

# SOUTH TIDEWATER DRIVE REVITALIZATION STRATEGY



Great Neighbors, Great Neighborhoods

## ACKNOWLEDGEMENTS

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Norfolk Public Schools

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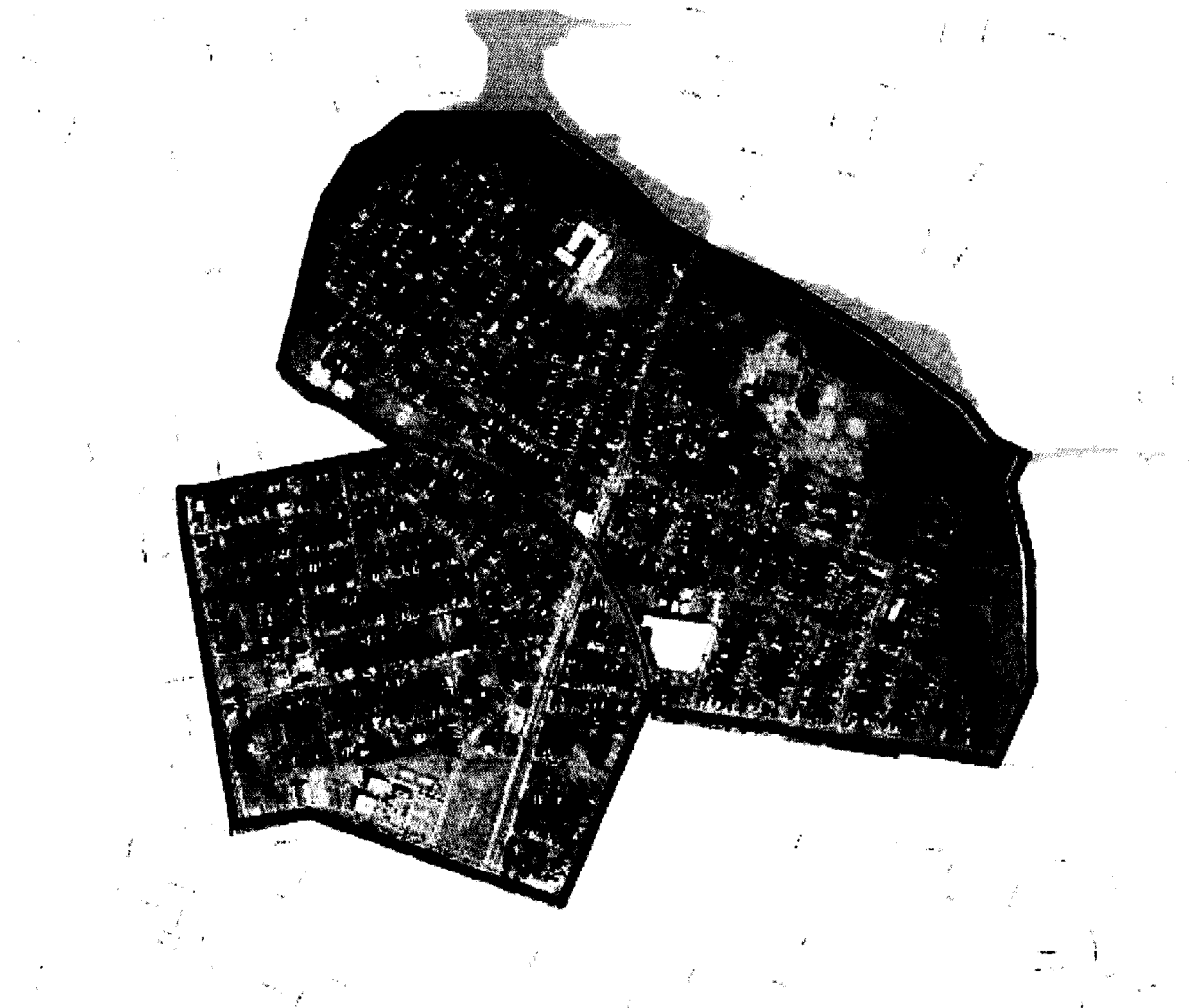
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## LEGEND

Study Area Boundary

**Study Area: Aerial View**



## Executive Summary

*South Tidewater Drive is a community of choice that is a residentially diverse, attractive and desirable community in which to live, play and nurture future generations. It is a community of predominately owner-occupied housing whose strategic urban locale is enhanced through careful community planning, strong civic pride, recognition of its rich history and heritage, development of excellent community facilities and highly active churches and civic leagues.*

Located a mile northeast of downtown, the South Tidewater Drive community is one of the oldest areas in the City of Norfolk. The boundaries are defined by the Lafayette River to the north, Calvary Cemetery to the east, St. Julian Avenue and Goff Street to the west. Within the boundaries of the study area are four distinct neighborhoods – Olde Huntersville, Lindenwood, Cottage Heights and Barraud Park. They are all connected by the major north/south transportation arterial, Tidewater Drive.

The neighborhood revitalization plan well positions the area for success as an attractive, economically viable, inviting, safe and diverse place to live, work, and play. From singles to families to empty nesters, South Tidewater Drive will be a place for everyone. South Tidewater Drive will be a place with great neighborhoods and a strong sense of community pride. The beauty of the area will be appreciated by taking in the views and vistas along the Lafayette River, and in the appreciation of the historic architecture, landscaped streets and walking trails. Throughout the area, new and existing residents will savor the convenience of being close to cultural and recreational venues, neighborhood and downtown offices, shopping, restaurants, and entertainment. South Tidewater Drive will be a healthy and physically active community. A short walk will connect residents to parks, swimming, walking trails, bike paths, tennis courts, and canoeing.

The plan development process provided considerable opportunities for direct involvement by community residents through community-wide meetings and a planning steering committee represented by all stakeholder interests in the community. Working together, participants on the steering committee identified the strengths, weaknesses, threats and opportunities to help develop the framework for revitalization focused on the following overriding goals:

- o Enhance the community's image and appearance. The South Tidewater Drive community will have a positive image and appearance that will attract both public and private investment, a strong real estate market and a community well connected to the other resources and amenities throughout the city and region that will work in concert to make the area a community of choice.
- o Enhance the community's marketability. Existing residents and businesses will develop confidence in the market and growth in the area and invest in the rehabilitation of housing. New demand will be met with the development of new housing markets – mixed incomes, mixed - uses, a variety of housing types and price points.
- o Improve the physical conditions throughout the community. Physical conditions throughout the neighborhood will reflect the pride of ownership demonstrated by the highest maintenance standards.
- o Upgrade and expand recreation, parks, and open space opportunities. Residents of all ages will be able to enjoy the many recreational programs and venues offered by the area.

- o Create safe and walkable streets. South Tidewater Drive area residents will feel safe in their homes, walking the streets, talking in their front yards, and sitting on their front porches anytime of the day.
- o Provide access, connectivity, and improve circulation for all modes of transportation. Sound infrastructure will support the livability of the area. The area will be attractive, inviting and will enhance the positive identification and appearance of the area.
- o Support and enhance economic and business development. The South Tidewater Drive area will be an economically vibrant community where residents and businesses experience financial stability and growth.
- o Improved access to human services support. The South Tidewater Drive area, utilizing the resources of public, private entities and non-profit groups, will address the social and financial development requirements of residents, with particular emphasis on youth and seniors.

These goals, when translated into specific strategies and actions, are organized around a strategic targeting of both public and private resources to support the proposed development objectives. The strategic allocation of resources is intended to create the critical mass of activity that will incite confidence in the future of the community which will in turn, attract new energy and reinvestment in the community. As such, the revitalization framework identifies twelve (12) key development initiatives that are expected to serve as catalytic projects in accomplishing the stated goals and are depicted in the South Tidewater Drive Area Development Concept Plan.

- o The South Tidewater Drive Corridor Revitalization Initiative
- o Church Street Mixed-Use District
- o Barraud Park/Cottage Heights Neighborhood Reinvestment Areas

- o New Residential and Pedestrian Walkway System at Barraud and St. Julian Avenues
- o Lindenwood Neighborhood Reinvestment Area
- o Lindenwood Elementary Enhancements
- o J.T. West Redevelopment Project and Memorial
- o Olde Huntersville Neighborhood Revitalization Area
- o Huntersville East Targeted Revitalization Initiative
- o Galt Street Targeted Revitalization Initiative
- o Pedestrian Connections to Public Facilities, Parks, Open Space and Commercial Areas
- o O'Keefe Street Model Block

In addition to the twelve development concepts, the plan addresses economic and social improvement solutions with a focus on the creation and delivery of human services, employment and community building initiatives.

The plan will facilitate the implementation of every element and sets the framework for the coordination of technical and financial resources, which are expected to be provided by the community, government, non-profits, and the private sector based on clearly defined priorities.

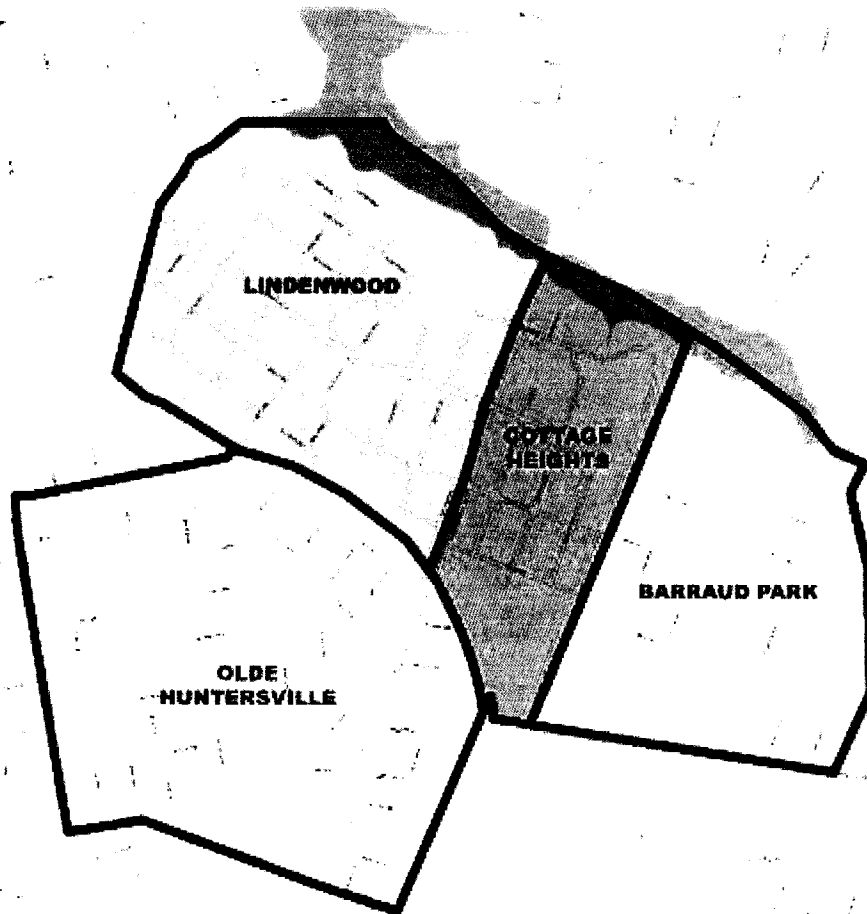
In summary, South Tidewater Drive will be a neighborhood of choice, balance, connectivity and sense of place. It will offer a lifestyle reflecting "great neighbors, great neighborhoods."

## SECTION 1






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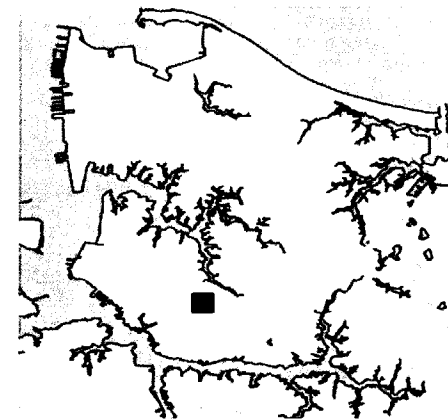
### **Introduction**

- A. OVERVIEW
- B. CITY EFFORTS IN THE SOUTH TIDEWATER DRIVE AREA
- C. HISTORICAL CONTEXT
- D. PURPOSE OF THE PLAN
- E. PLAN DEVELOPMENT PROCESS



## LEGEND

-  Olde Huntersville
-  Barraud Park
-  Cottage Heights
-  Lindenwood
-  Neighborhood Boundaries



City of Norfolk

Nighborhood Designation Map

## Introduction

### A. Overview

Located a mile northeast of downtown, the South Tidewater Drive community is one of the oldest areas in the city. The community boundaries are defined by the Lafayette River to the north, Calvary Cemetery to the east, St. Julian Avenue and Goff Street to the west. Within the boundaries of the area are four distinct neighborhoods – Olde Huntersville, Lindenwood, Cottage Heights and Barraud Park. They are all connected by a major north/south transportation arterial, Tidewater Drive.

As a next door neighbor to downtown, culture, entertainment, upscale shopping, restaurants, higher education, and employment are within a few minutes walk or drive. The area is also surrounded by six active neighborhood planning and redevelopment and conservation project areas: Broad Creek, Park Place, Greater Church Street, Mid Town Industrial, Fairmount Park, and Downtown.

Home to the roots of African American history in the city, the cultural revival of the area is anchored by the newly restored Attucks Theater. Housing in the area is mostly single family, with a mixture of duplexes and apartments. The area contains Lindenwood Elementary School, Huntersville Neighborhood Service Center, a police precinct, a new business park and commercial and industrial uses. Bound by the Lafayette River, a network of parks and recreational and other public facilities, convenient access to public transportation, historic architecture and strong community involvement contribute to the strengths of the community and its potential appeal to new homeowners and business owners. However, given these attributes, the area is burdened with socio-economic conditions that are bearing down on its future and ability to thrive as a well functioning and healthy community. These adverse conditions are high crime rates, substandard housing, poor public infrastructure, significant human service needs, and other such challenges.

Department of Neighborhood Preservation

As such the community is characterized by structural, market and economic decline to a point where comprehensive intervention is needed to restore its long term sustainability and vitality.

The South Tidewater Drive Plan is designed to focus programs and services towards comprehensive improvements by building on the strengths of the community and the efficient deployment of resources.

*"A healthy community is a place people want to be" (HUD, 2004)*

### B. City Efforts in the South Tidewater Drive Neighborhoods

The City's efforts to improve conditions in the South Tidewater Drive area has been taking place for several years through a variety of programs and services.

#### Church Street Redevelopment Project

Neighborhood Conservation and Redevelopment Programs have occurred in neighborhoods adjacent to the South Tidewater Drive area. Of particular impact, will be the Church Street and Huntersville II Redevelopment Projects. With a commercial and housing focus, these new developments have done much to strengthen the real estate market and home buyer confidence in the area and are sure to have a residual effect on the broader community.

Revised 10/02/2007

### **West Church & East Church**

As another phase of the Huntersville II Redevelopment project, West Church (Single Family) and East Church (Townhouses) continues the revitalization of the area these quality developments which provides opportunities for families with mixed incomes and diverse lifestyles. The former brewery site will continue the effort with development of additional townhouses.

### **Community Development Corporation**

The Olde Huntersville Community Development Corporation, under visionary grass roots leadership initiated a community building effort in Olde Huntersville beginning in the mid- 1980's. The focus of the group was primarily economic, physical and social development of the overall neighborhood. In the early 1990's, they became one of the first Community Housing Development Organizations under the Federal Home Program, administered by the Norfolk Redevelopment and Housing Authority. Through this initiative, and others working with local banks and Virginia Housing Development Authority, OHCDC was responsible for building over 100 houses occupied by new homeowners in Old Huntersville. In early 2000's, the OHCDC closed its doors.

### **Equity Secure Program**

Typically NRHA, only provides property rehabilitation financing to property owners located in the neighborhood conservation project areas. However, given the need, City Council authorized implementation of the Equity Secure Program in the Huntersville Neighborhood to assist low income homeowners with necessary property improvements..

*"A healthy community is a place people want to be" (HUD, 2004)*

### **World Changers**

World Changers, a national faith-base initiative through the use of volunteers has provided rehabilitation assistance to qualifying property owners in Lindenwood. This is an annual program that assists housing property owners in the City each year.

### **Safe Streets Initiative**

In recognition of the need to involve the entire City and community in addressing criminal behavior, the City has undertaken a multi-faceted approach to crime prevention through its Safe Streets Initiative. The initiative is intended to focus on the following: a community call to action; neighborhood enhancements, crime prevention and education; and legislative and interagency collaboration.

The Safe Street Initiatives was initiated in the summer of 2005 in response to severe crime issues in Olde Huntersville and several adjacent neighborhoods. The program is a targeted approach to making streets safer by eradicating blighting influences and stabilizing the social and physical infrastructure.

### **The Mayor's Task Force on Church Street/Huntersville**

This is a partnership of the various stakeholder interests in the South Tidewater Drive area and city government. Membership is comprised of leadership from the business, residential, and faith-based communities. (Barraud Park, Lindenwood, Olde Huntersville, Church Street, Barberton, Attucks Square, and Villa Heights) and various city departments.

The purpose is to address destabilizing influences and to revitalize the area. The Task Force is chaired by Councilwoman Daun Hester.

### **Water and Sewer Project**

The City Department of Utilities has developed a multi-phased water and sewer replacement project in the Huntersville neighborhood. There are at least 15 phases projected for this area with the goal of one phase per year.

Phase One is the installation of a new pump station, sewer gravity mains and force mains. The new station will be hidden in a back lot located at the north end of O'Keefe Street adjacent to the railroad tracks. A new gravity main and force main will be installed along Chase Street.

Phase Two will involve abandonment of the existing pump station 8 located at the intersection of Barre Street and C Avenue and installation of new gravity sewer mains, force mains and water mains along C Avenue between Barre Street and Church Street.

The replacements of the 90-years-old sanitary sewer system in Huntersville will help improve the City's aging system and enhance water and wastewater services for many years to come.

### **Residential Compatibility Overlay District**

The South Tidewater Drive community has as one of its greatest assets is its strong architectural and traditional character. However, new infill development dispersed throughout the community does not support the development and architectural pattern prevalent in the community. The residential Compatibility Overlay District, for Huntersville provides some development controls. It will be a recommendation of this Plan to expand this zoning to the other South Tidewater Drive neighborhoods.

### **GEM Program**

The GEM Land Disposition Program represents the acquisition of parcels under Virginia's existing blight eradication legislation. The process is intended to assemble and improve parcels of land and make them available for the achievement of specific community development goals and objectives and the converting of the properties to productive uses consistent with neighborhood plans and other community initiatives.

### **Spot Blight Initiative**

Another effective tool the City utilizes in eliminating blighting conditions is the Spot Blight Initiative Program. Established in 2005, a spot blight review team was formed to develop an approach to address severe building conditions. Problem properties are identified and watched closely until the problem is solved.

## **C. Historical Context**

The South Tidewater Drive community has played an important role in the development of the City of Norfolk. Historically, the high ground around Church Street was one of the first areas to be developed in the area immediately surrounding the original settlement of Norfolk. As land prices increased, the area now known as Olde Huntersville began to develop. Locally, Olde Huntersville is important to the Afro-American community as they represented the earliest groups to settle in this area.

Much of the more notable history of the community is in the Olde Huntersville and Church Street areas and is one of the oldest communities in Norfolk. African Americans were one of the earliest groups to settle in the area. Some of them had businesses along Church Street, a major artery through the neighborhood. Church Street was not only a major commercial corridor; it was also the social and cultural center of the African-American community.

## South Tidewater Drive Revitalization Strategy

Symbolic of the sophistication of social life along the corridor was the establishment of the Attucks Theater. Another historic event was the building of the John T. West School which was built within the boundaries of Huntersville in 1906, and was located on Bolton Street. This was the first high school for African Americans in the City of Norfolk.

From the 1920's to 1950's, Huntersville was a very fashionable middle-class residential address where the leading business and professional leaders in the African American community resided. Beginning in the 1960's, the ban on segregation in housing led to a flight to the suburbs for many of the most prominent residents.

In the early 1980's the Olde Huntersville Development Corporation (OHDC) was established. The OHDC took on a key role in the trying to "rebuild" the community by helping low income families to purchase homes in the community. The group also started summer youth programs, neighborhood gardens, summer youth programs, and other such activities.

Through the reinvestment by the City of Norfolk and more specifically with the designation and implementation of the Church Street Redevelopment Plan, Huntersville I and Huntersville II Redevelopment Plans, there are hopeful signs of revival in the neighborhood. The results include two new shopping centers and other retail development, new housing developments, a regional post office, churches, and other commercial and office uses.



Historic Photo of Church Street



#### D. Purpose of the Plan

The purpose of the South Tidewater Drive Strategic Revitalization Plan is to provide a revitalization framework that will build on prior work and successes resulting from both public and private investments. The Plan builds on the strengths of the community and is designed to overcome community challenges of which some will require short term intervention, while others will require longer term solutions and significant public investment. Further it will create new opportunities and will position the community as an area of choice for a range of families, individuals, individuals, and businesses. The Plan identifies and prioritizes strategic actions for each neighborhood. The point is to develop a plan that will position South Tidewater Drive into an area that has the following characteristics:

- It will have healthy, safe neighborhoods with unique identities and an excellent quality of life
- It will be a desired place to live, work and play
- It will have community facilities that are centers of neighborhood activity
- It will have stable and rising house prices
- There will be more opportunities for residents to get to know each other as neighbors resulting in meaningful relationships and a friendlier community
- It will have a stronger sense of place and community identity
- It will be a neighborhood that is more livable and walkable with pedestrian centers, cultural, and retail destinations.



New Housing on West Church



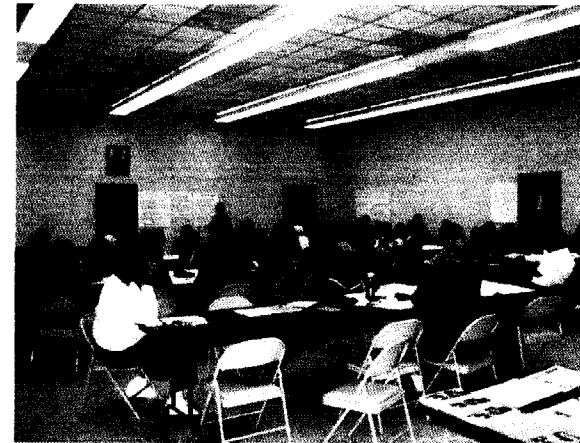
Barraud Park / Cottage Heights Streetscape

## E. Plan Development Process

The neighborhood plan is designed to stabilize the South Tidewater Drive area by creating healthy, walkable and livable neighborhoods. The plan development process involved nine steps which engaged the community stakeholders on two levels: community wide meetings and a representative steering committee.

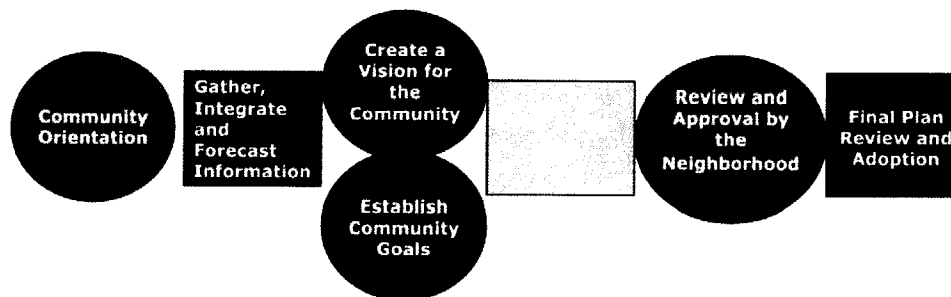
The planning process involved two community wide meetings where participants were engaged in a SWOT analysis to define the strengths, weaknesses, opportunities and threats within the community and then to give feedback in response to the recommendations.

The Steering Committee, comprised of all stakeholder interests in the community-residents, churches, businesses, institutions, and schools met on an ongoing basis to research, analyze, and develop the plan concepts and recommendations. The results were the establishment of a unified vision and strategic framework to guide the future development, policy, and program development decisions.



