

WASHINGTON TERRACE

Imagining. Creating. Building. Together.



Master Planning Report

MAY 2016



WASHINGTON TERRACE MASTER PLANNING REPORT

May, 2016

Raleigh, North Carolina

Prepared by DHIC, Inc.
in consultation with

JDavis Architects, Studio 1/1, Grounded Engineering, and Crowder Consulting

Financial Supporters of the Master Planning Process Include:

City of Raleigh

Community Housing Capital

Enterprise Community Partners, Inc.

Kresge Foundation

NeighborWorks® America

Wells Fargo Housing Foundation



ACKNOWLEDGMENTS

2015 RALEIGH CITY COUNCIL

Nancy McFarlane, City of Raleigh Mayor
Russ Stephenson, At Large
Mary-Ann Baldwin, At Large
Wayne Maiorano, Council Member, District A
John Odom, Council Member, District B
Eugene Weeks, Council Member, District C
Kay Crowder, Council Member, District D
Bonner Gaylord, Council Member, District E

CONSULTANT TEAM

JDavis Architects
1/1 Studio
Grounded Engineering
Crowder Consulting Company

DHIC, Inc. TEAM

Washington Terrace Project Co-Leaders

Yvette Holmes, VP of Resource Development & Partnerships
Jamie Ramsey, Senior Project Manager

Gregg Warren, President
Natalie Britt, VP of Real Estate Development
Sharon Lorden, CFO/VP of Finance & Administration
Regina Jaynes, Exec. Admin./Communications Coordinator

2015-2016 DHIC BOARD MEMBERS

Gary Blum, Chair
Ralph Recchie, Vice Chair
Roland Gammon, Chair (2015)
Mia Bailey
Dan T. Blue, III
John Bryson
Dr. Norman Camp*
Evan Covington Chavez*
Dan Clemmens
Dennis Davis*
Glenn French*
Dexter Hebert*
Malcolm Lewis
Julie Paul
Chico Scott
Ashton Smith*
Elizabeth Voltz

*denotes members of the Washington Terrace Advisory Committee

CITY OF RALEIGH

Ruffin Hall, City Manager
Marchell Adams-David, Assistant City Manager
Larry Jarvis, Director, Departments of Housing & Neighborhoods
Ken Bowers, Director, Department of City Planning
Damien Graham, Communications Director Public Affairs
Diane Sauer, Director, Department of Parks, Recreation & Cultural Resources

Housing & Neighborhoods Department

George Adler, Strategic Planner
Sheila Lynch, Community Specialist Supervisor
Valerie Malloy, Community Development Administrator
Marquita Mbonu, Community Specialist
Shawn McNamara, Community Development Program Manager
Dwayne Patterson, Community Engagement Administrator

Planning Department

Eric Lamb, Transportation Planning Manager

Development Services

Christine Darges, Development Services Manager

Citizens Advisory Councils

Deborah Ford, East
Octavia Rainey, North Central
Greg Wilson, North Central

City of Raleigh Police Department

Sargent E. Woodard
Officer R. W. Williams

City of Raleigh Urban Design Center

Grant Meacci
Carter Pettibone
Dhanya Sandeep

FUNDING PARTNERS

City of Raleigh
Community Housing Capital
Enterprise Community Partners, Inc.
Kresge Foundation
NeighborWorks® America

COMMUNITY STAKEHOLDERS

All citizen participants and public workshop attendees
Penny Washington, Advance Community Health Care
Ralph Capps, Boys & Girls Clubs of Wake County
Hugh McLean, Boys & Girls Clubs of Wake County
Stacy Pardue, Collaborative of Wake County
Pastor Staccato Powell, Grace AME Zion Church
Demetrius Hunter, Grocers on Wheels
Kevin Campbell, Habitat for Humanity
Jay Levine, Homework Haven
Jill Staton Bullard, Inter-Faith Food Shuttle
Kresge Foundation
Jason Clemons, Lions Park Community Center
Emily Chen, Local Initiatives Support Corporation (LISC)
Madonna Acres Neighborhood Association
Daniel Colvin, Mary E. Phillips High School
Mechelle Hankerson, News & Observer
Orage Quarles III, News & Observer
Representative Yvonne Lewis Holley, NC House of Representatives
J.B. Buxton, PAVE Charter Academy
Cooper Westendarp, PAVE Charter Academy
Durrell Petway, Raleigh Boys Club
Christopher Rumbley, Raleigh City Farm
Jeremy Porras, Raleigh Dream Center
Brenda Sanders, Raleigh Nursery School
Dan Levine, Self-Help
Dr. Terrance Ruth and the Southeast Raleigh Resident Group
Corey Branch, Southeast Raleigh Community Leader
Dr. Steven Hairston, St. Augustine's University
Dr. Derrick Sauls, St. Augustine's University
Bernadine Walden, St. Augustine's University CDC
Dr. Everett Ward, St. Augustine's University
Pastor Marion Robinson, St. Matthew AME Church of Raleigh
Alex Craven, St. Monica Teen Center
Christopher Octetree, Tarboro Road Community Center
Chris Cook, "The Club" Teen Center
Linda Johnson, Triangle Tribune
Ulanda & Stacy Caroway, Washington Terrace Shopping Center
Jessica Holmes, Wake County Commissioner
Sig Hutchinson, Wake County Commissioner
Caroline Sullivan, Wake County Commissioner
Dr. James West, Chair, Wake County Commissioner
Keith Sutton, Wake County Board of Education Member
Dr. Marvin Connelly, Jr., WCPSS, Chief of Staff and Strategic Planning
Dr. James Merrill, WCPSS, Superintendent
Cathy Moore, WCPSS, Deputy Superintendent for Academic Advancement
Pam Dowdy, Wake Smart Start
Sylvester & Rogerline White, White's Barbershop
Dexter Hebert, YMCA
Jon Mills, YMCA

NEIGHBORWORKS® AMERICA PEER-TO-PEER CONVENING

Michael Bauer, Providence Housing, New Orleans, LA
Tom Deyo, NeighborWorks® America, Washington, DC
Fred Dodson, Charlotte-Mecklenburg Housing Partnership, Charlotte, NC
Mike Hynes, The Housing Partnership, Louisville, KY
Steve Kirk, Rural Neighborhoods, Inc., Florida City, FL
Dennis Lalor, South County Housing, Gilroy, CA
Lisa Minklei, Homeport, Columbus, OH
Don Phoenix, NeighborWorks® America, Atlanta, GA
Jeanne Pinado, Madison Park Development Corporation, Boston, MA
Paul Singh, NeighborWorks® America, Washington, DC
Paul Weech, NeighborWorks® America, Washington, DC

SPECIAL THANKS TO

Washington Terrace Residents
Ginkgo Property Management

TABLE OF CONTENTS

EXECUTIVE SUMMARY 1

MASTER PLANNING PROCESS 4

 STEP 1: LISTENING & ASSESSMENT 5

 STEP 2: TESTING DESIGN IDEAS 11

 STEP 3: PLAN REFINEMENT 15

 STEP 4: IMPLEMENTATION 19

DESIGN GUIDELINES 21

APPENDIX A-1

EXECUTIVE SUMMARY



Diagram of Washington Terrace in its context

In January 2014, DHIC, Inc. purchased the Washington Terrace apartment community located in east Raleigh between St. Augustine's University campus and Raleigh Boulevard. Washington Terrace is a 23-acre property featuring 245 apartments that were constructed in 1950. The City of Raleigh is a key partner in this endeavor, initially providing a \$2.1 million 0% deferred-payment loan to assist DHIC to purchase the property.

The City's commitment complements efforts that started more than 10 years ago to acquire approximately 130 properties in the adjoining East College Park redevelopment area directly to the south of Washington Terrace. Over the next year, the City will invest \$4.5 million in drainage improvements in the East College Park neighborhood and seeks to update its redevelopment plans for the area.

