
2007
RUDY BRUNER AWARD
PROJECT DATA



PROJECT DATA

Project Name High Point Redevelopment

Location 6550 32nd Ave SW, Seattle, WA 98126 (and surrounding area)

Owner Seattle Housing Authority (SHA) and others

Project Use(s) Rental and homeowner housing in a mixed-income setting, "Green" community, natural drainage system

Project Size 120 acres, 34 city blocks, 1,600 housing units

Total Development Cost \$211 M (public/private) and \$311 M other private

Annual Operating Budget (if appropriate) N/A

Date Initiated March 2003

Percent Completed by December 1, 2006

Phase I: 100% (with some construction remaining on certain blocks); Phase II: 20%

Project Completion Date (if appropriate) 2009

Attach, if you wish, a list of relevant project dates

Federal HOPE VI funds awarded:	June 2000
Preliminary Master Plan completed:	July 2001
Site Plan approved:	2003
Start of Phase I demolition and construction:	March 2003
Library and clinic completed:	2004
Phase I rental housing (344 units) fully occupied:	August 2006
Phase I homeowner housing (237 units) completed:	February 2007
Start of Phase II demolition and construction:	July 2006
Phase II rental housing (256 units) completed:	May 2009
Phase II homeowner housing (370 units) completed:	December 2009

Application submitted by:

Name Tom Phillips

Title Senior Development Program Manager

Organization Seattle Housing Authority

Address City/State/Zip 120 6th Ave N., P.O. Box 19028, Seattle, WA 98109-9028

Telephone (206) 615-3414

Fax (206) 615-3539

E-mail tphillips@seattlehousing.org

Weekend Contact Number (for notification) (206) 669-7183

Key Participants (Attach an additional sheet if needed)

Organization

Key Participant

Telephone/e-mail

Public Agencies

Seattle Housing Authority

Tom Phillips

(206) 615-3414/ tphillips@seattlehousing.org

(owner, developer)

Seattle Public Utilities

Ray Hoffman

(206) 684-5852/ ray.hoffman@seattle.gov

(infrastructure and natural drainage system)

Seattle Department of Transportation

Tammy Frederick

(206) 615-0927/ tammy.frederick@seattle.gov

Seattle City Light

Max Castillo

(206) 386-4203/ max.castillo@seattle.gov

Architect/Designer

Mithun Architects (master plan, site design, rental housing design)	Matt Sullivan	(206) 971-3403/ matthews@mithun.com
SvR Design (civil engineering, infrastructure and natural drainage system design)	Peg Staeheli	(206) 223-0326/ pegs@svrdesign.com
Nakano Associates (landscape design)	Gail Staeger	(206) 292-9392 ext. 207/ gs@nakanoassociates.com
Developer		
Seattle Housing Authority	Tom Phillips	(206) 615-3414/ tphillips@seattlehousing.org
Professional Consultant		
Devine and Gong, Inc. (financial consultant)	Chan U Lee	(415) 788-7983/ culee@devinegong.com
Community Group		
Partnership for High Point's Future	Ron Angeles	(206) 684-7416/ ron.angeles@seattle.gov
Builders		
Lyle Homes	Reg Willing	(425) 646-9317/ Kathy@lylehomes.com
The Dwelling Company	Linda Stalzer	(206) 357-4800/ lindas@dwellingcompany.com
Polygon Northwest	Eric Wells	(425) 586-7700
Saltaire Construction	Michael Alford	(206) 583-0611/ Malford@saltaire.com
Devland Homes	G. F. Armstrong	(425) 427-6831/ fred@gfaland.com
Habitat for Humanity	Dorothy Bullitt	(206) 292-5240/ dbullitt@seattle-habitat.org
Other		
Pomegranate Center (community involvement by creating art elements)	Milenko Matanovic	(425) 557-6412/ milenko@pomegranate.org
Neighborhood art	Bruce Myers	(360) 376-1043/ myerssculpture@yahoo.com

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

Direct Mailing Magazine Advertisement Previous RBA entrant
 Professional Online Notice Previous Selection Committee member
Organization Bruner/Loeb Forum

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, and to post on the Bruner Foundation web sites, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



2007
RUDY BRUNER AWARD
ABSTRACT



ABSTRACT

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project name High Point Redevelopment

Address 6550 32nd Ave SW

City/State/Zip Seattle, WA 98126

1. Give a brief overview of the project, including major project goals.

(A review of the High Point project by Washington Post writer and syndicated columnist Neal Peirce is attached following this page.)

High Point is Seattle's first green community and a new model for 21st century living. Developed by the Seattle Housing Authority (SHA), this 120-acre planned community replaces a 716-unit low-income housing project built in 1942. When fully built out in 2009, the redeveloped High Point will have approximately 1,600 new dwelling units in a wide variety of building types, and will be home to approximately 4,300 people with a broad range of backgrounds and income levels.

The project is situated on 34 city blocks on a hilltop near the highest geographic point in Seattle. The site covers approximately 10% of Longfellow Creek's watershed, Seattle's most significant salmon stream. A new natural drainage system under the site filters and cleanses all rainwater runoff on-site. Experts agree that the system performs like a natural forest meadow.

The development project removed the old curvilinear street pattern and barracks-like housing that segregated High Point from the rest of West Seattle and visually identified it as a low-income housing project. The street grid was redesigned to connect the site with its surrounding West Seattle context. Land was partitioned to accommodate a side-by-side assortment of homeowner and rental units. Buildings are typically two- or three-stories high, and consist of diverse architectural styles.

Community facilities include a new library and health clinic, and an existing elementary school and community center. A mixed-use retail/housing complex and a neighborhood center will be built in 2008. A five-acre Commons Park, to be completed in 2007, is situated in the middle of the new community. For redevelopment purposes, the site was divided into two phases. Phase I (completed in June 2006) represents the northern half of the site. Infrastructure construction is currently underway in Phase II, the southern half.

SHA is the master developer. It demolished the old housing, re-graded the site, built a new street grid and underground infrastructure, and is building 600 subsidized rental units (344 are completed in Phase I, and 256 are being built in Phase II). About half of the total land area designated for dwelling units was sold to private builders who, when finished, will have constructed and sold approximately 665 market-rate homes. In addition, the site accommodates 235 senior units and approximately 100 market-rate rentals.

The project's principal goals are the following:

- Reintegrate the High Point community, a formerly isolated enclave of poverty and high crime, with the greater West Seattle neighborhood physically, socially, and economically;
- Ensure the well-being of High Point residents;
- Create a safe, desirable, long-lasting community for people with a variety of income levels;
- Build and maintain a community that embraces the values of green living and has a positive impact on nature.

