Title of Document: Broad Creek Revitalization and Implementation Book
Prepared By: City of Norfolk
Prepared For: City of Norfolk
Date of Preparation: December 2004
Status (as of January 2012): Adopted by City Council as an amendment to the General Plan on December 21, 2004. Plan was reaffirmed as a whole by City Council in 2009.
Civic League(s)/Organization(s) Affected: Bruces Park, Central Brambleton, South Brambleton, Chesterfield Heights, Grandy Village Advisory Council, Stonebridge Crossing, Middle Town Arch, Broad Creek, Ballentine Place

The information included in this document may not reflect current City of Norfolk policy. For more information on this document, contact the City of Norfolk Department of Planning and Community Development.
Broad Creek is envisioned to be economically and socially thriving, academic and technology-centered and diverse community of homeowners. The vision for Broad Creek is about choice, richness, diversity and texture, and the exciting and innovative integration of these concepts.
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neighborhood design & resource center

Broad Creek Revitalization & Implementation Plan
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*Trend-Setting Neighborhoods*
The Broad Creek Renaissance Strategic Plan, developed by Wallace, Roberts and Todd, LLC (WRT) (May 2004), provides a dynamic framework for the revitalization of the Broad Creek community. The plan sets in motion a vision and transforming strategies, resurrecting the essence of Broad Creek as a compelling and rejuvenated community. It provides the impetus for change and well positions the community for attracting new public and private investments by creating the magnets and anchors that will attract and retain an economically, socially, and racially diverse community of residents, businesses and investors. The final outcome will be a community more connected and open to the City and the region.

Specifically, the plan ignites the excitement of a traditionally designed neighborhood (TND) destination within a strong urban context. Maintaining the historic character of the area's older historic neighborhoods adds to its significance and desirability. The strategic connection to the arts, culture, academia, and technology amenities is enhanced by its proximity to Norfolk State University, the RISE Center, the Douglas Wilder Performing Arts Center ("the university district"), and five Norfolk public schools. This synergy is used to give further definition to this community by creating a uniqueness that will serve as a magnet for residents, businesses and others desiring the advantages of a learning-based environment. Leveraging the waterfront edge of the community along the Elizabeth River offers opportunities for rebuilding and anchoring the transformation of

executive summary

Broad Creek Revitalization & Implementation
In summary, the Crescent, represents both a geographical configuration and connector for new development along Ballentine Boulevard and Princess Anne Road. As a Traditional Neighborhood Development, the Crescent will build on the success of prior redevelopment efforts and the tradition of the more historic neighborhoods in the community and the City. Its quality and style will blend traditional neighborhood design concepts with 21st Century technology.

The Broad Creek Arts, Academic and Technology District is not so much about a physical place as it is about “a way of life.” It will brand Broad Creek as a learning-based community embracing a commitment to life-long learning stretching from the campus at Norfolk State University (NSU) context for implementation and by making it a living document of value and consequence to the City and the overall community.

This will be a challenging effort. The complexity of the many constantly evolving parts will have to be intensely coordinated in order to make them function collectively. The strategic assessment of the plan acknowledges the key challenges, opportunities and key success factors and puts them into proper perspective.

Further, the plan provides an opportunity to create an “Urban Cool” model that is developed by the neo-traditional planning framework and centered around the 4Cs - community, connectivity, convenience and comprehensiveness. This model promotes the new image of the community where visitors, residents and investors are treated to exceptional stores and restaurants situated in an attractive, walkable, visually stimulating and architecturally timeless street front setting.

When well positioned, the “Urban Cool” model has proven to be extremely effective in attracting the necessary private capital and mix of residents.

With respect to resource development, priorities must be set and initiatives phased over a number of years through a combination of public investment and private market response if the vision is to be fully realized. The implementation component of the Broad Creek Strategic Revitalization Implementation places priority on improving the quality of the housing stock, strengthening the residential districts and developing the academic and technology partnerships. The complete implementation of the plan is based on a three-phase approach over a 20-year period with acquisition, demolition and relocation activities estimated at a minimum of $30 million.
In May 2003, the City of Norfolk obtained the services of Wallace, Roberts and Todd (WRT), an urban design firm, to engage the residents and other community stakeholder interests in the development of a strategic revitalization plan for the greater Broad Creek community.

