



Dorothea Dix Hospital Raleigh, NC

**ULI Advisory Services Panel
October 24-27, 2006**



The Urban Land Institute



Dorothea Dix Hospital

- ULI—the Urban Land Institute is a nonprofit research and education organization
- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.





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Acknowledgments

- **Sen. Vernon Malone**
- **Rep. Jennifer Weiss**

- **Sen. Janet Cowell**
- **Rep. Deborah Ross**
- **Ms. Barbara Goodman**
- **Rep. Verla Insko**
- **Rep. Rick Eddins**
- **Mayor Charles Meeker**
- **Mr. Joseph Huberman**



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Acknowledgments

- **Jim Klingler**
- **Kory Goldsmith**
- **Denise Huntley**
- **Bonnie McNeil**

- **Trish Healy**

- **Also, the more than 40 people who provided their input during the stakeholder interviews**



Dorothea Dix Hospital

The Panel

- Leigh Ferguson, Chair
- Ralph Nunez
- Bill Lashbrook
- Dennis Carmichael
- Logan McClintic-Smith
- Tom Murphy

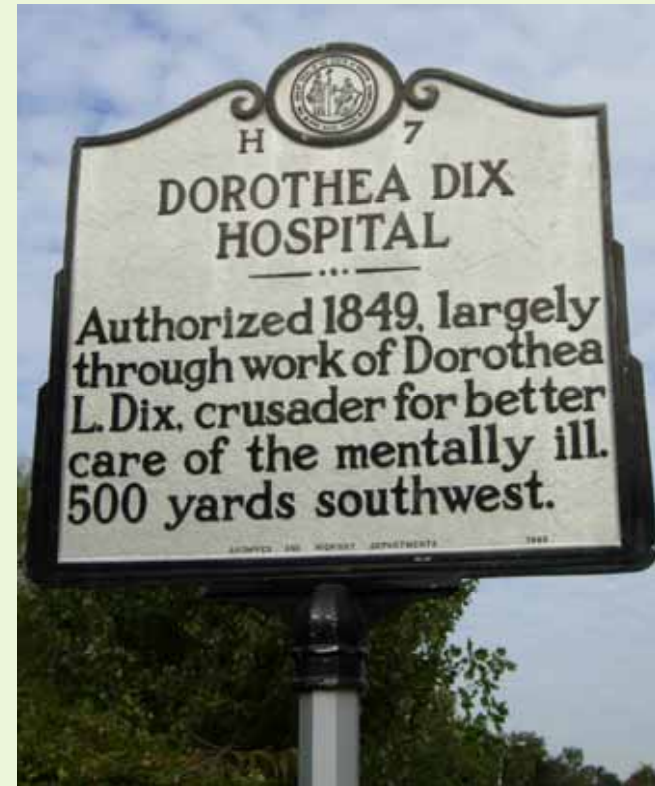




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Today's Agenda

- History and Context
- Planning and Design
- Implementation
- Finance
- Questions and Answers





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Why

Three day assignment, the process normally includes:

- Preparation of a briefing book by the sponsor
- 3 to 4 ULI member/experts
- Onsite tour and briefing by sponsor
- 3 roundtable sessions with 3-5 participants at each session
- One day work session by panelists
- Presentation, sometimes in private, followed by a written report



Dorothea Dix Hospital

Unusual Features of this Panel Assignment

This assignment, at the request of the sponsor, provided for significantly more public participation as noted:

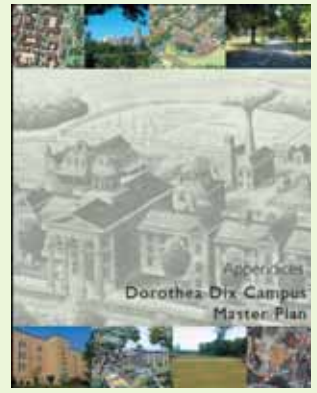
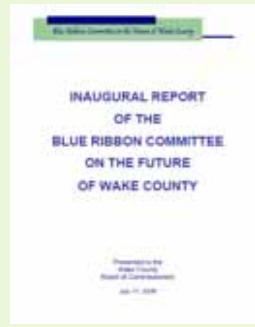
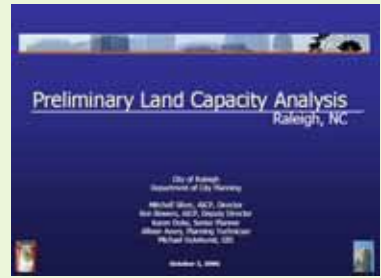
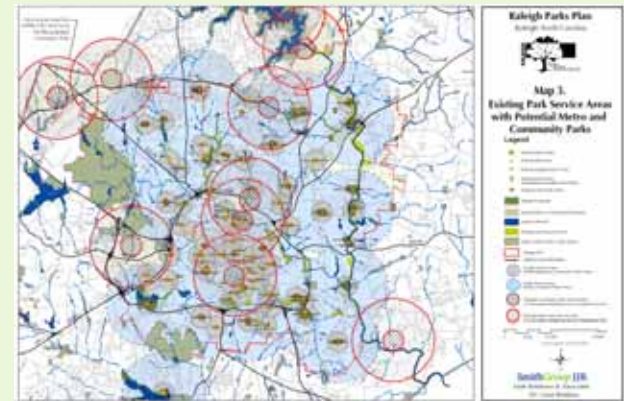
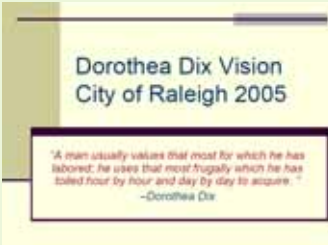
- Larger Group of Panelists (6 vs 3-4)
- Public Reception
- More Round Table Topics (5 vs 3)
- More Round Table Participants (8-9 vs 3-5)
- Invitation for Broader Public Input
- Advertised Public Events
- Open presentation with public comment opportunity



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Previous Work

- A substantial amount of planning work has been done on this property





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Major Issues

- Parks
- Mental Health Community
- Business Community
- Historic Preservation Community
- Municipal and Educational Institutions
- Neighborhoods
- Government

History and Context

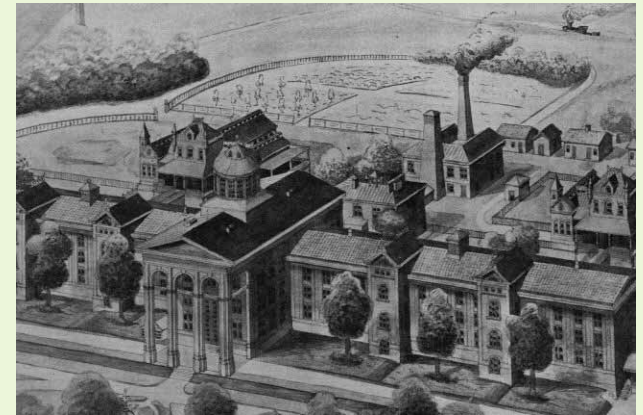




Dorothea Dix Hospital

History

- Dorothea L. Dix, social activist
- Place History
- Historic Building Inventory
- Alexander Jackson Davis, prominent architect





Dorothea Dix Hospital

History

- Preservation of a Historic Core
- Maintenance of Comprehensive Campus Design
- Identifying Prominent Architectural Elements
- Provision for the needs of the Department of Health and Human Services





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Adaptive Reuse of Comparable Mental Health Institutions and State Hospitals



