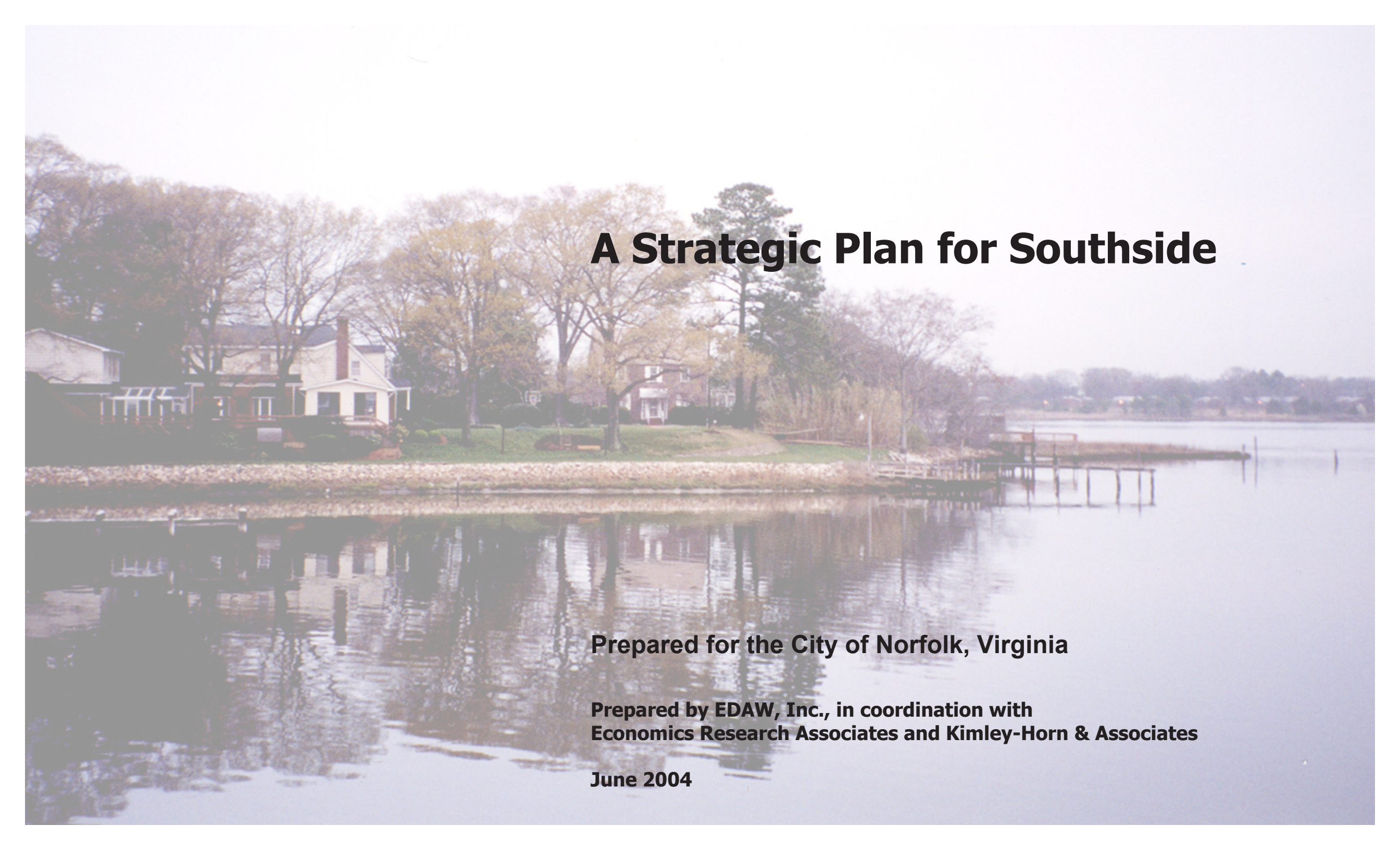


A photograph of a waterfront property. In the foreground, a calm body of water reflects the sky and the structures on the shore. A stone wall runs along the water's edge. Behind the wall, a large, light-colored house with a prominent chimney and a small porch is visible. The house is surrounded by mature trees with yellowing leaves, suggesting an autumn setting. To the right, a wooden dock extends into the water. In the background, more trees and distant buildings are visible under a pale, overcast sky.

A Strategic Plan for Southside

Prepared for the City of Norfolk, Virginia

**Prepared by EDAW, Inc., in coordination with
Economics Research Associates and Kimley-Horn & Associates**

June 2004

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EXECUTIVE SUMMARY

The Southside Study area is located to the south of the Elizabeth River and includes three major neighborhoods: Berkley, Campostella, and Campostella Heights, and the public housing communities of Oakleaf Forrest and Diggs Town. The area is generally characterized by waterfront industrial uses, strip commercial and aging but well established residential neighborhoods.

The Southside Strategic Plan provides the impetus for change, changing the character of commercial areas and redeveloping waterfront industrial sites, while enhancing the surrounding single family neighborhoods. It guides public and private investments regarding future land use, transportation, open space and community facilities. The Plan’s recommendations, such as water and sewer system improvements, public safety programs, and economic development opportunities, all support the redevelopment of Southside.

An analysis of the community’s land use, infrastructural, and regulatory systems was prepared and presented to residents. Residents discussed their desires and dislikes and then articulated a vision for future growth and redevelopment within their community. In this vision:

Southside residents envision a residentially diverse community that is both economically and socially connected to Downtown Norfolk; A community that has the infrastructure and services needed to support and attract residential and commercial redevelopment; a community that has good schools, convenient access to commercial services, and sufficient recreation areas; a community that utilizes its waterfront for residential and commercial development; and a community that will be well positioned in the future.

The key guiding principles that resulted from the residents’ vision aim to:

- Build stable residential communities
- Maintain the community’s distinct character
- Promote greenway and trail development
- Encourage public/private partnerships
- Provide safe and convenient transportation services and infrastructure

Previous plans and studies within the Southside study area were developed at the neighborhood level; the Southside Strategic Plan addresses the larger context of how the community looks and functions as a whole. Previous plans include several redevelopment and conservation plans developed for Berkley, a State and National Register nomination for the Berkley Historic District, The Campostella-Campostella Heights General Development Plan, and a Conservation Plan for Campostella Heights.

The Southside Strategic Plan addresses both neighborhood and community wide issues and recommends strategies that build on the strengths of the Southside area. The assets include a strong business community, large concentration of major employers, waterfront property, its proximity to downtown, and numerous community facilities. The solutions developed are a result of a continuing dialogue with a wide range of Southside participants, which began three years ago. The recommendations, goals and action items presented represent the creativity of Southside residents.

KEY RECOMMENDATIONS

The plan recommends infilling the many vacant or underutilized sites that are either developable or in need of rehabilitation and identifies prime locations

for new dwelling units. Other tools recommended to stabilize residential areas are the establishment of a Conservation Area, the use of historic overlay districts and the development of buffer zones along industrial uses. There is an increased focus on the development of quality open space, and trails accomplished through the development of two waterfront parks and several trails. The following highlights key recommendations of the Plan:

Spotico Creek

Build a high quality waterfront neighborhood on both sides of Spotico Creek that includes a public waterfront park at the end of South Main Street, a small amount of supporting retail and mixed residential uses. The proposed development includes 15,000 square feet for water-related commercial uses, 75 condominium units and 45 townhouses. This proposal redevelops 32 acres of industrially zoned land.

South Main Street

Develop South Main Street as Berkley’s “main” street. To create a main street, South Main Street would be enhanced with landscaping, textured sidewalks, pedestrian scale lighting and street furniture. These improvements also reinforce South Main Street as a destination and key a link to the waterfront.

Wilson Road

Create a strong residential boulevard by improving the streetscape, encouraging development of the vacant parcels and improvements to existing housing along the street. In addition, the small commercial area at the southern boundary of the City along Wilson Road should be strengthened through streetscape improvements. Gateway signage and landscaping are recommended at the intersections of Wilson Road with Campostella and Indian River Roads.

Campostella Residential Rehabilitation and Redevelopment

Designate Campostella as a Conservation Area. The concept for the Campostella neighborhood is to infill approximately 53 vacant lots with new homes, identify and rehabilitate existing homes, remove blighted units, and provide individual homeowners with financial and technical assistance. In addition, Wilson Road should be designated as a target area for concentrated revitalization.

Campostella Bridge Site

Redevelop the 13 acre Gideon's Plaza site as a waterfront mixed-use development. The proposal recommends high density residential facing the water, two story commercial buildings with residential or office uses on the second floor, and a public park along the river. The commercial portion includes 10,000 to 15,000 square feet of water-related retail uses.

Arlington Avenue Homes

The plan proposes the development of 14 waterfront homes on 4 acres along the Eastern Branch of the Elizabeth River. Arlington Avenue will be extended east of Waltham Street to provide vehicular access to homes. The homes will range in size from 1,600 to 3,200 square feet.

Indian River Industrial

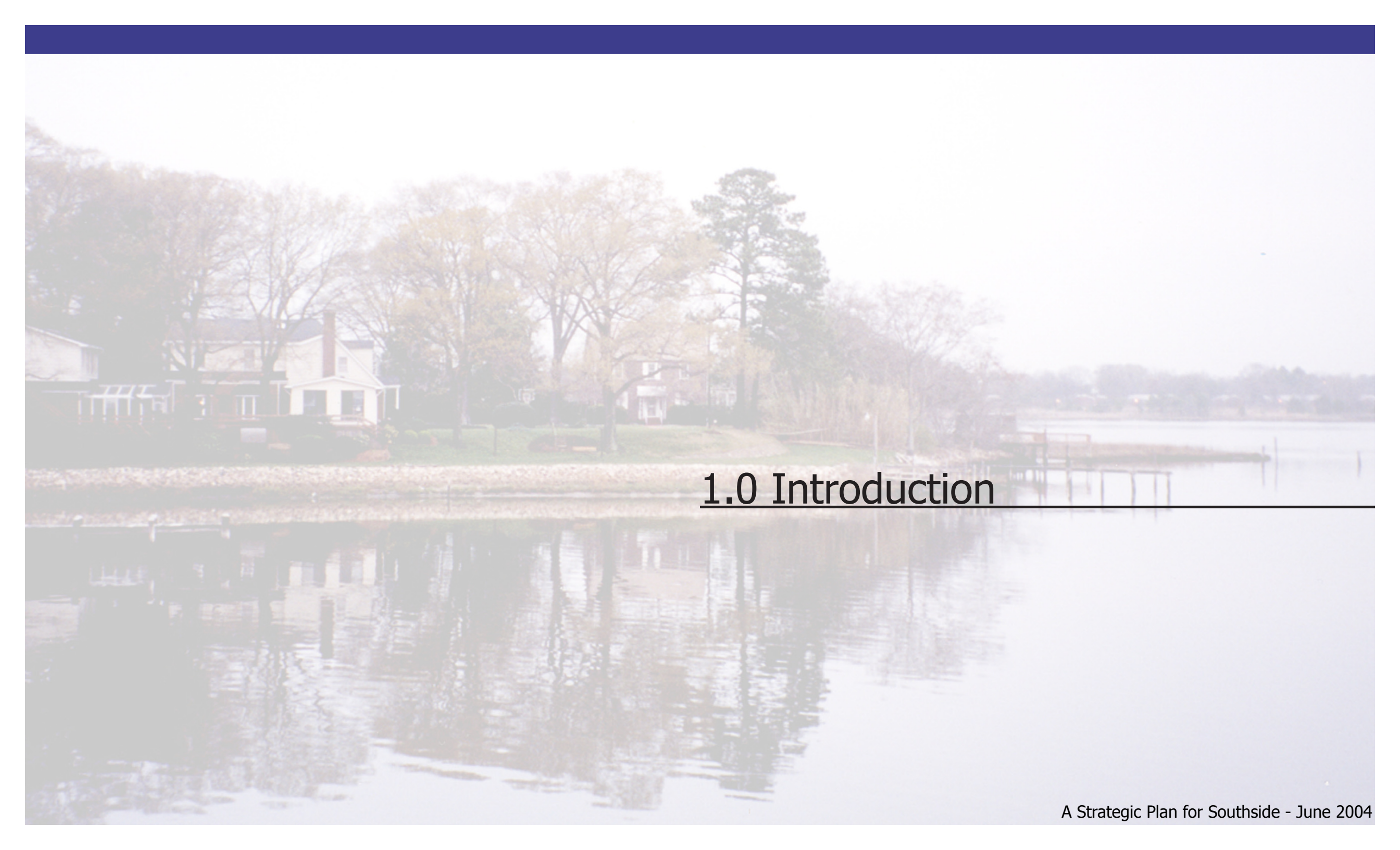
A critical opportunity exists for the development of an industrial park, opposite the Ford Plant, that replaces the current junk yards. The park includes light industrial uses and warehouse space set in a well-designed campus environment. This 36.5 acre site can accommodate approximately 450,000 square feet of manufacturing, accessory office, and commercial space that are mutually supportive of the Ford Plant

Berkley Commercial Center

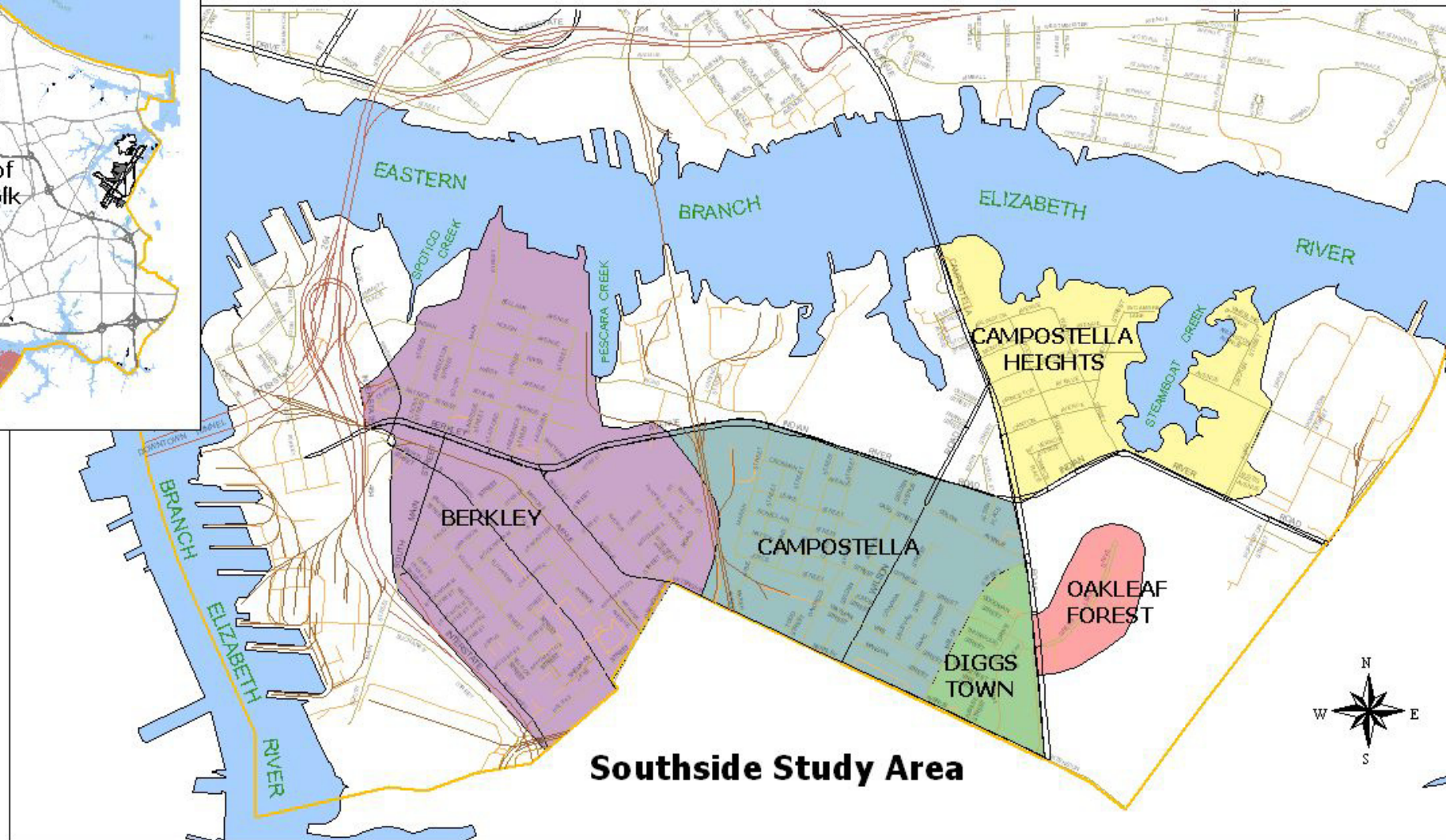
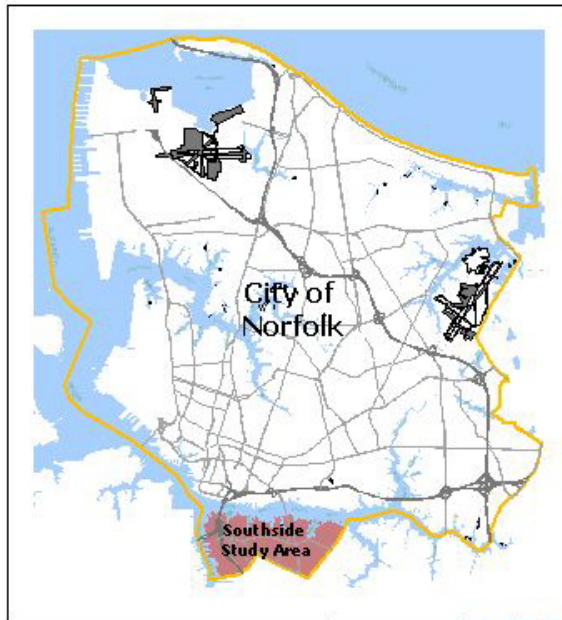
The primary concept for this area is to develop a commercial town center with approximately 80,000 square feet of retail space. Possible retail uses include a grocery store, restaurants and a pharmacy. The area would be enhanced with sidewalks and landscaping.

Southside Community Recreation Facility

The Tucker School and adjacent landfill should be redesigned with community recreation facilities. The proposal suggests multi-use play fields at the school site and a passive park with a trail and overlook on the landfill.

A scenic photograph of a waterfront area. In the foreground, a calm body of water reflects the sky and the structures on the opposite bank. The middle ground features a row of houses, including a prominent two-story yellow house with a dark roof and a chimney. A line of trees, some with autumn-colored leaves, stands behind the houses. To the right, a wooden pier or dock extends into the water. The background shows more trees and a hazy sky.

1.0 Introduction



Regional Map

1.0 Introduction

1.1 Background

The Southside Study area is comprised of three neighborhoods: Campostella Heights, Campostella and Berkley. There are also two public housing communities located in the Campostella area, Diggs Town and Oakleaf Forest.

Some of the key strengths of these neighborhoods are:

- active civic associations and community partnerships
- close proximity to downtown Norfolk
- easy access to the interstate highway system linking with Portsmouth, Chesapeake and Virginia Beach
- several major employers adjacent to these neighborhoods
- proximity to the Elizabeth River

Weaknesses include:

- areas of poorer condition of the housing stock
- poor visual quality along key commercial corridors
- lower average income than other areas within the City
- low level of homeownership

Campostella Heights is located in the northeastern section of the Southside study area and is bounded by Campostella Road, Indian River Road, and Steamboat Creek. Campostella Heights is characterized by various size single family housing constructed in the 1910 to 1940 time frame and commercial development along Campostella Road. Based on a survey by NRHA conducted in 1998 a majority of the housing in this neighborhood is in good to fair condition. In 2000 a Conservation Plan was prepared, since then there have been 33 loans approved with a value of over \$1 million.

Campostella neighborhood is in the center of the Southside study area. It is generally bounded by Campostella Road to the east (and including Diggs Town), the rail lines to the west, the City of Chesapeake to the south, and the Elizabeth River to the north. Campostella is characterized by various size single family housing, commercial uses and some industrial uses along the rail line. Campostella has not been part of any NRHA Conservation Plan, but it is the focus of intensive code enforcement efforts by the City of Norfolk.

Berkley, the neighborhood in the western section of the study area, is bounded by the Elizabeth River to the west and north, the City of Chesapeake to the south, and the rail lines to the east. Berkley is characterized by a mix of residential housing including single family and multi-family units. The key commercial streets include Berkley Avenue and South Main Street. Industrial Uses occur along the waterfront parcels adjacent to the Elizabeth River. NRHA has been active in Berkley for over 15 years by providing over 190 loans valuing \$8 million and working with local groups to redevelop a number of key sites in Berkley III and IV.

1.2 Purpose of the Plan

The purpose of the Southside Strategic Plan is to provide a framework of recommendations and implementation actions to alleviate the decline of the Southside area and describe the commitment of the City and community members to revitalizing this area. The plan builds on the strengths of the community and neighborhoods, creates opportunities and positions the Southside area as an area of choice for families and businesses. The plan identifies and prioritizes strategic actions for each neighborhood (Berkley, Campostella, and Campostella Heights) necessary to revitalize the community.





The original Berkley Bridge served as one of the main links to Downtown Norfolk (Charles Borjes, Virginian Pilot archives).



The Hardy family estate is located off of South Main Street in Berkley.



A 1922 fire destroyed a third of Berkley's houses (Charles Borjes, Virginian Pilot archives).

1.3 History of Southside

The history of Southside has foremost been associated with the water. Ferry service across the Elizabeth River was established in 1636 as the first public system of water transportation in the American colonies. Until the 1720s, ferries were powered by oarsmen and carried foot passengers. Larger paddle wheel vessels were introduced in 1821 and Norfolk's first steam-powered ferry, 'The Gosport,' was christened in 1832. Unfortunately, the 1952 opening of the Norfolk-Portsmouth Tunnel precipitated the ferries' demise. However, ferry service was restored in 1983 and, by 1985, a 150-passenger vessel serviced the Norfolk, Berkley, and Portsmouth areas.

Berkley

Berkley's heritage can be traced to 1644 when the Herbert family of Lower Norfolk County received land grants at the juncture of the Southern and Eastern branches of the Elizabeth River. By the early 1700s, the family of sea captains and shipbuilders had established a shipyard on 'Berkley Flats,' which remained in use for over a century. Also around 1700, the first residents settled the area, which was called Powder Point because it was the site of the City's powder magazine. The area soon grew due to its convenient harbor and ship repair yards. In 1787, the first United States Marine Hospital was built in Berkley to care for seafarers. The building, which was located on Chestnut Street, was used as a barracks and as a hospital in the Civil War, as a military institute during the 1890s, and as a recreation club for servicemen during World War II. The building was torn down in 1952 when the Downtown Norfolk-Portsmouth Bridge-Tunnel was constructed.