The purpose of the plan is to create a vision for a new, compelling and reinvigorated community. It will serve as a catalyst for attracting new investment to the area, creating significant economic development and housing opportunities and heightening the desirability of people of various economic and social backgrounds to choose Broad Creek as a place to live, work and play.

The plan is intended to open up Broad Creek to the City and the region. It will assure Broad Creek's long-term sustainability. It will no longer be isolated and disconnected.

The area will feature new waterfront development, cultural attractions and festivities, neighborhood and destination retail, stronger pedestrian access, transit enhancements, business, education and technology linkages.

The plan encourages greater connectivity with the University and public schools. The major focus is to develop a knowledge-based community that fosters direct community and university relationships and which will serve as an economic development catalyst for the Broad Creek area.

This strategic implementation component will build on these and other concepts by establishing a clear development and market context for implementation of the major initiatives, and to make it a living document of value and consequence to the City and the community.

Achieving this outcome will require strategies that build upon leveraging community strengths and advantages, creating new opportunities that will overcome the disadvantages, and by directly addressing destabilizing influences. The goal is to create a community that not only enhances the quality of life for residents today, but also ensures that the needs of future generations are met. It is an approach that plans for the long-term viability of the community's built environment, as well as its social and economic systems.
In the Broad Creek Strategic Plan, WRT identifies a comprehensive series of concepts and action initiatives designed to promote the revitalization of the Broad Creek study area. These concepts and initiatives are an outgrowth of the following objectives and strategies:

**Neighborhoods and Housing**
- Encourage investment and maintain the single family character of Chesterfield Heights and Haynes Tract as Neighborhood Reinvestment Areas.
- Continue neighborhood stabilization and revitalization activities in Central Brambleton.

**Retail Development**
- The plan proposes several retail development initiatives to improve the quality of shopping and services available to the Broad Creek community.

**Education and Employment**
- Capitalize on the opportunity presented by the location of Norfolk State University and the Norfolk public schools in the study area to establish Broad Creek as an "academic and technology village."
- Link potential technology employment opportunities to NSU and the RISE Center. Create a campus-oriented mixed-use project at the site currently occupied by Spartan Village on Brambleton Avenue.

**Community Facilities and Services**
- Establishment of an area-wide parks and open space system.
- Development of a YMCA, community center and anchor branch library.

**Community Character**
- Design and implement improvements to gateway entrances and improvement corridors at Princess Anne Road, Virginia Beach Boulevard and Park Avenue.

**Transportation**
- The plan addresses Park Avenue/ Brambleton Avenue intersection improvements and the planned light rail station on Brambleton Avenue.

In summary, the Broad Creek Strategic Plan initiatives are designed to build on current revitalization momentum, completing the transformation of the historic Broad Creek community for current and new residents and creating a national model for revitalization.
"As our country shifts from an industrial to a knowledge-based economy, technology has shifted our ability to choose where we live, work, play and learn. The emerging knowledge-based workforce is discovering that they can choose to live in places that offer a higher quality of life, and since knowledge is capital, employers are following them. Universities produce the nation’s supply of knowledge workers, and for the first time ever, have the power to trigger incredible new economic development opportunities for the university, the City, and the local real estate market". (Source: Town Builders Collaborative)
**historic neighborhoods**

Broad Creek Revitalization & Implementation Plan

The neighborhoods of Chesterfield Heights and Haynes Tract, both historically significant, are enhanced by a series of housing and neighborhood improvement initiatives aimed at the preservation of their charm and character. Images of quiet, tree-lined streets, and homes with distinctive character, combined with waterfront scenes and park settings, will all work together to create a sense of place and time.
The Crescent represents the physical shape of the geographical configuration formed by newly proposed developments along Ballentine Boulevard and Princess Anne Road. It connects retail, public facilities, a variety of new residential uses, mixed-use developments, parks and a mixed-use center as a single thriving and diverse community where homeowners and renters of choice would want to live, work and play.

The Crescent expands on the success of prior redevelopment activities in the Broad Creek community and implements a place-making strategy that uplifts and transforms the entire area into a lively, exciting destination as defined by the highest quality materials, design and architectural elements, seamlessly integrated into the existing neighborhood fabric.