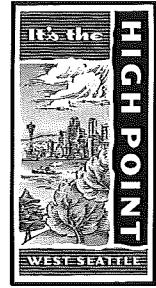
2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

In its pursuit of creating a healthy community, SHA, a governmental entity, took chances by pursuing and implementing many groundbreaking ideas. Some of the project's outstanding achievements:

- Significantly improved the quality of built environment:
 - More-than-doubled density while improved the site's appeal
 - Built the largest number of Energy Star-certified rental homes in the country
 - Built a site and rental homes that are certified at the highest Built Green™ standard
 - Required private builders to build homeowner units that meet or exceed Built Green™ standards
 - Built the nation's first batch of 35 "breathe-easy" homes for asthma sufferers (25 more to be built in Phase II)
 - Set aside 18% of land area as open space and/or parks
 - Created a successful model for a mixed-income community (rental prices range from low-income and affordable to market-rate; homeowner units are priced from 60% below to 30% above the Seattle median home price)
- Significantly improved the quality of the natural environment:
 - Built the nation's largest urban natural drainage system to protect salmon and wildlife by improving the water quality of Longfellow Creek
 - Protected during construction over 100 mature trees valued at \$1.5 million; planted first half of more than 2,000 new trees
 - Carried out several pioneering projects: deconstructed two dozen units, built Washington's first porous pavement street, used biodiesel in construction equipment, implemented an unprecedented apprenticeship and resident training program
 - In September, 2006, hosted Seattle's first Green Living Expo, a large-scale, high-profile, two-week event with six model homes, presentations, and docent tours, that highlighted the benefits of green construction and -living
- Involved residents and neighbors in the design process and accommodated many resident design ideas
- Reintegrated a formerly isolated community with the broader neighborhood
- Established controls to ensure the community's long-term success
- Opened up new ways of inter-agency coordination among the City's permitting departments and other agencies
- Compelled City permitting departments to reevaluate and change a number of existing design standards



Neal Peirce: *Time* magazine called *Washington Post* columnist Neal Peirce "the only national chronicler of grass-roots America." His weekly column, syndicated through The Washington Post Writers Group since 1978, appears in over 50 newspapers including the *Seattle Times*. Peirce has received The Distinguished Urban Journalism Award from the National Urban Coalition. The American Political Science Association chose Peirce as recipient of the 1986 Carey McWilliams Award "to honor a major journalistic contribution to our understanding of politics."



September 24, 2006

HIGH POINT IS MAKING NEWS

The Washington Post

An Entire 'Green' Community: Seattle's 21st Century Model

by Neal Peirce

SEATTLE — Not just a few "green" homes but an entire "green" community? Lovely old trees, creative plantings, sidewalks and streets tied to a pathbreaking "natural" water drainage system? Energy-efficient new condos and townhomes, both market rate and public housing, all so attractive you can't tell which is which? Parks, vistas, a strong neighborhood feeling?

It's all happening in the West Seattle neighborhood of High Point, replacing a hideous old public housing project of barracks-like structures originally erected for "Rosie the Riveter" defense plant workers at the start of World War II.

High Point is one of a nationwide series of "HOPE VI" projects, inaugurated by Housing and Urban Development Secretary Henry Cisneros during the Clinton presidency — a program the Bush administration is strangling fiscally.

HOPE VI's initial goal was a radical remake, with a mix of incomes and classes, of sites where large-scale public housing had degenerated into appalling concentrations of poverty and crime.

High Point fulfills that goal. The new homes, mixed subsidized and market rate in each block, have many front porches for "eyes on the street" and are subtly positioned to create friendly common spaces. In place of the cul-de-sacs and looped roadways of the isolated old public housing project with its limited entry-

ways, the streets have been realigned to reconnect with the West Seattle street grid. With artful selection of building designs and colors, there's no feel of repetitiveness or mass construction.

But much more is happening at this site six miles from downtown Seattle and endowed with dramatic overlook views of the city and Elliott Bay. In a 21st century demanding a radically reduced human footprint — in energy consumption, in greenhouse gases emitted and in preserving natural systems — High Point aims high.

The new residences, both those constructed by private builders and those by the Seattle Housing



2007
RUDY BRUNER AWARD
PROJECT DESCRIPTION



PROJECT DESCRIPTION

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

1. Describe the underlying values of the project. What, if any, significant trade-offs were required to implement the project?

High Point set out to create a new standard for large-scale urban developments in America by adhering to three basic core values:

1. Engage the community;
2. Respect nature at every stage of the development process;
3. Create a healthy living environment for many generations of residents.

As recognition of the project's success, High Point was featured at the 2005 Life in the Urban Landscape world conference in Gothenburg, Sweden, and has received the following awards and recognitions:

- Washington Society of Landscape Architects: 2003 Landscape Planning Award
- Seattle Design Commission: 2003 Master Plan Design Award
- Pacific Coast Builders: 2003 Gold Nugget Award
- Seattle BuiltGreen™ Design Competition: 2005 Communities Award
- AIA: 2006 Show You're Green Award
- Pacific NW Regional Council of Carpenters: 2006 Apprenticeship Opportunity Award
- BuiltGreen™: 2006 Certificate of Merit for achieving highest possible Community rating
- Energy Star: 2006 Outstanding Achievement Award
- International Society of Arboriculturists: 2006 Green Leaf Award

High Point is featured in the documentary "Edens Lost and Found; Seattle – The future is now" as a positive example of urban development. The show is scheduled for broadcast on PBS on January 4, 2007. Another future PBS documentary, "Hidden epidemic: Is inequality making us sick?" will draw attention to High Point's ground-breaking "breathe-easy" homes and the positive effects walkable communities can have on residents' lives.

The project's implementation required some inevitable trade-offs. In order to create a healthy mix of income categories, not all public housing units could be replaced on site. In terms of green building, some cost-prohibitive features could not be implemented (district heating system, solar hot water heating, integrated photo voltaics, greywater reuse). And in terms of neighborhood amenities, budget restrictions forced a cut back on playground equipment and other play features at the Commons Park. Also, the Seattle Monorail Project, which the project was counting on to provide yet-another public transportation connection for High Point, was killed by voters in early 2006.

2. How has the project impacted the local community? Please include relevant information on urban context.

High Point, a neighborhood between 35th Avenue SW and the Longfellow Creek greenbelt in West Seattle, existed for decades as a well-known area to be avoided after dark. It was consistently featured near the top of the city's crime hot spot statistics. Due to its geographic location situated above a forested steep hill, the site is physically separated from neighborhoods to the east. The curving street pattern further disconnected High Point and created an alluring setting for criminal activities. All of High Point's residents were extremely poor and earned less than 30% of the area median income (AMI).

