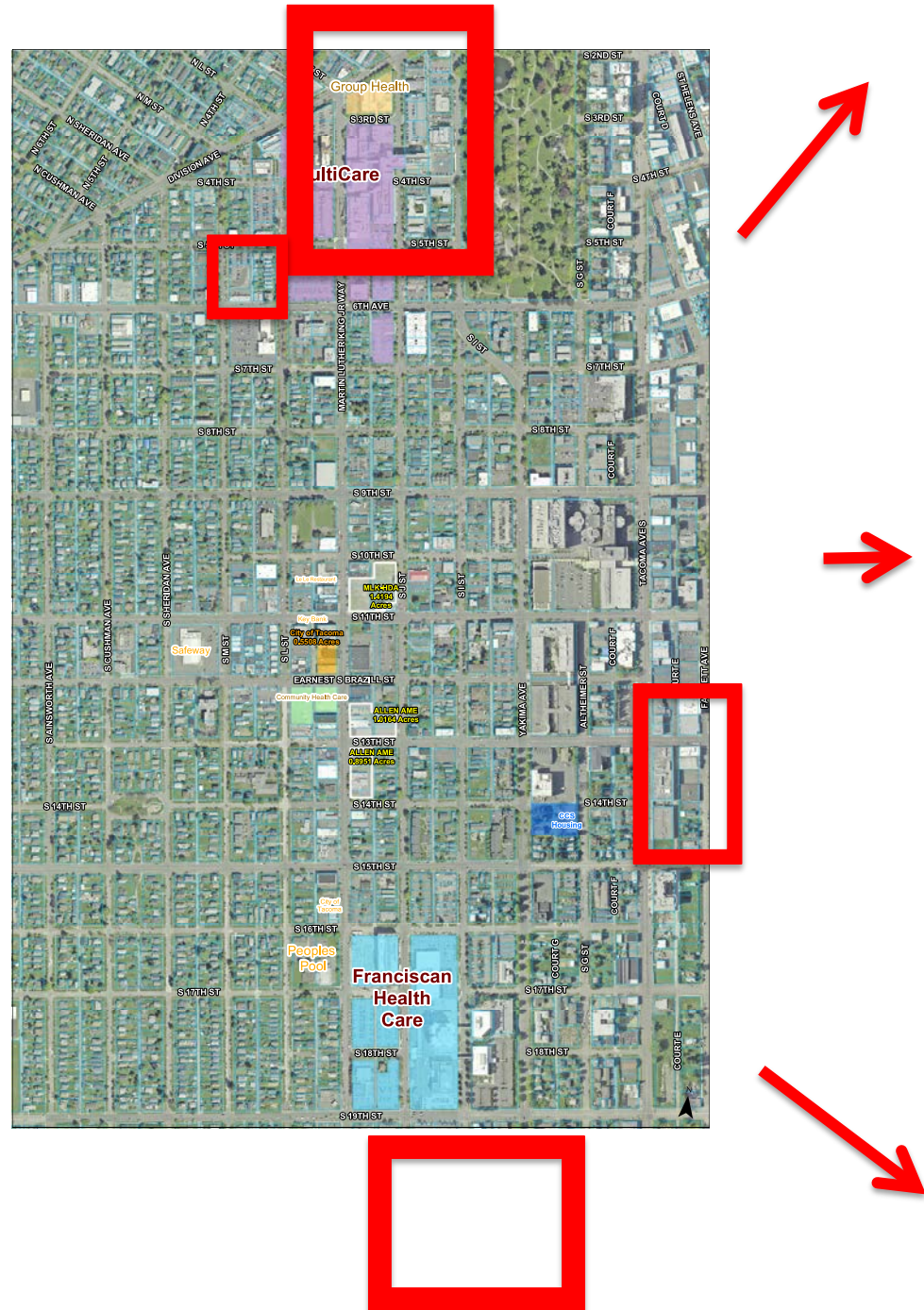
Downtown

University of Washington Tacoma

Evergreen State College

Bates

Ancillary Employment





Area in Tacoma, WA 98405

38 properties - Single Family Homes | Condos/Townhomes

Sort

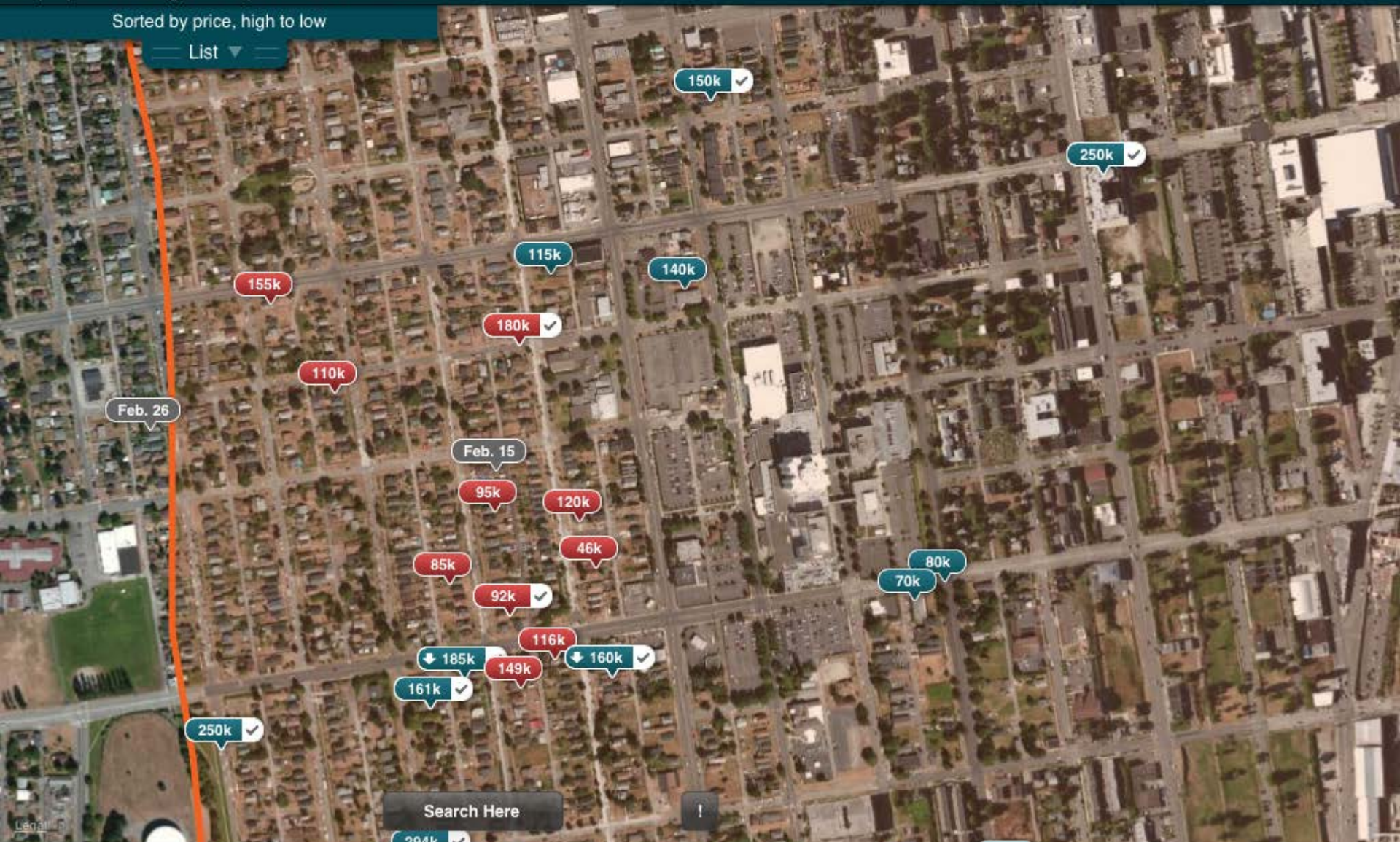
Refine



City, State, Address or Zip