Berkley was the Norfolk County seat from 1790 to 1803. Later, Berkley was named Ferry Point, Herbertsville, Washington Point, and Washington. As one of the first towns in the country to be named for the nation's first president, it is local tradition that Berkley was once considered as the site for the National Capital. In 1852, wealthy dry goods merchant Lycurgus Berkley bought

most of the property in the area and, in 1866, surveyed the land and laid out streets. He donated land and money for building churches and invited investors to help the village grow. Berkley became a self-sufficient town with its own post office, cemetery, and the Merchants and Planters Bank.

Industry played an important part in Berkley's development. In the 1860s, the community prospered because of its active iron foundry, cotton knitting mills, lumber mills, and shipbuilding enterprises. Between 1880 and 1900, Berkley had more than 2,000 residents and was the center of manufacturing, shipbuilding and lumber in Tidewater Virginia. Berkley was incorporated as a town in 1890 and was annexed as Norfolk's 8th ward in 1906.

In the early 1900s, the town expanded into the rural Hardy estate, which was located from Main Street east to the water's edge. Thomas Asbury Hardy, grandfather of US General Douglas MacArthur, owned the estate, which included one of the original Herbert mansions. During the Civil War, the Union Army occupied 'Riveredge' mansion as a hospital and as the local headquarters of General Benjamin Butler. Although Douglas was born in Arkansas, his mother, Mary Pinckney Hardy MacArthur, gave birth to her other two sons in the home. After the house burned in 1949, bricks from the ruins were used to construct a small walled garden, which was dedicated to the memory of the General's mother.

From annexation until the Depression, Berkley was a predominantly middle-class white community with a working-class African-American enclave near the industries. During the 1920s, however, Berkley's prosperity began to decline. Lumber mills closed as timber stands in Tidewater and North Carolina were depleted. Prohibition closed the winery that stood on the waterfront and businesses relocated to South Norfolk. In 1922, a fire at the Tunis Lumber Company on the Berkley waterfront destroyed 300 homes, businesses, and churches. By the time the fire was contained, 500 families were homeless and a third of the Berkley community was in ruins. Following the Depression, Berkley experienced social and economic decline and was victim

of substantial racial unrest in the 1960s. Berkley has been the focus of redevelopment efforts since the late 1960s.

Although the original and oldest sections were eradicated with the construction of I-464, evidence of Berkley’s historic development is still seen in its buildings and street patterns. South Main Street historically was the main street for the area; it connected to Downtown Norfolk via the original Berkley Bridge. Likewise, the Berkley North Historic District, which is bounded by Bellamy Avenue, Pescara Creek, Berkley Avenue and I-464, has been listed in the National Register of Historic Places.

Campostella

The 1889 Hopkins Atlas indicates that the land west of Campostella Road had been platted but not developed. One of the original houses, the Hodges House, is a local historic district. The house is named for one of the original owners, John Hodges, who fought in the Battle of Craney Island in 1813 and was a Brigadier General in the Militia of the Commonwealth. Today, the two-and-a-half story house sits on a large open site, with notable changes in grade and mature vegetation.

The Campostella-Campostella Heights neighborhood was visited by Martin Luther King, Jr. more than once. His last visit was in October 1966, when he gave a speech entitled 'A Knock at Midnight' at the New Calvary Baptist Church during installation ceremonies for Dr. Milton Reid as its pastor.

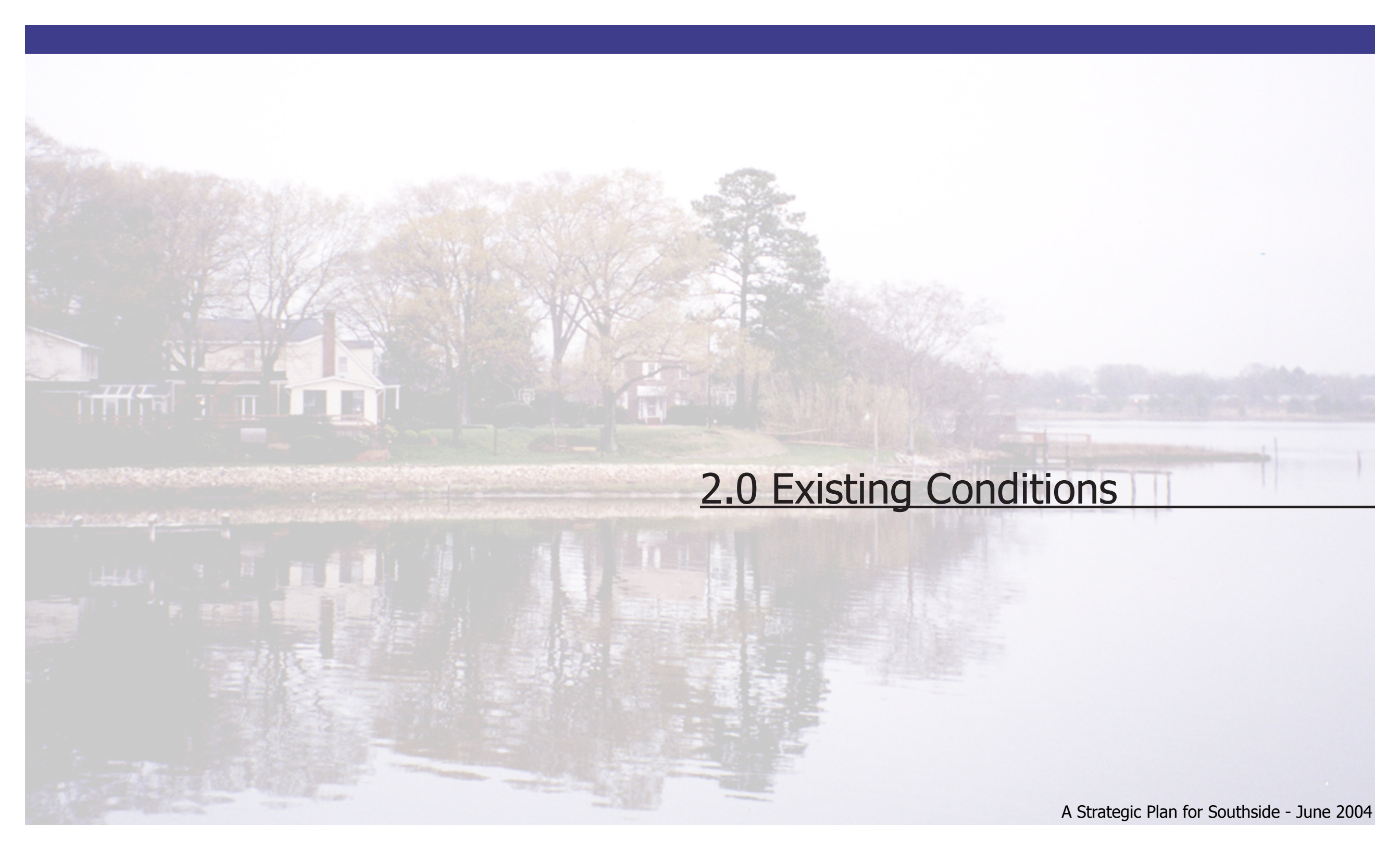
Campostella Heights

Campostella Heights was founded as Camp Stella in 1862 as a quartering camp for soldiers. The area was renamed Campostella Heights (reportedly after a place in Italy meaning 'Bright Star') when it was platted at the beginning of the century. According to the 1889 Hopkins Atlas, Clarence Woodward owned the land and had eight wood frame houses by the water. Mr. Woodward owned a wholesale grocery business and his plantation was the largest in Norfolk County.

In 1904, Berkley real estate developers purchased the land and began selling parcels. The neighborhood, although connected to the surrounding areas by a streetcar line running along Campostella Road, was slow to develop. Although the oldest houses along Arlington Avenue developed before World War I, the majority of the neighborhood developed after Campostella Heights was annexed by the City of Norfolk in 1923.

From 1923 through 1980, the thriving area enjoyed the amenities of a grocery store, pharmacies, a beauty salon, a restaurant, laundromats, a full service gas station along Campostella Road, and an elementary school located to the east across Steamboat Creek. A survey of property owners in 1927 and 1947 reveals a middle-class neighborhood of professional and working-class residents. Residents enjoyed fishing and sunbathing on a natural sand beach and watching boat races from a marina behind the Giant Open Air Market on Campostella Road. Similar to many of Norfolk’s neighborhoods, the demolition of areas downtown and the post-World War II exodus of white families to the suburbs prompted Campostella Heights to integrate starting in the 1960s.

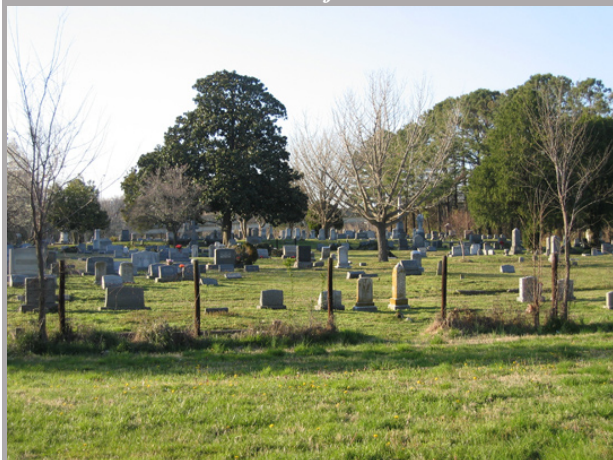
In the 1980s and 1990s, the area experienced urban blight and deterioration, resulting in the loss of many grand houses, commercial amenities, schools, and boat races. In the 1990s, the neighborhood developed a revitalization plan with a goal of attracting young working professionals back to the neighborhood.

A photograph of a residential area with houses and trees reflected in a body of water. The scene is captured from a low angle, showing the water in the foreground and the shoreline in the background. The houses are mostly two-story structures with light-colored siding and dark roofs. The trees are mostly deciduous, with some showing autumn foliage. The water is calm, creating clear reflections of the buildings and trees. The sky is overcast and grey.

2.0 Existing Conditions



Industrial uses line the waterfront.



Local cemeteries are designated as Open Space/ Preservation areas.



Low-density single family detached housing is characteristic of the Southside neighborhoods.

2.0 Existing Conditions

2.1 Zoning

The study area has three large areas of low-density residential zoning (R-8) in the heart of the three neighborhoods of Berkley, Campostella, and Campostella Heights. R-8 allows for a parcel of 5,000 sq. ft. per dwelling unit. There are also areas of medium-density residential zoning (R-11) throughout the study area; and R-11 allows for a parcel of 2,900 square feet per dwelling unit. Oakleaf Forest is designated R-11 but Diggs Town is a Planned Residential Development (PDR-9).

Commercial district zoning is concentrated along the intersections of main transportation routes, such as the intersection of Campostella Road and Indian River Road, and the intersection of Berkley Avenue and South Main Street.

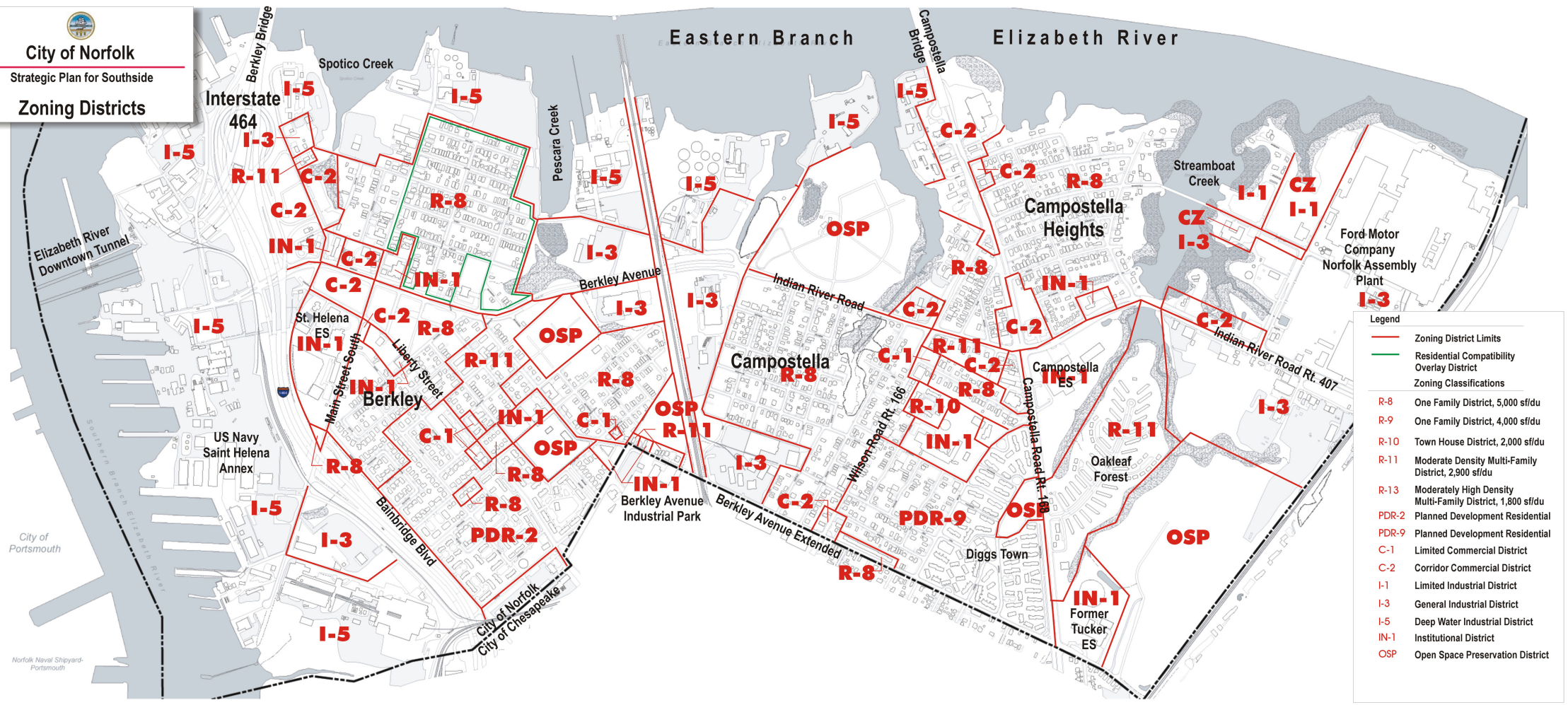
Industrial zoning is located at the waterfront and around the railroad line that bisects the study area. Deep Waterfront Industrial Districts (I-5) line the waterfront, while (I-3) General Industrial is along the railroad line and the Ford Plant and (I-1) Limited Industrial zoning is located along the waterfront by the Ford Plant.

Institutional Districts, which have such uses as schools and recreation centers, are scattered throughout residential areas. The Open Space/Preservation Area is the designated zoning for the Campostella Landfill and local cemeteries.

The study area also has an Overlay District: the Residential Compatibility Overlay District in the northern portion of Berkley. Bounded by South Main Street, the Mary Hardy MacArthur Memorial, the waterfront, and Berkley Avenue, the district was established to promote the conservation of existing housing in this older neighborhood, where platting and building patterns were established prior to the City's adoption of modern zoning and subdivision regulation. Residences in these areas are often

located on smaller lots than found in more recently developed neighborhoods. Where certain existing conditions prevail, these regulations provide for one-family residences on lots where are a minimum of 25 feet wide and 2,500 feet in area. As a result there are no parking requirements for single-family dwellings on 2,500 square foot lots. A building orientation provision is intended to insure a compatible and harmonious streetscape within the neighborhood.

City of Norfolk
 Strategic Plan for Southside
Zoning Districts



Legend

- Zoning District Limits
- Residential Compatibility Overlay District

Zoning Classifications

R-8	One Family District, 5,000 sf/du
R-9	One Family District, 4,000 sf/du
R-10	Town House District, 2,000 sf/du
R-11	Moderate Density Multi-Family District, 2,900 sf/du
R-13	Moderately High Density Multi-Family District, 1,800 sf/du
PDR-2	Planned Development Residential
PDR-9	Planned Development Residential
C-1	Limited Commercial District
C-2	Corridor Commercial District
I-1	Limited Industrial District
I-3	General Industrial District
I-5	Deep Water Industrial District
IN-1	Institutional District
OSP	Open Space Preservation District

Zoning Map

During interviews and meetings with Southside stakeholders, some stakeholders expressed concerns that the industrial uses are contaminating the area’s air, water, soil, and other environmental resources. Further research indicates that Southside does not have any sites on the Environmental Protection Agency’s National Priority List (NPL), which is a list of hazardous waste sites that are eligible for extensive, long-term cleanup under the Superfund Program. However, Norfolk Naval Shipyard, which is located across the water to the west of the study area, is on the NPL list.



2.2 Land Use

The study area has a variety of land uses, including industrial, residential, commercial, institutional, and open space. Industrial uses are located on the perimeter of the area, which limits the adjacent residential neighborhoods’ connection to the waterfront.

Rail and utility lines run north to south, dividing the study area into two distinct areas: Berkley to the west, and Campostella and Campostella Heights to the east. Although Berkley has a strong residential neighborhood and numerous public facilities, it is bounded by industrial uses, such as Norfolk Shipbuilding & Drydock Corporation (Norshipco) and St. Helena Annex to the north and west. Interstate 464 separates Berkley from heavy industrial uses to the west.

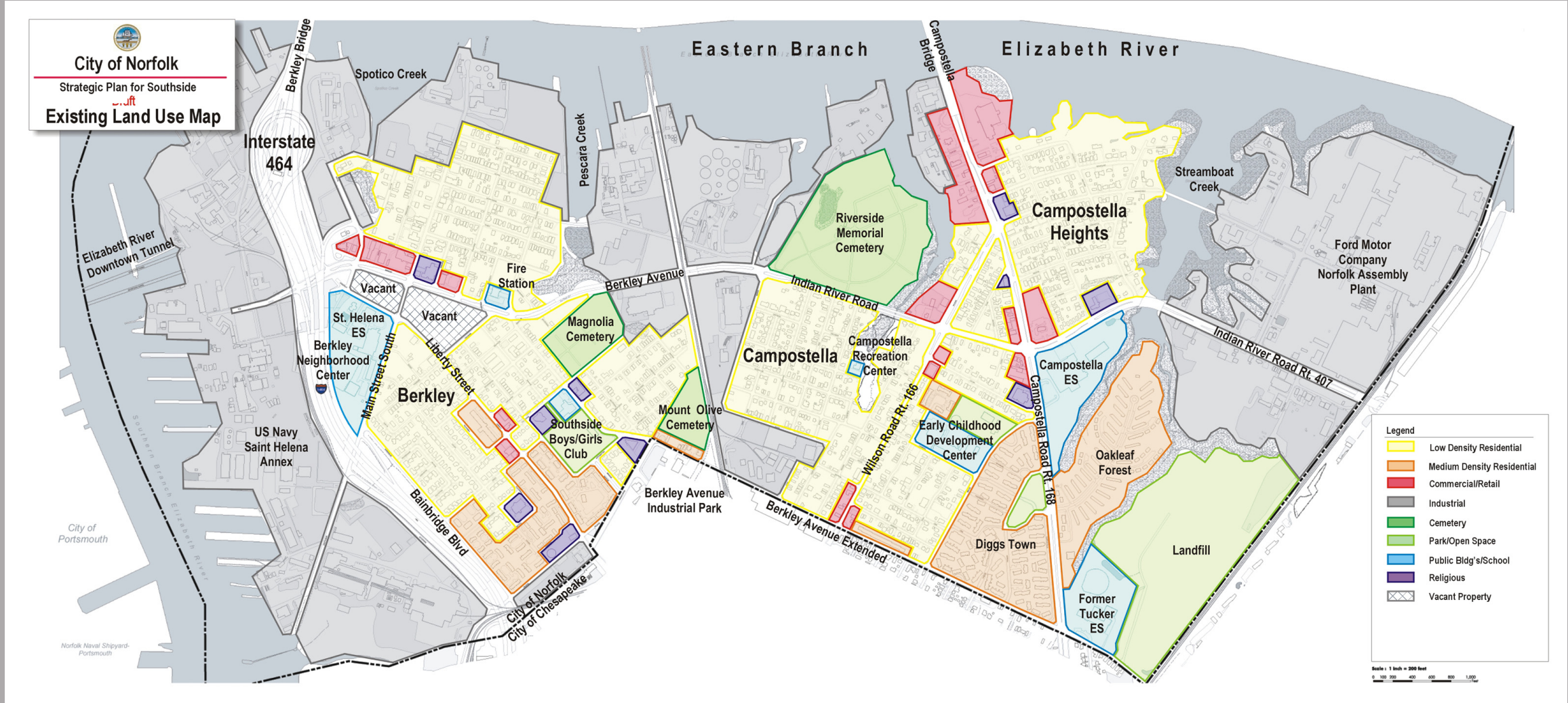
Campostella is primarily characterized by residential uses, although there are pockets of non-residential uses along major corridors. For example, commercial and retail uses are located along Wilson Road near the boundary with the City of Chesapeake and the intersection with Indian River Road. Industrial uses abut the rail line, sections of Berkley Avenue Extended, and the waterfront. Campostella also boasts a large park at the Early Childhood Development Center, Riverside Cemetery, and a park at the entrance to Diggs Town. Across Campostella Road to the east, there are the institutional uses of Campostella Elementary School and the former Tucker Elementary School, the large multi-family residential development of Oakleaf Forest and the Campostella landfill.

Campostella Heights is a single-family residential neighborhood. Blocks are platted in an east-west direction to capitalize on the waterfront location. Housing styles range from large Queen Anne houses close to the water to tiny Craftsman cottages on side streets. Campostella Heights became a Conservation Neighborhood in 2000.

The study area has three main transportation corridors: Berkley Avenue/Indian River Road; Campostella Road; and Wilson Road. The Berkley Avenue/Indian River Road corridor is flanked by a mix of uses. In the western section, the corridor has public, commercial, single family residential, and religious uses. Through Campostella, single-family residential and Riverside Memorial Cemetery border the corridor. Around the intersection with Campostella Road, there are residential, commercial, institutional, and religious uses. In the eastern section of Indian River Road, industrial uses prevail.

Commercial, single-family, and multi-family residential uses flank Campostella Road. Likewise, Campostella Elementary School and the former Tucker School site are located along the corridor.

Wilson Road is predominately single-family residential, although pockets of commercial uses are located at the intersection of Indian River Road and Berkley Avenue Extended, on the border with the City of Chesapeake.



Existing Land Use Map



NRHA housing in Berkley.



Typical housing styles in the Campostella Heights neighborhood.



NRHA owned Diggs Town has been acclaimed for the renovations and additions of front porches and white picket fenced yards.

2.3 Housing

Neighborhood Conservation and redevelopment programs have been implemented in Berkley and Campostella Heights by the City of Norfolk and the Norfolk Redevelopment and Housing Authority (NRHA). In Berkley, the program has included spending over \$62 million on rehabilitation and redevelopment projects over the past 32 years. NRHA and the City has also worked in Campostella Heights for the past two years, but has not been involved in Campostella. The focus of the conservation and redevelopment program has been to reduce density, assist with improving and diversifying the housing stock, promote residential in fill development, upgrade streetscape, and assist with provisions for compatible land uses.