With the help of a \$150,000 grant from the Wells Fargo Housing Foundation, DHIC contracted with seasoned professionals to assist with community engagement and to undertake master planning design work. This team was tasked with seeking out ideas from stakeholders and residents through interviews and community meetings which began in March 2015 and continued through December 2015. DHIC will use the resulting master plan, described herein, to guide its development activities.

About DHIC

DHIC, Inc. is a non-profit organization established in 1974 by the City of Raleigh and neighborhood and business leaders. Much of DHIC's early work in the 70s focused on the College Park neighborhood adjacent to Washington Terrace.

DHIC has since constructed, acquired and/or rehabilitated 2,200 affordable rental units in 37 different locations in eight counties in North Carolina, and has created more than 350 new homeownership units in Wake County. Together, these projects have leveraged \$202 million in direct investment from both the private and public sectors. The Raleigh City Council appoints 5 of DHIC's 15-member Board of Directors.



EXECUTIVE SUMMARY

Washington Terrace offers a rare opportunity to transform an under-served community and to provide quality, safe, and affordable housing adjacent to downtown Raleigh for low-income and workforce families, individuals and seniors, renters, and owners alike.

DHIC plans to replace the 66 existing buildings with a mixed-income, mixed-use community with 300-400 new housing units for renters and first-time home buyers, open spaces and supporting community uses.

This redevelopment will be undertaken over time. First priority will be to replace existing affordable rental housing with new affordable rental housing to serve existing residents and ensure no loss of affordable housing units. The Master Plan envisions redeveloping the property with both affordable and market rate rental housing and moderate-income homes for sale to owner-occupants.

DHIC seeks to integrate green and healthy features into the master site plan to meet mission-driven outcomes and also the expectations of several funding sources. While LEED certification may not be financially feasible given local and state funding constraints, the design team will draw on the Enterprise Green Communities Criteria and other resources to maximize green and healthy components. Open space also will be an important priority in encouraging healthy lifestyles.

The Washington Terrace Master Plan features a new grid of streets that connect to the surrounding community, a centrally located community space, and a mix of uses that includes family housing, senior housing, a community clubhouse, and a child care facility.



A Early conceptual perspective view of community open space



B Early conceptual perspective view along a street lined with townhouses



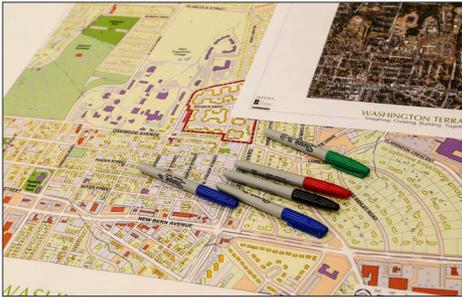
C Early conceptual perspective view of new apartments facing a transformed Raleigh Boulevard

EXECUTIVE SUMMARY



Washington Terrace Master Plan

MASTER PLANNING PROCESS



Public meeting participation

At the inception of the master planning effort, DHIC felt that it was crucial for the community to be involved in the design process. This would allow for a strong resident voice in the vision, and also facilitate honest, open communication about the logistics of rebuilding an occupied apartment community.

DHIC and its consultant team (1/1 Studio, JDavis Architects, and Crowder Consulting) laid out a four-step design process for imagining and rebuilding Washington Terrace: Listening and Assessment, Testing Ideas, Plan Refinement, and Implementation. At each step, there were stakeholder interviews, open house events and public meetings affording the design team the opportunity to sit down with residents, business owners, neighborhood leaders, and service providers to better understand their concerns and aspirations for the community.

MASTER PLANNING PROCESS FOR WASHINGTON TERRACE

Step 1: Listening and Assessment

March 5	Resident Meeting
**March 26	Public Design Workshop #1
March - May	First Round of Stakeholder Interviews

Step 2 : Testing Design Ideas

May 19 - 21	Design Studio on site at Washington Terrace
**May 21	Public Design Workshop #2
May - July	Second Round of Stakeholder Interviews
June - July	Phase 1 Financial Analysis & Yield Studies

Step 3: Plan Refinement

**July 1	Public Design Workshop #3
July - Aug.	Plan refinement and begin to pursue initial funding opportunities for Phase 1 affordable housing for families
Late Aug.	Completion of Draft Master Plan for entire site

Step 4 : Present & Begin Implementation

August - December	Present Working Master Plan
**December 10	Master Plan Completion Celebration Workshop #4
Jan 2016	Seek financing for affordable housing for seniors (Phase 2)

** Denotes Community Meeting

MASTER PLANNING PROCESS

STEP 1: LISTENING AND ASSESSMENT

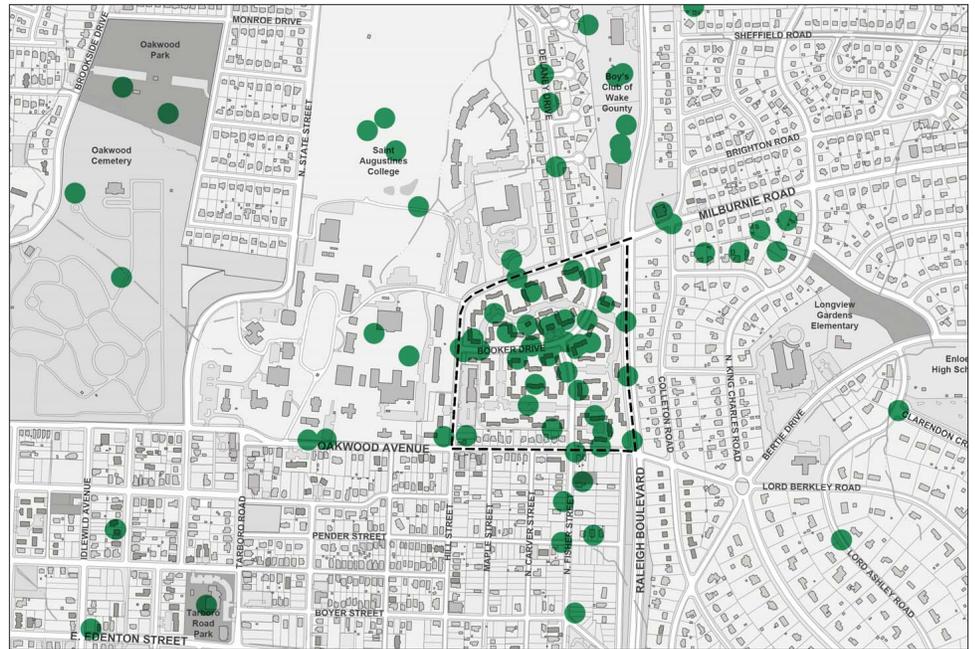
Demographic Assessment

To better understand the resident population at Washington Terrace, and to create a baseline against which future outcomes can be measured, DHIC conducted a census of 127 occupied apartments shortly after purchase. In total, there were 228 residents, 61 of whom were children. 98% were African American, 38% were senior households (age 55+), and 28% were single women with children. With incomes averaging just over \$16,000 annually, about one third of tenants at Washington Terrace received Housing Choice Vouchers. The vast majority of households earned less than 50% of area median income.

The statistics were in stark contrast to even those of the surrounding census blocks, which are among the poorest in Raleigh. Median family income is less than \$33,000, compared to \$68,813 citywide. 23% of residents live in poverty, compared to 16% citywide. Foreclosures are the highest rate of any in the city, and the median housing value is \$125,800 compared to \$208,000 citywide.

