

Work Session Memorandum

PLANNING DIVISION COMMUNITY & NEIGHBORHOODS

To: Salt Lake City Historic Landmark Commission

From: Amy Thompson, Principal Planner

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Date: November 3, 2016

Re: New Construction -PLNHLC2016-00771

35 S. 900 East

This is a request from Dustin Holt, who represents the property owner, for a Work Session with the Historic Landmark Commission to review a proposal for new construction of a multi-family structure located at approximately 35 S. 900 East. The site is zoned RMF-35 and within the H Historic Preservation Overlay in the South Temple Local Historic District. This is the first time the proposal is before the Historic Landmark Commission and the applicant is seeking feedback and guidance to help refine the proposal. No application will be approved or denied at this meeting.

The purpose of the work session is to listen to the presentation, comment, identify issues, raise questions and provide direction to the applicant, so they can proceed with revisions and a formal review and decision by the Historic Landmark Commission at a future date.

Work Session

Following discussions with Staff, a work session was requested by the applicant to discuss design options and major concerns, in order to receive feedback from the Commission that will inform their final proposal. The Commission should review the information in the Memo, hear the presentation by the applicant and be prepared to identify issues that relate to the standards of the ordinance for the H Historic Preservation Overlay and the New Construction Design Guidelines. Additionally, the applicant should be clear that participating in a work session with the Historic Landmark Commission does not guarantee an approval when the project comes before a public hearing. The issues raised will need to be addressed to sufficiently meet the standards and guidelines for approval.

The Commission is being asked to review and discuss these proposals, and to:

- a) Give direction to the applicant in regards to the new proposal.
- b) Confirm whether information currently submitted would be sufficient for the Commission to reach conclusions, and identify additional information required for further analysis.
- c) Confirm whether the proposal follows the guidelines and the adopted standards.

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- d) Provide feedback regarding the height, massing, material and detailing.
- e) Identify any additional concerns not raised by this memo.

Attachments:

- A. Application Information (Project Description, Site Plans, Elevations)
- B. Standards & Design Guidelines for New Construction in a Historic District
- C. RMF-35 Zoning Standards
- D. Work Session Template

THE SITE AND ADJACENT BUILDINGS

The site for the proposed development is currently two separate parcels located at approximately 35 S. 900 East and 41 S. 900 East. Of the two parcels, only one of the properties (35 S. 900 East) is within the South Temple Local Historic District boundary and subject to the H (Historic Preservation Overlay District) zoning regulations.



An overlay district is intended to provide supplemental regulations or standards pertaining to specific geographic features or land uses, wherever these are located, in addition to "base" or underlying zoning district regulations applicable within a designated area. Whenever there is a conflict between the regulations of a base zoning district and those of an overlay district, the overlay district regulations shall control.

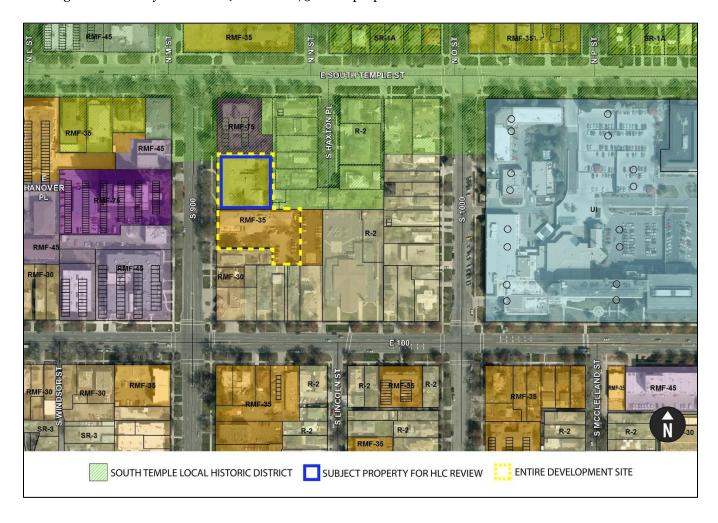
The purpose of the H historic preservation overlay district is to:

1. Provide the means to protect and preserve areas of the city and individual structures and sites having historic, architectural or cultural significance;

- 2. Encourage new development, redevelopment and the subdivision of lots in historic districts that is compatible with the character of existing development of historic districts or individual landmarks;
- 3. Abate the destruction and demolition of historic structures;
- 4. Implement adopted plans of the city related to historic preservation;
- 5. Foster civic pride in the history of Salt Lake City;
- 6. Protect and enhance the attraction of the city's historic landmarks and districts for tourists and visitors;
- 7. Foster economic development consistent with historic preservation; and
- 8. Encourage social, economic and environmental sustainability.

The subject property is located right on the edge of the southern boundary of the South Temple Local Historic District. The elevation of the site decreases toward the south and increases in elevation toward the east. The property to the north is a noncontributing structure to the South Temple Historic District, the property to the south is outside of the Local Historic District, one of the properties to the west is within the South Temple Historic District, and properties to the east of the subject property (Haxton Place) are contributing structures within the South Temple Historic District and also each individually listed as Landmark Sites.

The base zoning of the subject property is RMF-35 (Moderate Density Multi-Family Residential district). The adjacent zoning to the north is RMF-75 (High Density Multi-Family Residential district), to the east is R-2 (Single and Two-Family Residential District), and across the street to the west are RMF-45 (Moderate-High Multi-Family Residential) and RMF-75 zoned properties.



The base RMF-35 zoning does not have a maximum lot width or lot area. The front yard setback requirement is 20 feet, the rear yard setback is 25% of the lot depth but not less than 20 feet, and the interior side yard setback is 10 feet on each side for a multi-family development. Because the subject property is adjacent to single or two family residential zoning, a 10 foot wide landscape buffer is required along the eastern portion of the subject property. Additionally, the RMF-35 zone permits new construction to be development to the maximum height of 35 feet. The Historic Landmark Commission has the authority to further restrict building height, grant additional height and modify lot and bulk standards if it's compatible with the character of the site and district. The Historic Landmark Commission's authority applies only to the portion of the proposed structure within the Historic Overlay, and any modifications to the proposed structure outside of the Historic Preservation Overlay are under the authority of the Planning Commission.

The subject property is currently occupied by an existing structure. On January 7, 2016, the Historic Landmark Commission reviewed the contributing status of the existing structure and a determined the structure is non-contributing to the South Temple Local Historic District. For more information related to the determination of contributing status, please refer to the analysis and findings in the Planning Staff Memo located here: http://www.slcdocs.com/Planning/HLC/2016/35S.pdf



Current conditions-East view of subject property (35 S. 900 E) from 900 East



Current conditions-East view of entire development site from 900 East



Surrounding development to the north of the subject property



Existing streetscape: East side of 900 East



Surrounding development-West side of 900 East



Surrounding development-West side of 900 East (google street view 2016)

PROJECT DESCRIPTION

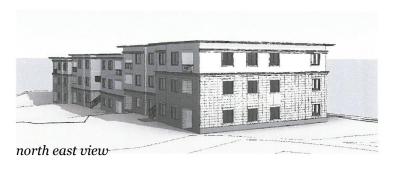
The entire development site currently consists of two parcels with a combined area of approximately 1.36 acres, and of that area, 0.62 acres is within the Historic Preservation Overlay zoning district. The width of the combined properties is approximately 277 feet. The applicant intends to apply for a lot consolidation to combine the two parcels into one parcel and construct a three story multi-family residential structure with surface parking. The existing structure on the subject property is considered noncontributing to the South Temple Local Historic District and the applicant intends to demolish the structure to accommodate the proposed New Construction.

Although only a portion of the proposed structure is within the South Temple Local Historic District and subject to the zoning ordinance standards in the Historic Preservation Overlay, in an effort to keep the proposed structure visually cohesive, the applicant has indicated the intent is to integrate standards and design requirements of the Historic Preservation Overlay to the entirety of the project.