NRHA owns subsidized housing in the area: Diggs Town, Oakleaf Forest, and Sykes Apartments. Diggs Town, which has 422 units of public housing on 30 acres of land, was first occupied in 1952. Diggs Town has won many architectural awards for its neighborhood design, which includes front porches, white picket fences, and yards. Oakleaf Forest, a low-density public housing community, has 265 units on 24 acres of land. It was originally built as World War II housing but was converted to NRHA property in 1957 and renovated in 1998. Sykes Apartments are elderly housing units located on Liberty Street. The complex, which has 84 units on 2 acres of land, was first occupied in 1980 and houses a library.

The following summarizes the Berkley and Campostella Heights Conservation Programs:

Berkley III- Neighborhood Conservation Area

- Rehabilitation Loan Activity for the period between December 1986 and January 2004 includes 193 approved loans valued at \$8,477,824
- Since July 1, 2002, Beacon Light Civic League/ Community Housing Development Organization(CHDO) has developed 10 homes for low- income families

- These properties ranged from \$95,000 to \$120,000 in cost
- In the CHDO's 7 year history, it has completed 27 homes
- The Gatewood Subdivision located at the intersection of Poplar Avenue and Frederick Street includes 7 lots with completed two story single family homes and 3 lots that should be under construction within 90 days.
- Market rate lots with homes are valued up to \$175,000

Berkley IV Neighborhood Redevelopment Area

- Since 2001, 14 new single family homes have been built at an average price of \$110,000
- These homes may average \$120,000 - \$130,000

Campostella Heights - Neighborhood Conservation Area

- Rehabilitation Loan Activity between November 2000 and January 2004 includes 33 approved loans with a value of over \$1 million.

Other major accomplishments for these communities include the following:

- The NCP Community Credit Union houses the Beacon Light CHDO

The community benefits from several other community enhancement programs. For example, its annual Christmas in April program selects five homes, usually owned by the elderly, handicapped, or very poor, to rehabilitate with such amenities as bathrooms, kitchens, porches, decks, and painting. In addition, the Norfolk Chapter of the Rotary Club's Paint Your Heart Program has been active in Southside. In recent years, volunteers painted dozens of homes in Campostella Heights. The Southside Task Force and the Southside Coalition are actively involved in planning and implementation of revitalization activities for the Berkley, Campostella and Campostella Heights.

2.4 Community Services

Civic Organizations

A major strength of the Southside area is the resident involvement; this is illustrated in a large number of active local groups that work for the betterment of the community. Many Campostella residents participate in the Campostella Civic League, which was founded in 1952, or in the local American Legion. Residents of the two public housing communities in Southside participate in the Diggs Town Tenant Management Corporation and the Oakleaf Forest Advisory Council.

Led by the Campostella Heights Civic League, Campostella Heights residents actively work with the Norfolk Redevelopment and Housing Authority in the implementation of a Neighborhood Conservation Plan, and participate in programs to bring amenities to the area and create stability for their neighborhood. Residents hold neighborhood cleanups in the fall and spring, participate in a neighborhood watch program, and hold neighborhood gatherings.

The Beacon Light Civic League has actively pursued housing rehabilitation and construction activities in Berkley. For example, the Beacon Light Community Development Association has built numerous homes, owns 128 apartments, and currently is building in the Gatewood Square site. The Civic League also owns the NPC Community Development Federal Credit Union in Berkley, which helps low-income residents with home improvement, business loans, and other services.

In addition, the Beacon Light Civic League, in conjunction with the Berkley Advisory Board, local businesses and other community partnerships, sponsors the Berkley Reunion. The Berkley Reunion is a community based annual event, held to showcase community pride and unity among Southside residents living in Berkley, Campostella, Campostella Heights, Diggs Town and Oakleaf Forest communities.

The Southside Coalition is a community organization comprised of members of each of the civic leagues in the Southside. Formed in May 2003, their mission is to “bring about a new image on the Southside to make it a comfortable and inviting place to live and visit and to educate residents on governmental and economic issues that will affect the growth and development of their community.”

All of these groups are represented on the Southside Task Force which has helped guide the preparation of this plan. The Southside Task Force serves as a forum for elected officials, city staff, residents and business owners to come together on a monthly basis to discuss issues related to the Southside area.

Recreation and Service Centers

Berkley has a Recreation Center at 121 W. Liberty Street and a Community Pool, which is located at 89 Liberty Street. The Berkley Neighborhood Service Center at 925 South Main Street offers social, educational, and health programs for Berkley residents. Various City departments such as Social Services, The Public Health Department, Norfolk City Schools, Community Mental Health Clinic, and the Substance Abuse Program, offer services. Likewise, the Southside Senior Center operates in the facility.

The Campostella Recreation Center at 1117 Leake Street offers a basketball court and playground equipment, as well as a number of programs such as after school, teen/adult, senior citizens, anti-drug outreach, and tiny tots programs. The Southside Boys and Girls Club at 701 E. Berkley Avenue provides socialization, recreation, cultural enrichment and support activities in a club setting for boys and girls age 6-16 years.



The Southside Boys and Girls Club is a valuable community asset.



The Early Childhood Development Center has an extensive facility and associated land area.



Berkley Park offers multi-use space and playground equipment.



View looking south of the Indian River and Wilson Road intersection.



View north on S. Main Street from Berkley Avenue.

In addition to the recreation centers, there are several Resource Centers in the Southside area. These include the Diggstown and Oakleaf centers that opened in August 2003, the Campostella Resource Center that is expected to be completed in the summer of 2004 and a Campostella Heights Resource Center, which is still in the planning.

Schools and Libraries

Southside has two neighborhood elementary schools: St. Helena Elementary School at 903 South Main Street and Campostella Elementary at 1106 Campostella Road. Southside also has Berkley/Campostella Early Education Center at 1530 Cypress Street. Middle-school aged children from Southside attend Lake Taylor Middle School and high school students attend Lake Taylor High School. The Norfolk Marine Institute at 351 Avory Avenue by the Campostella Bridge is a day-treatment program that provides young offenders ages 14-18 with an alternative to detention homes. The students, while working toward General Educational Development diplomas, learn about boating, fishing, and out-board motor repair.

The Horace Downing Branch Library, which is located in the Sykes Apartment Building at 555 E. Liberty Street in Berkley, is open Monday through Saturday and offers an on-line book club.

2.5 Transportation

Overall, the transportation network in Southside is strong. The area has four primary arterial roadways: Campostella Road and Indian River Road are urban major arterial roadways, and Berkley Avenue and Wilson Road are minor arterial roadways. These roads have appropriate signalized intersections to provide acceptable levels of service for motorists. In addition, public transportation serves the area and pedestrian access is comprehensive. While some areas could benefit from improvement, the existing infrastructure is sufficient to support redevelopment efforts.

Campostella Road

Within the study area, Campostella Road extends from the Campostella Bridge south to the City of Chesapeake line and intersects three major roadways: Wilson Road, Indian River Road, and Berkley Avenue Extended. Campostella Road serves commuters traveling to and from downtown Norfolk via Brambleton Avenue, and residents of surrounding neighborhoods. Campostella Road also provides access to many amenities, such as a gas station, several churches, a self-storage facility, two fast food restaurants, and two schools. In addition, Campostella Road is a major connector of Norfolk to Chesapeake and provides a good corridor for commercial truck traffic to reach Interstate 464.

The Virginia Department of Transportation (VDOT) recently upgraded the roadway from a four-lane divided facility to a six-lane divided street section, added a new signal at Greenleaf, and upgraded the signalized intersections to include pedestrian actuation, street lighting, and sidewalks along both sides. The posted speed limit is 30 mph.

In conjunction with the roadway improvements, signal improvements were incorporated. Campostella Road has five traffic signals, each of which has standard loop detection and operates under coordinated signal timings to provide optimum progression:

1. Campostella Road/ Filmore Street/Shopping Center
2. Campostella Road/Wilson Road
3. Campostella Road/Indian River Road
4. Campostella Road/Cypress Street/Green Leaf Drive
5. Campostella Road/Berkley Avenue

These signals were upgraded from span wire installation to new mast arm compliant with current standards that incorporated pedestrian cross walks and push buttons to enhance pedestrian safety.

City of Norfolk
 Strategic Plan for Southside
Transportation Analysis





View looking north on Wilson Road looking from Berkley Avenue Extended.



Indian River and Campostella Road intersection.

** Level of Service (LOS) is the term used to describe the operating characteristics of a road segment or intersection in relation to its capacity. LOS is defined as a qualitative measure that describes operational conditions and motorist's perceptions with a traffic stream. The Highway Capacity Manual defines six levels of service - LOS A, which is the best, through LOS F, which is the worst. LOS D is recognized as the lowest acceptable level.*

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The average daily traffic (ADT) in 2000 was approximately 24,500 vehicles per day (vpd) north of Indian River Road and 17,900 vpd south of Indian River Road. This ADT volume, combined with recent roadway improvements, provides a LOS C*. In 2020, the northern segment of Campostella Road is projected to have an ADT of 39,000 vpd, which provides a LOS C during the AM Peak and a LOS D in the PM Peak. The southern segment is projected to have an ADT of 33,500 vpd, which also provides a LOS C during peak periods.

The level of service for a roadway with signalized intersections is based on the operational characteristic of the particular intersections. Capacity is defined as the maximum number of vehicles that can pass over a particular road segment or through a particular intersection within a specified period under prevailing roadway, traffic and control conditions.

Indian River Road

Indian River Road is an east-west major arterial from the City of Chesapeake line that crosses Campostella Road and Wilson Road until it becomes a local street at its intersection with Berkley Avenue. Indian River Road serves both commuters and residential communities and serves the Ford Plant, many of whose employees commute from surrounding cities.

VDOT recently upgraded Indian River Road from the City of Chesapeake City line to Wilson Road as an eight-lane divided facility. This section includes two new bridges; one serves the railroad crossing into the Norfolk Industrial Park, and the second

crosses Steamboat Creek. To the west of Campostella Road, improvements include a six-lane divided facility with a new bridge over the railroad serving Lamberts Point. While the roadway is designed to accommodate a 45-mph speed, residents successfully retained the existing posted speed limit of 30 mph to slow traffic through the community.

At the foot of the Berkley Avenue Bridge/Marsh Street, Indian River Road turns north and becomes a local street, while the major arterial, Berkley Avenue, crosses the bridge and continues west to connect to I-464. West of the Bridge, Indian River Road serves numerous industrial businesses, crosses Pescara Creek, and continues through the residential neighborhood to Main Street. This section is a two-lane undivided facility and has a posted speed limit of 25 mph.

West of the City of Norfolk limit line Campostella Road, Indian River Road/Berkley Avenue have six signalized intersections:

1. Indian River Road/Wilson Road
2. Indian River Road/Berkley Avenue/Marsh Street
3. Indian River Road/Ford Drive
4. Berkley Avenue/Berkley Avenue Extended
5. Berkley Avenue/South Main Street
6. Berkley Avenue/Liberty Street/State Street

The 2000 ADT along Indian River Road east of Campostella Road was 15,100 vpd, which provides a LOS B. This ADT is projected to grow to 16,600 vpd in 2020, which will maintain a LOS B. To the west of Campostella Road, Indian River Road had an ADT of 8,300 vpd in 2000. It is projected at 13,200 vpd for 2020, at which point it will provide a LOS B and LOS C.

Minor Arterials

South of the Campostella Bridge, Wilson Road branches from Campostella Road and continues south to the city line. The segment between Campostella Road and Indian River Road and extending south 500 feet from the Indian River Road intersec-

tion was recently improved to a four-lane divided facility. The intersection of Indian River Road and Wilson Road has dedicated right and left turn lanes. Wilson Road currently has an ADT of 9,500 vpd and operates at a LOS C; it is anticipated to remain a LOS C in 2020, with an ADT of 9,900 vpd.

Berkley Avenue extends from Indian River Road at the Berkley Avenue Bridge/Marsh Street west to I-464 as a four-lane divided facility. In this section, Berkley Avenue has a landscaped median, sidewalk and pedestrian scale and overhead street lighting. The ADT on this segment was 8,000 vpd in 2000 and is projected to be 8,300 vpd in 2020. Both conditions operate at a LOS C.

Pedestrian Activity and Public Transportation

The main vehicular corridors accommodate some pedestrian activity with extensive sidewalk coverage. While these roadways serve pedestrian traffic, they also serve passenger cars and are designated as truck routes. Consequently, there are expected conflict points at the intersections of these major roadways. With the recent improvements along Campostella Road, pedestrian crosswalks and push buttons were installed to ensure sufficient time was provided to a pedestrian to cross this roadway. Additionally, there are intermittent locations within neighborhoods where segments of the sidewalk are missing. In a few areas, sidewalk repairs are necessary and some segments are too narrow to accommodate pedestrian traffic. However, overall the sidewalk coverage is sufficient. Currently, no bike routes or bike lanes are designated in the area.

The entire Southside Norfolk study area has access to public transportation, with Hampton Roads Transit routes 12, 13, and 6 servicing the area. While most of the bus stops are marked with a single sign, two include bus shelters (one on Campostella Road and one on South Main Street).

Truck Routes

While the Southside Area benefits from great location and easy access, there is also a negative aspect to the location in that it is easy access for truck traffic. Due to the nature of land use along both sides of the Elizabeth River, the direct access to I-464 and the adjacent land use in the neighboring Chesapeake, this area of the City of Norfolk has to deal with truck traffic. Given the well established roadway network, the City of Norfolk has established designated truck routes on major corridors to encourage these vehicles to use the primary roadways and not the residential streets. Truck routes are designated along portions of Campostella Road, Indian River Road, Wilson Road, Berkley Avenue, Fauquier and Liberty Streets, Buchanon Street and South Main Street.

2.6 Economic and Market Conditions

Economic analysis was conducted to help develop a planning strategy for Southside. This section presents the findings of an analysis of base economic conditions in and, forecasts for, the Norfolk metropolitan area. This section sets forth the economic characteristics and real estate market trends and conditions.

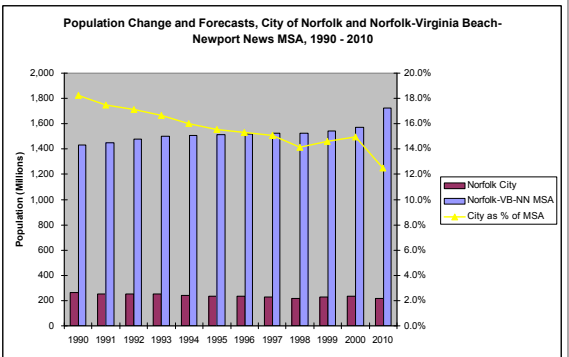
This section also presents land use planning targets, or estimates of supportable development in Southside over the next 10 years. While forecasts based on current market conditions and recent trends are of limited value when looking more than five years into the future, they can help define a realistic development “envelope” of supportable development. Subsequent analysis should explore the potential for niche markets and enhancing market potential by leveraging proposed improvements to Southside.

Key Regional and City Economic Indicators

Population: The Hampton Roads Metropolitan Statistical Area (MSA) continues to experience substantial population growth, particularly in the suburbs. MSA population has increased from around 1.43 million in 1990 to approximately 1.56 million in 2000,

	2000 Population Estimates	Annual Growth Rate (1990 - 2000)
--	---------------------------------	--

Norfolk MSA:	1.57 M	0.90%
City of Norfolk:	0.23 M	-1.10%



Source: US Bureau of the Census; ERA

City as % of MSA

Population	234,403	14.9%
Households	86,210	14.9%
Per Capita Income	\$22,390	89.6%
Employment	145,489	21.2%

Source: US Census; Rosen Consulting Group; ERA



Ford's Norfolk Assembly Plant, located in the eastern part of the study area by Campostella Heights, is Norfolk's largest manufacturing employer and one of Hampton Roads' largest sources of property tax revenues. Opened in 1925 to build Ford's Model T, the Norfolk Plant has made nearly every type of vehicle badged with the automaker's blue oval. Nearly 1,000 F-150 pickups, one of the top-selling vehicles on American roads, roll off the production line each day.

Ford's jobs are among the most coveted in the region. United Auto Workers starting wages range from more than \$15 per hour — approximately equal to Hampton Roads' average manufacturing pay — to more than \$24 per hour. The plant contributes more than \$160 million a year to the regional economy, about \$250,000 a year to the United Way and more than \$150,000 annually to other charities. Ford's 350,000 square foot expansion is expected to add up to 200 new jobs and broaden plant output. Since the plant is landlocked, it faces the challenge of acquiring additional property.

a growth of 10.3 percent. Norfolk's population has declined by 9.7 percent since 1990, largely as a result of military downsizing. Its share of MSA population has declined from 18.3 percent in 1990 to 14.9 percent in 2000. Forecasts to 2010 suggest that the Norfolk metropolitan area population will increase to 1.72 million, with the City of Norfolk's share at 210,000, or 12.5 percent.

Household statistics reveal similar trends, with the Norfolk metropolitan area forecasted to increase its residential base from an estimated 571,000 at present to around 660,000 by 2010. Based on trends since 1990, the City's share of MSA households is forecast to continue to decline from around 15.1 percent at present to approximately 12.6 percent by 2010.

Employment: The Norfolk MSA employment base increased from 578,000 to 687,000 between 1991 and 2000, an increase of 18.9 percent. The most significant growth has occurred in the construction (32.6%), finance, insurance and real estate (30.6%), and services (36.0%) sectors. The City has experienced limited employment growth; employment has increased by less than one percent during last ten years, to 145,500 in 2000. Most City growth was in the trade sector, increasing by 11.4 percent to 12,128 from 1991 to 2000. Two city sectors have contracted: manufacturing down 11 percent to 12,505 jobs and trade down 4.4 percent to 29,411 jobs. Norfolk's unemployment rate continues to exceed that of the region and the nation, reaching 3.9 percent by April 2001.

Government employment is highly concentrated in Norfolk because of the large military presence. The metropolitan area has become less dependent on the military in recent years, as growth in other sectors has improved the economic balance. Still, the Department of Defense currently employs around 30 percent of the region's workers.

Norfolk's share of MSA industrial employment has been steadily declining, from 23.8 percent in 1991 to 20.3 percent in 2000. This is primarily due to green field site availability and suburban job growth generating demand for industrial space. The City

is forecasted to continue to lose ground to the suburbs as the MSA expands its job base. Assuming a standard pattern of development, forecast employment growth in the region will fuel demand for around 23.9 million square feet of industrial space through 2010 and 54.8 million square feet through 2020.

Key Economic Indicators - Southside Study Area

Southside has a population of around 7,400 and 2,600 households, representing 3.2 and 3.0 percent of the City of Norfolk respectively. Southside has an average household income of \$30,000, approximately 55 percent that of Norfolk and 45 percent of the MSA average. With approximately 7,300 employees, at present the study area has a 5 percent share of the City workforce.

Industrial Market - Regional Supply & Demand

During the three years between 1999 and 2001 around 8.8 million square feet of industrial space was absorbed in the Norfolk MSA. During the same period, the Norfolk industrial market experienced positive net absorption of approximately 1.3 million square feet or 15 percent of the regional market.

Southside is within the West Side/Midtown sub-market which accounts for approximately 27 percent of the Norfolk industrial market with a total inventory of 5.6 million square feet in actively marketed industrial parks. The sub-market has been stagnant during the past three years with modest negative absorption of approximately 83,000 square feet. Its 5.4 percent vacancy rates are the lowest in Norfolk but are up from 3.5 percent in 1999 and are largely responsible for the negative absorption.

The sub-market's excellent accessibility and central location suggest that it is capable of maintaining its share of forecast regional industrial growth, assuming the availability of suitable sites.

Industrial Market - Southside Study Area Activity

There has been no significant multi-tenant industrial market activity in Southside during the past three years. Industrial development has been limited to the recent \$375 million expansion of the Ford Motor Company plant. The plant is reportedly the most profitable Ford plant in the nation and employs 2,300 workers. Southside's proximity to I-264/464 represents a location advantage and the growth of Ford suggests that it could be capable of being marketed primarily as an auto-related industrial market building on Ford's success.

In a baseline scenario with no significant public sector involvement it is unlikely that Southside will penetrate the Norfolk multi-tenant industrial market to any significant degree. With significant public sector involvement in improving the marketability of Southside, however, it could capture up to five percent of the forecasted Norfolk industrial market growth.

Housing Market - Regional Supply & Demand

Single Family: Rapid population growth in the suburbs, particularly in Suffolk and Chesapeake, is fueling demand in the region. Substantial residential development during the past several years has outpaced demand, thus softening the market. Nevertheless, prices remained steady overall during 2001, but have fallen slightly in some of the less competitive areas. The softening of the market is illustrated by the number of permits issued in the MSA which fell from 7,000 during 1999 to 6,400 in 2000. The reduction in supply should allow the Norfolk market to absorb excess units. Approximately 1,100 building permits were issued in Norfolk between 1995 and 2000, which represents a capture rate of approximately 2.7 percent of the regional market.

Multiple Family: The rental apartment market has softened in Norfolk as the investment-grade vacancy rate rose from 4.4 percent in 1999 to 6.4 percent in 2000. This is significantly higher than a healthy stabilized vacancy rate of around 3 percent. However, overall rental vacancy rates remained stable during

2000, indicating stronger demand for mid to lower-end units. Approximately 400 units were constructed between 1995 and 2000, which represents a capture rate of around 5 percent of the regional market.

Housing Market - Southside Study Area Activity

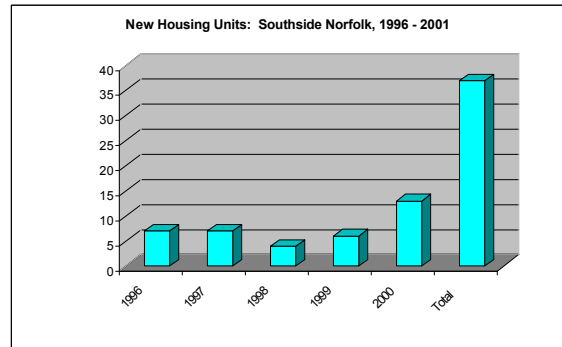
The study area has witnessed the construction of approximately 37 single family units between 1996 and 2000. There has been no new multiple family construction activity in Southside during the five-years between 1996 and 2000 which can be largely attributed to Norfolk Housing and Redevelopment Authority's emphasis on single-family units. Based on construction trends between 1996 and 2000, Southside has captured approximately 4 percent of the Norfolk single-family market. A substantially improved study area is capable of increasing its penetration of the residential market and tapping the multi-family market to the 10-year forecast horizon.

Retail Market

Study Area Retail Potential - Methodology

This study examines market support for a shopping center in Southside, including space for shoppers goods (general merchandise, home furnishings, apparel), convenience goods (supermarkets, drug stores, barber shops, dry cleaners, travel agencies) and eating and drinking establishments (restaurants, bars, and fast food establishments). The trade area approximates a five-minute drive time from the center of Southside. The retail market potential is established by examining expenditure potential from: 1) residents in the trade area, and 2) customers who reside outside the trade area but who are nearby workers, visitors, or regional residents drawn by a particular tenant.

The estimated market share of Southside is based upon evaluation of: the strength and mix of retailing within the trade area, the proximity of other retailing centers to the trade area, and



Source: City of Norfolk; ERA



Northeast corner of Wilson and Campostella Roads.