Sorted by price, high to low

List ▼



Search Here



gallery



save



scout



draw



options



Area in Tacoma, WA 98405

38 properties - Single Family Homes | Condos/Townhomes

Sort

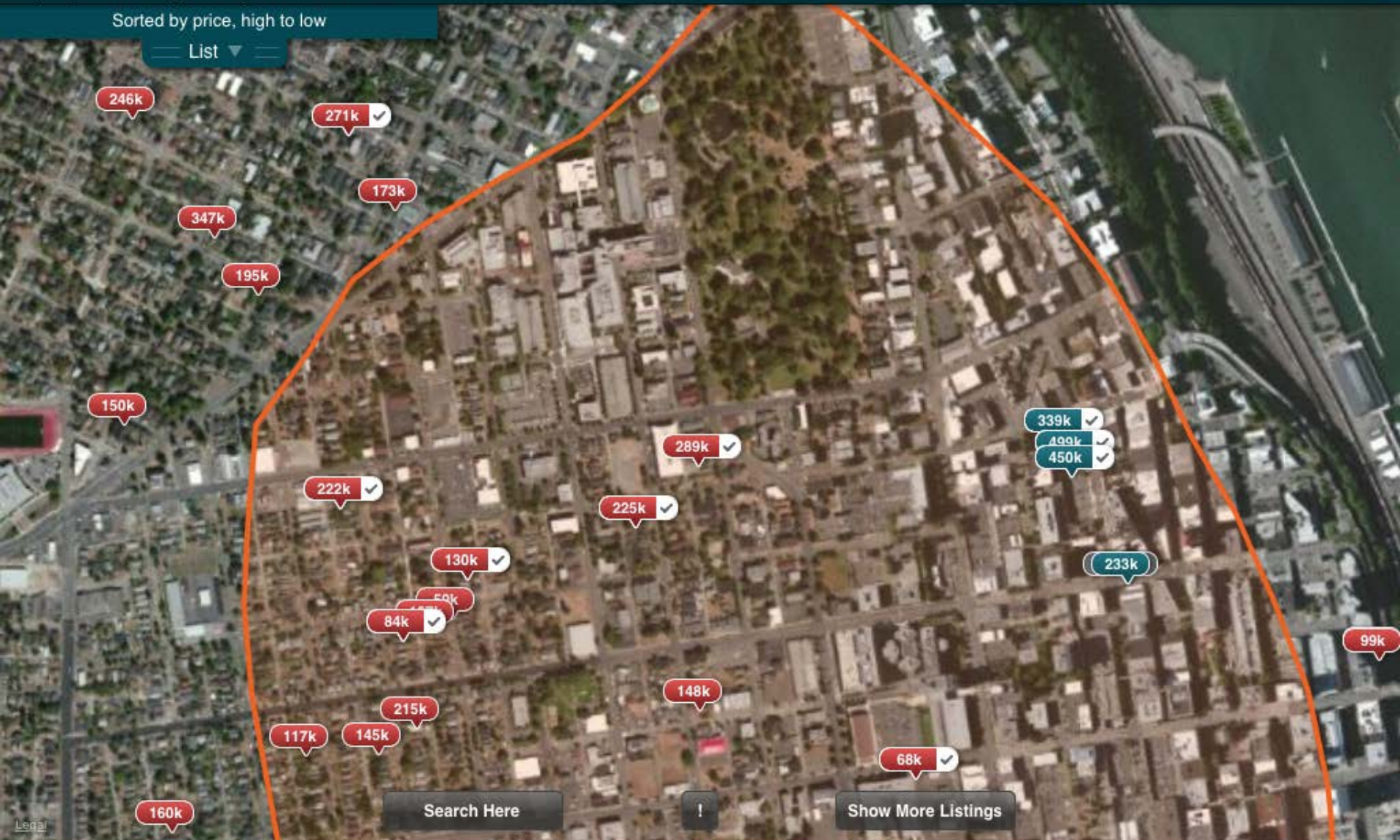
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List