The proposed structure has been designed to have a visual appearance of townhomes, and material variation and architectural details are used to help visually break up the building into three sections. The ground floor units facing 900 East each have a recessed porch entry with a pedestrian walkway that connects each ground floor unit to the public sidewalk. The third story of the proposed structure is also designed with a recessed balcony area. The depth of the recessed porch and balcony areas is approximately 5 feet 6 inches.







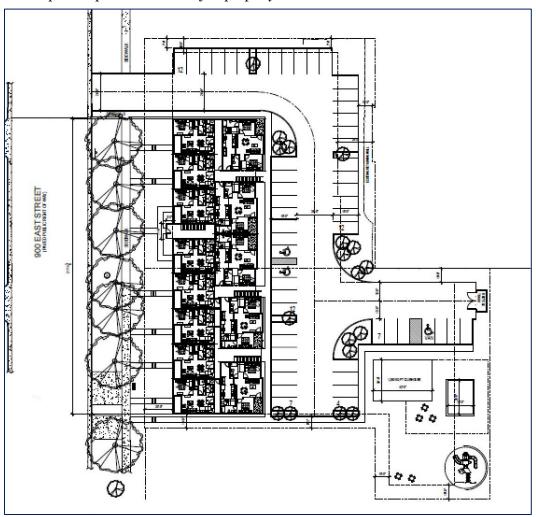




The remaining units are accessed from four main stairwells—three located on the east elevation at the rear of the structure, and one facing 900 East. The stairwell along 900 East is fully enclosed and the applicant has designed this entry to be a prominent feature along the façade. To help articulate the proposed entry feature, the applicant is requesting to exceed the 35 foot maximum building height of the RMF-35 zoning district by 4 feet 3 inches, and reduce the 20 foot front yard setback to 9 feet. These modifications are proposed to accommodate the entry feature only, and the rest of the proposed structure would comply with the required front yard setback and height regulations. A Special Exception is required for modifications to the building height and front yard setback. The roof of the proposed structure is flat with the exception of the entry feature which has a sloped roof.

The exterior materials proposed are stucco and 12"X24" cut stone in a brick pattern. The proposed windows are double sliding wood windows, and have lintel and sill detailing. The material of the proposed doors is wood, no information on their style or operation has been provided.

Surface parking is proposed to the north of the structure along the northern property line and to the rear of the structure in the east portion of the subject property. Access to the parking area is proposed off of 900 East near the top north portion of the subject property.



ORDINANCE DESIGN STANDARDS & DESIGN GUIDELINES FORE NEW CONSTRUCTION

New construction Design Standards are defined by chapter 21A.34.020.H, which addresses three aspects of contextual design – Scale& Form, Composition of Principal Facades and the Relationship to Street. The Design Guidelines of Historic Apartment and Multifamily Buildings, Chapter 12 on New Construction,

illustrate more detailed advice and guidance on new construction design to meet the standards. (See Attachment B for related Guidelines and New Constructions Standards)

KEY ISSUES:

From an initial analysis of the proposed development, the following key issues have been identified as potential further discussion points:

Issue 1: H Historic Preservation Overlay only applies to half of the proposed structure

The H Historic Preservation Overlay only applies to the subject property with a current address of 35 S. 900 East. If the building is constructed as proposed, the overlay will apply to approximately half of the proposed structure, and the other half of the building will not be subject to the Standards in the Historic Preservation Overlay zoning district. Since the entire development site is currently two separate parcels, a lot consolidation will be required before a building permit will be issued. A lot consolidation is an administrative process and is not under the authority of the Historic Landmark Commission.

Issue 2: Character of the Surrounding Development

The site is situated at the edge of the South Temple Local Historic district and is surrounded within a context of a variety of construction periods and styles. The uses in the immediate vicinity are primarily multi-family residential ranging from moderate to high density. The properties to the east consist of low density residential housing, largely made up of single and two family dwellings within the South Temple Historic District. Other surrounding uses include medical offices and a gas station. Even though a great portion of the surrounding streetscape is not within the Local Historic District, this site and the design of the proposed structure will help to become the context for future redevelopment and construction for the surrounding properties.

Issue 3: Massing & Scale

The Historic Preservation Standards for New Construction indicate that a new building should have a height and width that is visually compatible with the surrounding structures and streetscape. The subject property is adjacent to two structures, one to the north and one to the west, that are nonconforming to height regulations with a heights of approximately 85-120 feet. The single and two family Landmark Site's that make up Haxton Place are generally two stories. The proposed height of 35 feet will likely be visually compatible with the surrounding structures and provide a smoother transition between the taller surrounding buildings and the one and two story structures.

The width of the entire development site is approximately 277 feet, which is just under half of the entire block face, and the entire length of the proposed building is approximately 211 feet. The slight variation in roofline of the building and architectural detailing visually organizes the façade into three sections and helps to break up the scale of the rectilinear design of the proposed building. Additionally, the material palate shifts provide some variety in modulation. However, it is difficult to interpret façade articulation from the renderings as well as elevations that have been provided. From the information received, the primary façade appears to be flattened in regards to windows, overhangs and modulation between building facades. The proposed entry feature does help to add dimensional quality and vertical emphasis to the street facing façade, as well as a division between the horizontal material patterns. The primary facades need to be further articulated and less flattened with further distinction between wall plane projections, recessing the proposed windows, and considering a potentially stronger material palette.

Issue 4: Palette of Materials

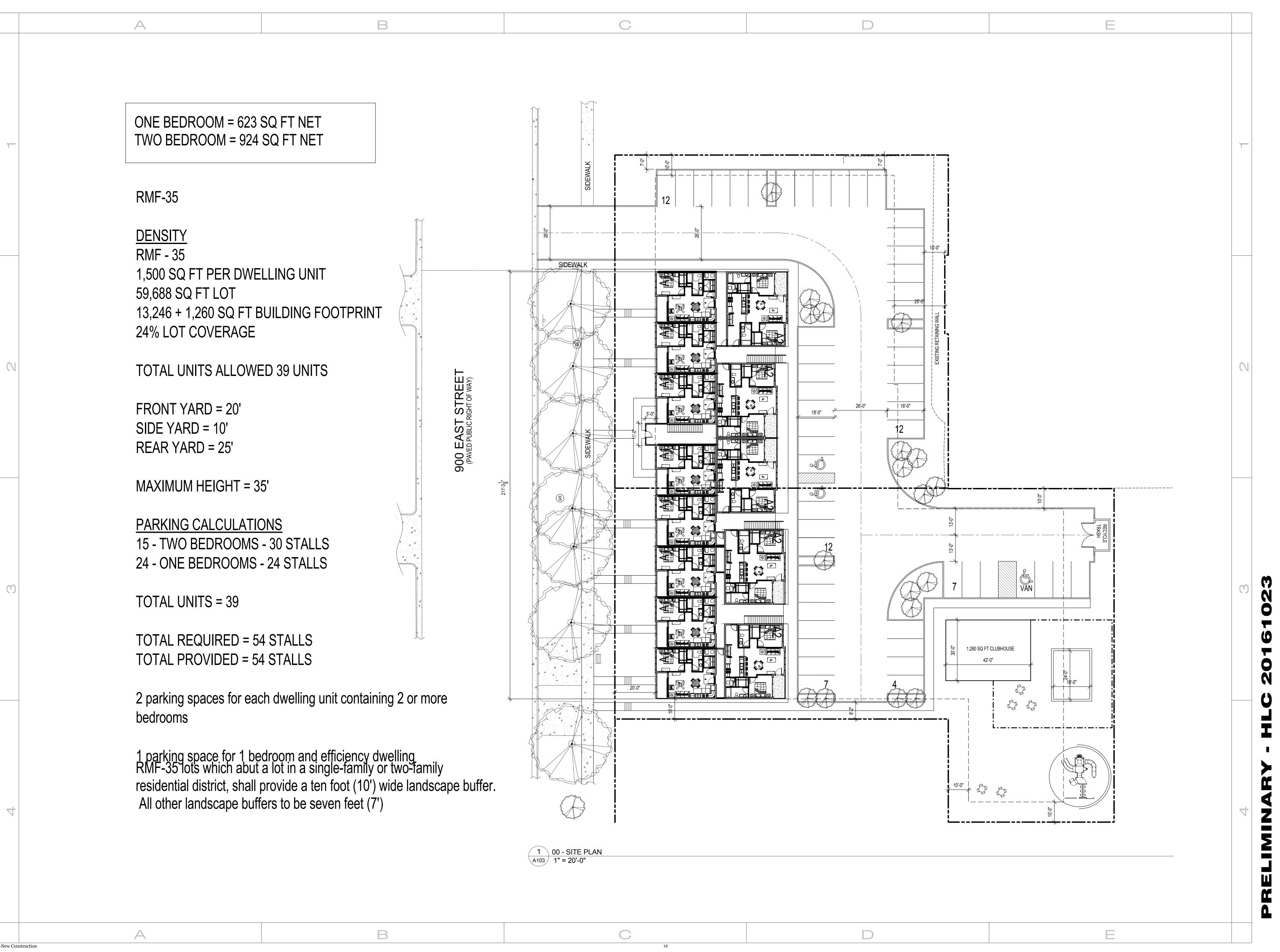
The proposed material palette consists of stucco and 12"X24" cut stone in a brick pattern, vertical stiles for the balconies and wood windows and doors. The palette helps to add variety and visual interest through color and texture. However, the proposed structure consists of materials shifting arbitrarily along the façades. While the vertical entry element assists in providing modulation, it is difficult to decipher the dimensional quality, as well as if the material choice is successful. The surrounding structures are not materialistically diverse, and are predominately brick. The applicant has provided information indicating the material is not used in the immediate neighborhood, but they are of the opinion the material will complement existing materials on the streetscape. With the information provided it's unclear how the proposed materials will provide visual compatibility and cohesiveness along the streetscape. The size of the cut stone is much larger than the traditional bricks used in the surrounding context, and information about

