

SUFFOLK

Parker Riddick/Cypress Manor
Master Plan and Rehabilitation Project
MASTER PLAN AND INTERIM REPORT



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EXECUTIVE SUMMARY

The Suffolk Redevelopment and Housing Authority (SRHA) completed a Master Plan for the Parker Riddick/Cypress Manor Area to guide the authority in planning the rehabilitation of two public housing properties and to play a role in the redevelopment of adjoining properties. Parker Riddick and Cypress Manor are two adjoining public housing properties owned by the Authority built in the 1970s and comprised of 206 units. Adjacent properties include a privately owned undeveloped 80-acre parcel with the potential for townhouses and single-family homes; a City of Suffolk 3-acre parcel designated for use as a component of a comprehensive neighborhood master planning and redevelopment initiative; a mostly vacant shopping center formerly anchored by Food Lion; and a Head Start center.



Map No.	Property	Acres	Current Zoning
1	Parker-Riddick and Cypress Manor apartments	20	RU
2	City-owned parcel	3	B-1
5	Davis Boulevard tract comprised of an 80-acre wooded parcel	80	RU and RLM
6	An additional site owned by the city to be sold to the developer of the 80-acre parcel for additional single-family housing.		RU and RLM
3	White Marsh Plaza	10	B-2
4	Head Start Center	5	B-1

SRHA's goal for the master planning process was to explore opportunities to redevelop the sites in the area to provide a mixed-income, mixed-use community that is consistent with the City of

Suffolk's East Washington Street Neighborhoods Initiatives Plan. To advance the project, SRHA retained the services of Housing Opportunities and Concepts (HO&C) as Development Consultant. The SRHA partnership with HO&C involves a team of leaders in the region.

- Real Estate Development Partner - Housing Opportunities and Concepts (HO&C).**
 HO&C is the consulting group of the Housing Opportunities Commission (HOC) of Montgomery County, a public housing agency with a track record in developing and financing mixed income housing.
- Market Analyst – S. Patz & Associates, Inc.** S. Patz & Associates is a real estate advisory firm with extensive experience conducting market feasibility analyses of housing and commercial developments in the Mid-Atlantic Region. The firm is listed on the Virginia Housing and Development Authority (VHDA) approved “Market Study Listing of Analysts Who Have Submitted Market Studies to VHDA” for affordable housing. S. Patz is one of Virginia’s most active firms involved in market feasibility analyses and is viewed as a leader in conducting feasibility analysis for “new markets” initiatives.
- Master Planner and Architect – Wiencek + Associates Architects + Planners**
 Wiencek + Associates has an extensive housing portfolio in Virginia, the District of Columbia, and Maryland. The firm has been involved in designing a broad range of project types, including multifamily rental housing and townhouses; senior housing; commercial and retail; and master planning. Wiencek + Associates developed the *Hampton Roads Master Plan*, a ten 10 acre site with 80 townhomes, 330 apartments, and 62,000 square feet of commercial space.

This report outlines findings and recommendations from the initial market study and master plan phase of the Parker Riddick and Cypress Manor community.

Master Plan Process

The HO&C Team supported a market study and master planning process and will identify and help secure financing that best meets the redevelopment objectives. The following outlines the approach to the project.

The Approach:

- Complete a market feasibility analysis.
- Conduct a master planning process that involves a review of the best use of land and design options.
- Modernize a select number of existing housing units and develop mixed-income housing.
- Support broader redevelopment goals for the neighborhood with mixed-income housing and new commercial and retail.
- Obtain financing (public and private) that best meets the development objectives

Market Study

HO&C, with its Market Study Consultant, S. Patz & Associates, Inc., completed an analysis of the market dynamics impacting the Parker Riddick/Cypress Manor community leading up to developing a Master Plan. Tasks included the following:

- Delineation of Parker-Riddick and Cypress Manor Market Area
 - Market area includes 10 census tracts within the City: 651, 652, 653, 654, 655, 754, 755, 756, 757, 758 and one-third of the population in census tract 753.
 - Market area includes all of Suffolk except for most of the three census tracts on the north corner of the City, an area that competes more with the Tidewater. That area has experienced subdivision growth and has attracted 57% of the City's total growth since 2000.
 - Market area supports housing demand generated from employment growth in the City.
- Analysis of market trends of population and income for housing demand and housing production trends.
 - Housing demand within the rent range of individuals and families currently served by Parker Riddick and Cypress Manor.
 - Detailed market research for new residential development, including for sale and rental housing; market rate and affordable housing; family and senior housing.
- Analysis of the development options for the retail space of the adjacent White Marsh Plaza, a mostly vacant shopping center property. This analysis included a determination of the selling price and potential market value of the property.
- A review of the market study data was used to develop a description of the types and quantities of residences and commercial space that may be desired as a component of the master plan.

Zoning Review and Creation of Master Plan

Wiencek + Associates, the HO&C Team master plan consultant, completed a zoning review of each of the five parcels to be included in the master plan to determine “by-right” development possibilities, including existing zones, allowable uses, floor-area-ratio (FAR), and other provisions that might impact the redevelopment of the sites. Planners drafted the plats and existing road and building layouts at Parker Riddick & Cypress Manor and the adjacent parcels to prepare a base site plan for future master planning efforts. Noting the relative isolation of Parker Riddick and Cypress Manor, Wiencek + Associates have proposed design options for integrating the properties within the surrounding Lake Kennedy Community and the East Suffolk Garden Community. Wiencek + Associates also completed a zoning analysis and conceptual designs of adjacent sites with potential building configurations, uses, and sizes. The Master Plan also includes a limited number of overall sketched views to give a general sense of arrangement, massing, and character for redevelopment of the sites.

Tasks Completed

The following highlights the tasks completed under the HO&C contract Task Orders that supported the master planning process:

- Completed summary Market Study
- Presentation of Market Study findings at March 25th Resident Meeting and Board Meeting
- Drafted Memorandum of Agreement between SRHA and Warner Construction, Inc. , developer and owner of 80 acre\Davis Blvd tract, approved by Board (March 25th) and forwarded to Warner Construction and Counsel.
- Memorandum developed recommending Modernization of Parker Riddick and Cypress Manor
- Secured VHDA \$10,000 Mixed-Use, Mixed-Income (MUMI) Planning Grant
- Provided Memorandum (Ballard Spahr Memo) and Financial Feasibility Review regarding Combining Energy Performance Contracting Financing with Acquisition and Rehabilitation Tax Credits, Capital Fund Financing Program Bonds and Other Resources in Public Housing Mixed-finance Transaction
- Completed visioning and Master Plan Program
- Presentation of Master Plan at June 24th Board meeting
- Presentation of Master Plan to stakeholders, July 24th and 25th: Warner/Waypoint Development as owner and developer of the 80 acre/Davis Blvd parcel; residents of Parker Riddick and Cypress Manor; Civic Leagues and community residents; City of Suffolk agency managers

PARKER RIDDICK/CYPRESS MANOR MASTER PLAN PROJECT TASKS

Project Tasks	Date	07	2008											
		D	J	F	M	A	M	J	Jl	A	S	O	N	D
Contract Executed	31-Oct-07													
Entrance/Kick-off Meeting	12-Dec-07													
Task Order 1 - Owner Analysis														
Meet with Adjacent Property Owners	12-Dec-07													
Ascertain Current Physical and Legal Condition, Use, Goals and Selling Price	11-Apr-08													
Analysis and Report to the Board	25-Mar-08													
Task Order 2 - Market Study														
Conduct Market Study - residential and retail Analysis and Presentation to Residents and Board	15-Mar-08													
	25-Mar-08													
Task Order 3 - Master Plan														
Zoning and Planning Review	11-Apr-08													
Financial Feasibility Review	14-Apr-08													
Create Master Plan Program	14-Apr-08													
Interim Presentation to SRHA management	15-Apr-08													
Interim Presentation to Land Use Committee	28-May-08													
Final Plan Submitted for Board Approval	24-Jun-08													
Task Order 4 - Physical Needs Assessment														
Physical Needs Assessment	26-Mar-08													
Review Existing Documents	27-Mar-08													
Conduct Inspections	15-Apr-08													
Prepare conceptual sketches of modernization of existing and remaining buildings	21-May-08													
Analysis and Report to SRHA	24-Jun-08													

Master Plan Vision and Program Recommendations

Master Plan Vision: Meeting Policy Goals Established by the City of Suffolk

In October 2004, the Mayor of Suffolk formed an Affordable Housing Task Force to identify the City's affordable housing needs and develop recommendations for addressing the full continuum of housing needs in the City. The highest priority was placed on a review of how the city might promote workforce housing, *both rental and homeownership choices*, for residents in the Suffolk workforce. Representatives from the City Council and the Suffolk Redevelopment and Housing Authority (SRHA) were asked to serve on the Task Force. Findings from the Affordable Housing Task Force were reported in the *Comprehensive Plan for 2026: City of Suffolk, Virginia, Adopted April 5, 2006*. HO&C reviewed the findings and recommendations of the Affordable Housing Task Force, as reported in the Comprehensive Plan, and have outlined strategies in the Master Plan to address the top three (3) goals.

Goal 1: Increase the supply of homes, which sell in the price range of \$100,000 to \$200,000.

There appears to be a strong market for homes in this price range, particularly for first-time homebuyers, young persons just out of college starting their careers, public service employees, and active seniors who are looking to downsize; yet the market is not currently producing an adequate supply of homes of this size and at this price point.

Goal 2: Increase the supply of housing that is affordable to moderate-income households, inclusive of both homeownership and rental opportunities.

This is housing that is affordable to those with incomes between 80% and 100% of area median income, and such that no more than 30% of household income is spent on housing costs, including basic utilities.

Goal 3: Increase the supply of housing that is affordable to low-income households. If possible, this should include both homeownership and rental opportunities.

This is housing that is affordable to those between 50% and 80% of area median income, and where no more than 30% of household income is spent on housing costs, including utilities.

The following references the policies and action items that were advanced by the Affordable Housing Task Force and adopted by the City under the theme “Balance Growth” that HO&C has incorporated in the Master Plan. The chart below provides a specific reference to which sites and sections of the Master Plan the goal can be met.

