



Development Review Panel (DRP) Project Summary



Please click the box above and upload the architectural drawing, project illustration, or site location.

Project Description

- a) A former convent, located at 2901 Webster Avenue, previously used for the religious community of women, the Sisters of St. Joseph, will be the new, short term residency facility for national and local artists, as well as for community use as a retreat, meeting, and office space.
- b) The former St. Richard Catholic Church rectory, housed the priest of the parish, and was the religious center for programs of the Diocesan schools offices and St. Benedict the Moor parish; later, the administrative offices for Crossroads Foundation, 2915 will be used for HDAT's Administrative offices for 5 staff members, founder, CEO & Artistic Director, Director of Operations, Director of Fund Development, Communications Director and the Associate Artistic & Rehearsal Director
- c) The former St. Richard Catholic Church and School building, located at 2900 Bedford Avenue, was the home of St. Benedict the Moor church until 1977 and the former home of St. Benedict the Moor School until 2010 when the school located to the former Van Elementary School, on Watt Street. The facility now houses the dance academy on the second floor, lease holding office spaces for entrepreneurial artists on the first floor along with other lease holding spaces of a flex room, kitchenette and dance store. At present five artists lease spaces in the former school facility. Located in the basement level is the Event Centre; this space and place is used for performances, repasses, birthdays rental celebrations, community events such as Kwanzaa, Halloween/Hallows in the Hill, festivals with national and international dance artists, annual December Market Place for Black and Brown vendors and a performance venue for HDAT.

Executive Summary

HDAT focuses on creating an arts environment in the Academy where students of color, Black and Brown, ages 3 to 18 can thrive. In 2005, HDAT identified a gap in the local dance ecology, that had been present throughout HDAT's CEO formative dance years. There were no dance programs that focused on developing Black students for careers, on the concert stage in dance. This void, if it continues, would make it difficult for Black students to pursue dance careers. For the past 18 years, HDAT has addressed this problem by creating solution-based programs with developmental curricula from pre-school, 3 to 6 years through to students ages 7 to 18 years.

HDAT's goal is for students to become proficient in their technical training and continue their career preparation in a four-year college/university, conservatory program, or a second company of a major Black dance company. HDAT continues to measure its programmatic impact through a holistic approach to the arts and the artistry of Black dance by providing faculty with competitive salaries, state of the artwork environments, professional development opportunities, and inclusive work environments.

HDAT's Economic Impact in Pittsburgh

- HDAT has been a nonprofit business generating an economic impact since 2005 in the Hill Community
- HDAT annually employs 125 independent artists, contractors, and six full-time staff
- Annually 90% of HDAT vendors contracted for services are MWBE organizations

HDAT, an asset in the Hill District

- Keeping Arts Alive for youth and the community from 2005 to present
- Summer 2022, 15th Year of Spirit Mind, & Body Summer Intensive, 6Week, 8 am to 5 pm summer dance program for neighborhood & city youth
- HCDC Masterplan noted as an asset on pg. 20 and resource on pg. 49
- Provide After and Out of School arts education in Hill Community for Center that Cares, Millions UPrep, Schenley Heights Development Center, Miller African-Centered Academy
- Funded a \$65,000 Kuumba arts in school program for Miller African-Centered Academy for 2 years-2017-2019
- 2019 one-year full scholarships for twenty male students in Hill Dance Scholars program
- Performs at Hill community events such as, Representative Wheatley's Back to School Celebration, UJAMAA, Kwanzaa Celebrations, HCDC events, and church festivals, and anniversaries to name a few