The redevelopment project removed the old streets, dilapidated housing, and crumbling infrastructure. The new High Point is a completely transformed community. The integrated design provides housing for people with a wide range of incomes and ages. About half of the total 1,600 units are rentals, and the other half are homeowner units.

The land area was carefully partitioned into a patchwork of rental and homeowner lots. Parcels designated for homeowner units were sold to several private builders. As a condition of the land sale, builders agreed to follow SHA's design guidelines.

Neighborhood facilities are located at strategic locations, and serve the purpose of reintegrating High Point with West Seattle. The new clinic and library are situated at the western edge of the site. The number of patrons at these relocated and newly rebuilt institutions is up by several hundred percent, drawing the additional clientele, clearly, from across the former invisible divide. The future retail site, neighborhood center, and the large centrally located Commons Park with an amphitheater will create additional gathering places for the larger, expanded community.

SHA made an unequivocal commitment to replacing all former low-income housing units either on site or elsewhere in Seattle. As a direct result of the project, the number of low-income housing opportunities actually increased in the under-30% AMI category, and several hundred dwelling units are being added at other affordability levels. The rental housing component focuses on providing much-needed affordable family housing in Seattle. The majority of units have 3 bedrooms or more. The project has a sufficient number of 4-bedrooms, and several 5-bedroom single-family rental homes are also part of the program.

Because of the phased development, about half of High Point's original resident population was able to remain on the site and now live in new, high-quality homes. Each unit with 2 or more bedrooms has at least 1 ½ bathrooms. Each unit has an Energy Star dishwasher, front-loading high-efficiency washer and dryer, and a tankless hot water hydronic heating system

An unsolicited comment that came from a long-time resident during the very busy Green Living Expo perhaps best describes the impact on High Point's residents. When asked about whether she was bothered by all the traffic, she said, "You don't know what it's like to finally live in a neighborhood that other people want to come to."

2007
RUDY BRUNER AWARD
ARCHITECT
OR DESIGNER
PERSPECTIVE



3. Describe the key elements of the development process, including community participation where appropriate.

Considering the scale and high profile of the project, broad public support was essential. Larger-scale neighborhood revitalization projects have had some difficulties in Seattle before, and a number of HOPE VI projects in the nation have failed due to community opposition. Aware of this, starting at the very beginning of the planning process, SHA developed a multi-faceted plan to generate and maintain public and political support for the project.

Following the announcement of the plan to redevelop the site, SHA involved and empowered the residents of old High Point, in a series of monthly Resident Design Committee sessions, in the design of the new community. A design survey distributed to over 7,000 households and stakeholders assessed the broader West Seattle community's design preferences for High Point. SHA convened the Partnership for High Point's Future, a stakeholder group of business leaders, residents, City officials, politicians, and opinion makers, that provided ongoing support for the project throughout the permitting process. As the plans progressed, planners held periodic town hall-style gatherings where they gave updates and solicited further comments. Planners worked with local youth groups on adopting and saving mature trees. Without asserting editorial influence, SHA financed a student project at the local Chief Sealth High School that created an independent documentary series on the transformation of High Point. (The product, the "Diaries of High Point" trilogy, was nominated for and received an Emmy Award.)

It is virtually unprecedented for a large project in Seattle to receive no negative comments in both the environmental review process and City Council hearings. High Point was supported by all people who cared to comment.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

The federal government's award of \$37.5 million in HOPE VI funds gave SHA the leverage to assemble a mixed-finance package of approximately \$211 million needed for the site plan, architectural and engineering design, demolition, infrastructure construction including new streets, underground utilities, and a natural drainage system, and the construction of 600 rental homes. About 59% of the money comes from private sources, including a sale of buildable land at the site, designated for homeowner units. State and City funds amount to approximately 3% of the total package. A detailed listing of financing sources and amounts is shown on the Developer Perspective page.

High Point Redevelopment: Rental Housing built by SHA			
	Phase I	Phase II	Total
Number of units	344	256	600
A&E cost	4,345,459	2,888,361	7,233,820
Construction cost, other (<i>Phase II: est.</i>)	49,864,930	39,500,000	92,253,291
Total cost	54,210,389	42,388,361	96,598,750
Dwellings sq. ft.	378,407	285,837	664,244
Garages sq. ft.	15,100	11,406	26,506
Total sq. ft.	393,507	297,243	690,750
Average cost/sq.ft.	137.76	142.61	139.85

The rental component of High Point was designed to alleviate the acute shortage of affordable family housing in Seattle, and accordingly, the average unit size is relatively large: 1,151 square feet. The table above shows square foot costs for High Point's SHA-built rental housing component. Overall, the average square foot cost is expected to be approximately \$140.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

Hundreds of planners, architects, city leaders, and politicians have visited High Point, and many commented about the project's potential to be a model for 21st century urban development. Several cities in the Pacific Northwest are adopting parts of the High Point concept, although on a smaller scale, in creatively addressing their respective priorities and needs. The project addresses a whole array of urban America's most pressing issues, as outlined in the table below.

Urban issue/problem	High Point's response
Concentrated poverty, lack of affordable housing	Remove the low-income housing island; create mixed-income community with a broad price range and sustainable mix of rental and for-sale homes. Hire and train low-income residents for construction and other jobs. Provide on-site job training and self-sufficiency services.
Crime	Remove confusing street pattern. Build active, connected neighborhood with eyes on the streets.
Homelessness	Accommodate some homeless housing as part of mixed-income concept (20 units in High Point Phase II).
Gridlock, traffic jams	Build a dense, walkable in-city neighborhood with excellent public transportation connections and on-site amenities.
Pollution, energy waste, environmental threats	Reduce reliance on the automobile (see above). Designate at least 15% of land area for parks and green spaces. Require buildings that exceed code, in terms of energy conservation, by at least 30%. Encourage green building competition among private builders. Lead by example by building the nation's largest concentration of Energy Star-certified rental homes. Host Seattle's first large-scale, high-profile, multi-week Green Living Expo.
Construction waste	Require recycling of demolished streets, buildings. Conduct large-scale deconstruction study (22 units at High Point Phase I).
Pervasiveness of asthma among low-income people, obesity	Build healthy, "green" rental homes. Build 60 homes specially designed asthma sufferers. Accommodate national research project that studies the relationship between indoor air quality and the prevalence of asthma.