the texture of the cut stone was also not provided. The surrounding structures utilize stronger more traditional materials. The materials should be performing coherent composition of the street facades, which then relate to the overall design. They aren't inherently unsuccessful, but the placement and articulation will need to be justified. The reasoning for the material choices is not apparent in the proposal.

Issue 5: Windows

The current proposed windows are wood, but show no detail on the style or operation. The current material choice is ideal; however the operability and profile are of concern given the current set of renderings and elevations. The windows will need to be appropriately recessed to give additional dimensional quality to the facades. To help reduce the sense of building scale, the proposal may benefit from modifying the windows on the ground floor of the front façade to windows which are slightly taller, helping to further accentuate the vertical emphasis of the building and create a more effective visual balance.

ATTACHMENT A: APPLICATION INFORMATION



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PROJECT NAME

900 EAST ULTIFAMIL

DATE **20161**

VISIONS

PROJECT NO **1649**

DRAWN BY

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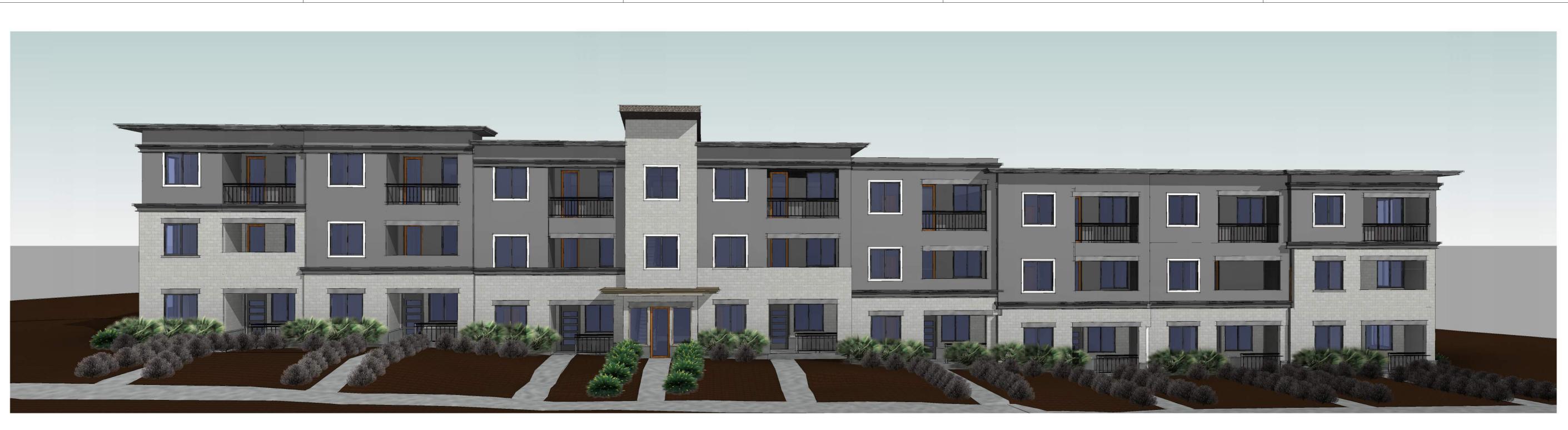
TITLE

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SITE PLAN

HEET NO.

A103





B

A









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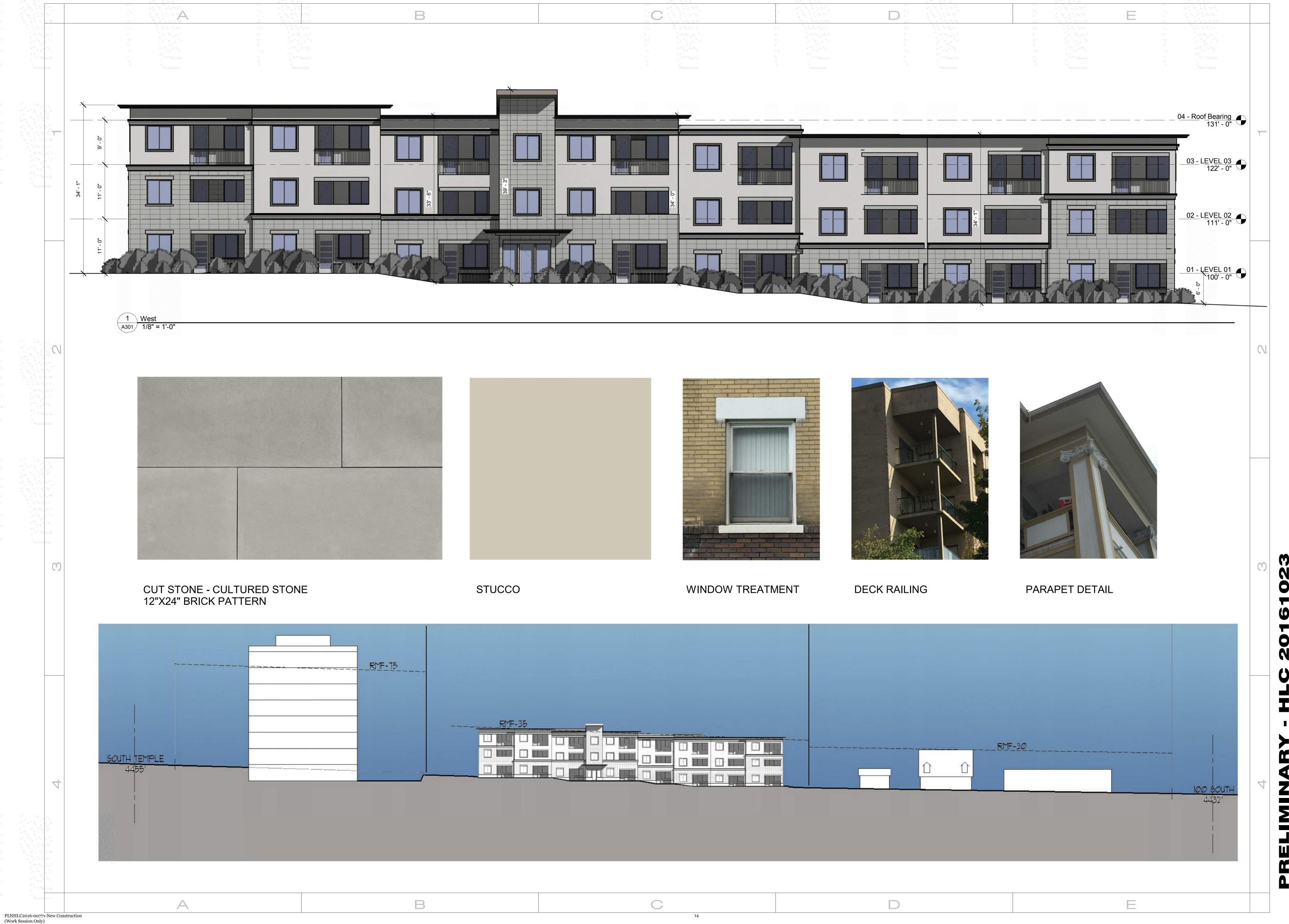
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PROJECT NAME