*Planning Session*

## Neighborhood Planning Process



## SECTION 2

### **Existing Conditions**

#### **A. DESCRIPTION OF NEIGHBORHOODS**

- Demographics
- Education Attainment
- Income Distribution
- Land Use and Zoning
- Transportation and Infrastructure
- Public Safety
- Business and Economic Development
- Community Services
- Neighborhood Associations
- Infrastructure Conditions
- Community Appearance/Blight
- Housing Characteristics
- Housing Market

#### **B. REVITALIZATION ISSUES & PRIORITIES**

## A. Description Of Neighborhoods

Olde Huntersville is located along historic Church Street and is further bounded by the railroad tracks, Rugby Street and Tidewater Drive and Goff Street. Barraud Park is located at the east of the study area and is bounded by Tidewater Drive, Barraud Avenue, the Lafayette River and Lead Street.

Barraud Park is a stable neighborhood with a well-established housing pattern. The housing range from the more traditional four square architecture in the city to a predominance of properties of the post war-housing era. Housing is generally well maintained evidencing the pride and sense of community among the home owners. The focal point of the community is Barraud Park, boasting such amenities as a ball field, water access and an amphitheater.

Cottage Heights is located north of Barraud Park and is the smallest geographically in terms of population among the other neighborhoods comprising the South Tidewater Drive study area. It shares the boundary along Barraud Avenue, the Lafayette River and Tidewater Drive. Its housing and neighborhood character is similar to Barraud Park, making it difficult to distinguish when you leave and enter the neighborhood. Although there are some multi-family residential units in the area, the predominate housing type is single family.

Lindenwood is to the north of the study area and is bounded by Tidewater Drive, Taggart Street, Rugby Street and the Lafayette River. Lindenwood Elementary is located within the community and is the only school located in the broader study area. The area is characterized by a variety of housing types. Like the other three areas, there are conflicting land uses: small convenience stores scattered on residential blocks. The other obvious incidence of incompatible land uses is the adjacent industrial and commercial uses of Mid- Town Industrial Conservation Project.

Department of Neighborhood Preservation

In terms of the neighborhood connectors, Lindenwood Avenue is a significant neighborhood street that serves as a gateway into the neighborhood. As a next door neighbor to Downtown, culture, entertainment, upscale shopping, restaurants, a college, and employment opportunities are within a few minutes walk or drive. The area is also surrounded by four active and successful neighborhood redevelopment and conservation project areas:

- Broad Creek Revitalization and Implementation Plan
- Park Place Neighborhood Conservation Plan (which includes Villa Heights)
- Greater Church Street Strategic Plan and Huntersville II Redevelopment Plan
- Mid Town Industrial Conservation Plan
- Fairmount Park Neighborhood Plan
- The Downtown 2010 Plan

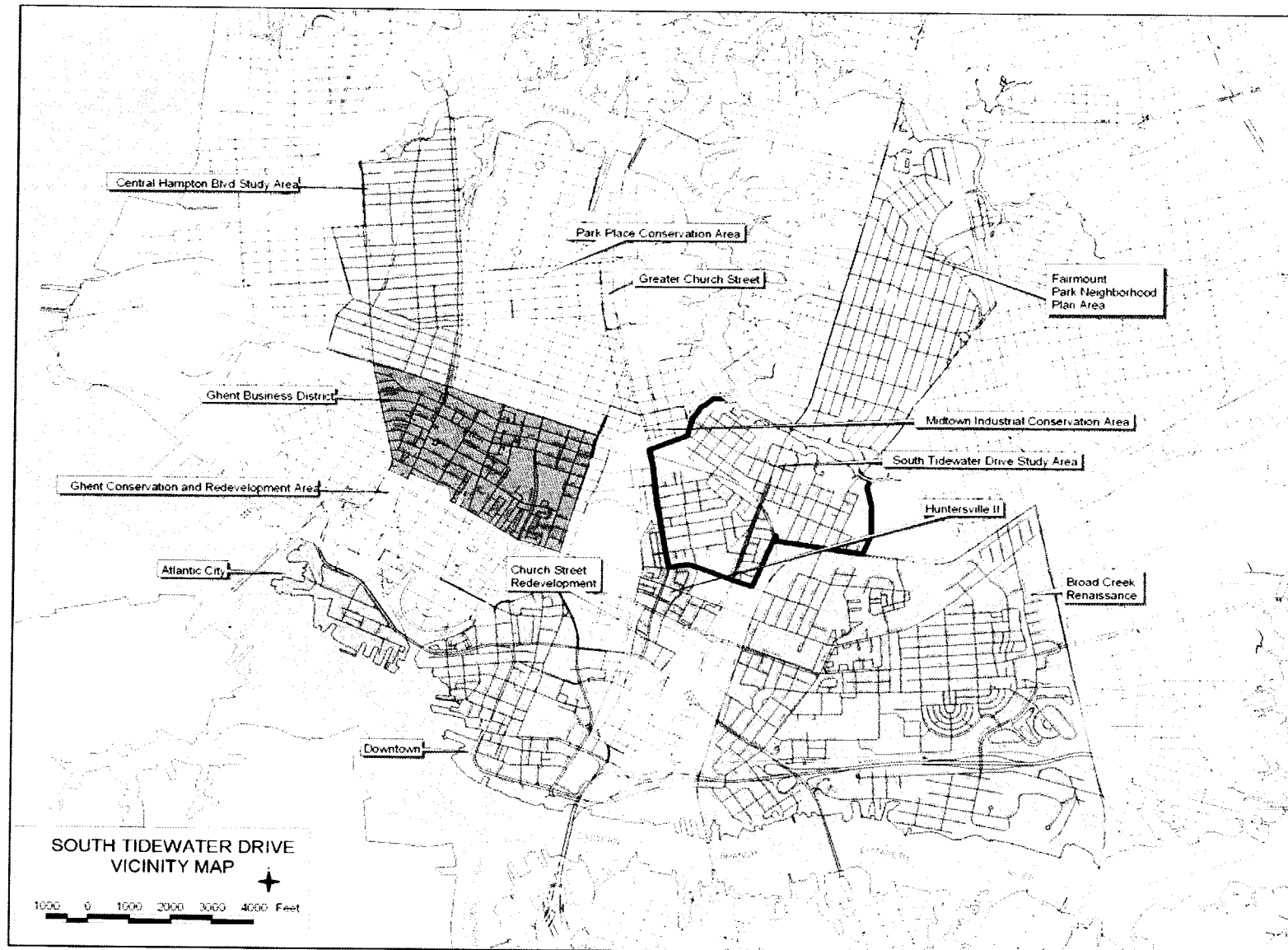
Home to the roots of African American history the City, the cultural revival of the area is being anchored by the newly renovated Attucks Theater. Edging the Lafayette River, parks and recreational facilities, convenient access to transportation and historic and traditional architecture add to the potential appeal of the area to home owners and businesses. Although, South Tidewater Drive has many amenities, it is also burdened with socio-economic conditions that are bearing down on its future and ability to thrive as a well functioning and healthy community. Among these traits are:

- Blighting influences and poor visual quality
- Areas with poor housing conditions
- Low occurrence of home ownership
- Low incomes and high unemployment
- High incidences of crime
- Inappropriate or undesired land use patterns

In summary, the community is characterized by structural, market and community decline to a level where comprehensive intervention is needed to restore a sustainable level of economic and social vitality.

## South Tidewater Drive Revitalization Strategy

N O R F O L K



Department of Neighborhood Preservation

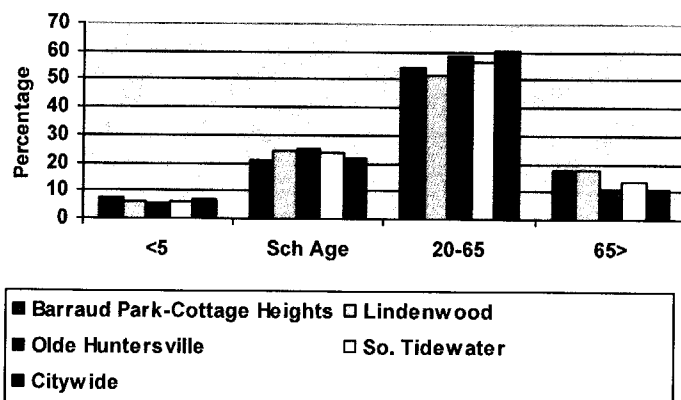
Revised 10/02/2007

## Demographics

According to the 2000 Census, the population of the South Tidewater Drive community was 4,440 or 2% of the city's total population. Olde Huntersville is the most populous of the neighborhoods with 56% of the total of the area. In terms of racial composition, the neighborhood continues to be predominantly Afro-American with 97.2% compared to 44% citywide.

There are two distinct variations in the age distribution of the South Tidewater Drive community and City as a whole. First, the percentage of school age children living in the South Tidewater Drive area was considerably higher than that of the city (32.9% vs. 24.0%). Although there are more children residing in the area, the neighborhood's median age as reported by the Census, was older than that of the city. This is a reflection of the fact the distribution of adults 65 and over exceeded that of the City (13.4% vs. 10.9%).

Age Distribution

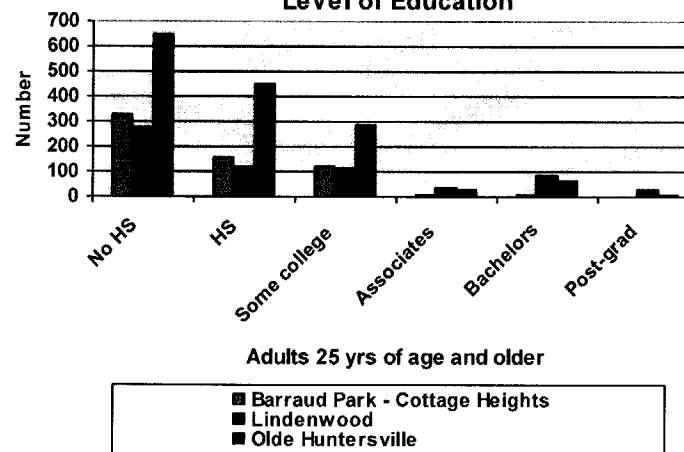


## Education Attainment

The level of education achieved by an area's residents plays an important role in assessing current conditions and in identifying future direction and actions. One step in this assessment is to review the six factors identified by the Census associated with education to that portion of the population 25 years of age and over.

The levels of academic achievement reflect percentages for the South Tidewater Drive community as being lower when compared to the remainder of the city. The most notable area identified related to the percentage of neighborhood residents who had not graduated from high school; here the percentage was more than twice that of the city as a whole. Similarly, a smaller percentage of the neighborhood's residents have earned an associates, bachelors, or post-graduate/professional degree.

Level of Education



## Income Distribution

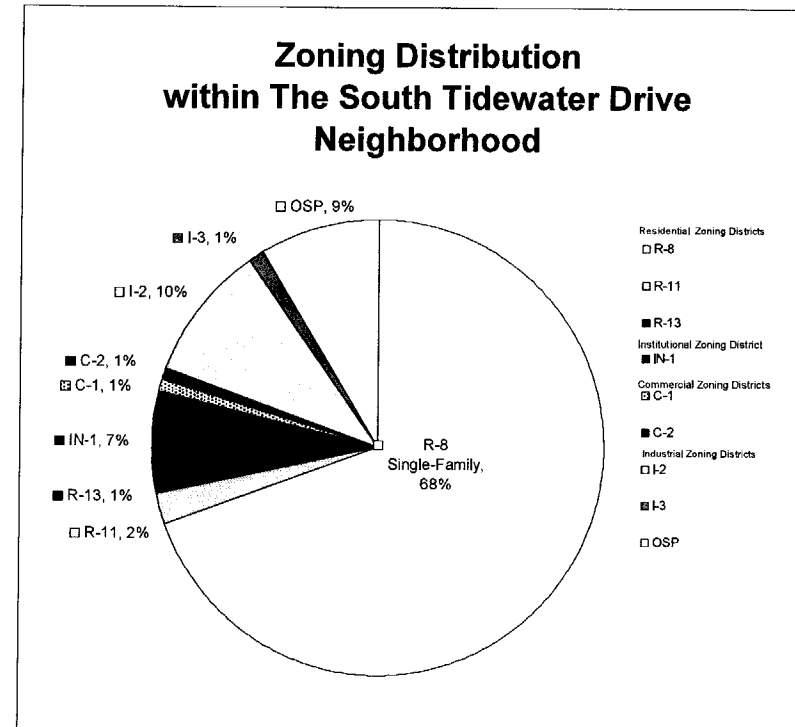
The age distribution and level of education attained by the resident population are important factors to consider when examining economic viability. For the South Tidewater Drive community, these factors appear to have played an important role in terms of the income earned by area residents. According to the 2000 Census, the median income of residents throughout the community was far less than the City's median income of \$31,815: Barraud Park/Cottage Heights - \$23,375; Lindenwood - \$21,949; and Olde Huntersville - \$24,271. In 1999 the average household income for the South Tidewater Drive area was \$36,877 or 85.7% of the City's average of \$43,025. Interestingly, the Lindenwood neighborhood's average household income of \$47,022 was higher than the City's. The average household for the Barraud Park/Cottage Heights and Olde Huntersville neighborhoods were \$29,583 and \$34,027 respectively.

## Land Use and Zoning

Overtime, industrial edges have had a deteriorating effect on the South Tidewater Drive area. The South Tidewater Drive area is comprised primarily of low density residential zoning (R-8). Approximate 68% of land uses in this area fit within this category. However the area was only rezoned to R-8 in 1985 and there were a great deal of duplexes and multi-family homes in existence. Those sites are "grandfathered". Commercial and retail development consist of only (C-1 and C-2) 2% of the land area which are "mom and pop" less desirable operations situated adjacent to residential districts or along Church Street. The Mid-Town Industrial Conservation Project, situated next door to Lindenwood and Olde Huntersville, and industrial uses on the east side of Tidewater Drive are responsible for the majority of the 10% industrial uses in the area. The other significant categories of uses would be institutional (7%) with a number of churches and public facilities. Barraud Park, stream corridors, school playgrounds, Olde Huntersville Neighborhood Service Centers and part of Calvary Cemetery are the sources of the 9 % open space in the area.

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## Zoning Distribution within The South Tidewater Drive Neighborhood



Revised 10/02/2007

## Transportation and Infrastructure

Noisy neighborhood streets are in need of resurfacing, sidewalks are in need of repairs, trail systems are littered, and overgrown, and poorly landscaped streets have no linkages to anything or any place in the community. Tidewater Drive, the main transportation spine is without definition and aesthetically unappealing and contributes to the negative image as the "front door" to the community. This also applies to Lindenwood Avenue, another significant street within the neighborhood. There is no sense of arrival to the community. In summary, the area lacks a visual identity and sense of place. Another significant issue in Huntersville is the challenge of insufficient street patterns they are narrow, one-way, unconnected.



### Street Maintenance

Street conditions will vary from neighborhood to neighborhood. On an average, streets are in fair to good condition. St. Julian Avenue at Barraud Avenue is in the worst condition of any street in the city and favors more of an unim-

proved rural industrial road than a city street in an urban area. There are no curbs or gutters; the unpaved surface retains rain water and diminishes other more positive attributes of the community. Also, it does not help that residents have to share the street with a poorly maintained industrial edge.

Street patterns are somewhat confusing and do not align along the grid system consistent with surrounding neighborhoods.

This is generally the case in Huntersville which can make it difficult to navigate the neighborhood by automobile. Also, Barraud Park has a unique situation at Barraud Avenue and Rugby Street where the two form a peak where a neighborhood "mom and "pop" store sits.



## Curbs, Gutters and Sidewalks

The conditions of curbs, gutters and sidewalks will vary. In Huntersville, more than the other neighborhoods, there have been significant repairs made during the past few years. With water and sewer replacements underway, this effort will continue. However, conditions in the other areas are poor to good. In some instances the root systems of trees have cracked the sidewalks or sidewalks are cracked from other conditions impeding the pedestrian experience. In Huntersville, due to the narrow street patterns, sidewalks are impassible and unsafe to the pedestrian.

In many cases where owners or tenants are responsible for maintaining the public planting strips, grass is growing on the edges and through cracks.

Again, St. Julian Avenue at Barraud Avenue is absent of curbing and gutters and should be given priority for planning and installation.

### Street Trees

The Crepe Myrtle is probably the most prominent type of tree in the South Tidewater Drive area. On some streets with continuous patterns they add tremendous value to the streetscape and appearance of the streets. The only problem would be with scheduled pruning. In contrast, there are way too many streets lacking this amenity. In many cases, this is the prevalent or only issue along with other infrastructure needs. This is not only applies to neighborhood streets, but also along major corridors, such as Tidewater Drive. This "front door" is undressed and leaves an impression of isolation.

The Steering Committee defined the underpass, streetscape and pedestrian improvements to Tidewater Drive as a priority. Although, there have been past efforts to landscape the medians, maintenance is sporadic at best, and the Steering Committee would like to have the City maintain this area as a year round beautification project.



## Public Safety

Gang and criminal activity have been a great source of concern and discomfort for the residents for many years. To deal with the severity of the issue the police department, along with the City's code enforcement agencies have targeted the community for several intense well-coordinated code enforcement and crime "sweeps".

## Business and Economic Development

The area is characterized by a series of destabilizing influences that have plague the area for many years. Some of these issues will need short-term intervention, while others will require long-term strategies and involvement. The South Tidewater Drive community, if it is to be successful, must find solutions to the following:

- High unemployment
- High workforce development requirements
- High crimes rates
- High welfare dependency
- High senior and youth populations
- Older declining housing stocks
- Business and retail supporting residents, employment, and personal needs.

## Community Services

A major strength of the South Tidewater Drive area is the involvement of residents. There are two recognized civic leagues, Lindenwood/Barraud Park/Cottage Heights Civic League and the Olde Huntersville Civic League. Both groups are represented on the Church Street/Huntersville Task Force, which serves as a forum for elected officials, city staff, residents and business owners to come together to discuss issues related to the area.

## Community Facilities

There are several community facilities accessible to residents of South

Tidewater Drive. This includes Barraud Park, Huntersville Multi-Service Center, the Pollard Street Park, and the Lindenwood Elementary School.

### Barraud Park

This 25-acre park offers residents more than just the regular park-related services. Along with a boxing facility, Barraud Park also provides an amphitheater as well as a nature trail through a wetland area. Other amenities include a large playground area, three large picnic shelters, two lighted tennis courts, two basketball courts, a lighted softball field and a soccer/football field.

### Huntersville Multi-Service Center

The Huntersville Multi-Service Center offers a wide range of social, health, educational, and recreational services. The Center has notable recreational programs including: a City operated Community Center and swimming pool, tennis courts, ball fields, and picnic shelters.

### Lindenwood Elementary School.

Lindenwood Elementary School is the only school in the strategy area. Students leave the study area for Middle School Jaycox) and High School (Booker T. Washington). Both facilities are located in the adjacent Broad Creek Strategic Plan area.

### Blyden Branch Public Library.

The Blyden Public Library on Princess Anne Road serves as a neighborhood facility and is generally within walking distance. It is very small and offers limited programming.

### Pollard Street Park

The Pollard Street Park is a small neighborhood park located in the Lindenwood neighborhood adjacent to the Norfolk Southern railroad tracks. It provides limited programming and is in need of updating and beautification

## South Tidewater Drive Revitalization Strategy

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### Attucks Theater

The Attucks Theater is a historic entertainment venue. Recently restored and expanded, it serves as a cultural center for the African-American community.



Intersection of Goff and Tidewater Dr.

Lindenwood/Barraud Park/Lindenwood has an exceptional newsletter and a very well used neighborhood website. The newsletter highlights significant events, announces civic league issues and guest speakers at civic meetings, new neighbors and other information to build a sense of community.

These associations meet monthly to identify and discuss threats and opportunities and to hold special events that bring the community together. Annual clean-up campaigns and community recognition days draw as many as 300 people.

Lindenwood/Barraud Park/Lindenwood has an exceptional newsletter and a very well used neighborhood website. The newsletter highlights significant events, announces civic league issues and guest speakers at civic meetings, new neighbors and other information to build a sense of community.

### Neighborhood Associations

The South Tidewater Drive area is rich in community pride and community participation. There are two well organized, long standing civic leagues, the Olde Huntersville Civic League and the Barraud Park/Cottage Heights/Lindenwood Civic League whose members are committed to the revitalization of the broader community. Just recently, a multi-neighborhood coalition was formed that will open communication among the individual neighborhoods and work together to solve common issues.

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## Community Appearance/Blight

### Litter

Litter has been an issue. In Cottage Heights, at the end of Maltby Street residents identified a wetlands area with serious dumping issues. On a walking tour, appliances, auto parts and other large items were found in this area. The store at Rugby Street is another place for the concentration of trash as was the case in most retail areas. In Huntersville, the Church Crossing Shopping Center seems to accumulate litter in the form of lots of paper. Apart from these areas, the Lexington Apartments on Princess Anne Road have been an area of complaint. City staff are currently working with the owners and are seeing improvements.

### Vacant Lots

South Tidewater Drive area neighborhoods have the highest concentrations of vacant lots. Most of these lots were created through demolition of structures as a result of intense code enforcement overtime. These lots are overgrown, are locations for dumping and debris, provide unprotected sites for anti-social behavior and are community liabilities.

Most of the lots are narrow non-standard parcels with less than 30 feet in width. The City through its GEM Program Initiative have taken possession of at least 87 lots just in Huntersville alone.

### Housing Characteristics

Another important element in the relationship of the South Tidewater Drive area to the City concerns housing tenure and distribution of housing by type, age, and value.

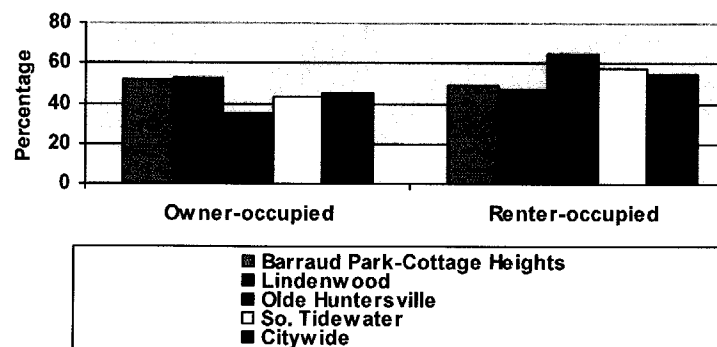
In 2000, the Census revealed that there were 1,640 households in the South Tidewater Drive. Of these households, 936 or 57.1% were identified as renters. This is slightly higher than the City's 54.5%. Olde Huntersville had the majority of households identified as renters at 65%.

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The percentage of renters in Barraud Park/Cottage Heights and Lindenwood were 48.6% and 47.5% respectively. If there is one element of the South Tidewater Drive community that sets it apart from the City as a whole, it is the distribution of its housing types.

Nearly 64% of the total residential structures located in the South Tidewater Drive plan area were identified as single-family detached or attached. As such, the proportion of duplexes and multi family properties is 36%. Although there is a need for a percentage of them in this multi family property the high percentage of them in this area has some detrimental impact on the community. Rental properties are not the enemy but the lack of reasonable management is clearly the culprit.

Housing Tenure



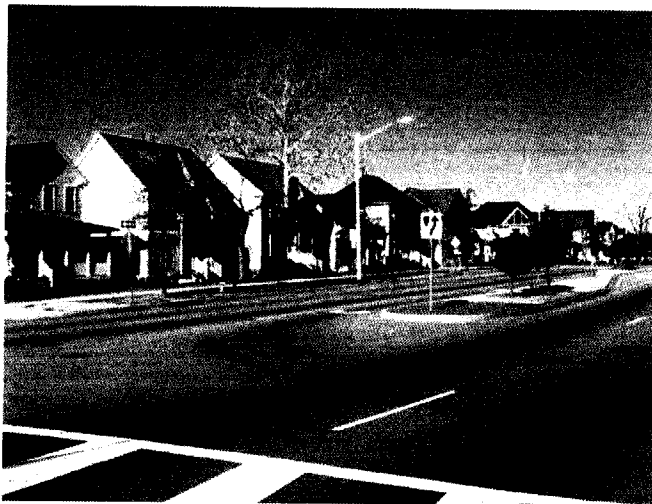
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City wide, 52.6% of the residences were constructed between 1950 and 1979, whereas in the South Tidewater Drive community, a polarity of homes was constructed prior to 1949. Even here, there are surprising differences between the individual neighborhoods. The Barraud Park/Cottage Heights neighborhood reflects the pattern noted for the city with 51.6% of residences being constructed between 1950 and 1979. In the Lindenwood neighborhood, 53.3% of residences were constructed prior to 1949. In Olde Huntersville, the vast majority of residences were constructed prior to 1979. The most active period was that prior to 1950 when 40.5% of the residences were constructed.