ARCHITECT OR DESIGNER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name Peg Staeheli

Title Principal

Organization SvR Design Company

Telephone 206-223-0326

Address 815 Western Avenue, Suite 400

City/State/Zip Seattle, WA 98104

Fax 206-2230125

E-mail pegs@svrdesign.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

SvR Design Company is honored to have served as the designer of the natural drainage system (NDS) and the civil and landscape public infrastructure at High Point. The vision was to design a sustainable environment in an urban setting while creating a neighborhood based on New Urbanism, allowing pedestrians, bicyclists, and motorists to share the roads and pathways in a safe manner.

The natural drainage system, which has been described in the Public Agency Perspective section, is a defining element of this project and, therefore, fully integrates into the grading, paving, and transportation network of High Point. Aside from providing water quality treatment, through the implementation of the natural drainage system including amending soils, landscaped filtration drainage swales, stormwater pond, pervious paving materials, and other measures, the redeveloped urban housing site is intended to mimic the runoff from a pasture condition.

The transportation network includes trails, sidewalks, bicycle routes, and a residential road network that included one main arterial. Traffic calming techniques were integrated throughout the project. In fact, the natural drainage system became a component of the traffic calming solution, separating the pedestrian from the roadway and – at times – requiring a narrowing of the road width to accommodate the drainage system and reduce speeds.

The transportation network was designed to facilitate community – not movement solely. This was possible, given the site was demolished and rebuilt, allowing the design team to narrow the wide roads and realign roads to blend with the narrower adjacent residential streets. These roads were connected into the City of Seattle street grid and realigned to provide smoother connections to the nearby elementary school, the community parks, the community centers, and mixed-use retail. This design helps encourage physical movement (pedestrian and bicycles) rather than automobile circulation.

2. Describe the most important social and programmatic functions of the design.

The concept of High Point and its successful execution is the most important social and programmatic function of the design. High Point breaks new ground on a national level in how an urban environment can be steered away from impervious surfaces to an earth-sustaining site. In addition, it showcases how natural drainage systems can be integrated into our transportation network through a variety of techniques and materials. A conventional approach would have taken stormwater and piped it to a treatment or holding facility. In this project, the road network becomes part of the treatment system, using traffic calming, sidewalks, and the road itself to facilitate water quality.

- Traffic Calming – The system helps promote community safety. The transportation network integrates the natural drainage swales and amended soils into the road network, placing them between the road and the sidewalk, buffering pedestrians from the road.
- Sidewalks – More than two miles of the public sidewalks were designed with porous cement concrete pavement. Through the use of porous sidewalks, the stormwater passes through the pavement section into the existing ground and recharges the groundwater.
- Roads – One of the more revolutionary features of this transportation network was 32nd Ave. SW. This stretch of residential road stands to alter the way public agencies view porous pavements. The street was paved with porous cement concrete pavement and was the first porous pavement street constructed in Washington State within the public right of way.

ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

The design of the natural drainage system, which has been described, was a significant challenge, but equally challenging was the integration of the transportation network into the natural drainage system – making it both a means of conveyance for travelers and storm water – as well as developing the reconnection points into the existing street grid.

The street grid interfaces seamlessly with the natural drainage system. This network of vegetated swales creates green space, garden walks, and safe pedestrian passage while enhancing the local watershed. The street widths were modified in cooperation with the Seattle Department of Transportation (SDOT) to accommodate the natural drainage system. This was an in depth and involved process that saw the Seattle Housing Authority, Seattle Public Utilities, the SDOT, Seattle City Light, and the design team working collaboratively to determine the guidelines that would effect the network. Considering that this is a 34-block neighborhood only clarifies the magnitude of the level of effort involved in achieving successful consensus.

In addition, our transportation designs needed to balance the needs and concerns of stakeholders including the high-density, single-family neighborhood, school children, playfield and community center, Seattle Police and Fire, and Metro Transit. Our goal was to accommodate bicyclists, pedestrians, and integrating a safer traffic flow system while retaining use for each mode of transportation.

The street system needed to account for the natural drainage strategies. The road system, which has natural drainage system swales incorporated into it, was defined by the function of each swale: vegetated, shallow, and conveyance swales. The road system was even designed to tilt, channeling the runoff flow to the swales. The swale cross sections and the street widths were discussed and agreed upon with several City of Seattle departments, as well as the curb height, street tree locations, side slopes, and other items were detailed.

Other factors influenced the transportation design. Each block uses site-specific drainage strategies. Porous pavement, conveyance furrows, integrated utilities, and various types of swales were all integrated into the transportation network to accommodate the various block drainage strategies. In some cases, for example 32nd Ave. SW, the street became part of the drainage system. The block-level design brought several lessons learned:

- Learning curve for both designers and permitting agencies – this was the first natural drainage system of this size integrated into the transportation network in the United States.
- Owner/Developer understanding of differing site constraints – the transportation network needed to reflect the site constraints as they related to drainage.
- Broad tool kit necessary for site plan treatments – a variety of transportation network options were developed to accommodate the overall vision of the site.
- Contractor information – contractors needed additional information to accommodate the vision of the site. This required the designers to provide detailed specifications and design guidelines. In addition meet with the contractors and city inspectors to review the design intent of the various natural drainage system elements.

4. Describe the ways in which the project relates to its urban context.

High Point is an urban community, but even in today's society many urban communities grew by absorbing suburban communities. These absorbed communities fail – in many regards – to have the conveniences that we traditionally think of as urban: a transportation network that facilitates movement to gathering places.

This was the situation faced at High Point. Given the opportunity to redevelop the site from the ground up also gave the design team the opportunity to redefine High Point in terms of its context within broader West Seattle neighborhood and to create a new urban context within its confines.

The transportation network was designed to facilitate community – not movement solely. This was possible, given the site was demolished and rebuilt, allowing the design team to narrow the wide roads and realign roads to blend with the narrower adjacent residential streets. These roads were connected into the City of Seattle street grid and realigned to provide smoother connections to the nearby elementary school, the community parks, the community centers, and mixed-use retail. This design helps encourage physical movement (pedestrian and bicycles) rather than automobile circulation.