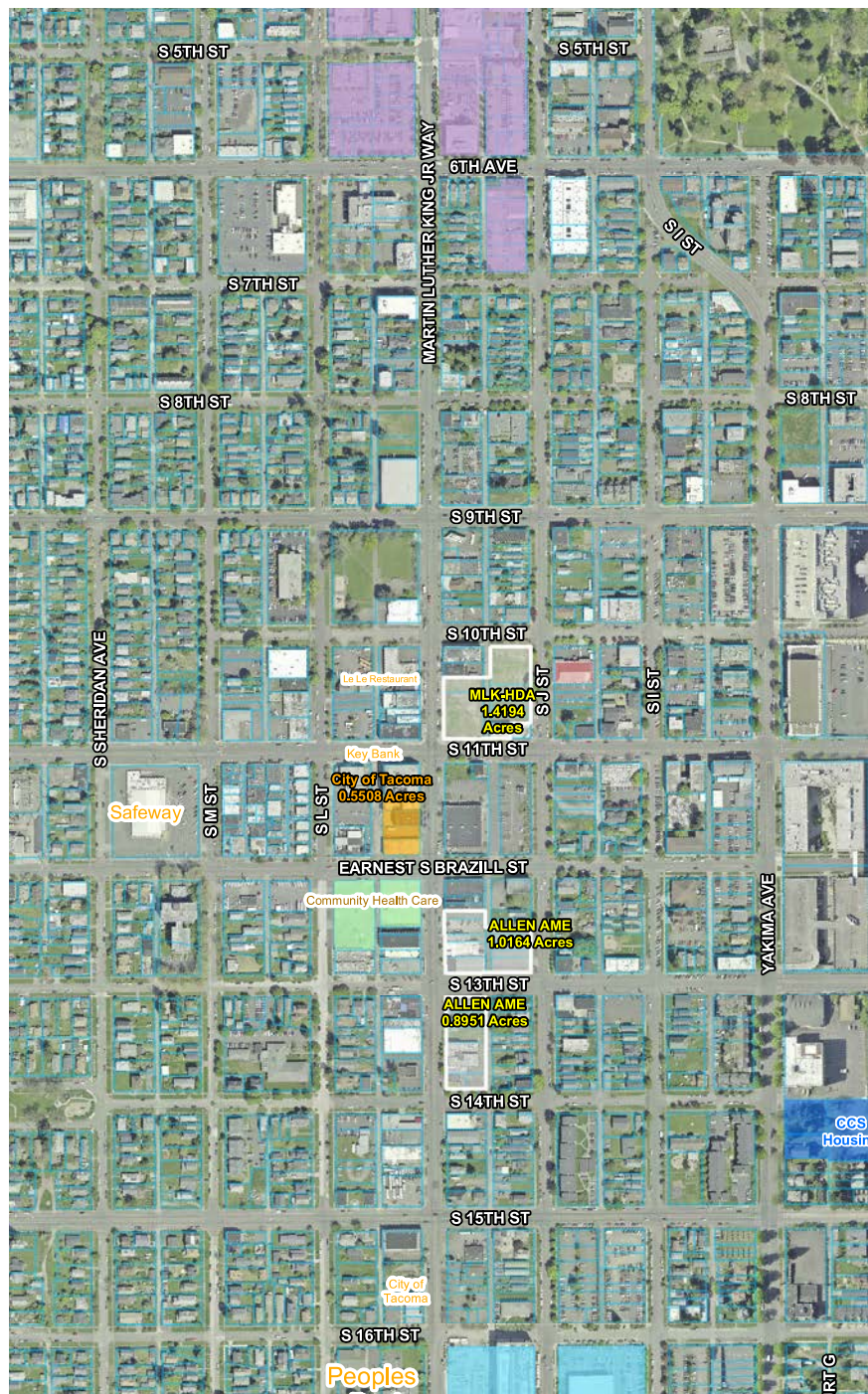




Primary Uses

- Density
- Mixed Income Housing
- Neighborhood Retail Service
- Rite Aid







COURTNEY
BLOG.

HILL TOP
LOANS

Phở Bắc
Beef Noodle Soup

Phở Bắc

Phở

PHO BAC

PHO

BEF

CHICKEN

VEGETARIAN

PHO BAC

Since 1988



Johnson
CANDY
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Mixed Income Examples

- 80/20 program
 - 80% market rate
 - 20% affordable at 50% of AMI
 - Tax-exempt bonds
 - 4% tax credits
- Additional city investment including:
 - Tax exemption
 - Infrastructure
 - Land write-down
 - Etc.



