



AIANTA
American Indian Alaska Native
Tourism Association

Welcome
Session C4- Tourism Planning:
Tourism & Economic Development Planning
– Case Studies
Thursday, September 20, 2018
10:45am – 12:15pm

To receive a Certificate of Completion, please provide information requested in the session sign-in sheet for each session attended

Project Name: Cedar Hills (PAHA LIHTC Homes #1)
Date of Completion: March 2018
Client's Name: Pueblo of Acoma Housing Authority (PAHA)
Builder's Name: Pavilion Construction
Building Type: Multifamily (attached townhome residences)

Building Area: 41,551 sq. ft. (30 units and a community center):
2-bedroom units – 1,114 sq. ft. (16 units);
3-bedroom units – 1,561 sq. ft. (14 units);
Community Center – 1,873 sq. ft.

Structural Information: Slab on grade, wood-framed

Project Cost: \$5.9 million vertical construction (\$7.3 million with site development costs included)
Major Materials/Systems: Acrylic stucco (integral color) over continuous exterior rigid insulation, exposed acid-etched/stained concrete floors, Energy Star-qualified vinyl windows (low-e coating/double pane) and doors, Energy Star-qualified forced air heating and cooling, NFPR 13D sprinkler system in each unit

Site Features: Enclosed courtyards at each unit entry, exterior storage at each unit, central accessible playground area and walking path, bike parking, basketball court and community building with community laundry space and kitchen visible from all units. Circle drive with parking in front of each unit and multiple pedestrian crosswalks to central community space.



PROJECT DATA



SUMMARY

From beginning inspiration walking through the cliffs of “Sky City,” the pueblo’s nearly 1,000-year-old original village, to a drawing on the back of a napkin through construction completion and happy families, the Cedar Hills project is the quintessential outstanding affordable housing project. From the population it serves, the services it provides to its residents, the longevity of its affordability, its culturally-appropriate design, and the high quality of construction and materials, the project serves as a model for other affordable housing developers to match. The Pueblo of Acoma Housing Authority is second to none in its role as developer and property manager, and our architectural team was privileged to play a role in helping to shape their vision. Backed by tremendous community support, the Cedar Hills project provides invaluable affordable housing on the Pueblo of Acoma Reservation in a stunning, yet sustainable, design.



PLANNING & CONCEPTION

Addressing Need: The Pueblo of Acoma Reservation is an area traditionally lacking high-quality, affordable housing. The remoteness and scarcity of natural resources, as well as the sovereignty of tribal governments, have deterred private developers from investing in projects on Indian reservations, leaving tribes with little access to outside capital.

As the Pueblo of Acoma's Tribally Designated Housing Entity, our client is responsible for combatting the staggering demand for affordable housing that exists on the reservation. With our help, and an efficient, well thought-out design, PAHA has successfully leveraged its limited financial resources to develop 30 much needed new homes for their community members.

An architectural model of a housing development is shown on a white base. The model features several multi-story buildings with flat roofs and rectangular forms, arranged in a grid-like pattern. There are small trees and landscaping elements interspersed among the buildings. In the background, a blue strip represents a body of water. To the left, a portion of a site plan or map is visible, showing a grid of streets and building footprints. The overall scene is set on a wooden table.

DESIGNING TO MEET THE NEED

An important part of the architectural role in this project was to assist in ensuring that construction remained affordable and feasible while also maintaining rigorous green building standards and incorporating high-quality materials. This would allow the project to compete and win an award of Low Income Housing Tax Credits, a critical component to the financial viability of the project. Our architectural team participated in many initial meetings with the Owner/Developer and Developer's Consultant to finalize a scope of work that would give the best opportunity for success and maximize the quantity and quality of housing provided. Beyond meeting a desperate housing need and keeping it affordable, we were also tasked with creating a development that acknowledged the cultural aesthetics of Acoma's nearly 1,000-year-old pueblo. The Tribe did not want to replicate their original dwellings and asked instead that we design a modern interpretation. Our team took the original concept of community from the old and blended it with new to create a modern community-centric development.