Interestingly, of the neighborhoods which comprise South Tidewater Drive community, Olde Huntersville has been the most active in the terms of new construction with 22.5% of the residences being built between 1980 and 2000. This pattern for Olde Huntersville is reflective of redevelopment activity along the Church Street corridor and the Olde Huntersville CDC.

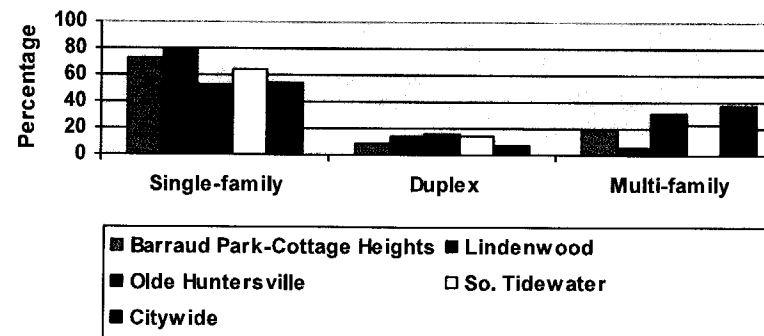


West Church



Attucks Square West

### Residential Structures by Type

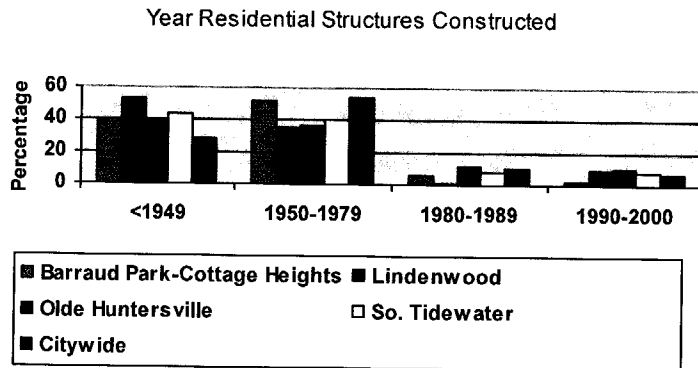


## South Tidewater Drive Revitalization Strategy

N R O A K

### Housing Market

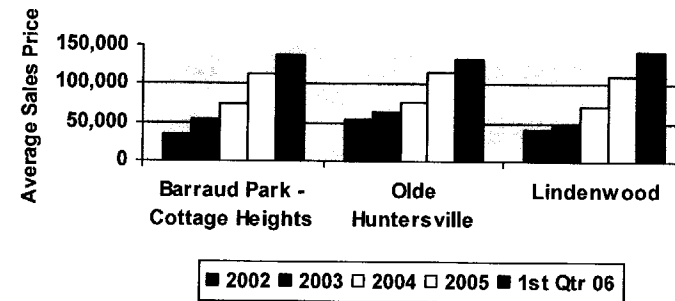
According to the Census, recent and prior to the recent housing boom, the average home value in the City was \$114,506. In comparison, the average value in the South Tidewater Drive community was \$64,084 or 56% of that of the City. This difference in value was reflected among all the neighborhoods within the community ranging from a low of \$57,875 (50.5%) in Olde Huntersville to \$67,029 (58.5%) in Barraud Park/ Cottage Heights to a high of \$67,347 (58.8%) in Lindenwood.



The South Tidewater Drive community like other areas of the city experienced significant effects in real estate market activity during the last 3 years. An examination of Hampton Road MLS data revealed that the four neighborhoods comprising the community each experienced increases in sales price and in the actual number of single-family residences sold between 2002 and 2005. The most dramatic increase in sales value occurred in Barraud Park/Cottage Heights. Here the average single-family home sold rose from \$33,291 in 2002 to \$113,279 in 2005, an increase of 243.3%. Looking at sales for the first quarter of 2006, the increase from 2002 was 310% equating to an average sales value of \$136,520. Similar increases occurred in the Lindenwood and Olde Huntersville neighborhoods.

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Summary of Single-family Sales  
(Source: Hampton Roads MLS Data)



Associated with the increase in sales price was an increase in the annual number of single-family detached and attached units sold. Between 2002 and 2005, the total annual number of units sold increased by 81% from 52 to 94. Overall, 320 single-family units were sold in the community between 2002 and the first quarter of 2006. In terms of sales by neighborhood for this period, Barraud Park/Cottage Heights and Lindenwood were virtually tied with 115 and 110 sales respectively; there were 95 sales in the Olde Huntersville neighborhood.

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## B. Revitalization Issues & Priorities

The following list provides a summary of the current understanding of the neighborhood's strengths and also lists issues which have a negative impact on the South Tidewater Drive area. The opportunities available and factors that threaten the neighborhood are listed. The list is further sorted into subject categories. This list was compiled from residents' comments at the Steering Committee meeting and comments received from Olde Huntersville and Lindenwood/Cottage Heights/Barraud Park Civic League members.

### Strengths

#### Location

- Close proximity to downtown, historic neighborhoods, parks, the zoo and cultural facilities.
- Along the Lafayette River
- Adjacent to other redevelopment areas-Broad Creek, Park Place & Church Street
- Proximity to largest naval base
- Proximity to ODU/NSU
- Close to the Attucks Theater
- Convenient access to public transportation
- Access to nearby jobs

#### Sense of Community

- Residents working together for betterment of neighborhood
- Proactive residents interest in community
- Neighbors support each other/stick together
- Civic leagues with strong-minded people
- Grass roots push for rebirth
- Residents willing to change for betterment of community
- Mentality – neighborhood survived in spite of many hardships
- City workers that care about neighborhood

#### Neighborhood History

- Historic significantly – Barraud Park
- One of the first African American neighborhoods
- Listed on Cannonball Trail

#### Schools

- Elementary School – Lindenwood and Jaycox
- Booker T. Washington

#### Recreational Facilities/Natural Environment

- New investment in homes and businesses
- Affordable single-family housing
- Available lots for in-fill housing
- Architecture of older established homes
- Connections to other neighborhoods

#### Public Safety

- Less crime in last year (trend over years up and down)
- Police Station

#### Churches

- Number of churches
- Involvement of churches

#### Events

- The Family Fun Day

## South Tidewater Drive Revitalization Strategy

### Weaknesses

#### Public Safety

- Perception of unsafe neighborhood
- Poor street lighting
- Visible presence of drug dealers on abandoned and vacant property
- Perception of a vulnerable neighborhood – open to crime
- Unwillingness by delivery companies and service contractors to enter the neighborhood
- Crime associated with commercial uses – residents try to avoid the store
- The lack of walking police
- Limits accessibility to home
- Prostitution
- Drugs
- Trespassing

#### Neighborhood Aesthetics

- Littering/Trash – improper disposal of trash by residents
- Trash Trucks – spilling trash from trash cans
- Trash dropped as leaving stores
- Dilapidated properties
- Blight
- Abandoned Housing – indications of a sick neighborhood
- Abandoned shopping carts
- Loud noises

#### Land Use/Property Ownership

- Too many multi-family uses
- Commercial uses – store at Barraud & Rugby w/ABC
- Liquor sales

- Imbalance rental – homeownership
- Little to no home ownership in neighborhood
- Vacant lots and abandoned housing

#### Code Compliance

- Abandoned cars – reported cars disappearing and then come back
- No results from reports of code violations
- Landlords – not holding absentee landlords to same standards as local residents – change local ordinance
- Occupants of multi-family housing held to less stringent rules/standards than homeowners
- Code and health violations (follow-ups on code actions)
- City allowing housing to be boarded up too long – condemned and boarded up homes left vacant for up to 26 years.
- Cannot extradite out of state landlord, can't take property
- Low standards that landlords must meet – should be more than just paint, minor improvements to keep up to code.

#### Parking & Traffic Circulation

- Major cut through traffic along Rugby & Lindenwood
- Parking is limited
- Narrow streets with on street parking
- Drug dealers directing traffic
- Illegal parking

#### Civic League Involvement

- Low membership/involvement in Civic Leagues
- Lindenwood – only core group is active consistently

## South Tidewater Drive Revitalization Strategy

N R O K

### Youth Activity

- Youths need something else to do – not in front of store
- Unsupervised children

### Business and Church Involvement

- Businesses need to be more community sensitive
- Area churches networking with each other
- Church involvement in neighborhood

### Opportunities

#### Residential Development

- New homes that would enable new families to move in the neighborhood
- Vacant sites that will attract future residents
- Great opportunities for renovation
- Neighborhood character redefined/enhanced by properly developing vacant land
- A database that tracks “undesirable tenants”
- Waterfront property redevelopment due to the opportunity for significant investment returns
- Vacant lots as an opportunity to change the balance between multi-family and single-family and owner and renter
- Landlords with knowledge of how they may increase profits through property improvements and thus attract desirable renters.

#### Neighborhood Image and Character

- Historic neighborhood character
- City's expertise and knowledge on marketing and redeveloping the neighborhood (change image of neighborhood)

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- Neighborhood heritage – monuments, plaques, markers, (tennis courts in Barraud Park where A. Ashe and A. Gibson played, MLK's wife spoke at amphitheatre)
- Realtors who have information about the virtues of living in the neighborhood
- Established and historically significant neighborhoods
- Word of mouth to promote neighborhood's strengths to others outside the neighborhood.

#### Neighborhood Service and Civic Involvement

- Opportunities for public input into the neighborhood's future.
- Neighborhood services offered through churches – “Safe Haven For The Lost”
- Church sponsored neighborhood day for fellowship
- Community family fun day
- Renters who feel apart of the neighborhood – there should be no differences between owners or rental properties

#### Community Planning

- Neighborhood Plan
- Completed community plans that South Tidewater Drive Neighborhood can use to learn from their mistakes and accomplishments
- Linkages with other adjacent neighborhoods that are experiencing rebirth
- Grassroots for community revitalization
- Community involvement
- Past community actions & programs
- Zoning Codes

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## South Tidewater Drive Revitalization Strategy

N O R F O L K

### Commercial Development

- Permitted commercial activities occurring in community
- Successful commercial opportunity at 18<sup>th</sup> – 26<sup>th</sup> on Church Street
- Need for essential services such as gas stations and laundry mats
- Need to strengthen existing businesses and bring new business to community
- Desire for stronger links with the business community
- Unable to follow through with the plan and implement the vision – Lack of City and neighborhood support for implementing the plan
- Lack of cooperation within the neighborhood-resisting change-making the process too personal
- Lack of ownership and pride within the community
- Excluding outsiders and their ideas
- Not upgrading community amenities and facilities
- Poor lighting
- Failure to address undesirable commercial uses

### Recreation and Community Facilities and Infrastructure

- The prospect of additional greenways and trails along waterfront
- Community facilities/recreation, community centers and schools that needs improvement
- Aspiration for reinvestment in neighborhood
- The role that all agencies & departments play in re-birth
- Need for improved infrastructure throughout the neighborhood

### Threats

- Failure to set the tone as a prosperous and safe neighborhood
- Increased and continued drug and criminal activity
- Too much focus on the negative aspects of the neighborhood
- Failure to change the image of Norfolk and the neighborhood to a desirable place to live
- Continued incompatible development – lack of standards for homes
- Construction of more multi-family rental units

## SECTION 3

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### Vision for South Tidewater Drive

- A. CHALLENGES AND OPPORTUNITIES
- B. REVITALIZATION GOALS & STRATEGIES
- C. STRATEGIC IMPROVEMENT PLAN

## South Tidewater Drive Revitalization Strategy

N P O K

### Vision

**A range of issues have guided the development of the vision as many, strategic actions have been formulated to address the various challenges and opportunities of the South Tidewater Drive Area.**

*"South Tidewater Drive is a community of choice that is a residentially diverse, attractive, and desirable community in which to live, play, and nurture future generations. It is a community of predominately owner-occupied housing whose strategic urban locale is enhanced through careful community planning, strong civic pride, recognition of its rich history and heritage, development of excellent community facilities and highly active churches and civic leagues."*

**Achieving this vision will require a strategy that builds on strengths, leverages advantages, creates new opportunities that overcome the areas disadvantage, and directly addresses the many negative influences impacting the broader community.**

## A. Challenges and Opportunities

This plan organizes the following challenges and opportunities into a strategic framework for defining goals and strategies. The South Tidewater Drive community has several **Challenges** that will need to be addressed in order to achieve success as a viable community.

- How to equip existing residents with the skills to succeed socially and economically as the community changes.
- How to link a theme of health and fitness to community design
- How to improve the visual and aesthetic aspects of the community. How to create a sense of place.
- How to create walkable streets that are safe
- How to alleviate drugs and other anti-social behavior among the youth
- How to attract more home buyers into the community. How to respond to the various lifestyles with the appropriate mix of housing types and price points that will generate sufficient demand
- How to encourage the construction of quality infill housing, with particular emphasis on 25 ft. lots
- How to remove transportation barriers to enhance movement connects the community and acknowledges pedestrians
- How to create new and/or reposition existing retail and shopping opportunities that can take advantage of and cater to new and existing residents
- How to improve the public infrastructure to enhance the appearance and livability of the community
- How to connect the area and the city with surrounding neighborhoods
- How to remove blight, abandoned properties and other such negative influences
- How to better connect the historic background to land uses and functions within the neighborhoods

- How to provide more convenient parking without distracting from the neighborhood character
- How to remove the stigma as a vulnerable community
- How to improve the aesthetics of the community by eliminating trash and debris from public places
- How to balance rental units with home ownership to create stability
- How to improve parking and circulation through narrow streets and limited off-street parking opportunities



*Infill Housing Opportunities in Lindenwood*



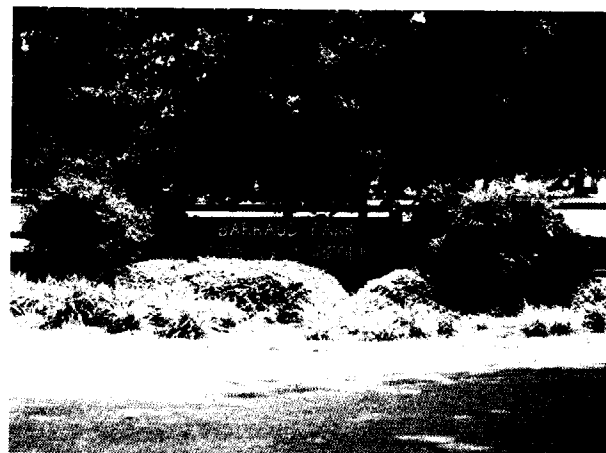
*Unimproved Streetscape in Lindenwood*

## South Tidewater Drive Revitalization Strategy

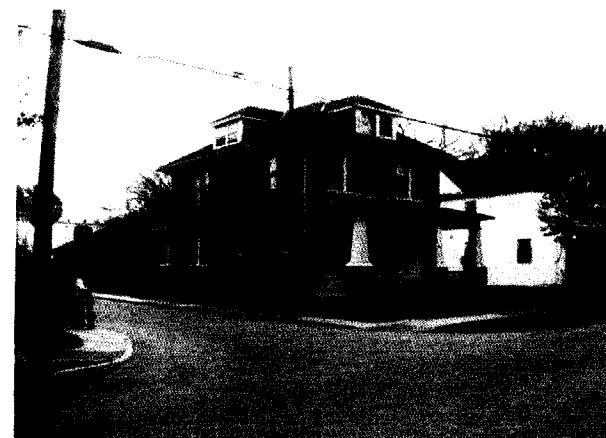
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Although, the area has its challenges, South Tidewater Drive has many strengths creating the **Opportunities** that position it for success.

- Existing scattered parks, recreational space and other open space venues which provide relief from dense development patterns that could be tied together into a more comprehensive and cohesive system or framework
- Neighborhood history and the historic character of the neighborhoods provide the ability to attract visitors, tourists and new residents. Attucks Theatre and John T. West School are examples.
- Existing land or parcels can be marketed for new housing within the study area and can be more directly connected through activities and functions within the area to create the critical mass and leverage excitement for neighborhood revitalization efforts.
- Prior and current redevelopment activity along Church Street
- Convenient access to public transportation
- Existing historic buildings and structures that exhibit unique architectural character or design features that contribute to the overall aesthetic impression of the community
- Access to nearby jobs
- Neighborhoods that have the potential to be strengthened and enhanced to create more vibrant neighborhoods
- Community interest. Residents have worked consistently for the betterment of the neighborhood
- Distinguished as one of the first African American neighborhoods in the city



Barraud Park



Historic Architecture in Old Huntersville

## South Tidewater Drive Revitalization Strategy

- An emerging interest and market for new market rate housing in the city by young families, adults and empty nesters
- With repositioning, the ability of Church Street Crossing and Church Square Shopping Centers to act as a retail or entertainment anchor that can attract shoppers, visitors, and well as provide quality neighborhood services to the community
- The possibility of linking key public spaces into an organized system around enhanced pedestrian circulation corridors and that can become an urban lifestyle amenity
- A main north - south transportation spine connecting the area Tidewater Drive to Downtown and other areas of the city
- Stream corridors and waterways that can be connected to recreational areas, parks and pedestrian activity networks
- The availability of public land as a benefit of redevelopment activities and the GEM Program, the pending availability of the Let Us Produce site
- Community history, for the Attucks Theater cultural venue and the arts-centered programming helps define the community as a destination to attract visitors and tourists, as well as attract new members to the community
- The revitalization goals and strategies will build upon these opportunities in the transportation of the South Tidewater Drive Area.



*Restored Attucks Theater*



*Church Street Crossing Shopping Center*



*Redevelopment Site on Church Street*

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*Revised 10/02/2007*

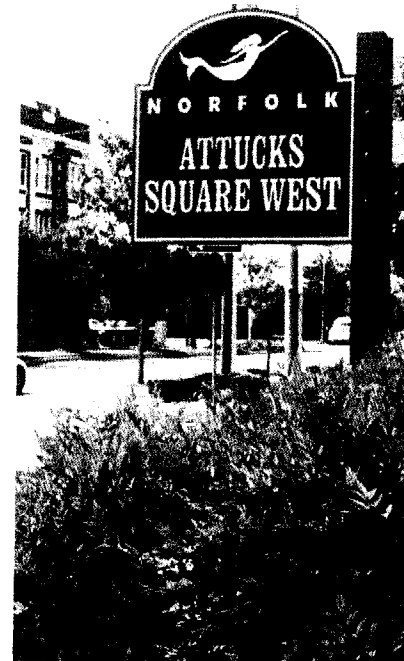
## B. Revitalization Goals and Strategies

Several goals and objectives have been developed to guide future revitalization of the South Tidewater Drive area. These nine goals have been established and prioritized to address the specific concerns, issues and desires identified by the community at community meetings, the community-wide planning workshops and the steering committee. These goals formulate the long term vision. The strategies describe the specific approaches or actions that will be implemented to achieve the associated goal. These goals and strategies will build on the current strengths of the community and inspire the long-term revitalization of the area.

### GOAL #1 Enhance the Community Image and Appearance

The South Tidewater Drive community will have a positive image and appearance that will attract both public and private investment, and will be a desirable place where families and individuals would want to live, work and play. The media and government will promote the area through positive images, history and culture improvements to the quality of life being enjoyed by the residents. There will be a strong sense of community, a strong real estate market and a community well connected to other resources and amenities throughout the city and region, making it a neighborhood of choice. Public spaces will have clear boundaries. Well designed lighting will ensure the public space are attractive and safe after dark.

- Build upon the strengths of the community to include historic cultural amenities.
- Maintain and enhance programs and services in the community
- Enhance community partnerships.



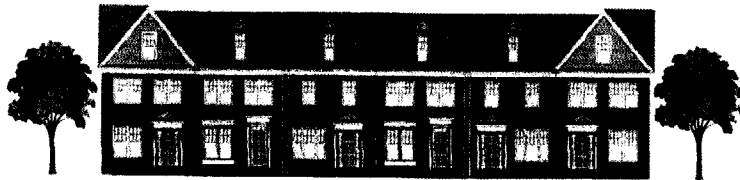
## South Tidewater Drive Revitalization Strategy

N E O K

### GOAL #2 Enhance Neighborhood Marketability

The South Tidewater Drive community will be a much desired community for residential living by both homeowners and renters, and investment by businesses. Existing residents and businesses will develop confidence in market demand and growth in the area and invest in the rehabilitation of properties throughout the community. New demand will be met with the development of new housing to address interest from a broader market – mixed incomes, mixed housing types and a variety of price ranges. Values will increase in the same proportions as other parts of the city.

- Housing conditions are improved to a high standard and maintained overtime
- Housing should be of high quality and affordable to existing residents
- Relieve overcrowding and provide alternatives to poor conditions



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### GOAL #3 Improve Physical Conditions throughout the Area

Physical conditions throughout the area will reflect the pride of ownership demonstrated by high standards of maintenance. Housing will be safe and will be well maintained. Public streets and private properties will be well maintained and aesthetically appealing. Furnishings, such as benches, waste receptacles fountains and other amenities will contribute to the appeal of the open spaces.

- Improve the physical appearance of properties through property rehabilitation, landscaping, and architecture compatible in new development
- Improve the appearance of streetscapes
- Primary land uses that enhance existing residential character and support businesses
- Provide landlords and tenants with the tools and information needed to improve living conditions
- The appearance of the neighborhood is enhanced with attractive housing and appropriate landscaping

### GOAL #4 Upgrade and Expand Recreation, Parks and Open Space Opportunities

The appearance of the neighborhood is enhanced with attractive housing, appropriate landscaping and street improvements. Parks and recreational areas will be safe functional and attractive places for children to play and for the community to interact. Residents of all ages will enjoy the many recreational programs and venues offered by the area. Youth programming will be well structured, supervised, and so compelling in design, that participation by youth at all group levels are significantly high special programs for seniors as well as other adults will meet the needs and interest of the residents and will be well attended. Outdoor events, pedestrian transportation (walking and jogging) and recreational travel (biking) and activities such as tennis, baseball, swimming and other activities that promote physical well being will be provided for throughout the community. Parks and other recreational facilities will be exciting, energetic and positive places to spend time.

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## South Tidewater Drive Revitalization Strategy

N R O L K

### GOAL #5 Create Safe and Walkable Streets

The South Tidewater Drive area residents and their neighbors will feel safe in their homes, walking the streets, talking in their front yards, and sitting on their porches anytime of the day. Neighbors care and watch out for each other. Programming for youths is compelling and organized, giving them a more meaningful focus. The walkable streets will contribute to a sense of community and facilitate neighborhood identity and pride.

- Residents can walk, play and socialize in the community in comfort
- Improve neighborhood safety by reducing crime
- Increase vehicular safety through traffic containment

### GOAL #6 Improve Access, Connectivity and Circulation for All Modes of Travel

Functional and attractive transportation improvements will support the livability of the area and will enhance the positive identification and appearance of the area. Gateways and major corridors will be inviting and present a sense of place and arrival. The South Tidewater Drive Area will be a walkable and healthy community with priority place on the pedestrian accessibility and mobility.

### GOAL #7 Support and Enhance Economic and Business Development

The South Tidewater Drive area will be an economically vibrant community where residents and businesses experience financial stability and growth. Retail and business centers will support neighborhood desired services and conveniences. Commercial activities occurring and permitted in the community will be redefined.

- Businesses support community needs and interest
- Residents and businesses work constructively together
- Businesses will be well-maintained and add to the stability of the community

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### GOAL #8 Improve Access to Human Services Support

The South Tidewater Drive area will provide opportunities for everyone interested in social and financial development and empowerment. Achieving these outcomes will require strategies that build on strengths, leverage, advantages and create new opportunities that overcome disadvantages and destabilizing influences.

### GOAL #9 Improve the Public Infrastructure and Public Facilities.

Public facilities and infrastructure will be organized to enhance basic services and amenities, and improve the image of the streetscape and community lighting.