W L KING ST

Pho KING
VIETNAMESE RESTAURANT DINE IN OR TAKE OUT

We Buy
Gold and Silver

Pho



PHỞ

PHONE OR FAX
ORDERS TO GO
253-572-9491

Le-Le
RESTAURANT

VIETNAMESE & THAI CUISINE

OPEN

OPEN

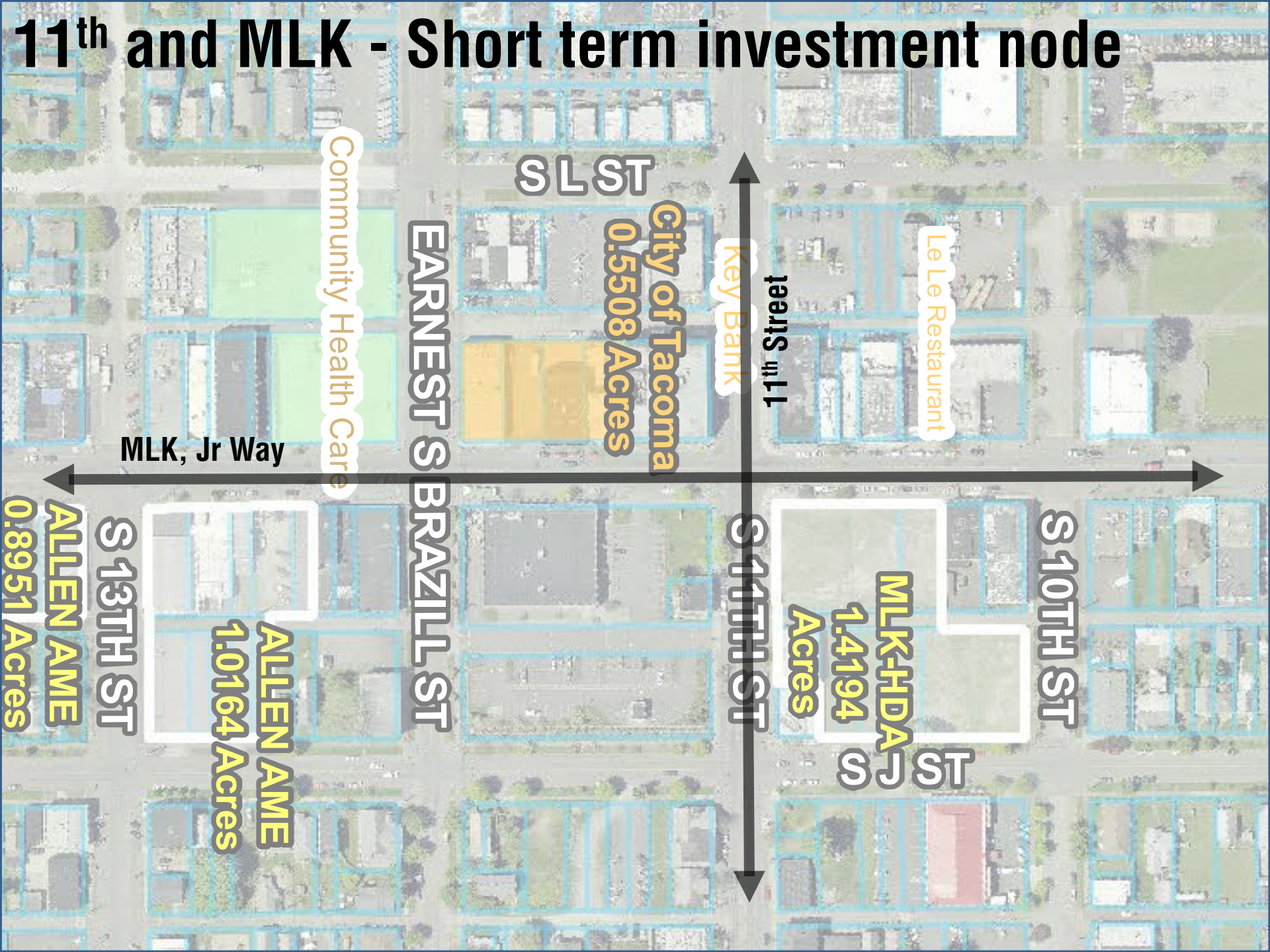
OPEN

Rite Aid Site



Getting Started

- Begin with 11th Street and MLK