Southside residents envision a residentially diverse community that is both economically and socially connected to Downtown Norfolk.

the residents’ economic characteristics. Central city shopping centers will severely limit the market penetration of a potential center south of the Elizabeth River. Estimates of supportable space were developed for two potential locations for the shopping center: 1) on an interior or secondary street with poor access and visibility to inflow traffic, and 2) a more desirable and visible location on an arterial street, such as Campostella Road or Berkley Avenue.

Competitive Environment

Substantial competition exists within and adjacent to the trade area, such as Indian River and Westview Plaza to the east of Southside and the 7th and Lincoln Center in Portsmouth. Likewise, central city centers will severely limit the market penetration of a potential center south of the Elizabeth River.

Southside – Estimated Supportable Development 2001-2010

The objectives of this study were to estimate a reasonable “envelope” of supportable development over the next 10 years and to estimate the incremental development leveraged by improvements in the Southside study area.

Methodology

- Determine the existing market share of the study area for the residential and industrial uses in the metro area.
- Assess the competitiveness of the study area today.
- Determine the quantity of recent development activity the study area is capturing.
- Develop reasonable expectations for regional demand over the next 10 years.
- Forecast the future competitiveness of the study area.
- Estimate the quantity of supportable development by land use in a “Baseline” scenario without significant study area public improvements.
- Estimate the quantity of supportable residential and

- industrial development in a substantially improved study area with substantial public involvement in increasing the marketability of the area.
- Estimate the quantity of retail development capable of being supported trade area residents and inflow trade in both the interior and arterial location scenarios.

Supportable Residential and Industrial Development

The table below presents the derivation and findings of the supportable development analysis. The table reveals that the 10-year estimates in both the baseline and improved study area scenarios are modest primarily due to the limited residential and industrial market activity during the periods analyzed. Nevertheless, the table also reveals that Southside is capable of benefiting from improvements such as beautification, additional facilities, functional improvements and other public and private investments.

Supportable Retail Center Size and Composition

The following table summarizes the derivation of supportable retail space estimates in both interior/collector street and arterial road location scenarios. The table reveals that the market is capable of supporting one shopping center of between 50,000 and 60,000 square feet depending on the location characteristics of the center. This would be comprised of approximately 11,000 – 12,000 square feet of general merchandise (shoppers goods) stores, a 30,000 – 40,000 square foot supermarket/drug store and 5,000– 6,000 square feet of space devoted to eating and drinking establishments.

Estimates of Supportable Development: Baseline and Improved Study Area Scenarios, 2001 - 2010

	Industrial	Residential	
		Single Family	Multi-Family
Recent Norfolk Market Activity ⁽¹⁾	N/A	900	339
Recent Study Area Activity as % of Norfolk	N/A	4.0%	0.0%
MSA Market Demand 2001 - 2010 (Sq. Ft.)	23,942,603	N/A	N/A
Norfolk Demand as % of MSA 2001 - 2010	15.2%	N/A	N/A
Norfolk Market Demand 2001 - 2010	3,628,901	1,800	678
Baseline Scenario			
Study Area % Capture of Norfolk Market	0.0%	4.0%	4.0%
Baseline Study Area Demand Potential	0	70	30
Land Required (Acres)	0.0	8.8	1.5
Average FAR/Units Per Acre	0.25	8.0	20
Improved Study Area Scenario			
Study Area % Capture of Norfolk Market	5.0%	7.0%	7.0%
Improved Study Area Demand Potential	181,445	130	50
Land Required (Acres)	16.7	16.3	2.5
Average FAR/Units Per Acre	0.25	8.0	20

(1) Based on residential construction 1996 - 2000.

Source: City of Norfolk; CACI; Economics Research Associates

Supportable Retail Space, Southside Study Area, 2005

Retail Category	Expenditure Potential	Capture Rates	Inflow		Productivity/ Sq. Ft. (1)	Supportable Space	
			Interior	Arterial		Interior	Arterial
General Merchandise (2)	\$25,268,057	10.0%	10%	20%	\$250	11,230	12,634
Convenience (3)	\$54,868,241	15.0%	10%	20%	\$280	32,660	36,742
Meals and Beverages	\$16,066,809	10.0%	10%	20%	\$350	5,101	5,738
Total	\$ 96,203,107	N/A	N/A	N/A	N/A	48,990	55,114

(1) Based on 2002 Mid-Atlantic averages from International Council of Shopping Centers' Monthly Mall Merchandise Index.

(2) General merchandise includes general merchandise stores, apparel stores, and furniture stores.

(3) Convenience includes groceries, personal services, stationery, drugs/sundries, books and magazines, and tobacco.

Source: CACI Information Systems; Economics Research Associates



Opportunities exist to redevelop the former Tucker Elementary School site for recreation uses.



Steamboat Creek Bridge is currently closed to vehicular and pedestrian traffic.

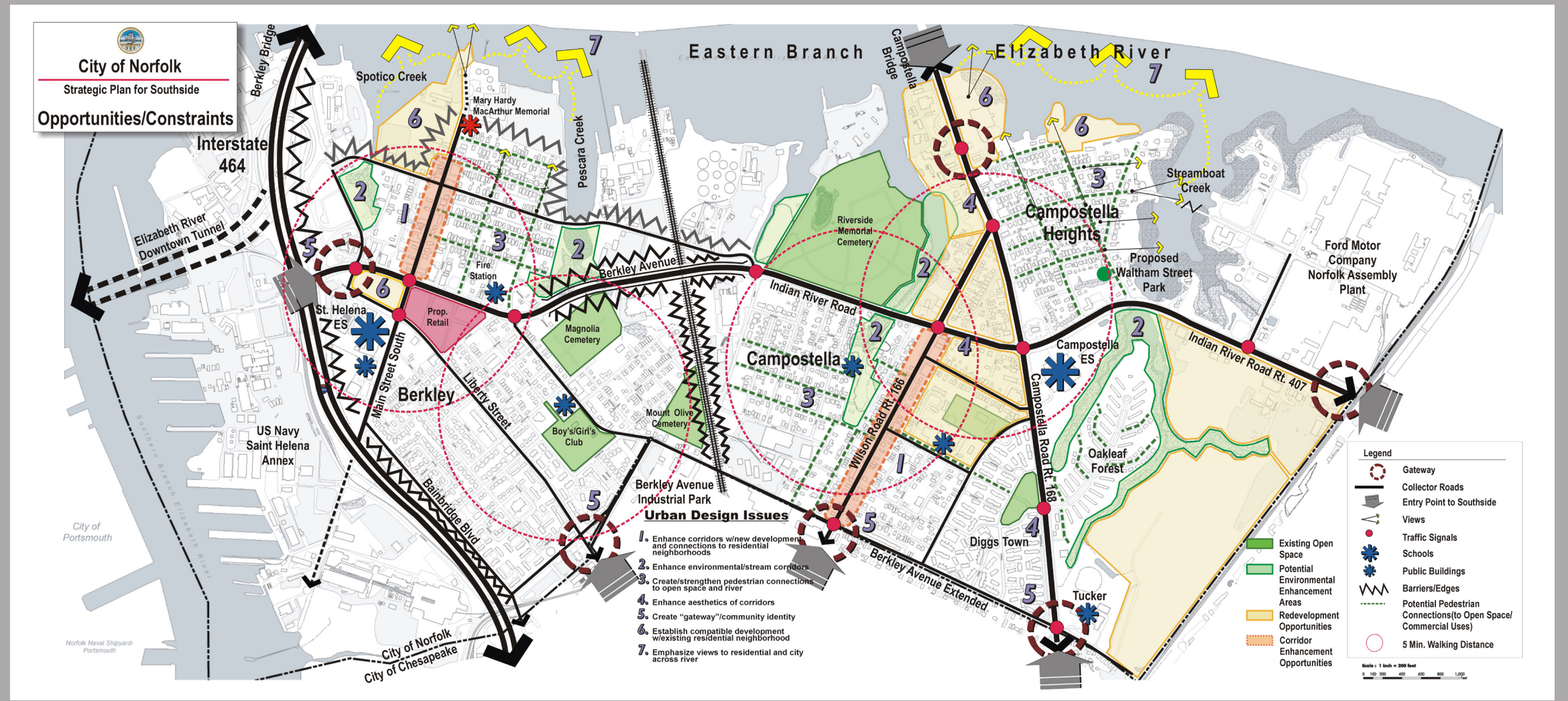


Gideon's Plaza has waterfront frontage and is a visible "front door" property to the community.

2.7 Opportunities

After interviewing stakeholders and analyzing the existing land use, housing conditions, zoning, and urban design conditions of the Southside study area, the following opportunities for development and enhancement of the area emerged:

- 1) Enhance corridors with new development and connections to residential neighborhoods.
 - Improve retail on the Campostella Road corridor.
- 2) Emphasize visual connections to Downtown Norfolk and to residential neighborhoods across the water.
 - Re-establish South Main Street as the area's "main street."
 - Public park on waterfront.
- 3) Enhance environmental and stream corridors.
 - Demolish the damaged Springfield Road Bridge.
- 4) Create new recreation opportunities and strengthen existing pedestrian connections to open space and the water.
 - Recreation opportunities in Berkley include expanding the area around the Berkley Neighborhood Center and St. Helena Elementary School to include additional open space parcels.
 - Recreation opportunities in Campostella include redeveloping the former Tucker School Site in the south-west portion of the landfill and redeveloping the landfill site with passive recreation.
 - In the Campostella Heights area, there is an opportunity to build a playground by Waltham Street; likewise, a waterfront park would allow fishing and other uses to continue.
- 5) Enhance the aesthetics of key transportation corridors and neighborhoods.
 - Prepare design guidelines and streetscape standards for the Campostella corridor.
 - Enhance the commercial and residential uses along Wilson Road.
 - Study the eligibility and potentially nominate Campostella Heights and the Hardy Field portion of Berkley as historic districts.
 - Redevelop the junk yards off of Indian River Road in the eastern portion of the study area.
- 6) Develop gateways at strategically located parcels to strengthen community identity and create a visible "front door" to the community.
 - Create an urban village between Indian River Road, South Main Street, Liberty Street, and Berkley Avenue. This urban village should include neighborhood-scale retail uses like a grocery store, pharmacy, uniform store, and gym.
 - Capitalize on the triangular parcel of land between Campostella Road, Wilson Road, and Indian River Road – possible opportunity site for a small park/open space and enhanced residential neighborhood.
 - Develop Gideon's Plaza into waterfront residential development.
- 7) Ensure that new development is compatible with existing residential neighborhoods.
 - Capitalize on larger-scale infill development opportunities in Berkley, such as on vacant federally owned property and under utilized City-owned property near the waterfront. Berkley also offers smaller-scale residential infill opportunities in many of the neighborhoods.
 - Investigate St.. Helena Annex as future redevelopment site.
 - Develop a Conservation Plan for Campostella.



Opportunities and Constraints Map

Likes:

- larger commercial areas
- small retail at Gideon's property
- commercial in Berkley

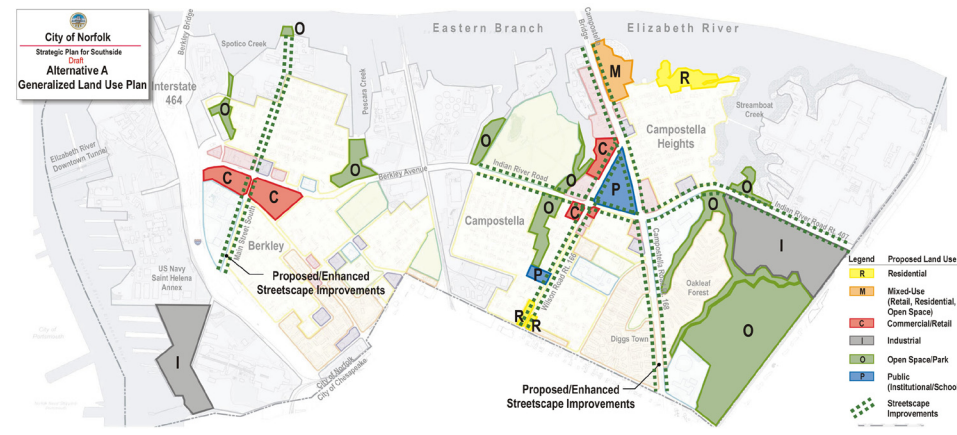
Likes:

- residential development in Hardy Field
- mixed-use at waterfront
- commercial at Gideon's property
- residential along Main Street South
- utilization of waterfront

Likes:

- residential development in Campostella
- size and location of open space
- open space on Main Street South

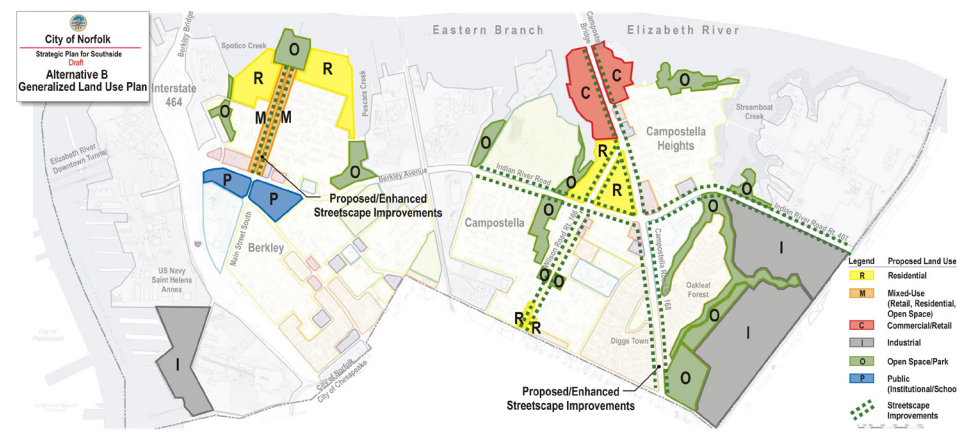
Alternative A



Dislikes:

- too much open space
- lack of public space on west side
- mixed use at Gideon's property
- 'wasted' open space along Rt. 464

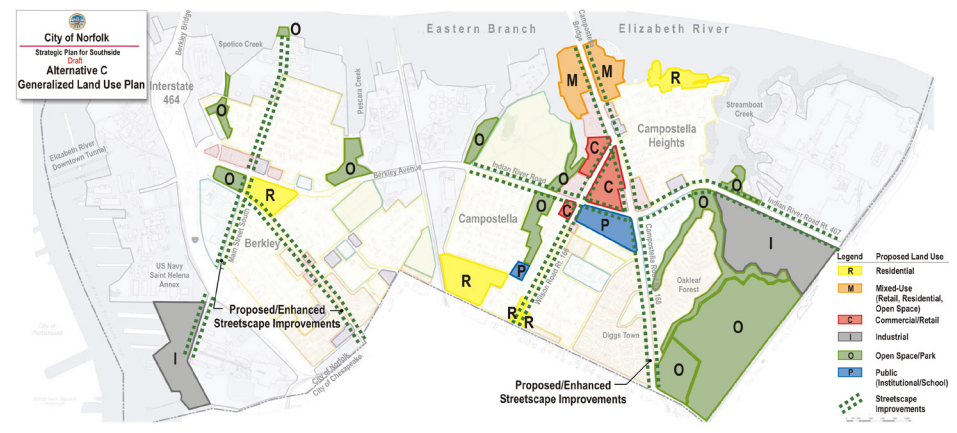
Alternative B



Dislikes:

- use of industrial activity on landfill
- prefer commercial location in Alt. A
- excess of open space as attractive downside
- too much industrial usage
- re-location of grocery store from Berkley

Alternative C



Dislikes:

- open space at Berkley too small
- location of commercial on 'Triangle'
- location of commercial sites

Land Use Alternatives

2.8 Public Workshops

On the evening of April 25, 2002, a workshop was held at the Campostella Elementary School. The purpose of this public workshop was to present the study findings and solicit input from the public.

During the workshop, the consultant team presented an analysis of existing conditions and opportunities in the area. Then workshop participants composed individual vision statements for what they wanted the area to be like in the future. These individual statements were analyzed and synthesized into a consolidated vision statement, as such:

Southside residents envision a residentially diverse community that is both economically and socially connected to Downtown Norfolk; A community that has the infrastructure and services needed to support and attract residential and commercial redevelopment; a community that has good schools, convenient access to commercial services, and sufficient recreation areas; a community that utilizes its waterfront for residential and commercial development; and a community that will be well positioned in the future.

Next, the stakeholders divided into break-out groups and brainstormed about:

- what they liked about the area
- what they did not like about the area
- what they would change about the area

The strengths of Southside include:

- the waterfront
- its prime location in the region
- major industries
- active communities and civic leagues
- low-density residential neighborhoods

The weaknesses of Southside include:

- lack of a grocery store and retail services
- few recreation opportunities
- reduced police presence
- poor property upkeep and code enforcement
- poor perception and pockets of negative activity

Aspects that could be improved and/or added to Southside include:

- safe, central outdoor recreation
- day care facilities
- commercial center/town center
- landscaping and lighting
- improved environmental conditions

On the evening of August 8, 2002, the consultant team presented three land use alternatives for discussion and comments at Workshop #2, as shown on the opposite page with the public's 'likes/dislikes' of each alternative. In addition the citizens offered general comments of improvements, additions or concerns for their neighborhoods:

- a need for centrally located commercial uses
- ensured transportation to community facilities
- elimination of junk yards
- police present or close to commercial location
- bank and pharmacy in commercial area for "one stop shopping"
- safety of children at major intersections
- a need for middle school facility
- poor vehicular circulation exists at Gideon's property
- a stronger educational presence in community



The consultants presented an analysis of existing conditions.



The stakeholders asked questions and offered input about the study findings.



A resident reports back to the audience after the break-out session.

KEY ISSUES

- ✍ Enhance corridors w/ development & connections to neighborhoods
- ✍ Promote Residential Infill
- ✍ Enhance stream corridors and strengthen pedestrian connections to the waterfront
- ✍ Emphasize visual connections to Downtown
- ✍ Enhance aesthetics of key transportation corridors
- ✍ Establish compatible development w/ existing residential
- ✍ Create “gateways” / community identity



EDAW

VISIONING WORKSHOP FEEDBACK

- | | |
|--|--|
| <ul style="list-style-type: none"> ✍ Strengths of Southside <ul style="list-style-type: none"> • Waterfront • Prime location in the Region • Major industries • Active communities and civic leagues • Low density residential zoning | <ul style="list-style-type: none"> ✍ Weaknesses of Southside <ul style="list-style-type: none"> • Lack of grocery store and neighborhood services • Few recreation opportunities • Perceived, reduced police presence • Poor property upkeep • Pockets of negative activity |
|--|--|

EDAW

FEEDBACK ON ALTERNATIVES



- Elements to include in Final Plan**
- ✍ Commercial on Berkley Site
 - ✍ Mixed-use on Main Street and Waterfront
 - ✍ Residential on Hardy Field
 - ✍ Improve Wilson Road Corridor (Residential and Commercial Areas)
 - ✍ Streetscape Improvements
 - ✍ Pedestrian Safety Improvements
 - ✍ Public Access to Waterfront
 - ✍ Improved Education Facilities
 - ✍ Recreation Opportunities

EDAW

MARKET SUMMARY

Supportable Development (2003 to 2010) within the Southside Study Area

Land Use	Range	
	Low	High
Residential	100 units	180 units
Industrial	0 square feet	180,000 square feet
Retail*	49,000 square feet	55,000 square feet

*Supportable retail space projections are through the year 2005.

EDAW

DRAFT STRATEGIC PLAN

- ✍ Strategic Plan provides both a near term and long term vision
- ✍ Implementation Strategies Focus on Near Term Actions



Near Term Strategic Plan



Long Term Strategic Plan

EDAW

COMMUNITY WORKSESSION

- ✍ Break into Groups
- ✍ Discuss the Following Questions:
 - What do you like about the plan?
 - What do you not like about the plan and would like to see changed?
 - What are your top three priorities?

EDAW

Workshop #3 - Draft Strategic Plan

The preferred alternative was developed based on the following key steps:

- Input received during the public workshop on August 8, 2002
- Further technical analysis of the area including market analysis input and testing the feasibility of the opportunity sites for the various uses
- Additional meeting and discussions with City representatives and key stakeholders to confirm the preferred plan.

Based on these factors, the draft plan was prepared and presented to the community on July 15, 2003.

The following is a list of comments, concerns and questions raised during Workshop #3.

Priorities:

- shopping Center in Berkley
- celebrate history and preserve character
- develop design guidelines for pedestrian areas
- parks/environment/beautification of pedestrian areas
- ensure multi-family developments are quality buildings
- upgrade community playgrounds
- increase home ownership
- remove and replace poor quality buildings on Wilson Road
- increase police presence
- new homes should be compatible with existing neighborhoods in size and architectural character
- commercial areas should invest in site beautification
- new resource center
- develop partnerships with local businesses and rental owners
- enhance aesthetic of key transportation corridors
- improve infrastructure and drainage structures in neighborhoods

Concerns/Issues:

- can homes and apartments co-exist?
- can homes and community shops be intermixed?
- what are the current actions by City Council?
- should there be parking on Wilson Road?
- look at Campostella area holistically to include areas of development for residential and commercial uses
- remove and replace poor quality buildings on Wilson Road
- pedestrian safety issues at Indian River and Campos-tella
- who will implement the plan?
- how will change to Wilson Road impact traffic, particularly truck traffic?
- when will the Berkley Commercial center be constructed?
- what is the status of the community resource centers?