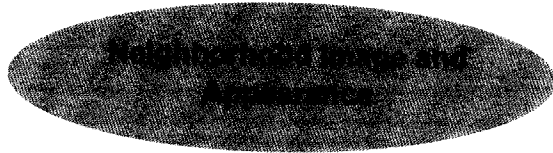
- Maintain and enhance programs and services available to the community
- Focus on the beautification of the community
- Enhance the pedestrian experience
- Improve the attractiveness of public facilities



Huntersville Neighborhood Service Center

Revised 10/02/2007

## C. Strategic Improvement Plan



The media, government and residents outside the community will promote through community through positive messages, improvements to the quality of life being enjoyed by the residents, the strong sense of community, a strong real estate market and a community well connected to other resources and amenities throughout the city and region, making it a neighborhood of choice.

### Strategy 1A: Define the neighborhood.

- Develop logos, banners, and gateway signs.
- Enhance selected visible areas with streetscape improvements, areas such as significant streets, public facilities, commercial, etc.
- Create an oral or written history of the neighborhood.
- Promote historic and cultural resources such as the Attucks Theatre and John T. West School site.

### Strategy 1B: Cultivate Image as a Neighborhood of Choice.

- Develop and implement neighborhood public relation strategy to improve perception of the community and promote the area as a desirable and affordable place to live.
- Offer the Aesthetic Improvement Grant Program to get residents to landscape, plant flowers, paint exterior, make porch repair, install porch lights.

### Strategy 1C: Cultivate a positive image with the media and others

- Incorporate arts into public spaces and new developments.
- Develop campaign of positive stories with press releases.
- Sponsor tours and information programs about neighborhood.
- Track and publicize positive programs, such as increases in property values and rises in resident satisfaction.
- Sponsor community events to attract people to the neighborhood— festival, open houses, historic tours.
- Create a community-oriented and maintained web site that is interactive and highlight the positives and success stories.

### Strategy 1D: Organize and implement neighborhood pride events.

- Community should hold neighborhood block parties, fund raising events, and community picnics and other community celebrations.
- Promote and encourage property beautification initiatives with recognition awards, ceremonies, and etc.
- Encourage participation in the "Adopt-a-Spot" program.
- Organize community improvement events.
- Sponsor "how to" workshops on landscaping, and improving curb appeal to encourage residents to take an active role in landscaping personal property.
- Sponsor a yard of the month award.

### Strategy 1E: Recognize individuals, groups, or businesses that contribute to the neighborhood and celebrate their participation.

- Implement a Certificate of Recognition program to be distributed quarterly to businesses and property owners who strive to achieve the vision of South Tidewater Drive.

## South Tidewater Drive Revitalization Strategy

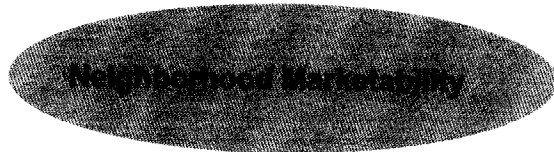
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### Strategy 1F: Community Outreach and Education.

- Increase community awareness of programs and services to improve the quality of life of residents.
- Provide with the tools needed to improve their communities, i.e., Neighborhood University.

### Strategy 1G: Way finding signage.

- Link to historic venues, and commercial areas and public facilities



Existing residents and businesses develop confidence in market demand and growth in the area and invest in the rehabilitation of blighted properties throughout the community. New demand is met with the development of new housing to address interest from a broader market, mixed incomes, mixed housing types, and a variety of price ranges and special mortgage products. Values increase in proportion to other areas in the city.

### Strategy 2A: Mitigate displacement due to rising values.

- Publicize tax relief for elderly and low income owners.
- Initiate an aggressive home ownership campaign focused on neighborhood renters early in the process of revitalization; encourage the use of Section 8 certificates for home purchase
- Distribute information on reverse annuity mortgages, a product that allows elderly homeowners to adapt their homes to accommodate aging in place without adding to their monthly expenses

### Strategy 2B: Attract new home buyers

- Initiate a target market campaign, through churches on neighborhood attractions.
- Partner with local lenders, and public agencies to access affordable purchase financing for entry buyers.
- Civic League in partnerships with builders can sponsor neighborhood open houses.
- Encourage mixed use and higher density development to increase and diversify housing opportunities.
- Promote residential rehabilitation
- Encourage local banks and lending institutions to develop community partnerships to provide special support to residents and purchasers. Work with NRHA and the HomeNet Homeownership Center.
- Promote incentives for investors to renovate properties for resale to homeowners with low income housing tax credits, homebuyer assistance, etc.

### Strategy 2C: Increase the number and types of residential opportunities

- Encourage the development of new quality in-fill housing consistent with the architectural character of the community.
- Provide for a mix of homeownership opportunities at a range of prices that can serve a wide range of potential buyers. Encourage mixed-use and higher density development to increase and diversify housing opportunities.
- Promote the use of higher quality design and materials that fit the neighborhood context.
- Attention should be placed on marking units that serve modern families; designs that contemplate off-street parking through driveways, alleys, and garages.
- Balance affordability with high quality housing and historic sensitivity.

**Strategy 2D:** Support rehabilitation of existing properties.

- Promote residential rehabilitation.
- Host a variety of housing related workshops to inform area residents and property owners about opportunities for improving their properties.
- Expand Equity Secure Program to assist low to moderate income residents with home repairs. Publicize the new flex alt program. Promote and encourage the use of Norfolk's Neighborhood Design and Resource Center for technical and financial resources.
- Work with community residents to develop and promote design standards for new infill construction, renovations, and rehabilitations using Norfolk's Residential Pattern Book.
- Make Aesthetics Improvements Grants available to homeowners.
- Work with the private sector in the conversion of industrial uses to residential in areas such as Barraud Park.
- Provide publicly owned property to existing property owners to be used for room additions and side yards (25 feet lots) Provide affordable home loan program.

**Strategy 2E:** Reprogram vacant or underutilized properties

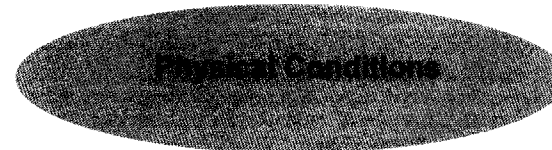
- Develop an inventory of vacant structures throughout the neighborhood. Encourage the purchase and rehabilitation for home ownership.
- Link blight eradication to home ownership and other uses consistent with the neighborhood goals and objectives.
- Use GEM Program to redevelop vacant lots and other incentives. Implement City/Landlord/Tenant partnership agreements.

**Strategy 2F:** Encourage reinvestment in housing stock by absentee landlords.

- Market incentives for significant reinvestment in the housing stock by absentee landlords, such as the Tax Abatement Program.
- The Civic League will invite the participation of landlords in the civic league and other neighborhood organizations.
- Implement City/Landlord/Tenant partnership agreements.

**Strategy 2G:** Create new "cluster" development opportunities.

- Implement Model Block initiatives.
- Merge public land to create desirable residential addresses and public spaces.
- Provide public investment in the surrounding infrastructure



The South Tidewater Drive community residents adhere to neighborhood standards for rehabilitation and property maintenance that reflect pride in the community. Vacant properties are rehabilitated and occupied with caring residents, vacant lots are developed or otherwise well-maintained by the owners.

**Strategy 3A:** Community Outreach

- Establish an informational campaign to increase community awareness of comprehensive code compliance programs.

## South Tidewater Drive Revitalization Strategy

- Invite speakers to community meetings
- Organize community meetings, events, and other outreach programs to increase community awareness of, and compliance with, code enforcement programs. Should include ways the community can assist with the enforcement of codes by reporting violations.
- Publicize success and progress stories.

### Strategy 3B Blight Removal

- Continue to implement Spot Blight Initiative.
- Implement blight reduction programs such as: Vehicle abatement, bin clean up, anti-graffiti, and private property repairs

### Strategy 3C Eliminate dumping and littering throughout the area.

- City to monitor and enforce the maintenance of vacant lots
- The community working with the City, should sponsor quarterly clean-up days. Preserve and maintain wetlands and estuaries
- Increase monitoring of the dumping in wetland areas
- Intensify the reporting and enforcement of, laws for dumping; distribute instructions for proper disposal of bulk items through the Civic League Newsletter, as well as flyers to homes and businesses specifically in the vicinity of the wetland areas

### Strategy 3D: Community Partnerships

- Work with community leaders and residents to develop "Neighborhood Standards" for landscaping, property maintenance, etc.
- Establish resident patrols to monitor and report blighting conditions in the area.

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- Civic league can sponsor awards program, competition in recognition for rehab and other property improvements.

### Strategy 3E: Monitor substandard absentee landlords.

- Target problem properties for code enforcement and the spot blight infrastructure.
- Strictly enforce the vacant street structure program.
- Implementation of the City's occupancy Permit Program

### Strategy 3F: Intensity Code Enforcement

- Assure businesses are in the appropriate zoning districts
- Enforcement of Codes pertaining to illegal housing units

### Strategy 3G: Parking Standards

- New residential and commercial should have adequate on-site parking
- Increase enforcement of parking restrictions
- Maximize the availability of off-street parking through the abatement of abandoned and inoperable vehicles
- On narrow streets consider community parking to one side of the street to facilitate vehicular travel

## Recreation, Parks and Open Space

Residents of all ages will enjoy the many recreational programs and venues offered by the area. Youth programming is so well structured, supervised, and compelling in design, that participation by youth at all group levels are significantly higher. Special programs for seniors as well as other adults meet their needs and interest, and are well attended. Outdoor events, pedestrian transportation (walking, jogging), and recreational traveling (biking) are welcomed, invited, and provided for throughout the community by a system of connectors. parks and other recreational facilities are exciting and energetic.

*Revised 10/02/2007*

## South Tidewater Drive Revitalization Strategy

**Strategy 4A:** Improve existing neighborhood service and recreation center to accommodate desires of the community.

- Enhance exterior appearance with landscaping, lighting, signage, etc.

**Strategy 4B:** Coordinate with city agencies to maximize and expand on recreation programming at Barraud Park and neighborhood services and recreation center.

- Develop and implement after school recreational and academic partnerships with schools, churches, and the city for youth.
- Improve the Pollard Street Park

**Strategy 4C:** Improve pedestrian access and connectivity to recreational areas.

- Improve the pedestrian access and connectivity to all recreational park and open space areas.

**Strategy 4D:** Strengthen awareness of recreational facilities and programming.

- Programs, services, and amenities should be actively promoted to the South Tidewater Drive neighborhood through the civic leagues, and newsletters, disseminated throughout the neighborhood.

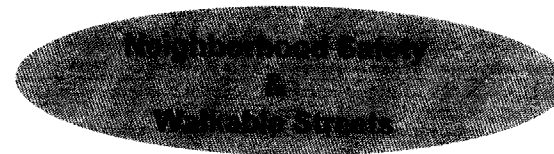
**Strategy 4E:** Preserve and maintain wetlands and estuaries

- Program that monitors the dumping in wetland areas
- Intensify the reporting of, and enforcement of, citations for dumping, and distribute instructions for proper disposal of bulk items through the Civic League Newsletter, as well as flyers to homes and businesses specifically in the vicinity of the wetland areas.

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- Develop innovative strategies to treat these areas as open area space amenities.
- Where feasible develop green ways and trails along waterfront

**Strategy 4F:** Create a well-defined and accessible open space system within the South Tidewater Drive area focused on the enhancement of existing key public spaces and venues; provide recreational opportunities and amenities



South Tidewater Drive areas residents and their neighbors feel safe in their homes, walking the streets, talking in their front yards, and sitting on the porch anytime of the day. Neighbors care and watch out for each other. Gang activity or other deviant behavior has zero tolerance and is dealt with expediency by residents and police in partnership. Programming for youth is so compelling in the community, giving them more meaningful and enjoyable focus.

**Strategy 5A:** Continue implementation of Safe Streets Initiative.

- Continue the aggressive community policing approach.
- Continue the planning of events and other activities to create awareness and eradicate issues enhancing crime

**Strategy 5B:** Encourage participation in crime prevention programs and activities, such as neighborhood watch, National Night Out.

**Strategy 5C:** Increase police presence in the community to decrease crime

- Increase communication and interaction with in the communities

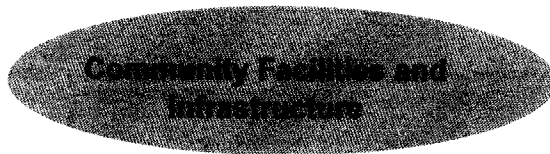
*Revised 10/02/2007*

## South Tidewater Drive Revitalization Strategy

- Continue community policing efforts
- Increase bike officers and criminal enforcement sweeps to attack drug activity.
- Encourage landlords to participate in the Police & Property Owners Association. Facilitate an environment of cooperation between landlords, associations, tenants, and police.

### **Strategy 5D:** Gain community involvement and crime prevention strategies

- Enhance and increase level of street lighting throughout the neighborhood and promote a "porch light-on" neighborhood program.
- Establish a crime assessment program to provide community awareness and information; monitor crime and safety trends.
- Deter individuals from loitering and trespassing through proactive policing.
- Encourage property owners to have no trespass registration.



The South Tidewater Drive area community facilities address the needs and desires of adults and youth alike. They are well designed, maintained and interesting places to be. Infrastructure supports the livability of the area, is attractive and inviting, and enhances the positive identification and appearance of the community.

### **Strategy 6A:** Improves streetscapes throughout the area.

- Working with residents, develop a priority work plan for installing new sidewalks, curbs, and gutters, where needed; implemented a phased strategy.
- Implement streetscape study for the Tidewater Drive Corridor.
- Prioritize the design and installation of streetscape enhancements along Lindenwood Avenue.

### **Strategy 6B:** Continue ongoing street and sidewalk maintenance throughout the community.

- Develop a multi-year work plan for improving streets throughout the neighborhood in accordance with priority system.

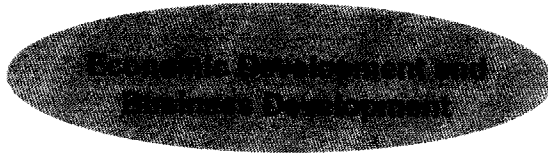
### **Strategy 6C:** Develop a Gateway Improvement Plan to include landscaping and signage at significant intersections

- Lindenwood at Tidewater Drive
- Tidewater Drive and Goff Street
- 26<sup>th</sup> Street at Lindenwood
- Banner program along in Olde Huntersville and along Church Street to make a historic connection.

### **Strategy 6D:** Improve appearance and programming at neighborhood Service Center.

- Enhance appearance and programming at Neighborhood Service Centers.
- Make physical improvements and updates
- Conduct community survey to determine additional services needed.

## South Tidewater Drive Revitalization Strategy



The South Tidewater Drive area is an economically vibrant community where residents and businesses experience financial stability and growth.

**Strategy 7A:** Strengthen and advance business development in the South Tidewater Drive area

- Provide business and economic development incentives to improve existing businesses.
- Promote the Commercial Facade Aesthetic Improvement Grant Program. Improvements will assist in stimulating interest by other retailers and initiating reinvestment, and sending a positive message.

**Strategy 7B:** Attract new neighborhood- oriented businesses and services.

- Market the area to new neighborhood- oriented retailers and services based on market and location advantages as well as reasonably anticipated redevelopment opportunities. Strive to fill existing vacant spaces with viable operators consistent with the neighborhood needs (cleaners and laundry-mats)

**Strategy 7C:** Provide new products and services that address the needs and standards of a more diverse market.

- Pursue appropriate retail mix; the steering committee mentioned service stations and laundry facilities.

**Strategy 7D:** Encourage relocation of the businesses in undesired locations.

- Store on Rugby St. and Barraud Ave. needs to be addressed.
- Align businesses with desired land uses throughout the area.

**Strategy 7E:** Attract businesses offering employment opportunities to residents

- Align opportunities for new business and residential development with local jobs and training (Church Street Redevelopment; St. Paul's Quadrant; Mid-Town Industrial Park.
- Target existing and new businesses for employment and training opportunities for residents.



*South Tidewater Drive strives to be a "healthy community" where all residents are considered essential, and where meeting human services needs is considered a shared responsibility among residents, churches, businesses, public agencies and the City of Norfolk.*

Human services are broadly defined in the South Tidewater Drive Neighborhood Plan to include community services that provide support and protection for individuals and families. These range from basic needs such as food and shelter to protective and supportive services. The purpose of this element is to create a human services delivery system that will be comprehensive and flexible in meeting the unique needs of South Tidewater Drive residents, now and in the future. This element contains policy direction, objectives and strategies for both public and community actions addressing the human services needs of South Tidewater Drive residents.



## South Tidewater Drive Revitalization Strategy

**Strategy 8A:** Promote increased community awareness of Human Services Programs.

- Cultivate and coordinate existing community, church and service organizations as distribution networks for information.

**Strategy 8B:** Develop and coordinate a comprehensive system of services for seniors and caregivers .

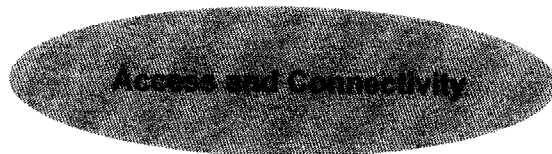
- Develop an inventory of all programs and services available to seniors; define gaps such as transportation .

**Strategy 8C:** Connect adults and youth to employment opportunities .

- Maintain and distribute information (including special initiatives) provided by the Workforce Development Center, STOP, Human Services, the Urban League and others at the Neighborhood Service Center
- Investigate possibility of providing computer (internet) access for job search at Neighborhood Service Center; currently available at libraries and Empowerment 2010 Workforce Center
- Host employment fairs targeting area residents

**Strategy 8D:** Provide training on financial management

- Obtain training and information on financial literacy, establishing IDA accounts, filing for Earned Income Tax Credits, establishing checking and savings accounts – Link to South Hampton Roads EITC Coalition .



**Strategy 9A:** Reduce the barrier effect and negative impacts of physical features, both man made and natural.

- Tie neighborhoods and commercial districts together by improving vehicular and pedestrian access and circulation
- Connect the community on both sides of Tidewater Drive to each other as a single place

**Strategy 9B:** Create a pedestrian circulation system that ties South Tidewater Drive together and links the neighborhood parks, open space, and public facilities.

- Create streets and public places that are safe, comfortable and attractive for pedestrians. Spaces for sitting and relaxing will encourage neighbors to get to know each other and take pride in their community
- Develop a pedestrian signage system that identifies significant attractions and destinations and links key points of interest to one another as a recognizable whole
- Provide significant, articulated crossings along major arterial streets
- Provide the design or redesign of streets and buildings.
- Develop a series of public art displays within public open spaces and promote the historic nature of the community
- Promote physical design of buildings, streets, infrastructure, and landscaping that will facilitate a sharing of the streets and public spaces. Front porches, side walks, off-street parking, and green spaces are a few of the ways this will be achieved
- Design and redesign streets that will create and reinforce a safe and secure environment, but without jeopardizing access and openness.

## South Tidewater Drive Revitalization Strategy

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**Strategy 9C:** Create a series of identifiable gateways that provide access into and through the South Tidewater Drive neighborhoods.

- Improve the appearance of Tidewater Drive as a major gateway through the design and implementation of a comprehensive street-scape plan
- Create accessibility to public facilities from major corridors
- Develop all principal arteries throughout the neighborhood as significant gateways
- Develop a vehicular signage system that identifies districts, gateways, significant community destinations and reinforces a sense of arrival

**Strategy 9D** Encourage alternate modes of transportation within the community.

- Develop streetscapes that are pedestrian and bicycle friendly and supported by bike racks at significant venues
- Enhance and expand the NET bus system or other HRT shuttle service to tie neighborhoods to downtown, event venues, shopping, etc
- Safe routes to schools, complete streets, build new sidewalks and paths, and implement traffic calming measures so that children and their families can safely enjoy walking and biking on a daily bases
- Attractive, safe, and convenient infrastructure for safe walking and bicycling

**Strategy 9E** Identify locations for appropriate traffic calming devices to reduce speeding and increase pedestrian safety

## South Tidewater Drive Area Strategic Actions and Implementation

|  | Strategic Action                            | Issue   | Time                   | Outcomes  | Lead Community                                       |
|--|---|---|------------------------|---|--|
| <b>Neighborhood Image and Appearance</b> |   |   |                        |   |  |
| Strategy 1A                              | Define the neighborhood                     | Create an identity with logos, banners and gateway signage  | Short Term             | Neighborhood pride and cohesiveness   | Neighborhood Residents and Neighborhood Preservation |
|  |   | Enhance significant streets, public facilities and commercial areas with landscaping  | Short Term             | Creates a sense of place and welcoming environment  | Recreation, Parks and Open Space                     |
|  |   | Create an oral and written history of the neighborhoods; Feature at Neighborhood Service Center                               | Short Term to Mid-Term | Instill community pride around the historic and cultural amenities in the area                                    | Community Residents                                  |
| Strategy 1B                              | Cultivate image as a Neighborhood of Choice | Develop and implement neighborhood public relations strategies  | Short Term             | Promotion of positive images and community experiences  | Community residents and Neighborhood Preservation    |
|  |   | Provide incentives for residents to landscape, plant flowers, add lighting and paint exteriors (Aesthetic Improvement Grants) | Short Term             | Beautification makes area desirable for prospective residents   | Community Residents                                  |
| Strategy 1C                              | Cultivate a positive image with media       | Develop campaign of positive stories for the media  | Short Term             | Media can create excitement   | Community Residents                                  |
|  |   | Sponsor tours and information programs; Develop way-finding signage to historic venues and public facilities                  | Short Term             | Attract new owners and investment   | Community Residents and Neighborhood Preservation    |
|  |   | Publicize neighborhood successes and milestones   | Short Term             | Increases in real estate values and resident satisfaction signifies strong communities and attracts new residents | Community Residents and Neighborhood Preservation    |
|  |   | Sponsor community events to attract people outside of the community   | Short Term             | Gains interest in living in community   | Community Residents and Neighborhood Preservation    |

# South Tidewater Drive Revitalization Strategy

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## South Tidewater Drive Area Strategic Actions and Implementation

|                                   | Focus/Action   | Impact   | Time Frame              | Benefit  | Responsible Party                                 |
|-----------------------------------|--|--|-------------------------|--|---|
|                                   |  | Create and maintain community oriented websites (Olde Huntersville)  | Short Term              | Good source for prospective residents, promotes success stories, community projects and events | Community Residents                               |
| Strategy 1D                       | Organize and implement neighborhood pride events       | Sponsor community celebrations, picnics  | Short Term              | Neighborhood Cohesiveness  | Community Residents                               |
|                                   |  | Recognition awards and ceremonies for neighborhood beautification projects   | Short Term              | Improved image   | Community Residents                               |
|                                   |  | Participate in Adopt- a- Block Program   | Short Term              | Improved physical appearance   | Community Residents                               |
|                                   |  | Sponsor how-to-workshops on curb appeal  | Short Term to Mid Term  | Increase neighborhood appeal   | Community Residents                               |
| Strategy 1E                       | Recognize contributing individuals and business groups | Implement a Certificate of Recognition Program   | Short Term              | Encourages participation   | Community Residents                               |
| Strategy 1F                       | Community outreach and education                       | Increase community's awareness of programs and services designed to improve their quality of life  | Short Term              | Creates opportunities for improvements   | Neighborhood Preservation                         |
| <b>Neighborhood Marketability</b> |  |  |                         |  |   |
| Strategy 2A                       | Mitigate displacement due to rising values             | Publicize tax relief to seniors and low income homeowners.   | Short Term              | Retains affordability  | Neighborhood Preservation and Community Residents |
|                                   |  | Provide opportunities to renters to become homeowners through special outreach efforts; encourage use of Section 8 Homeownership Program           | Short term to long term | Avoids displacement and increase homeownership   | Neighborhood Preservation                         |
| Strategy 2B                       | Attract new homeownership                              | Initiate a targeted marketing campaign to attract homebuyers   | Short to Long Term      | Potential stakeholders   | Neighborhood Preservation                         |
|                                   |  | Partner with local lenders and public agencies to create special products for entry level buyers incentive; access to HomeNet services and support | Short term to long term | Purchase and location incentives   | Neighborhood Preservation                         |
|                                   |  | Civic Leagues and builders sponsor open houses   | Short Term              | Promote neighborhood to new buyers   | Community Residents                               |
|                                   |  | Use new infill housing to create demand; create opportunities for new homeownership  | Short term to long term | Increase homeownership and revitalize area   | NRHA and Neighborhood Preservation                |
| Strategy 2C                       | Increase number and types of residential opportunities | Encourage the development of quality infill housing, especially on narrow lots   | Short Term              | Creates sustainable communities over time  | NRHA and Neighborhood Preservation                |