Policy Recommendations and Action Items	Master Plan Site
Policy 5: Balance the distribution of future population to ensure that a varied housing stock is provided and that disadvantaged populations are supported	Sites 4.1 and 4.2 Parker Riddick Cypress Manor Site 5.1 and 5.2 Neighbor lot 1 & 2 Site 6 - Expansion
Policy 6: Strike the right balance between moderate cost housing needs and opportunities for higher-end housing.	Site 1 City Parcel Site 2 Shopping Center
Action 6B: Create incentives for retirement housing in the zoning ordinance to encourage this population in Suffolk.	Site 2 Shopping Center
Action 8C: Promote land use strategies such as a co-location of jobs and housing, mixed-use centers, and neighborhood or community-scale retail uses within communities.	Site 2 Shopping Center

Master Plan Recommendations

Parker Riddick and Cypress Manor Apartments

- **Analysis and Recommendation No. 1** – The market demand from very low-income renters fully support SRHA maintaining 206 units of subsidized housing.
- **Analysis and Recommendation No. 2** – SRHA should advance plans to modernize select units at Parker Riddick and Cypress Manor to support the market demand for quality rent-restricted housing.
- **Analysis and Recommendation No. 3** – Advance energy saving improvements at select units at Parker-Riddick and Cypress Manor and offer energy conservation workshops to help residents reduce energy consumption.
- **Analysis and Recommendation No. 4** – Integrate Parker Riddick and Cypress Manor into the fabric of the surrounding communities by demolishing select units to create a new street pattern.

City-Owned Parcel

- **Analysis and Recommendation No. 5** - Develop single-family housing at city-owned parcel. SRHA should seek to gain control of the site to develop single family housing units to be priced in the affordable and workforce housing price range.

80 acre Davis Boulevard tract

- **Analysis and Recommendation No. 6** - Continue to work with the developer to create a more economically integrated community through the interconnectivity of streets, the acquisition of units for rental housing, and the development of ownership housing opportunities for qualifying residents of Parker Riddick and Cypress Manor.

White Marsh Plaza

- **Analysis and Recommendation No. 7** – Work with owner or identify developer to redevelop the shopping center site as a mixed-use, mixed-income site to include mix of housing – senior, rental, and ownership – with retail, commercial, and community uses with integrated social services.

Head Start

- **Analysis and Recommendation No. 8** – Begin the discussion with STOP Head Start Center Officials, as neighbor and stakeholder, about Master Plan proposed plan for proposed new road and housing at Head Start site.

Integrating Supportive Services with Master Plan Implementation

SRHA may advance the agency's Family Self-Sufficiency Plan with the implementation of the Master Plan to help individuals and families become economically independent and self-sufficient. To that end, the Master Plan is proposing the inclusion of social services as a component of the redevelopment of master plan sites.

SRHA may look to a range of funding initiatives to develop supportive service programs specific to the needs of residents of Parker Riddick and Cypress Manor. HUD's Family Self-Sufficiency (FSS) program places an emphasis on helping public housing tenants gain skills and experience to enable them to obtain employment that will increase their income. Services available under a FSS program might include the following:

- Education programs
- Section 3 employment and training
- Job readiness and training skills
- Health care service
- Child care
- Life skills and parenting workshops/seminars/clinics
- Personal counseling
- Homeownership education and credit counseling

SRHA will identify a range of community services and resources that can assist residents achieve self-sufficiency and engage the support of public and private service providers to supplement the agency's programming and cost of supportive services.

PHASE I - MASTER PLAN PROGRAM

Vision

Noting the relative isolation of Parker Riddick and Cypress Manor, the HO&C team master planner, Wiencek + Associates, completed an analysis of current zoning to develop a master plan with recommendations for revised zoning and design options to better integrate the properties with the Lake Kennedy Community, the East Suffolk Garden Community, and the other adjacent properties. The following summarizes the zoning analysis with the proposed uses and densities.

Site	Zoning	Area (Acres)	Max. Density DU/Acre	Units Allowed	TH	Duplex	SD	Total Units
Site 1 - City parcel	B-2	3.10	7.3	23			24	24
Site 2 - Shopping Center	B-2	7.09	7.3	52	36		3	39
Site 3 - Head Start	B-1	3.71	7.3	27			7	7
Site 4.1 - Parker Riddick	RU	9.35	10.9	102	83		28	111
Site 4.2 - Cypress Manor	RU	8.81	10.9	96	76		10	86
Site 5.1 - Neighbor lot 1	RU	26.74	10.9	291	101	12	34	147
Site 5.2 - Neighbor lot 2	RLM	57.28	2.9	166	14	47	62	123
Site 6 - Expansion	A	unknown					74	74
TOTAL		116.08		757	310	59	242	611

Parker Riddick and Cypress Manor

Parker Riddick and Cypress Manor Apartments are two public housing communities that were originally built in the 1970s as market rate housing and acquired by SRHA that now offer 206 units of subsidized public housing. Both properties are comprised of two storied buildings of 1 to 4 bedroom units.



Parker Riddick – 93 units



Cypress Manor – 113 units

The combined properties are located on a 20-acre site that offers the potential to retain and modernize some or all of the multifamily units and possibly integrate with other uses.

Market data reflect a growth in households in Suffolk resulting in an increase in rental housing demand by Suffolk area residents.

Table 3 Renter Household Trends and Projections,
Suffolk City Market Area, 1990-2011
(constant 2008 dollars)

<u>Market Area</u>	<u>1990</u>	<u>2000</u>	<u>2008</u>	<u>2011</u>
Households	14,810	17,230	22,870	24,300
Percent Renters	34.9%	32.1%	31.0%	31.0%
Renter Households	5,160	5,520	7,090	7,500
Percent Below \$17,000	36.8%	43.4%	45.0%	45.0%
Households	1,900	2,400	3,200	3,400
% with LIHTC Incomes (\$20,000-\$35,000) 1/	29.1%	27.2%	27.0%	27.0%
Households	1,500	1,500	1,900	2,000
% With LIHTC Incomes 2/ (\$25,000 - \$42,000)	22.5%	24.5%	25.0%	25.0%
Households	1,160	1,350	1,770	1,880

Notes: 1/ 50% of AMI
 2/ 60% of AMI

Source: 1990 and 2000 Census, and 2006 Census Estimate, U.S. Department of Commerce, Bureau of the Census; and S. Patz & Associates, Inc.

Statistics on rental household trends were compiled with a focus on the housing demand within the rent range of individuals and families currently served by Parker Riddick and Cypress Manor.

Table 4 <u>Summary of Households by Income Eligible for Affordable Housing, Suffolk City Market Area, 1990-2011</u>				
	<u>1990</u>	<u>2000</u>	<u>2008</u>	<u>2011</u>
Very Low Income 1/	1,900	2,400	3,200	3,400
50% of AMI Income 2/	1,500	1,500	1,900	2,000
60% of AMI Income 2/	1,160	1,350	1,770	1,880
Total without Overlap	4,160	4,750	6,050	6,330
% of Total Renters	80.6%	86.5%	85.3%	84.4%
Notes: 1/ Incomes under \$17,000 2/ Incomes of \$20,000 to \$42,000 with overlap between 50% and 60% of AMI incomes Source: 1990 and 2000 Census, U.S. Department of Commerce, Bureau of the Census; and S. Patz & Associates, Inc.				

Demand for subsidized rental housing

Based on the market study analysis, there is a current and growing demand for affordable rental housing by residents of Suffolk within the income range currently being served at Parker Riddick and Cypress Manor.

In forecasting the demand for rental housing the market study reported the following findings:

- The market area has a large potential market for families with incomes that fall within the subsidized housing limits of 50% of AMI and 60% of AMI.
- Of the net renter household growth within the market area since 2000, approximately 80% were low and moderate income renter households.
- The market data indicate a large demand for quality rent-restricted housing, public, Section 8, and housing financed by Low Income Housing Tax Credits (LIHTC).

The market study analysis also indicates that the affordable rental housing properties in the Suffolk market area are mature properties, built between 1990 to 1996. The affordable units have a 1.5% vacancy rate, indicating a high demand for the units. The apartment complexes that have been built or renovated since 2005 have been conventional market rate properties with monthly rents, on average, \$300 higher than the affordable units. The market data indicate a growth in households by individuals and families with incomes within the low to moderate-income range that would have a demand for quality subsidized housing -- public, Section 8, and housing that meet the low income housing tax credit (LIHTC) range.

Analysis and Recommendation 1: The market demand from very low-income renters will fully support SRHA maintaining 206 units of subsidized housing.

The market demand from very low-income renters and the limited supply of affordable housing units in the Suffolk market area support a recommendation to, at a minimum, retain the existing number of subsidized units and possible increase the number of units that are available at Parker Riddick and Cypress Manor. The demand for the subsidized and “affordable” rental units in the Suffolk market indicates that SRHA should proceed with the modernization of Parker Riddick and Cypress Manor.

Physical Needs Assessment, Energy Audit, and Modernization

The overall structural integrity of the units at Parker Riddick and Cypress Manor area sound although significant repairs, replacement and upgrades are desirable and necessary. The properties provide basic housing to a large population of residents. Presently individual units are being repaired as needed while occupied and given a functional repair and cosmetic overhaul at turnover in order to keep maintenance costs low. One possible course of action would be to utilize a combination of energy savings and capital improvement financing to complete a moderate rehabilitation with energy saving measures. Modernization of units that focus on moderate rehabilitation would cost much less than demolition and replacement.

A moderate rehabilitation would include replacement of the existing mechanical systems with new, more efficient equipment as the existing equipment is at or near the end of its useful life. The plumbing fixtures would be replaced with water saving models. The casework to include the kitchen and bathroom cabinets and counters would be replaced. The bathrooms would be stripped of wall treatments and new water resistant sheetrock would be installed along with new floor sheathing. The bathroom walls would be painted and new tub surrounds would be installed as well as new sheet vinyl floor covering. All plumbing issues would also be addressed to ensure water supply and waste line functionality. New, energy efficient water heaters, fixtures and appliances would be installed through the energy performance contract. Insulation would be upgraded as needed. The interior lights would be replaced with energy saving models. Exterior lighting would be repaired as necessary.

The interior walls and ceilings would be covered with a new layer of sheetrock to cover all old repairs and to give a smooth, like new appearance. New, thin-coat plaster could also be utilized to increase durability. The second level floors would be covered with a new layer of ¾" plywood sheathing in order to provide more structural integrity. Floors would be covered with new vinyl tile; stairs would receive new rubber treads. Interior doors and interior hardware would be replaced. Windows would be replaced on an as needed basis, or replaced with new, more energy efficient windows. The exterior storm doors would be removed and the exterior doors would be replaced along with hardware. All railings and handrails would be replaced and non-existent but required railings would be installed.