Nineteen Years, 2005-2023 HDAT Facts

- Opened in 2005 in the historical Grace Memorial Presbyterian Church George House with 13 students ages 3 to 10
- Spirit, Mind & Body 7Week Summer Intensive in 2008 -2010 at St. Benedict the Moor, Weil Accelerated Learning Center, and Vann Elementary School
- 2010 Incorporated as a 501c3 nonprofit arts organization
- 2010 started the Youth Champions Program to support youth in the arts
- 2010-2013 provided arts internships to the Mayor's PSYEP program with 20 students for two summers
- 2011-2013 scholarship program for 20 boys, Rhythm and Brothers, funded by The Heinz Endowments
- 2018-2020 named 2-year Bloomberg Arts Grantee, one of 34 arts organizations in Pittsburgh
- 2020-2021 named Bloomberg Arts grantee for third year
- Prior to COVID19, 90% student retention for ten years
- Partnerships with Thelma Lovette YMCA; Center that Cares; Shona Sharif African Dance and Drum Ensemble; University of Pittsburgh; Acculturation, Justice, Access, and Peace Organization (AJAPO); Schenley Heights; Pittsburgh Youth Choir; Afro American Music Institute, (AAMI); Pittsburgh Ballet Theatre; Miller African Centered Academy
- Annual concert performance at the AWAACC with national & international dance master artists, have booked AWC for the past 7 years and is booked through 2025
- Over HDAT's 18 years, nine alums are attending or have completed degrees in dance, musical theater, physical therapy, pre-medicine, engineering, and visual arts at HBCU's.
- July 2021...purchased former St. Benedict the Moor campus, including a 29,000 square foot facility as the permanent home for Black dance and for Black and Brown artist entrepreneurs
- December 2021...Named a Pittsburgh Cultural Treasure; The Heinz Endowments is honored to join the Ford Foundation and its national partners on the America's Cultural Treasures Regional Challenge Initiative in naming Hill Dance Academy Theatre and 15 other nonprofit organizations as Cultural Treasurers in supporting Black, Indigenous, People of Color (BIPOC) and cultural organizations in the Pittsburgh region.

Financial Sources & Funds for Renovations & Upgrades to Facilities

Pittsburgh's foundations have been supportive of the request for funds to renovate the 29,000 square foot-facility and the other properties. Funds have been awarded for the following:

- Improved accessibility to the main building, including installation of an elevator; renovations to restroom facilities; replacement of a fire escape with an egress stair.
- Exterior renovations including, masonry repair/restoration on the main building and parking lot paving repair cost to structures of the main building.
- Renovations to the interior of the administration building, increase administrative staff needed to manage and oversee increased rental activities, including the hiring of a Director of Operations.

Applications for funding additional renovations have been made to local and national foundations. Upgrades include state of the art dance studios, code compliant restrooms with showers, faculty offices and lounge, and costume storage areas. The original renovation budget, developed in 2020, estimated the cost at nearly 7 million dollars. It is estimated that the budget cost today would approach an additional 2.5 million dollars. HDAT has secured 1.5 million and is hopeful that with the launch of a capital campaign that they will be able to raise an additional 2 to 3 million from 2025 to 2027. The renovations are divided into phases, with accessibility, interior and exterior life/safety, and improvements to studios as priorities.

Community Ownership, Economic Justice & Empowerment and Capacity Building

In the 2011 Master Plan on p. 20 it cites "Existing community assets includes the Hill Dance Academy Theater"; the community asset map on page 21, shows the range of social services, religious organizations, historical places, libraries and schools, and public safety providers in the Hill. These existing community assets are the foundation of the neighborhood and the basis of the Master Plan. The opportunity diagram on page 21, shows the 2900 blocks of Wiley, Webster, and Bedford Avenues as areas to be re-imagined and the important connections and general approaches to addressing the future of the many unique areas within the Hill.

Hill Dance Academy Theatre (HDAT) has maintained its presence in the Hill community and has intentionally continued to integrate the arts into neighborhood life. HDAT's mission focuses on performance arts, a Hill artists and youth arts education, all areas outlined in the vision of the Hill District Arts Plan. The vision in 2011 was to develop an urban-scale arts intervention center that would expand and increase excitement for the arts within the schools and community, as well a external awareness of the Hill. The outline addresses the goal to further integrate the arts into neighborhood life with local programs, of which Hill Dance Academy Theatre and its website are listed, as a resource.

From 2005 to 2010, HDAT was a nomad arts organization in the Hill, moving from one facility to another to provide dance arts education for children ages 3 to 18 years old. Throughout those years, our first home was in Grace Memorial Presbyterian Church's George house, we went from there to summers in Ammons, and all the elementary schools in the Hill housed our programs in the summer. In 2010 we moved into the former St. Benedict the Moor School on Bedford Avenue and in 2021, we purchased the complex from Diocese of Pittsburgh and St.4Benedict the Moor Parish.

The practice of economic justice for HDAT from 2005 to now includes, purchasing a 29,000 square foot of property to ward off the plague of gentrification and the loss of culturally significant symbols in the Hill, providing space and place for Black and Brown artists to work as entrepreneurs, providing expanded facilities to educate and train Black and Brown children for careers in dance, employing residents and business in the Hill for services and providing the Hill community with space for events, recreation, funeral celebrations and meeting spaces.