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## South Tidewater Drive Area Strategic Actions and Implementation

|             |   | Provide a mix of homeownership opportunities at a range of prices   | Short term to long term | Housing will serve a wide range of incomes                                  | NRHA and Neighborhood Preservation |
|-------------|---|---|-------------------------|---|------------------------------------|
|             |   | Promote high design and materials quality   | Short term to long term | Creates and sustains value and compatibility                                | NRHA and Neighborhood Preservation |
|             |   | Create units that support modern life styles (floor plans and off street parking)   | Short term to long term | Provides function , comfort and community tenure                            | NRHA and Neighborhood Preservation |
|             |   | Balance Affordability with high quality housing and historic sensitivities  | Short term to long term | Builds on neighborhood strengths and meets affordable housing needs         | NRHA and Neighborhood Preservation |
| Strategy 2D | Support rehabilitation of existing properties | Promote and market residential rehabilitation   | Short to long term      | Retains occupancy and homeownership   | NRHA                               |
|             |   | Host a series of workshops about resources to assist with improvements; invite private and public entities                              | Short term to long term | Education and resource development  | Neighborhood Preservation          |
|             |   | Expand the Equity Secure, Aesthetic Improvement Grant and other initiatives; Neighborhood Design and Resource Center technical services | Short term              | Rehabilitated properties  | NRHA and Neighborhood Preservation |
|             |   | Implement design standards- Norfolk's Pattern Book  | Short term              | Assures architectural quality and neighborhood compatibility                | Neighborhood Preservation and NRHA |
|             |   | Convert industrial uses to residential uses where appropriate; Barraud and St Julian  | Long Term               | Land use compatibility; diverse housing opportunities                       | Private Sector                     |
|             |   | Encourage purchase of adjacent 25 ft GEM lots for room additions  | Short Term              | Property expansions, off street parking and other neighborhood enhancements | Neighborhood Preservation          |

## South Tidewater Drive Area Strategic Actions and Implementation

| Strategy                   | Focus Area   | Strategic Action   | Timeframe               | Implementation   | Outcome                   |
|----------------------------|--|--|-------------------------|--|---------------------------|
| Strategy 2E                | Reprogram vacant and underutilized properties                          | Develop an inventory of vacant structures; encourage purchase rehabilitation and resale to homebuyers            | Short term              | Blight eradication and new homeownership                                     | Neighborhood Preservation |
|                            |  | Blight eradication should be linked to furthering neighborhood goals; includes GEM lots                          | Short term to long term | Opportunities for homeownership, open space, etc.                            | Neighborhood Preservation |
| Strategy 2F                | Encourage good management and reinvestment by landlords                | Develop and market incentives for reinvestment, such as Tax Abatement, Low Income Housing Tax Credits, etc.      | Short term to long term | Affordable and quality rental housing  | Neighborhood Preservation |
|                            |  | Landlords participate in civic league  | Short term to long term | Strong community partnerships and communications                             | Neighborhood Preservation |
|                            |  | Implement landlord /tenant/city/ property management agreement   | Short term to long term | Neighborhood asset and source of quality rental housing                      | Neighborhood Preservation |
| Strategy 2G                | Associate the neighborhood's unique history and design characteristics | Capitalize on historic identity and neighborhood character   | Short Term              | History and culture will gain interest and enhance significance as a "place" | Neighborhood Preservation |
|                            |  | Emphasize design elements that expresses the character   | Short term to long term | Used creativity this can provoke themes, creating a neighborhood brand.      | Neighborhood Preservation |
|                            |  | Link architecture seamlessly to neighborhood patterns and create a diversity of housing products                 | Short term to long term | Diversity and connectivity   | Neighborhood Preservation |
| <b>Physical Conditions</b> |  |  |                         |  |                           |
| Strategy 3A                | Community Outreach   | Establish an informational and education campaign to increase community awareness of code compliance initiatives | Short term to long term | Preventive solutions and compliance  | Neighborhood Preservation |
|                            |  | Organize community meetings and events for support and awareness   | Short term              | Develop community partnerships   | Neighborhood Preservation |
|                            |  | Publicize success and milestones   | Short term to long term | Recognition and community pride  | Neighborhood Preservation |
|                            |  | Implement Home Maintenance Center initiatives  | Short term to long term | Linkage to programs and Services   | Neighborhood Preservation |

# South Tidewater Drive Revitalization Strategy

N E O L K

## South Tidewater Drive Area Strategic Actions and Implementation

| Strategy                               | Action   | Implementation   | Timeline                | Impact   | Goal  |
|--|--|--|-------------------------|--|---|
| Strategy 3B                            | Blight Removal   | Continue the implementation of the Spot Blight Initiative; Safe Streets Clean Up   | Short term to long term | Removal of non-performing properties                     | Neighborhood Preservation                         |
|  |  | Implement blight reduction programs such as vehicle abatement, bin cleanup, graffiti removal and private property repairs  | Short term to long term | More aesthetically appealing community                   | Neighborhood Preservation                         |
| Strategy 3C                            | Eliminate dumping and littering  | Monitor and strictly enforce maintenance of vacant lots  | Short term to long term | Well maintained environments                             | Neighborhood Preservation                         |
|  |  | Intensify the reporting of and enforcement of dumping in wetlands; distribute instructions on bulk items through newsletters incidences. etc.; Clean and trim area at the end of Corona Avenue | Short time              | Wetlands can become neighborhood amenities               |   |
| Strategy 3D                            | Community Partnerships   | Develop neighborhood standards   | Short term              | Community code of maintenance and environmental conduct  | Community Residents and Neighborhood Preservation |
|  |  | Develop resident patrols to assist with the monitoring and reporting of blight   | Short term              | Well maintained environments                             | Community Residents and Neighborhood Preservation |
| Strategy 3E                            | Host a variety of workshops for residents and property owners              | Civic League can sponsor awards in recognition of significant property improvements  | Short Term              | Community and property owner partnerships                | Community Residents                               |
|  |  | Invite vendors and home improvement professionals and lenders to form a speakers bureau  | Short term              | Education and resource development                       | Neighborhood Preservation                         |
| Strategy 3F                            | Intensify code enforce efforts   | Assure businesses are in the appropriate zoning districts  | Short term to long term | Eliminate unauthorized businesses from residential areas | Planning and Community Development                |
|  |  | Strictly enforce codes relating to illegal housing units   | Short term to long term | Neighborhood stability                                   | Planning and Community Development                |
|  | Implement rental inspection program  | Seek area designation  | Short Term              | Improved maintenance of rental units                     | Neighborhood Preservation                         |
| <b>Recreation Parks and Open Space</b> |  |  |                         |  |   |
| Strategy 4A                            | Improve existing Neighborhood Service Center and Recreation Center Complex | Enhance the exterior with landscaping and lighting   | Complete                | Community amenity  | Neighborhood Preservation                         |

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# South Tidewater Drive Revitalization Strategy

H B O L K

## South Tidewater Drive Area Strategic Actions and Implementation

|   |  | Maintain athletic fields; remove trash after events  | Short Term         | Aesthetic Appeal                                       | Recreation, Parks and Open Space                  |
|---|--|--|--------------------|--|---|
| Strategy 4B                                     | Expand existing recreational Programming                                 | Develop after school youth /recreational partnerships  | Mid Term           | Reduce incidences of anti-social behaviors among youth | Recreation, Parks and Open Space                  |
|   | Enhance programming of Barraud Park                                      | Open vistas along the river's edge; community survey   |                    | Capitalize on the strongest community asset            | Recreation, Parks and Open Space                  |
|   | Facilitate access by the community and those outside the community       | Install way-finding Signage at Tidewater Drive   | Short Term         | Improve accessibility and visibility                   | Recreation, Parks and Open Space                  |
| Strategy 4C                                     | Improve pedestrian access and connectivity                               | Add trails, footpaths, street crossing enhancements , landscaping etc  | Mid Term           | Increase use as a neighborhood amenity                 | Public Works                                      |
| Strategy 4D                                     | Strengthen awareness of recreation Center and programming                | Actively promote program and services to residents through civic leagues, direct mailings, newsletters, etc                                    | Mid Term           | Increase participation                                 | Recreation, Parks and Open Space                  |
|   |  | Senior fitness programs  | Mid Term           | Inclusiveness  | Recreation Parks and Open Space                   |
| Strategy 4E                                     | Improve Pollard Park   | Update with new equipment etc.   | Mid Term           | Enhanced neighborhood amenity                          | Recreation, Parks and Open Space                  |
| Strategy 4F                                     | Promote water-oriented recreational activities along the Lafayette River | Encourage park, trail, and open space development whenever and wherever possible that provides public access and links key neighborhood venues | Mid to Long Term   | Enhanced neighborhood amenity                          | Recreation Parks and Open Space                   |
|   |  | Create opportunities for water related activities, such as canoeing  | Mid to Long Term   | Enhanced neighborhood amenity                          | Recreation, Parks and Open Space                  |
| <b>Neighborhood Safety and Walkable Streets</b> |  |  |                    |  |   |
| Strategy 5A                                     | Implementation of Safe Streets Initiative                                | Continue ongoing strategic coordination of neighborhood support services and eradicate issues influencing crime                                | Short to Mid term  | Safer community  | City Manager's Office                             |
|   |  | Continue special events and other activities to create awareness of blight and crime   | Short to Long Term | Improved social conditions                             | Community Residents                               |
| Strategy 5B                                     | Encourage resident participation in crime prevention initiatives         | Continue involvement in National Night Out, Neighborhood Watch, Clean Up Campaigns   | Short Term         | Building strong community relationships                | Community Residents and Neighborhood Preservation |

Department of Neighborhood Preservation

Revised 10/02/2007



## South Tidewater Drive Area Strategic Actions and Implementation

|  | Priority Action  | Strategic Action   | Timeline                | Outcomes  | Lead Responsibility       |
|--|--|--|-------------------------|---|---------------------------|
|  |  | Encourage landlords to participate in the Police and Property Owners Association   | Short Term              |   |                           |
| Strategy 5C                                    | Increase police presence in the community                          | Increase communications and interaction with the community; Continue community policing efforts (sweeps)   | Short term              | Deter crime   | Norfolk Police            |
|  |  | Increase bike officers and patrols   | Short term              | Community relations and visibility  | Norfolk Police            |
| Strategy 5D                                    | Encourage Community in crime reduction efforts                     | Increase the level of street lighting; promote porch light on" initiative  | Short term              | Neighborhood is perceived as safer  | Community Residents       |
|  |  | Establish a crime assessment program to monitor crime and safety trends; periodic reports to the community   | Short term              | Measure effectiveness of comprehensive crime prevention efforts               | Norfolk Police            |
| Strategy 5E                                    | Deter loitering and trespassing                                    | Proactive policing, installation and enforcement of "no trespassing" signs.  | Short Term              | Perception of safety  | Norfolk Police            |
| <b>Community Facilities and Infrastructure</b> |  |  |                         |   |                           |
| Strategy 6A                                    | Improve streetscapes throughout the area                           | Working with residents, develop a priority work plan for installing new sidewalks, curbs and gutters; implement as a phased strategy   | Mid Term                | Create attractive pedestrian oriented environments                            | Public Works              |
|  |  | Undertake a streetscape study for Tidewater Drive and Lindenwood Avenue; Implement components  | Short Term to Long Term | Create an attractive and inviting "front door" and gateway into the community | Public Works              |
| Strategy 6B                                    | Sidewalk replacement and repairs                                   | Develop a multi-year plan for improvements   | Short to Long term      | Beautification and walkable   | Public Works              |
| Strategy 6C                                    | Develop "gateway" improvement plans at strategic locations         | Address intersections at Lindenwood and Tidewater, Tidewater and Goff, 26th Street and Lindenwood; and a banner program along the Olde Huntersville and Church Street to denote historic connection. | Mid Term                | Announce entry into the neighborhood  | Public Works              |
| Strategy 6D                                    | Enhance appearance and programming at Neighborhood Service Centers | Update with cosmetic and functional improvements; Determine what additional services may be needed   | Short Term              | A modern community focal point and gathering place                            | Neighborhood Preservation |

## South Tidewater Drive Area Strategic Actions and Implementation

|  | Strategy Action   | Scope  | Timing                  | Outcomes   | Lead Responsibility                          |
|--|---|--|-------------------------|--|--|
| <b>Economic and Business Development</b> |   |  |                         |  |  |
| Strategy 7A                              | Promote and strengthen business development   | Promote and provide investment incentives to existing businesses-State, Local and Federal  | Short Term              | Business and neighborhood improvement and growth                     | Development                                  |
|  |   | Promote the Commercial Façade and Aesthetic Improvement Grant Program (Church Street)  | Short Term              | Business retention and expansion                                     | Development                                  |
| Strategy 7B                              | Attract new neighborhood oriented businesses and services                                   | Implement targeted outreach and promotions strategies to gain interest of significant retailers  | Short to Long Term      | Retail amenities will increase neighborhood marketability and appeal | Development                                  |
|  |   | Identify and promote financial and tax incentives (Enterprise zones, Empowerment Zones, Tax Abatement, etc.)   | Short to Long Term      | Retail amenities will increase neighborhood marketability and appeal | Development                                  |
| Strategy 7C                              | Provide products and services that address the needs and standards of a more diverse market | Pursue appropriate retail mix; the steering committee mentioned service stations and laundry facilities  | Short Term              | Satisfies the consumer requirements of new and existing residents    | Development                                  |
| Strategy 7D                              | Encourage the relocation of those businesses in undesired locations                         | Align business locations with desired land use strategies; businesses in all residential streets need to be reviewed (Barraud Park, Huntersville, Lindenwood)    | Short Term              | Consistency and compatibility of land uses                           | Planning and Community Development           |
| Strategy 7E                              | Attract businesses offering employment opportunities to area residents                      | Align opportunities for new business and residential development with local jobs (Church Street Redevelopment; St Paul's Quadrant; Mid-Town Industrial Projects) | Short Term to Long Term | Stability and empowerment of residents                               | NRHA and Development                         |
|  |   | Target existing and new businesses with employment or training opportunities for residents   | Short Term to Long Term | Stability and empowerment of residents                               | Development                                  |
| <b>Human Services</b>                    |   |  |                         |  |  |
| Strategy 8A                              | Promote increased community awareness of human services programs                            | Cultivate and coordinate existing community, church and service organizations as distribution networks for information.  | Short Term              | Improved access to need support                                      | Human Services and Neighborhood Preservation |
| Strategy 8B                              | Develop and coordinate a comprehensive system of services for seniors and caregivers        | Develop an inventory of all programs and services available to seniors; define gaps such as transportation   | Short Term              | Resource identification and development                              | Human Services and Neighborhood Preservation |

## South Tidewater Drive Area Strategic Actions and Implementation

|                                | Priority/Action  | Strategy  | Timing                 | Outcomes  | Lead/Responsible                             |
|--------------------------------|--|---|------------------------|---|--|
|                                |  | Collect and distribute information about services and programs; use Neighborhood Service Center as a "one stop" information center for senior services  | Short Term             | Access to re-sources                                | Neighborhood Preservation and Human Services |
| Strategy 8C                    | Connect adults and youth to employment opportunities   | Maintain and distribute information (including special initiatives) provided by the Workforce Development Center, STOP, Human Services, Urban League and others at the Neighborhood Service Center              | Short Term             | Access to training and job opportunities            | Neighborhood Preservation                    |
|                                |  | Investigate possibility of providing computer (internet) access for job search at Neighborhood Service Center; currently available at libraries and Empowerment 2010 Workforce Center                           | Short Term             | Improved access to job opportunities                | Neighborhood Preservation                    |
|                                |  | Host employment fairs targeting area residents  | Short Term             | Access to information, training and education, etc. | Human Services, Development                  |
| <b>Access and Connectivity</b> |  |   |                        |   |  |
| Strategy 8D                    | Provide training on financial management   | Obtain training and information on financial literacy, establishing IDA accounts, filing for Earned Income Tax Credits, establishing checking and savings accounts – Link to South Hampton Roads EITC Coalition | Short Term to Mid Term | Financial stability and growth                      | SHREITC Coalition                            |
| Strategy 9A                    | Reduce the barrier effect and negative impacts of physical features, both man made and natural   | Tie neighborhoods and commercial districts together by improving vehicular and pedestrian access and circulation.   |                        |   |  |
|                                |  | Connect the community on both sides of Tidewater Drive to each other as a single place.   |                        |   |  |
| Strategy 9B                    | Create a pedestrian circulation system that ties South Tidewater Drive together and links, the neighborhood parks, open space, and public facilities | Create streets and public places that are safe, comfortable and attractive for pedestrians, spaces for sitting and relaxing will encourage neighbors get to know each other and take pride in their community.  |                        |   |  |

## South Tidewater Drive Area Strategic Actions and Implementation

|             | Project Action  | Strategy   | Timing | Outcomes | Local Responsibility |
|-------------|---|--|--------|----------|----------------------|
|             |   | Develop a pedestrian signage system that identifies significant attractions and destinations and links key points of interest to one another as a recognizable whole   |        |          |                      |
|             |   | Provide significant articulated crossings along major arterial streets.  |        |          |                      |
|             |   | Provide the design or redesign of streets and buildings.   |        |          |                      |
|             |   | Develop a series of public art displays within public open spaces and promote the historic nature of the community.  |        |          |                      |
|             |   | Promote physical design of buildings, streets, infrastructure, and landscaping that will facilitate a sharing of the streets and public spaces. Front porches, side-walks, off-street parking, green spaces are a few of the ways this will be achieved. |        |          |                      |
|             |   | Design and redesign of streets that will create and reinforce a safe and secure environment, but without jeopardizing access and openness.   |        |          |                      |
| Strategy 9C | Create a series of identifiable gateways that provide access into and through the South Tidewater Drive neighborhoods | Improve the appearance of Tidewater Drive as a major gateway through the design and implementation of a comprehensive streetscape plan.  |        |          |                      |
|             |   | Create accessibility to public facilities from major corridors   |        |          |                      |
|             |   | Develop all principal arteries throughout the neighborhoods as significant gateways  |        |          |                      |
|             |   | Develop a vehicular signage system that identifies districts, gateways, significant community destinations and reinforces a sense of arrival.  |        |          |                      |

## South Tidewater Drive Revitalization Strategy

N R O L K

### South Tidewater Drive Area Strategic Actions and Implementation

|             | Priority Action   | Scope   | Timing | Outcomes | Lead Responsibility |
|-------------|---|---|--------|----------|---------------------|
| Strategy 9D | Encourage alternate modes of transportation within the community.   | Develop streetscapes that are pedestrian and bicycle friendly, supported by bike racks at significant venues.   |        |          |                     |
|             |   | Enhance and expand NET bus system or other HRT shuttle service to tie neighborhoods to downtown, event venues, shopping, etc.   |        |          |                     |
|             |   | Safe routes to schools, complete streets, build new sidewalks and paths, and implement traffic calming measures so that children and their families can safely enjoy walking and biking on a daily basis. |        |          |                     |
|             |   | Attractive, safe, and convenient parks infrastructure for safe walking and bicycling.   |        |          |                     |
| Strategy 9E | Identify locations for appropriate traffic calming devices to reduce speeding and increase pedestrian safety. |   |        |          |                     |

## SECTION 4

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### Area Improvement and Development Concepts

- A. STRATEGIC NEIGHBORHOOD IMPROVEMENT APPROACHES
- B. SUB-AREA IMPROVEMENT STRATEGIES
- C. SOUTH TIDEWATER DRIVE AREA IMPROVEMENT CONCEPT PLAN
- D. IMPLEMENTATION CONTEXT

## A. Strategic Neighborhood Improvement Approaches

The South Tidewater Drive Plan consists of four distinct neighborhoods. Although, they may share common boundaries and some of the same social, physical and economic concerns and issues, the intensity of those issues will vary among the neighborhoods. For this reason, the plan suggests the application of different approaches to achieving the revitalization goals for each. The three approaches are: Neighborhood Conservation/Revitalization, Neighborhood Investment, and Neighborhood Stabilization and are described as follows.

### Neighborhood Revitalization

Focuses on areas where there has been a significant loss of the neighborhood fabric and declining public amenities and infrastructure. Significant demolitions and vacant land management are necessary. Land assembly will create significant future redevelopment opportunities. The highest priority will be the clearance of vacant and blighting structures while emphasizing human services programs, maintenance of the remaining housing stock, economic development, and targeted improvement projects and model blocks.

### Neighborhood Reinvestment

The focus is on areas where moderate amounts of the neighborhood fabric have been lost or threatened. Signs of decline will be supported with code demolitions and infill housing programs. The highest priority will be given to the improvement of public services (i.e. infrastructure, streetscape improvements) and amenities in combination with human services and housing rehabilitation assistance. Economic development programs may be called for in these areas and should be keyed to community needs. There will be moderate changes in the existing development pattern and average densities.

### Neighborhood Stabilization

Focuses on areas where almost all of the original neighborhood fabric is in good condition, however, it is important to instill public confidence in neighborhood conditions. Maintenance efforts are critical in these areas. The highest priority will be the delivery of public services, human services, and homeownership promotion. There will be no major changes in the existing development patterns and average densities.



New Construction

## South Tidewater Drive Revitalization Strategy

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The Challenge will be to ensure that public and private investment consider the following :

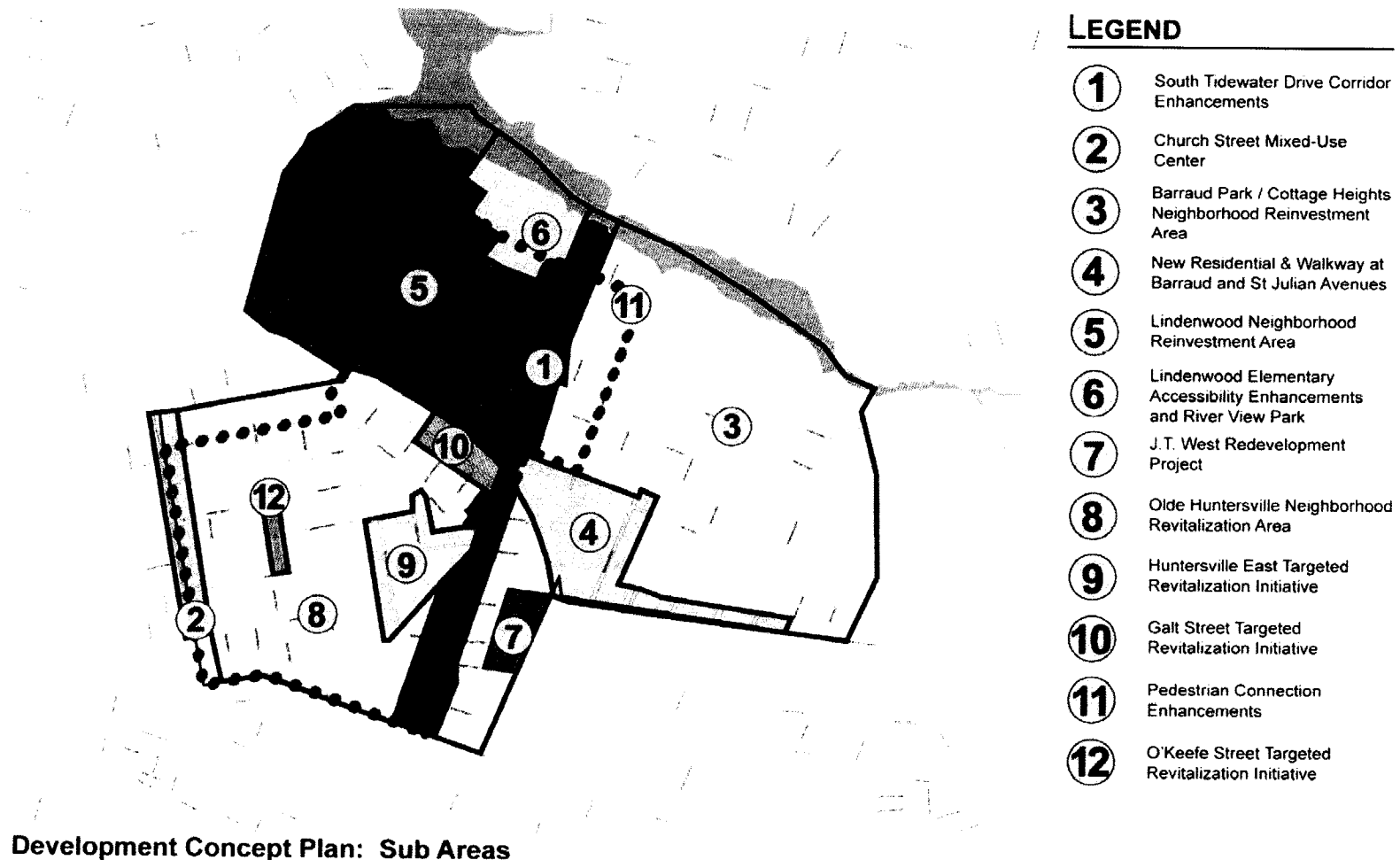
- Promote a consistent vision for land use, economic development, and community design.
- Encourage "pedestrianism" where people will walk in their neighborhoods and have the facilities that support the activity.
- Define and reinforce the identity and character of individual South Tidewater Drive neighborhoods.
- Respect historic and cultural resources and make them important aspects of the community.
- Provide appropriate facilities and investment.
- Identify and seek out opportunities for community spaces.
- Encourage compatible new residential and commercial development.