Two more images





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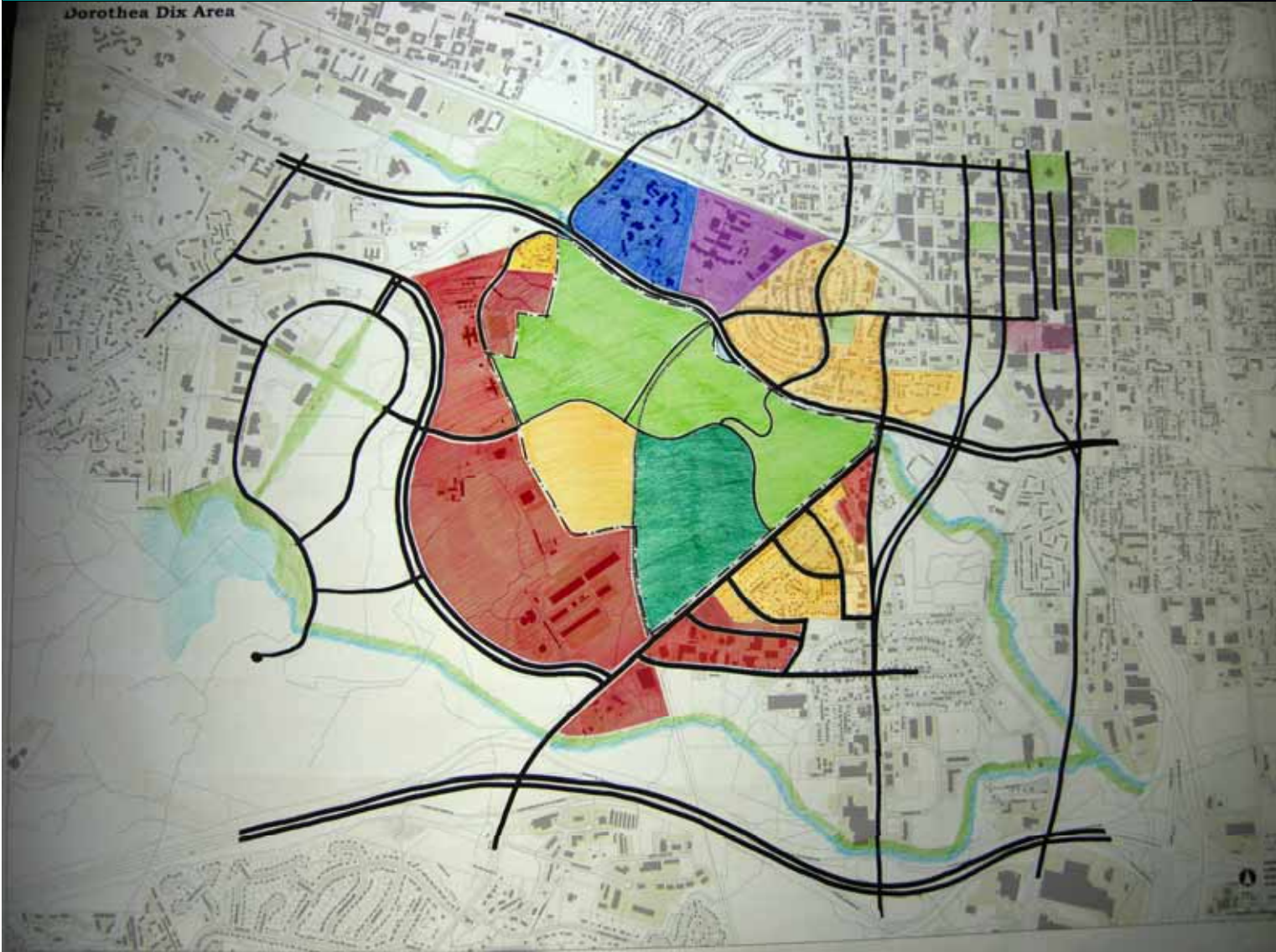