Although there were many opportunities to purchase property for the academy in other city neighborhoods from 2005 until 2021, we choose to stay in the Hill because of a commitment to acquire a permanent home for Black dance and to support education and opportunities for the Hill community through the arts.

Development Principles, Green Infrastructure, Non-Displacement

HDAT now occupies, the former school, rectory, and convent that for over 100 years provided education, safety, and a spiritual haven to all the Hill community residents not just Catholics. The mission of HDAT is to provide opportunities for Black and Brown children to study dance for careers on the concert stage.

The purchase of the campus allows for expanded community services and opportunities to grow and re-imagine uses for linking the arts to the continued growth of the Hill. The community's voices will be reflected in the designs for future programming and services that bring the artistry of dance and the arts to a community that has a rich cultural history and foundation for ways in which the arts have always been central to the growth of the community.

Cultural Legacy

In 2005, Hill Dance Academy Theatre opened in the Alethea George House of Grace Memorial Presbyterian Church. Rev. Johnnie Monroe was the first sponsor of HDAT. Rev. Monroe believed in the value of the arts for the community and officially linked the history of the arts in the Hill District to HDAT. Down through the years, HDAT has strived to preserve the culture of music, art, jazz, entrepreneurship, and the vibrant and strong historical contributions of the Hill community. HDAT is bigger than dance.

This is a mantra that we consistently remember as we develop students in their cultural legacy of Black History, Black History of the Hill, linking contributions of the Hill schools to the education that provided students with opportunities that gave them purpose, value, and a deep understanding of who they are and whose they are. The academy provides students with stories of the contributions of the Hill and ensures that choreographic works tell of the many contributions of Blacks to artistic, cultural, and historic memories of Hill artists such as August Wilson, Stanley Turrentine, and countless others.

HDAT's dance academy and the artistry of dance is intentionally wedded to the history of Black people and their contributions in the Hill, nationally and internationally.

Community Voices

In 2022, HDAT began a research study, funded by McAuley Ministries, titled, Ubuntu, Engaging the Community & Dance. Ubuntu, is an African Bantu word that means Humanity toward others. It states, we are all bound together in ways that can be invisible to the eye; there is a oneness to humanity, "I am, because you are", and we achieve our goals by sharing ourselves with others and caring for those around us.

HDAT's goal has always been to acquire a permanent home for Black dance in the Hill and use that home to serve and provide the arts to the residents of the Hill community. The Ubuntu study is to learn about how HDAT can serve, have an impact, and use the arts as a potential agent of change in the Hill community. The study began in 2022 with the support of a grant from McAuley Ministries. The study's lead investigator is Rick Zoucha Ph.D., chair of the Graduate School of Nursing, experienced ethnographer and culturally focused researcher and expert on LatinX and Black and Brown cultures. The study included interviews of volunteers in the community, data analysis, findings of the data and a final report. The report will be completed in early January 2024. HDAT has also partnered with Neighborhood Allies in the design efforts to acquire the 29,000 square foot facility; Neighborhood Allies provided financial support for the architect and renovation business plans. HDAT applied twice to RACP, losing \$1,000 in fees to the process to secure funds for purchase and renovations of the campus. HDAT also applied three times to NIF and in September 2023, we were awarded a grant of \$100,000.

Advocacy

For sixteen years, HDAT searched for a facility in the Hill community. We received push back from many constituents that spoke to the many stereotypes held by those who could not see the value in establishing an arts academy in the Hill community. We also heard why put another arts venue in the Hill, referring to the plans for the New Grenada Theatre. In all situations, our response was "Why not the Hill?" We made community presentations to the Pittsburgh Housing Authority, the URA, Foundations/donors and community organizations to generate support for acquisition of a number of local properties. I share this to illustrate that that HDAT never abandon its desire to stay in the Hill community. in the final two years, prior to acquisition of the campus, we raised \$268,000, over 50% of the asking price by the Diocese of \$400.00. We were intentional and determined not to allow the 29,000 square foot building in the upper Hill to default to developers and gentrification plans or condominiums.

Challenges of Acquisition

Zoning

- Religious organizations are zoned like commercial properties...