2007
RUDY BRUNER AWARD
COMMUNITY
REPRESENTATIVE
PERSPECTIVE



COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name Mark Okazaki	Title Executive Director
Organization Neighborhood House	Telephone 206-461-8430 ext. 240
Address 905 Spruce St., Suite 213	City/State/Zip Seattle, WA 98104-2474
Fax 206-461-3857	E-mail marko@nhwa.org

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



1. How did you, or the organization you represent, become involved in this project? What role did you play?

Since the early 1970's, Neighborhood House has been serving low-income residents of High Point with a comprehensive set of services for the whole family including Head Start, tutoring, case management, senior services and community building activities. As an integral part of the community and as a 'voice' for our clientele, NH has been actively involved in the redevelopment plans since the beginning. Neighborhood House continues to be active in the planning and has recently partnered with the Seattle Housing Authority to build the new High Point Neighborhood Center. The new center will provide much needed services to the residents of High Point as well as to serve as a space for the broader community to come together. Our role in this partnership is to serve as the Center's owner, developer, operator and to fundraise to build the facility. We are currently amidst a \$10 million capital campaign to build the 18,000 s.f. LEED certified Center.

2. From the community's point of view, what were the major issues concerning this project?

The major issues expressed by the community include:

1. Inclusion in the design and development process
2. Providing adequate space for community gatherings and a safe place for children and youth to congregate;
3. Ensuring that new housing available to low-income families would not decrease from what was originally there; and
4. Ensuring that human/health services would continue to be provided on-site

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

There were very few trade-offs as a result of the project. Since the High Point development was such a highly visible project in the community, residents and neighbors took great lengths to voice their concerns early and often in the design process. SHA staff actively engaged the community and turned thoughts, ideas and suggestions into tangible and practical solutions. For example, SHA envisioned the community coming together to lead a process to build an integrated Neighborhood Center. Included in the planning process were over 19 different social service providers that served the residents of High Point. Over time, it was clear that there were very few organizations in the collective that could step up into a leadership role to lead the building of the Neighborhood Center. After countless conversations with the handful of agencies, it was agreed that a partnership between SHA and Neighborhood House would be formed in order to lead the project and to provide adequate space for the other community partners – at a reasonable below market rate. Neighborhood House leadership staff were involved in every one of those conversations not only representing the interests of the organization, but of the hundreds of clients that reside in High Point.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

Absolutely. From our perspective the redevelopment of High Point has led to numerous benefits including:

1. Dedication to the physical health of the community. Through a “Green” philosophy that translates into the development practices of everyone on the site. Developing a community that maintains the natural greenery that was on-site originally, building 35 asthma friendly homes, promoting a walking community through thoughtful sidewalks and roadways, linking the community to existing trail networks, utilizing materials that produce minimal VOC and creating landscapes and green space that encourages people to be outside.
2. Dedication to creating a safe community. High Point, prior to redevelopment, was one of Seattle’s toughest neighborhoods. From petty theft to violent shootings, people avoided High Point at all costs. SHA’s planning team made every effort to incorporate thoughtful community elements that would engage and transform the community to be a safer and more welcoming place. Some of these elements include: homes with window overlooking back alleys, narrowed streets to reduce traffic speed, pocket parks throughout the community to encourage neighbor interaction, creating a neighborhood association with representatives of the community providing input on the community’s activities and continually hosting community gatherings and events.
3. Dedication to engaging the community in the planning and development of the new community. Throughout the planning process, SHA staff has provided opportunities for community residents, services providers, community leaders and neighboring communities to voice their input on issues as basic as park space and community facilities. Through community gatherings, design meetings, door-to-door, one-on-one engagement and translated surveys, SHA was able to get a strong sense of what the community wanted and how that could translate into the High Point today. In addition, SHA went the extra mile to deconstruct the old units and hired residents from the community to preserve as much raw material as possible to minimize the need to new resources.

5. Would you change anything about this project or the development process you went through?

We have been incredibly appreciative of SHA’s forethought and planning. In a project of this magnitude it is easy to over look providers, residents and partners, but SHA has maintained a honest and transparent process for engagement. Given that, it is hard to identify anything of substance that we would change about the process. The only one that we could come up with is that it would have been great if SHA had the capacity to build a new center for the community through their own redevelopment resources.

2007
RUDY BRUNER AWARD
PUBLIC AGENCY
PERSPECTIVE



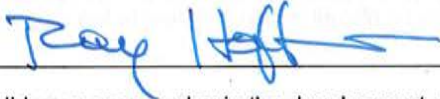
PUBLIC AGENCY PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form. This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Ray Hoffman	Title	Director, Corporate Policy and Performance
Organization	Seattle Public Utilities	Telephone	206-684-5852
Address	700 Fifth Avenue, Suite 4900	City/State/Zip	Seattle, WA 98124-4018
Fax		E-mail	ray.hoffman@seattle.gov

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

During the planning of High Point, Seattle Public Utilities (SPU) approached Seattle Housing Authority (SHA) to develop a Natural Drainage System (NDS) strategy for the entire project. In Seattle, the term "natural drainage system" is used to describe a category of drainage capital improvement projects that strive to meet multiple goals within street right-of-ways. These goals include infiltration, flow attenuation, filtering, and bio-remediation of pollutants by soils and plants; reduced impervious surface; increased vegetation; and related pedestrian amenities. The opportunity to develop an NDS on such a large scale was unprecedented. The 120-acre High Point site was large enough to deliver an appreciable improvement to the water quality of Longfellow Creek. The High Point site was intended to serve as an example of what could be done to retrofit other city neighborhoods.

SHA agreed to the plan. SPU agreed to fund the added cost of designing and constructing the NDS, estimated at \$2.7 million.

In addition to funding the natural drainage system portion of the High Point project, SPU took the lead in negotiating the required variances from standard designs. Innovative design proposals were not part of the City code. Many City departments became involved because, in one way or another, the NDS design criteria and space needs had an impact on areas controlled by most other departments. One of the largest areas of negotiations was changing the street design standard, including the road width, swale grading requirements, curb specifications, and curb cut dimensions. The result of negotiations with the Seattle Department of Transportation and the Seattle Fire Department was the reduction of the standard street width from 32 to 25 feet. The reduced street width leaves enough space for the NDS swales, and still accommodates traffic and parking on both sides. Since SHA's intention was to sell certain portions of land to private developers, the City needed to figure out how to achieve the NDS goals and objectives on those privately held land areas. As a result of some innovative thinking and compromises, we decided to use the development plats and the associated "drainage covenant" and technical standards to enforce compliance. Establishing maintenance need, responsibilities, and requirements for both the right-of-way and the private properties was another issue. SPU negotiated a Memorandum of Agreement between the City of Seattle and SHA that addresses the specifics of this issue.