- Make Shovel-Ready
- Quality
- Organic Growth



11th and MLK - Short term investment node

11th St

Key Bank

SL ST

City of Tacoma
0.5508 Acres

Le Le Restaurant

EARNEST S BRAZILL ST

Community Health Care

MLK, Jr Way

S 10TH ST

MLK-HDA
1.4194 Acres

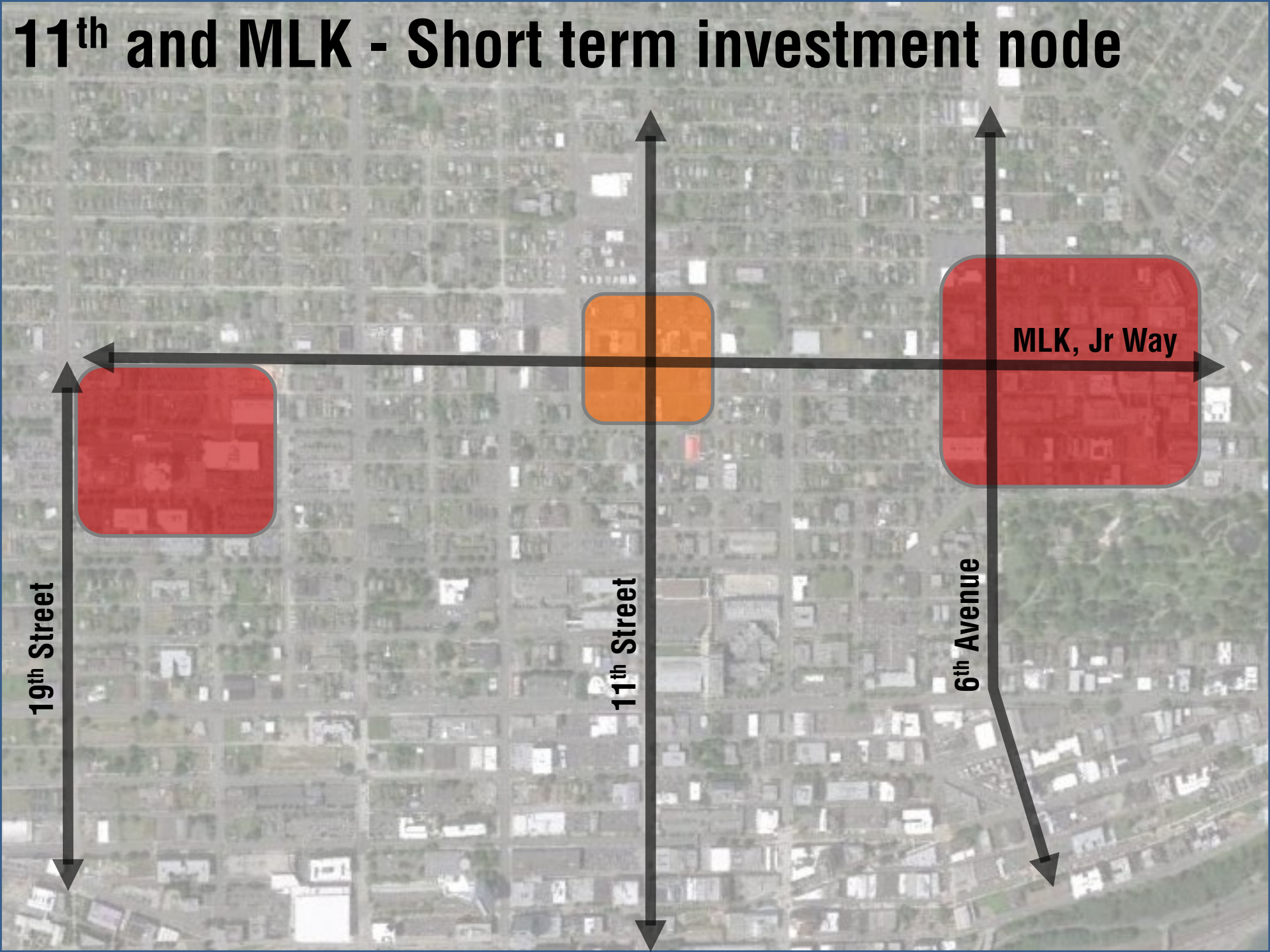