The intention of the plan is to form natural extensions into adjacent neighborhoods- not to create "gateways" as dividers. An important connection to reinforce is with downtown. It is important to create visibility and curiosity in order to draw new residents from surrounding areas to support owner occupied housing and enliven the neighborhoods. A seamless connection into other residential areas is a goal.



## B. Sub-Area Development Strategies

The twelve strategic sub areas are expected to serve as catalytic programs to incite change and address the goals established for the broader South Tidewater Drive community.



### Development Concept Plan: Sub Areas

Department of Neighborhood Preservation

Revised 10/02/2007

## South Tidewater Drive Revitalization Strategy

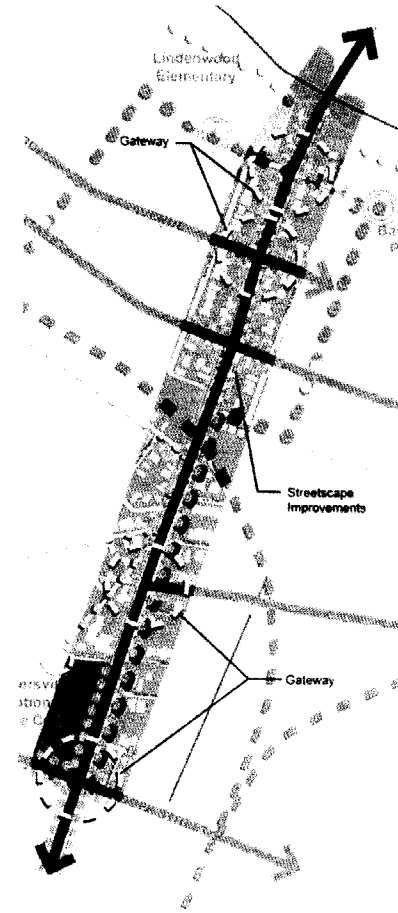
N R O L K

### Sub Area 1: South Tidewater Drive Corridor

- Design and implementation of a detailed schematic streetscape plan that addresses landscaping, lighting, road enhancements, street furniture, and other amenities.
- Revitalization / rehabilitation of existing residential and commercial properties along the corridor.
- Development of a formal pedestrian access system along Tidewater Drive.
- Development of significant gateways and street crossing enhancements at St. Julian Avenue, Goff Street, Vista Street, and Lindenwood Avenue



*Tidewater Drive*



*Potential Enhancement Projects*

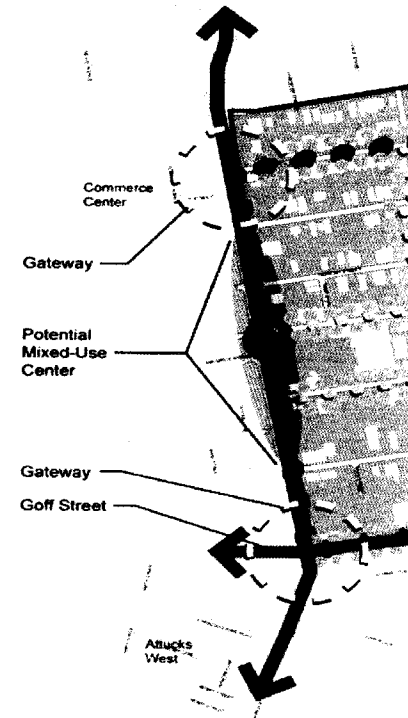
## South Tidewater Drive Revitalization Strategy

### Sub Area 2: Church Street Mixed-Use District

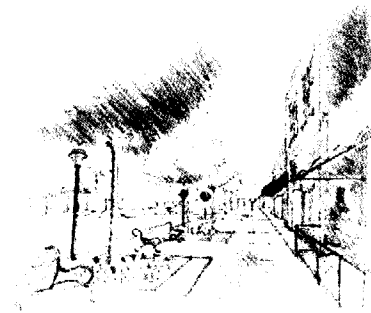
- Development of mixed-use district along the Church Street corridor from Johnson Avenue to A Avenue. This will include the redevelopment of the former brewery site and other infill opportunities in the district.
- Establish a retail mix that will address neighborhood conveniences and services, but will also serve as a neighborhood destination – coffee houses, restaurants, dry cleaners, antiques, etc.
- Rehabilitation of existing vacant and unutilized commercial spaces by new or existing owners.
- Establish stronger pedestrian connections linking this destination to residents and other uses along Church Street.
- Signage, gateways and design amenities that connect the district and create a sense of place enhanced with public art, street furniture, etc.
- Create a marketing brand centered on the history of the community.



*Existing View along Church Street*



*Potential Enhancement Projects*



*Potential View along Church Street*

Department of Neighborhood Preservation

Revised 10/02/2001

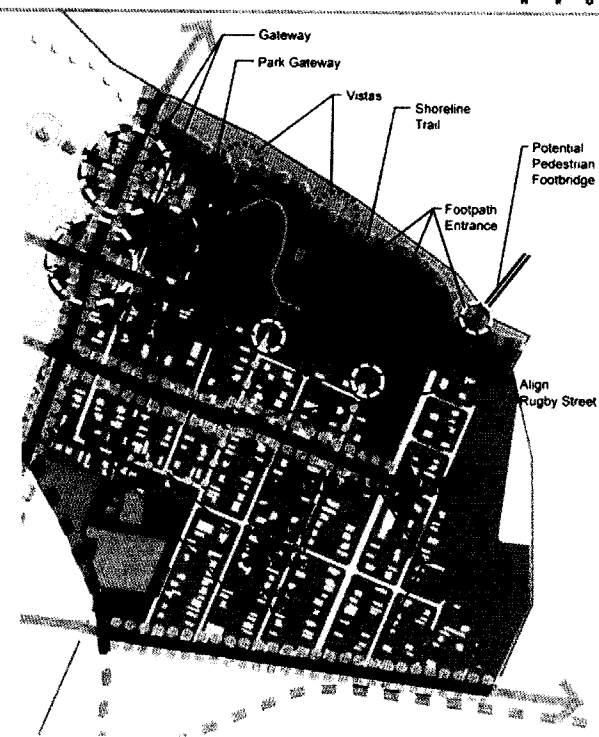
## South Tidewater Drive Revitalization Strategy

### Sub Area 3: Barraud Park/Cottage Heights Neighborhood Reinvestment Area

- Revitalization and rehabilitation of existing houses through access to affordable public and private technical and financial resources.
- Implementation of design standards for infill housing on vacant scattered sites throughout the neighborhood consistent with the architectural character of the neighborhood.
- Implementation of a comprehensive code enforcement plan.
- Development of pedestrian and streetscape enhancements areas along Wall Street, Rugby Street and other streets as needed.
- Align Rugby Street at Barraud Avenue.
- Create vistas and views of the Lafayette River from Barraud Park and Corona Avenue.
- Determine feasibility of a shoreline trail along the river's edge.
- Evaluate the feasibility of constructing a foot bridge across the river to Fairmont Park accessible by pedestrians and bicyclists only as part of a larger fitness system.



*Rehabilitation and Revitalization*



*Potential Enhancement Projects*

- Promote a healthy and fit livable community with the development of stronger, more formal pedestrian connectors to Barraud Park, neighborhood service and recreation centers, Lindenwood Elementary, and Pollard Park aligned with streetscape improvements.
- Pursue the designation of a Residential Compatibility Overlay District.

## South Tidewater Drive Revitalization Strategy

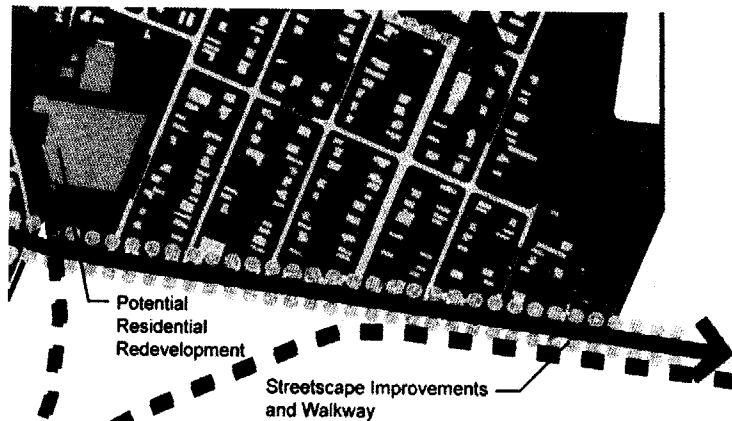
N R O L K

### Sub Area 4. New Residential and Walkway @ Barraud and St. Julian

- Improve St. Julian Avenue with new street sidewalks curbs, gutters and landscaping.
- Partner with businesses to create a new pedestrian walkway with layered landscaping and fence treatments along St. Julian Avenue from the railroad tracks to Broad Creek to separate the industrial uses from the residential uses.
- Facilitate the redevelopment of industrial uses along Barraud Avenue for residential conversions or new infill development.
- Provide supporting infrastructure and streetscape enhancements along Barraud Avenue.



*Before*



*Potential Enhancement Projects*



*After*

## South Tidewater Drive Revitalization Strategy

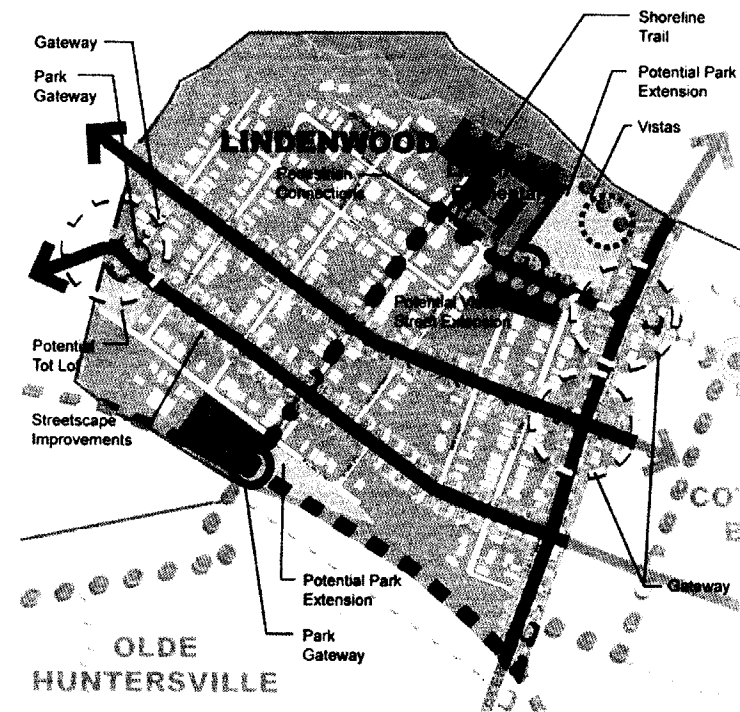
### Sub Area 5 Lindenwood Neighborhood Reinvestment Area

- Rehabilitation and revitalization of existing homes through access to both affordable, public and private technical and financial resources.
- Establish Lindenwood Avenue as a significant neighborhood corridor with intense streetscape, pedestrian and gateway enhancements.
- Development of quality infill houses on scattered lots in accordance to design standards compatible with the character of the neighborhood.
- Improve health, fitness and walkability with the development of stronger, more formal, direct pedestrian connections to Barraud Park, Huntersville Neighborhood Service Center and Pollard Park.
- Improvements to Pollard Park with updated equipment, amenities and programming. Expand park to adjacent to create areas for passive uses, tot lots.
- Implementation of a comprehensive code enforcement evaluation and strategy. Work with residents to develop "Neighborhood Standards".



Existing Lindenwood Avenue

- Establish pocket park with tot lot at Rugby and Hale Streets.
- Design and implement streetscape improvements throughout the neighborhood with Rugby Street being a priority.
- Pursue Resident Compatibility Overlay District

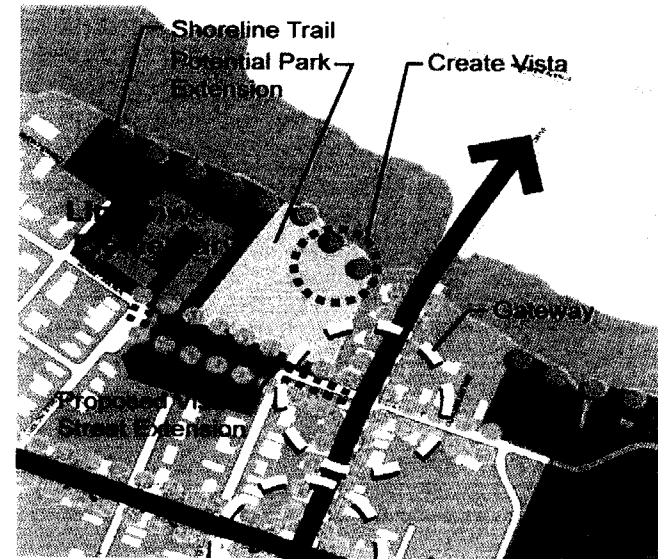


Potential Enhancement Projects

## South Tidewater Drive Revitalization Strategy

### Sub Area 6 Lindenwood Elementary Enhancements and River View Park

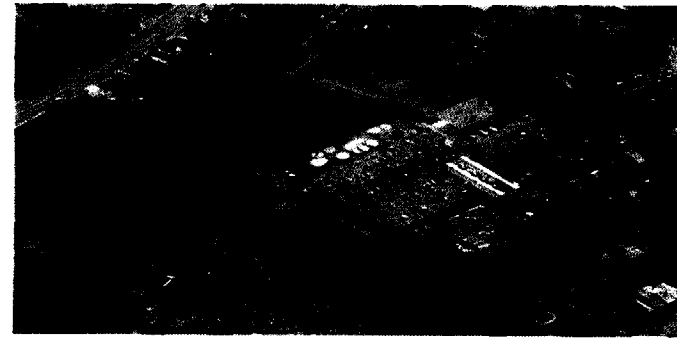
- Develop an aesthetic improvement plan to enhance the appearance of the building and reorient the property to better interface with the neighborhood.
- Reposition the school as an asset to the community.
- Create a gateway to the school site by direct vehicular and pedestrian access from Tidewater Drive by extending Vista Avenue to Summit Avenue.
- Reprogram and redesign unutilized land for recreation, parks, and open space activities accessible to the community residents and children.
- Open vistas and views to the Lafayette River along the edges of the property. Develop trails and walk systems accessible to the community residents.



Potential Enhancement Projects



View of Lafayette River from Lindenwood Elementary

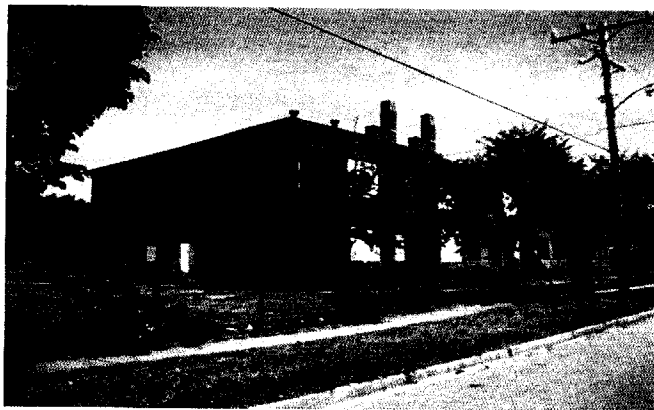


Aerial view of Lindenwood Elementary

## South Tidewater Drive Revitalization Strategy

### Sub Area 7: J.T. West Redevelopment Project

- Redevelopment of the John T. West School site with a mixed income, for sale residential development.
- Develop an infill residential and marketing plan to determine the optional strategy.
- Recognize the historic significance of the site by a marker or other commemorative strategy that will be incorporated in the design of the new development.
- Revitalization and rehabilitation of adjacent properties.
- Development and implementation of an infrastructure improvement plan.



*John T. West School*



*Potential Enhancement Projects*



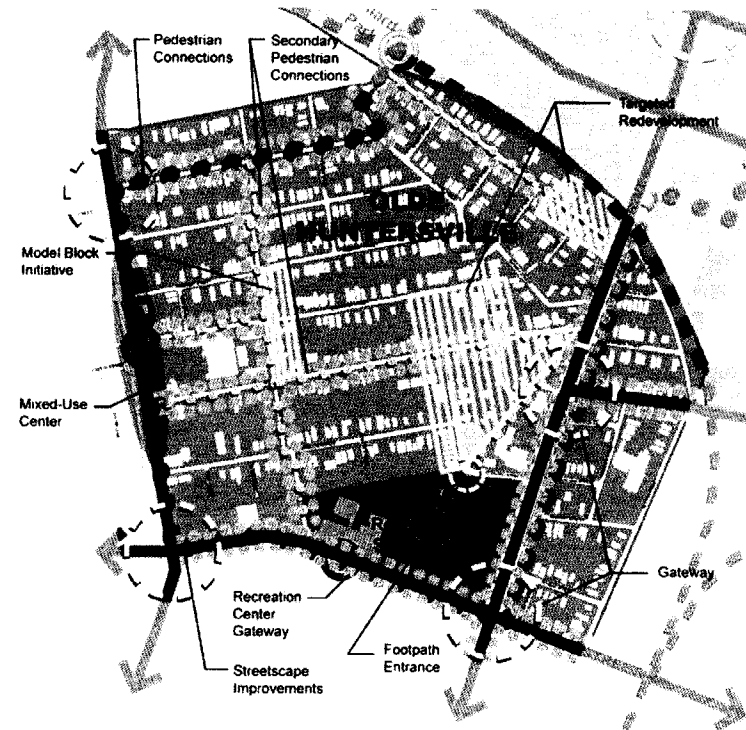
## South Tidewater Drive Revitalization Strategy

### Sub Area 8: Olde Huntersville Neighborhood Revitalization Area

- Development of the infill residential land uses on vacant land scattered throughout the neighborhood.
- Demolition of blighted and vacant structures as required for code compliance.
- Development of more parks and open space areas.
- Development of detailed strategic and targeted acquisition, demolition, and revitalization plans.
- Realignment of land uses between retail convenience stores and residential uses within the neighborhood.
- Establishment of stronger pedestrian connections between and throughout the neighborhood through enhancement of streetscape design and amenities.
- Create stronger linkages between the east side and west side of the Tidewater Drive with streetscapes, crossings, and gateway enhancements at Vista and Church Street, Goff and Church Street.



- Development of more formal direct pedestrian connections to Barraud Park Neighborhood Service Center and recreation centers, Lindenwood Elementary and Pollard Park.
- Revitalization and rehabilitation of existing residential and commercial properties.



Potential Enhancement Projects

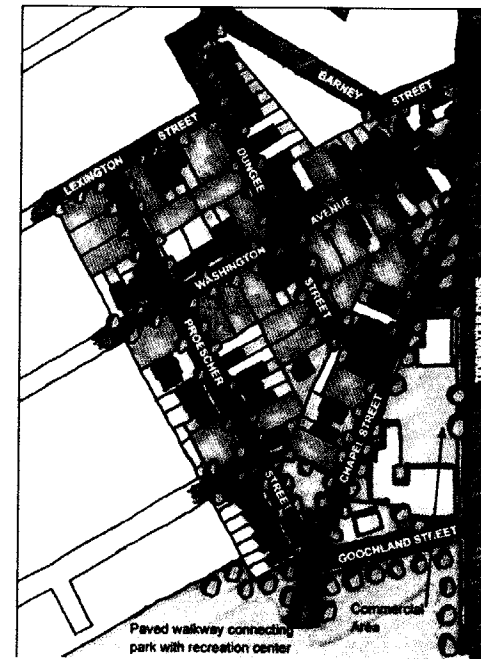
## South Tidewater Drive Revitalization Strategy

### Sub Area 9: Huntersville East

- Strategic acquisition, demolition, and revitalization of vacant and blighted properties.
- Development of infill residential land uses on vacant land.
- Revitalization and rehabilitation of existing residential properties through access to affordable public, private, technical and financial resources.
- Development and implementation of an open space and community art plan.
- Development of streetscape and pedestrian enhancements.
- Pedestrian connect to the Huntersville Neighborhood Service and Recreation Center.



*Neighborhood Location*



*Potential Enhancement Projects*



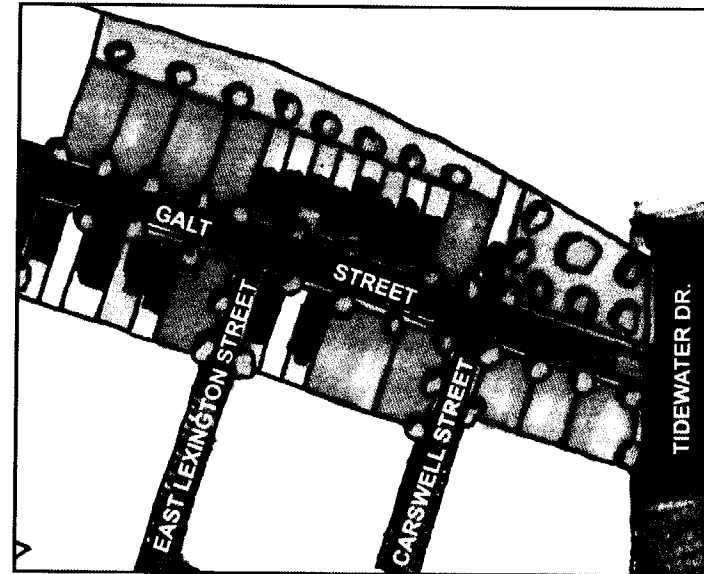
## South Tidewater Drive Revitalization Strategy

### Sub Area 10: Galt Street

- Strategic acquisition, demolition, and revitalization of vacant and blighted properties.
- Demolition of the former Truxton Detention Center and reuse of the site for residential uses.
- Development of new infill housing units.
- Revitalization and rehabilitation of existing residential properties through access to affordable public, private technical and financial resources.
- Development of streetscape and pedestrian enhancements.



Neighborhood Location



Potential Enhancement Projects



Existing Houses

## South Tidewater Drive Revitalization Strategy

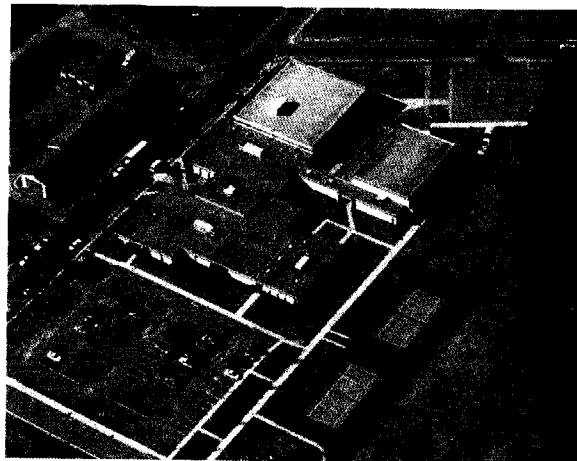
N R O L K

### Sub Area 11. Pedestrian Connections

- Create walkable and safe streets throughout the community.
- Create walking and trail systems throughout the community connecting public facilities, parks, open space and natural areas.
- Create opportunities for alternate modes of transportation with the installation of bike paths, sidewalks, landscape and other infrastructure improvements.
- Establish gateway enhancements and highly visible and attractive crosswalk systems along Tidewater Drive and Church Street.
- Install visible and attractive way finding signage.