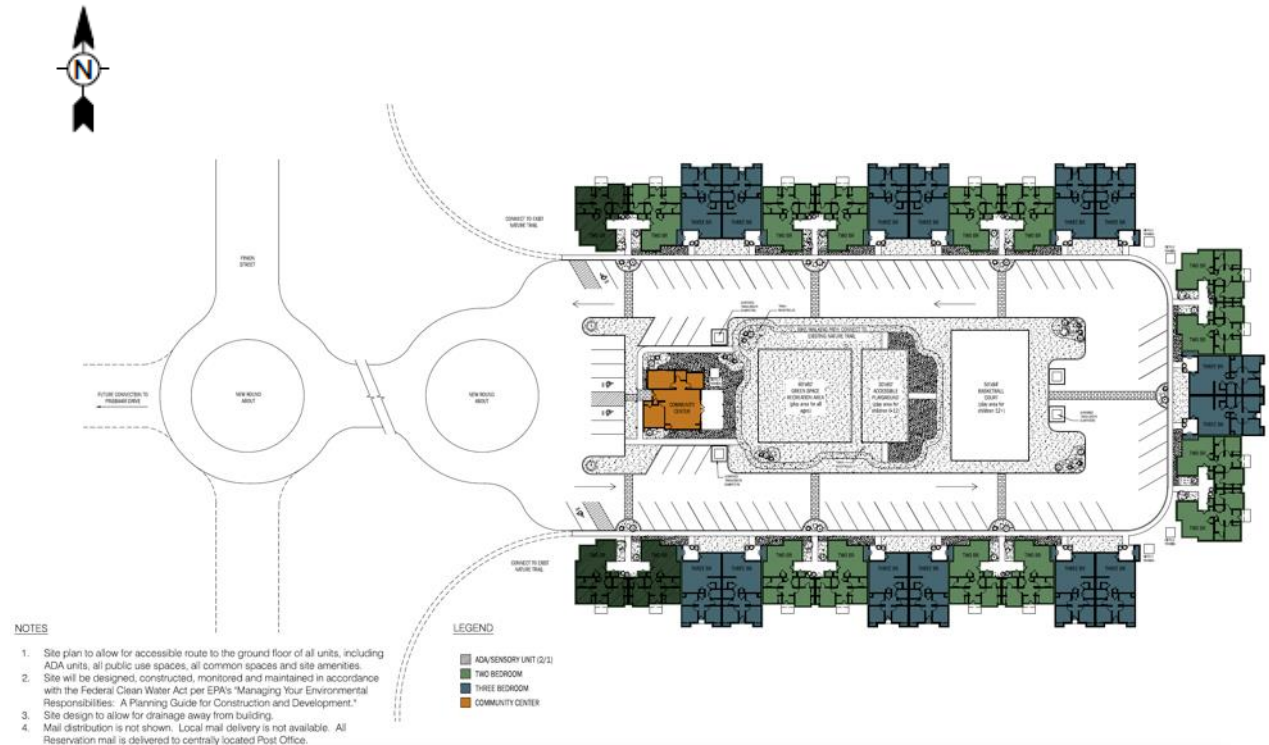
DESIGN

Architectural Embodiment of Place: The Cedar Hills project is located on the Pueblo of Acoma Reservation in New Mexico. The reservation is in a remote, rural area comprised of approximately 500,000 square miles of traditional Acoma Pueblo land with a population of around 4,900 (2010). The nearest major cities are Albuquerque (65 miles east of the reservation) and Gallup, NM (89 miles northwest of the reservation).

Though remote, tribal members are proud of their almost one-thousand-year history in the area. In fact, sitting atop a 367-ft. tall mesa close to the project site is “Sky City,” the Pueblo’s original village that has been inhabited since 1150 AD, making it the longest continually inhabited community in North America. It is one of only a few Native American sites to be designated on the National Trust for Historic Preservation, and it is captivating to visit and reflect on the community’s thousand years of housing and culture.