Some exterior architectural improvement is desirable to give the projects a more appealing appearance. Provision of significant landscaping and lawn-scaping along with repairs to existing concrete walkways and the addition of new concrete walkways in high traffic areas would provide a significant visual improvement. Correction of eroded areas and the provision of underground downspout drainage systems would improve drainage and protect the foundations. The asphalt paving would be rehabilitated and brought up to standard specifications. Exterior improvements might also include the reconfiguration of parking, redesign of security lighting, and installation of security cameras. The storage buildings would be covered with a new, more durable siding. Exterior brick and vinyl siding damage would be repaired. The laundries and other facilities would also be rehabilitated. Sidewalks would be upgraded to meet ADA standards

Analysis and Recommendation 2: SRHA should advance plans to modernize units at Parker Riddick and Cypress Manor to support the market demand for quality rent-restricted housing.

The HO&C team recommends that the Board approve a recommendation to modernize Parker Riddick and Cypress Manor with the expectation of possibly decreasing density of units at the two properties in future years as a component of the proposed master plan to help integrate the properties into the larger community.

The HO&C team also recommends completing energy cost savings improvements as a component of an Energy Performance Contract as phase one of the modernization and complete the redesign of interior floor plans of select units and exterior improvements in phase two using a mixed-finance transaction. SRHA has been responsive to HUD's outreach to encourage public housing agencies to undertake energy conservation measures. A HUD approved Energy Services Company (ESCO) has completed an energy audit on SRHA's properties and has developed a Request for Proposals for securing financing for the energy improvements. The HO&C Team reviewed the proposed energy conservation work items against the physical needs assessment, *Assessment of Existing Conditions: Parker-Riddick and Cypress Manor Housing Development*.

Existing capital funds have been budgeted for the recommended of improvements and reflected in the capital budget. The team proposes integrating the energy saving improvements with the proposed scope of modernization items that originate from the master planning process. A combination of (1) Energy Performance Contract (EPC) financing, (2) Low Income Housing Tax Credits (LIHTC), and (3) Capital Fund Financing Program (CFFP) can be used to finance the modernization of the units at Parker Riddick and Cypress Manor. A mixed-finance transaction is consistent with recommendations by HUD to encourage agencies to use CFFP financing to leverage multiple private sources of financing.

Analysis and Recommendation 3: Advance energy saving improvements at select units at Parker-Riddick and Cypress Manor and offer energy conservation workshops to help residents reduce energy consumption.

Energy Savings Companies has implemented employment training programs to residents of public housing agencies that address HUD Section 3 requirements. SRHA can work with Water & Energy Services Companies often support efforts to provide training related to the energy saving improvements. A customized program might also consist of workshops to introduce residents to the value of energy conservation and the improvements that will be installed, in addition to on-the-job training for select residents that might result employment opportunities.

Reducing isolation

Parker Riddick/Cypress Manor consists of 30 buildings comprising 206 units on two 9.25 acre sites viewed as a combined 18.5 acre site. The communities are located on both sides of Davis Boulevard and are separated from neighboring communities by a tall, black, metal fence that is in good condition. Some of the difficulties with the properties can be related to the high density of occupants.

Analysis and Recommendation 4: Integrate Parker Riddick and Cypress Manor into the fabric of the surrounding community.

The master plan is proposing a new street pattern to link Parker Riddick and Cypress Manor with the adjoining singly-family neighborhoods. This would require the demolition of up to 85 existing units – 68 at Cypress Manor and 17 at Parker Riddick. Units slated for demolition would be relocated as new scattered site units on adjacent, yet to be developed, parcels. By relocating units across 116 acres of the combined and adjoining properties will ensure against concentration of poverty and lower income households” consistent with the City’s goal, as articulated in the Comprehensive Plan. As outlined, the proposal advances SRHA’s master plan objective for creating a more economically integrated mixed-income community.

City of Suffolk Parcel

In support of the Parker Riddick/Cypress Manor Master Plan, the City of Suffolk has designated a 3-acre parcel located next to the shopping center that includes extension of Lake Kennedy Drive out to White Marsh Road and extended water and sewer line. The city-designated site supports the plans for a comprehensive neighborhood redevelopment initiative, as outlined in the 1999 East Washington Street Neighborhoods Initiatives Plan.

Data from the market study indicate a sizeable percentage of the new household growth in Suffolk for owner occupied housing. The market area has 2,300 households with incomes, reported in constant 2008 dollars, of \$50,000 to \$70,000. As reported in the *Comprehensive Plan for 2026: City of Suffolk, Virginia*, the Affordable Housing Task Force reviewed housing statistics that indicate that the current average new and resale housing values are not “affordable” to Suffolk households with incomes at or below the median. Affordable housing in Suffolk consist of homes valued at \$111,700 or less, based on median household income and \$135,400 or less, based on median family income. In comparison, the average sales price for a new home has increased from \$129,359 in 1998 to \$336,429 in 2005 with only 3.8% of all new construction falling within the “affordable” range.

Currently zoned B-2, the city parcel is zoned for higher density 7 to 10 dwelling units per acre that could be redeveloped as single-family residential housing that would meet the City’s goal to increase the supply of homes, which sell in the \$100,000 to \$200,000 to price range.

Site - City Parcel	Zoning	Area (Acres)	Max. Density Dwelling/Acre	TH	SD	Total Units
City owned parcel	B-2	3.1	7.3		24	24

Analysis and Recommendation 5: Develop single-family housing at city-owned parcel.

The HO&C Team is recommending that SRHA gain control of the site on behalf of or in partnership with the City to develop twenty-four (24) cottage style single family housing units priced in the affordable and workforce housing range. SRHA could take advantage of the VHDA First Time Homebuyer Programs, that offer low fixed payments for families with incomes up to \$73,000, including:

- Below market VHDA fixed interest rate.
- SPARC – Sponsoring Partnership and Revitalizing Communities. Under SPARC, interest rates are ½ to 1 percent below VHDA’s published rates for first time homeowners.

SRHA can begin to identify families that are motivated to become economically self-sufficient and begin credit counseling and coordinating workshops with lenders, realtors, and inspectors to assist in making the transition from renters to homeowners.

White Marsh Plaza Shopping Center

The White Marsh Plaza, formerly anchored by Food Lion, is comprised of 7.09 acres and contains approximately 63,474 square feet of mature and mostly vacant shopping center space. The vacant Food Lion space of 26,000 square feet is still under lease. The City of Suffolk has a lease of 15,300 square feet with six years left on their lease. There are a few small tenants and the owner has signed a 5-year lease with a convenience store for 7,000 square feet of space located in the middle of the center. The shopping center is being offered for sale at \$3.5 million. The property has been on the market for a year. The market study indicates that the current offer is based on replacement value and estimates a value at or below \$2 million based on the declining economic feasibility of the site for retail or commercial uses.

In response to SRHA's interest in supporting the redevelopment of the White Marsh Plaza site, the market study looked as the potential for a continuation of retail uses. Determining that a retail or commercial redevelopment has limited economic viability, the master plan has outlined a mixed-use development at that site with housing and a smaller 15,000 square foot retail space. Data from the market study indicate a growth in population in the market area in income ranges that reflect potential demand for subsidized senior housing, mixed-income rental housing and single-family housing. Given the current leases and the proposed convenience store lease, some additional analysis might explore the longer term occupancy at the site of limited retail or office space and/or community facility to support the potential for a mixed-use development.

Currently zoned B-2, the White Marsh Shopping Center site is zoned for higher density 7 to 10 dwelling units per acre and commercial that could be redeveloped for a mix of uses including residential housing, commercial and retail space, community facility and open space.

Site	Zoning	Area (Acres)	Max. Density Dwelling/Acre	Units Allowed	SD and/or TH Units	Other
Shopping Center	B-2	7.07	7.3	52	39	15,000 s.f. commercial

Findings from the Market Study indicate a growth in population in the market area and a potential demand for subsidized senior housing, mixed-income rental and single-family housing, possibly combined with some smaller percentage of retail or office space.

The White Marsh Shopping Center offers an opportunity for SRHA to partner with a developer, either a profit motivated and/or nonprofit developer, to advance key policy and action items referenced in the *Comprehensive Plan for 2026*, specifically.

Action 6B: Create incentives for retirement housing in the zoning ordinance to encourage this population in Suffolk.

Action 8C: Promote land use strategies such as a co-location of jobs and housing, mixed-use centers, and neighborhood or community-scale retail uses within communities.

Senior Housing

The following findings support the possible demand for senior housing:

- The market area has approximately 500 active senior households with incomes in the \$15,000 to \$25,000 income range, in 2008 dollars.
- This income range is likely to be eligible for subsidized LIHTC age-restricted senior housing.
- Two of the 14 apartment properties in Suffolk are age-restricted senior housing, one conventional and one LIHTC affordable. The affordable senior housing property is outside of the market area.

With the development of senior housing at the shopping center site, HO&C views this as an opportunity for SRHA to work with a nonprofit partner to offer a range of social services for seniors, living on site and in the larger community, including health care and other programs focused on promoting active and healthier lifestyle, similar to the recent May 28, 2008 Suffolk Family YMCA *Active Healthy Adult Day*.

Recreation

The proposed open space and park, shown in the master plan, is a designated area of the site that can be used to reinforce this focus on promoting an active and healthier lifestyle with both sponsored recreational programs for seniors and others in the community, in addition to the unstructured activities that residents might pursue independently.

Mixed-Use Center

SRHA received a \$10,000 VHDA Mixed-Use, Mixed-Income (MUMI) Planning Grant to support the master plan component focused on redevelopment of the shopping center site. VHDA's award of a MUMI planning grant is intended to support use of the mixed-use mixed-income financing product, a product that has been used to finance the Thomas Jefferson School Conversion, the condominium project that includes office space located in downtown Suffolk. The planning grant intended use is to outline a program that defines the types and quantity of uses that would result in an economically viable redevelopment. Our master plan consultant has completed a zoning analysis of densities under current zoning and outlined a development plan that appropriately arranges proposed uses around the overall property.

Analysis and Recommendation No. 7 – Work with owner or identify developer to redevelop the shopping center site as a mixed-use, mixed-income site to include mix of housing – senior, rental, and ownership – with retail, commercial, and community uses with integrated social services.

HO&C anticipates that the master plan for the shopping center site can be used to establish a partnership with a potential developer. Similar to an approach used by the City of Suffolk to solicit a Master Developer for the Fairground site, SRHA will be better positioned to influence the redevelopment of the commercial site by having a Master Plan and concept to guide the redevelopment. The HO&C consulting team has prepared a conceptual redesign of the site with potential building configurations, uses, and sizes to provide a general sense of arrangement, massing, and character of a redeveloped site. Such a plan is viewed as a value-added contribution that SRHA could make to attract a development partner and used to establish a purchase price for the shopping center site in line with a market value for the potential uses.