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**the crescent**

Broad Creek Revitalization & Implementation Plan

- Trend - Setting Neighborhoods
- The New Douglas Park
- The Market Square
- The Civic Square
trend-setting neighborhoods

Broad Creek Revitalization & Implementation Plan

Building on the tradition of the historic neighborhoods in the Broad Creek community and the City, Broad Creek will be characterized by diverse and distinctive homes, walkable and tree-lined streets, neighborhood retail, nearby offices, schools and parks, technology, culture, learning and public transit. New housing will build on the inspiration of the community and City’s historic neighborhoods. It will blend traditional neighborhood design with 21st century technology.

The community will be pedestrian-oriented where residents can walk to work, shops and restaurants. Downtown employment centers and major retail are within a few minutes drive.

A wide variety of residential choices will appeal to everyone from singles to seniors and from first-time home buyers to empty nesters. To encourage diversity both in age and income level, a range of housing types, sizes and prices are planned for the area.

When development is completed, Broad Creek will consist of single-family homes, townhouses, rental apartments, and housing units for seniors.

Given the housing challenges for current and future work force and middle income housing product in the city and region, the redevelopment of Broad Creek will provide housing options that will include opportunities for this market segment to rent or purchase in the community.

Although the plan’s goal is to create an active and vibrant neighborhood core with new development, its proposed configuration of building types and interconnected streets and blocks are planned to blend seamlessly into surrounding residential neighborhoods. Parks, schools, libraries, neighborhoods and major developments will be linked through an integrated greenway and sidewalk system.

The plan suggests minimal change to existing historic residential areas in the community. It focuses primarily on parcels of land or proposed redevelopment areas within the Crescent, and how new planning concepts will be used to improve the economic and social life of the entire community. (See Appendix Supplement- WRT Figure 8)
The western edge of the Crescent (Douglas Park) will be redeveloped as a traditional neighborhood development, blending a mix of residential uses to include primarily single-family houses, multi-level townhouses, and condominiums. A mixed-use center with ground floor retail and with residential (rental and condominium) above, will create live/work opportunities and retail themes connected to the arts, academic, and technology district (i.e., cyber cafes, art galleries, studios, etc.). A plaza and other public spaces could be created for concerts, art shows, festivals, special events and other activities to encourage interaction among residents and to create a sense of community. This will serve as a complement to the grocery store anchored center at Ballard Boulevard.

The successful implementation of this center will serve as a magnet for attracting new residents to the area who will demand the mixture of housing options and community amenities being proposed by this plan.

*Design Criteria / Guidelines*

A pattern book of architectural styles, landscaping design and materials will be developed to assure development is consistent with the vision for Broad Creek's character, and will control the placement of garages, porches, and the house relationship to the street and its neighbors. The document will also suggest ways to establish architectural diversity among the community's homes.

All development proposals will be reviewed and approved by a design review panel established for Broad Creek, implementing the requirements of the pattern book. The pattern book will set basic ground rules for street facades, scale, proportion, materials, and details to maintain an overall aesthetic and level of quality.
At the Market Square, residents will find neighborhood-oriented retail with a combination of shops and services such as locally-owned bakeries, restaurants, outdoor cafes, florists, and dry cleaners. However, national chains such as Starbucks may also be attracted to this market. It will also serve as an appealing public gathering place for residents in the community. Described as a neighborhood convenience center, by WRT, this neighborhood amenity will be located at Virginia Beach Boulevard/Balleine Boulevard, and will be anchored by a full-service grocery store and a medical office building.

Consistent with TND principles, the buildings will have their front elevations close to the street and have significant architectural details. Amenities and convenience shopping will be within walking distance for many residents.
Bowling Park Elementary School, a proposed community center, YMCA and a new state-of-the-art library facility will be collocated to create another center of community activity. These facilities will bring recreational programming, learning, and computer centers in close proximity to residents and businesses. These new civic facilities will create a civic square at Princess Anne Road and Ballentine Boulevard and will host special events and festivals attended by residents throughout the community, the City and the region. (See Appendix Supplement-WRT Figure 9)

the civic square

Broad Creek Revitalization & Implementation Plan
public & open spaces

Broad Creek Revitalization & Implementation Plan

A River Front Park and walkway system, ponds, greenways and several small neighborhood parks and squares will further enhance the livability of the community and connect residents to the environment and to each other.