Sky City



Digital representation not to scale



DESIGN

We worked closely with the Owner to design the buildings to resemble the original Pueblo architecture and communal lifestyle. It was extremely important to the Owner that the project design incorporate not only the aesthetics of the Pueblo architecture, but also that the space created by the physical layout of the development enhance the sense of community and tighten the social fabric. Much of the design inspiration comes from Acoma's "Sky City." PAHA wanted to make a modern dwelling place that drew inspiration from the original place of their people, and that is what became the driving concept behind the project's design.

OVERALL DESIGN CONCEPT

The design included three multifamily buildings comprised of townhomes that provide higher density living and encourage greater social interactions between residents. Each unit has an exterior courtyard, many of which are shared between neighbors. We used three different stucco colors in the Project, which each vary slightly and are meant to mimic the local colors found in the natural stone and dirt around the site. The unique interior spaces are reflected in the building envelope and create facades that are staggered in height and depth. The buildings step down the hilled site, creating a cascading effect. These elements help capture the layered aesthetic of Sky City.



The background image shows a modern residential development. In the foreground, there's a playground with a blue slide and yellow equipment, enclosed by a black chain-link fence. Several people, including children and adults, are visible in the playground. In the background, there are several multi-story residential buildings with a warm, orange-brown facade. The buildings have flat roofs and large windows. A central courtyard area is visible between the buildings. The sky is clear and blue.

OVERALL DESIGN CONCEPT

The communal concept flows from the individual units and into the 1,335-square-foot community space at the heart of the development, which was imperative to the concept of creating resident interaction. The community room opens onto a large patio, which spills onto an open gathering area that serves as a blank canvas for events and activities. Just up the hill from the gathering space is a playground for children of all ages, and atop the central hill is the basketball court. Encircling all of these active spaces is a winding walking path. The residential buildings where tenants live surround these community spaces. The entire site has been made accessible so that everyone can visit and enjoy the units and the outdoor areas.



EXECUTION

Innovative use of materials and design: Considering the beautiful landscape of the site and rich cultural history, our selection of materials was important to reinforce the sense of place. We wanted this project to accent the landscape and not replace or impose upon it. We clad the buildings in textured stucco, colored to match the surrounding earth. The buildings blend seamlessly into the hill and surrounding treed landscape. The building juts out almost in unison with the sandstone that appears sporadically. The development scale is also appropriate for place, it is not imposing. It is meant to feel like part of the Tribal community. The large windows provided throughout the units also frame views of the adjacent San Mateo mountain range and mesas.



EXECUTION

“The project has been well received by the community, and there has been a lot of excitement from potential occupants of the units. It has been said that it looks like a pueblo village. Aesthetics is very important to PAHA — we want all housing projects to be culturally relevant.” - Floyd Tortalita, PAHA executive director

EXECUTION

Historical/cultural significance of construction details:

Within the original pueblos, the roof framing protruded through the walls, and the window and door lintels were visible from the exterior. With today's building practices, these details are costly. We were able, however, to offer design solutions within our price point. The red viga tails and lintels seen in the project are a dense foam product, which were attached to steel lags tied to the wood framed walls. This also minimized the penetrations through the exterior cladding.

Materials that respond to use and aging: The acid-etched and stained concrete floors provide several benefits to the project. The life-cycle costs of concrete are considerably lower than a typical vinyl tile or installed finished floor and reduce material waste over time. They are durable and will withstand heavy use for years to come. Aesthetically, the color and finish is meant to mimic the dirt floors that would be typical of a traditional pueblo. The floors carry the surrounding earth into the units themselves, creating visually warm space for residents.





EXECUTION

Use of locally sourced materials: The concrete, asphalt, and stucco materials were all sourced locally. These materials made up a considerable amount of the development. All of the plumbing for the project was done by a local plumbing contract from the pueblo.

The exterior stucco cladding is a great material for the local climate. It is resistant to the high sun and wind exposure, resistant to monsoon rain and can manage the expansion/contraction that comes with the changing weather typical of their region. Overall, the design avoided the use of wood for any outdoor material due to the maintenance that will be required over time. However, an exception was made at the community building. Dimensional lumber was used for the community center entry and patio trellises. The intent is that as they weather and age, it will provide a wood that looks similar to the original dwellings.