The commitment of SPU and SHA to the new approach was crucial in keeping all parties focused on the greater, long-term goals of the project when, inevitably, intermediate hurdles popped up.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

The goal of the NDS Program is to manage small storms to pre-developed conditions in order to protect and enhance water quality, biotic integrity, and channel conditions in Seattle's creek watersheds. This creek protection goal is distinct from conveyance and flood control goals—although they can be integrated to some degree. The specific design objective established for this project was to match the peak and duration of the 2-year pre-developed pasture condition at the sub-basin discharge point. This design objective, based on the best available science, has been established as the storm event most critical for protecting channel integrity. By default, this objective attenuates both the 6-month and 1-year storm events, which have been identified as critical for protecting water quality and biotic integrity, respectively. Our current stormwater design manual does not require this level of creek protection, but it is a desired goal for our watersheds, and we propose changing our code to reflect this goal.

This size of the High Point development presented a rare opportunity in the built-out conditions of Seattle to design and construct a neighborhood that functions hydraulically like pre-developed conditions, and provides the community amenities of a dense urban neighborhood. Since our Code did not require the development to achieve this higher standard, SPU wanted to work with SHA to meet that goal. In addition to the creek protection goals, the work on this project was also intended to help us determine if our proposed stormwater goals were feasible in this urban density.

2007
RUDY BRUNER AWARD
DEVELOPER
PERSPECTIVE



DEVELOPER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a person who took primary responsibility for project financing or is a representative of the group which did.

Name	Chan U. Lee	Title	Senior Associate
Organization	Devine and Gong, Inc.	Telephone	(415) 788-7983 ext. 212
Address	160 Sansome St Suite 700	City/State/Zip	San Francisco, CA 94104
Fax	(415) 956-6880	E-mail	culee@devinegong.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature 

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

Devine & Gong, Inc. is the development and financial consultant to the Seattle Housing Authority for the High Point Redevelopment Project. We have been working with the staff in all aspects of the development and financing of new public housing and tax credit units. The following are some of our responsibilities:

- Review existing redevelopment budgets (including the operating budget), revitalization plan, and provide advice on refining the budgets.
- Prepare revised financial budgets, including but not limited to, internal rate of return calculations and a cash disbursement schedule. Based upon changes in financing structure, we revise and prepare cost estimates, changes in interest rates, and other financing variables.
- Prepare applications for funding on an as-needed basis.

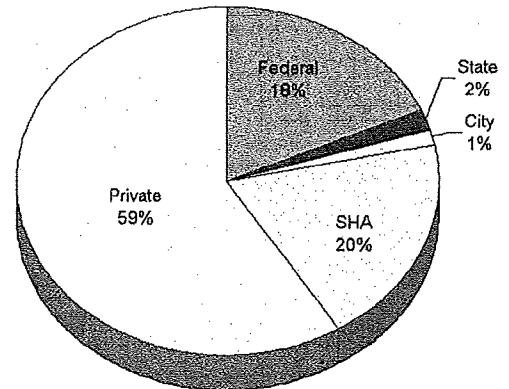
2. What trade-offs or compromises were required during the development of the project?

The project's financing involves many sources of financing and subsidy. The challenge is to find the balance between meeting the regulatory requirements of the funding sources while at the same time meeting the needs of the target population. We feel that we have met the needs of all interested parties without having to compromise any significant aspects of the development.

3. How was the project financed? What, if any, innovative means of financing were used?

The project was financed with the following funding sources:

Sources of Funds, High Point Redevelopment:		
Federal:	HUD Hope VI funds	37,462,300
	Federal Home Loan Bank Affordable Housing Program	1,035,000
	HUD, NIH Healthy Homes Grant	325,000
State:	Washington State Housing Trust Fund	4,000,000
City:	Seattle Public Utilities	2,700,000
SHA:	Tax Exempt Bonds	18,600,000
	Capital Subsidy	10,000,000
	Deferred and Earned Developer Fee	12,463,736
	Interest Income	235,586
Private:	Limited Partner Capital (tax credits)	52,681,693
	Proceeds from Land Sales	65,323,378
	Neighborhood Center fund raising	5,800,000
Total:		210,626,693



Other HOPE VI projects have utilized bonds and tax credits to develop their projects; however, we feel that our innovation comes in the ability to use multiple financing mechanisms without making the project overly complicated. This means using letters of credit to back variable rate bonds that also have a swap/cap mechanism in place, and to then convert and privately place the fixed rate bond debt so that the project realized significant savings in terms of holding costs and interest costs. By incorporating the development of for-sale homes, as well as selling the development rights to for-sale homes to bridge financing gaps, the developer brought an added dimension to the creativity behind the financing structure.

4. How did the economic impacts of this project on the community compare with or differ from other projects you have been involved in?

The economic impact of this project is similar to other projects in which we have been involved. Revitalizing whole parts of a larger community helps create the market for other desirable community-focused developments, such as mixed-commercial, libraries, community centers, community colleges, grocery stores, small business, and for-sale affordable and market-rate homes.

5. What about this project would be instructive to other developers?

There are a lot of moving parts in a project of this scope with such a multitude of financing sources. Developers should attempt to get all funding sources on the same page, and work out regulatory issues and timing issues up front, and keep everyone as informed as possible as changes occur.

6. What do you consider to be the most and least successful aspects of this project?

The most success aspect of this project is that it is an integrated community with mixed-income residents living side-by-side in units that cannot be differentiated. The least successful aspect of this project is that more units could not have been built because of limited public resources.

2007
RUDY BRUNER AWARD
PROFESSIONAL
CONSULTANT
PERSPECTIVE



PROFESSIONAL CONSULTANT PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

Name Milenko Matanovic

Title Executive Director

Organization Pomegranate Center

Telephone 425-557-6412

Address 1400 NW Maple Street, PO BOX 486

City/State/Zip Issaquah, WA 98027

Fax 425-557-4662

E-mail Milenko@pomegranate.org

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



12/11/2006

1. What role did your organization play in the development of this project?

Pomegranate Center is a non-profit community-building organization, using the creation of gathering places and art as a way to strengthen neighborhoods. We were hired to involve community members in the design of Market Garden, a much treasured landmark that was retained from the original neighborhood. Because we were invited into the design process early, we were able salvage tree trunks from selected cedars that had to be cut down and we used those same trunks for columns in two shelters that we constructed for the Market Garden. We worked with the gardeners in selecting designs celebrating vegetables they were growing for the community and we carved those designs into shelter columns. We also involved about 400 people in creating hand-crafted fence boards, each one based on the initials of the person. We called this 'Initial Art' to allude both to the name initials and to the fact that this was the very first (initial) art project for the new community.