Part of the enjoyment of living, working and relaxing in the Crescent will be the opportunity to enjoy art that will enliven the public spaces. It may be embodied in a sculpture, mural or other artistic creation. Public art will be featured at various public spaces throughout the project to reflect the cultural connection and to further define the community’s sense of place. (See Appendix Supplement: WRT Figure 9)
Broad Creek will be a learning-based community embracing a commitment to lifelong learning stretching from the campus at Norfolk State University (NSU) through every neighborhood to every household and to every resident. The program will focus on innovative practices, education and technology approaches aimed at the development of both children and adults through a series of programs and education venues.

**Partnership and Resource Development**

The Broad Creek Arts, Academic and Technology District will be developed in collaboration with the NSU, The RISU Center, public school system, corporations, non-profits, philanthropies, and other regional employers.

**Employment, Job Training**

The organization of the arts, academic, and technology around the learning-based community theme is intended to serve both as an anchor and a magnet for economic development, job creation, training, and attracting new resources to the community. It will also serve as a magnet for attracting new residents to the area who will demand the variety and mix of housing and community amenities being proposed.

**Technology Master Plan**

A Technology Master Plan will be developed to address three important aspects of an integrated community telecommunications plan - home wiring, service providers, and a community network. Home wiring should be designed to have the capacity to integrate sophisticated technology applications into the homes of every resident, businesses, schools, and institutions.
A Broad Creek intranet will interconnect the entire community and will provide residents and workers access to a closer, more convenient community.

The University District

New development will provide a combination of campus technology-oriented rental units and retail, creating alternate housing choices for students, young professionals, and others to finding advantages of living in a university district. The location of the proposed light rail station at Brambleton Avenue will further enhance the desirability of this location for housing.

It is expected that the development of the mixed-use project will be guided by a partnership with NSU, the State and the City, using the same or similar financial and planning format implemented for the creation of the Old Dominion University's Village concept. To create a sense of arrival into the university district, gateways will be strengthened with well designed streetscape enhancements, banners and signage.
The consultants, WRT, identifies sites for redevelopment along the waterfront on Kimball Terrace. A Waterfront Master Plan will be developed that will consider such future uses as condominiums, a marina, greenways and a public walking system. The visibility of the new Kimball Terrace Waterfront District at the gateway at Brambleton Avenue and I-264 and its location within walking distance of the RISE Center, will make this a very desirable address for residents and business.
strategic assessment

Broad Creek Revitalization & Implementation Plan

"The effort to create a 21st century community is not so much about technology as it is about jobs, dollars and quality of life. In short, it is about organizing one's community to reinvent itself for the new, knowledge-based economy and society; preparing its citizens to take ownership of their community; educating the next generation of leaders and workers to meet these global challenges..." (Source: The Creative Community, John M. Eger, 2004).
Broad Creek's new vision requires a complete transformation of the area which emphasizes the potential of the area and not so much on what it is today. Pockets of blight and physical decline, decreasing home ownership and destabilizing influences warrant close attention and proactive responses in order to stabilize the residential environment and move it forward to the next level.

**Market and Development Challenges**

- **Commercial Market Positioning**
  Nearby commercial competition (i.e., grocery store, etc.) as well as land constraints.

As indicated by the WRT Plan, the share of total sales potential will need to be strategically addressed. The area must satisfy blight standards to justify designation according to state legislation.

Legal authority for the public acquisition and clearance of a site for retail, office building, and a grocery store anchor will need to be determined.

- **Residential Market Positioning**
  Validate residential product types, products and level of change needed to stimulate demand for the variety proposed.

- **Road & Infrastructure Improvements**
  The size and type of recommended residential and commercial programs as well as related services and parking (on and off-street commercial and residential parking), must be evaluated in light of current arterial road requirements.

**strategic assessment**

Broad Creek Revitalization & Implementation Plan

- **Comprehensive Acquisition Strategy**
  A redevelopment implementation plan will require a comprehensive acquisition strategy that addresses land acquisition, business/residential relocation, as well as demolition and clearance.

- **Protecting Neighborhood Character**
  New infill housing and commercial development in Haynes Tract related to the City's ability to partner with the private sector and to locate and attract resources for the remediation of contamination resulting from current industrial use.