Davis Boulevard Tract\Undeveloped 80 Acre Wooded Parcel

Adjacent to the Parker Riddick/Cypress Manor communities is an 80 acre wooded site under private ownership. Potential development of the site originally focused on single family homes with a possible elderly mid-rise apartment. Ownership of the property changed and the new developer has submitted plans to the Planning Department to build 178 townhouse and 71 single family homes. It is estimated that the townhouses will be priced in the \$150,000 to \$180,000 range; single family homes would be priced at \$220,000. There are wetlands issues that might affect the number and configuration of the homes to be developed. The owner is also considering acquisition of an adjacent site, a former sewage plant, as an extension of the 80 acres housing site, referenced in the Master Plan as Site 6 – Expansion.

The SRHA and HO&C team met with the adjacent property owners on December 12, 2007 to introduce the Parker Riddick/Cypress Manor Master Plan and to discuss plans to work collaboratively to create a unified mixed-income development scheme between the properties owned by SRHA and the 80-acre developer. The articulated goal would be to fully integrate a mix of incomes throughout the development with SRHA acquiring units for rental housing and expanding homeownership opportunities at the site for existing Parker Riddick and Cypress Manor tenants. Participants in the meeting included:

Suffolk Redevelopment and Housing Authority (SRHA)

- SRHA - Executive Director, Clarissa McAdoo
- SRHA - Tom Cramer, Administration Facilities Manager

HO&C Team

- HO&C - Muriel Watkins
- HO&C - Al Gentry
- HO&C - Robert Noland
- Wiencek + Associates + Planners, PC - Michael Wiencek
- Wiencek + Associates + Planners, PC - Scott Knudson

Developer of 80 acre/Davis Blvd parcel

- Warner Construction - M. Paul Warner
- Waypoint Development, LLC. - George Jeffries
- Saunders Barlow Riddick Babineau, PC - Attorney Whitney Saunders

Based on a review of the site plans for the 80 acre parcel, there was a commitment to advance goals for integrating a mix of income levels across both tracts and housing types (townhouses and single family detached units). SRHA committed to sharing market study data from the Parker Riddick/Cypress Manor early phase of the master planning process for purposes of reviewing market demand and pricing of units to be developed at the site. SRHA Executive Director, Clarissa McAdoo joined the development team in a presentation of plans at community meetings in early January before the East Suffolk Garden Community and Lake Kennedy Community, held on January 10th and January 17th, respectively. Joint participation in the meetings was intended to signal plans for a partnership between SRHA and 80 acre development team in the neighborhood redevelopment initiative. At the March 28, 2008 Board Meeting the Board reviewed and approved a Memorandum of Agreement that outlined a working partnership between SRHA and Warner Construction to pursue the goals for creating a mixed-income community as a component of realizing the goals to be outlined in the master plan.

Analysis and Recommendation 6: Analysis and Recommendation No. 6 - Continue to work with the developer to create a more economically integrated community through the interconnectivity of streets, the acquisition of units for rental housing, and the development of ownership housing opportunities for qualifying residents of Parker Riddick and Cypress Manor.

Head Start Center

The Master Plan includes the Head Start Building to reaffirm the significance of integrating the adjacent preschool educational service into the housing community. The HO&C Team has been in contact with the Director of the STOP Head Start Center to ensure that the center was informed of the master planning process. The Head Start Center was helpful in providing site information that was included in the zoning review and analysis of the master planning process.

Currently zoned B-1, the Head Start Center parcel is zoned for 7.3 dwelling units per acre that could be redeveloped to include single-family housing.

Site	Zoning	Area (Acres)	Max. Density Dwelling/Acre	Units Allowed	SD	Total Units
Head Start	B-1	3.71	7.3	27	7	34

The Master Plan proposes a new road on the site to enhance the connectivity of the Cypress Manor and Parker Riddick Properties with the shopping center site and new housing units as replacement units for housing that might be demolished to accommodate the new street pattern linking Parker Riddick and Cypress Manor with the adjoining single-family communities of Lake Kennedy and East Suffolk Garden and the proposed single-family community to be developed on the adjacent 80 acre/Davis Boulevard tract.

Analysis and Recommendation No. 8 – Begin the discussion with STOP Head Start Center Officials, as neighbor and stakeholder, about Master Plan proposed plan for proposed new road and housing at Head Start site.

PHASE II - MASTER PLAN IMPLEMENTATION

Upon approval of the Master Plan Program by the SRHA Board, the HO&C team is proposing that SRHA proceed on two tracts:

Present the Master Plan to Stakeholders

In undertaking the Parker Riddick/Cypress Manor Master Plan, SRHA anticipated taking a leadership role in guiding the redevelopment of adjacent properties held by the City and private owners. Success in implementing the master plan will require buy-in and support by residents, City officials, neighboring property owners, and the larger Parker Riddick/Cypress Manor community. SRHA has scheduled discussions and presentations with stakeholders that may have an interest in the master plan program. Having informed residents of the master planning process, SRHA and the HO&C team provided a presentation of the master plan program. As a follow-up to participation in the community meetings with the Warner 80 acre development team in January, SRHA Executive Director, Clarissa McAdoo, organized a master plan presentation for the East Suffolk Gardens Civic League and Lake Kennedy Civic League and other residents in the community. The following is a list of potential stakeholders that SRHA has begun to engage in a review of the master plan.

Parker Riddick and Parker Manor Master Plan Stakeholder List

Suffolk Redevelopment and Housing Authority

Board of Commissioners

Residents of Cypress Manor and Parker Riddick

City of Suffolk

City Manager – Selena Cuffee-Glenn

Mayor - Linda T. Johnson

Vice Mayor - Curtis R. Milteer, Sr.

Suffolk City Council

Cypress Borough – Councilman Charles F. Brown

City Council at Large

Department of Planning

Scott Mills, AICP, Director

Cynthia Taylor, AICP, Assistant Director

Bob Goumas, AICP, Principal Long Range Planner, Project Manager

Brian Donahue, Planner II

Department of Economic Development – Gregory Byrd, Assistant Director

Department of Public Utilities - Al Moor, RE, Director

Department of Public Works - Eric Nielsen, PE, Director

Department of Parks and Recreation – Lakita Frazier, Director

Suffolk Department of Social Services - Leonard Horton, Director

Community Stakeholders

East Suffolk Gardens Civic League – William Goodman, President

Lake Kennedy Civic League – Willie Ricks, President

The Stop Organization

- Edith Jones, Director

- Lawanna M. Dowden, Director STOP Head Start Center

Warner Construction, Inc. – Paul Warner

Waypoint Development, LLC – George Jeffries

Saunders Barlow Riddick Babineau, PC – Attorney Whitney G. Saunders

White Marsh Shopping Center – Michael Shapiro, GVA Advantis

REMAX Alleiance – Ted M Wheaton II

Residents of Residential Subdivisions

- Whitmarsh Road

- Stratford Terrace

Great Dismal Swamp National Wildlife Refuge – Cindy Lane, Deputy Refuge Manager

Begin Modernization of Parker Riddick and Cypress Manor

If SRHA is to take a leadership role in advancing the master plan program, it will be important to lead by example, which will require modernization of housing units at Parker Riddick and Cypress Manor as a visible sign of commitment to the redevelopment project. Proceeding with the proposed energy improvements can be viewed as the first phase of a multi-phase implementation of the Parker Riddick/Cypress Manor Rehabilitation Project by residents and the larger community. Energy saving improvements would consist of electrical measures to include the installation of energy efficient lighting and Energy Star refrigerators; natural gas measures to include the installation of high efficiency natural gas heaters and gas ranges; and water savings measures to include the installation of low-flow showerheads and toilets and flow restricting faucet aerators. The proposed energy conservation measures are recommended to reduce SRHA's annual utility cost by 27%, the savings from which can be used for non-energy related construction items. HO&C is also proposing the redesign of interior floor plans and modernization of select units and exterior improvements in phase two, using a mixed-finance transaction.

Financing for these improvements are a component of an EPC contract that will enable SRHA to begin almost immediately on the modernization of units. To accommodate the master plan, SRHA can install quick payback improvements for units to be demolished using a five-year project repayment financing plan. For the remaining units, SRHA should proceed with the installation of longer payback improvements that will utilize a combination of HUD incentives for 15 years of project repayments. The energy saving improvement can be followed by other interior and exterior improvements.

Public housing agencies across the country have looked to HOPE VI funding to demolish and rebuild public housing developments. With the administration focus shifting from providing large grants, up to \$20 million, HUD is placing a greater emphasis on the use of the capital fund to leverage private sector financing for housing modernization. Fiscal Year 2006 represented the lowest allocation of funding for the HOPE VI program, \$71.9 million, since the first awards in FY1997 and the FY1998 to FY2002 period of 20+ grants with yearly totals approximating \$500 million.

HOPE VI Revitalization Awards by Year

Award Year	Number of Applicants	Number of Awards	Number Unfunded	% Unfunded
2000	74	18	56	75.7%
2001	66	16	50	75.8%
2002	58	28	30	51.7%
2003	56	24	32	57.1%
2004	33	7	26	78.8%
2005	29	8	21	72.4%
2006	26	4	22	84.6%
2007	29	5	24	82.8%

There is a legislative proposal to increase the HOPE VI budget to \$100 million for FY 2009. HO&C will be ready to work with SRHA to prepare an application for funding upon the announced HUD Notice of Funding Availability. Of note, Albert Gentry of HO&C served as a consultant in preparing the HOPE VI, tax credit, and tax-exempt bond applications and HOPE VI applications for the Housing Authority of the City of New Haven to coordinate the mixed-finance applications for the 455 unit, \$95 million Elm Haven neighborhood revitalization project. Ted Heflin, Construction Manager for the HOC Real Estate Division, served as construction manager for the District of Columbia Housing Authority HOPE VI Revitalization and Section 8 Modernization Programs. In that role, he managed three of the six early HOPE VI projects awarded to the District of Columbia Housing Authority. Because of his involvement, the DC HOPE VI program has been recognized as a leader in execution of HOPE VI projects and the fourth largest recipients nationwide, having received \$140 million in funding for six projects.

HO&C will also pursue the opportunity for a CFFP mixed-finance transaction to finance the modernization of Parker Riddick and Cypress Manor. With the proposed rescission of the HOPE VI Program public housing agencies have begun to develop a range of creative approaches for revitalizing distressed properties with an increasing use of capital funds. To further encourage public housing agencies to use the Capital Fund Financing Program (CFFP) to finance the modernization of housing units, HUD has conducted annual outreach on CFFP under the banner, *Maximizing Leverage*, to illustrate techniques for creating mixed-finance transactions to leverage non-public housing funds.