In addition to working on the Garden, we also created hand sculpted trash receptacles for seven pocket parks. In the spring of 2007 we will organize a series of workshops where residents will work with us in adding artistic elements to each receptacle. We also created a shelter in one of the pocket parks after we met with the residents who chose the shelter as their number one priority. In the spring of 2007 we will create hand-made table and benches for the shelter.

In 2007 we will also build an amphitheater in the Central Park, a space for community celebrations and performances.

2. Describe the project's impact on its community. Please be as specific as possible.

High Point is an extraordinary project in the way it integrates environmental and community priorities. The Seattle Housing Authority's commitment to these goals was steadfast. The result is a community which, in spite of being brand new, appears to have been there for a very long time. High Point has a timeless quality. In great part this is due to the presence of old large trees that were saved during the re-grading phase. The site plan works sensitively with the landscape while at the same time provides for many social spaces. The effect is wonderful. People love living there because their children have nearby places for play and fun.

The Market Garden continues to be an important institution. The gardeners have built upon our work, planting flowers around the colorful fence. Now they are building new raised beds, and we are putting a roof over one of the shelters (initially they did not want it) to provide a shaded area where they can display their produce and sell it to people.

PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

3. How might this project be instructive to others in your profession?

Communities throughout this country are trying to become more sustainable. This project demonstrates clearly that the effort and commitment to enhance both environmental and social sustainability are worthwhile. Pomegranate Center's profession is linking art, community building and environmental sustainability. This project granted us an opportunity to utilize this comprehensive approach in realizing a series of community enhancements by using salvaged materials from the site, involving local residents in identifying their needs and working alongside our artist team, and coordinating these projects with the larger design team of architects, landscape architects, engineers, and construction specialists. This cooperative model was well tested in this project and the project's success demonstrates its value. The entire building industry may well be moving in this direction, and can be inspired and served by the High Point example.

4. What do you consider to be the most and least successful aspects of this project?

The most successful aspects were:

- A thoughtful overall plan that balances environmental and social priorities
- A passionate and committed leadership provided by Tom Phillips and other members of the Seattle Housing Authority
- Caring communication between the developer and the community through community outreach, newsletters, festivals
- Incorporation of art from the very beginning
- Saved trees
- Successful PR campaign that brought a great number of people to tour the project and learn about its many features, from toxic-free homes, bio-swales, back alleys, art, good mix of subsidized and market housing, open spaces, trails, pocket parks, etc.

I can't think of any negative aspects of the project.

2007
RUDY BRUNER AWARD
OTHER
PERSPECTIVE



OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name Judith H. Jay Title Former resident and Commissioner
Organization _____ Telephone (503) 645-3326
Address 15375 N.W. Westway St. City/State/ZIP Beaverton, OR 97006
Fax () _____ E-mail judithjay@comcast.net

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Judith H. Jay

1. What role did you play in the development of this project?

As a resident of High Point and as a Commissioner for the Housing Authority I saw all aspects of the process. From helping to write the initial grant to planning the layout of the actual housing I was able to have input. As a person who was mostly trusted by the other residents I was able to mitigate some of the concerns and fears which always accompany drastic changes in peoples lives. As a commissioner I saw the financial problems and was able to get residents to see the need for making sure we spent the money wisely. As a long time resident of the West Seattle area I had built relationships within the larger community and acted as the information conduit from the Housing Authority to the Chamber of Commerce, and other community groups. I was also the person who residents asked about the process and who was able to identify their needs to the staff of the authority. This enabled the staff to have answers ready for people at the various community meetings and cut down on their dissatisfaction and distrust.

2. Describe the impact that this project has had on the your community. Please be as specific as possible.

The main impact on the community was to provide modern livable housing for the next sixty years. The former housing was long past its demolish date and was causing illness in some of the residents due to mold, heating and pest control problems. The units were not adequately sized for the current group of resident families. It gave residents a feeling of hope that they could make their lives better and eventually own their own homes. It gave the surrounding community a new perspective on low-income housing and who really lives in the community. The builders followed Section 3 rules and many of the residents were able to find careers in the building trades. The new lease enforcement regulations, which were written with resident input and the idea of having housing that allowed people to see what was happening on their street helped to decrease the amount of criminal activity. This entire project had a positive impact on the residents and the community at large.

OTHER PERSPECTIVE (CONT'D)

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

There were many tradeoffs and compromises during the project. First we needed to make sure that people understood the actual cost of development. Many residents thought they would be able to have an individual home v/s an apartment and the traditional white picket fence scenario. This wasn't financially feasible. Therefore we had to make choices about the size of the units and the amenities provided. We hoped to get more people employed but many had language barriers or physical disabilities, which prevented their employment. I participated in the process of getting residents to understand just how much money the Housing Authority had to spend and what the actual cost of building a unit would be.

4. What do you consider to be the the most and least successful aspects of this project?

The least successful aspect of this project was probably the homeownership for low-income residents program. Because the housing market in the Seattle area is so expensive many of the working residents were not financially able to qualify for a mortgage loan. It was always a problem because so many of our residents were on either welfare or Social Security disability as their main source of income and would never be able to pay a house payment or to maintain a house on a long-term basis. For the residents who were working and wanted to buy the cost of housing rose so much it almost priced them out of our market. The Authority put a lot of hard work into this program and for some it was successful but not for as many as we had hoped it would be.

OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name Lloyd Weatherford	Title Representative
Organization Pacific NW Regional Council of Carpenters	Telephone 206 849-1217
Address 25120 Pacific Hwy S.	City/State/Zip Kent, WA 98032
Fax 253-945-8873	E-mail lweatherford@nwcarpenters.org

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



1. What role did your organization play in the development of this project?

Our organization is the Union representing the carpenters who built Highpoint Phase One. As a part of our broader mission to raise standards in residential construction we get involved in the early design review stage of significant residential projects. Conscientious developers that strive for the most positive impact on their projects community can be good partners with us on training and family wage issues. We were impressed with Seattle Housing Authority's (SHA) efforts to have a positive impact in as many areas as possible including social, economic, environmental and esthetic.

One of the SHA's goals under HUD Section 3 is to create a positive impact on their residents and the surrounding community. We collaborated with the SHA to maximize the positive impact in terms of training opportunities and family wage jobs with benefits. The enabling trigger was an apprenticeship utilization goal of 10% of all construction hours worked on this project and using the Section 3 training commitment as criteria when evaluating the contractors' proposals. The successful contractor made a very aggressive commitment as to the Section 3 opportunities that they would provide.