Public Design Workshop

In addition to data gathering and initial analysis, the first community-wide meeting was held on March 26, 2015 at the Tarboro Road Community Center. At this meeting, DHIC staff explained its mission, history, and commitment to providing new affordable rental housing.

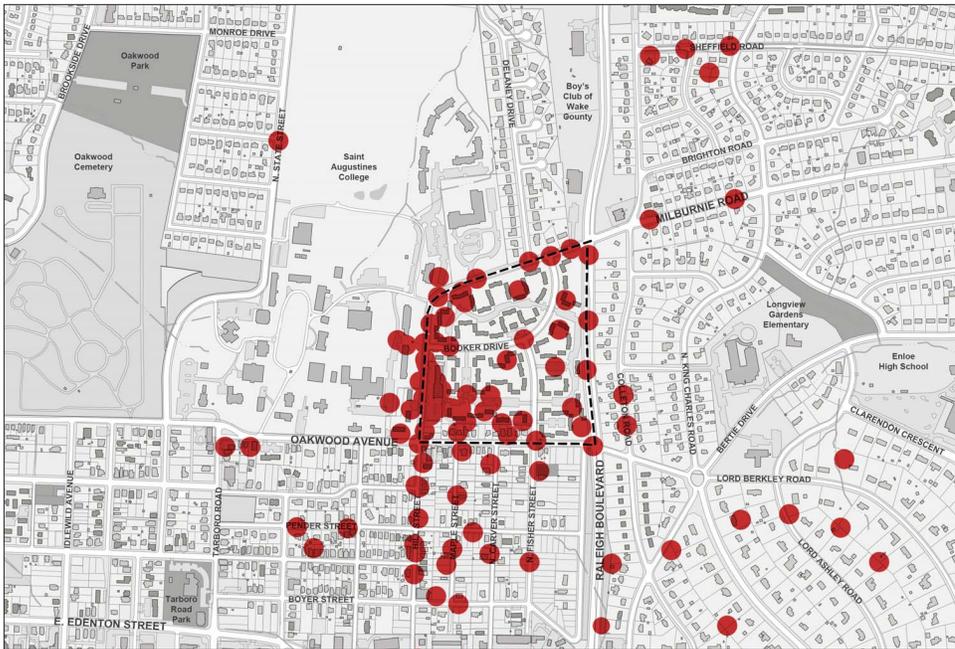


Participants were asked to place green dots on the best places in the neighborhood.

STRENGTHS			
Comment	Freq.	Comment	Freq.
Location (near Downtown, shops)	5	Oakwood (Renovations, Historic)	1
Access to Public Transportation	4	Delany Drive (Empowered Residents)	1
Strong Community, Friendly	4	Diverse Community	1
Clean, Safe in Areas	3	Rich History	1
Clubhouse (location and use)	3	Fire Station	1
Friendly Office and Maint. Staff	2	Food Lion	1
Boys and Girls Club	2	Proximity to Greenway Trail	1
Affordability	2	Oakwood Cemetery (Large Green Area)	1
Security Patrols	1	White's Barber Shop	1
On-Site Laundry	1		



Photos of community participants sharing their ideas with each other and the design team.



Participants were asked to place red dots on areas in need of improvement within their community.

The design team introduced the process and explained that the first step was about listening to the community, and learning about the surrounding influences and context in order to better understand three things:

1. Strengths upon which to build
2. Weaknesses or things which a new design can improve
3. Aspirations including ideas about what Washington Terrace could be in 5-10 years

The images and tables on these two pages summarize the feedback from the community. Participants were asked to place green stickers on the best spots and red stickers on areas in need of improvement.

WEAKNESSES			
Comment	Freq.	Comment	Freq.
No Washer/Dryer Hook-Ups in Units	5	Communication re: Apartment Entry	1
Drugs (on Maple St. and surrounds)	5	Potholes/Poor Road Maint.	1
Washington Terrace Shopping Center (Loitering, trash, disrepair, not enough stores)	5	Food Lion is the only Grocery Store (Shopping Area Feels Unsafe)	1
Poor Street Lighting/Site Lighting	4	Hill Street (too much traffic)	1
Feeling Unsafe/Poor Security	4	Lease Enforcement	1
Exterior Upkeep/Maintenance	4	No Space for Activities	1
Loitering (On Oakwood Ave)	3	Low Water Pressure/Quality	1
Trash Around Dumpsters	3	Abandoned Vehicles	1
High Utility Bills/Poor Insulation	3	Kids Go to School Far Away	1
Parking	3	Dangling Wires	1
Mailboxes (too far away from units)	2	Accidents in Parking Areas/Blind Spots	1
Dog Waste	2	Strip Mall at Tarboro Road	1
Not Suited for Seniors/Special Needs	2	No Place for Kids to Play (Play in Street)	1
Flooding/Site Drainage Issues	2	Too Many Loud Parties	1
Traffic on Milburnie Rd	2	Speeding	1
Stray Cats and Dogs	2	Prostitution in Neighborhood	1
Pest Control	1	Lack of Healthcare Facility Nearby	1

It is interesting to note how the pattern created by these dots reveals a solid central core at Washington Terrace, with the problem areas occurring around the edges. The largest concentration of strengths centered around the clubhouse and the community's safety station.

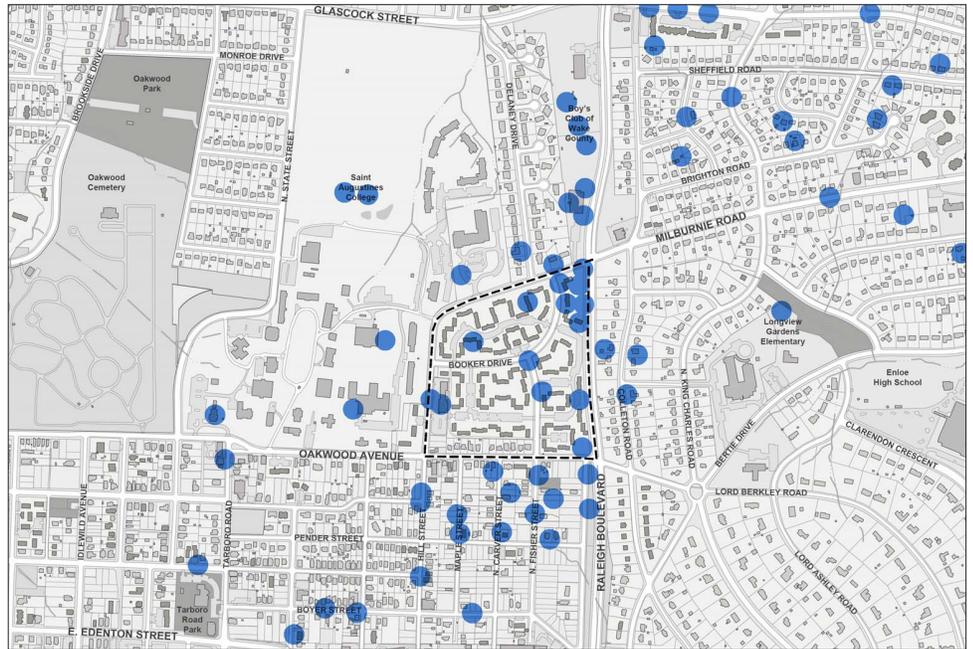
The most notable areas of concern concentrated along Maple Street were highlighting the occurrences of loitering and drug dealing. The Washington Terrace Shopping Center also received a concentration of red dots, but it is important to note that many people liked the idea of a neighborhood shopping area. The concerns regarding the shopping center were related to its appearance, loitering and trash around it, and the need for more useful or better quality shops.

MASTER PLANNING PROCESS

Participants at the meeting also were asked to describe the future of Washington Terrace and to place blue stickers on the areas most in need of change.