A300

PLNHLC2016-00771-New Construction (Work Session Only)

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PROJECT NAME

JLTIFAMILY
30 EAST 41 SOUTH

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20161021

201010

REVISIONS

V :

PROJECT NO

1649

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EXTERIOR ELEVATIONS

SHEET NO.

A301



ATTACHMENT B: DESIGN GUIDELINES & STANDARDS FOR NEW CONSTRUCTION

Design Guidelines for Historic Apartment & Multifamily Buildings in Salt Lake City, Chapter 12 New Construction, are the relevant historic design guidelines for this design review, and are identified here as they relate to the corresponding Historic Design Standards for New Construction (21A.34.020.H).

Historic Apartment & Multifamily Buildings in Salt Lake City

Historic Apartment & Multifamily Buildings in Salt Lake City, Chapter 12 New Construction

NOT ANALYZED for the ISSUES ONLY WORK SESSION

Design Standards for New	
Construction	Design Guidelines for New Construction
1. SCALE & FORM 1.a Height & Width: The proposed height and width shall be visually compatible with surrounding structures and streetscape;	Building Façade Composition, Proportion & Scale Height - Design Objective The maximum height of a new multifamily building should not exceed the general height and scale of its historic context, or be designed to reduce the perceived height where a taller building might be appropriate to the context. 12.48 The building height should be compatible with the historic setting and context. The immediate and wider historic contexts are both of importance. The impact upon adjacent historic buildings will be paramount in terms of scale and form. 12.50 Where there is a significant difference in scale with the immediate context, the building height should vary across the primary façade, and/or the maximum height should be limited to part of the plan footprint of the building. Step back the upper floor/s of a taller building to achieve a height similar to that historically characteristic of the district. Restrict maximum building height to particular sections of the depth and length of the building. 12.51 The upper floor/s should step back where a taller building will approach established neighborhoods, streets or adjacent buildings of typically lower height. 12.52 The primary and secondary facades should be articulated and modulated to reduce an impression of greater height and scale, and to enhance a sense of human scale. Design a distinctive and a taller first floor for the primary and secondary facades. Design a lierarchy of window height and/or width, when defining the fenestration pattern. Consider designing for a distinctive projecting balcony arrangement and hierarchy. Use materials and color creatively to reduce apparent height and scale, and maximize visual interest. Width - Design Objective The design of a new multifamily building should articulate the patterns established by the buildings in the historic context to reduce the perceived width of a wider building and maintain a sense of human scale. 12.53 A new multifamily building should appear similar to the width established by the combination

1.b Proportion of Principal

Facades: The relationship of the width to the height of the principal elevations shall be in scale with surrounding structures and streetscape;

Building Form & Scale

The Character of the Street Block - Design Objective

The form, scale and design of a new multifamily building in a historic district should equate with and complement the established patterns of human scale characteristics of the immediate setting and/or broader context.

12.42 A new multifamily building should appear similar in scale to the scale established by the buildings comprising the current street block facade.

- Subdivide a larger mass into smaller "modules" which are similar in size to buildings seen traditionally.
- The scale of principal elements, such as entrances, porches, balconies and window bays, are critical to creating and maintaining a compatible building scale

12.43 A new multifamily building should be designed to create and reinforce a sense of human scale. In doing so consider the following:

- Design building massing and modulation to reflect traditional forms, e.g. projecting wings and balcony bays.
- Design a solid-to-void (wall to window/door) ratio that is similar to that seen traditionally.
- Design window openings that are similar in scale to those seen traditionally.
- Articulate and design balconies that reflect traditional form and scale.
- Design an entrance, porch or stoop that reflects the scale characteristic of similar traditional building types.
- Use building materials of traditional dimensions, e.g. brick, stone, terracotta.
- Choose materials that express a variation in color and/or texture, either individually or communally.

Building Façade Composition Proportion & Scale

12.45 The principal elements of the front facade should reflect the scale of the buildings comprising the block face and historic context.

- The primary plane/s of the front facade should not appear to be more than a story higher than those of typical historic structures in the block and context.
- Where the proposed building would be taller than those in the historic context, the upper floor/s should step back from the plane of the façade below.
- A single wall plane or bay of the primary or secondary facades should reflect the typical maximum facade width in the district.

1.c Roof Shape: The roof shape of a structure shall be visually compatible with the surrounding structures and streetscape;

Building Form & Scale

Massing

12.54 The overall massing of a new multi-family building should respect and reflect the established scale, form and footprint of buildings comprising the street block and historic context.

- Modulate the building where height and scale are greater than the context.
- Arrange the massing to step down adjacent to a smaller scale building.
- Respect, and/or equate with the more modest scale of center block buildings and residences where they provide the immediate context.

12.55 The proportions and roof forms of a new multifamily building should be designed to respect and reflect the range of building forms and massing which characterize the district.

- Focus on maintaining a sense of human scale.
- The variety often inherent in the context can provide a range of design options for compatible new roof forms.
- Vary the massing across the street façade/s and along the length of the building on the side facades.
- Respect adjacent lower buildings by stepping down additional height in the design of a new building.

1.d Scale of a Structure: The size and mass of the structures shall be visually compatible with the size and mass of surrounding structures and streetscape.

Building Façade Composition Proportion & Scale Height - Design Objective

The maximum height of a new multifamily building should not exceed the general height and scale of its historic context, or be designed to reduce the perceived height where a taller building might be appropriate to the context.

12.48 The building height should be compatible with the historic setting and context.

- The immediate and wider historic contexts are both of importance.
- The impact upon adjacent historic buildings will be paramount in terms of scale and form.

12.50 Where there is a significant difference in scale with the immediate context, the building height should vary across the primary façade, and/or the maximum height should be limited to part of the plan footprint of the building.

- Step back the upper floor/s of a taller building to achieve a height similar to that historically characteristic of the district.
- Restrict maximum building height to particular sections of the depth and length of the building.

12.51 The upper floor/s should step back where a taller building will approach established neighborhoods, streets or adjacent buildings of typically lower height.

12.52 The primary and secondary facades should be articulated and modulated to reduce an impression of greater height and scale, and to enhance a sense of human scale.

- Design a distinctive and a taller first floor for the primary and secondary facades.
- Design a distinct top floor to help terminate the façade, and to complement the architectural hierarchy and visual interest.
- Design a hierarchy of window height and/or width, when defining the fenestration pattern.
- Consider designing for a distinctive projecting balcony arrangement and hierarchy.
- Use materials and color creatively to reduce apparent height and scale, and maximize visual interest.

Width - Design Objective

The design of a new multifamily building should articulate the patterns established by the buildings in the historic context to reduce the perceived width of a wider building and maintain a sense of human scale.

12.53 A new multifamily building should appear similar to the width established by the combination of single and multifamily historic buildings in the context.