Community center - wood features

SUSTAINABILITY

Ecological stewardship practices and water conservation strategies: The project was designed around the Enterprise Green Communities program, HERS Index and Energy Star certification. The key strategy was to create a tight building envelope, which was well-insulated and to seal all openings/joints/penetrations. At openings, the door and windows were Energy Star-qualified products for the region. LED lighting, low-flow water fixtures and faucets, and Energy Star-qualified mechanical systems were used throughout. Durable materials like concrete flooring, and ceramic tile tub surrounds should reduce material waste and the likeliness for water damage over time. The landscaping throughout is comprised of native and local plant species that are drought tolerant. A low-flow irrigation system was installed to the planting beds directly adjacent to the buildings. The overall site design promotes recharging of the local groundwater. Two onsite detention ponds collect all site runoff, where it will be held as it soaks back into the ground. The project received an Energy Star certification and HERS Index ratings on average of better than 65 (better than 85 was the min. requirement). The project will also be certified by the Enterprise Green Communities program.

SUSTAINABILITY

Addressing future climatic impacts: Integrating efficient building systems was important to the Owner for a variety of reasons, but a primary goal was to lower utility bills for the future residents of the Project. The Owner acknowledges with climate change comes an increased need for an energy efficient space that will allow these low-income individuals and families to live comfortably without spending their limited resources to heat or cool their space and give them affordable use of the limited water resources available. The Owner has ambitions to add solar power to this development and other housing developments within their community in the future. Our team assisted in helping to create a strategy that would allow for maximum efficiency without driving up the cost of the Project and preserving the affordability for both the Owner and future residents.



A group of approximately 15-20 diverse young students of various ethnicities are smiling and posing for a photo. They are wearing colorful clothing. Behind them stands an adult man with dark hair and glasses, wearing a grey blazer over a light blue shirt and a necklace. He is also smiling. The background is a light-colored school building with red accents and windows.