The community described an inclusive and diverse neighborhood that celebrated the history of Washington Terrace and its role in the neighborhood while providing better housing options for its long-term residents. Affordability and accessibility were important, but so was creating an active and safe community. The amenities that were most important were the ones that helped bring people together like community rooms or areas for grilling.

Additionally, residents spoke at length about what future apartments could be like with washer and dryer hook-ups, better/more storage, energy efficiency (to improve utility costs), and more modern floor plans.



Participants were asked to place blue dots on the area most in need of improving.

VISIONS					
Comment	Freq.	Comment	Freq.	Comment	Freq.
In-Unit Laundry/More Laundry Facilities	7	Accessible Units	2	High-Quality Housing	1
Activity Center/Library/Clubhouse	6	Senior Housing	2	Resident Council	1
Improved Landscaping/Better Lighting	5	Seating and Shelters for Bus Stops	2	Laminate or Wood Floors	1
Workout Room/Gym	4	Community Gardens	2	Wi-Fi Available	1
Playgrounds/Park Space	4	More Stores (Grocery, Other)	2	Parking Close to Units	1
Areas for Grilling	4	Monthly Meetings/Newsletter	1	Traffic Calming/Reduce Speeding	1
Energy Efficient Units	4	Open Floor Plans in Units	1	Bus Stop at Milburnie/Delany	1
Screen Doors/Storm Doors	4	Grocery Store in Community	1	Greenway	1
Childcare - On-site, Affordable	3	Better Tenant Screening	1	Shelter for Women	1
Bigger Closets/More Storage	3	Walking Trail or Track	1	After School Tutoring	1
Rent to Own/Opportunities to Buy	2	Health Clinic	1	Trade School	1
Improve Appearance of Shopping Ctr.	2	Anonymous Complaints	1	Senior Program	1
Strong Community/Diverse	2	Ceiling Fans in Units	1	Recycling Program	1
Affordable Rent	2	Shuttle to Shopping Areas or Other Activities	1	Color Scheme is Important	1

STAKEHOLDER ORGANIZATIONS	
Residents of Washington Terrace	Kresge Foundation
Raleigh City Council	WT Shopping Center/White's Barbershop
Office of the City Manager	News and Observer
City of Raleigh Housing & Neighborhood Dept	Triangle Tribune
Lions Park Community Center	The Carolinian Newspaper
East CAC	Madonna Acres Neighborhood Group
North Central CAC	SE Raleigh Citizens
City of Raleigh Planning & Development	Grocers on Wheels
City of Raleigh Public Affairs	"The Club" Teen Center
City of Raleigh Police Department	Habitat for Humanity
St. Monica Teen Center	Inter-Faith Food Shuttle
Tarboro Road Community Center	Raleigh Boys/Girls Club
Urban Design Center	Advance Community Health
Mary E. Phillips High School	YMCA
PAVE Charter Academy	Raleigh City Farm
Wake County Board of Education	Children's Collaborative of Wake County
Wake County Public School System	Homework Haven
Wake Smart Start	St. Augustine's University/CDC
Grace AME Zion	The Tuttle Group
Self-Help	Wake County Commissioners
LISC - Local Initiatives Support Corporation	Ginkgo Property Management
	Wells Fargo Bank

Stakeholder Interviews

Throughout Steps 1 and 2 the Crowder Consulting team and DHIC team conducted a series of stakeholder interviews, targeting neighborhood leaders, business owners, faith leaders, nearby institutions, and other people with a deep history and understanding of Washington Terrace and its significance within Raleigh.

These meetings served several functions. First, they were a way of keeping the stakeholders and their networks informed and engaged in the work being undertaken at Washington Terrace. Second, they provided useful insights regarding which issues might be sensitive and should be carefully considered as the design progressed. Finally, potential partners and programs were able to be incorporated into plan options.

NeighborWorks® Peer-To-Peer

In addition to engaging local stakeholders, in summer 2015, DHIC took the unusual step of inviting peers from eight high-capacity community developers to Raleigh to visit Washington Terrace, review community feedback and initial design ideas, and provide input and advice based on their experiences with complex projects of similar scale across the country. Funded with a technical assistance grant from NeighborWorks® America, the opportunity to leverage independent perspectives was invaluable in the final phasing, design approach, and sustainable features of the final master plan. In addition, DHIC came away with fresh ideas for funding sources and financing models for both housing components and supporting uses.



MASTER PLANNING PROCESS

Site Inventory and Analysis

Building on resident and neighborhood feedback, the design team undertook an on-site inventory and analysis of the existing housing and supporting infrastructure at Washington Terrace.

Neighborhood Context

The neighborhood is surrounded by single family residential homes, institutional uses and limited retail use. It is located within a half-mile of numerous parks and community centers including the Tarboro Road and Lions Park Community Centers, and the Boys and Girls Club of Wake County. The adjacent neighborhoods have distinct architectural character and scale ranging from modernist ranch and split-level homes, 1-1/2 story colonial / tudor homes, to vernacular architecture of shotguns and cottages.

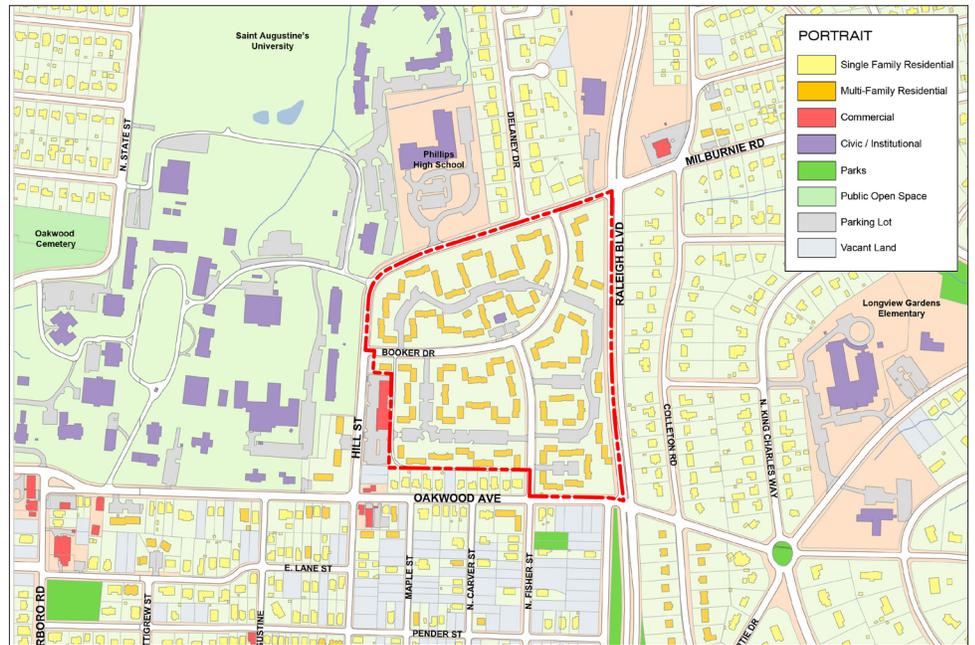
Roads

Milburnie Road is a 2-lane undivided roadway. A 5-foot wide sidewalk as well as a marked, dedicated on-street bike lane exist, however parked cars create an obstruction for safe bicycle travel. A school zone speed limit with a mid-block pedestrian crossing provides access to adjacent Phillips High School.