Taxes

- From the beginnings the church and its assets were not taxed for their market value We are not...
- August Wilson House, a facility with a world known name and legacy...
- Located on Centre Avenue in a zone that is targeted to receive tax credits & government dollars...
- In the lower Hill...
- Seen as an Economic Asset eligible to receive economic development dollars, in our opinion...

Assets, Benefits & Impact of Acquisition

We are...

- A Pittsburgh Cultural Treasure
- We are an Allegheny Regional Asset
- We are still in the Hill and approaching 20 years as a nonprofit in the Hill...
- We impact Black & Brown children, families, and artists...
- We provide employment to Hill residents & economic growth to the community...
- We are a Black owned and Black woman led business in the Hill...
- Representation Matters in life, careers, and the Arts...
- We are sustaining an Educational & Cultural Legacy in the Hill...
- We are addressing equity using the arts to enhance and build community, economic empowerment and growth, and quality of life for the Hill community

Public Input

To meet the requirements of the Development Activities Meeting (DAM), per the RCO ordinance, HDAT has received zoning approval for 2901 Webster Ave and has made application for 2900 Bedford and 2915 Webster; we will hold a public community meeting in January 2024 and a Zoning Hearing February 2024.

Project Team

Ayisha Morgan-Lee, EdD

Founder, CEO & Artistic Director of Hill Dance Academy Theatre

Jennifer Philip, M.Th.

Director of Operations, Hill Dance Academy Theatre Staff

Veronica Morgan-Lee, Ph.D

Director of Fund Development, Hill Dance Academy Theatre Staff

TaMara Howard, MBA

Hill Dance Academy Theatre Board Member & former Board Chair

CJAM Consultants

A boutique consulting firm specializing in business development for the arts and culture sector

Milton Ogot, AIA

Principal, Milton Ogot, Architect

Development Type: Community Services	Key Amenities: Dance Academy, Artists & Event Rental Spaces
Total Number of Units:	Percent Affordability:
# At Market Rate:	
# Of Affordable:	If applicable, number of residents displaced:
First Source Procurement Requirement: <input type="checkbox"/> Yes <input type="checkbox"/> No	MBE/MWE Commitment: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Use of Publicly Owned Land*: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No *If yes, explain on next page	Greenspace: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Public Art Involvement: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Number of Parking Spaces: 25
Do you have a community partner that holds equity stake? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Existing Community Partners: AVEGA, LLC	

Additional Information:

Please email any additional attachments to policy@hilldistrict.org

Self-Evaluation Form

A. General Information

Project Name: The Morgan-Lee Art Centre	Address: 2900 Bedford Avenue, Pittsburgh, PA 15219
Developer Name: AVEGA, LLC	Phone Number: (412) 925-3681
Primary Contact: Ayisha Morgan-Lee, EdD	Email: amorganlee@5678hdat.org
Website: 5678hdat.org	

Developers should be aware of the **Registered Community Organizations (RCO)** ordinance, which the city passed in September 2018, and that the **Hill CDC is an RCO for the Greater Hill District**. The ordinance requires the RCO to establish “orderly and democratic means for forming representative public input” on development proposals, as well as a “clear method for reporting to the city, actions which accurately reflect the community’s position.” The Hill District’s vehicle for this is the DRP, which you are in the process of completing now. The ordinance also requires that the RCO hold what is called a public Development Activities Meeting (“DAM” for short) with any applicants. **We have worked with City Planning to have DRP presentations at public community meetings count as a “DAM” meeting.** This should reduce delays and unnecessary meetings for you as a developer.

In order to meet the requirements of a Development Activities Meeting (DAM), per the RCO ordinance, **please include in your presentation any approvals you will be seeking from the City that:**

(1) require a Public Hearing at the Art Commission, Historic Review Commission, Planning Commission or the Zoning Board of Adjustment, **and**

(2) meet one of the following project thresholds:

- 2,400 sq. ft. of new or expanded structure
- 4+ new residential units
- New or enlarged parking area with 10+ stalls
- **Use Variances**
- Zoning Map Amendments
- Project Development Plans
- Planned Developments - PDP
- Planned Developments - FLDP
- Master Development Plans
- Institutional Master Plans
- An application to Historic Review Commission
- An application to Art Commission

Self-Evaluation Form (continued)

The following evaluation criteria were established to use as a filter to assess both existing plans and future plans for the Greater Hill District. Evaluation criteria are a benchmark or standard against which the community can measure aspects of current plans and future proposals for development. The evaluation criteria can be weighted as necessary to assure a balanced evaluation based upon community priorities.