S 11TH ST

S 13TH ST

ALLEN AVE
1.0164 Acres

ALLEN AVE

0.8951 Acres



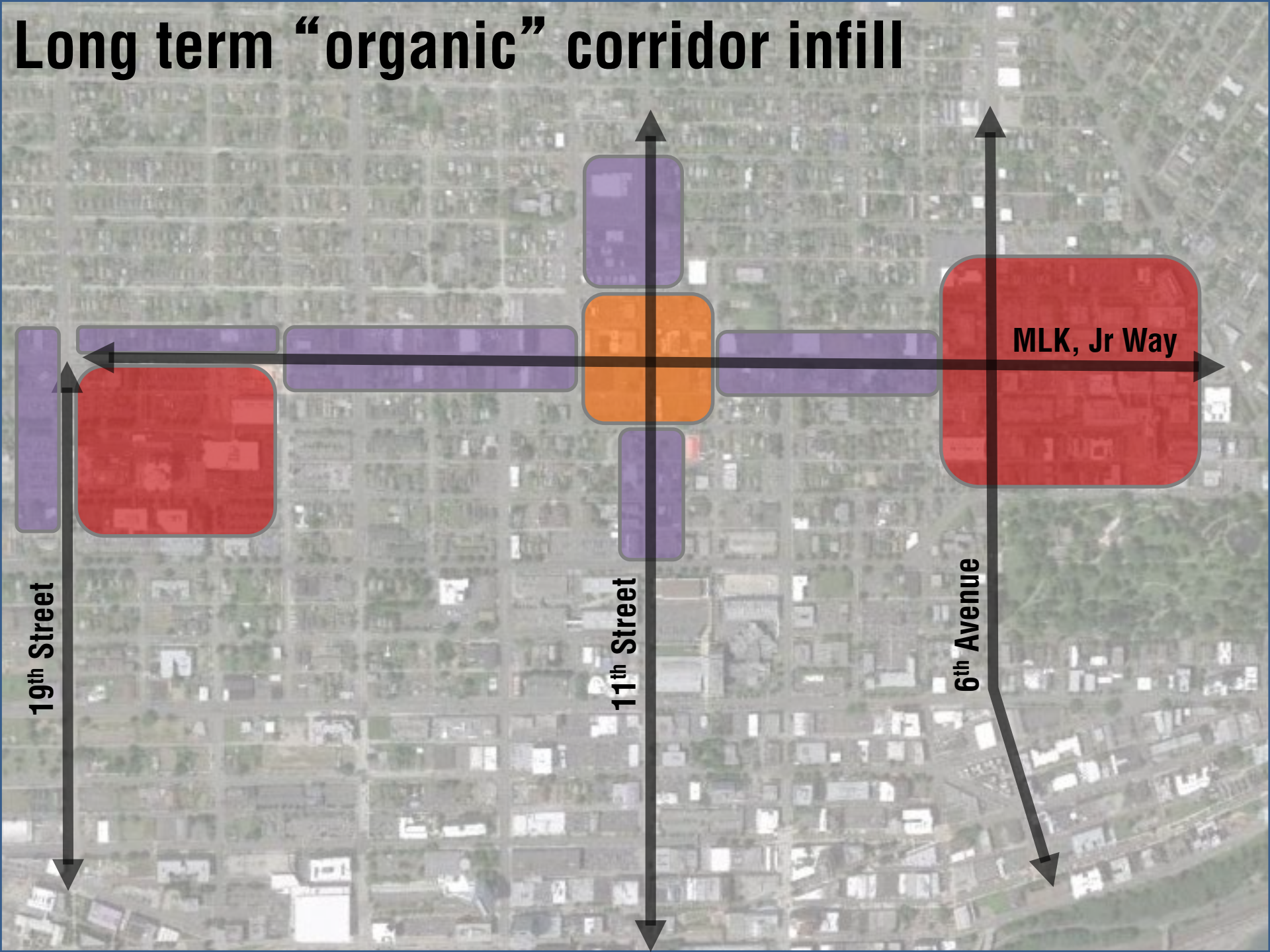
11th and MLK - Short term investment node

19th Street

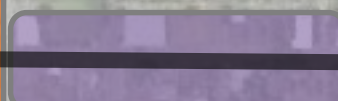
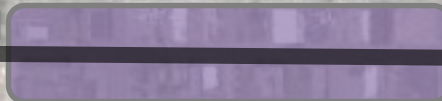
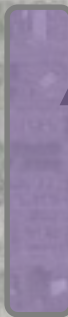
11th Street