- Reflect the modulation width of larger historic apartment buildings.
- If a building would be wider overall than structures seen historically, the facade should be subdivided into significantly subordinate planes which are similar in width to the building facades of the context.
- Step back sections of the wall plane to create the impression of similar façade widths to those of the historic setting.

Massing

12.54 The overall massing of a new multi-family building should respect and reflect the established scale, form and footprint of buildings comprising the street block and historic context.

- Modulate the building where height and scale are greater than the context.
- Arrange the massing to step down adjacent to a smaller scale building.
- Respect, and/or equate with the more modest scale of center block buildings and residences where they provide the immediate context.

12.55 The proportions and roof forms of a new multifamily building should be designed to respect and reflect the range of building forms and massing which characterize the district.

- Focus on maintaining a sense of human scale.
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2. COMPOSITION OF PRINCIPAL FACADES

2.a Proportion of Openings: The relationship of the width to the height of windows and doors of the structure shall be visually compatible with surrounding structures and streetscape;

Building Character & Scale

Solid to Void Ratio, Window Scale & Proportion – Design Objective The design of a new multifamily building in a historic context should reflect the scale established by the solid to void ratio traditionally associated with the setting and with a sense of human scale.

12.61 Window scale and proportion should be designed to reflect those characteristic of this traditional building type and setting.

Rhythm & Spacing of Windows & Doors - Fenestration — Design Objective The window pattern, the window proportion and the proportion of the wall spaces between, should be a central consideration in the architectural composition of the facades, to achieve a coherence and an affinity with the established historic context.

12.62 Public and more important interior spaces should be planned and designed to face the street

- Their fenestration pattern consequently becomes a significant design element of the primary facade/s.
- Avoid the need to fenestrate small private functional spaces on primary facades, e.g. bathrooms, kitchens, bedrooms.

12.63 The fenestration pattern, including the proportions of window and door openings, should reflect the range associated with the buildings creating the established character of the historic context and area.

- Design for a similar scale of window and window spacing.
- Reflect characteristic window proportions, spacing and patterns.
- Design for a hierarchy within the fenestration pattern to relieve the apparent scale of a larger facade, and especially if this is a characteristic of the context.
- Arrange and/or group windows to complement the symmetry or proportions of the architectural composition.
- Emphasize the fenestration pattern by distinct windows reveals.
- Consider providing emphasis through the detailing of window casing, trim, materials, and subdivision, using mullions and transoms, as well as the profiles provided by operable/ opening windows. See also guideline 12.71-74 on window detailing.

2.b Rhythm of Solids to Voids in Facades: The

relationship of solids to voids in the facade of the structure shall be visually compatible with surrounding structures and streetscape;

Building Character & Scale

Solid to Void Ratio, Window Scale & Proportion – Design Objective

The design of a new multifamily building in a historic context should reflect the scale established by the solid to void ratio traditionally associated with the setting and with a sense of human scale.

12.60 The ratio of solid to void (wall to window) should reflect that found across the established character created by the historic structures in the district. Consider the following:

- Achieve a balance, avoiding areas of too much wall or too much window.
- Large surfaces of glass can be inappropriate in a context of smaller residential buildings.
- Design a larger window area with framing profiles and subdivision which reflect the scale of the windows in the established context.
- Window mullions can reduce the apparent scale of a larger window.
- Window frame and mullion scale and profiles should be designed to equate with the composition.

12.61 Window scale and proportion should be designed to reflect those characteristic of this traditional building type and setting.

Rhythm & Spacing of Windows & Doors - Fenestration — Design Objective The window pattern, the window proportion and the proportion of the wall spaces between, should be a central consideration in the architectural composition of the facades, to achieve a coherence and an affinity with the established historic context. 12.63 The fenestration pattern, including the proportions of window and door openings, should reflect the range associated with the buildings creating the established character of the historic context and area.

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- Arrange and/or group windows to complement the symmetry or proportions of the architectural composition.
- Emphasize the fenestration pattern by distinct windows reveals.

Consider providing emphasis through the detailing of window casing, trim, materials, and subdivision, using mullions and transoms, as well as the profiles provided by operable/ opening windows. See also guideline 12.71-74 on window detailing.

2.c Rhythm of Entrance Porch and Other

Projections: The relationship of entrances and other projections to sidewalks shall be visually compatible with surrounding structures and streetscape;

Building Character & Scale

Façade Articulation, Proportion & Visual Emphasis Visual Emphasis – Design Objective

The design of a new multifamily building should relate sensitively to the established historic context through a thorough evaluation of the scale, modulation and emphasis, and attention to these characteristics in the composition of the facades. **12.57** Overall facade proportions should be designed to reflect those of historic buildings in the context and neighborhood.

- The "overall proportion" is the ratio of the width to the height of the building, especially the front facade.
- The modulation and articulation of principal elements of a facade, e.g. projecting wings, balcony sequence and porches, can provide an alternative and a balancing visual emphasis.
- With townhouse development, the individual houses should be articulated to identify the individual unit sequence and rhythm.
- See the discussion of individual historic districts (PART III) and the review of typical historic building styles (PART I) for more information on district character and facade proportions.

12.58 To reduce the perceived width and scale of a larger primary or secondary façade, a vertical proportion and emphasis should be employed. Consider the following:

- Vary the planes of the façade for all or part of the height of the building.
- Subdivide the primary façade into projecting wings with recessed central entrance section in character with the architectural composition of many early apartment buildings.

2.c Rhythm of Entrance Porch and Other

Projections: The relationship of entrances and other projections to sidewalks shall be visually compatible with surrounding structures and streetscape;

- Modulate the height down toward the street, and/or the interior of the block, if this is the pattern established by the immediate context and the neighborhood.
- Modulate the façade through the articulation of balcony form, pattern and design, either as recessed and/or projecting elements.
- Vary the planes of the primary and secondary facades to articulate further modeling of the composition.
- Design for a distinctive form and stature of primary entrance.
- Compose the fenestration in the form of vertically proportioned windows.
- Subdivide horizontally proportioned windows using strong mullion elements to enhance a sense of vertical proportion and emphasis.

12.59 A horizontal proportion and emphasis should be designed to reduce the perceived height and scale of a larger primary or secondary façade. Consider the following:

- The interplay of horizontal and vertical emphasis can create an effective visual balance, helping to reduce the sense of building scale.
- Step back the top or upper floors where a building might be higher than the context along primary and/or secondary facades as appropriate.
- Design for a distinctive stature and expression of the first floor of the primary, and if important in public views, the secondary facades.
- Design a distinct foundation course.
- Employ architectural detailing and/or a change in materials and plane to emphasize individual levels in the composition of the facade.
- Design the fenestration to create and/or reflect the hierarchy of the façade composition.
- Change the materials and/or color to distinguish the design of specific levels.

Balconies, Porches & External Escape Stairs – Design Objective

The design of a new multifamily building in a historic context should recognize the importance of balcony and primary entrance features in achieving a compatible scale and character.

12.64 Balconies, encouraged as individual semi-public outdoor spaces, should be designed as an integral part of the architectural composition and language of the building.

- Use projecting and/or recessed balcony forms to complement and embellish the design composition of the facades, and to establish visual emphasis and architectural accent.
- Use a balcony or a balcony arrangement to echo and accentuate the fenestration pattern of the building.
- Design balcony forms to be transparent or semi-transparent, using railings and/or glass to avoid solid balcony enclosures.
- Select and design balcony materials and details as a distinct enrichment of the building facade/s.

12.65 An entrance porch, stoop or portico should be designed as a principal design focus of the composition of the facade.

- Design for greater stature to enhance visual focus, presence and emphasis.
- Design for a distinct identity, using different wall planes, materials, details, texture and color.
- Consider designing the name of the apartment building into the facade or the porch/stoop.

2.d Relationship of

Materials: The relationship of the color and texture of materials (other than paint color) of the facade shall be visually compatible with the predominant materials used in surrounding structures and streetscape.