The community can use the evaluation criteria to assess the benefits and challenges associated with future projects according to how well the plan or project meets:

1. Community Goals
2. Project Market Viability
3. Urban Design Best Practices

B. Development Principles (See Appendix A of the Master Plan for more details)

The following Development Principles serve as a foundation for the Master Plan and guide land use, project approval, and subsidy allocation decisions affecting the Greater Hill District:

Address/Right Historical Wrongs

- The Mellon Arena and the Melody Tent sites sit on the Lower Hill District and will be referred to as the Lower Hill District.
- Any development plan for the Lower Hill District should aim to restore the pre-Arena street grid as part of creating a new mixed-use neighborhood that is connected into adjacent Hill District neighborhoods.
- Land use and development plans for the Lower Hill will preserve no physical remnant of Civic Arena/Mellon Arena and the resulting displacement of 8,000+ Hill residents and businesses.
- New developments in the Lower Hill must include 'right of return' preferences for individuals, families, organizations, and businesses displaced by urban renewal to the greatest extent possible.
- New development in the Lower Hill must include space for Hill District businesses and affordable housing to the greatest extent possible.

Promote Economic Justice

- All housing developments within the Hill District must minimize the displacement of residents and businesses.
- All development plans must include first source hiring provisions within the project labor agreements for all stages of work at any development site.
- All development contracts must require a minimum MBE participation rate of 30% and WBE participation rate of 15%.
- All development projects receiving a subsidy from or through the City, County, or URA should provide co-ownership opportunities for Hill District Community-Based organizations and/or Hill District Faith-Based organizations.

Reflect Neighborhood Driven Civic Design

- Ground level retail and street activating uses are encouraged as supported by market demand for all new development west of Crawford Street in the Lower Hill.
- All traffic and parking plans must minimize negative impacts such as noise and pollution on existing and future neighborhood residents, while also maximizing resident access to parking and the roadways leading to their homes.
- The design of all new development should recognize that the Hill District is primarily a residential neighborhood with neighborhood business districts that are at the edge of the Pittsburgh Central Business District.
- All development plans must be designed to benefit existing and future community residents and businesses, while allowing for future growth of retail, residential, and commercial spaces.

Promote a Green and Healthy Environment

- All plans for the Hill District must include provisions for green and sustainable development. This includes ample green space, trees, parks and playgrounds, and LEED certified building standards.
- The design review process for all new proposed projects should seek to preserve the views from the Hill District in all directions. Development of the Lower Hill must not impair views of Downtown from Crawford Street to the greatest extent possible.

Utilize Neighborhood Strengths and Assets

- Land use, public art, and development plans must honor the historical and cultural legacy of the Hill District as a predominately African American neighborhood.
- Community groups and service organizations based in the Hill District should have a priority to acquire vacant land and buildings as needed to improve the quality of educational, social service, and recreational opportunities for Hill District residents.
- All future development plans for the Hill District shall incorporate existing community plans.

C. Non-Displacement Strategies (See Appendix B of the Master Plan for more details)

To ensure that the Greater Hill District is developed in a way that benefits the existing residents, the Management Committee has adopted the following Non-Displacement Strategies to govern development activities in the Greater Hill District:

Economic Opportunities

- All developers must meet with a Hill District-based employment center or program to review project based job descriptions and establish realistic, mutually agreed upon hiring goals. Developers must agree to interview pre-qualified Hill District residents before advertising to the public at large and to provide a hiring priority for Hill District residents.
- All developers must commit to a MBE participation rate of 30% and WBE participation rate of 15% on all contracts, including but not limited to pre-construction services, supply contracts, and construction. Particular consideration must be given to Hill District businesses in fulfilling these requirements.

Homeowner Support

- In allocating housing and community development resources for the Hill District, the City and URA should prioritize the rehabilitation of owner-occupied homes through grants to low-income homeowners.

In allocating housing and community development resources for the Hill District, the City and URA should prioritize “equity protection” services to help existing homeowners resolve tax, title and mortgage issues.

Except in the case of a substantial and imminent threat to health or safety, eminent domain may not be used to acquire occupied property for redevelopment.

Renter Support

Except in the case of a substantial and imminent threat to health or safety, all proposals for the redevelopment of an occupied rental property must minimize the involuntary displacement of residents to the greatest extent feasible.