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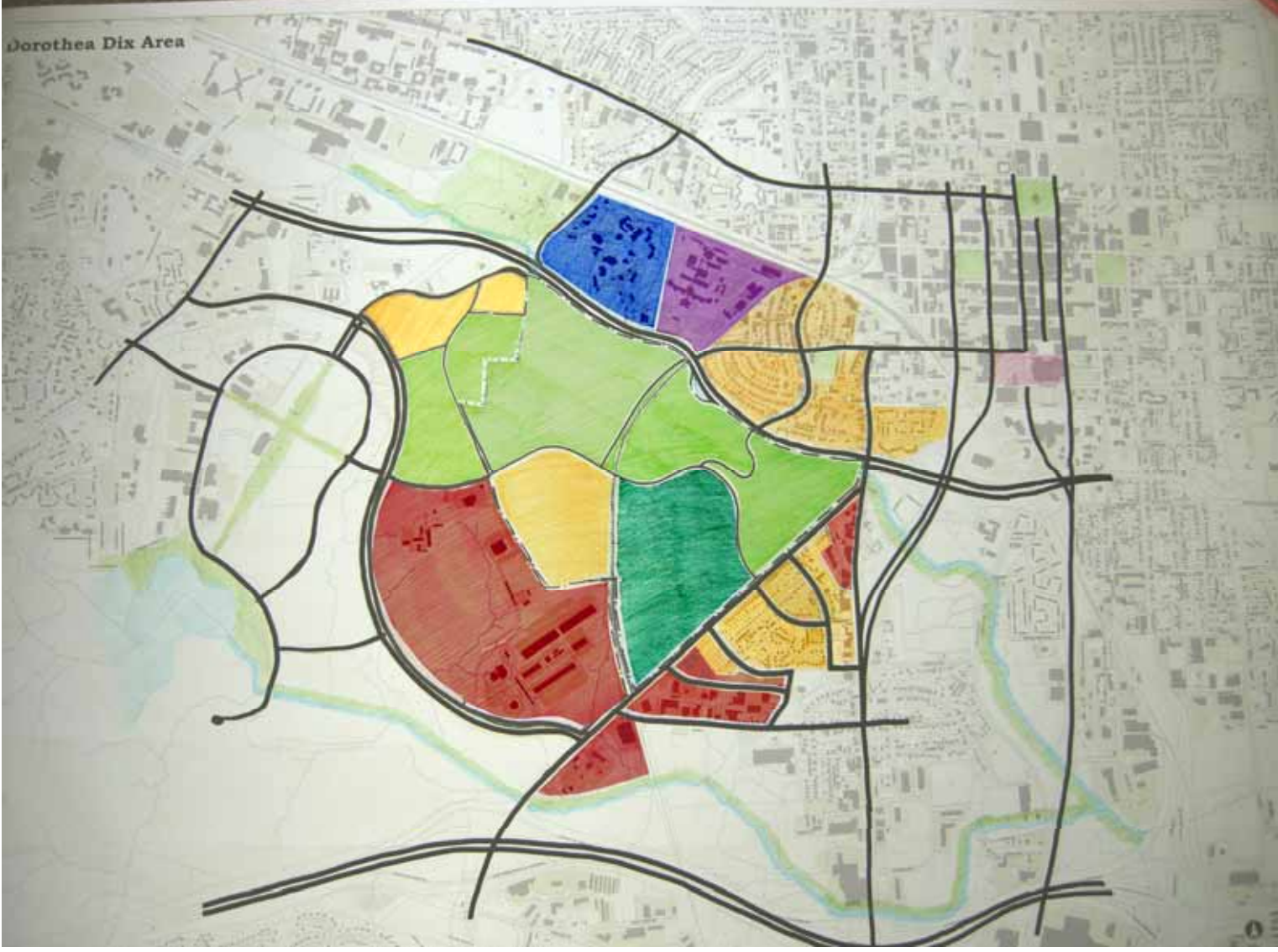
Dorothea Dix Area