**Market and Development Opportunities**

- **Location**
  The Broad Creek Renaissance Area is strategically located just east of downtown Norfolk, where demand for quality and high density housing near cultural, entertainment, retail and employment centers is pushing pricing up and making downtown a highly desired place to live, work and play.
Broad Creek Revitalization & Implementation Plan

of zoning regulations controlling new infill development will be needed to preserve and protect these communities.

* University Context.

In capitalizing on the proximity of the proposed retail districts to NSU, the type and mix of retail will recognize the demand created by university students, faculty and other employees.

The location of NSU to these types of amenities would also be an asset to the University. A tentative strategy could be crafted to serve the university's objectives in attracting and recruiting new students and faculty. Not only will they shop here; faculty, other employees and students will find more advantages to living near where they work and investing in Broad Creek. Similarly, new

modem designs and amenities with the development of MiddleTown Arch, Stonebridge Crossing, and Brambleton Arch. Considering the variation in price points, Broad Creek has been positioned to absorb any new housing opportunities proposed by the Strategic Plan.

* University, Public Schools and Technology Center

Broad Creek is also well positioned to be an arts, educational and technology district with Norfolk State University, the proposed RISE Center, the Douglas Wilder Performing Arts Center, a proposed state-of-the-art library with computers and the five Norfolk public schools in the community.

market for the mix of housing types and demographics desired.

* Commercial and Retail Strategy

The appropriate tenant mix must be captured to achieve the quality and sustainability of retail, commercial and office space proposed.

* Interest by Norfolk State University

A partnership based on a commitment to the revitalization of Broad Creek and building strong relationships with the community and the public schools will need to be a priority.

* Branding and Marketing

The creation of a brand image into the marketing that excites residents, investors, developers, lenders and political leaders.

strategic assessment (cont'd)
implementation & investments

Broad Creek Revitalization & Implementation Plan
The probable impacts of land requirements and acquisition for the proposed commercial and residential program will be significant. The major driver for investment will be the cost of acquisition, relocation and clearance; the scope of roadway and infrastructure improvements and time to manage the coordination of such a vast vision. The recommended implementation by this plan is based on a three phase approach over a 20 year period. A minimum acquisition, relocation and demolition estimate of $30 million will be required to create major redevelopment opportunities. Therefore, development priorities will have to be established taking into consideration annual budget allocations and market opportunities.
# Implementation & Investments

## Phase One (Years 1-5):

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<th>Timing</th>
<th>Outcomes</th>
<th>Lead Responsibility</th>
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<tr>
<td>Residential Redevelopment of Roberts and Bowling Redevelopment (Phase IV and V)</td>
<td>NRHA to continue the development of new rental and home ownership units and infrastructure installation</td>
<td>6-24 months</td>
<td>Project will initiate the reestablishment of Broad Creek as a quality community</td>
<td>NRHA</td>
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<tr>
<td>Neighborhood Stabilization and Revitalization</td>
<td>Expand affordable rehabilitation and home ownership programs to older neighborhoods. Identify and implement improvements to the infrastructure.</td>
<td>12 months</td>
<td>Strengthen existing neighborhood fabric in Haynes Tract, Central Brambleton and Chesterfield Heights</td>
<td>NRHA</td>
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<tr>
<td>Redevelopment Area Designation</td>
<td>Undertake due diligence to complete a redevelopment plan for Douglas Park</td>
<td>24 months</td>
<td>Secure favorable recommendations and approvals from the Planning Commission and City Council. Undertake urban design analysis for the creation of a new TND neighborhood.</td>
<td>NRHA</td>
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<tr>
<td>Public Facilities Planning and Design</td>
<td>Complete the development of architectural and construction drawings and site plan for the library. Develop guidelines for future community center addition to YMCA</td>
<td>24 months</td>
<td>Confirm site for new library facility and obtain approval and funding commitments</td>
<td>Library Director</td>
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<tr>
<td><strong>Priority Actions</strong></td>
<td><strong>Scope</strong></td>
<td><strong>Timing</strong></td>
<td><strong>Outcomes</strong></td>
<td><strong>Lead Responsibility</strong></td>
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<tr>
<td>Development of Recreation and Service Facility</td>
<td>YMCA to proceed with construction of new facility and initiate programming</td>
<td>24 months</td>
<td>Engage in a planning process for future community center addition.</td>
<td>NRHA</td>
</tr>
<tr>
<td>NSU RISE Center Development</td>
<td>NSU and NRHA to assemble remaining parcels</td>
<td>6-24 months</td>
<td>Develop programming to connect Broad Creek community to technology center</td>
<td>Planning and Community Development</td>
</tr>
<tr>
<td>Special Zoning Designation</td>
<td>Pursue zoning to prevent incompatible uses from locating in the area, and to prevent incompatible architectural design elements.</td>
<td>Implement Immediately</td>
<td>Preserve and protect historic character</td>
<td>Planning and Community Development</td>
</tr>
<tr>
<td>Housing Market Positioning Analysis</td>
<td>Confirm the type of housing, price and corridor improvements that will generate sufficient demand to support the assumed residential program.</td>
<td>Implement Immediately</td>
<td>Targeted housing demand analysis and product type guidance to justify redevelopment plan housing strategy</td>
<td>Planning and Community Development</td>
</tr>
<tr>
<td>Arts, Academic and Technology Program</td>
<td>Develop stakeholder collaborative and begin dialogue and planning to address needs of the community; Integrate resources.</td>
<td>12-24 months</td>
<td>Develop framework for arts, academic and technology programming</td>
<td>NSU</td>
</tr>
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# Implementation & Investments