HUD prefers to approve a mixed-financed transaction that includes, as a minimum, a LIHTC allocation. Public housing agencies are also being encouraged to integrate energy conservation measures in their planned modernization and to take advantage of the Energy Performance Contracts (EPC) and the assistance of the HUD approved Energy Service Companies (ESCO). To simulate the broad latitude that the HOPE VI program offers to demolish and rebuild mixed-income homeownership and rental housing, HUD is granting flexibility in the use of the Replacement Housing Factor (RHF) fund. The 2008 *Maximizing Leverage* Conference will introduce case studies of mixed-finance transactions that has combined CFFP, LIHTC, and ESCO financing and an example of the use of CFFP and RHF funding. Of special note, Ballard Spahr Andrews & Ingersoll is scheduled to give a presentation on the recent and first transaction by the Denver Public Housing Authority that has combined ESCO financing, LIHTC, and CFFP financing.

The following outlines the VHDA application schedule for low income housing tax credits. HO&C is prepared to support SRHA prepare an application of LIHTC and a CFFP application.

2009 VHDA Low Income Housing Tax Credit Schedule

Project Tasks	Date	2009											
		J	F	M	A	M	J	Jl	A	S	O	N	D
VHDA notification letter of info deadline	9-Jan												
Application for Reservation & Market Study deadline	15-Feb												
CEO Support letter deadline	14-Mar												
Preliminary Rankings / begin comment period	15-Apr												
End comment period / begin rebuttal comment period	22-Apr												
End rebuttal comment period	29-Apr												
Review final rankings with VHDA Board	6-May												
Announce final rankings	6-May												
Application for Allocation deadline	7-Nov												

Establishing a Master Plan Project Implementation Timeline

Upon approval of the Master Plan, the HO&C team will begin Master Plan Implementation. Attention will focus on developing a project budget and identifying and structuring financing for each of the development sites. The following represents the remaining tasks that support the implementation of the Parker Riddick/Cypress Manor Rehabilitation Project.

Project Tasks	2008							
	Jan - June	J	JI	A	S	O	N	D
Development of Master Plan								
Task Order 1 - Owner Analysis	Completed							
Task Order 2 - Market Study	Completed							
Task Order 3 - Master Plan	Completed							
Task Order 4 - Physical Needs Assessment								
- Physical Needs Assessment	Completed							
- Review Existing Documents	Completed							
- Conduct Inspections	Completed							
- Prepare conceptual sketches of modernization of existing and remaining buildings								
Master Plan Presentation to Board and Stakeholders								
Master Plan Implementation								
Task Order 5 – Identify and Structure Financing								
Identify public and private financing								
Development Budget								
Operating Budget								
Develop a Cash Flow								
Evaluate and structure debt and equity financing								
Develop/assemble funding applications								
Interim Review of financing w\Board Committee								
Report submitted to the Board								

HO&C will also identify and structure financing for redevelopment of the following sites:

- City owned parcel
- Shopping Center Site

HOC anticipates working with Suffolk Redevelopment and Housing Authority to secure funding made available by the **Virginia Housing Development Authority (VHDA)** and the **Virginia Department of Housing and Community Development (DHCD)** to finance the proposed development initiatives. In addition to VHDA Low Income Tax Credits and the Mixed-Use, Mixed-Income (MUNI) products, we would propose investigating the following additional financing sources.

- **Virginia Community Capital (VCC)** - VHDA's REACH staff have worked closely with the Virginia Community Capital (VCC), a statewide community development financing institution (CDFI). VCC merged with the Virginia Foundation for Housing Preservation (VFHP) in January 2007 and is now offering the VFHP affordable housing loan products in partnership with VHDA. VCC also is offering predevelopment financing.
- **Green Funding** - HO&C proposes to investigate funding that can be used to cover the cost of green building construction. This review will detail items that can be funded by grant programs like Green Communities, the potential grant amount, and the application deadline.
- **Federal Home Loan Bank Affordable Housing Program (AHP)** – HO&C also anticipates that the Federal Home Loan Bank Community Investment Programs offer unique opportunities for subsidizing the financing of Parker Riddick/Cypress Manor Area development initiatives. **Affordable Housing Program (AHP)** is a competitive grant program offering funding for the development and rehabilitation of housing for low to moderate income individuals and families. An AHP grant is used with other funding sources, including conventional loans, tax credit equity, and bond financing to subsidize the cost to make units affordable. Under the **Economic Development and Growth Enhancement (EDGE) Program**, the Federal Home Loan Bank of Atlanta provides subsidized loans to member banks for making below-market rate loans for projects to benefits residents of neighborhoods with incomes at or below 80% AMI. HOC is a Non-Member Mortgagee of the Federal Home Loan Bank (FHLBank) of Atlanta and has participated in the workshop, *Getting Your Projects Funded*, to hear updates to the FHLBank's Affordable Housing Program (AHP) and Economic Development Program (EDP).

The following is a draft timeline implementation timeline to illustrate the tasks leading to implementation of the Master Plan and Rehabilitation Project.

Project Tasks	2008							2009												2010
	J	JI	A	S	O	N	D	J	F	M	A	M	J	JI	A	S	O	N	D	
Master Plan Presentation																				
Presentation to Stakeholders																				
Parker Riddick/Cypress Manor																				
Begin Energy Saving Improvements																				
Develop Modernization Budget & Cash Flow Analysis																				
Identify and Structure Financing																				
Develop\submit VHDA LIHTC application																				
Develop\submit HUD CFFP application																				
City Owned Parcel																				
Acquire control of City owned partner																				
Identify partner for City owned partner																				
Complete site plan\design for housing units																				
Begin Construction																				
Market and sell units																				
Shopping Center Site																				
Identify partner(s) for redevelopment of the site																				
Finalize redevelopment plans for site																				
Obtain approval for rezoning of site, if increase density is required																				
Identify and structure financing																				
Begin Construction																				
80 Acre Parcel / Davis Blvd Tract																				
Continue discussion with owner																				
Support zoning approval																				
Zoning approval; construction																				
Identify housing units for acquisition as rental and homeownership potential																				
Acquire units for expanding rental housing opportunities																				
Develop list of residents eligible for homeownership																				
Identify financing to support homeownership by qualifying residents																				
Head Start Center																				
Review plans w/owner; seek partnership																				

APPENDIX A

Housing Opportunities and Concepts
March 31, 2008

Assessment of Current Conditions at the Parker-Riddick and Cypress Manor

Scope: This report is to provide an assessment of the general conditions of the referenced housing projects. The projects were examined on March 26, 2008. Four units were examined, two at each project.

Project Description: The project consists of 30 buildings comprising 206 units on an 18.5 acre site divided in two; 9.25 acres for Parker-Riddick and 9.25 acres for Cypress Gardens. The projects are located on both sides of Davis Boulevard and are separated from adjoining developments by a tall, black, metal fence that is in good condition. The buildings consist of wood framed, slab on grade, brick veneer and vinyl siding with fiberglass or asphalt shingle gable roofs.

1. Plumbing/Mechanical

The Parker-Riddick project utilizes all electric mechanical components while Cypress Manor utilizes gas fired forced air furnaces and air conditioning that was added after the original construction. The units in both projects are showing their age and are reaching the end of their useful life. The ductwork also shows signs of poor condition particularly in regard to the presence of dust and possible fungus. Some condensate drains show signs of past and/or present leakage although no units were observed in operation. The plumbing fixtures are in fair condition. The original bath fixtures included good quality cast iron ceramic tubs that have worn fairly well. The plumbing components such as faucets show signs of wear and some have been replaced. Damage to the flooring has occurred due to leaks and overflows. Some wall hung lavatories are pulling away from the walls. Replacement of these outdated components with new energy saving ones would be very desirable.

2. Exterior Doors and Windows

The exterior doors are painted metal and assumed to be insulated. The door hardware is in fair condition although some rusting, dents and kick plate damage are present. Screen doors are present but many are missing pieces, especially the door closers. The screen doors should either be replaced or eliminated. The windows are factory finished metal with insulated glass and appear to be in fair condition. Some screens are missing and some cracked and broken glazing was observed. The caulking around door frames and windows is in need of replacement. Replacement of these items could provide a measure of increased energy efficiency.

3. Insulation

Insulation was not observed for this assessment. A prior assessment reported approximately 8" of blown pink fibrous at the attic. R-13 Kraft faced assumed at walls. Additional attic insulation would improve energy efficiency. Inspection of walls with infrared camera would verify wall insulation. Depending on test results, installation of additional, blown-in wall insulation would improve energy efficiency.

4. Electrical

The apartments are served by several pad mounted transformers. Electrical service entrance cable is underground and runs up the exterior walls to the meter base. The Parker-Riddick apartments have individual meter bases while the Cypress Manor Apartments have grouped meter bases with individual main breakers. The main electrical panels observed at Parker Riddick are 150 amps. Cypress Manor has larger panels with the same 150 amp capacity but more breaker slots. The panels and breakers appear to be in serviceable condition. The owner reports that both apartment groups contain aluminum wiring that has been upgraded with copper pig tails. The interior light fixtures are present in the kitchens, bathrooms, and hallways. Some fixtures are loose or broken but are replaced or repaired at turn. Replacement of lighting with energy saving models would save energy.

5. Sidewalks, Curbs and Gutters, Lawn Areas and Landscaping.

The concrete sidewalk construction is in good condition but some cracking and some uneven settling is present. Some of the curbs and gutters contain accumulations of sediment. Some repairs are required for cracked and uneven sidewalks. Addition of sidewalks in high traffic areas would reduce erosion. Many lawn areas lack grass apparently due to very high traffic. Establishment of durable lawn grass would be a positive step although high density and traffic would make this challenging. Addition and maintenance of comprehensive landscaping would greatly enhance the visual appeal of the projects. The sidewalks are not providing compliance with ADA standards.

6. Asphalt Paving

The asphalt paving is in fair condition with many cracks and a few potholes present. Several areas indicate standing water in low areas leading to ponding and accumulation of sediment. A comprehensive analysis of the entire paved area should be conducted to determine exact remedial steps to be taken. Some areas would require undercutting, lifting and new pavement while other areas could support an overlay of new asphalt. Repairs would need to correct not only poor surface condition but also poor drainage.

7. Drainage

The drainage of the overall site is fair; many paved swales contain sediment and need to be cleaned. In some areas topsoil has eroded and is undercutting drainage structures. Many areas adjacent to the buildings are eroded and should be filled and seeded to ensure positive drainage away from structures. Some downspouts should be directed away from foundations and some may require underground drainage piping systems.