6th Avenue

MLK, Jr Way



Long term “organic” corridor infill



19th Street

11th Street

6th Avenue

MLK, Jr Way



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Competitive Landscape

- Affordability of housing gives Tacoma a competitive advantage
- Attractiveness to millennials, young families, students, commuters
- Changing the narrative in the Tacoma community about Hilltop
- Reinforce “Hilltop” Identity
- Hilltop can become a great neighborhood with or without the light rail





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Community Building: Partners

Members of the Hilltop Community:

- Residents
- Healthcare Providers
- Faith-Based Institutions
- Educational Institutions
- Government
- Businesses
- Social Service Providers



Community Building: Anchor Institutions

Best Practices:

- Employer assisted housing
- Enhanced neighborhood attractiveness
- Improved safety
- Buying local
- Job training programs
- Enhanced recruiting and retention



W
UNIVERSITY of
WASHINGTON

TACOMA



Community Building: Awareness

Activation/Programing designed to bring people to experience Hilltop

- Levitt Pavilion
- Open Streets
- Hilltop Hill Race Day/Street Fair
- Hilltop Homecoming
- House Painting Event



Community Building: Leadership and Partnership

- Define what success looks like
- Manage Expectations
- Expand Ownership of Revitalization Effort
- Assign Responsibilities

Mississippi Ave in Portland, Oregon



Mississippi Avenue Neighborhood Area

- Commercial street fell into Disrepair
- No new investment in the Housing stock
- Proximate to hospital, major transit node, central city

Revitalization Plan Transformed

- Empty Buildings into Cool Retail
- Created a Desirable Neighborhood
- Dead Neighborhood becomes 24/7 Place



Mississippi Avenue, continued

- Relatively small investment initiated larger investments
- Important not to underestimate or miss conversion opportunity
- Derelict Building becomes Key Contributor Corridor Revitalization



Greenbush & Vilas Neighborhood Revitalization Plan

- Hospitals & University Anchors
- Diversity of Housing Product
- Significant Public Realm
- Desire for Mixed-use Development