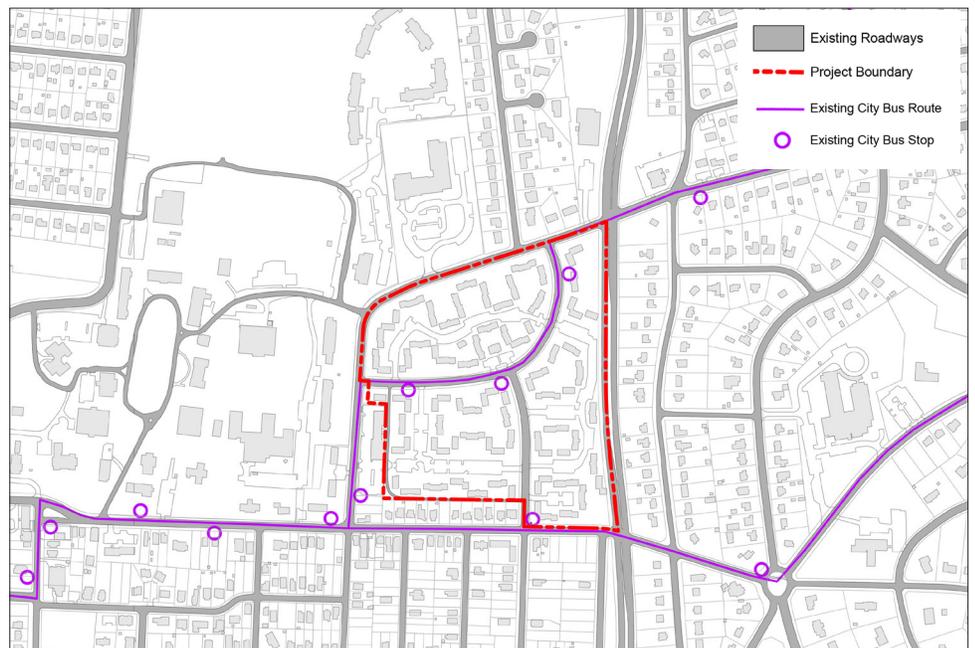
Raleigh Boulevard is a 4-lane divided roadway. There is a 5-foot wide sidewalk, however traffic speed and an adjacent chain link fence create an unfriendly environment for safe pedestrian use.

Oakwood Avenue is a 2-lane undivided roadway. A continuous sidewalk is not present along the property frontage.

Booker Drive and N. Fisher Street are 2-lane undivided roadways and serve as primary access to all residential units. A 5-foot wide sidewalk and



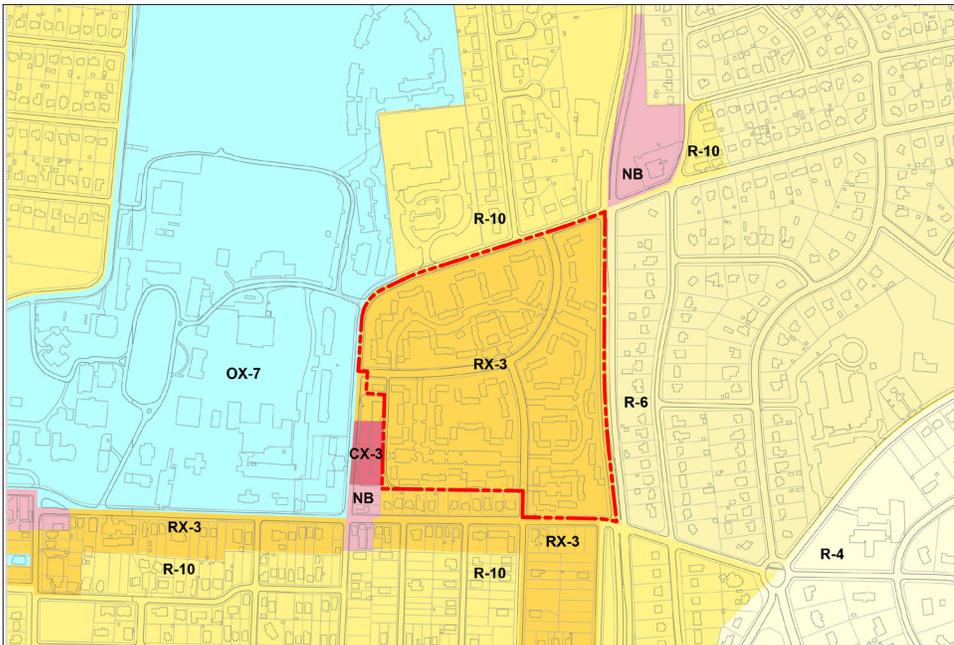
Existing Conditions



Existing Roadways, City Bus Routes and Stops



Existing Aerial Photograph



UDO Zoning

on-street parking currently exist. The sweeping curve on Booker Drive lends itself to speeding traffic.

Transit

The neighborhood is currently served by GoRaleigh Longview Route 10 with four stops within the project boundary; three on Booker Drive and one with a shelter on Oakwood Avenue. The community would benefit from a centrally located bus stop and shelter with a bench(es) and trash receptacle(s).

Stormwater

The site currently drains to a series of storm drainage structures located along the eastern edge of the project site. There are some drainage issues within the site near buildings and low spots on walkways.

Other Utilities

The site is currently served by City of Raleigh water and sanitary sewer. Private utilities include natural gas and electric service via overhead lines. Relocation of utility lines to accommodate roadway realignments will be necessary.

Zoning

The City of Raleigh Unified Development Ordinance (UDO) assigns a zoning category of RX-3, Residential Mixed Use to the property. This category establishes a building height limit of 3-stories and allows a variety of uses including residential, limited commercial and institutional. The provisions of the UDO guided design decisions related to block size, building types, building setback, building height, site access, streetscape elements, amenity areas as well as parking requirements and stormwater solutions.

MASTER PLANNING PROCESS

STEP 2: TESTING DESIGN IDEAS

Urban Design Analysis

The property has served its purpose and is in need of repositioning to provide more serviceable, safe, attractive and energy efficient housing stock within a more connected neighborhood.

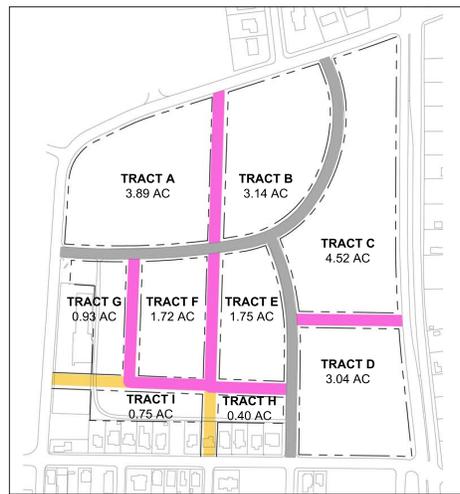
Street layout alternatives included:

- Maintaining the current suburban street layout, which is internally focused, with large development blocks
- Introducing an urban street grid that creates smaller neighborhood blocks to provide strong connectivity to the surrounding urban context.

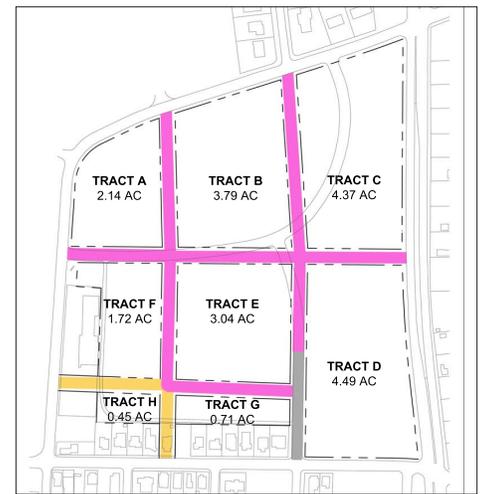
Considerations for each street layout alternative included cost, traffic flow, City ordinance and policies, and phasing.