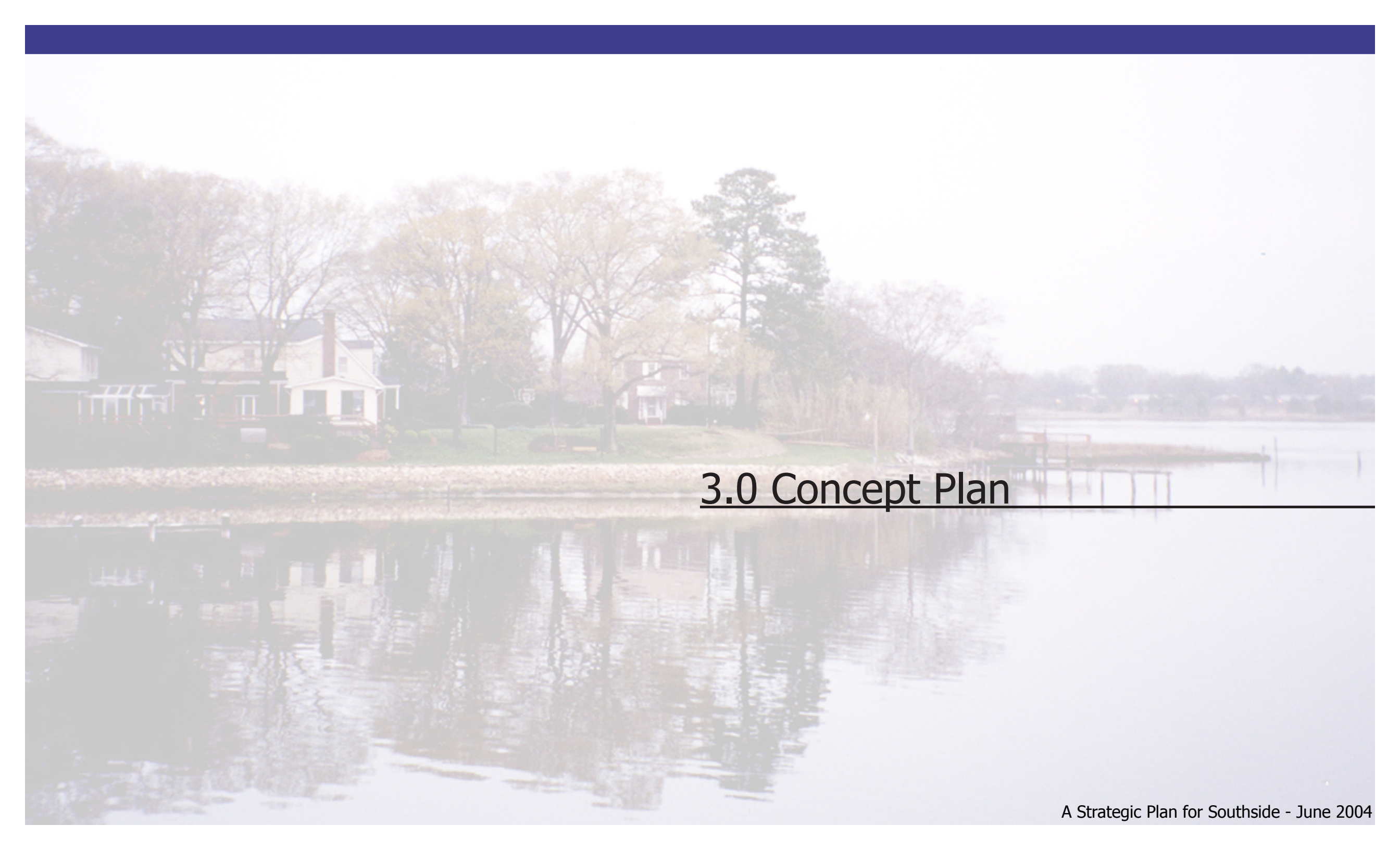
Berkley Shopping Center Site.



Blighted structures along Wilson Road.



Playground equipment at Hough Street Park.

A photograph of a waterfront scene. In the background, there are several houses, including a prominent two-story yellow house with a red roof and a chimney. The houses are surrounded by trees with yellow and orange autumn foliage. In the foreground, there is a body of water reflecting the scene. A wooden pier or dock extends into the water on the right side. The text "3.0 Concept Plan" is overlaid in the center of the image.

3.0 Concept Plan



Near Term Plan

3.0 Concept Plan

3.1 Strategic Plan Overview

The plan for Norfolk Southside identifies a number of strategies for revitalizing the Southside neighborhoods. These strategies have been developed for each of the areas within Southside including Berkley, Campostella and Campostella Heights. The following section provides details for each of these area plans. Since this is a long-term strategy for the revitalization of the neighborhoods, it is important to have some overall guidance for redevelopment. This guidance will help ensure as specifics for each project are developed, the City can review and evaluate the plans based on these guiding principles.

The guiding principles are as follows:

Build Strong Communities

- create places to live, work and play
- preserve the best of what is already there
- take advantage of opportunities for in fill construction
- provide a range of housing types and mixed-use development

Develop Distinct Character

- take into account the history and culture when designing new areas
- respect the existing built and natural environment
- create pedestrian friendly environments
- create attractive and comfortable public gathering areas
- incorporate art into public spaces and new developments

Promote Greenway and Trail Development

- trails and greenways are recognized for their environmental, recreation and aesthetic value

- take advantage of the existing stream corridors within the Southside area to create high quality greenways leading to the River
- provide a trail system through the greenways and along the Elizabeth River, where possible
- connect the existing neighborhoods with the trail system

Build Public / Private Partnerships

- the Public and Private sector should work closely together in redeveloping key parcels
- the Public sector should provide guidance in how each parcel fits into the long term vision
- the Public sector should help the private sector through the approval process

Provide Access and Transportation

- maintain the strong network of roads, sidewalks and public transportation
- look for ways to provide public transportation access between the neighborhoods in Southside



Architectural character can be found in the Campostella Heights neighborhood.



NRHA has a number of homes under construction following a pattern book of styles and architectural details.



A new home completed by NRHA.



Axonometric of Spotico Creek

- Multi-Family Units
- Townhouses
- Commercial Development
- Single Family Lots
- Streetscape Improvements

Spotico Creek/Main Street Focus Area



3.2 Berkley

This focus area centers around the Hardy Field/North Berkley area, which is bordered by the eastern branch of the Elizabeth River on the north, Pescara Creek on the east, Indian River Road on the south, and State Street on the west. This area is currently a mix of uses that reflect the waterfront's use for industrial activities, and South Main Street which is a mix of residential uses with a couple commercial uses and churches. This area which includes both residential and industrial zoning is characteristic of portions of the Southside area where industrial uses are directly abutting residential properties. The area that has been identified for redevelopment includes approximately 32 acres of undeveloped residential property and several parcels poorly maintained and vacant industrial property including the parcels on both the east and west side of Spotico Creek.

Spotico Creek

The primary strategy for this area is to create a high-quality waterfront neighborhood. This development concept builds on the area's history as the main street for Southside and the connection to Downtown Norfolk. The concept includes redeveloping some of the properties west of South Main Street and providing buffering around the existing industrial uses east of South Main Street. The area west of South Main Street includes the properties around Spotico Creek.

The concept proposes to create a focal point for the area by creating a small waterfront park at the northern terminus of South Main Street. A small amount of supporting commercial buildings located by the new waterfront park would reinforce the area as a waterfront destination. These buildings would total approximately 10,000-15,000 square feet and could include a restaurant and water-related retail uses.

The concept proposes to build on the strengths of the existing neighborhood by creating new residential development in the undeveloped or under-developed blocks north of the neighborhood. The western bank of Spotico Creek should be developed as multi-family residential, with approximately 75 condominium units. These units should be sited to face the water and could include some marina development. On the eastern bank of Spotico Creek, the waterfront area could be developed with approximately 45 townhouse units. These units would be clustered with parking on the interior; thereby providing waterfront area for public access while still affording the residents views of the water and Downtown Norfolk.

To the south and east of this townhouse development, approximately sixty single-family residential units could be added. These new houses would expand on the existing single-family neighborhood to the south. In the blocks that have existing housing, the City and NRHA could infill with new houses, on a lot-by-lot basis. To the east of South Main Street, the recommendations propose to add approximately forty single-family residential units in the northwestern blocks.

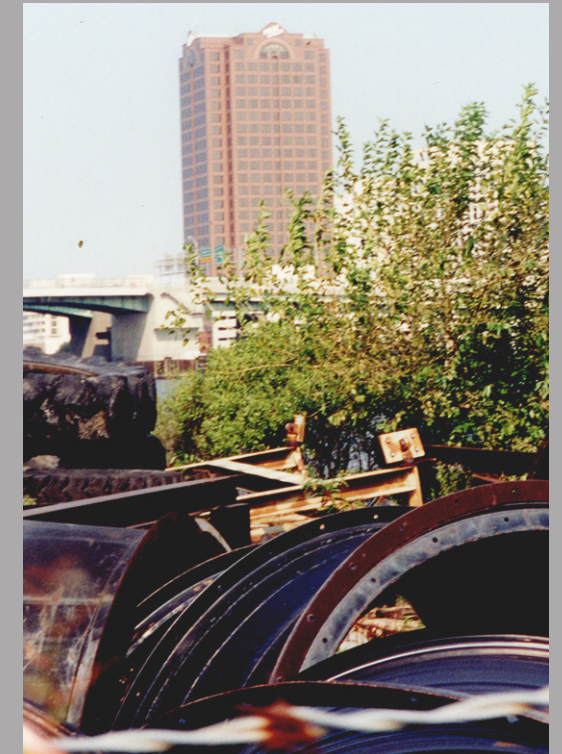
These recommendations enhance the focus area's waterfront location by making the water accessible to area residents and visitors. Likewise, the design proposes a continuous public park along the waterfront to include and established walkway.

South Main Street

By creating an attractive destination at the waterfront, the recommendations further entice people from the greater Southside area to walk to the waterfront. The existing streetscape along South Main Street between Berkley Commercial Center and the waterfront should be supplemented with additional trees and street furniture, such as benches, trash receptacles, landscaping, and crosswalks. The streetscape should enhance the historic "main street" character and create a friendly pedestrian environment.



Spotico Creek redevelopment site on South Main Street.



Stockpile material located on the proposed development site at Spotico Creek.



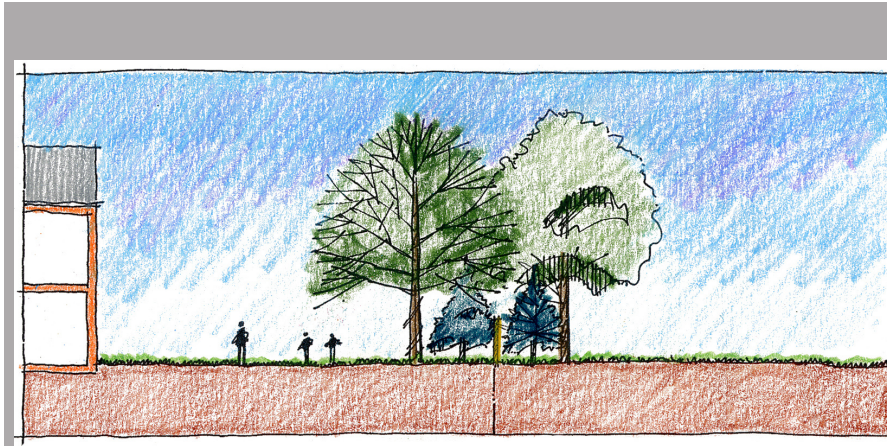
East of South Main Street

Because this area is anticipated to continue to be industrial, the strategy for these properties is to look for ways to buffer the industrial uses from the residential uses. This buffering could include a combination of fencing and planting or mounding of soil in some cases where there is adequate room. The City should work closely with the land owners to implement buffering improvements particularly along South Main Street, behind the houses on the north side of Bellany Avenue and along Fauquier Street.

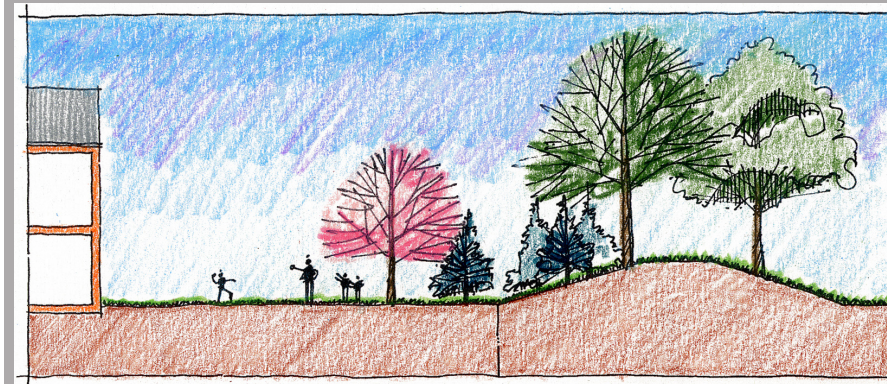
Berkley Commercial Center

This focus area, currently vacant land, has been consolidated and purchased by the City and is ready for development. The 10.5 acre site is flat and contains few trees. The surrounding uses include commercial uses to the north, residential to the east, school and community facilities to the south, and I-464 to the west.

The primary concept for this area is to develop a commercial town center. This center could have approximately 80,000 square feet of retail space, dispersed among a few buildings. Possible retail uses include grocery store, pharmacy, food establishment, and other neighborhood retail. Pedestrian improvements should be provided to ensure easy access to Berkley Avenue, South Main Street and Liberty Avenue.



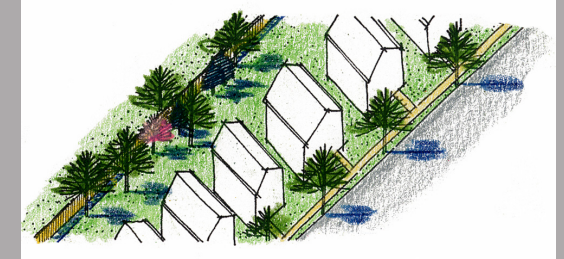
Section of Typical Screen Fence



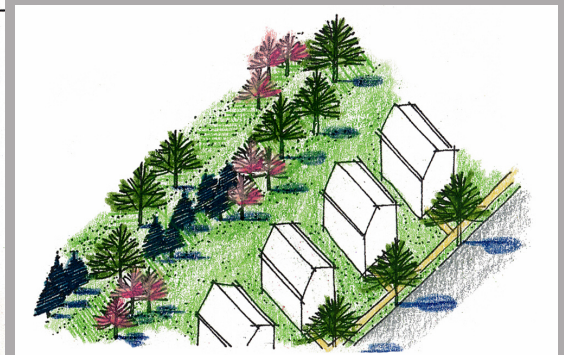
Section of Typical Berm



Perspective Looking North on Fauquier



Axonometric of Fence



Axonometric of Berm



View Looking north along Fauquier from Indian River.

New Development Opportunities

Residential Area

Campostella Infill



3.3 Campostella

The Campostella neighborhood generally lies south of Indian River Road and East of Campostella Road. This area, unlike Berkley and Campostella Heights does not have any waterfront land and is generally residential with some commercial uses along Wilson Road and Campostella Road. The plan and strategy for this area includes four major initiatives:

- improvements to the existing residential through infill and renovation programs
- improvements to Wilson Road
- gateway improvements
- open space improvements along the stream corridor that links to the Eastern Branch of the Elizabeth River.

Residential Areas

Working closely with the City and NRHA, the neighborhood and property owners should implement a plan of improving the existing residential properties, focusing on code enforcement and building new housing as appropriate on the vacant parcels. This reinforcement of the residential will help to strengthen this neighborhood.

Open Space

The open space improvements would include general clean up and planting of the existing drainage area that feeds the Indian River Creek. In addition, a walking trail should be provided that would link the existing Campostella Neighborhoods across Indian River Road to the Indian River Creek. This would provide Campostella with a link to the Elizabeth River.



Vacant/open parcels offer opportunities for new construction in the Campostella neighborhood.



Wetlands in the Campostella neighborhood.



Campostella Recreation Center wetlands trail.

Wilson Road

A key element for the Campostella neighborhood is the Wilson Road Corridor. This corridor has been partially improved as part of a VDOT project, but the areas south of Indian River Road have seen little investment in recent years. The plan for this area is to create a stronger residential boulevard by improving the streetscape, and encouraging development of residential uses along the corridor while maintaining the existing street width. In addition, the block at the south end of Wilson Road includes several existing commercial establishments that should be improved and complemented with other small neighborhood serving uses. This would create a small neighborhood commercial center near the border between Norfolk and Chesapeake.

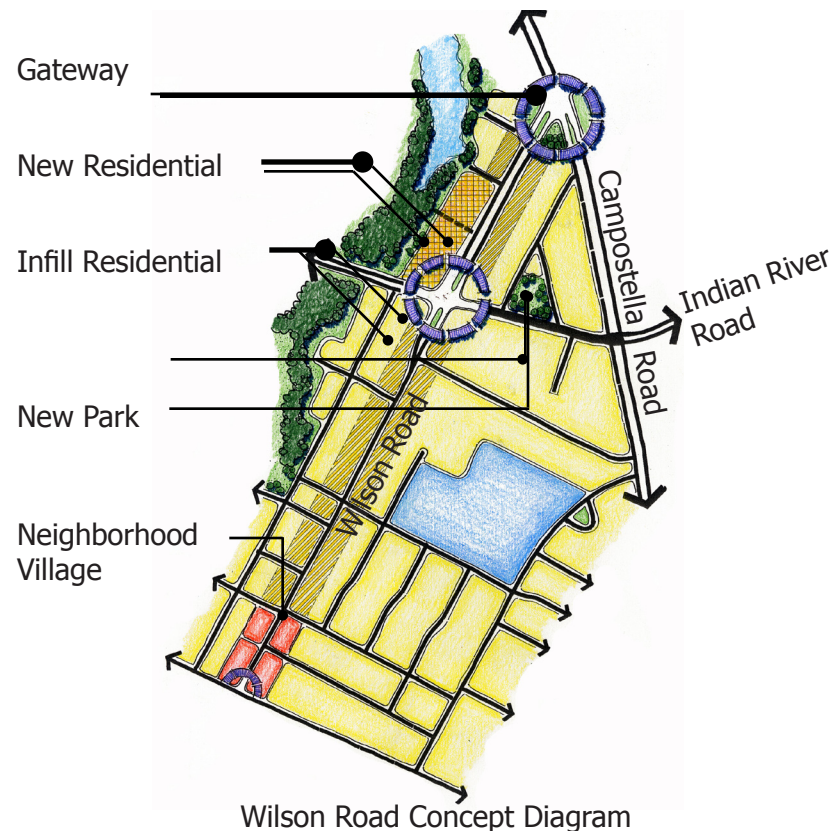
The plan recommends re-striping Wilson Road allowing for two travel lanes and an additional lane for parallel parking. This recommendation will require additional traffic analysis studies. The plan also recommends significant residential infill to occur within the corridor to re-establish the framework and neighborhood character. Wilson Road is further described in section 3.6 Pedestrian Issues/Transportation within the Truck Traffic section.



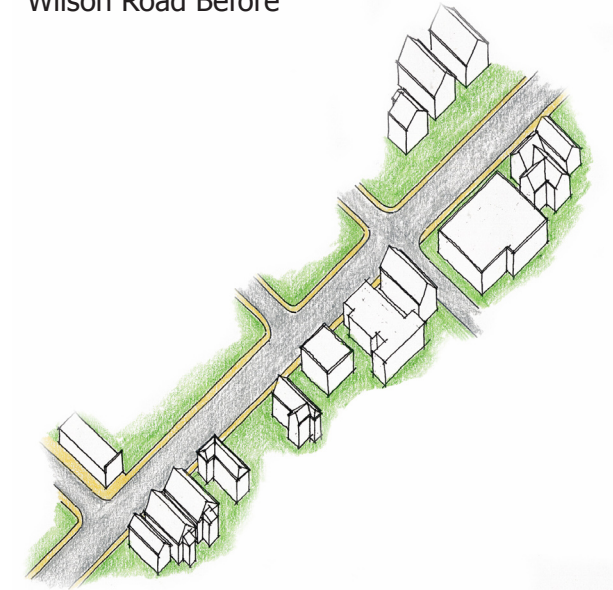
Perspective of Wilson Road Looking North

Gateways

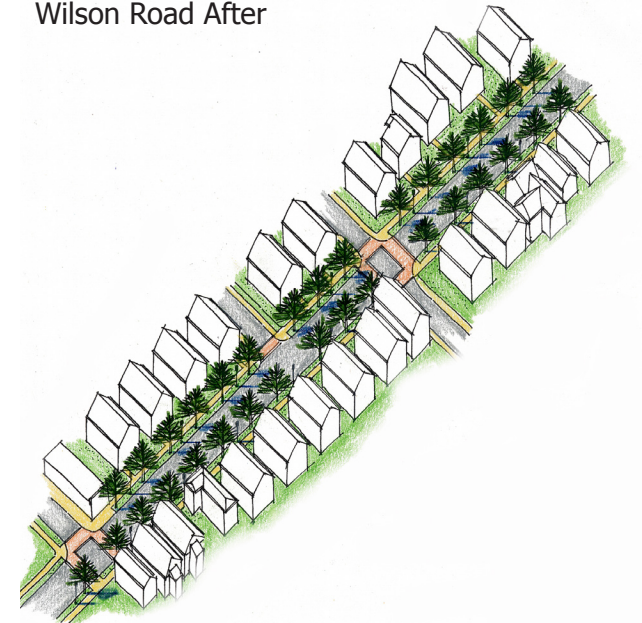
As part of the streetscape improvements to Wilson Road, improvements should be made to the neighborhood gateways at the intersections of Campostella Road and Wilson Road and Indian River Road and Wilson Road. The Campostella Road Gateway area includes an existing billboard. This billboard should be removed and a small park with planting and a new community park sign should be provided in this location. This change will create a new image for this entrance into Campostella and Campostella Heights. At the intersection of Wilson Road and Indian River Road where the street narrows back to a two-lane street, a similar gateway of planting and signage should be implemented. This gateway will help identify Wilson Road as an important street within the neighborhood.



Wilson Road Before



Wilson Road After





3.4 Campostella Heights

Campostella Bridge

This focus area is located at the southern end of the Campostella Bridge and is bordered by the eastern branch of the Elizabeth River on the north and east, and by Arlington Avenue on the south. Gideon's Plaza shopping center dominates the eastern parcel and water-related industrial uses are located on the western parcel. There are approximately thirteen acres east of the bridge within this focus area. Historically, the area by Gideon's Plaza contained a marina and a beach front.

The primary development concept for this area is to create a waterfront residential area with supporting commercial uses, including small service, restaurant, and convenience retail. This area should become a destination as well as a recreation amenity for Southside.

On the east side of Campostella Bridge, the area would be developed for multi-family residential, with associated water-related retail and recreation uses. A combination of condominiums and multi-family units could be built on the property with a number of units facing the waterfront. Approximately 10,000-15,000 square feet of commercial space, including restaurant and water-related retail, could be added to the site. The proposed commercial buildings are intended to be one to two story, typically with minimal office or residential space above. A marina could be built to augment the recreation amenities of the area.

It is recommended that the Arlington Avenue development site focus on the development of single family detached residential.

Indian River Industrial

This area currently contains a mix of junk yards and manufacturing uses. It is bordered by Indian River Road to the north,

the Chesapeake City line to the east, the landfill to the south, and Oakleaf Forest housing development to the west. This area, which is directly across Indian River Road from the Ford plant, is considered to be an eyesore and a threat to the area's water system. The area offers approximately 36.5 acres of redevelopable land.

The primary concept for this area is to create a supplier park to support Ford Motor Company's operations. The area can accommodate up to 450,000 square feet of flex office, manufacturing, and heavy commercial space. The space could be divided among a few larger buildings or in a complex of multiple smaller facilities, depending on the needs of the potential users.

This area abuts a critical environmental area; therefore, the development scheme proposes to increase the vegetative buffer, to maintain the integrity of the wetlands.

Tucker School/Landfill

This area contains a former city landfill that has been capped. It is bordered by the junk yards on the north, the Chesapeake City line on the east and southeast, the former Tucker Elementary School on the southwest, and the Oakleaf Forest housing development on the west. The area has a varied topography, which offers long views of Downtown Norfolk to the northwest and Steamboat Creek, as well as views to and from the surrounding neighborhoods.

The concept for this area is to develop the landfill as a passive recreation area with an overlook near the high point of the landfill. On the Tucker School site, the building could be demolished and this flat area would be developed into a community park and recreation area for the Southside residents with parking for the users of the site. An option may be to keep the building and reuse it for community facilities.