Greenbush & Vilas Neighborhood Revitalization Plan

A – Maintain and Preserve

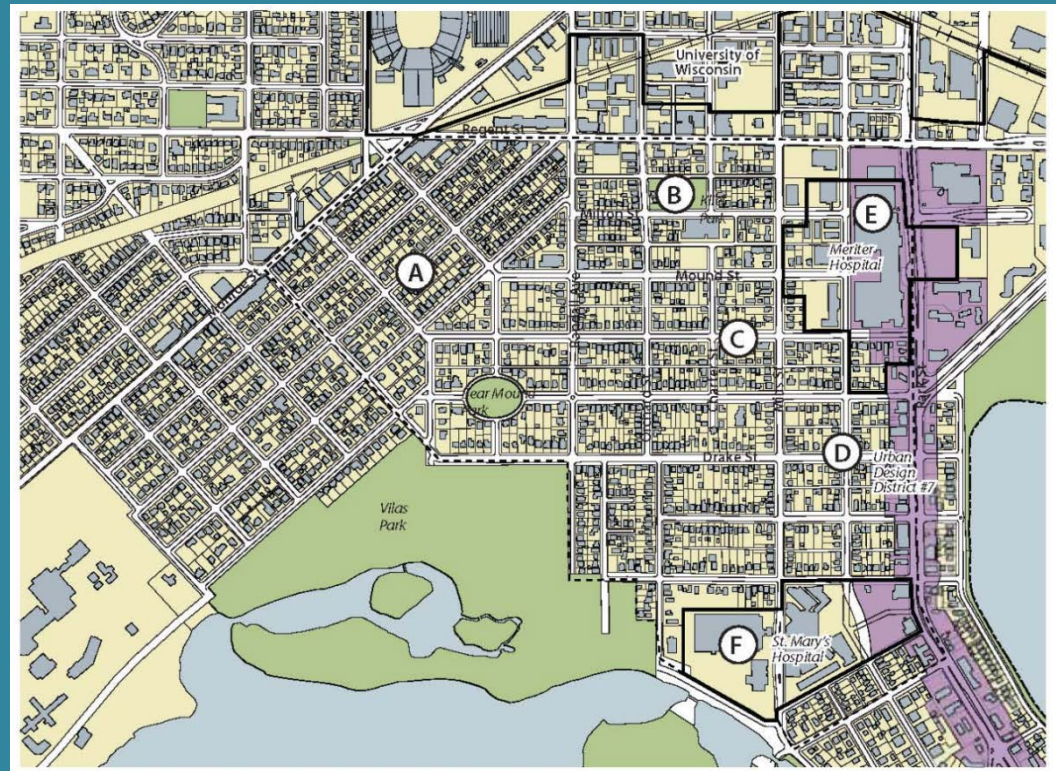
B – Redevelop and Reinforce

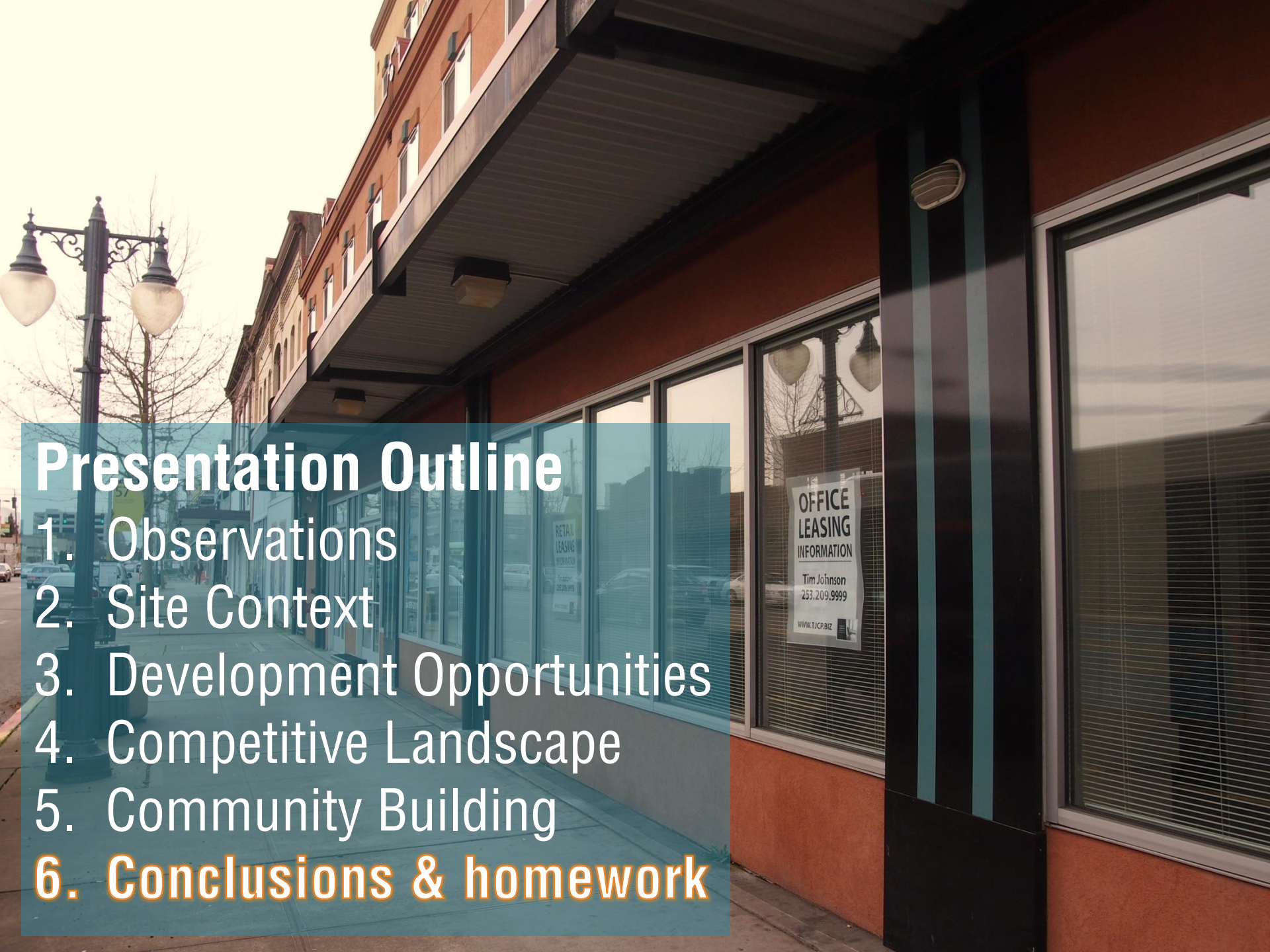
C – S.F Opportunity

D – Mixed-Use Development

E – Meriter Hospital Plan

F – St. Mary Hospital Plan





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Conclusions

- Reinforce the corridor and its connections
- Continue to set the table for meaningful development
- Improve communication between city agencies and community stakeholders
- Define a short term development project at the 11th and MLK intersection and organize around it
- Explore potential for a development fund

Learn-Imagine-Act

- Appreciate and Relish the Opportunity to Rediscover the Hilltop
- Take Advantage of Best Practices
- Build Partnerships Over Time – What Are the Win - Wins

Homework

1. Establish a Mayor's Leadership Team
2. Identify city point person for Hilltop Neighborhood Initiative
3. Generate a list of key tasks to make development node shovel-ready for development
4. Evaluate east-west connections to Hilltop
5. Conduct focus group with millennials, students, hospital employees and residents re: perception and interests
6. Establish group to investigate Hilltop neighborhood event opportunities

Next check-in:

Rose Fellowship Retreat,
Philadelphia, April 10-12, 2013

Thank you to the following people; their assistance was essential to the panel's work:

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