8. Exterior Veneer

Overall, the exterior veneers are in good condition. There is a combination of brick veneer and vinyl veneer. Most of the brickwork is in good condition although there are some areas at each building that require repair mostly near foundations and on some windowsills. The vinyl veneer is in overall good condition with the exception of the storage buildings where several areas of missing or loose and damaged siding are present. Replacement of vinyl siding on the storage buildings with more durable Hardieplank siding could prove to be less prone to damage.

9. Exterior Trim

The exterior trim is in overall good to fair condition; some repairs are needed.

10. Roofing

The roofing appears to be in good condition and is reported to have been replaced within the last few years. The roof lines appear good, giving no indication of failure of the sheathing or framing.

11. Interior doors

The interior doors are in fair condition in both projects although some are missing and damaged and much of the door hardware is in poor condition.

12. Drywall

The drywall in both projects is in fair condition. Parker Riddick was originally constructed with a thin coat plaster. This treatment has withstood the heavy use better than the drywall only at Cypress Manor. Numerous patches are visible and the surface is inconsistent in many areas but the integrity of the surfaces is not compromised. Many ceilings have been repaired as the result of leaking from above which was attributed to plumbing leaks. The drywall mud originally installed in Cypress Manor contained asbestos that has been encapsulated with 3/8" drywall.

13. Ceramic Tile at Bathrooms

The ceramic tile that was observed was in fair to good condition but the owner reported numerous problems with the tile requiring much repair and maintenance. Some bathroom floors were originally constructed with ceramic tile floors that have weathered well, but due to water spills and/or leaks, the substrate has been damaged resulting in the need to replace the old tile with new vinyl flooring.

14. Paint

In the observed units, the paint was in good condition in the unit that had been recently turned but the paint in the three vacant but not rehabilitated units viewed is in poor to very poor condition.

15. Flooring, Vinyl Composition Floor Tile and Vinyl Base

The condition of the tile in the recently turned unit was new; the condition of the floor tile and base in the other units is fair with many stained and discolored tiles present. All units are reported by the owner to have vinyl tile in all areas which has been laid over 1/4" substrate that encapsulates existing asbestos containing tile used in the original construction. In some cases, the entire floor has been replaced and in others, only selective tiles have been replaced. The stairways utilize rubber treads; the treads in the vacant units was in fair condition with some broken and torn treads present.

16. Structural Assessment

Overall, the structures are fairly sound. The slabs and foundations show no evidence of major settlement problems or cracking of concrete. The interior and exterior walls are in fair condition. The walls are 2X4 wood framed with drywall interior and brick or vinyl on the exterior. The walls appear to be mostly straight and plumb. The floors are wood joists with plywood sheathing and vinyl or ceramic floor covering. There is evidence of water damage in some bathrooms indicating the need to replace the floor sheathing. Some floor movement was present on the second floor; this was more pronounced at Cypress Manor.



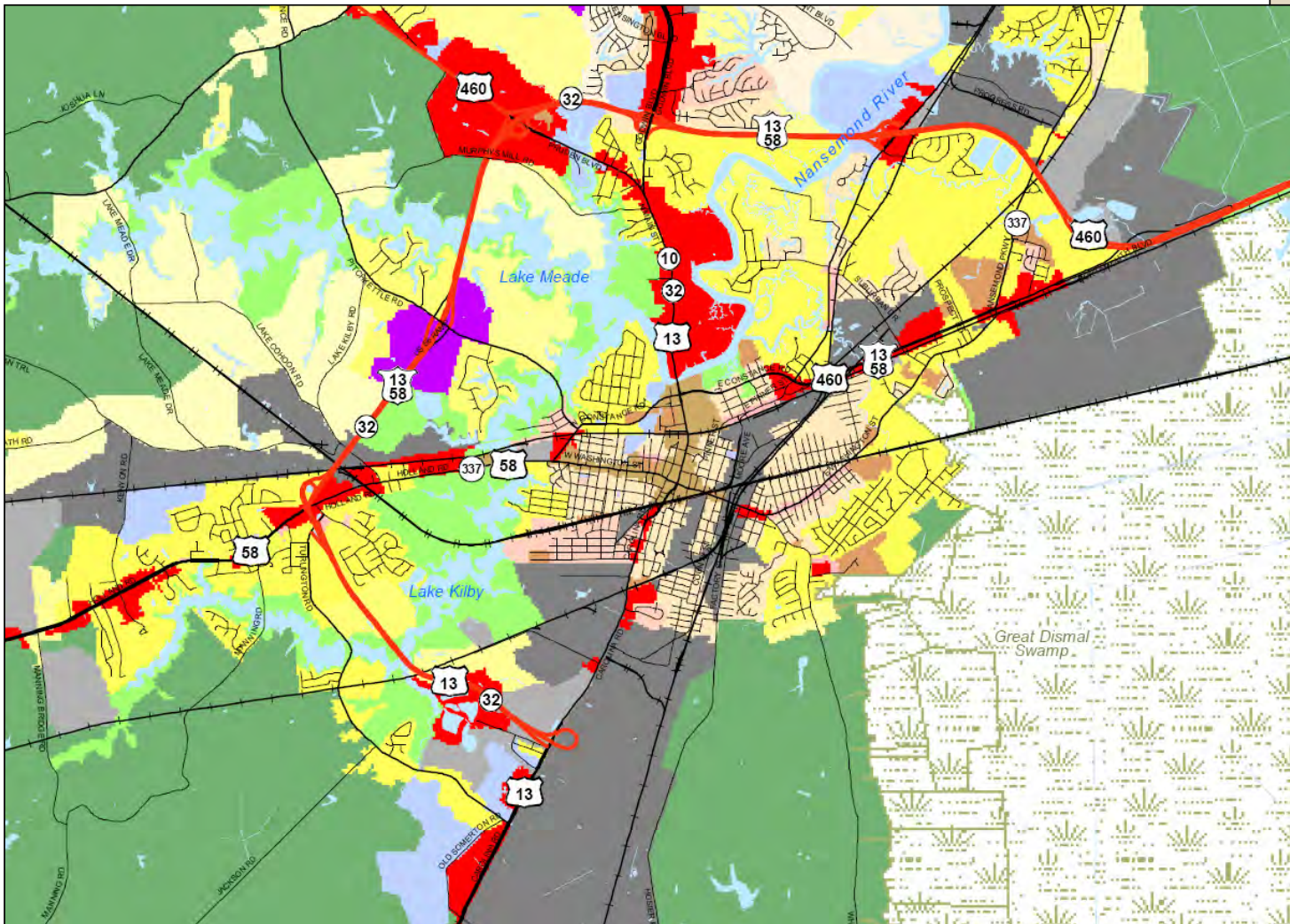
EXISTING CONDITIONS
Broad Context

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PAGE

SUFFOLK

Parker Riddick/Cypress Manor
Master Plan and Rehabilitation Project
MASTER PLAN AND INTERIM REPORT





Urban planning issues play a part in the economic plight.

EXISTING CONDITIONS
The City Plan



- City's history of growth is at odds with current stimuli.
 - The railroads were the economic front door
 - The city linked to agriculture to the west
 - Today's jobs are to the east
 - Former backdoor is now the front entry
- Site is a backwater

EXISTING CONDITIONS
Broad Context



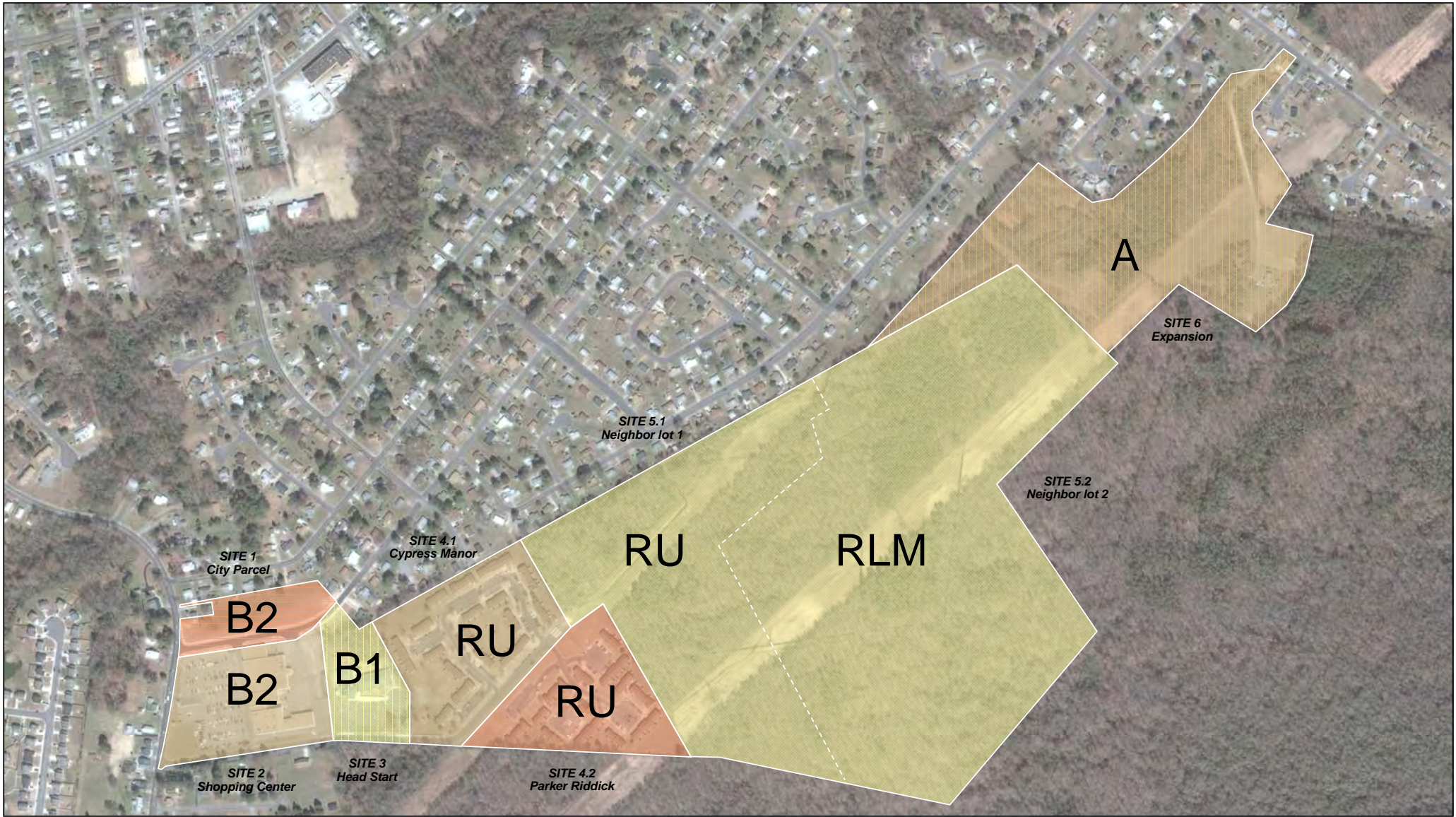


Long history of poverty pocket has created stigma and separation



New neighbors are trying to increase property values

EXISTING CONDITIONS
The Neighborhood



0' 200' 400' 800'