The Arlington Avenue development site.



The landfill as seen from the Tucker School site.



Industrial uses along the southern side of Indian River Road across from the Ford Plant.

Light Industrial/Flex Tech

Oakleaf Forest

Indian River Rd.

Indian River Industrial





Illustration Depicting Removal of Tucker Facility and Reconfiguring Multi-Use Fields

Connections to Open Space Network

Passive Walking Paths

Multi-Use Play Fields

Retain Facility for Community Center Uses

Tucker School Site

base map



Long Term Plan

3.5 Long Term Improvements

Schools

As part of the Southside school study and recommendations, the three existing schools in Southside are proposed to be improved in the near term. These improvements include modernizing the three existing Southside school facilities to new school standards for physical condition and educational program, providing after-school programs for adults and students and providing recreational facilities for adults and students. The results of the Southside School Study indicate that the anticipated middle school population would range from 369 to 440 students. This size would not be cost effective. The study recommends that further analysis be prepared to determine the potential to attract students from other areas and to determine the cost for a new school facility. The study also indicates that in the longer term, there should be additional analysis performed to determine the need for a new middle school on the Southside. As part of the overall Southside Strategic Plan, a potential site has been identified for developing a middle school. This site is the property south of Indian River Road and west of Campostella Road, including the existing Campostella/Berkley Early Education Center. Since a middle school requires a regular shaped site of 10 to 15 acres, this site offers one of the few areas that could provide the necessary acreage and access for a school. This site would also help create a pair of schools in a campus environment.

Open Space

Two objectives and principles of the plan are to connect residents to the waterfront and to enhance stream corridors. In places where Southside's creeks meet the land, stream corridors and other wetland areas exist. However, these areas tend to be overgrown, unmaintained and largely forgotten. Many streets terminate at the environmental corridors and houses literally "turn their backs" to them. Therefore, the plan proposes to create an open space network by connecting communities to the existing stream corridors with new hiking and biking trails.

Before trail construction can ensue, the wetlands and environmentally sensitive areas should be improved. These restoration and cleanup activities could be conducted in partnership with local schools and environmental organizations.

Public access to waterfront can also be facilitated with the construction of boardwalks on waterfront around Hardy Field and Gideon's Plaza. These boardwalks would be constructed in conjunction with the respective residential and mixed-use developments proposed for the focus areas. The boardwalks would augment the activities planned for this area and connect into the broader open space network proposed for the Southside area.

Additional Development Sites

Three other areas are identified as potential locations for long-term development. These are the site to the west of Campostella Bridge, the area to the west of Berkley Commercial Center and the St. Helena Annex Site. The Campostella Bridge west site offers the opportunity to continue the residential and supporting commercial development that is proposed to the east. This site would extend the waterfront development and waterfront open space to the west and could link with the Campostella open space improvements along Indian River Creek. The St. Helena Annex site is well located at the southern end of South Main Street adjacent to the Southern Branch of the Elizabeth River. This site offers both good access and deep water port access. Most uses surrounding this site are water dependant uses including boat repair operations. This site offers opportunity to relocate use(s) from the Elizabeth River along the northern edge of the Southside study area. In the long run this area will likely remain a water dependant, industrial area and development of the St. Helena Annex site should complement these industrial uses.

The Berkley Commercial Center would be an extension of the commercial center to the east. This area would allow for additional commercial development to complement the uses planned to the east.



St. Helena Elementary School.



Proposed waterfront trail location at Gideon's development site.



Existing conditions at the Campostella Bridge west site.



Commercial

Berkley Commercial
Center West

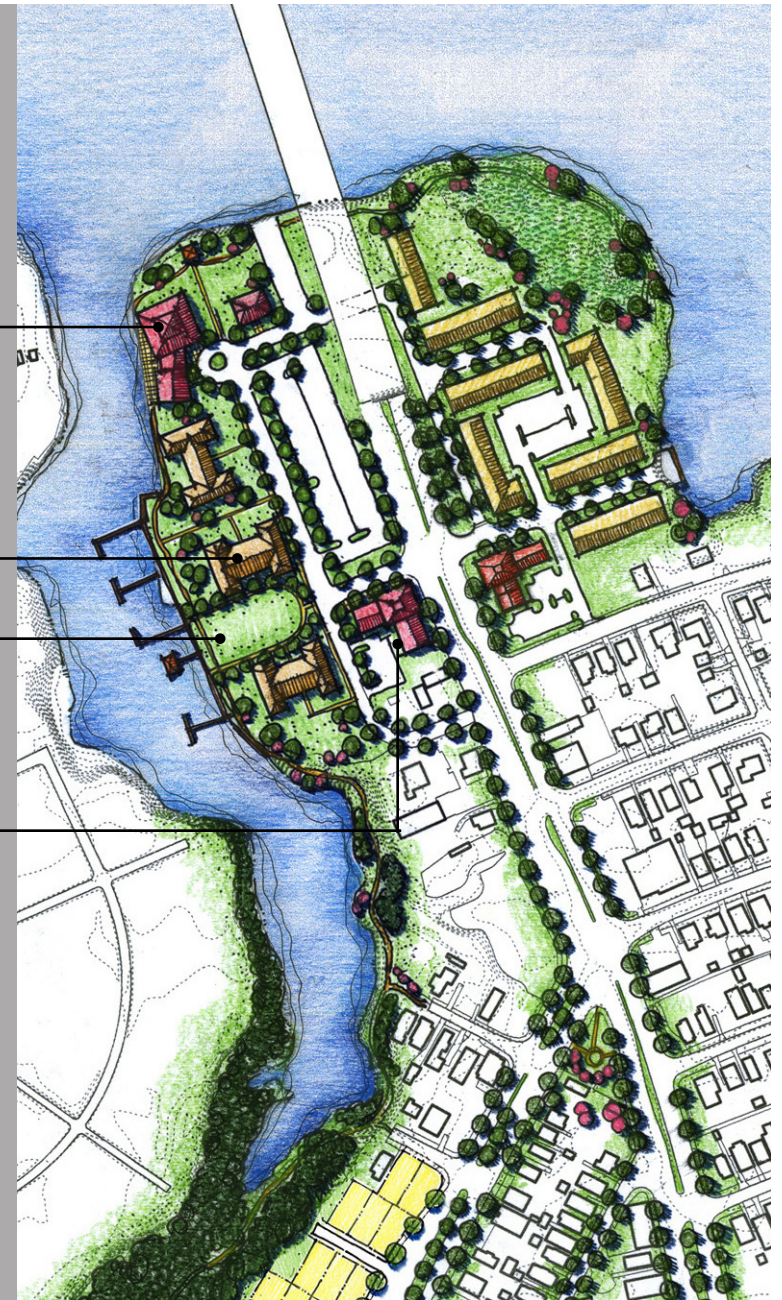
Berkley Commercial Center West

Commercial

Multi-Family

Open Green

Commercial



Campostella Bridge West



- Drop Off
- Potential Middle School
- Existing Church to Remain
- Athletic Fields
- Single Family Lots

Potential Southside Middle School Location In Campostella

3.6 Pedestrian Issues

NEAR TERM

The Southside area accommodates pedestrian activity with extensive sidewalk coverage throughout the individual neighborhoods. There are intermittent locations within the neighborhoods where segments of the sidewalk are missing. In a few areas, sidewalk repairs are necessary while some segments are too narrow to accommodate heavier pedestrian traffic. However, while the sidewalk network is sufficient, the connectivity between the neighborhoods could be enhanced.

Crosswalks are present at all signalized intersections in the Southside area. However, it is recommended that crosswalks at locations with high pedestrian volumes be enhanced with features such as brick pavers or stamped concrete. It is not recommended that this treatment be placed at all locations since it would lessen the impact at those intersections with higher pedestrian activity. Based on proposed land uses, these enhancement treatments are recommended at:

- Campostella Road/Filmore Street/Shopping Center Entrance
- Campostella Road/Indian River Road
- Campostella Road/Melon Street/Campostella Elementary School (Proposed Signal)

In addition, pedestrian countdown signals should be considered to further augment these high pedestrian activity locations. Pedestrian signals are easier to interpret by the average citizen, which provides increased safety measures for pedestrians crossing major roadways.

LONG TERM

Middle School

With the possibility of a middle school located on the southwest corner of Campostella Road and Indian River Road, it is recommended that an additional signal just south of Indian River Road be evaluated. As part of the site planning process for the proposed middle school, consideration should be given to the realignment of Melon Street with the current bus drop off at Campostella Elementary School. Based on the land uses, this intersection will have naturally high pedestrian activity as well as unique characteristics of school buses including loading requirements and peak period durations.

Gideon's Plaza

When planning the Gideon's Plaza development, consideration should be given to providing pedestrian access under the Campostella Bridge. This would eliminate the need for pedestrians to cross at the Campostella Road/Filmore Street/Shopping Center Entrance intersection. This intersection will be the single access point for vehicles to the development. Considering the geometrics of the Campostella Bridge, reducing or removing pedestrian activity from this intersection would improve safety and operations.

Transit Routes

The entire Southside Norfolk area has access to public transportation. Hampton Roads Transit bus service routes 12, 13, and 6 service the area, accommodating public transportation needs. While most of the bus stops are marked with a single sign, two locations have bus shelters (one on Campostella Road and another on South Main Street). Additional shelters should be considered at the proposed Berkley Commercial Center and the recreational facilities at the current Tuck School site.



Existing pedestrian access under the Campostella Bridge.



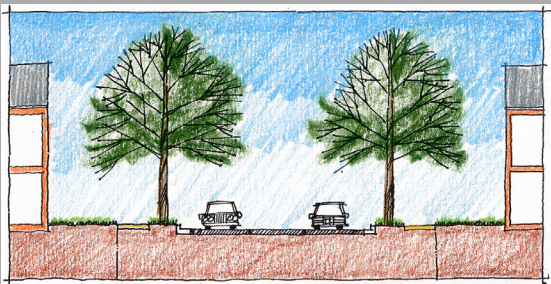
Stamped asphalt crosswalk at the intersection of Filmore Street and Campostella Road.



Wilson Road: Two Lanes and one Parking Lane with minimum building setback.



Wilson Road: Two lanes with turning lane and minimum building setback.



Wilson Road: Two lanes with turning lane and increased building setback.

**Note: Street width matches existing street width.*

Aesthetics

One of the most obvious efforts to improve the overall community appearance is to focus attention on cleaning up the existing wetlands throughout the Southside area. While currently an eyesore in most locations, this valuable resource clearly has the potential to greatly enhance the sense of place throughout the community.

Since wetlands and shorelines are abundant throughout the Hampton Roads area, there are numerous ways to accomplish the cleanup. City staff from the Public Works Department could be detailed to work on the project. As indicated by the Chesapeake Bay Foundation (CBF), volunteer clean-up efforts could be organized as part of the Clean the Bay Day activities. A third option is to utilize grass-roots community groups such as the Elizabeth River Project or the Chesapeake Bay Foundation (CBF) to organize a community initiated clean-up activity along these shoreline segments.

From both a safety and aesthetics perspective, it is important that the corridor have sufficient lighting. With the streetscape improvements along Liberty Street and Wilson Road, decorative street lighting should be installed 60' on center in the landscaping areas. Street trees should be placed approximately 30' on center in landscape areas as well.

With the corridor improvements and creation of a sense of place, proposed signage should be given special attention not only for each community but for the overall Southside area. New signage would incorporate individual themes based on community input to be incorporated in an area wide logo. The signs should be installed to direct patrons to facilities such as parks, bus stops, marinas, or parking areas.

Truck Traffic

Due to the proximity of Southside to Interstate 464, truck traffic is inevitable throughout the community. Currently truck traffic along North Main Street is destined for the industrial facilities in Chesapeake via Bainbridge Road to either Poindexter

Street or Campostella Road/Battlefield Boulevard. While truck traffic is not desired through any neighborhood, the North Main Street route, located near the perimeter of the community, provides the least impact.

Similarly, Campostella Road is located on the eastern edge of the Southside area and is also designated as a truck route. With the recent VDOT widening of this facility to a six-lane divided roadway, it is well suited to meet the demands of truck traffic. It is a critical link between the Campostella Bridge and Brambleton Avenue, linking downtown Norfolk to a major arterial in the City of Chesapeake.

Another facility that is designated a truck route is Wilson Road. Unlike the North Main Street and Campostella Road facilities, Wilson Road bisects a residential community with houses fronting on both sides of the street. However, due to a roadway network that connects the northern end of Campostella Road to 22nd Street in Chesapeake, truck traffic must be considered. To create more of a neighborhood feel, two possible typical sections are recommended. The first allows for one through lane in each direction that provides for a center turn lane. This allows easy access for residents along Wilson Road and gives truck traffic a buffer between opposing vehicles. The second option is to create on-street parking with curb bump outs on the west side of the street and provide 1 lane in each direction with a minimum 12' width to accommodate the potential for truck traffic. In either scenario, the proposed typical section would include additional landscape features and lighting enhancements to create the feeling of a slower, more residential environment.

Parking

As commercial, retail, and additional residential development takes place at various locations throughout the Southside area, a mix of parking options can be explored. With the proposed commercial center in Berkley, it would be aesthetically pleasing to front the building along Berkley Avenue with parking in the rear. However, the shape of the parcel restricts the layout option and dictates that the parking be placed in a more traditional layout in front of the store. With the change in typical

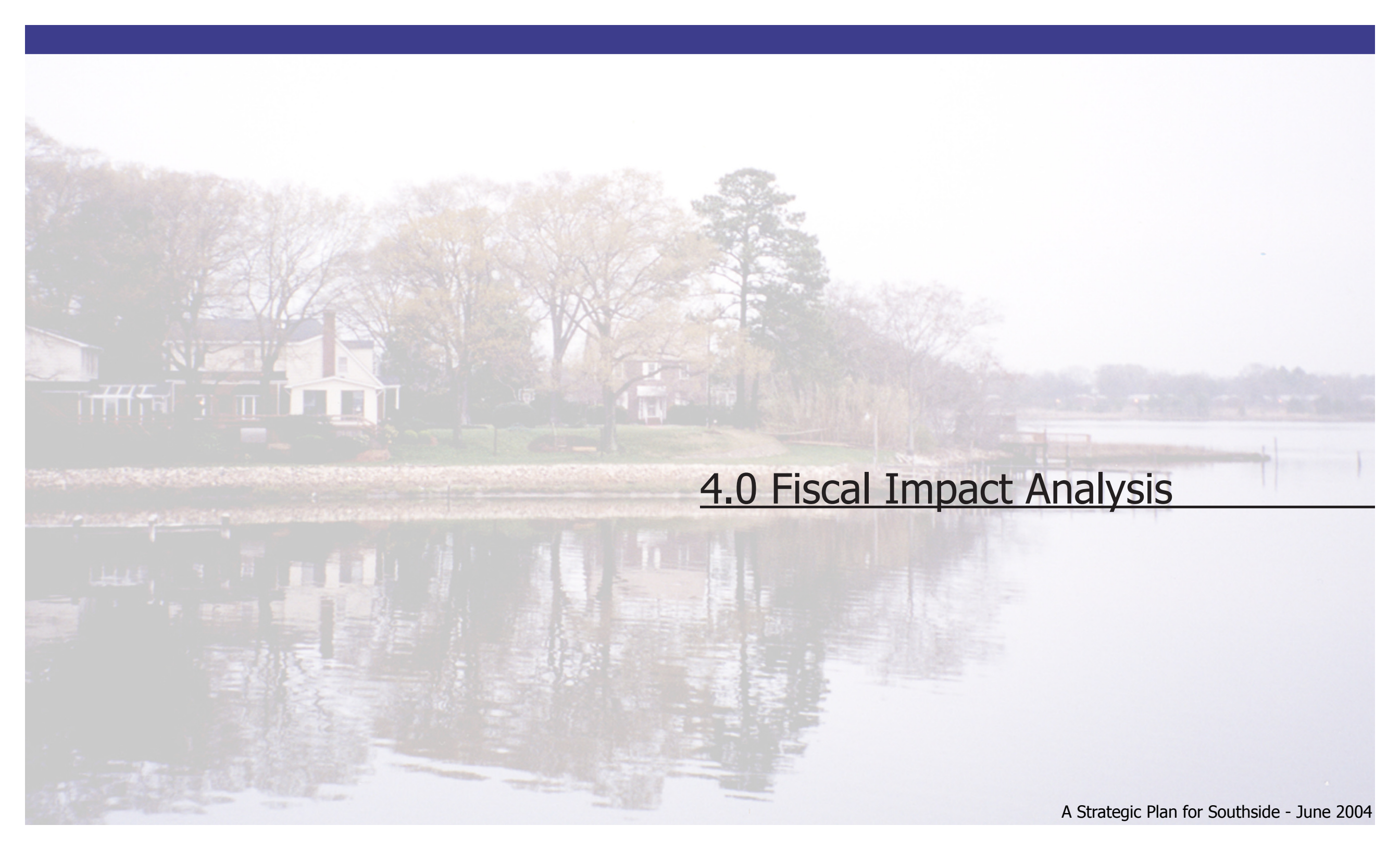
section along Wilson Road, on-street parking may be located along the corridor. However if the option is to include a center turn-lane then additional parking can be located on the side street to provide parking for guests of residents located along Wilson Road.

Light Rail

In January 2003, the Supplemental Draft Environmental Impact Statement for the Norfolk Light Rail Transit Project was completed. The Light Rail system is planned to include a 7.4-mile system that will run from the Eastern Virginia Medical Center east to the Norfolk City line at Newtown Road. The focus of this line is completely north of the Eastern Branch of the Elizabeth River. Based on this study, the Southside area will continue to be served by bus with no anticipated rail spurs at this time. Nevertheless, this plan does not preclude the extension of the light rail system through the Southside area via the Lambert Point Branch of the rail system

Bike Routes

The major roadway network throughout the Southside area is already established. At the time of construction, there were no plans for dedicated bike lanes. However, that does not preclude the recommendation of bike routes where cyclists and motorists share the roads. Furthermore, as the wetlands areas are enhanced and trails systems are established to provide connectivity between the neighborhoods, consideration should be given to trail width and material selection that will accommodate both pedestrians and cyclists.

A scenic photograph of a waterfront area. In the foreground, a body of water reflects the sky and the buildings. A stone wall separates the water from a grassy area. Behind the wall, there are several houses, including a prominent two-story yellow house with a red roof and a chimney. There are many trees, some with yellow autumn leaves and others that are evergreen. The sky is overcast and grey.

4.0 Fiscal Impact Analysis

Southside residents envision a community that has the infrastructure and services needed to support and attract residential and commercial redevelopment.

4.0 Fiscal Impact Analysis

Methodology and Key Assumptions

The approach included the following main components:

- development of estimates of 30-year land use potentials for the study area for both baseline and improved scenarios;
- determination of the incremental supportable development resultant from the proposed improvements in Southside;
- development of a set of assumptions for the analysis including financial and fiscal assumptions and, timing and rate of absorption of the incremental supportable development;
- derivation of estimates of the taxable value of existing and proposed development and, land in Southside and potential change over time;
- estimates of the impact on the fiscal revenues to the city over time and the supportable public investment in the study area.

A number of key assumptions were developed and utilized in the analysis which can be summarized as follows:

- Based on the effect of the planned streetscape and other improvements in the study area there will be an increase in the place of development in the study area. As a result, the net incremental development in the Spotico Creek, Indian River Industrial and Campostella sub-areas will be absorbed during the first 15 years. The analysis is therefore conducted to a 15-year horizon.
- The value of displaced development has been quantified in the planning sub-areas to arrive at net new revenues to the city.
- The potential for a neighborhood retail center in the Berkley sub-area is assumed to exist with or without the planned improvements in the study area. Therefore potential tax revenues for this component of the planning strategy for Southside have been excluded from the analysis.
- No analysis of the potential for retail uses planned in the

Spotico Creek and Campostella sub-areas has been conducted. For the purposes of forecasting real estate tax revenues, it is assumed that this quantity of space can be justified as a result of the improvements during the period of the analysis. Since the nature and potential sources of support for such retail space is uncertain, it is assumed that it will not result in new retail sales and hence taxes to the city, but rather a redistribution of expenditures. Therefore potential retail sales tax revenues have been excluded from this analysis.

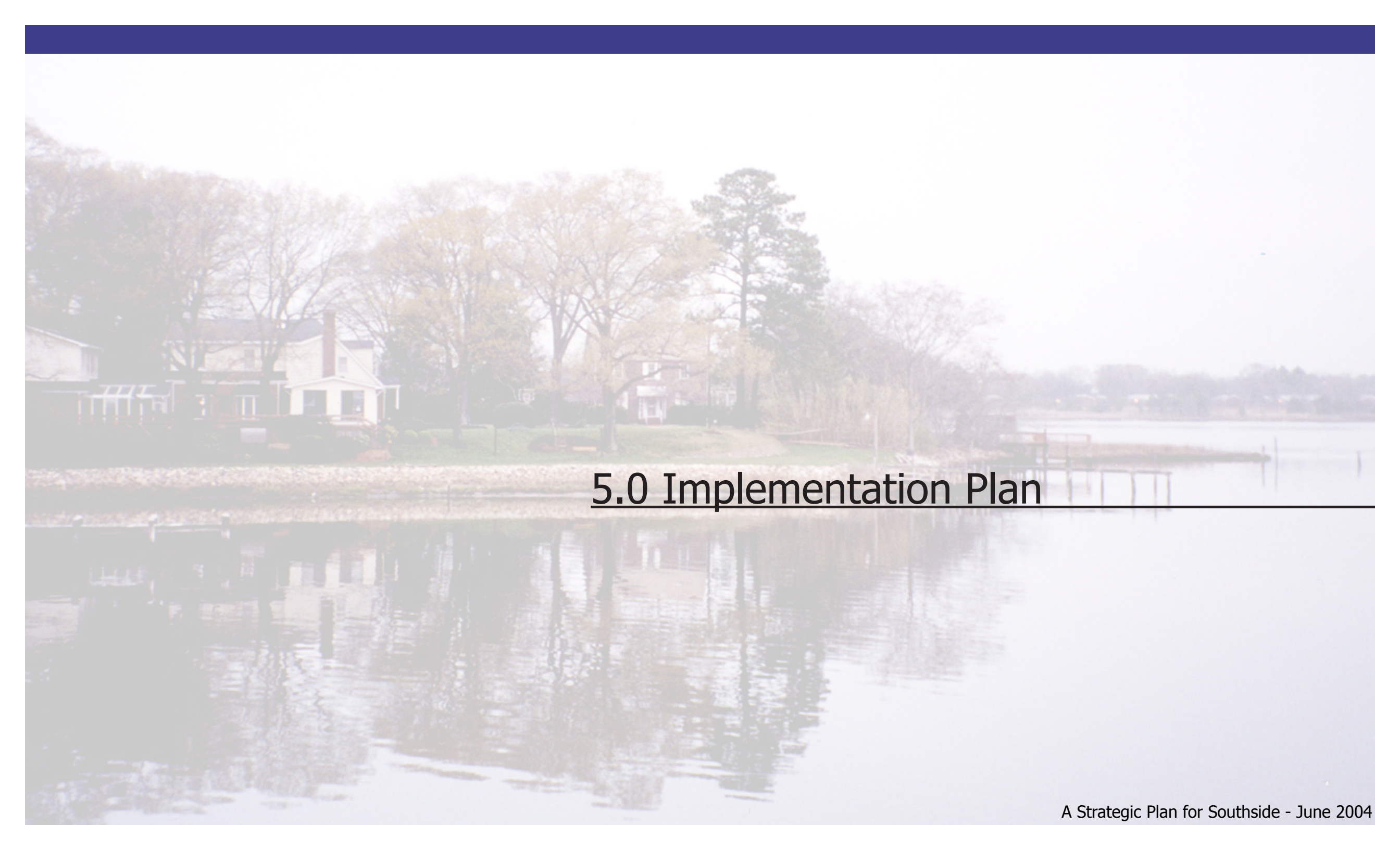
- The 30-year single family detached market potential for Southside in the baseline scenario exceeds that of the planning program and therefore this component has also been excluded from the analysis.
- The planned improvements and resultant development activity will likely have a positive effect on the market and hence taxable value for the entire Southside study area. While this impact is difficult to quantify it is assumed that a reasonable expectation is an average real increase in assessed values of land and buildings of 1.5 percent per year to the 15-year forecast horizon.
- The results of the analysis of the net fiscal cash stream for each alternative have been discounted back to arrive at a net present value of the fiscal benefits to the city. Net present value analysis is an accounting technique which quantifies the present day value of a future cash flow through the use of a discount rate. The discount rate represents the opportunity and/or financing cost of an investment. In this way the discount rate is used to adjust the cash flow to account for the time value of money and arrive at a direct supportable public investment value in the study area.