All plans to redevelop publicly subsidized housing in the Hill District must include a comprehensive plan to support existing tenants in the transition to new, mixed-income housing. At a minimum, the plan should provide for multi-disciplinary services to respond to the multiple needs of families in transition.

Preserving Affordability

Overall housing development plans must include a mix of owned and rental housing suited for all income levels. For rental housing developments of 10 or more units, at least 30% of all units must, to the greatest extent feasible and subject to the regulations associated with any housing assistance resources be utilized, and affordable to very low-income households (at or below 50% AMI). For for-sale housing developments of 10 or more units, at least 10% of all units must, to the greatest extent feasible and subject to the regulations associated with any housing assistance resources utilized, be affordable to low-income households (at or below 80% AMI). In allocating housing and community development resources, the City and URA should encourage a higher percentage of affordability and/or the use of deep subsidies to achieve deeper income targeting.

All plans to redevelop publicly subsidized housing in the Hill District must include, to the greatest extent feasible, a plan to preserve the existing project-based rental subsidy.

Community Ownership/Equity

In disposing of vacant and publicly-owned property, the City and the URA should give priority to community groups and service organizations based in the Hill District with the capacity to develop such properties in a timely manner.

All development projects receiving a subsidy from or through the City, County, or URA should provide co-ownership opportunities for Hill District community-based organizations (CBOs) or Hill District faith-based organizations. The CBOs or faith-based organizations should have an interest in the ownership, profits, developer fee, and/or cash flow. If the CBO or faith-based organization provides development services beyond helping to secure community and government support for the project, the organization should receive a higher level of interest in the ownership, profits, developer fee, and/or cash flow. In addition, the CBO or faith-based organization that has an ownership interest should have the ability to approve or reject major project decisions and retain a right of first refusal to acquire the project if it is sold.

ONLY IF APPLICABLE

D.Strategies for Reclaiming the Lower Hill (See Appendix C of the Master Plan for more details)

In the 1950s and early 1960s, much of the Lower Hill District was demolished to make way for a planned cultural district for more affluent Pittsburghers. 1,300 on 95 acres of land were demolished. 413 businesses and over 8,000 residents were forced to relocate, receiving little to no compensation. The Hill District lost its commercial core, much of its population, and its connection to downtown. It was left isolated, disconnected from job opportunities, and starved for capital investment.

The Hill District now has a rare opportunity to correct this legacy. A 28-acre portion of the Lower Hill will soon become available for development. The Management Committee has adopted the following strategies to govern development activities in the Lower Hill, in order to ensure that the Lower Hill is developed in a way that reintegrates the area into the cultural fabric of the community, provides housing and job opportunities for Hill District residents, and serves as a catalyst for market-driven investment throughout the neighborhood:

Design Strategies

- Development in the Lower Hill District should reflect the social, cultural and historical characteristics of the Greater Hill District.
- The western entrance to the neighborhood should be marked at the intersection of Centre Avenue and Washington Place – with a prominent structure that honors the history and culture of the Hill District.

Housing Strategies

- All housing development plans for the Lower Hill must, to the greatest extent feasible and subject to the regulations associated with any housing assistance resources utilized.
- Provide that at least 30% of all units must be affordable to very low-income households (at or below 50% AMI).
- If public funding is used or if project-based subsidy is available, at least half of the affordable units must, to the greatest extent feasible and subject to the regulations of any housing assistance resources utilized, be affordable to extremely low-income households (at or below 30% AMI).
- In allocating housing and community development resources, the City and URA should encourage a higher percentage of affordability and/or the use of deep subsidies to achieve deeper income targeting.
- To the extent possible, and subject to funding availability and HUD approval, HACP should consider making project-based subsidy available for mixed-income housing development in the Hill District, particularly in the Lower Hill.
- All housing development plans for the Lower Hill District must provide an admissions preference for displaced persons to the greatest extent possible, including persons who were displaced in the Lower Hill urban renewal effort and their descendants.

Business Development Strategies

- All commercial or retail development plans for the Lower Hill District must include market-tested strategies to achieve a goal of at least 20% of the commercial or retail floor area for businesses that are a majority owned by Hill District residents or are currently located in the Hill District, and for businesses that were displaced from the Lower Hill by urban renewal.
- All commercial or retail development plans for the Lower Hill District must commit best efforts to achieve a balanced retail mix of local, regional, and national companies.