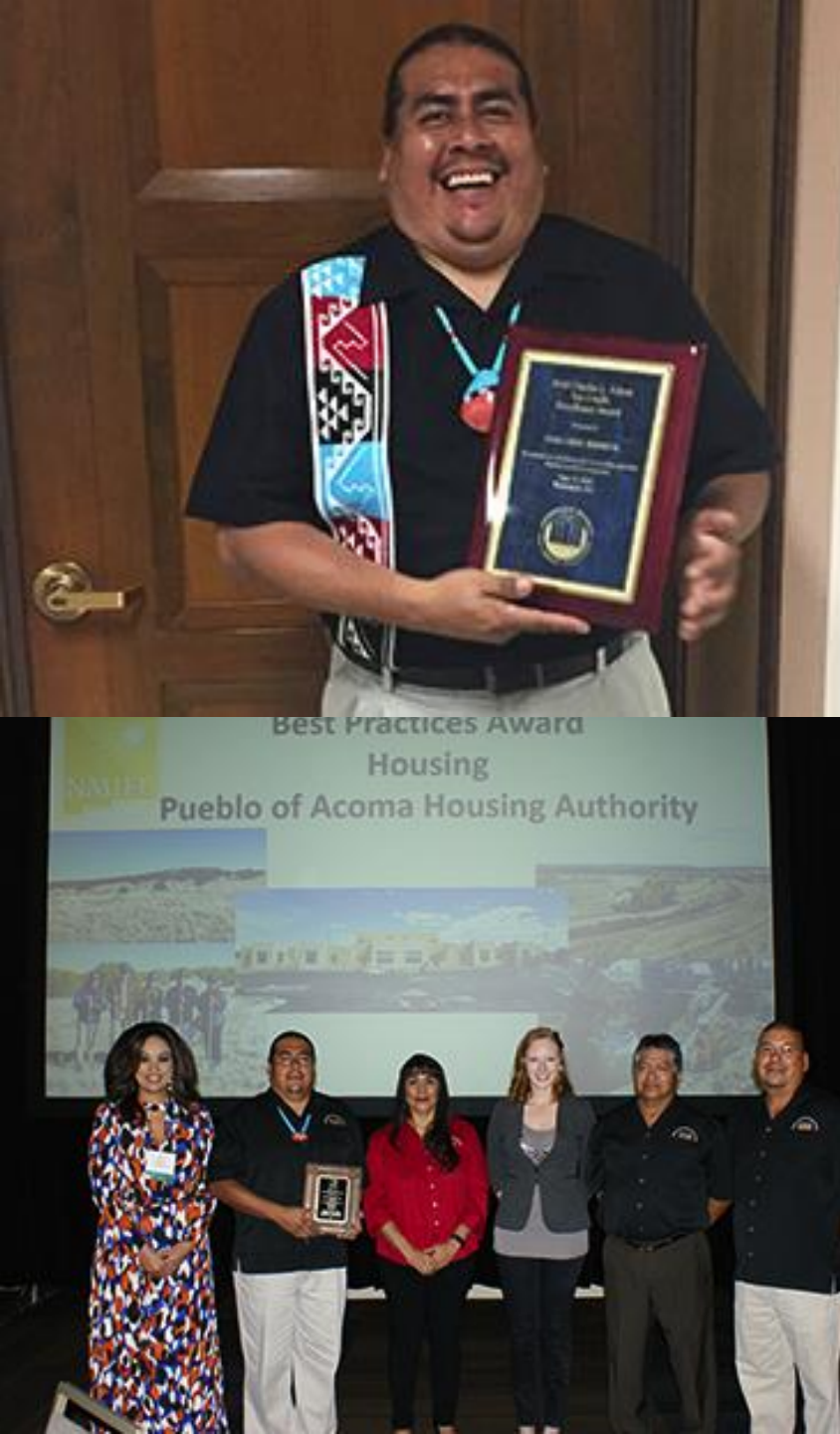
COMMUNITY SUPPORT & ACCOLADES

There is no better example of community support the project has received than the groundbreaking ceremony in which over 400 people attended. The ceremony featured a number of different speakers and attendees including our design team, Tribal leadership, NM State Senate representatives, community members and young students from the Acoma grade school, future residents, the general contractor, the New Mexico Mortgage Finance Authority (MFA), the Pueblo of Acoma Tribal Council, the Pueblo of Acoma Housing Authority (managing Owner of this project), a variety of other tribal departments, and even other local tribal housing authorities.

AWARDS

The Project received the award for excellence in Rural Housing at the 24th Annual Charles L. Edson Tax Credit Excellence Awards (Edson Awards) by the Affordable Housing Tax Credit Coalition in Washington, D.C. on June 13, 2018. The Edson Awards take place each year on Capitol Hill, bringing together members of Congress, business and nonprofit leaders to honor Low Income Housing Tax Credit developments that are strengthening communities, improving health and boosting the economy in urban, suburban and rural areas nationwide.

At the New Mexico Infrastructure Finance Conference (NMIFC), the Project was recognized with a 2017 Best Practice Award for outstanding achievement in housing in New Mexico. The project was nominated by the New Mexico Mortgage Finance Authority (MFA), the state's allocating agency for Low Income Housing Tax Credits.



COMMUNITY SUPPORT & ACCOLADES

“The project site has received visits from the other tribal entities: The Hopi Tribal Housing Authority, the Governor and Lt. Governor from the Pueblo of Zia, and tribal leadership from the Pueblo of Laguna. All have expressed excitement for the project.” – Floyd Tortalita, PAHA executive director



“Native American communities, like many rural areas across the nation, are in dire need of safe and affordable housing options. The Pueblo of Acoma’s Housing Authority has been a leader in New Mexico and nationally in innovative and creative methods to fill the pueblo’s housing need. PAHA’s use of the Low Income Housing Tax Credit allowed the pueblo to develop housing for those in the community who are in greatest need, while also recognizing their history and heritage by creating a project that honors the Pueblo’s original city. I congratulate the Pueblo of Acoma, the housing authority, and all its partners on this well-deserved recognition.”

– U.S. Congressman Steve Pearce, congratulating Pueblo of Acoma on Edson Award