The community benefits provided by introducing an urban street grid were strongly supported by residents and the community and became the preferred direction for the master

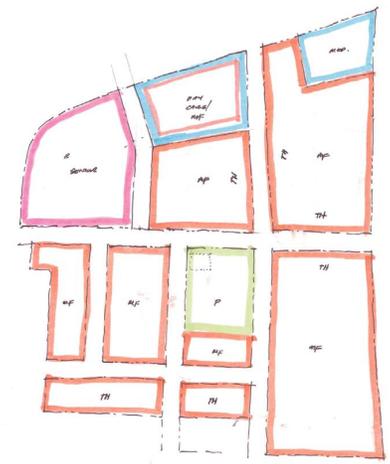
Existing Suburban



Urban Grid Network

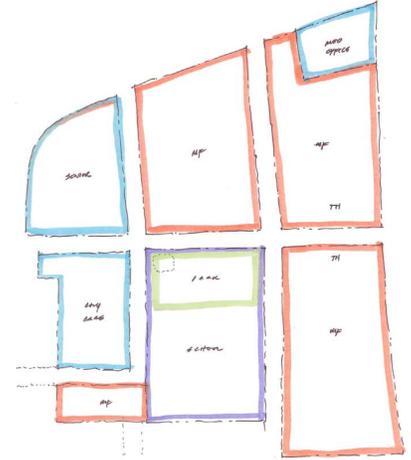
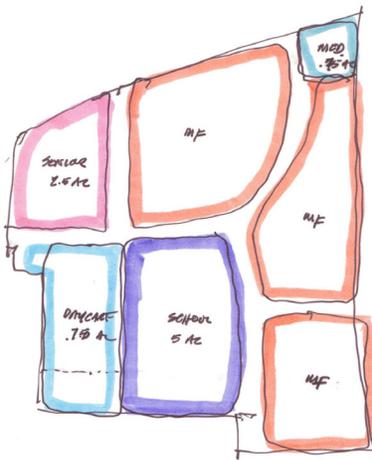


Block / Street Studies



Urban Design Considerations

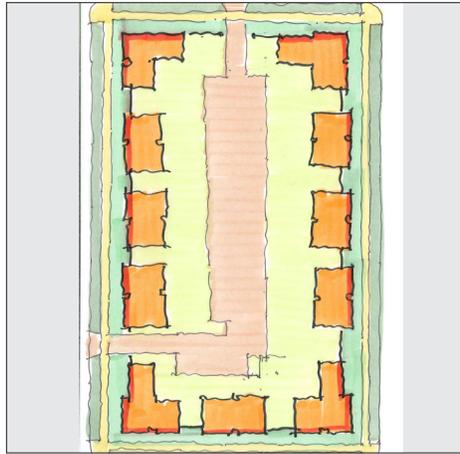
- Existing suburban street layout vs. urban grid network
- Block size
- Connectivity
- Building to street relationship
- Open space - availability & location
- Parking arrangements
- Secure private space
- Historical community context



Land use studies with both street alternatives. Housing and supporting uses were tested on various parcels throughout the project site, including medical office, school, child care, senior housing and open space.



Existing building to street relationship does not reinforce a strong distinction of public (dark green) and private space (light green).



In this conceptual diagram the building face is closer to the street and clearly establishes a demarcation between public (dark green) and private space (light green).



Building type studies for grid street network

plan. While the master plan reflects the intention of introducing a grid street layout, further study and approvals are necessary.

Supporting Uses

DHIC's intention to include supporting uses for the community was made clear at the outset of this process. However, the specific uses did not become clear until the initial public meetings and input from the community.

The supporting uses that were explored ranged from a health clinic, a child care facility, a charter school, a community center and open space/village green. Many factors influenced the evaluation of the relative merits of each potential component, particularly services that could be provided through adjacent programs and facilities in the surrounding neighborhoods. Each supporting use was evaluated based on preferred location within the community, relative benefits to the community and how the use aligned with the primary goal of providing affordable and mixed income housing.

With all considerations taken into account, the final master plan includes a child care facility, community center/clubhouse, a central common open space/village green, playgrounds and small amenitized social spaces throughout the community.

MASTER PLANNING PROCESS

Public Design Workshop

Based on the concerns and visions expressed by the residents and surrounding neighbors, the design team identified the following list of emerging themes:

1. Buildings should front streets, not parking lots, in order to create a safe and connected network for cars, bicycles, and pedestrians alike.
2. Parking and servicing (dumpsters/trash) should be located to the rear of the buildings, screened from public spaces, but easily accessible to all units.
3. Safe and well-defined open spaces for all ages of residents should be created in a central and accessible location.

In order to translate these themes into real design concepts, the design team set up a studio on-site from May 19-21, 2015. The public was invited to come and meet with the designers and community outreach team members to discuss options and critique ideas as they emerged.

The open design studio allowed the design and community engagement teams to have one-on-one conversations with the public during their visit. Some people had been unable to attend the previous public meeting and were given the opportunity to add their thoughts on strengths, weaknesses and visions for Washington Terrace.

The design team tested many different street and building configurations, looking at options that retained the current road alignment and that created a new interconnected grid of streets. Sketches were drawn to illustrate some of the proposed key features in plan and perspective views.

Enhanced Existing Streets

Alternative 1



STRENGTHS	WEAKNESSES
Child care facility Community center/park space Image along Raleigh Blvd. Senior housing Plenty of parking Townhouses (opportunity for ownership?)	Childcare along Raleigh Boulevard Traffic speeds along Booker Big expanses of parking surrounded by big buildings

At the May 21st meeting, two master plan alternatives were presented; one with a new grid of streets and the other that reused the existing street pattern. Both options included a mix of apartments, rental townhomes and supporting uses. Participants were asked the strengths and weaknesses of each plan option.

New Grid of Streets

Alternative 2



A public design workshop was held on May 21, 2015 at Tarboro Road Community Center. Once again, the team solicited feedback to evaluate the strengths and weaknesses of the design ideas in order to refine recommendations and inform a preferred direction. At the conclusion of this public meeting groups of participants reported out highlights of their discussion points about each plan option.

The main take-away was that the “grid” street option was generally preferred. It builds new streets (a fresh beginning) and begins to more seamlessly connect Washington Terrace and its residents to the broader community. Some residents had concern about traffic speed on the straight streets, while others acknowledged that having a grid with intersections would force cars to slow down and stop for pedestrians.

The design team was asked to consider a few key issues as the master plan was refined. One such concern was the rate of speed and amount of traffic on Raleigh Boulevard. Residents suggested that deeper setbacks, along with wider sidewalks, might provide a safer environment.

Additionally, there were differing opinions about the alignment of the N. Fisher Street extension and alignment with Delany Drive. Residents were happy to see the linkage and felt that it connected the neighborhoods in a positive way. Madonna Acres residents were concerned about the impact on traffic, speeding, and the scale of buildings at Washington Terrace and suggested that smaller buildings along Milburnie Road might ease the transition to the neighborhood of single-family houses.