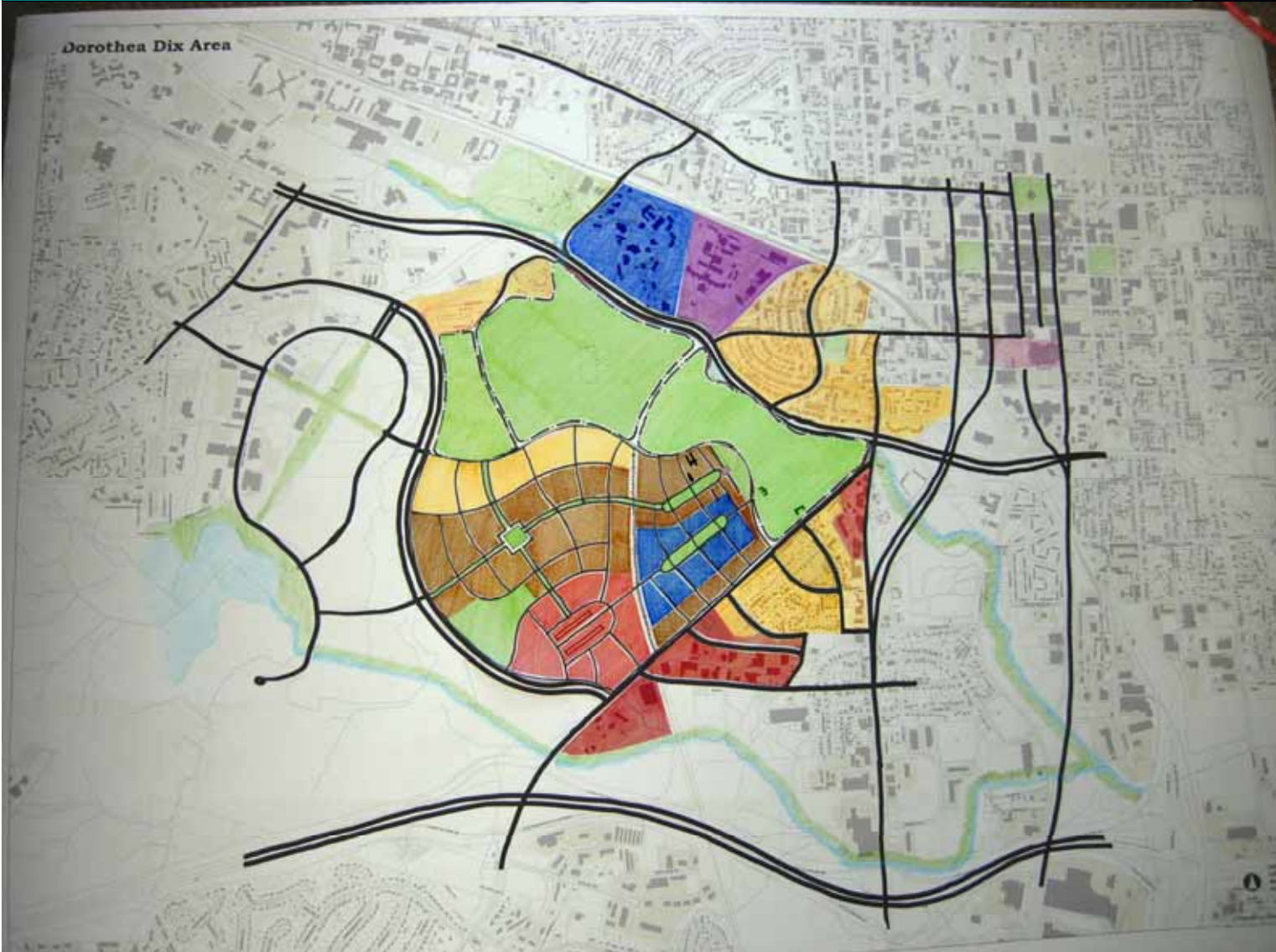
Dorothea Dix Hospital

Dorothea Dix Area





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Suggested Land Use

Land Use	Acres
Park	215
Medium-Low Residential	35
Medium-High Residential	65
Historic Core (adaptive reuse)	80
Town Center (includes Farmer's Market)	43
Open Space/Recreation/Town Green	25



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- Adaptive reuse of the Harvey Building to accommodate congregate housing for the mentally ill on site





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How



Dorothea Dix Hospital

- Value
 - Legacy
 - Connection
 - Revenue
 - Great City Park



Dorothea Dix Hospital

How

- Issues
 - Everyone is talking; no one is listening
 - No one is in charge
 - Money demands
 - DHHS usage
 - Hierarchy of stakeholders



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How

- Challenges
 - Communications
 - Focus
 - Structure
 - Money



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How

- Solutions
 - Clear Ownership
 - Clear Authority and Responsibility in one place
 - Maximize community values
 - Maximize revenue potential



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How

City Buys It !