Building Materials, Windows, Elements & Detailing Materials – Design Objective

The design of a new multifamily building should recognize and reflect the palette of building materials which characterize the historic district, and should help to enrich the visual character of the setting, in creating a sense of human scale and historical sequence.

12.67 Building materials that contribute to the traditional sense of human scale and the visual interest of the historic setting and neighborhood should be used.

- This helps to complement and reinforce the palette of materials of the neighborhood and the sense of visual continuity in the district.
- The choice of materials, their texture and color, their pattern or bond, joint profile and color, will be important characteristics of the design.
- Creative design, based on analysis of the context, will be invaluable in these respects.

12.68 Building materials that will help to reinforce the sense of visual affinity and continuity between old and new in the historic setting should be used.

 Use external materials of the quality, durability and character found within the historic district.

12.69 Design with materials which provide a solid masonry character for lower floors and for the most public facades of the building. Consider the following:

- Use brick and/or natural stone, in preference to less proven alternatives for these areas.
- Limit panel materials to upper levels and less public facades.
- Where panel materials are considered, use high quality architectural paneling with a proven record of durability in the regional climate.
- Synthetic materials, including synthetic stucco, should be avoided on grounds of limited durability and longevity, and weathering characteristics.

12.70 Materials should have a proven durability for the regional climate, as well as the situation and aspect of the building.

- Avoid materials which merely create the superficial appearance of authentic, durable materials.
- The weathering characteristics of materials become important as the building ages, in that they should compliment rather than detract from the building and historic setting as they weather and mature.
- New materials, which have a proven track record of durability in the regional climatic conditions, may be considered.

Windows - Design Objective

The design of a new multifamily building should include window design subdivision, profiles, materials, finishes and details which ensure that the windows play their characteristic positive role in defining the proportion and character of the building and its contribution to the historic context.

$12.71\ Windows\ should\ be\ designed\ to\ be\ in\ scale\ with\ those\ characteristic$ of the building and the historic setting.

- Excessive window scale in a new building, whether vertical or horizontal, will
 adversely affect the sense of human scale and affinity with buildings in the
 district.
- Subdivide a larger window area to form a group or pattern of windows creating more appropriate proportions, dimensions and scale.

12.72 Windows with vertical proportion and emphasis are encouraged.

- A vertical proportion is likely to have greater design affinity with the historic
 context
- It helps to create a stronger vertical emphasis which can be valuable integrating the design of a larger scale building within its context.
- See also the discussion of the character of the relevant historic district and architectural styles (PART I).

2.d Relationship of

Materials: The relationship of the color and texture of materials (other than paint color) of the facade shall be visually compatible with the predominant materials used in surrounding structures and streetscape.

12.73 Window reveals should be a characteristic of masonry and most public facades.

- These help to express the character of the facade modeling and materials.
- Window reveals will enhance the degree to which the building integrates with its historic setting.
- A reveal should be recessed into the primary plane of the wall, and not achieved by applying window trim to the façade.
- This helps to avoid the impression of superficiality which can be inherent in some more recent construction, e.g. with applied details like window trim and surrounds.
- A hierarchy of window reveals can effectively complement the composition of the fenestration and facades.

12.74 Windows and doors should be framed in materials that appear similar in scale, proportion and character to those used traditionally in the neighborhood.

- Frame profiles should project from the plane of the glass creating a distinct hierarchy of secondary modeling and detail for the window opening and the composition of the facade.
- Durable frame construction and materials should be used.
- Frame finish should be of durable architectural quality, chosen to compliment the building design.
- Vinyl should be avoided as a non-durable material in the regional climate.
- Dark or reflective glass should be avoided.
- See also the rehabilitation section on windows (PART II, Ch.3) as well as the discussions of specific historic districts (PART III) and relevant architectural styles (PART I).

Architectural Elements & Details - Design Objective

The design of a new multifamily building should reflect the rich architectural character and visual qualities of buildings of this type within the district.

12.75 Building elements and details should reflect the scale, size, depth and profiles of those found historically within the district.

- These include windows, doors, porches, balconies, eaves, and their associated decorative composition, supports and/or details.
- 12.76 Where used, ornamental elements, ranging from brackets to porches, should be in scale with similar historic features.
- The scale, proportion and profiles of elements, such as brackets or window trim, should be functional as well as decorative.

12.77 Creative interpretations of traditional details are encouraged.

- New designs for window moldings and door surrounds, for example, can create
 visual interest and affinity with the context, while conveying the relative age of
 the building.
- The traditional and characteristic use of awnings and canopies should be considered as an opportunity for creative design which can reinforce the fenestration pattern and architectural detail, while being a sustainable shading asset in reducing energy consumption. See also PART IV on Sustainable Design.

3. RELATIONSHIP TO THE STREET

3.a Walls of Continuity:

Facades and site structures, such as walls, fences and landscape masses, shall, when it is characteristic of the area, form continuity along a street to ensure visual compatibility with the structures, public ways and places to which such elements are visually related;

Settlement Patterns & Neighborhood Character

The Public Realm - Design Objective

A new multifamily building should respect the characteristic placement, setbacks, massing and landscape character of the public realm in the immediate context and the surrounding district.

12.6 A new building should contribute in a creative and compatible way to the public and the civic realm.

12.7 A building should engage with the street through a sequence of public to semi-private spaces.

12.8 A new multifamily building should be situated and designed to define and frame adjacent streets, and public and common spaces, in ways that are characteristic of the setting.

- Reflect and/or strengthen adjacent building quality, setbacks, heights and massing.
- Reinforce the historic streetscape patterns of the facing primary and secondary streets and/ or alleys.

12.9 A building on a corner lot should be designed to define, frame and contribute to the historic character of the public realm of both adjacent streets.

- The street character will also depend on the adjacent street blocks and frontage.
- Building setbacks may be different.
- The building scale may also vary between the streets.

Building Placement, Orientation & Use - Design Objective

A new multifamily building should reflect the established development patterns, directly address and engage with the street, and include well planned common and private spaces, and access arrangements.

12.10 The established historic patterns of setbacks and building depth should be respected in the siting of a new multifamily building.

12.11 The front and the entrance of the building should orient to and engage with the street.

- A new building should be oriented parallel to lot lines, maintaining the traditional, established development pattern of the block.
- An exception might be where early settlement has introduced irregular street patterns and building configurations, e.g. parts of Capitol Hill.

12.12 Access arrangements to the site and the building should be an integral part of the planning and design process at the earliest stage.

12.13 The situation, orientation, configuration and design of a new multifamily building should include provision for common exterior open spaces at ground level. Site and design such space/s to address the following:

- Reducing the bulk and the scale of the building.
- Configuration for residential amenity and casual social interaction.
- Shelter from traffic and traffic noise.
- Plan for solar access and seasonal shade.
- Landscape and light to enhance residential relaxation, enjoyment and neighboring environmental quality.

12.14 Consider additional common open space on higher terrace or roof levels to enhance residential amenity and city views.

- Locate and design to preserve neighboring privacy.
- Plan and design for landscape amenity and best practices in sustainable design. (PART IV)

3. RELATIONSHIP TO THE STREET

3.a Walls of Continuity:

Facades and site structures, such as walls, fences and landscape masses, shall, when it is characteristic of the area, form continuity along a street to ensure visual compatibility with the structures, public ways and places to which such elements are visually related;

12.15 Private open space for each unit, whether ground level, terrace or balcony space, should be designed to create attractive outdoor space, and to help articulate the design of the building to reduce its bulk and scale.

- Private space should be contiguous with the unit.
- Private space should be clearly distinguished from common open space.

Site Access, Parking & Services - Design Objective

The site planning and situation of a new multi-family building should prioritize access to the site and building for pedestrians and cyclists, motorized vehicular access and parking should be discreetly situated and designed, and building services and utilities should not detract from the character and appearance of the building, the site and the context.