2. Describe the project's impact on its community. Please be as specific as possible.

I will focus on the issues I had first direct involvement with at highpoint which are only a small portion of the positive impacts. First I'll start with a numerical summary. The overall percentage of hours worked by apprentices across all construction crafts was very commendable seventeen percent. This is very high and, to the best of my knowledge, is the highest number achieved on a residential project in western Washington. The overall number of people meeting the Section 3 job criteria were 55. I am certain that the actual number was significantly higher but logistic and privacy limitations made verifying this number not practical. In the Carpenter trades alone 27 apprentices worked on highpoint and 9 of those were indentured into the apprenticeship with their first job at highpoint. Many of these apprentices worked over a year at this one job and continued their apprenticeship on other projects.

A key to creating opportunities is not just in the number of jobs but in the quality of those jobs. The purpose of Section 3 goals is to create life changing opportunities that reduce the need for subsidized housing. The quality of jobs on residential construction can vary greatly. Many of the jobs created at Highpoint Phase One had wage packages that exceeded the federal residential prevailing wages. They also had health care benefits that were better than the industry average. Entry level jobs in residential construction can be menial, repetitive dead end jobs that have little chance of achieving financial self sufficiency. The vast majority of jobs created at Highpoint were good career positions that enable workers to be self sufficient and support their families.

OTHER PERSPECTIVE (CONT'D)

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

I would not characterize the requirements to make the best of the opportunities at Highpoint as compromises. I do have to acknowledge that there were some obstacles that needed to be addressed. The State Approved Standards that regulate our apprenticeship included an intake procedure that made it difficult for contractors to enroll Section 3 candidates into our program. We applied to the State of Washington for a revision to our standards that made this kind of placement smoother on Highpoint and future public project with hiring goals.

4. What do you consider to be the most and least successful aspects of this project?

I have mentioned many successes in earlier sections. Some contractors only go through the motions to meet hiring goals on this type of project. Absher Construction set up an interview process to screen applicants that paired an outreach coordinator with the onsite supervision who would work with these applicants on the job. They evaluated candidates for these apprenticeship opportunities based on readiness to capitalize on these opportunities. This extra effort to find good candidates paid off in a higher than average success ratio.

OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name Kari-lynn Frank

Title President

Organization High Point Neighborhood Association

Telephone 206.683.1722

Address 4405 SW Alaska, #202

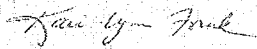
City/State/Zip Seattle, WA 98116

Fax

E-mail klhome@hotmail.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



1. What role did your organization play in the development of this project?

I was fortunate enough to play two roles during the development of this project. For three and a half years I worked as the Community Builder for High Point, and, now I serve as President of the Neighborhood Association.

The Community Builder is housed in the Community Services Division. The position focuses in on utilizing the framework of community building principles to engage residents, provide leadership opportunities, work with the supportive services that serve the community, and draw linkages between High Point and the region.

Under this auspice of my position I was able to work with the team to implement innovative techniques to engage the community. I will provide just a few examples of this groundbreaking work.

First, with the youth, we sought to provide avenues of involvement and discourse. The creation of a youth advisory board that developed, through peer to peer survey tools and focus groups, a series of recommendations for both physical and programmatic inclusions for the proposed High Point Neighborhood Center.

Second, I was able to implement a consultative argumentation process with the youth to increase their involvement of the community. This occurred during the initial move-in phase for the development, and is very much responsible for the culture of the community we are seeing now.

Third, we worked with the existing community council to hold town hall meetings that augmented the weekly public meetings that were being held. Through this process leaders developed from all different sectors of the community while providing input and interaction between the developer and the community.

Fourth, my office worked diligently to earn the social contract with the community. It was important that I had an open door policy and was responsive to the community. Residents with many different native languages engaged.

Fifth, we further worked to enhance the relationships with services throughout the region. One such initiative was the "Go! Grant" written by my office to assist local elementary schools with promoting walking and pedestrian safety. This \$114,000 grant funded by the State of Washington, will now give the schools that service the youth of High Point the funds to make improvements to the infrastructure along their paths to school.

2. Describe the project's impact on its community. Please be as specific as possible.

The project has had an immense impact on the community. First, the physical changes have transformed a dilapidated community to one that is warm, inviting, and clean. The buildings have significantly impacted the neighborhood.

Second, the transformation of the neighborhood has also transformed the relationship that residents have with their community. When I started working at the Housing Authority, I would walk the community and endeavor to meet people. If I happen to be walking after dark, the streets would be empty and people would be reluctant to answer their doors. Three years later, the streets are not empty after dark, and people routinely open their door and offer what hospitality they can. The same is true of meeting attendance. Only with a controversial issue would we get people to come out to meetings, after, people gather for barbeques, to garden, and to discuss important issues. There is a real sense of pride throughout the whole community. Even today, residents who speak of how much they like their new homes often stop me. I notice, also, that they are engaging more with each other. This increase in social capital is gratifying.

OTHER PERSPECTIVE (CONT'D)

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

The redevelopment was extremely responsive to the input to the community and many changes were made throughout the project. Many of the meetings with the youth resulted in alterations to management processes that ultimately allowed for increased sensitivity to the needs of present and future residents. The increased involvement promoted more opportunities for residents to gain knowledge about their leases, and the move in processes. One of the most significant examples pertains to residents concerns over utility billing and costs. SHA responded to this concern by implementing an auditing system and providing workshops that discussed methods to conserve on use and reduce costs.

Another issue that I recall pertained to the height of the fencing for the development. Through the various design groups, the residents voiced their concern with fences that were too low and too high. Eventually, a fence design was developed that allowed for privacy but also responded to the concerns.

Along the way, construction schedules, road opening and closing schedules were often modified to meet the needs of the residents for access to their homes and key services. The Team worked very hard on keeping the lines of communication open, and weighing the community present need.

4. What do you consider to be the most and least successful aspects of this project?

To me, the most successful part of this project is the increased sense of pride that the community members have not only in the physical spaces that were created, but also in the sense of community and connectedness. It is amazing to see people who, in their former homes, were not comfortable opening their doors to the neighbors, now take on the mantle of community host. This increased sense of human and social capital is a truly awe-inspiring.

The least successful aspect of the project has more to do with the market's lack of ability to see the promise of this emerging healthy community. This deficiency will leave the neighborhood without a significant grocery store, and thus, neighbors will be forced to travel a fair distance either by foot or by bus to access reasonably priced, decent quality foodstuffs. Market forces, in their present condition, failed to recognize the potential of the neighborhood, thereby resulting in the unfortunate circumstance. Hopefully, as the community matures, the market will make a correction and a grocery store will locate in the neighborhood.