Summary of Analysis Findings

The inputs and results of the analysis are presented in Appendix A to this report. The results indicate that the planned improvements to Southside will result in approximately \$10.3 million in net new fiscal revenues to the city to the 15-year analysis horizon. Utilizing a discount rate of 5 percent, it is estimated that the net present value or, direct supportable public investment in the area to be approximately \$6.1 million.

It is important to stress that this does not represent the total investment that can be justified in Southside. The improvements and subsequent development will have an impact on the image of the city at this important gateway location that will potentially result in additional benefits elsewhere over time. The improvements will also result in important economic benefits such as new wages and jobs created in the new industrial space in the Indian River sub-area. Utilizing a ratio of one employee per 450-500 square feet of industrial space, it is estimated that this will result in approximately 900 to 1,000 new jobs.

Furthermore, there are potential negative impacts associated with the baseline or “no-action” scenario such as the depreciation of real property values and continued impact on the quality of lives of residents in Southside. The analysis does demonstrate that the planned improvements in Southside can result in substantial net new fiscal revenues to the city that will continue as the area develops well beyond the period of the analysis.

A scenic photograph of a waterfront area. In the foreground, a body of water reflects the sky and the structures on the opposite bank. The middle ground features a row of houses, including a prominent two-story yellow house with a red roof and chimney. A line of trees, some with autumn-colored leaves, stands behind the houses. To the right, a wooden pier or dock extends into the water. The background shows more distant houses and trees under a pale, overcast sky.

5.0 Implementation Plan

The plan builds on the strengths of the community, creates new opportunities, and positions the Southside area as an area of choice for families and businesses by identifying and prioritizing strategic actions necessary to revitalize the community.

5.0 Implementation Plan

Framework

The Southside Area Revitalization Implementation Plan provides a framework for action to reestablish the Southside as a stable, economically diverse community where families want to live, work, and play. It also describes the long-term commitment of the City and the community. The plan builds on the strengths of the community, creates new opportunities, and positions the Southside area as an area of choice for families and businesses by identifying and prioritizing strategic actions necessary to revitalize the community.

This Southside Area Revitalization Implementation Plan is divided into four sections. Three sections representing the three neighborhoods in the Southside area: Berkley, Campostella, and Campostella Heights, and one section on community wide initiatives.

The Goals, Strategies, and Actions outlined in this Implementation Plan were developed as a means to achieve the Vision for the Southside Area. They are a result of the compilation of both the near term and long term recommendations described in the previous section of this plan, and input provided by community stakeholders at community workshops and meetings with area civic leagues.

There are nine overriding goals for the greater Southside community:

Goal 1: Identify opportunities for change or improvement along the waterfront.

Goal 2: Create community gateways at major entrance points to the neighborhoods, and improve the visual quality, land use and building conditions on the major road corridors.

Goal 3: Identify opportunities for recreation and open space development, and provide community access to the waterfront.

Goal 4: Provide economic development opportunities for retail development and other businesses that will provide jobs and enhance the quality of life.

Goal 5: Improve existing housing opportunities and increase housing options available in the Southside Area.

Goal 6: Increase public safety.

Goal 7: Improve the infrastructure throughout the Southside community.

Goal 8: Improve property maintenance and code compliance efforts.

Goal 9: Build partnerships between the city, area businesses, investors and developers.

This Implementation Plan is organized in an easy to read and to understand format. For each of sections,

every action item is tied to a strategy, each strategy is a means to reach a goal, and each goal is intended to achieve the vision for the Southside Area. While each of the nine overriding goals reflects the vision for the entire Southside area, the level of significance will vary with each individual neighborhood.

At the end of each section there is an Implementation Plan Summary Table. These tables summarize each action item, the organization or agency that is primarily responsible for implementing the action item, a general timeframe described as short- term, mid-term, or long-term, the projected cost of the item, the annual amount and funding source by fiscal year, and miscellaneous notes.

Timeframe

The implementation of this plan requires time. 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

Estimated Cost Category

The Implementation Plan Summary Table places each action item within one of four color-coded cost range.

The green dot (x) indicates projects that will be implemented by utilizing existing resources

including staff time and services. This category includes community implemented projects, private initiatives and fully funded current projects.

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.

Priorities

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. Priorities are derived from community input, public policy, and political support.

Every 24 months, City Departments, led by the Department of Planning and Community Development will engage the community in a reassessment of neighborhood priorities and will renew the two-year action plans to reflect current ideas and issues. The outcome of the plan evaluation process will be made part of a process to update the Norfolk 2025 plan on a regular basis.

Plan Coordination and Implementation

The City must assume the leadership role in implementing the Southside Strategic Plan. In addition to carrying out many of the public improvement projects called for in the Plan, the City will administer a variety of financial and technical assistance programs available to local businesses, property owners, and developers. The City should also cooperate with and support local agencies and organizations, and ensure that all codes, ordinances, and enforcement procedures support and complement the new Plan.

While many City departments, boards, and commissions will take part in Plan implementation, this section discusses the expected role of key departments, agencies and the community towards implementing the Southside Strategic Plan. The following is a list of these agencies and departments, with brief descriptions of their plan implementation responsibilities.

Southside residents envision a community that has good schools, convenient access to commercial services and sufficient recreation areas.

Planning and Community Development

The Department of Planning and Community Development will take the lead role in coordinating and managing the implementation of the action items. The day-to-day monitoring, coordination, and administration of the Southside Strategic Plan will be the responsibility of the Department of Planning and Community Development. This department will also pursue many of the follow-up actions called for in the Plan, such as revision to the Zoning Ordinance and amendments to the Comprehensive Plan. The Department of Planning and Community Development will also be responsible for interpreting the Plan, linking Plan elements to new development projects, and delivering zoning code enforcement services. The Planning Department should work with Southside residents to develop and promote design standards for residential infill and explore the possibility of designating historic districts. The Planning department should also develop incentives for reinvestments in the housing stock similar to the City's Tax Abatement Program.

Neighborhood and Leisure Services

The Department of Neighborhood and Leisure Services is the lead City department responsible for overseeing recreational development and improvements, operating community facilities, and providing services and recreational programs to the residents of Norfolk. They are also responsible for blight removal and increasing community awareness of code enforcement programs through special outreach efforts. The Department of Neighborhood and Leisure Services will work with the Department of Planning and Community Development to ensure continued community involvement and

communication in the implementation of open space, parks and trails called for in the Southside Strategic Plan. Specifically the Department of Neighborhood and Leisure Services should develop trails and implement landscaping that will serve as a buffer between industrial and residential uses.

The Department of Development

The Development Department will play an important role in marketing and promoting the Southside area, and in organizing improvement and redevelopment efforts within the industrial, commercial and business sector. They can also offer technical assistance for certain types of projects, and can help ensure that the needs of the business community are brought to the attention of the City. Specifically, the Development Department should develop a reinvestment strategy to attract quality neighborhood commercial and light industrial uses.

Norfolk Redevelopment and Housing Authority (NRHA)

The NRHA is responsible for implementing housing improvement programs and working with Southside residents to ensure access to available housing improvement programs and funding. The NRHA will request funding and will oversee Plan implementation for residential redevelopment projects. In some areas the Housing Authority will serve as the lead department responsible for overseeing Plan implementation. The Plan recommends that the NRHA host a variety of housing related workshops that inform Southside residents about home improvement opportunities. The NRHA will be working closely with the Department of Planning and Community Development to implement actions in the Southside community.

The Department of Public Works

The Department of Public Works (DPW) is responsible for planning, design, and construction services for facilities and infrastructure in Southside. For many of the action items, the DPW will be working with other City departments and NRHA to provide upgrades to existing infrastructure, or to create new infrastructure to serve the community. The Department of Public Works is an integral part of ensuring implementation of transportation-related improvements, such as traffic calming, sidewalk improvements, street right-of-way improvements and street lights.

Norfolk Police Department

The active participation and support of the Police department will be essential to the successful implementation of many recommendations included in the Plan. The Norfolk Police department should elevate police presence in critical areas throughout Southside. The Police department should work with the community to establish a neighborhood watch or safety group that monitors neighborhood problems and assists the police with crime prevention efforts.

The Southside Community

The true success of this plan will be measured by the continued commitment of the Southside residents, business owners, and property owners in their willingness to work through community initiated projects and partnerships aimed at improving the quality of life in their neighborhood. All residents and Civic leagues should be encouraged to participate in the ongoing Southside planning and implementation process, and should be given the opportunity to provide input and voice their opinions on major improvement and development decisions.

Plan Evaluation

This plan will be implemented over a period of several years and will require considerable City resources to fully implement. Annual progress reports will be provided by the Department of Planning and Community Development to City Council so that they may evaluate how well City resources are being used to achieve the goals of the plan. In addition, staff will continue to work with the community to reevaluate their goals and priorities every two years as a means to update the Implementation Plan. This Southside Strategic Plan will become part of the updated Comprehensive Development Plan for the City of Norfolk (Norfolk 2025 Plan).

Funding

By adopting the Southside Strategic Plan, the City Council demonstrates the City’s commitment to a phased implementation strategy that will be funded over several years. Adoption of the Plan does not immediately commit funds. Each component listed will require separate and specific consideration for funding through the City’s annual operation budget process. The figures included in the implementation tables are funding guidelines that will be refined when incorporated into the budget.

Adequate funding is necessary for the successful implementation of the plan. It is expected that City Council will commit the resources needed to accomplish the various neighborhood improvements described in the approved plan as part of the annual budget process.

Southside residents envision a community that utilizes its waterfront for residential and commercial development.

Community Wide
Goals, Strategies and Actions

Recreation

Goal 3: Identify opportunities for recreation and open space development, and provide community access to the waterfront.

Strategy: Create new recreation opportunities and strengthen existing pedestrian connections to open space and the water.

Action: As a study area of the proposed Comprehensive Recreation Plan for the City, evaluate the reuse of the Tucker School site as a community recreation facility.

Action: As a study area of the proposed Comprehensive Recreation Plan for the City, evaluate the reuse of the landfill site as passive recreation.

Action: Develop a public park on the waterfront at the north end of South Main Street as part of the Spotico Creek Redevelopment.

Economic and Educational
Development

Goal 4: Provide economic development opportunities for retail development and other businesses that will provide jobs and enhance the quality of life.

Strategy: Enhance commercial corridors with rehabilitations and new development.

Action: Redevelop site along Berkley Avenue as a neighborhood retail center, anchored by a grocery store.

Action: Conduct research and pursue resources for testing and remediation of environmental issues affecting potentially developable sites along the waterfront.

Strategy: Create new business opportunities.

Action: Redevelop the salvage yard on Indian River Road into a new industrial park.

Strategy: Plan for future educational needs.

Action: Conduct a Southside Middle School needs assessment study that will evaluate the future school’s capital needs in the Southside area. Provide for future implementation of the plan recommendations.

Housing and Neighborhood
Development

Goal 5: Increase Housing Options Available in the Southside Area

Strategy: Provide New Housing Opportunities

Action: Facilitate the redevelopment of the Campostella Bridge West site into medium density, mixed-income, mixed-use residential, with a public pedestrian walkway and park system.

Strategy: Preserve Existing Housing

Action: Develop and market incentives for significant reinvestment in the housing stock, such as the Tax Abatement and Aesthetic Improvement Grant Program.

Action: Promote and encourage the use of Norfolk’s Neighborhood Design and Resource Center.

Action: Work with community residents to develop and promote design standards for new infill construction, renovations, and remodeling using Norfolk’s Residential Pattern Book.

Codes Compliance

Goal 8: Improve Property Maintenance and Code Compliance Efforts

Strategy: Implement programs aimed at improving the overall appearance of the neighborhood.

Action: Enforce codes intended to eliminate illegal housing units on a compliant basis and work with property owners to convert illegal units back to original use.

Community-Wide Projects Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
RECREATION					
Tucker School Recreational opportunities	Evaluate the reuse of the Tucker School site as a community recreation facility (With consideration given to the inclusion of a pool and performing arts center).	Department of Neighborhood and Leisure Services	Mid Term- long Term	X	City Comprehensive Plan Update FY 2004-2006
Landfill-Recreational opportunities	Evaluate the reuse of the landfill site for passive recreation. This should be done as a part of the proposed Comprehensive Recreation Plan.	Department of Neighborhood and Leisure Services, Department of Public Works	Mid Term	X	City Comprehensive Plan Update FY 2004-2006
Public Park	Develop a public park on the waterfront at the north end of South Main Street as part of the Spotico Creek Redevelopment. Strengthen pedestrian connectors to the waterfront	Department of Planning and Community Development	Mid Term	X	Private Development
ECONOMIC and EDUCATIONAL DEVELOPMENT					
Neighborhood Retail and Grocery Store	Redevelop site along Berkley Avenue as neighborhood retail center, anchored by a grocery store. Inform Southside residents of business and employment opportunities.	Department of Development	Short Term	X	Previously funded in CIP \$3,125,000. \$250,000 FY05
Indian River Industrial Park	Facilitate the private redevelopment of the salvage yard on Indian River Road into a new industrial park (30 acre tract).	Department of Development	Long Term	X	
Brownfields	Conduct research and pursue resources for the voluntary testing and remediation of environmental issues affecting potentially developable sites along the waterfront.	Department of Development, Department of Planning and Community Development	Short Term	X	

Community-Wide Projects Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Middle School	Southside Middle School Initiative	Norfolk Public Schools	Short Term	X	
HOUSING & NEIGHBORHOOD DEVELOPMENT					
Campostella Bridge-West Redevelopment	Facilitate the redevelopment of the Campostella Bridge West site into medium density, mixed-income, mixed-use residential, with a public pedestrian walkway and park system.	Department of Planning and Community Development	Long Term	X	Private Resources
Rehabilitation Incentives	Develop and market incentives for significant reinvestment in the housing stock, such as the Tax Abatement and various property rehabilitation programs.	Department of Planning & Community Development	Short Term	X	
Pattern Book	Work with community residents to develop and promote design standards for new infill construction, renovations, and rehabilitations using Norfolk's Residential Pattern Book.	Community Leaders Department of Planning and Community Development	Short Term	X	
Design Center	Promote and encourage the use of Norfolk's Neighborhood Design and Resource Center.	Department of Planning and Community Development	Short Term & ongoing	X	
PUBLIC SAFETY					
Police Presence	Elevate police presence throughout the community and implement 24 hour patrols in critical areas.	Norfolk Police Department	Short Term	X	
Illegal housing Units	Enforce codes intended to eliminate illegal housing units on a compliant basis and work with property owners to convert illegal units back to original use.	Department of Neighborhood and Leisure Services; Department of Planning and Community Development	Short Term & ongoing	X	

Campostella Heights

Goals, Strategies and Actions

Waterfront

Goal 1: Identify opportunities for change or improvement along the waterfront.

Strategy: Enhance environmental and stream corridors.

Action: Demolish the damaged Springfield Road Bridge.

Strategy: Enhance pedestrian connection to the waterfront

Action: Incorporate in the development of the east side of the Campostella Bridge (Gideon’s Plaza) public pedestrian walkway and park systems.

Gateways and Corridors

Goal 2: Create community gateways at major entrance points to the neighborhoods, and improve the visual quality, land use and building conditions on the major road corridors.

Strategy: Enhance the aesthetics of key transportation corridors.

Action: Develop a landscape plan for enhancements to the intersection of Campostella and Wilson Roads.

Action: Prepare design guidelines and streetscape standards for the Campostella Road corridor.

Action: Install signs for major entrances into the Campostella Heights neighborhood

(Campostella and Springfield Road, and Waltham and Indian River Road).

Recreation

Goal 3: Identify opportunities for recreation and open space development, and provide community access to the waterfront.

Strategy: Create new recreation opportunities and strengthen existing pedestrian connections to the open space.

Action: Evaluate the opportunity to build a playground on Waltham Street next to the creek.

Economic & Educational Development

Goal 4: Provide economic development opportunities for retail development and other businesses that will provide jobs and enhance the quality of life.

Strategy: Provide educational and enhancement opportunities for youth and adults.

Action: Work with Norfolk Public Schools to design and to develop a community resource center in Campostella Heights.

Strategy: Enhance commercial corridors with rehabilitations and new development.

Action: Provide façade and aesthetic improvement grant program to business owners for facade and landscape improvements along Campostella Road.

Strategy: Create new business opportunities

Action: Create a Campostella Road business owners association.

Housing & Neighborhood Development

Goal 5: Increase Housing Options Available in the Southside Area

Strategy: Ensure that new development and rehabilitations are compatible with existing residential in Campostella Heights.

Action: Continue single family infill housing development under the Campostella Heights Conservation Program.

Action: Continue property rehabilitation program under the Campostella Heights Conservation Program.

Action: Continue blight removal under the Campostella Heights Conservation Program.

Action: Create a local historic district for Campostella Heights to enforce architectural design criteria.

Strategy: Provide New Housing Opportunities

Action: Facilitate the redevelopment of the Campostella Bridge east site (Gideon’s Plaza) into high density, mixed-income, mixed-use residential.

Action: Facilitate the development of 14 quality upscale single family houses along the waterfront at Arlington Avenue.

Strategy: Preserve Existing Housing

Action: Develop an outreach program to inform area property owners of property rehabilitation assistance programs.

Strategy: Increase Home-Ownership

Action: Provide special home purchase incentives such as down payment and closing cost assistance.

Action: Target special below market interest rate home purchase financing, such as the SPARC program, to buyers purchasing in Campostella Heights.

Public Safety

Goal 6: Increase Public Safety

Strategy: Reduce Overall Crime.

Action: Elevate police presence in critical areas throughout the neighborhoods.

Action: Establish a neighborhood watch or safety group to monitor/report neighborhood problems.

Infrastructure

Goal 7: Improve the infrastructure throughout the Southside community.

Strategy: Continue ongoing street and sidewalk maintenance throughout the community.

Action: Repair damaged sidewalks, curbs, and gutters.

Action: Install new sidewalks, curbs and gutters where needed throughout the neighborhood.

Strategy: Address street lighting needs by upgrading and adding additional lighting.

Action: Identify and prioritize areas needing additional street lighting not addressed with recent street lighting improvements in 2003.

Codes Compliance

Goal 8: Improve Property Maintenance and Code Compliance Efforts

Strategy: Implement programs aimed at improving the overall appearance of the neighborhood.

Action: Work with community leaders and residents to develop “Neighborhood Standards.”

Action: Monitor and enforce the maintenance of vacant lots throughout the community. Eradicate tall grass and weeds.

Action: Increase community awareness of, and compliance with, code compliance programs through special outreach efforts.

Action: Strengthen and enhance programs and services available to the community. Distribute the city’s resource directory of available programs and services.

Partnerships

Goal 9: Build partnerships between the city, area businesses, investors and developers.

Strategy: Identify potential programs and partnerships that would enable more families to achieve a greater economic and social stability.

Action: Organize an implementation committee to begin work on priority items.

Committee will include various City Departments and community stakeholders.

Action: Cultivate relationships to develop merchants and major industry into contributing community assets and resources.

Campostella Heights Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
WATERFRONT					
Stream Corridors	Demolish the damaged Steamboat Creek (Springfield Road) Bridge.	Department of Public Works	Short Term	X	
Public walking trails	Incorporate public walking trails in the redevelopment of the east side of the Campostella Bridge (Gideon's Plaza).	Private Developer	Short Term	X	To be discuss as part of the redevelopment of Gideon's Plaza.
GATEWAYS AND CORRIDORS					
Transportation Corridors Aesthetics	Design a landscape plan to enhance the intersection of Campostella and Wilson Road.	Department of Neighborhood and Leisure Services, Department of Public Works	Short Term	X	
Streetscape Standards	Prepare design guidelines and streetscape standards for the Campostella Road corridor.	Department of Planning and Community Development, Department of Public Works	Short Term	X	
Neighborhood Identity Signage	Install neighborhood signs at major entrances into the Campostella Heights neighborhood (Campostella and Springfield Road, and Waltham and Indian River Road).	NLS	Short Term	X	
ECONOMIC AND EDUCATIONAL DEVELOPMENT					
Commercial Facade	Provide façade and aesthetic improvement grant program to business owners for facade and landscape improvements.	Department of Planning and Community Development	Short Term & ongoing	X	Part of the Commercial Corridor Revitalization Program. Allocate as needed.