## Phase One (Years 1-5):

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<th>Lead Responsibility</th>
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<tbody>
<tr>
<td>Acquisition, Relocation &amp; Demolition</td>
<td>Parcels required for the development of the library and public spaces.</td>
<td>2 Years</td>
<td>Create public gathering place</td>
<td>Library, and Enterprise Management Director</td>
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<tr>
<td>(Civic Square)</td>
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<tr>
<td>Douglas Park Master Plan</td>
<td>Urban Design Analysis and master plan development</td>
<td>6 months</td>
<td>Create TND neighborhood</td>
<td>Planning and Community Development</td>
</tr>
<tr>
<td>Virginia Beach Boulevard Corridor</td>
<td>Design and implement streetscape enhancements</td>
<td>12-24 months</td>
<td>Create an attractive “front door” to the community</td>
<td>Planning and Community Development</td>
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<tr>
<td></td>
<td>Preserve and protect historic character with zoning overlay</td>
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<tr>
<td></td>
<td>Encourage infill housing of substantial size and quality</td>
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<tr>
<td>Residential Redevelopment</td>
<td>NRHA to continue the development and marketing of new rental and home ownership units and site improvements</td>
<td>24 months</td>
<td>Area will be reestablished with a mix of housing</td>
<td>NRHA</td>
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<tr>
<td>Roberts and Bowling (Phase V and VI)</td>
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# Implementation & Investments

## Phase One (Years 1-5):

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</thead>
<tbody>
<tr>
<td>Acquisition (Douglas Park)</td>
<td>Focus is on the land banking of vacant parcels and warehouse building for adaptive reuse.</td>
<td>3-5 years</td>
<td>Protect community from inappropriate new infill development</td>
<td>NRHA</td>
</tr>
<tr>
<td>Technology Master Plan</td>
<td>Develop taskforce to include service providers, schools, NSU, community representatives, City and NRHA staff.</td>
<td>12 months</td>
<td>Community-wide telecommunications network</td>
<td>Information Technology Director</td>
</tr>
<tr>
<td></td>
<td>Develop technology plan</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Market and promote technology plan</td>
<td></td>
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<tr>
<td>Construction of New Library Facility</td>
<td>Final design and development reviews and approvals. Advertise and execute contract with builder.</td>
<td>24 months</td>
<td>Improved eastern gateway into the community</td>
<td>Library Director</td>
</tr>
<tr>
<td></td>
<td>Design and implement aesthetic streetscape enhancements</td>
<td></td>
<td></td>
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<tr>
<td>Acquisition, Relocation, Demolition (The Market Square)</td>
<td>Develop acquisition and redevelopment plan.</td>
<td>12 months</td>
<td>Private sector may initiate based on market expectations.</td>
<td>Development Director</td>
</tr>
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<td></td>
<td>Initiate activity required to assemble land for redevelopment</td>
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# Implementation & Investments