1" = 400'-0"



Single Family Cottages Duplex New Townhomes Existing Townhomes

EXISTING CONDITIONS
Zoning & Parcel Descriptions

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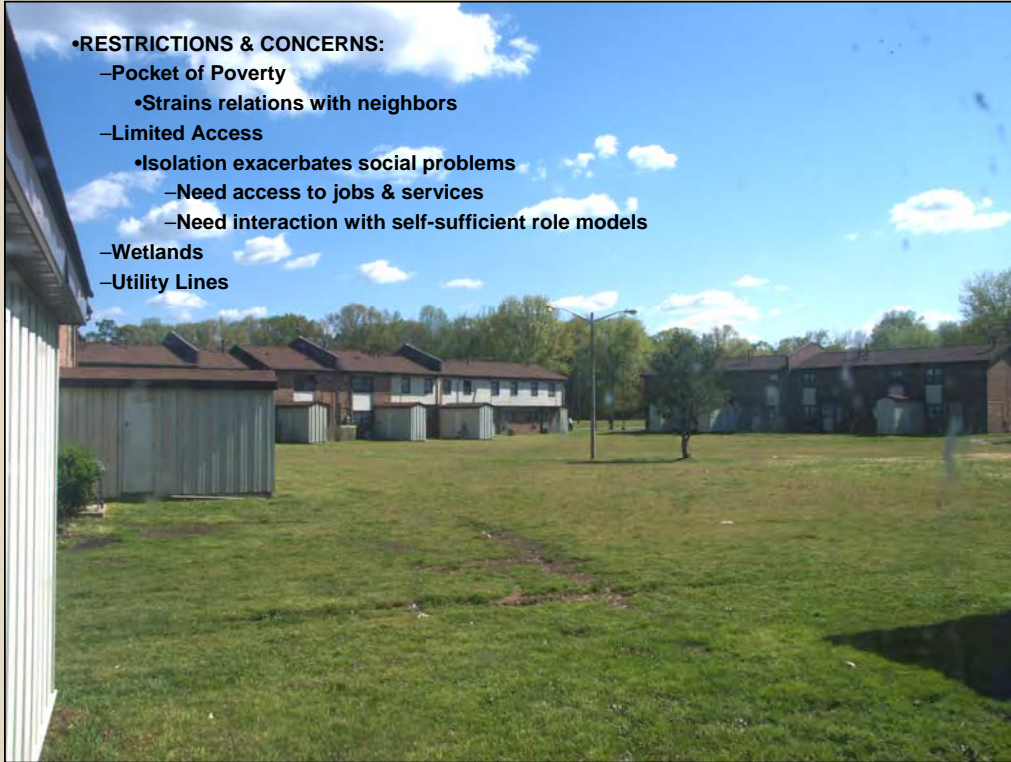
SUFFOLK

Parker Riddick/Cypress Manor
Master Plan and Rehabilitation Project
MASTER PLAN AND INTERIM REPORT



•**RESTRICTIONS & CONCERNS:**

- Pocket of Poverty
 - Strains relations with neighbors
- Limited Access
 - Isolation exacerbates social problems
 - Need access to jobs & services
 - Need interaction with self-sufficient role models
- Wetlands
- Utility Lines



EXISTING CONDITIONS

- Maintain housing for current residents
- Reduce density of poverty
 - Partial demolition
 - Introduction of varying income levels
- Control the public space
 - Enter a neighborhood, not a powerline
 - Parks as gateways & connectors
 - Pedestrian streetscapes
- Maximize interconnectivity
 - Link to jobs & services
 - Touch existing single families w/ new singles
 - Minimize pockets of single housing type
- Mixed income:
 - Be a better neighbor
 - Redefine the community & the market
 - Include housing above current market at key locations

DESIGN OBJECTIVES
Site Specific



CREATE A NEW FRONT DOOR
Opportunity's knock is conveniently placed for expansion
Connect the jobs with those who need them.
Link the school with those who learn.



PROPOSAL
City-wide Plan



0' 50' 100' 200'

1" = 100'-0"



Single Family Cottages Duplex New Townhomes Existing Townhomes

PROPOSAL
Phase I Development

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SUFFOLK

Parker Riddick/Cypress Manor
Master Plan and Rehabilitation Project
MASTER PLAN AND INTERIM REPORT





0' 200' 400' 800'

1" = 400'-0"



Single Family Cottages Duplex New Townhomes Existing Townhomes

**PROPOSAL
Phase II Development**

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SUFFOLK

Parker Riddick/Cypress Manor
Master Plan and Rehabilitation Project
MASTER PLAN AND INTERIM REPORT





0' 100' 200' 400'

1" = 200'-0"



Single Family Cottages Duplex New Townhomes Existing Townhomes

PROPOSAL
Phase IV – Parker Riddick & Cypress Manor

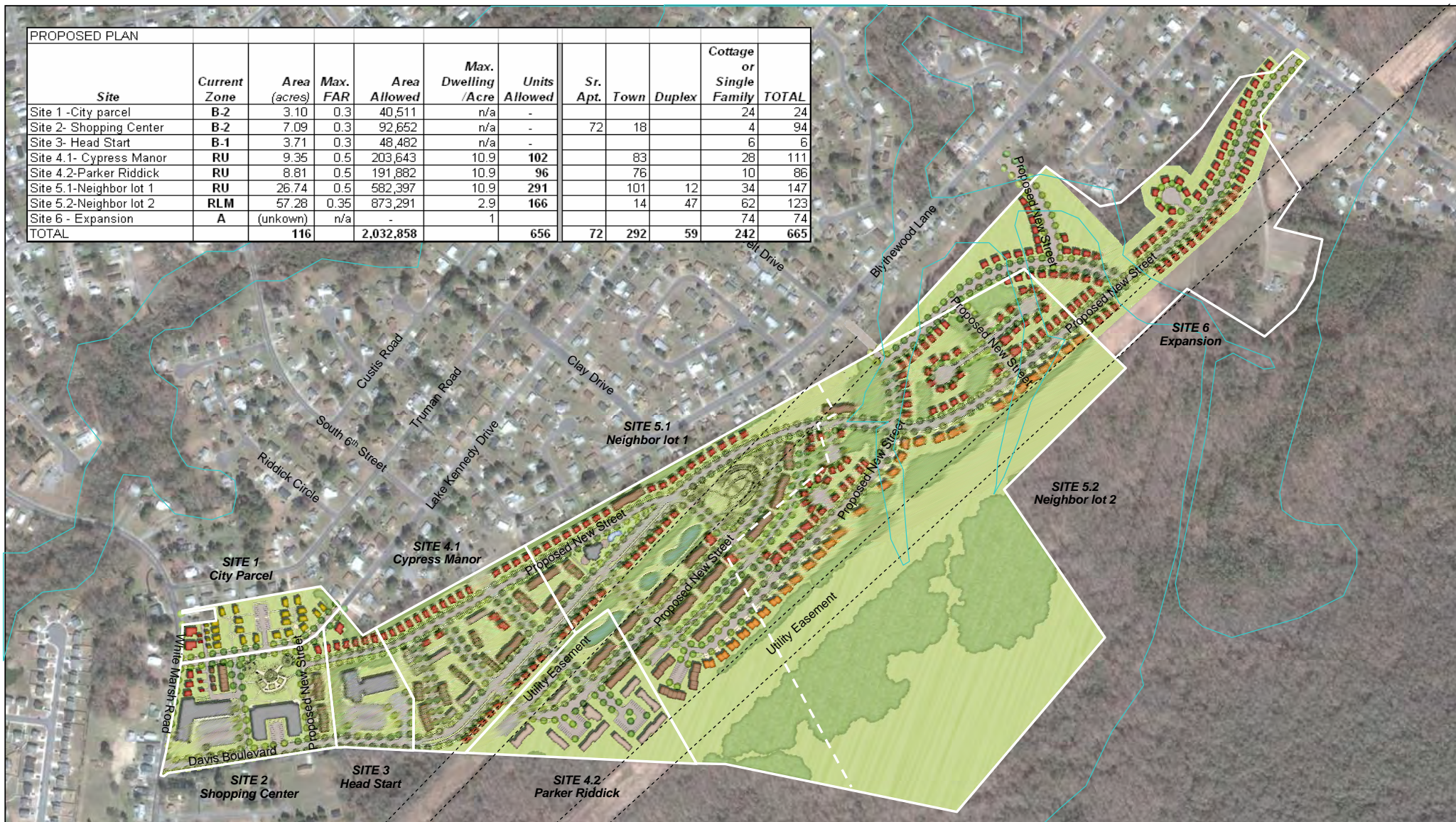
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Parker Riddick/Cypress Manor
Master Plan and Rehabilitation Project
MASTER PLAN AND INTERIM REPORT



PROPOSED PLAN											
Site	Current Zone	Area (acres)	Max. FAR	Area Allowed	Max. Dwelling /Acre	Units Allowed	Sr. Apt.	Town	Duplex	Cottage or Single Family	TOTAL
Site 1 -City parcel	B-2	3.10	0.3	40,511	n/a	-				24	24
Site 2- Shopping Center	B-2	7.09	0.3	92,652	n/a	-	72	18		4	94
Site 3- Head Start	B-1	3.71	0.3	48,482	n/a	-				6	6
Site 4.1- Cypress Manor	RU	9.35	0.5	203,643	10.9	102		83		28	111
Site 4.2-Parker Riddick	RU	8.81	0.5	191,882	10.9	96		76		10	86
Site 5.1-Neighbor lot 1	RU	26.74	0.5	582,397	10.9	291		101	12	34	147
Site 5.2-Neighbor lot 2	RLM	57.28	0.35	873,291	2.9	166		14	47	62	123
Site 6 - Expansion	A	(unkown)	n/a	-	1					74	74
TOTAL		116		2,032,858		656	72	292	59	242	665



0' 200' 400' 800'

1" = 400'-0"