12.17 The primary public entrance to the building should be afforded priority and prominence in access from the street, and appropriately scaled in the design of the street façade/s.

- Avoid combining with any vehicular access or drive.
- Provide direct access to the sidewalk and street.
- Landscape design should reinforce the importance of the public entrance.

12.24 Driveways serving groups of similar uses should be consolidated to minimize visual intrusion, and to provide less interruption to the sidewalk, pedestrian character and flow.

- Curb cuts should be shared between groups of buildings and uses where possible.
- Joint driveway access is encouraged.

12.25 Wherever possible, vehicular parking should be situated below the building, or alternatively behind the building in a manner that does not conflict with pedestrian access from the street.

 Surface parking areas should be screened from views from the street and adjacent residential properties.

3.b Rhythm of Spacing and Structures on Streets: The relationship of a structure or object to the open space between it and adjoining structures or objects shall be visually compatible with the structures, objects, public ways and places to which it is visually related;

Building Placement, Orientation & Use - Design Objective

A new multifamily building should reflect the established development patterns, directly address and engage with the street, and include well planned common and private spaces, and access arrangements.

12.10 The established historic patterns of setbacks and building depth should be respected in the siting of a new multifamily building.

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- An exception might be where early settlement has introduced irregular street patterns and building configurations, e.g. parts of Capitol Hill.

12.12 Access arrangements to the site and the building should be an integral part of the planning and design process at the earliest stage.

12.13 The situation, orientation, configuration and design of a new multifamily building should include provision for common exterior open spaces at ground level. Site and design such space/s to address the following:

- Reducing the bulk and the scale of the building.
- Configuration for residential amenity and casual social interaction.
- Shelter from traffic and traffic noise.
- Plan for solar access and seasonal shade.
- Landscape and light to enhance residential relaxation, enjoyment and neighboring environmental quality.

3.c Directional Expression of Principal Elevation: A structure shall be visually compatible with the structures, public ways and places to which it is visually related in its orientation toward the street;

Building Placement, Orientation & Use - Design Objective

A new multifamily building should reflect the established development patterns, directly address and engage with the street, and include well planned common and private spaces, and access arrangements.

12.10 The established historic patterns of setbacks and building depth should be respected in the siting of a new multifamily building.

12.11 The front and the entrance of the building should orient to and engage with the street.

- A new building should be oriented parallel to lot lines, maintaining the traditional, established development pattern of the block.
- An exception might be where early settlement has introduced irregular street patterns and building configurations, e.g. parts of Capitol Hill.

12.12 Access arrangements to the site and the building should be an integral part of the planning and design process at the earliest stage.

Vehicular - Cars & Motorcycles

12.22 A vehicular access and driveway should be discreetly placed to the side or to the rear of the building.

- A vehicular entrance which incorporates a ramp should be screened from street views.
- Landscape should be designed to minimize visual impact of the access and driveway.

12.23 A single curb cut or driveway should not exceed the minimum width required.

- Avoid curb cuts and driveways close to street corners.
- **12.24** Driveways serving groups of similar uses should be consolidated to minimize visual intrusion, and to provide less interruption to the sidewalk, pedestrian character and flow.
- Curb cuts should be shared between groups of buildings and uses where possible.
- Joint driveway access is encouraged.

12.25 Wherever possible, vehicular parking should be situated below the building, or alternatively behind the building in a manner that does not conflict with pedestrian access from the street.

 Surface parking areas should be screened from views from the street and adjacent residential properties.

12.43 A new multifamily building should be designed to create and reinforce a sense of human scale. In doing so consider the following:

- Design building massing and modulation to reflect traditional forms, e.g. projecting wings and balcony bays.
- Design a solid-to-void (wall to window/door) ratio that is similar to that seen traditionally.
- Design window openings that are similar in scale to those seen traditionally.
- Articulate and design balconies that reflect traditional form and scale.
- Design an entrance, porch or stoop that reflects the scale characteristic of similar traditional building types.
- Use building materials of traditional dimensions, e.g. brick, stone, terracotta.
- Choose materials that express a variation in color and/or texture, either individually or communally.

12.44 A new multifamily building should be designed to respect the access to light and the privacy of adjacent buildings.

3.d Streetscape; Pedestrian Improvements: Streetscape
and pedestrian improvements
and any change in its appearance
shall be compatible to the
historic character of the
landmark site or H historic
preservation overlay district.

Settlement Patterns & Neighborhood Character Block & Street Patterns - Design Objective

The urban residential patterns created by the street and alley network, lot and building scale and orientation, are a unique characteristic of every historic setting in the city, and should provide the primary design framework for planning any new multifamily building.

12.5 A new apartment or multifamily building should be situated and designed to reinforce and enhance the established character, or master plan vision, of the context, recognizing its situation and role in the street block and building patterns.

- Respect and reflect the scale of lots and buildings associated with both primary and secondary street frontages.
- Site a taller building away from nearby small scale buildings.
- A corner site traditionally might support a larger site and building.
- A mid-block location may require careful design consideration to integrate a larger building with an established lower building scale.
- Respect and reflect a lower scale where this is characteristic of the inner block.

The Public Realm - Design Objective

A new multifamily building should respect the characteristic placement, setbacks, massing and landscape character of the public realm in the immediate context and the surrounding district.

12.6 A new building should contribute in a creative and compatible way to the public and the civic realm.

12.7 A building should engage with the street through a sequence of public to semi-private spaces.

12.8 A new multifamily building should be situated and designed to define and frame adjacent streets, and public and common spaces, in ways that are characteristic of the setting.

- Reflect and/or strengthen adjacent building quality, setbacks, heights and massing.
- Reinforce the historic streetscape patterns of the facing primary and secondary streets and/ or alleys.

12.9 A building on a corner lot should be designed to define, frame and contribute to the historic character of the public realm of both adjacent streets.

- The street character will also depend on the adjacent street blocks and frontage.
- Building setbacks may be different.
- The building scale may also vary between the streets.

Building Placement, Orientation & Use - Design Objective

A new multifamily building should reflect the established development patterns, directly address and engage with the street, and include well planned common and private spaces, and access arrangements.

12.11 The front and the entrance of the building should orient to and engage with the street.

- A new building should be oriented parallel to lot lines, maintaining the traditional, established development pattern of the block.
- An exception might be where early settlement has introduced irregular street patterns and building configurations, e.g. parts of Capitol Hill.

12.12 Access arrangements to the site and the building should be an integral part of the planning and design process at the earliest stage.

Vehicular – Cars & Motorcycles

12.22 A vehicular access and driveway should be discreetly placed to the side or to the rear of the building.

- A vehicular entrance which incorporates a ramp should be screened from street views.
- Landscape should be designed to minimize visual impact of the access and driveway.

12.23 A single curb cut or driveway should not exceed the minimum width required.

• Avoid curb cuts and driveways close to street corners.

12.24 Driveways serving groups of similar uses should be consolidated to minimize visual intrusion, and to provide less interruption to the sidewalk, pedestrian character and flow.

- Curb cuts should be shared between groups of buildings and uses where possible.
- Joint driveway access is encouraged.

12.25 Wherever possible, vehicular parking should be situated below the building, or alternatively behind the building in a manner that does not conflict with pedestrian access from the street.

 Surface parking areas should be screened from views from the street and adjacent residential properties.

4. Subdivision Of Lots:

The planning director shall review subdivision plats proposed for property within an H historic preservation overlay district or of a landmark site and may require changes to ensure the proposed subdivision will be compatible with the historic character of the district and/or site(s).

Settlement Patterns & Neighborhood Character Block & Street Patterns - Design Objective

The urban residential patterns created by the street and alley network, lot and building scale and orientation, are a unique characteristic of every historic setting in the city, and should provide the primary design framework for planning any new multifamily building.

12.4 The pattern and scale of lots in a historic district should be maintained, as the basis of the historic integrity of the intricate 'fine grain' of the neighborhood.

 Avoid assembling or subdividing lots where this would adversely affect the integrity of the historic settlement pattern.