## PHASE TWO (Years 6-10):

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<th>Scope</th>
<th>Timing</th>
<th>Outcomes</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition, Relocation, Demolition of Spartan Village and Sites Along Brambleton Avenue</td>
<td>Encourage NSU to undertake development as part of their campus expansion using the ODU Village redevelopment model.</td>
<td>24 months</td>
<td>Removal of a blighting influence. Opportunity for student and market rentals and retail. New mixed-use campus oriented development.</td>
<td>NSU</td>
</tr>
<tr>
<td>Acquisition, Relocation, And Demolition (Douglas Park)</td>
<td>Begin aggressive efforts to assemble parcels for new development</td>
<td>2.5 years</td>
<td>Create new TND</td>
<td>NRHA</td>
</tr>
<tr>
<td>Market Square Development</td>
<td>Locate and negotiate grocery anchor Determine appropriate and desired mix of shops; retailers Locate developer for office building</td>
<td>2 years</td>
<td>Community retail and service center</td>
<td>Development Director</td>
</tr>
</tbody>
</table>
# PHASE TWO (Years 6-10):

<table>
<thead>
<tr>
<th>Priority Actions</th>
<th>Scope</th>
<th>Timing</th>
<th>Outcomes</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>RISE Center Development</td>
<td>Continue RISE Center Development</td>
<td>5 years</td>
<td>Economic development resource for the community residents</td>
<td>NSU</td>
</tr>
<tr>
<td></td>
<td>Development programming linked to employment and training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood Stabilization and</td>
<td>Continue affordable rehabilitation programming, infill</td>
<td>Ongoing</td>
<td>Strengthen existing neighborhoods</td>
<td>NRHA</td>
</tr>
<tr>
<td>Revitalization</td>
<td>housing development, streetscape and other public infrastructure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Implementation & Investments

### Phase Three (Years 10-20):

<table>
<thead>
<tr>
<th>Priority Actions</th>
<th>Scope</th>
<th>Timing</th>
<th>Outcomes</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of New TND Neighborhood with Town Center</td>
<td>Initiate implementation of Douglass Park Master Plan, Procure private developer</td>
<td>2.5 years</td>
<td>More upscale and trendy development, Primarily single family and mixed-use retail center</td>
<td>Planning and Community Development</td>
</tr>
<tr>
<td>Development of Transit Station</td>
<td>Assumes funding and development of proposed light rail system at Brambleton Avenue</td>
<td>2.3 years</td>
<td>Improved access to the community, employment and schools</td>
<td>Hampton Roads Transit</td>
</tr>
<tr>
<td>Mixed-use Development at Park Avenue and Virginia Beach Boulevard and Brambleton Avenue</td>
<td>NSU to proceed with the design and construction of two mixed-use buildings with residential and retail on the ground floor</td>
<td>2.4 years</td>
<td>Campus-oriented housing and retail</td>
<td>NSU</td>
</tr>
<tr>
<td>Kimball Terrace Waterfront Redevelopment</td>
<td>Assumes market conditions and opportunity attracts private developer</td>
<td>5-10 years</td>
<td>Mixed use, Waterfront development and gateway enhancements</td>
<td>Planning and Community Development</td>
</tr>
</tbody>
</table>
appendix

Broad Creek Revitalization & Implementation Plan
FIGURE 8

Neighborhood and Housing Initiatives

LEGEND

- Chesterfield Heights Historic District
- Current Initiatives
- Neighborhood Redevelopment Area
- Redevelopment Area
- Potential Redevelopment Project
- Major Roadway Corridor
- Existing Rail Line
FIGURE 9
Community Facility Initiatives

LEGEND
- Park/Open Space System
- Neighborhood/Community Park Opportunity
- Proposed Community Facility
- Major Roadway Corridor
- Existing Rail Line
Composite Concept Plan

LEGEND

- Chesterfield Heights Historic District
- Current Initiatives
- Neighborhood Revitalization Area
- Proposed Redevelopment Area
- Potential Redevelopment Area
- Park/Open Space System
- Neighborhood/Community Park Opportunity
- Gateway
- Improvement Corridor
- Improvement Corridor
- Road Improvement proposed in East Side Concept Plan
- Major Roadway Corridor
- Existing Rail Line


**references**

Broad Creek Revitalization & Implementation Plan

The Learning Corridor, <www.learningcorridor.org>

Town Builders Collaborative, <www.tbcollaborative.com>

Trinity University and The Learning Corridor, <www.trincoll.edu/pub/>