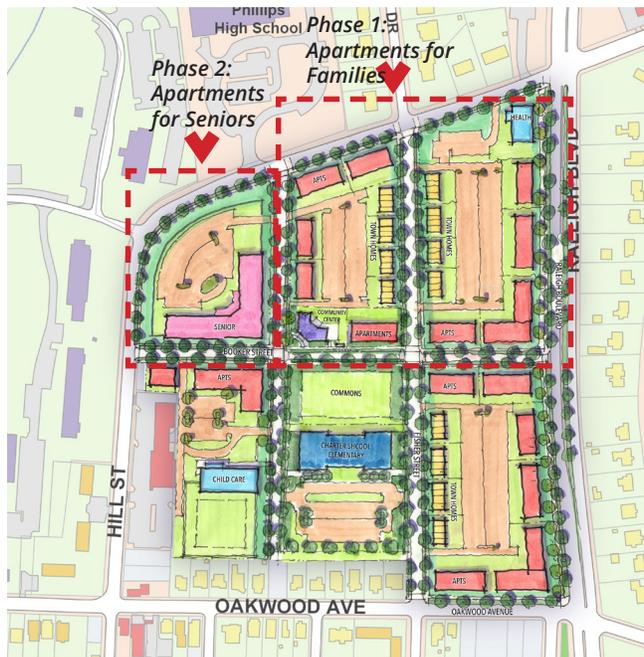
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Health care center Community center/park Image along Raleigh Blvd. Child care center Senior housing Grid streets feel like neighborhood, built-in traffic calming Connection to Delany Drive Townhouses (opportunity for ownership?) 	<ul style="list-style-type: none"> Lack of green area amidst parking Health care unnecessary on site - need more housing Connection to Delany Drive

MASTER PLANNING PROCESS

STEP 3: PLAN REFINEMENT

Following the May design workshop and public meeting, the team refined the plan based on public feedback and identified a Phase 1 site area. Phase 1 was defined to support DHIC's commitment to existing residents to provide on-site affordable housing. This area was developed in greater detail, including an architectural strategy for the buildings. Building types, location, unit mix and count were tentatively planned.

It was at this stage that DHIC determined that submitting a preliminary tax credit application in mid-July would be well-timed. In order to ensure that these ideas had been vetted publicly first, a third community meeting was held on July 1, 2015. DHIC also held a resident meeting in mid-August to discuss phasing and answer more specific questions from those directly impacted by the demolition and rebuilding.

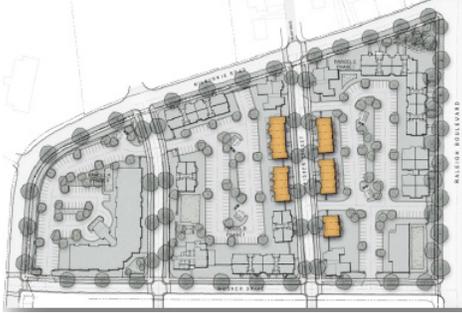


- Key:**
- Senior Apartments
 - Community Building
 - Child Care Center
 - Apartments for Families
 - Rental Town homes

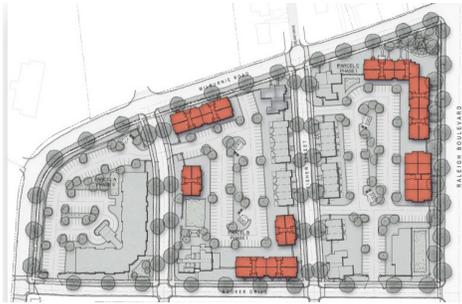
*Conceptual master plan with Phases 1 and 2 indicated with red dashed line (above).
 Refinement of Phases 1 and 2 as presented on July 1st (top).*

MASTER PLANNING PROCESS

Town Homes



Garden 1 Apartments



Garden 2 Apartments



Excerpts from the July 1st presentation showing the building types proposed for the initial phase of development

MASTER PLANNING PROCESS

Master Plan Refinement

The final master plan addresses the key programmatic and community issues defined through the civic engagement process, technical analysis and the design process. The development program proposed by DHIC is also supported by the master plan. Washington Terrace will be a phased redevelopment with Phase 1 realignment of streets and utilities to support an initial affordable housing program of 162-units on two parcels in the northeast quadrant of the property. The phasing was carefully programmed to allow for the on-site re-housing of current residents.

The master plan envisions the neighborhood with new and improved residential buildings bearing a strong connection to the street, pedestrian and social streetscapes, internal private parking facilities, a large centralized village green space, and community uses strategically located within the neighborhood.

Community context is addressed by improving street and pedestrian connectivity to surrounding neighborhoods, placement of appropriately scaled buildings along the neighborhood perimeter, and the design of building facades, materials and scale to reflect the historical urban context and patterns of this long-revered urban neighborhood.



Washington Terrace Master Plan



The Village Green

Throughout Fall 2015, the design team worked to refine the Phase 1 layout, to design the Phase 1 buildings, and to assist in securing funding in order to make this project a reality. Many factors influenced the final configuration of the Phase 1 site plan including zoning requirements, financing requirements, and target yields for unit mix and parking.

Throughout this process, principles and design guidance that emerged in the civic engagement process informed decision making. These include:

Master Plan Design Considerations

- *Phased development*
 - *Affordable & mixed income residential community*
 - *Provide supporting community uses (i.e., childcare center)*
 - *Re-establish street grid with walkable pedestrian-scaled streets*
 - *Improve connectivity to surrounding streets*
 - *Address contextual edge of surrounding uses and streets*
 - *Central consolidated open space*
 - *Building scale and programmatic relationship to other on- and off-site uses*
 - *Improve safety of roads*
- New quality affordable housing with better laundry facilities
 - Recreation and green space, including community gardens
 - On-site, affordable child care
 - A community center with activities and places to gather
 - Homeownership opportunities
 - Improved commercial area
 - A walkable community with sidewalks throughout
 - New street grid
 - Energy efficient apartments
 - A variety of housing options

MASTER PLANNING PROCESS

STEP 4: IMPLEMENTATION

Implementation of the Washington Terrace Master Plan will take place in phases over a 7-10 year period. DHIC will redevelop some phases on its own, and may choose to either sell parcels to other developers or partner with others to build non-tax credit housing.

Phase 1

As noted, this phase features 162 affordable apartments for families, a clubhouse, a community center and a child care center. A number of factors influenced the identification of Phase 1 including density and unit mix, financing structure, supporting uses and the on-site relocation of current residents. The financing mechanism and parking requirements impacted the number of units and the inclusion of supporting uses. The name for this phase, The Village at Washington Terrace, was chosen by a vote of participants at one of the public master planning meetings.

Major infrastructure improvements will commence during this phase, including stormwater system, sanitary sewer, water and roadway realignment, which require additional approvals by the City of Raleigh and NC Department of Transportation.

The community's input is evident in the amenities of Phase 1 including a community garden, more play area for children of all ages, areas to gather with neighbors, grills and picnic shelters, and parking located near apartments.

In 2015, the City of Raleigh committed up to \$6.8 million in financing



Proposed phasing for implementation. The Phase 1 site plan shown above was submitted for funding in October 2015.



to make The Village at Washington Terrace feasible. DHIC received an award of 4% tax credits and bond volume cap for this phase of redevelopment in January of 2016.

Phase 2

In January of 2016, DHIC submitted applications to the NC Housing Finance Agency and the City of Raleigh to assist with financing of a new affordable seniors community which, if funded, would be located at the northwest corner of the site. This community would provide 72 one- and two-bedroom apartments along with many amenities including a covered drive-up entry, social and gathering areas, on-site management and supportive service offices, a computer lab/library, and a fitness center. This seniors housing development will offer a quality, safe living alternative for more mature residents who wish to remain in the neighborhood and not have the responsibility of maintaining a single-family dwelling.

Later Phases

The southern portion of the master plan envisions a second affordable seniors community, affordable and mixed income housing units for renters and first-time home buyers, and a common village green. The master plan illustrates a 60-70 unit seniors building, which is anticipated to be funded with tax credits similar to the seniors building on the north side of Booker Drive. The open space serves as a gathering and activity space for the entire community. It has been centrally located to provide convenient access for all residents, including seniors in the adjacent buildings, and near the community clubhouse.



Photos of typical DHIC open spaces

DESIGN GUIDELINES



The design for the redevelopment of Washington Terrace was all about taking what was formerly an isolated, obsolete community and transforming it into a connected part of the larger neighborhood. This was not only true in terms of the design of streets and open spaces but also in how the blocks, lots, and buildings were arranged to complete the neighborhood fabric.