Single Family Cottages Duplex New Townhomes Existing Townhomes

PROPOSAL
Master Plan w/ Tabulations

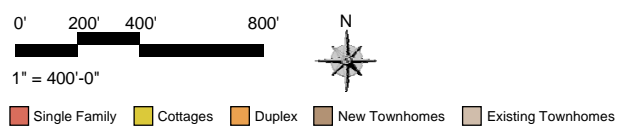
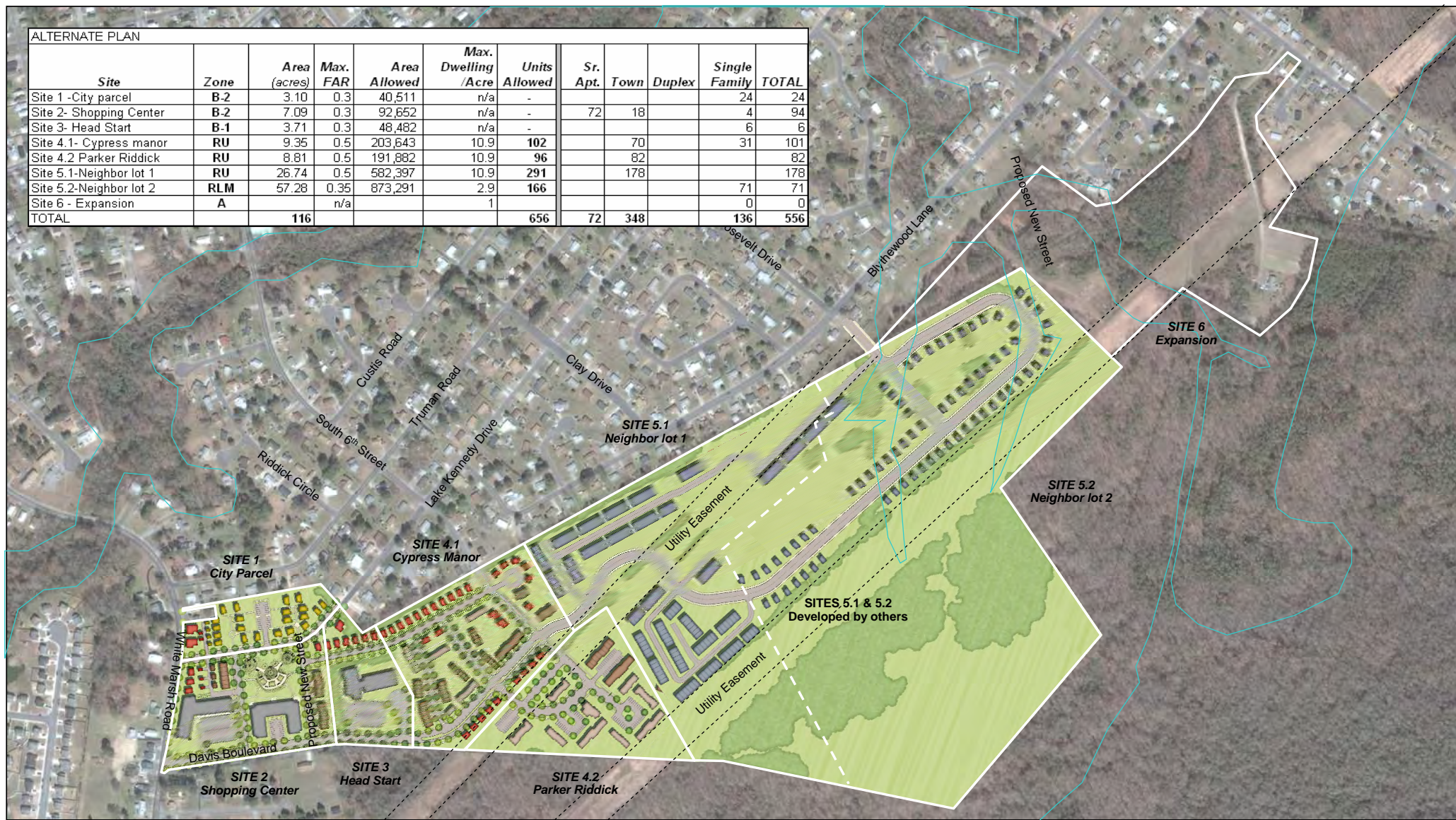
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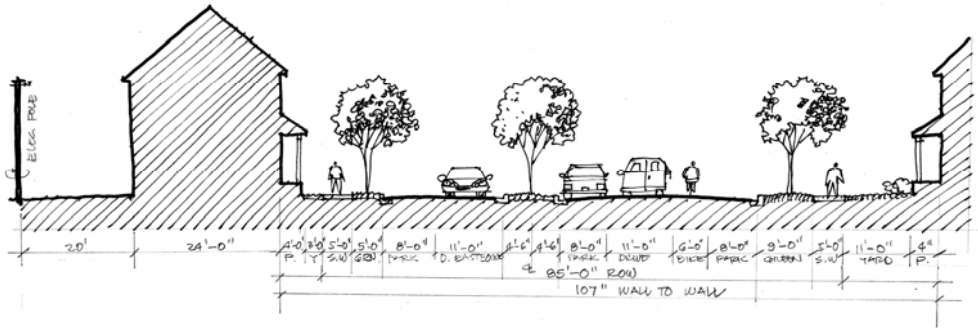
Parker Riddick/Cypress Manor
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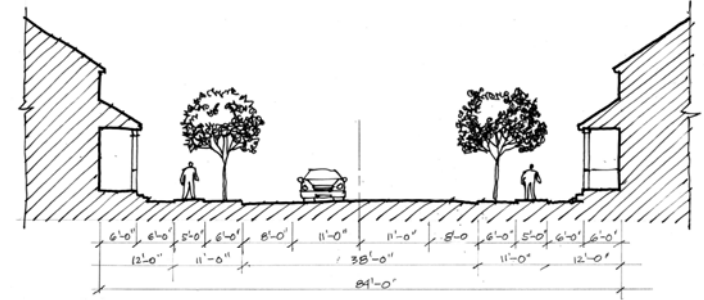
ALTERNATE PLAN											
Site	Zone	Area (acres)	Max. FAR	Area Allowed	Max. Dwelling /Acre	Units Allowed	Sr. Apt.	Town	Duplex	Single Family	TOTAL
Site 1 -City parcel	B-2	3.10	0.3	40,511	n/a	-				24	24
Site 2- Shopping Center	B-2	7.09	0.3	92,652	n/a	-	72	18		4	94
Site 3- Head Start	B-1	3.71	0.3	48,482	n/a	-				6	6
Site 4.1- Cypress manor	RU	9.35	0.5	203,643	10.9	102		70		31	101
Site 4.2 Parker Riddick	RU	8.81	0.5	191,882	10.9	96		82			82
Site 5.1-Neighbor lot 1	RU	26.74	0.5	582,397	10.9	291		178			178
Site 5.2-Neighbor lot 2	RLM	57.28	0.35	873,291	2.9	166				71	71
Site 6 - Expansion	A		n/a			1				0	0
TOTAL		116				656	72	348		136	556



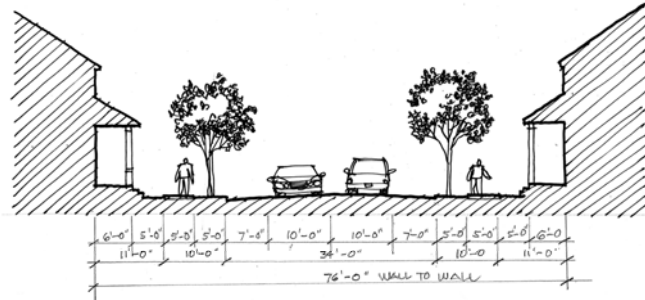
PROPOSAL
Alternate Plan w/ Tabulations



STREET SECTION
Primary Road / Davis Blvd



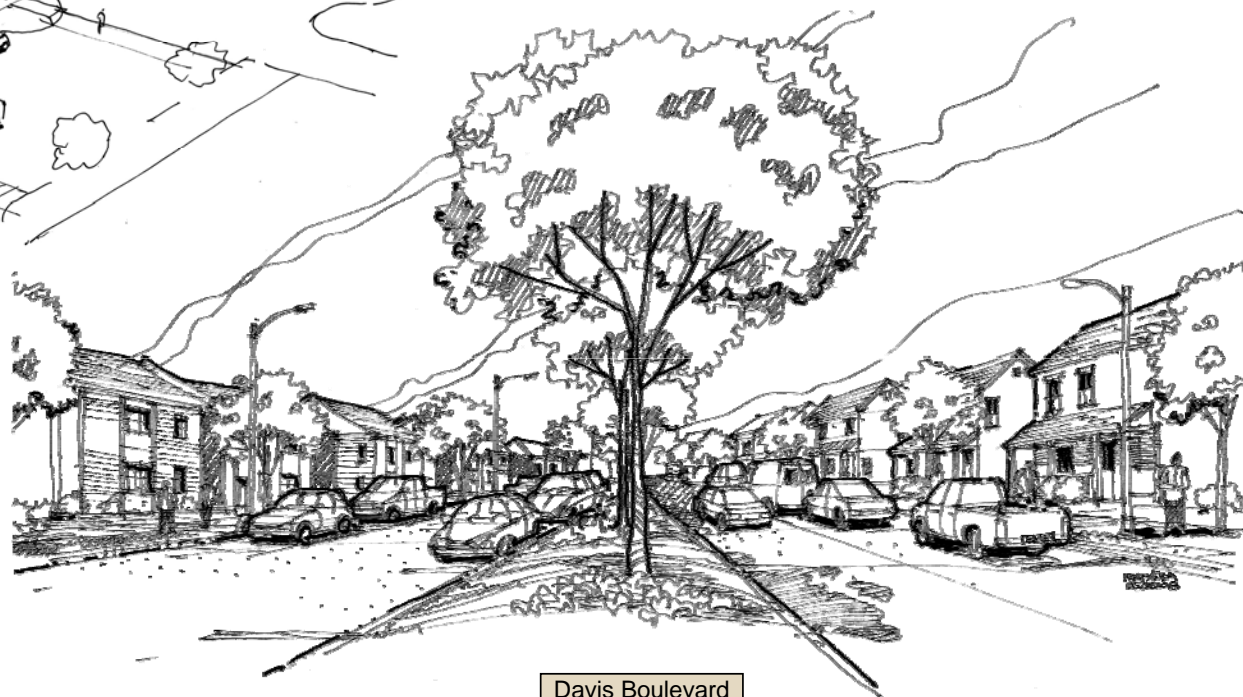
STREET SECTION
Secondary Road



STREET SECTION
Tertiary Road



Townhouses



Davis Boulevard



Cottage Courtyard

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Parker Riddick/Cypress Manor
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HO&C





Potential Concept for Renovation of Cypress Manor



Potential Concept for Renovation of Parker Riddick