12.5 A new apartment or multifamily building should be situated and designed to reinforce and enhance the established character, or master plan vision, of the context, recognizing its situation and role in the street block and building patterns.

- Respect and reflect the scale of lots and buildings associated with both primary and secondary street frontages.
- Site a taller building away from nearby small scale buildings.
- A corner site traditionally might support a larger site and building.
- A mid-block location may require careful design consideration to integrate a larger building with an established lower building scale.
- Respect and reflect a lower scale where this is characteristic of the inner block.

ATTACHMENT C: RMF-35 ZONING STANDARDS

Existing Conditions:

Although the H (Historic Preservation Overlay) only applies to a portion of the entire development site, consolidation of the parcels will be required prior to issuance of a building permit, and the analysis and findings related to compliance with the base zoning standards is based on the entire development site.

RMF-35 (Moderate Density Multi-Family Residential District)

The purpose of the RMF-35 moderate density multi-family residential district is to provide an environment suitable for a variety of moderate density housing types, including single-family, two-family, and multi-family dwellings with a maximum height of thirty five feet (35'). This district is appropriate in areas where the applicable master plan policies recommend a density of less than thirty (30) dwelling units per acre. This district includes other uses that are typically found in a multi-family residential neighborhood of this density for the purpose of serving the neighborhood. Uses are intended to be compatible with the existing scale and intensity of the neighborhood. The standards for the district are intended to provide for safe and comfortable places to live and play, promote sustainable and compatible development patterns and to preserve the existing character of the neighborhood.

Zoning Ordinance Standards for RMF-35-(21A.24.130)

Standard	Proposed	Complies
Lot Area: For developments greater than 1 acre, 1,500 square feet for each dwelling unit is required.	Lot Area: A total of 39 dwelling units is proposed	Complies Combined Lot Area is 59,242 square feet (1.36 acres) (max of 39 units)
Minimum Lot Width: 80 feet	Minimum Lot Width: Approximately 277 feet (combined lot width)	Complies
Building Coverage: All principal and accessory buildings shall not exceed sixty percent (60%) of the lot area.	Building Coverage: 24%	Complies
Front Yard Setback: 20 Feet	Front Yard Setback: 20 feet for most of the structure/15 feet for the entry feature	Does Not Comply. Special Exception approval required
Rear Yard Setback: 25% of the lot depth, but not less than 20 feet and need not exceed twenty 25 feet	Rear Yard Setback: 25 feet	Complies
Interior Side Yard Setback: 10 feet on each side for a multi-family development	Interior Side Yard Setback: 10 feet	Complies
Maximum Building Height: 35 feet	Maximum Building Height: 34 feet 1 inch Entry feature-39 feet 3 inches	Does Not Comply. Special Exception approval required
Required Landscaped Yards: The front yard, corner side and, for interior multifamily lots, one of the interior side yards shall be maintained as landscape yards.	Required Landscaped Yards: Setback is met, no information provided to show compliance with "landscape yards" requirements.	More Information Needed
Landscaped Buffer: 10 foot wide landscape buffer when adjacent to single or two family residential zoning	Landscaped Buffer: 10 feet is shown on plans, however information about compliance with the requirements for Landscape buffer in 21A.48.080 (ie: percentage of vegetation, trees etc.) is needed.	More Information Needed

ATTACHMENT D: WORK SESSION TEMPLATE-DRAFT

WHAT IS A WORK SESSION?

A Work Session is an informal, yet organized and structured, meeting with participants who have a stake in a given project with the purpose of "working" through issues and documenting results of the discussion while moving toward the production of a final product. Further, a work session is a vehicle for addressing major issues or concerns more effectively and earlier in the process. They make future public hearings more productive, focusing on whether a proposal meets standards and guidelines. A work session is different from a public hearing because in a work session no testimony is taken from the public (although the public may attend the session), no formal staff analysis or recommendation is provided, and the work session is non-binding. It is an opportunity for the applicant to bring a complex project to the HLC and have formal access to the entire commission in a public setting in order to explain the concept and nuances of a project, answer questions, and receive direction to make the process decision making more predictable when revising or returning for a final decision.

A work session would be coordinated and facilitated by Planning Staff and would include, but not be limited to, the following core characteristics:

- Work sessions have a purpose that is aligned to project objectives They are designed to achieve a specific goal or project resolution/clarification.
- Work sessions encourage discovery A work session is a place for healthy discussion; a place of discovery where the ideas and opinions of all the participants contribute to exploring and defining the best outcome of a project.
- Work sessions are systematic The work session has a defined approach and structure and is not an ad hoc meeting of interested parties. Preparation, work session delivery, and follow-up activities are all part of the work session process with clear roles and responsibilities.
- Work sessions are collaborative The participants do not attend a work session so that an expert can tell them what to do, all parties are viewed as having individual input. The participants are led by a facilitator, typically planning staff, who seeks input and involvement to achieve work session objectives.
- Work sessions create substantive outputs Work sessions result in quality discussion and direction, and are designed to produce the decisions and content required for the delivery of a high quality product in the end. They should improve predictability and decrease the need for multiple public hearings by allowing more thorough analysis of complex issues and feedback from the Commission prior to a formal public hearing.

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• Work sessions promote accountability – Direction within the work session are typically made by consensus. Participants respect the direction given during a work session.

WORK SESSION EXPECTATIONS

PLANNING STAFF'S ROLE IN A WORK SESSION

Planning Staff's primary role in the work session environment is that of facilitator. Good facilitation requires:

- Planning and the ability to think through desired objectives and the creation a plan to achieve them,
- Flexibility to change direction to accommodate group needs,
- Objectivity to guide discussion of key issues toward without bias,
- Thorough knowledge of City Plans and associated policies, ordinances, and guidelines as they relate to historic preservation, and;
- Good communication skills to collect from and disseminate information to the group effectively.

AN APPLICANT'S ROLE IN A WORK SESSION

The responsibility of an applicant in a work session is to provide adequate information to facilitate a meaningful and productive discussion. At a minimum, the application materials required by the City's Zoning Ordinance in terms of a "complete submittal" should be provided. In addition, any materials that are deemed important by an applicant to further promote an indepth discussion should be submitted. Items requested by Planning Staff to present issues in further detail for the all participant's benefit are encouraged. In short, the responsibility of the applicant is to provide the minimum required application materials and information for the purpose of facilitating a productive work session ie: issue identification, analysis of alternatives, and resolution as feasible.

THE HLC'S ROLE IN A WORK SESSION

The HLC will actively consider information and materials provided by the applicant and engage in focused discussion with the applicant, in order to provide constructive feedback and direction on a proposal based on adopted plans, zoning ordinance standards, and preservation guidelines. The role of the HLC is not to design a project by "committee", rather it is to provide input and advice for an applicant so that a more historically compatible, standard compliant product results through the participation of all parties.

TYPICAL WORK SESSION STRUCTURE

A work session with the HLC would typically be organized utilizing the following meeting structure:

- The HLC chairperson directs the work session and introduces the project applicant.
- Planning Staff provides an introductory overview of the project and identifies issues and concerns based on adopted standards and guidelines.
- Applicant provides a proposal overview including how the proposal meets adopted standards and guidelines.
- Discussion between the members of the HLC and the applicant.
- Verbal summary of the discussion including issues and concerns plus further direction from the HLC to Planning Staff and the applicant.

After the work session, Planning Staff provides a summary document of the work session discussion to the applicant and HLC, and conducts any necessary follow-up in preparation for a formal presentation at the HLC public hearing.

DESIRED WORK SESSION OUTCOMES

The following are benefits that should result from a productive and successful work session, and should be objectives of any work session conducted by the HLC:

- Ownership of the work session outcome(s),
- Improved project quality; meeting or closer to meeting required standards,
- Improved working relationships,
- Informed decision making,
- Predictability, early issue identification, resolution exploration and expectations,
- Reduction of the overall project elapsed time,