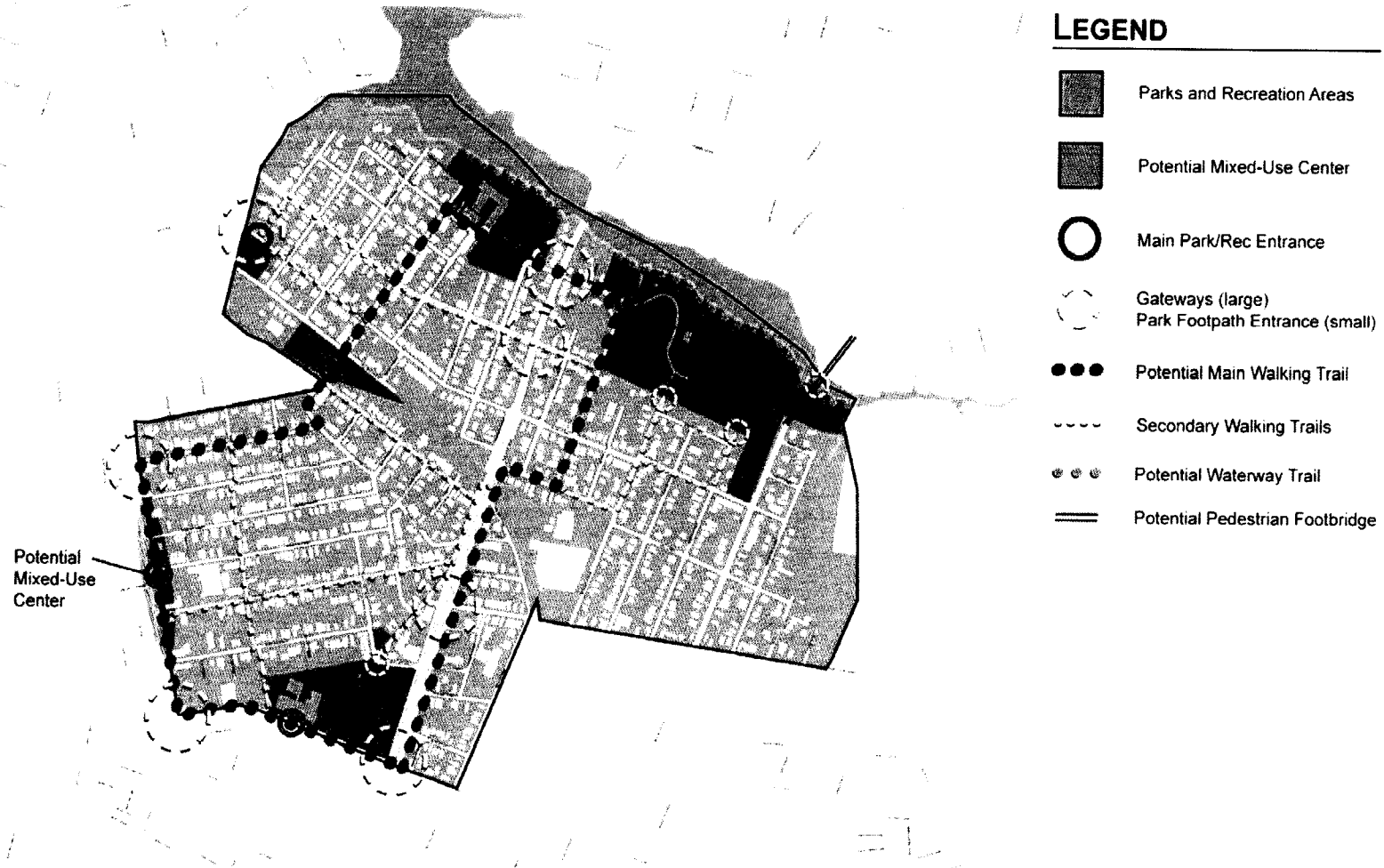
*Barraud Park and Linderwood Elementary*



*Huntersville Service and Recreation Center*



*Pollard Park*



**Potential Pedestrian Connection Enhancements between Parks and Centers**

## South Tidewater Drive Revitalization Strategy

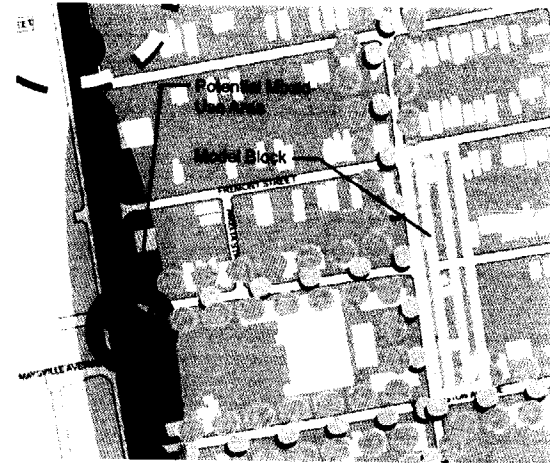
N E O K

### Sub Area 12: O'Keefe Street Targeted Revitalization Area

- Construct new single family homes.
- Create new green space, passive park with bench seating.
- Improve streetscape with landscaping, sidewalk, and lighting enhancements.



*Aerial View of Neighborhood Location*



*Potential Enhancement Projects*



*O'Keefe Target Block*

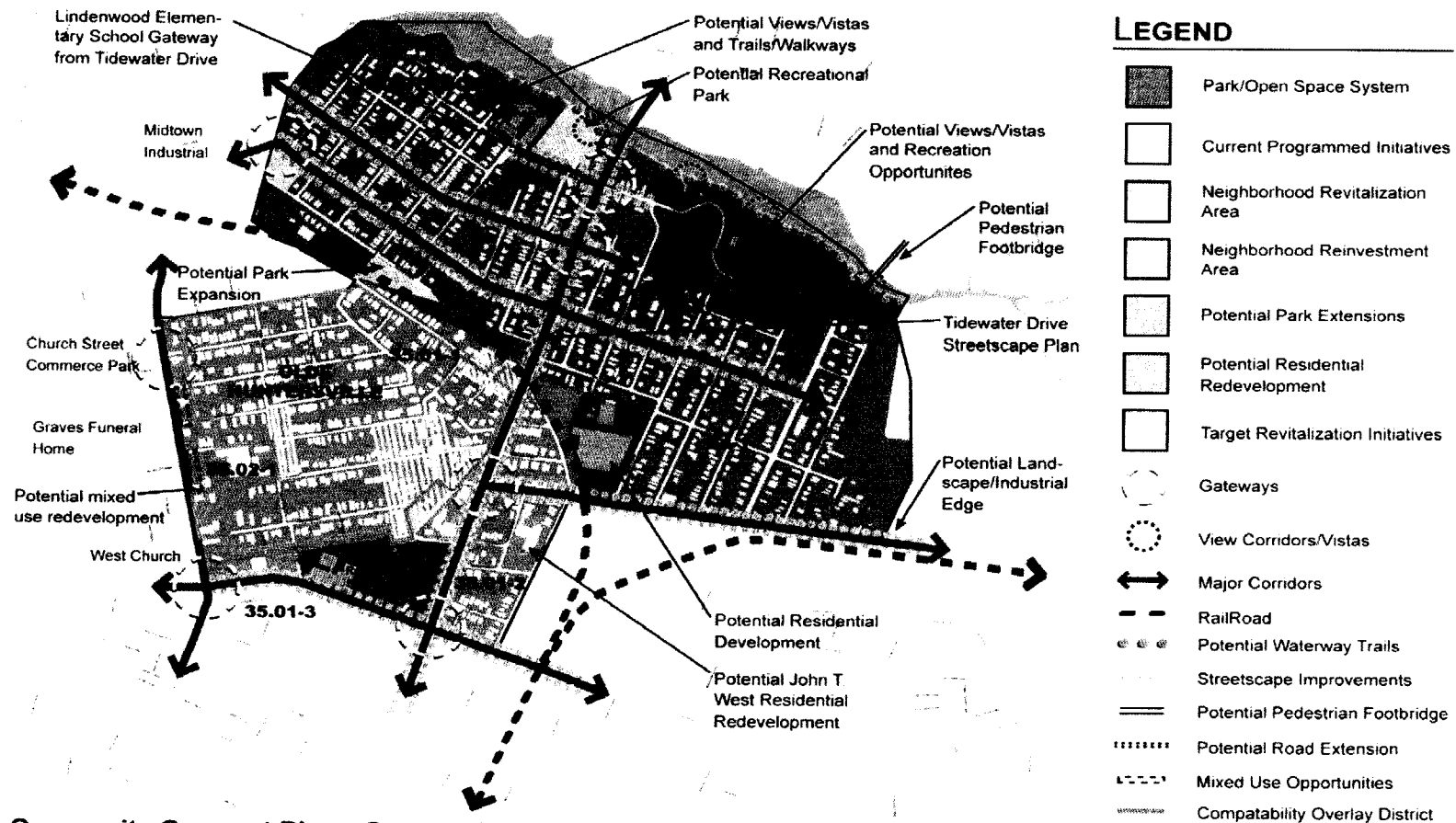


## South Tidewater Drive Revitalization Strategy

N O L K

### C. South Tidewater Drive Concept Plan

The development of the concept is based on an overall approach to the revitalization of the area that will concentrate substantial resources in well defined target areas with the use of good design to create an attractive, desirable, and safe community.



### Composite Concept Plan: Current & Potential Action Initiatives

Department of Neighborhood Preservation

Revised 10/02/2007



## D. Implementation Context and Plan

The Implementation Plan Summary Table at the end of this section summarizes each action item, the organization or agency that is primarily responsible for implementing the action item, a general time-frame described as short-term, mid-term, or long-term, the projected total cost to complete the item, the annual amount and funding source, and miscellaneous notes.

Implementation of this plan requires an on-going partnership with the community in terms of setting and reestablishing priorities based on change in the physical, social, political, and economic environments over time.

### Timeframe and Priorities

This section identifies a timeframe for achieving each improvement item. The timeline for implementation of each action item is defined by these estimated time frames:

- Short-term: 5 years or less
- Mid-term: 5 to 10 years
- Long-term: 10 to 15 years

The priorities outlined in this plan were developed as a result of community input anticipated funding availability, and project timeframes.

### Estimated Cost Category

The Implementation Plan Summary Table places each action item within one of four color-coded cost range services. This category includes community implemented projects, private initiatives and fully funded current projects.

- The green dot (x) indicates projects that will be implemented by utilizing existing resources including staff time.
- The orange dot (x) indicates projects that are projected to cost within the \$100,000 or less range.

- The blue dot (x) indicates projects that are projected to cost greater than \$100,000 but less than one million.
- The red dot (x) indicates projects that are projected to cost several millions of dollars.

### Plan Coordination

The Department of Neighborhood Preservation will take the lead role in coordinating and managing the implementation of the action items. Successful implementation of this plan also requires the concentrated effort of other City Departments and agencies listed in this plan, including Public Works, Utilities, Recreation, Parks, and Open Space, and the Norfolk Redevelopment and Housing Authority.

This plan cannot function autonomously. The true success of this plan will be measured by the continued commitment of the South Tidewater Drive residents, business owners, and property owners in their willingness to work at improving the quality of life in their neighborhood. Clean, well maintained, safe, and attractive business and residential areas creates a positive and lasting impression of a neighborhood. Residents, property owners, and business owners are responsible for, and must be committed to, maintaining their homes, businesses, yards, and streetscapes. Commitment to a clean and safe neighborhood also includes reporting crimes to the police, and contacting Code Enforcement when violations occur.

### Plan Evaluation

This plan will be implemented over a period of several years and will require considerable City resources to fully implement. Progress reports will be provided by the Department of Neighborhood Preservation to City Council every two years so that they may evaluate how well the City resources are being used to achieve the goals of the plan. In addition, it is expected that staff will continue to work with the community to reevaluate their goals and priorities every two years. Adequate funding is necessary for the successful implementation of the plan. It is expected that City Council will commit the resources needed.

*Revised 10/02/2007*

# South Tidewater Drive Revitalization Strategy

## Implementation and Investment

### PHASE ONE (Years 1-5)

| Project   | Activities   | Timeline            | Objectives   | Lead Department  |
|---|--|---------------------|--|--|
| Tidewater Drive Corridor  | Design and implement streetscape and underpass enhancements<br><br>Target rehabilitation programs and incentives<br><br>Encourage in-fill housing development of substantial size and quality  | 2-5 Years           | Enhance community image and appearance<br><br>Improve access, connectivity and walkability   | Department of Public Works   |
| Church Street Corridor Mixed-Use District   | Create a mix of retail, office and residential on the east side of Church Street from Johnson to C Avenue<br><br>Develop and implement a plan for mixed-use development at the former brewery site<br><br>Leverage private development and investment on publicly owned and privately owned property sponsored | 1-5 Years           | Create neighborhood convenience center and destination accessible within walking distance of residential uses; economic and business development; employment opportunities | NRHA   |
| O'Keefe Model Block Initiative  | Design and implement a targeted revitalization model<br><br>Create new home ownership opportunities  | 1 Year              | Enhance neighborhood marketability   | Department of Neighborhood Revitalization                                      |
| John T. West Site Redevelopment   | Master Plan and design analysis for new residential development<br><br>Infrastructure support and enhancements   | 1-2 Years           | Enhance neighborhood marketability, image and appearance.  | Department of Neighborhood Preservation  |
| Neighborhood Service and Recreation Center Complex                                    | Improve the aesthetic and functional condition of the facilities and grounds to create a standard and focal point for the community  | 12-18 Months        | Improve physical conditions and establish and enhance overall community image and appearance   | Departments of Neighborhood Revitalization and Recreation Parks and Open Space |
| Property Rehabilitation Assistance<br><br>(Barraud Park, Lindenwood, Cottage Heights) | Expand Equity Secure and other affordable home improvement assistance and incentives, both public and private  | 1 Year and On-going | Improve physical conditions and enhance neighborhood marketability   | NRHA   |
| Community-wide Street Scope and Pedestrian Access Plan                                | Undertake study to address plan recommendations and develop priority implementation plan<br><br>Include sidewalks, landscaping, gateways, crossings, street furniture, way finding signage, public art etc.<br><br>Initiate priorities   | 2 -5 Years          | Enhance community image and appearance; Improve access, connectivity and circulation   | Department of Public Works   |

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| Time Frame          | Goals   | Responsible Agency  |
|---------------------|---|---|
| Year and ongoing    | <p>Instill positive and healthy neighborhood images</p> <p>Increase residential marketability, business development, and private investment</p>               | Department of Neighborhood Revitalization and Community Leaders |
| 5 Years             | <p>Neighborhood stability,</p> <p>Improved physical conditions.</p> <p>Increased marketability, improved image and appearance</p> <p>Economic development</p> | Department of Neighborhood Revitalization                       |
| 5 Years             | <p>Neighborhood stability,</p> <p>Improved physical conditions.</p> <p>Increased marketability, improved image and appearance</p> <p>Economic development</p> | Department of Neighborhood Revitalization                       |
| 2 Years and ongoing | <p>Social, educational and financial development</p>  | Department of Human Services                                    |

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# South Tidewater Drive Revitalization Strategy

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## Implementation and Investment

### PHASE ONE (Years 1-5)

| Project/Location  | Scope  | Timing              | Outcomes   | Lead Responsibility  |
|---|--|---------------------|--|--|
| Tidewater Drive Corridor  | Design and implement streetscape and underpass enhancements<br><br>Target rehabilitation programs and incentives<br><br>Encourage in-fill housing development of substantial size and quality  | 2-5 Years           | Enhance community image and appearance<br><br>Improve access, connectivity and walkability   | Department of Public Works   |
| Church Street Corridor Mixed-Use District   | Create a mix of retail, office and residential on the east side of Church Street from Johnson to C Avenue<br><br>Develop and implement a plan for mixed-use development at the former brewery site<br><br>Leverage private development and investment on publicly owned and privately owned property sponsored | 1-5 Years           | Create neighborhood convenience center and destination accessible within walking distance of residential uses; economic and business development; employment opportunities | NRHA   |
| O'Keefe Model Block Initiative  | Design and implement a targeted revitalization model<br><br>Create new home ownership opportunities  | 1 Year              | Enhance neighborhood marketability   | Department of Neighborhood Revitalization                                      |
| John T. West Site Redevelopment   | Master Plan and design analysis for new residential development<br><br>Infrastructure support and enhancements   | 1-2 Years           | Enhance neighborhood marketability, image and appearance.  | Department of Neighborhood Preservation  |
| Neighborhood Service and Recreation Center Complex                                    | Improve the aesthetic and functional condition of the facilities and grounds to create a standard and focal point for the community  | 12-18 Months        | Improve physical conditions and establish and enhance overall community image and appearance   | Departments of Neighborhood Revitalization and Recreation Parks and Open Space |
| Property Rehabilitation Assistance<br><br>(Barraud Park, Lindenwood, Cottage Heights) | Expand Equity Secure and other affordable home improvement assistance and incentives, both public and private  | 1 Year and On-going | Improve physical conditions and enhance neighborhood marketability   | NRHA   |
| Community-wide Street Scope and Pedestrian Access Plan                                | Undertake study to address plan recommendations and develop priority implementation plan<br><br>Include sidewalks, landscaping, gateways, crossings, street furniture, way finding signage, public art etc.<br><br>Initiate priorities   | 2 -5 Years          | Enhance community image and appearance; Improve access, connectivity and circulation   | Department of Public Works   |

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## South Tidewater Drive Revitalization Strategy

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|  |  |                        |  |   |
|--|--|------------------------|--|---|
| Marketing and promotions of the community as a community of choice | Create and implement a neighborhood marketing plan<br><br>Emphasis to be on assets and opportunities   | 1 Year and Ongoing     | Instill positive and healthy neighborhood images<br><br>Increase residential marketability, business development, and private investment           | Department of Neighborhood Revitalization and Community Leaders |
| Huntersville East<br>(Targeted Revitalization Area)                | Implement neighborhood revitalization activities<br><br>Strategic acquisition and demolition of vacant boarded properties and vacant land<br><br>Targeted rehabilitation programs and incentives<br><br>Partnership with private investment link jobs component  | 2-5 Years              | Neighborhood stability,<br><br>Improved physical conditions.<br>Increased marketability, improved image and appearance<br><br>Economic development | Department of Neighborhood Revitalization                       |
| Galt Street<br>( Targeted Revitalization Area)                     | Implement neighborhood revitalization activities<br><br>Acquisition of vacant parcels and vacant, boarded structures<br><br>Demolition of the Truxton Detention Center<br><br>Target rehabilitation programs and incentives<br><br>Partnership with private investment; link jobs component  | 2-5 Years              | Neighborhood stability,<br><br>Improved physical conditions.<br>Increased marketability, improved image and appearance<br><br>Economic development | Department of Neighborhood Revitalization                       |
| Comprehensive Youth Empowerment Plan                               | Develop and implement a comprehensive youth development plan for area residents to include components such as:<br><br>Community Service Board Initiatives (substance abuse)<br>Recreational and sports programs<br>Employment services, linkages and training (Empowerment 2010)<br>After school and tutorial initiatives<br>Financial literacy<br>Technology and college preparation<br>Employment partnerships with area businesses and developers<br>Community pride and neighborliness<br>One stop information / service support | 1 -2 Years and Ongoing | Social , educational and financial development   | Department of Human Services                                    |

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## South Tidewater Drive Revitalization Strategy

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| Project   | Description  | Timeline              | Impact  | Responsible Agency                      |
|---|--|-----------------------|---|---|
| Comprehensive Empowerment Plan for Seniors                                  | Develop and implement a comprehensive empowerment plan for seniors to include components such as:<br><br>Accessing federal, state and local health care, financial, tax relief and other benefits<br>Transportation services<br>Recreational, educational, technology, arts and cultural activities<br>Financial planning<br>Transportation and other services<br>One stop information / service support | 1-2 Years and Ongoing | Improved access to human services and other support                       | Department of Human Services            |
| Reposition Church Street Crossing and Church Street Square Shopping Centers | Reposition both retail districts to better address the interest and standards of a more economically and socially diverse market<br><br>Redesign to create a more modern shopping experience with complimentary retail mixes, gathering places, public art and entertainment<br><br>Improve supporting infrastructure; enhance pedestrian accessibility.   | 2-5 Years             | Enhanced marketability; employment and business development opportunities | Department of Development               |
| Empowerment Plan for Adults   | Development and implement a comprehensive empowerment plan for adults:<br><br>Community Service Board Initiatives (substance abuse) Employment services, linkages and training (Empowerment 2010)<br>Financial literacy<br>Technology and college preparation<br>Employment partnerships with area businesses and developers<br>Community pride and neighborliness<br>One stop                           | 2-5 Years             | Social, educational and financial development                             | Human Services                          |
| Develop and Design Standards for narrow lots of (25 ft)                     | Develop a library of development and design options as solutions for single family houses constructed on 25 ft lots<br>Pursue regulatory support Incorporate into "Neighborhood Standards"   | 1-2 Years             | Enhanced marketability and retention of neighborhood character            | Department of Neighborhood Preservation |

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# South Tidewater Drive Revitalization Strategy

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## PHASE TWO (6-10 YEARS)

|  |   |           |   |  |
|--|---|-----------|---|--|
| St. Julian Avenue Improvements                         | <p>Stabilize neighborhood edge:</p> <p>Installation of street and utilities</p> <p>Installation of new sidewalks and streetscape improvements</p> <p>Partner with adjacent business owners, especially for buffer fencing and landscaping</p>                           | 2-4 Years | Improve physical conditions   | Department of Public Works and Utilities |
| Barraud Avenue Mid Density Residential Conversions     | Encourage and partner with private developers on the conversion of industrial uses fronting on Barraud Avenue into condominiums (home   | 1-3 Years | Enhanced neighborhood marketability   | Department of Neighborhood Preservation  |
| Pollard Park Improvements                              | <p>Upgrade and modernize equipment and facility</p> <p>Consider the expansion of the park across Rugby Street</p>   | 1-2 Years | Expand recreational opportunities, improve image of the neighborhood                                      | Recreation, Parks and Open Space         |
| Community-wide Street Scope and Pedestrian Access Plan | <p>Continue the implementation of plan and priorities</p> <p>Include sidewalks, landscaping, gateways, crossings, street furniture, way finding signage, public art etc.</p> <p>Initiate priorities</p>   | 1-5 Years | Enhance community image and appearance; Improve access, connectivity and circulation                      | Department of Public Works               |
| Lindenwood Elementary School                           | <p>Develop and implement a plan to update the facility to include a more effective and aesthetic interface with the community</p> <p>Reprogram and redesign unutilized land for school and community recreation, park etc</p> <p>Open vistas to the Lafayette River</p> | 1-2 Years | Enhance the community image and appearance; establish an attractive focal and functional community asset. | Norfolk Public Schools                   |
| Neighborhood Reinvestment and Revitalization           | Continue affordable rehabilitation programming, infill housing development, streetscape and other public infrastructure improvements  | On-Going  | Strengthens neighborhood marketability and appearance   | Department of Neighborhood Preservation  |
| Extension of Vista and Summit Avenue                   | <p>Determine the feasibility of establishing a gateway to Lindenwood Elementary from Tidewater Drive</p> <p>Reduce stress on existing poor transportation access to the neighborhood</p>  | 1-2 Years | Improve accessibility and definitive gateway  | Department of Public Works and NPS       |
| Department of Neighborhood Preservation                |   |           | Revised   | 10/02/2007                               |

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### PHASE THREE (10-15 YEARS)

| Project  | Description   | Timeline  | Benefits  | Responsible Agency                 |
|--|---|-----------|---|------------------------------------|
| Carona Avenue Footbridge                           | Evaluate the feasibility of a pedestrian/bicycle linkage over the Lafayette River | 5+ Years  | Improved pedestrian access and connections; improved community health and fitness | Department of Public Works         |
| Barraud Avenue Mid Density Residential Conversions | Proceed as determined by the feasibility analysis                                 | 2-3 Years | Enhance image and connectivity  | Department of Public Works and NPS |



## SECTION 5

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### Success Indicators and Measurements

## Introduction

Outcomes are a way to describe how a neighborhood behaves when it is healthy. We determine the achievement and effectiveness of these influences through the identification of success indicators and how they will be measured.