The existing Washington Terrace buildings are low-slung, one story, barracks-style units that have exceeded their intended life cycle. Some units are raised high and difficult to access while others are set below the street level, prone to flooding and water damage. There is not always a direct relationship between a unit's front door and the sidewalk, which impacts connectivity and limits "eyes on the street." At the same time, the parking lots feature blind corners and broken pavement, and broad streets encourage speeding.

All of these symptoms - speeding, site drainage, accessibility, public safety - can be remedied with design. As noted in this section, the overall layout, the building relationships to the street, public spaces, other buildings, and the character of the architecture beneficially impact the quality of the place.



DESIGN GUIDELINES

Sustainable Approach to Planning and Architecture

DHIC secured an Enterprise Community Partners grant to help fund the design study for Washington Terrace. Both DHIC and Enterprise are committed to sustainability as a means of ensuring social equity in housing.

Throughout the process, the current residents of Washington Terrace shared their concerns about the inefficiency of their current units. The energy costs can, at times, be crippling, especially to those who are living on fixed incomes.

Some of the environmentally sensitive features built into the plan for Washington Terrace include:

- Increased unit yield to take advantage of proximity to downtown / jobs / transit
- Interconnected street grid that accommodates pedestrians, bicycles, and cars
- Orientation of some buildings allow possible on-site energy generation (solar)
- Energy Star certified equipment and appliances
- A strategy to collect and treat stormwater on site
- Low VOC-emitting building materials to improve air quality
- High performance thermal envelope (windows, insulation and air sealing)
- Appropriate landscaping for the soil & microclimate, non-invasive species that are native or adapted to the region, low maintenance
- Possible rainwater harvesting for irrigation
- Incorporation of community garden space



SOLAR ENERGY CALCULATION						
Area	# Units	kWh/Yr Required	Usable Roof Area (sf)	Roof kW Capacity	kWh/yr Generated	% Provided
Phase 1	162	972,000	26,130	261.30	326,625	33.6%
Phase 2: Senior	72	432,000	9,910	99.10	123,875	28.7%
South of Booker	163	978,000	25,745	257.45	321,813	32.9%
South of Booker Senior	60	240,000	7,040	70.40	88,000	36.7%
Total	437	2,622,000	68,825	688.25	860,313	33%

The diagram and chart above were developed in order to better understand the percentage of on-site energy consumption that could be offset by the installation of solar panels on south-facing and flat roofs.

DESIGN GUIDELINES

Siting of Buildings and Servicing Lots

The location of buildings and their relationship to each other has the greatest impact on the look and feel of any given street. Are the buildings close to the sidewalk with abundant gardens, or set back behind broad green lawns? Are the lots narrow and deep or shallow and wide? Is it consistent throughout the neighborhood, or is there great variety?

Looking at the context of Washington Terrace, we can see many different patterns, but those that seem to be most successful belong to the Oakwood neighborhood as well as certain parts of the College Park neighborhood. There is a very distinct relationship of house to front porch to a walkway that leads directly to the sidewalk. The buildings are raised slightly above the level of the sidewalk, clearly establishing the public versus private realm.

The other pattern evident in the surrounding neighborhoods is the close spacing of buildings, yielding a clearly defined front yard zone. Where code or construction methods make this difficult, it is important to fence or densely landscape at the building line to limit views and access to the private domain.



Key Points:

1. Clearly define public and private realms
2. Buildings and front doors face streets and are closely spaced
3. Setbacks per the City of Raleigh UDO

Showing spacing and relationship of building to street

DESIGN GUIDELINES

Massing and Scale

Historically, Raleigh was a city of single-family houses in a variety of sizes from the smallest cottages to large elegant mansions. As the city continues to emerge as a 21st century economic center, and as more businesses and people are attracted to this region, a more diverse spectrum of housing types has become necessary to respond to the market demand.

There is a great need for new, high quality housing close to the urban core. At Washington Terrace, we have borrowed from the best traditions of apartment buildings and townhouses to create a diverse neighborhood. This was an incredible opportunity to redefine the appearance and quality of affordable, workforce housing in Raleigh.

In order to introduce these new building types, there were some lessons learned from the past. By emphasizing vertical bays, for example, the designs picked up on the narrow lot rhythm of the surrounding neighborhoods. Similarly, by varying roof lines, the masses of large buildings were minimized. Finally, various types of roofs made it possible to respond to context with the appropriate scale.



Key Points:

1. *Mix of 2- and 3-story buildings*
2. *Vertical bays to create rhythm along the street, reinforced by color*
3. *Mix of roof types: hip, flat, gable*



DESIGN GUIDELINES



Image and Character

The fundamental feeling or image for Washington Terrace is “community.” At the end of its revitalization, Washington Terrace will, once again, be a vibrant, diverse and thriving neighborhood.

This aspiration is reflected in architecture that has generous windows, welcoming front porches and/or stoops, and durable materials. These are the backdrop to everyday life and set an expectation of quality in a community.

Key Points:

1. Porches, entries, and terraces at ground level
2. Large windows in a variety of types and configurations (singles, doubles, etc.)
3. Use of a variety of quality materials, carefully composed
4. Respond to architectural context

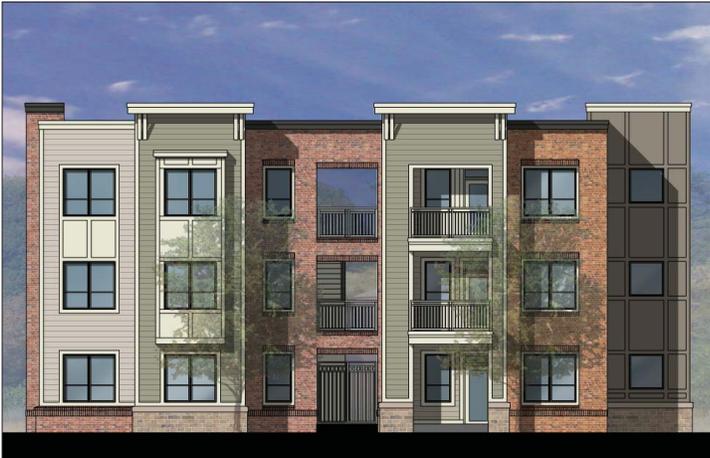




Garden Apartments Type 1



Garden Apartments Type 2



Garden Apartments Type 3

DESIGN GUIDELINES



Town Homes



Clubhouse/Community Center



Looking northeast across Village Green



Looking south from Milburnie along new North Fisher Street extension

APPENDIX

Post Planning Update, May 2016

Guided by the Washington Terrace Resident Care Plan, to ensure housing stability and the ongoing safety of the current Washington Terrace residents, DHIC and property management relocated 64 households from units north of Booker to vacant units south of Booker to prepare for future demolition of the phase 1 and 2 areas.

DHIC released a Request for Qualifications (RFQ) in April 2016 to assist in the selection of an operator for the child care center, who will have input into the design of the center.

Phase 1, now known as The Village at Washington Terrace, has received a loan commitment from the City of Raleigh for up to \$6.8 million, as well as a commitment from the NC Housing Finance agency for a \$1.7 million loan, an allocation of 4% tax credits and \$17 million tax-exempt bond volume cap. DHIC anticipates closing on all financing sources by early 2017 and completing construction in the summer of 2018.

DHIC is in the process of seeking financing for phase 2, now known as Booker Park North. Applications for tax-credit allocations and City of Raleigh support have been submitted, with a decision expected in late summer.

The Village at Washington Terrace, 162 apartment homes for families, is expected to be completed during summer 2018, and Booker Park North, 72 apartment homes for seniors, is expected to be completed in late 2019.

APPENDIX



Washington Terrace Master Plan Update
May 2016