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How

Source

- The City Pays the State \$40 million
- Two vehicles used to raise the money:
 - Dix Campus Development Corporation (DCDC)
 - \$ 30 Million from TIF
 - Dix Park Conservancy
 - \$ 10 Million Private Sector



Dorothea Dix Hospital

- Overall Structure
 - Dix Campus Development Corporation (DCDC)
 - Board Composition
 - Dix Park Conservancy
 - The Dorothea Dix Foundation
 - Board Composition
 - Development Partnerships



Dorothea Dix Hospital

Suggested Boards Composition

- Dix Campus Development Corporation (DCDC)
 - Board Composition
 - 7 members chosen by the Mayor
 - » NC State, Wake County and the state each nominate 3 people from which the mayor picks one each.
 - » the Conservancy nominate six people from which the mayor picks two.
 - » Two seats are chosen by the City.

- The Dorothea Dix Foundation
 - Board Composition
 - 9 members
 - » Governor appoints 3,
 - » Legislature appoints 3
 - » Mental Health Community appoints 3



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City of Raleigh

Dorothea Dix Foundation

DCDC

Development Entities

DCDC & NCSU Housing Developer

Dix Park Conservancy

DHHS / DCDC Developer

Other Buildings DCDC and Developer

DCDC & Developer Farmers Market Town Ctr.



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How

- Assumptions
 - DHHS Agrees to a long term lease on rehabilitated buildings
 - Farmers Market expands into a larger retail town center
 - NCSU agrees to cooperate with DCDC and development of new neighborhood



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- The economic potential of Dix Hill is sufficient to support the goals of the state, county, city, the citizenry and local groups concerned with the environment, open space and especially those concerned with mental health.



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Tax Increment Financing Projection

Principal Amount:	\$30,000,000
Rate:	5.00%
Amortization:	25 years
Annual Payment:	\$1,452,558
Cushion for Issuance:	60%
Required Tax Payments:	\$2,420,930
Required Taxable Value @ .01069:	\$226,466,791



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Potential Tax Revenues

DCDC	Tax Value	Revenue Potential
		@0.01069
Office Space @\$200:		
800,000 DHHS Space	\$160,000,000	\$1,710,400
400,000 Other Office/Retail	\$80,000,000	\$855,200
Total Office Estimated Tax Value	\$240,000,000	\$2,565,600
Residential:		
Multifamily 750 units @ \$100,000	\$75,000,000	\$801,750
Single Family 250 units @ \$200,000	\$50,000,000	\$534,500
Total Residential	\$125,000,000	\$1,336,250
Total DCDC Value	\$365,000,000	\$3,901,850
Other Residential (Centennial)		
Multifamily 150 @ \$100,000	\$75,000,000	\$801,750
Single Family 250 @ \$200,000	\$50,000,000	\$534,500
Other Retail		
Total	\$490,000,000	\$5,238,100



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Possible Additional Revenue

DCDC Property Only	
Mulifamily 750 units	\$1,875,000
Single Family 250	\$625,000
Total DCDC	\$2,500,000
Other (Centennial)	
Multifamily 750 units	\$1,875,000
Single Family 250	\$625,000
Total Other	\$2,500,000
Total Residential One Time Payments	\$5,000,000



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Constituent Goals

- State
- County
- City
- DHHS
- NCSU
- Citizen
- Mental Health Community



Guiding Principles

- Create a fitting memorial to Dorothea Dix
- Promote LEED (Leadership in Energy and Environmental Design) Silver Rating for new neighborhood and for all buildings
- Create a retail center around farmer's market
- Maximize access to adjacent neighborhoods of Boylan Heights, Fuller Heights, Caraleigh, Centennial Campus and Pullen Park Terrace.



Dorothea Dix Hospital

Guiding Principles

- Seek a balance between park and neighborhood creation that builds upon prior studies
- Create a residential neighborhood around the historic core to create a vibrant park
- Accommodate DHHS campus
- Create mixed use neighborhood on Centennial Campus/Farmers market



Guiding Principles

- Create New Greenway linkages
- Preserve existing oak trees
- Accommodate passive recreation, amphitheatre and possibly botanical gardens
- Accommodate congregate housing for the mentally ill on site



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