## South Tidewater Drive Revitalization Strategy

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### SUCCESS INDICATORS AND MEASUREMENTS

| Indicator  | Method  | Timeline         | Measurement/Target  | Frequency           |
|--|---|------------------|---|---------------------|
| <b>A. IMAGE</b>  |   |                  |   |                     |
| 1. Non-resident stakeholder impressions of South Tidewater Drive | interviews  | Fall 2006        | change in perception by key outsiders                                     | beginning/end       |
| 2. Resident impressions of South Tidewater Drive                 | key person interviews   | Fall 2006        | change in perception among residents                                      | Beginning/end       |
| 3. Crime rate  | crime reports by property crime, violent crime per capita   |                  | increase in reporting may indicate more resident activity/lower threshold | annual or quarterly |
| 4. Neighborhood confidence                                       | Survey/key person interviews  | Fall 2006        | increase in neighborhood confidence                                       | beginning/end       |
| 5. Media coverage  | Review of media coverage  | Fall 2006        | more positive stories about ML King                                       | quarterly           |
| <b>B. MARKET</b>   |   |                  |   |                     |
| 1. Change in market values against change in city                | analysis of last 20 transactions from MLS/records to set sale price   | 2006             | increase in property values at a % equal or better than city              | annual              |
| 2. New buyer composition   | demographics on new buyers from CNE, ICDC, other new development or purchases;<br><br>existing owner demographics from census | 2006<br><br>2006 | diversity of income on new buyers   | annual              |

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| Indicator                                    | Method   | Baseline | Short-Term Goal/Target  | Frequency     |
|--|--|----------|---|---------------|
| 3. Number of real estate agents with listing | MLS/interviews with realtors                                     | 2006     | as market improves more agents will work in neighborhood  | annual        |
| 4. Resident perception of market direction   | survey/key person interviews                                     | 2006     | residents will perceive values increasing and will have made a judgment about this              | beginning/end |
| 5. Purchase mortgages                        | number of purchase mortgages made/by whom                        | 2006     | increased # of mortgages made by conventional lenders indicate health                           | annual        |
| 6. Land Disposition                          | analysis of vacant land  | 2006     | as market improves, vacant land will be re-utilized   | annual        |
| 7. Number of vacant properties               | number of vacant building by survey                              | 2006     | as market improves vacant buildings will be re-utilized   | annual        |
| 8. Number of parcels tax delinquent          | tax records  | 2006     | as neighborhood improves, tax base will increase, as will percentage of taxes collected on time | annual        |
| <b>C. PHYSICAL CONDITIONS</b>                |  |          |   |               |
| 1. Condition of properties and spaces        | documenting property condition through survey and photo database | 2006     | as neighborhood improves, properties will look better   | beginning/end |
| 2. Code Violations                           | number of properties with violations, rates of compliance        | 2006     | as neighborhood improves properties cited may increase, but compliance will also increase       | annual        |
| 3. Number of home improvement loans          | review of HMPA/CNE records                                       | 2006     | home improvement activity will increase   | annual        |

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| Indicator                       | Method   | Timeline | What Measurement Means  | Frequency     |
|---------------------------------|--|----------|---|---------------|
| D. NEIGHBORHOOD MANAGEMENT      |  |          |   |               |
| 1. Neighboring behavior         | resident survey  | 2006     | more people will exhibit neighboring behaviors                              | beginning/end |
| 2. Participation                | resident survey  | 2006     | participation will increase   | beginning/end |
| 3. Transience                   | ongoing collection of information on projects and participants | 2006     | more people will be likely to stay  | annual        |
| 4. Number of Community Projects | ongoing collection of information on projects and participants | 2006     | more projects/greater participation levels                                  | annual        |
| 5. Capacity to manage           | key person interviews and anecdotes                            | 2006     | key leaders will describe growing capacity and will illustrate with stories | beginning/end |

## SECTION 7

### Appendix

- A. Maps, Illustrations, Charts
- B. Resources
- C. References

## A. Maps, Illustrations, Charts



**Residential Compatability Overlay District**

Department of Neighborhood Preservation

### LEGEND

#### Overlay District

A building orientation provision is intended to insure a compatible and harmonious streetscape within the neighborhood. In addition, the height and yard requirements provide both maximum and minimum limits in order to reflect existing conditions and to help provide harmony between the old and new residences in the designated neighborhoods.

#### Minimum Lot Requirements

One-family dwellings shall be permitted on lots 2,500 square feet and 25 feet in width. Such small lots cannot be created by subdivision.\*\*

#### Front Yards

Front yards shall be a minimum of 9 feet and a maximum of 12 feet in depth. If 25 percent or more of the block face contains buildings with greater or lesser front yard depths, then the front yard limitation will be the average of yards on the block face plus and minus 1.5 feet.\*\*

#### Height Regulations

Maximum height of buildings shall be 35 feet and minimum height of buildings shall be 20 feet.\*\*

#### Building Orientation

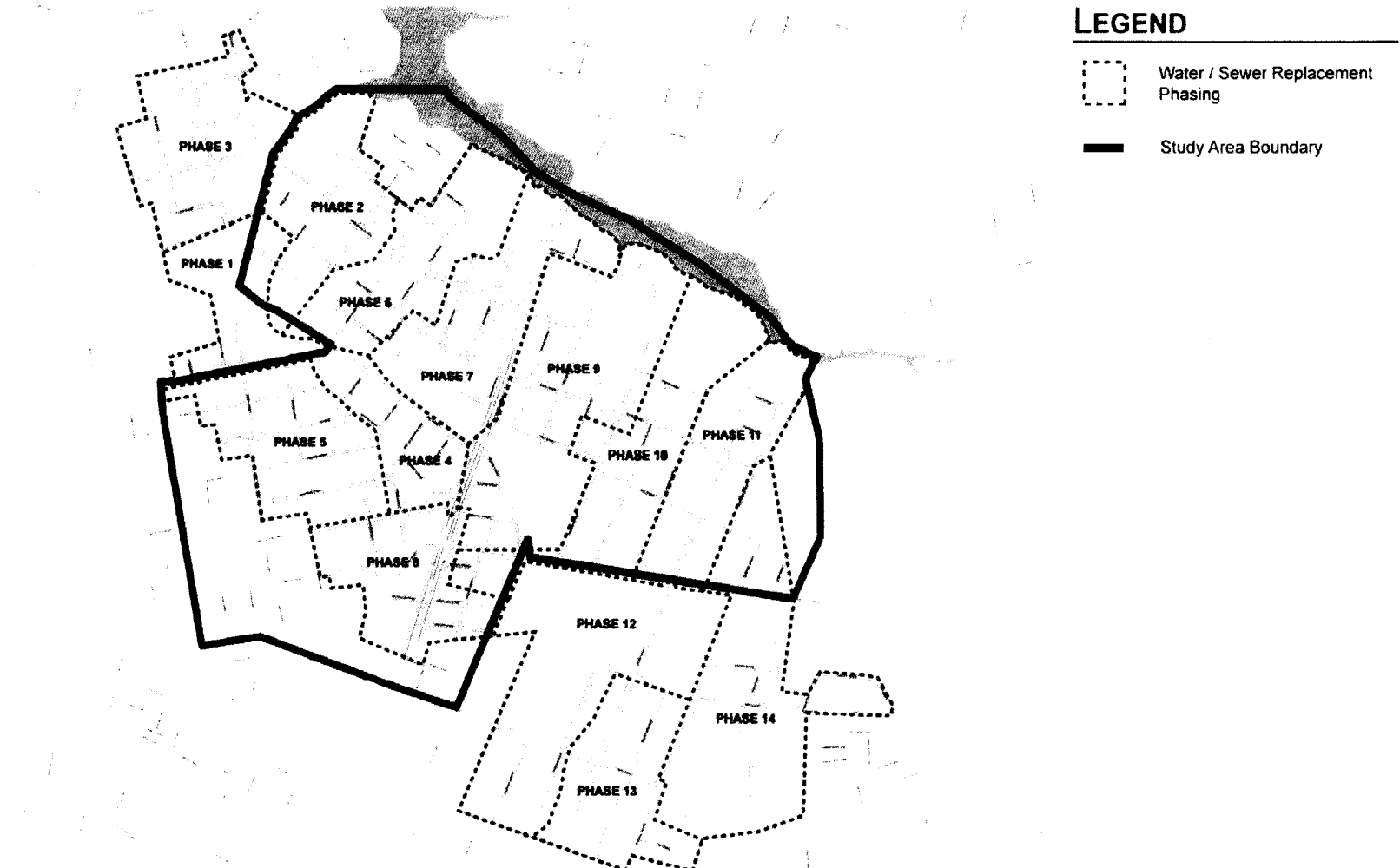
The principal entrance(s) to each building shall be on the facade facing the public street.

#### Parking

The off-street parking requirement shall not apply for one-family dwellings on lots with lot widths of 25 feet or less.

\*\*see Norfolk Code 11-12 for more detailed explanations and exceptions

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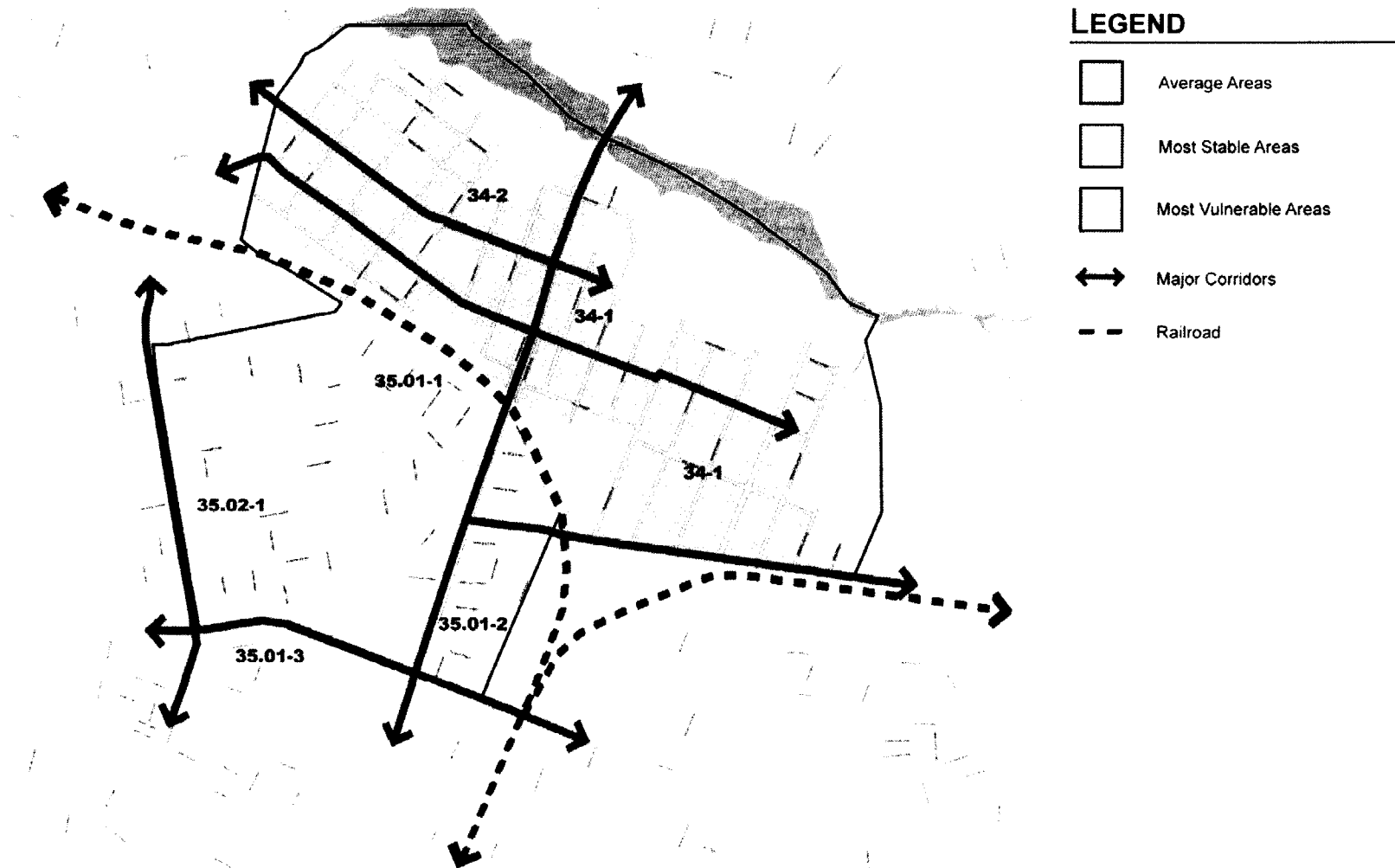


## Water & Sewer Replacement Phasing

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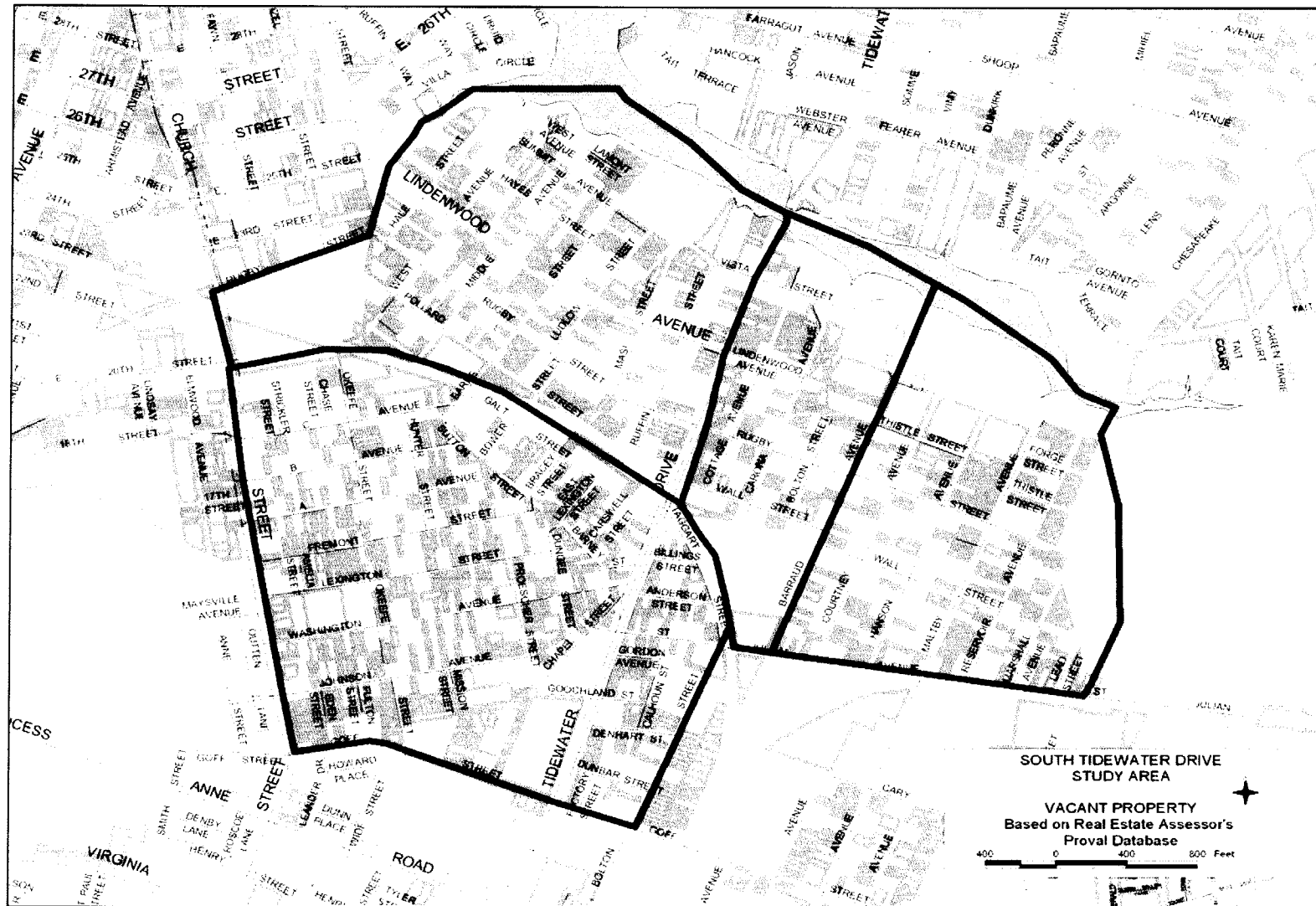
## Existing Conditions

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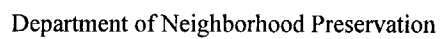
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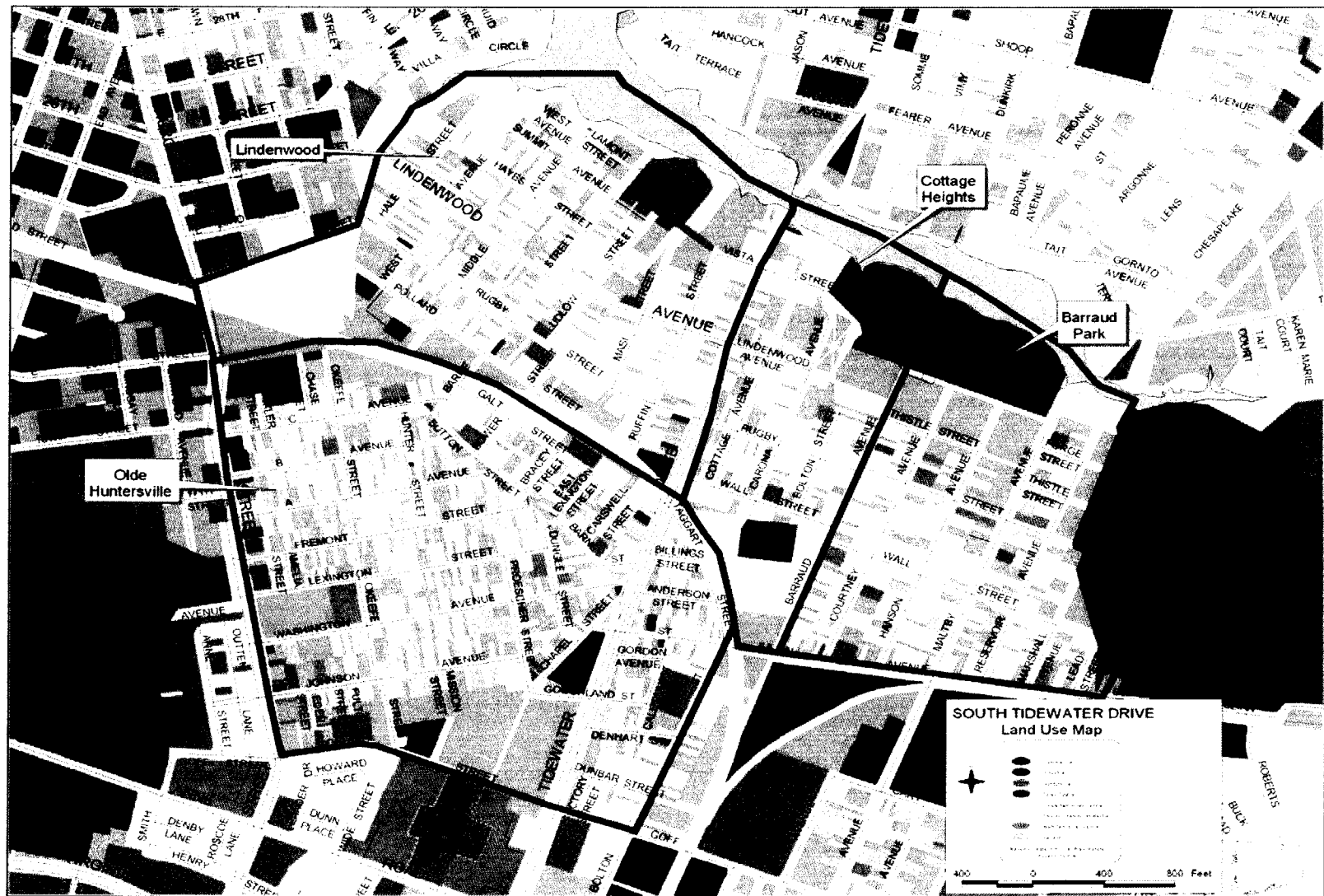
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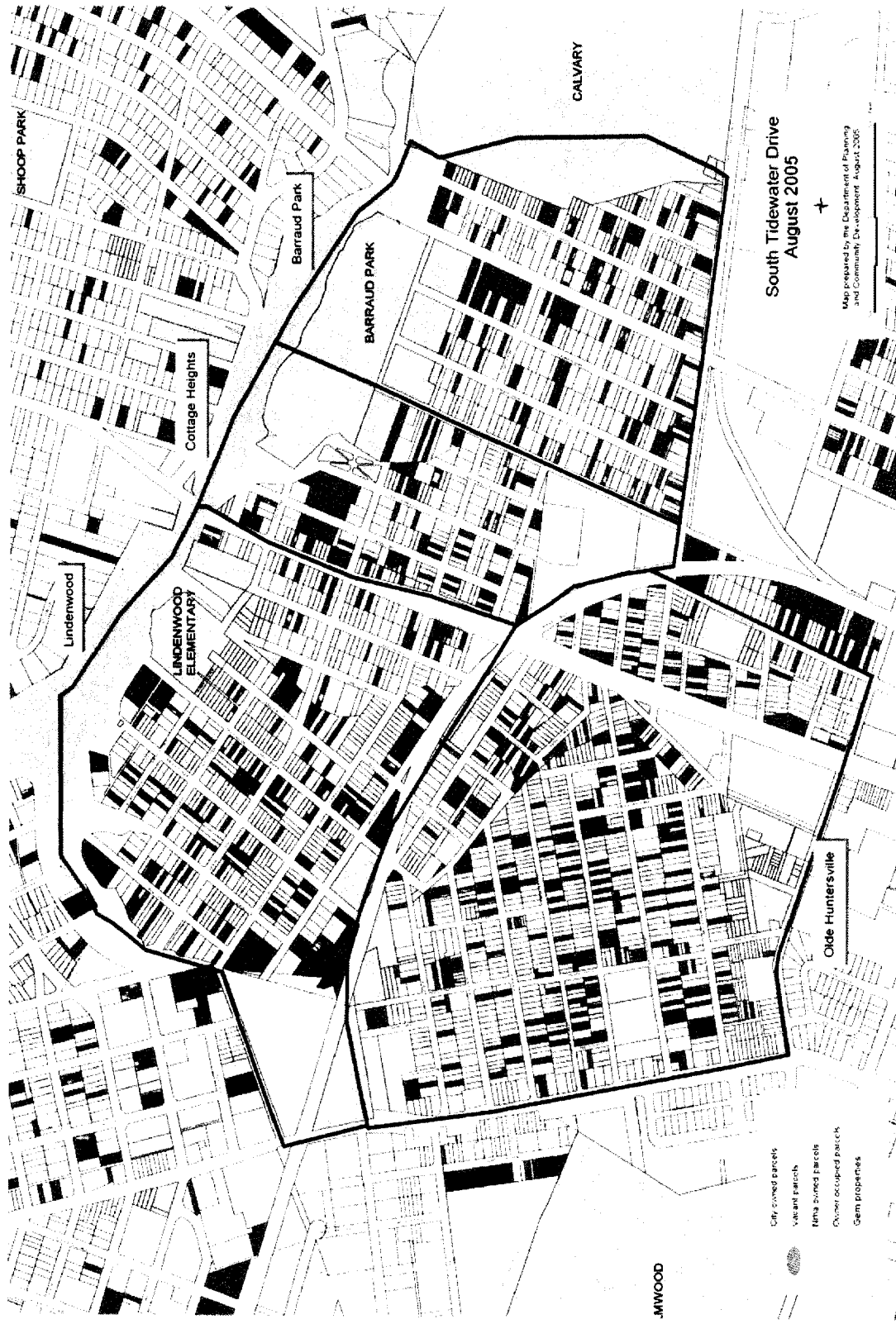


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## B. References

(Under Construction)