Campostella Heights Action Plan Summary Table

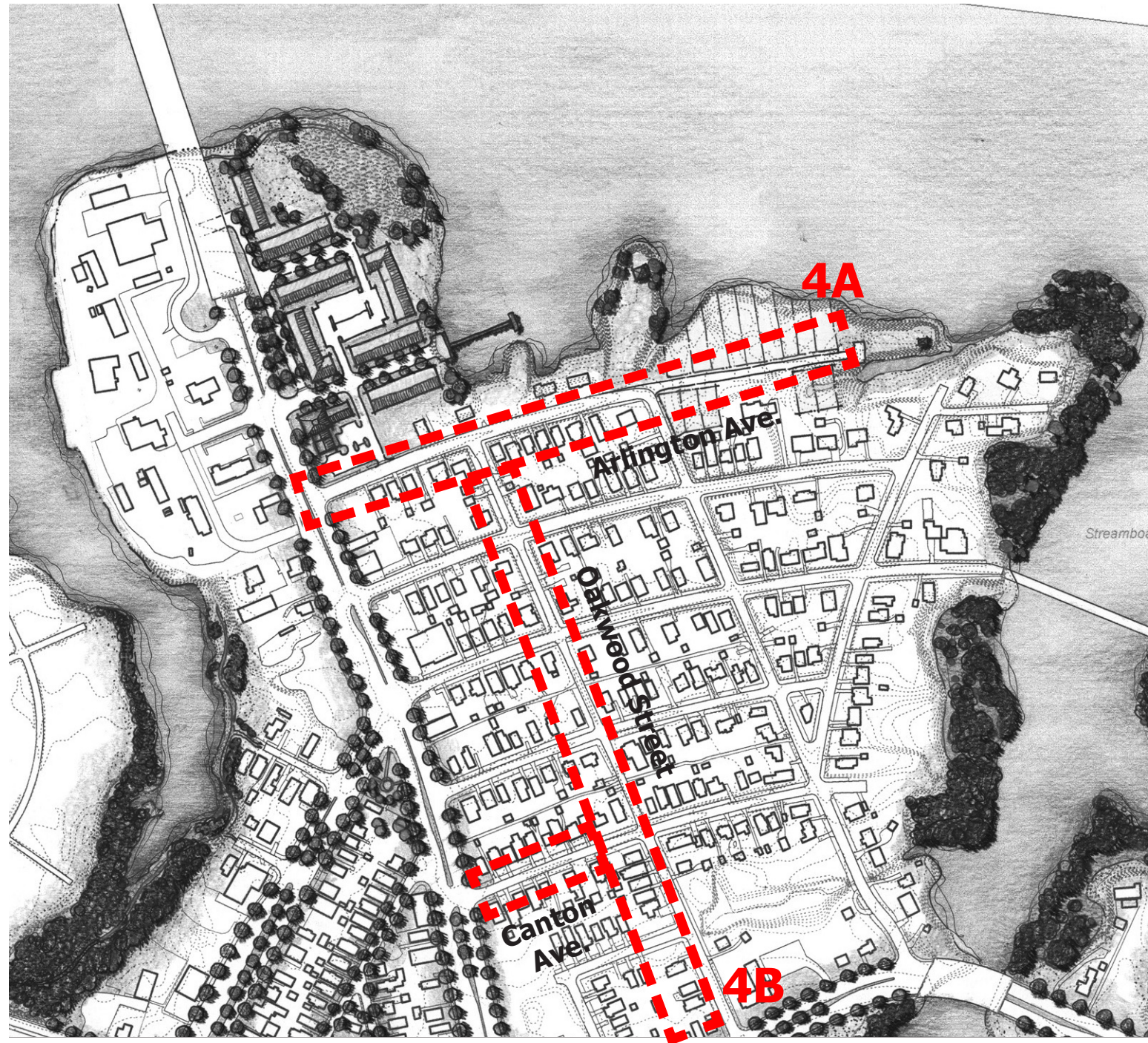
IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Community Resource Center	Work with Norfolk Public Schools and the City departments to design and to develop a community resource center.	Norfolk Public Schools	Short Term	X	- Previously funded in CIP \$160,000 for construction, initial outfitting and any furniture. \$218,000 additional funding allocated in FY2004 - Operating Funds equal 25,000 annually for FY2005.
Business Association	Create a Campostella Road business owners association.	Department of Development	Short Term	X	
HOUSING & NEIGHBORHOOD DEVELOPMENT					
Campostella Bridge-East	Facilitate the redevelopment of the Campostella Bridge East site (Gideon's Plaza) into a high density, residential/commercial mixed-use project.	Department of Planning and Community Development; Department of Development	Short Term	X	Brownfield remediation resources needed to support private redevelopment.
Waterfront Residential Development	Facilitate the development of 14 quality upscale single family houses along the waterfront at Arlington Avenue.	Department of Planning and Community Development	Short Term	X	Underway
New housing development	Continue single family infill housing development under the Campostella Heights Conservation Program.	NRHA	Short Term	X	Disposition and maintenance of lots.
Property Rehabilitation	Continue property rehabilitation program funding under the Campostella Heights Conservation Program.	NRHA	Short Term	X	Estimating 7 rehab loans per year.

Campostella Heights Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Property Acquisition and Demolition Plan	Continue blight removal under the Campostella Heights Conservation Program.	NRHA	Short Term	X	Estimating the acquisition and removal of 3 structures and relocation of 4 families per year.
Historic District	Create a local historic district for Campostella Heights to obtain the authority to enforce architectural design criteria.	Community Leaders Department of Planning and Community Development	Short Term	X	
First Time Homebuyers Down payment/Closing Costs	Continue to provide special home purchase incentives such as down payment and closing cost assistance.	NRHA	Short Term & ongoing	X	Assume the assistance of two-three buyers each year.
Below Market Interest Mortgages	Target special below market interest rate home purchase financing, such as the SPARC program, to buyers purchasing in Campostella Heights.	NRHA	Short Term	X	Assist homebuyers with the purchase of 2 properties annually. Funding allocated as needed.
PUBLIC SAFETY					
Increase Police Presence	Elevate police presence in critical areas throughout the neighborhoods.	Norfolk Police Department	Short Term	X	
Neighborhood Watch	Establish a neighborhood watch or safety group to monitor/report neighborhood problems.	Community Leaders	Short Term	X	
INFRASTRUCTURE					
New Sidewalks	Survey and evaluate the need for repair and replacement of sidewalks, curbs and gutters.	NRHA, Department of Public Works	Short Term	X	

Campostella Heights Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Street lighting	Identify and prioritize areas needing additional street lighting, not addressed with recent street lighting improvements in 2003.	Community Leaders, Public Works.	Short Term	X	
CODES COMPLIANCE					
Vacant Lots	Intensify the maintenance of vacant lots through City programs.	Department of Neighborhood and Leisure Services, Residents	Short Term & ongoing	X	
Neighborhood Standards	Work with community leaders and residents to develop "Neighborhood Standards."	Department of Neighborhood and Leisure Services	Short Term	X	
Community Outreach	Increase community awareness of, and compliance with, code compliance programs through special outreach efforts	Department of Neighborhood and Leisure Services	Short Term	X	
PARTNERSHIPS					
Implementation Committee	Organize an implementation committee composed of residents, businesses, and key staff to prioritize items.	Community Leaders Department of Planning and Community Development	Short Term	X	
Community Partnerships with Businesses	Cultivate relationships with businesses, merchants and residents to create additional assets and resources for the community.	Community Leaders Department of Development	Short Term & ongoing	X	



Campostella Heights Public Improvements

4A - Arlington Ave. Area	\$ 250,000
4B - Halton St./Oakfeild Ave	\$ 55,000
Subtotal	\$ 305,000

Soft Cost Contingency @ 20% \$ 61,000

Total \$ 366,000

Proposed improvement costs for these areas might include new curb and gutter, updated storm drainage pipe and structures, concrete sidewalks, asphalt overlay or full depth replacement of roadway, light poles and fixtures, street trees, wetland clean-up, and piers at waterfront. A detailed spreadsheet of costs for each improvement area is included in Appendix A.

Note: The cost estimates are based on concept drawings and are in 2003 dollars. Soft costs, such as design, construction management, surveying, and permitting fees have been estimated twenty percent. Likewise, acquisition of land or structures and facilities to be constructed or developed primarily with private funds have not been included.

Campostella

Goals, Strategies and Actions

Waterfront

Goal 1: Identify opportunities for change or improvement along the waterfront

Campostella does not have waterfront opportunities.

Gateways & Corridors

Goal 2: Create community gateways at major entrance points to the neighborhoods, and improve the visual quality, land use and building conditions on the major road corridors.

Strategy: Develop gateways at strategically located parcels to strengthen community identity and create a visible “front door” to the community.

Action: Capitalize on the triangular parcel of land between Campostella Road, Wilson Road, and Indian River Road – possible opportunity site for a small park/open space and enhanced neighborhood gateway.

Action: Improve the streetscape along Wilson Road, and create gateways with landscaping and signage at the intersection of Wilson Road and Campostella Road, and Wilson Road and Indian River Road.

Strategy: Review current traffic patterns on major corridors to ensure optimum use for both transportation and parking.

Action: Study traffic pattern on Wilson Road to determine the feasibility of re-striping to allow for two travel lanes and an additional lane for parallel parking.

Recreation

Goal 3: Identify opportunities for recreation and open space development, and provide community access to the waterfront.

Strategy: Create new recreation opportunities, upgrade existing facilities, and strengthen existing pedestrian connections to open space and the water.

Action: Clean-up and landscape the existing drainage area that feeds the Indian River Creek.

Action: Create a walking trail from the Campostella Community Center, across the wetlands, to the neighborhood on the other side (Bridge from Cass St. to the Camp. Community Center).

Action: Create a walking trail to link the neighborhood across Indian River Road to the Indian River Creek.

Action: Upgrade the community center by adding a security system, new furniture and new recreational equipment. Install lighting on exterior, and improve landscaping.

Action: Improve the Melon Street Recreation Center in Diggs Town by installing air conditioning and updating and adding recreational equipment.

Action: Continue programming to support the existing Campostella Community Center.

Economic & Educational Development

Goal 4: Provide economic development opportunities for retail development and other businesses that will provide jobs and enhance the quality of life.

Strategy: Provide educational and enhancement opportunities for youth and adults.

Action: Develop an educational resource center in Campostella.

Action: Improve and enhance the appearance, programming and upgrading of physical conditions of existing schools.

Strategy: Increase safety at area schools.

Action: Install a security video camera on the exterior of the Early Childhood Center.

Action: Put in a bus lane for the loading and unloading of children at the Early Childhood Center.

Action: Develop partnerships between community businesses and industries to encourage the development of programs that will lead to employment and training opportunities for area residents.

Housing & Neighborhood Development

Goal 5: Increase Housing Options Available in the Southside Area

Strategy: Provide New Housing Opportunities

Action: Pursue designation of Campostella as a Conservation area.

Action: Development of acquisition, demolition, and rehabilitation plan as a component of the Neighborhood Conservation Plan.

Action: New single family infill housing development as specified in the Campostella Conservation Plan.

Action: Identify and pursue the acquisition of tax delinquent properties for blight eradication and controlled development (GEM program).

Strategy: Enhance corridors with new development and connections to residential neighborhoods.

Action: Develop a detailed Wilson Road revitalization strategy (Conservation Plan).

Strategy: Preserve Existing Housing

Action: Initiate and promote property rehabilitation financial and technical assistance programs to neighborhood residents and investors.

Action: Implement Norfolk’s Bungalow Initiative.

Strategy: Increase Home-Ownership

Action: Target special below market interest rate home purchase financing, such as the SPARC program, to buyers purchasing in Campostella.

Action: Provide special home purchase incentives such as down payment and closing cost for future infill development.

Public Safety

Goal 6: Increase Public Safety

Strategy: Reduce Overall Crime.

Action: Elevate police presence in critical areas throughout the neighborhoods.

Action: Establish a neighborhood watch or safety group to monitor/report neighborhood problems.

Strategy: Continue ongoing street and sidewalk maintenance throughout the community.

Action: Install new sidewalks, curbs and gutters where needed throughout the neighborhood.

Strategy: Address street lighting needs by upgrading and adding additional lighting.

Action: Identify and prioritize areas needing additional street lighting not addressed with recent street lighting improvements in 2003.

Infrastructure

Goal 7: Improve the Infrastructure in the Southside

Strategy: Maintain and replace sewer and wastewater systems as needed in Campostella.

Action: Complete Phase 2 of the repair and upgrade of the water and sewer system. Repave streets after the completion of Phase 2.

Codes Compliance

Goal 8: Improve Property Maintenance and Code Compliance Efforts

Strategy: Implement programs aimed at improving the overall appearance of the neighborhood.

Action: Continue to demolish severely blighted vacant buildings along Wilson Road, and other scattered sites.

Partnerships

Goal 9: Build Public/Private Partnerships

Strategy: Identify potential programs and partnerships that would enable more families to achieve a greater economic and social stability.

Action: Organize an implementation committee to begin work on priority items. Committee will include various City Departments and community stakeholders.

Action: Intensify code compliance efforts, monitor and enforce the maintenance of vacant lots throughout the community.

Action: Work with community leaders and residents to develop "Neighborhood Standards".

Action: Increase community awareness of, and compliance with, code compliance programs through special outreach efforts.

Action: Strengthen and enhance programs and services available to the community. Distribute the city's resource directory of available programs and services.

Action: Recognize individuals, groups, and businesses that contribute to the neighborhood and celebrate their contributions.

Campostella Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
GATEWAYS & CORRIDORS					
Landscaping and Signage	Improve the streetscape along Wilson Road. Create gateways with landscaping and signage at the intersection of Wilson Road and Campostella Road, and Wilson Road and Indian River Road.	Department of Neighborhood and Leisure Services, Department of Public Works	Short Term	X	Incorporate in the Wilson Road Revitalization Plan.
Open Space	Prepare design and construction documents for small park on the triangular parcel of land between Campostella, Wilson, and Indian River Roads	Department of Neighborhood and Leisure Services, Facilities and Enterprise Management	Short Term	X	
Traffic Study	Study traffic pattern on Wilson Road to determine the feasibility of re-striping to allow for two travel lanes and an additional parallel parking lane.	Department of Public Works	Short Term	X	Study only. Regional Implications with City of Chesapeake
RECREATION					
Open Space Improvements	Clean-up and landscape the existing drainage area that feeds the Indian River Creek.	Department of Neighborhood and Leisure Services	Short Term	X	Funding for study only.
Walking Trail	Determine the feasibility of creating a walking trail from the Campostella Community Center, across the wetlands, to the neighborhood on the other side. (Bridge from Cass St. to the Camp. Community Center).	Department of Neighborhood and Leisure Services	Long Term	X	To be addressed as part of the proposed Recreation and Open Space Comprehensive Plan
	Study the feasibility of creating a walking trail to link the neighborhood across Indian River Road to the Indian River Creek.	Department of Neighborhood and Leisure Services	Mid Term	X	To be addressed as part of the proposed Recreation and Open Space Comprehensive Plan
Campostella Community Center	Upgrade the community center by adding a security system, new furniture and new recreational equipment. Install lighting on exterior, and improve landscaping. Resurface basketball courts, and upgrade playground.	Department of Neighborhood and Leisure Services	Short Term	X	To be addressed
Campostella Community Center	Continue existing programming to support the Campostella Community Center.	Neighborhood and Leisure Services	Short Term	X	Annual Operating Budget



Campostella Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Melon Street Recreation Center	Improve the Melon Street Recreation Center in Diggs Town by installing air conditioning and updating and adding recreational equipment.	NRHA, Facilities and Enterprise Management, NLS	Mid Term	X	Cost estimates are based on similar renovations recently made to the Grandy Village Rec. Center. Improvements are currently not in the NRHA Master Plan; however it is revisited every year.
ECONOMIC AND EDUCATIONAL DEVELOPMENT					
Educational Resource Center	Develop an educational resource center in Campostella.	Norfolk Public Schools	Short Term	X	Previously funded in CIP for \$160,000 for construction, initial outfitting and any furniture. 25,000 annual operating budget.
Educational Facilities	Improve and enhance the appearance, programming and upgrading of physical conditions of existing schools.	Norfolk Public Schools	Short Term	X	Campostella Elementary Improvements – resurface parking lot and replace HVAC controls.
Early Childhood Center Safety	Install a security video camera on the exterior.	Norfolk Public Schools	Short Term	X	
	Put in a bus lane for the loading and unloading of children, safety crossings and additional safety improvements.	Norfolk Public Schools	Mid Term	X	
Local Employment Opportunities	Develop partnerships between community businesses and industries to encourage the development of programs that will lead to employment and training opportunities for area residents.	Community Leaders Department of Development	Short Term & ongoing	X	
HOUSING & NEIGHBORHOOD DEVELOPMENT					
Neighborhood Conservation Plan	Pursue designation of Campostella as a Conservation area.	NRHA, Department of Planning and Community Development	Short Term	X	Legal fees and other incidental costs.
	Prepare the Neighborhood Conservation Plan.	NRHA	Short Term	X	

Campostella Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Wilson Road Revitalization Plan	Develop a detailed Wilson Road Revitalization Strategy.	NRHA, Department of Planning and Community Development	Short-Term	X	
Acquisition of Tax Delinquent Properties	Identify and pursue the acquisition of tax delinquent properties for blight eradication and controlled development (GEM program).	Department of Planning and Community Development	Short Term	X	Operating Budget
Property Rehabilitation	Initiate and promote property rehabilitation financial and technical assistance programs to neighborhood residents and investors.	Department of Planning and Community Development	Short Term	X	Funds allocated as needed and available.
Homeownership	Provide special home purchase incentives such as down payment and closing cost for future infill development.	NRHA	Short Term	X	Strategy to be detailed in The Conservation Plan
New Infill Housing Development	New single family infill housing development	NRHA	Short Term	X	
Blight Removal	Clear and acquire properties as identified in the Conservation Plan.	NRHA	Short Term	X	Strategy to be detailed in the Conservation Plan.
First time homebuyers	Target special below market interest rate home purchase financing, such as the SPARC program, to buyers purchasing in the Southside.	Department of Planning and Community Development	Short Term & ongoing	X	
PUBLIC SAFETY					
Increase Police Presence	Elevate police presence in critical areas throughout the neighborhoods.	Norfolk Police Department	Short Term	X	
Neighborhood Watch	Establish a neighborhood watch or safety group to monitor/report neighborhood problems.	Community Leaders	Short Term	X	
INFRASTRUCTURE					
Water/Sewer Systems	Complete Phase 2 of the repair and upgrade of the water and sewer system. Repave streets after the completion of Phase 2.	Department of Utilities	Short Term	X	Schedule to begin in September 2004.



Campostella Action Plan Summary Table

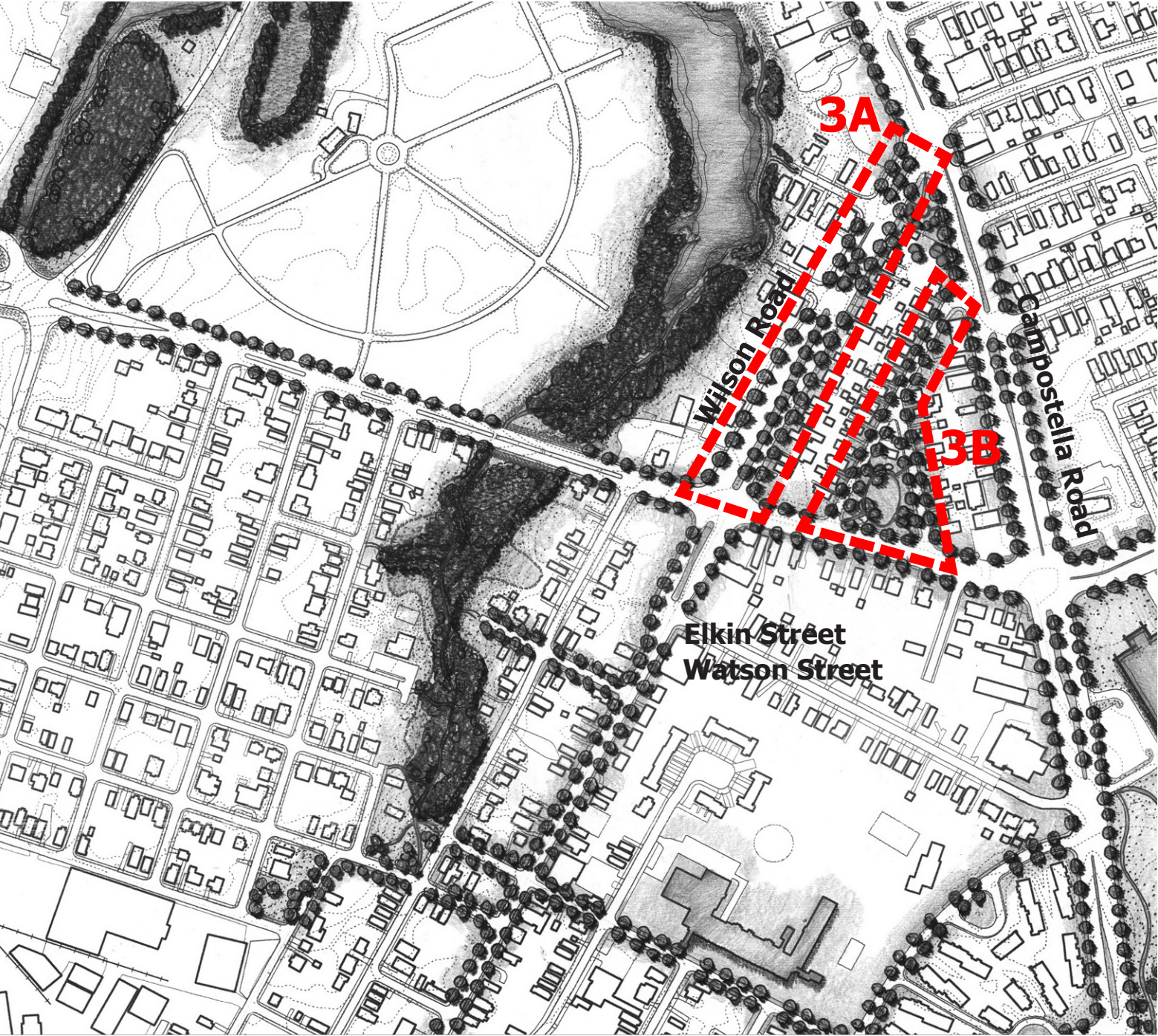
IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
New Sidewalks	Install new sidewalks, curbs and gutters where needed throughout the neighborhood.	NRHA, Department of Public Works	Mid Term	X	
Street Lighting	Identify and prioritize areas needing additional street lighting not addressed with recent street lighting improvements in 2003.	Community Leaders	Short Term	X	
CODES COMPLIANCE					
Blight Eradication	Continue to demolish severely blighted vacant buildings along Wilson Road, and other scattered sites.	Department of Neighborhood and Leisure Services	Short Term	X	Demolition of 3 structures at an average cost of \$4500 per structure, per year for the next 5 years.
Vacant Lots	Intensify code compliance efforts, monitor and enforce maintenance of vacant lots throughout the community	Department of Neighborhood and Leisure Services	Short Term	X	Clear 27 lots (on average per year) at an average cost of \$100 per lot, for the next 5 years. Monies from the General Fund are allocated as needed.
Neighborhood Standards	Work with community leaders and residents to develop “Neighborhood Standards.”	Department of Neighborhood and Leisure Services	Short Term	X	
Community Outreach	Increase community awareness of, and compliance with, code compliance programs through special outreach efforts.	Department of Neighborhood and Leisure Services	Short Term & ongoing	X	
Programs and Services	Strengthen and enhance programs and services available to the community.	Department of Neighborhood and Leisure Services	Short Term	X	
PARTNERSHIPS					
Implementation Committee	Organize an implementation committee to begin work on priority items. Committee will include various City Departments and community stakeholders.	Community Leaders Department of Planning and Community Development	Short Term	X	
Recognition	Recognize individuals, groups, and businesses that contribute to the neighborhood and celebrate their contributions.	Community Leaders, Department of Neighborhood and Leisure Services	Short Term	X	

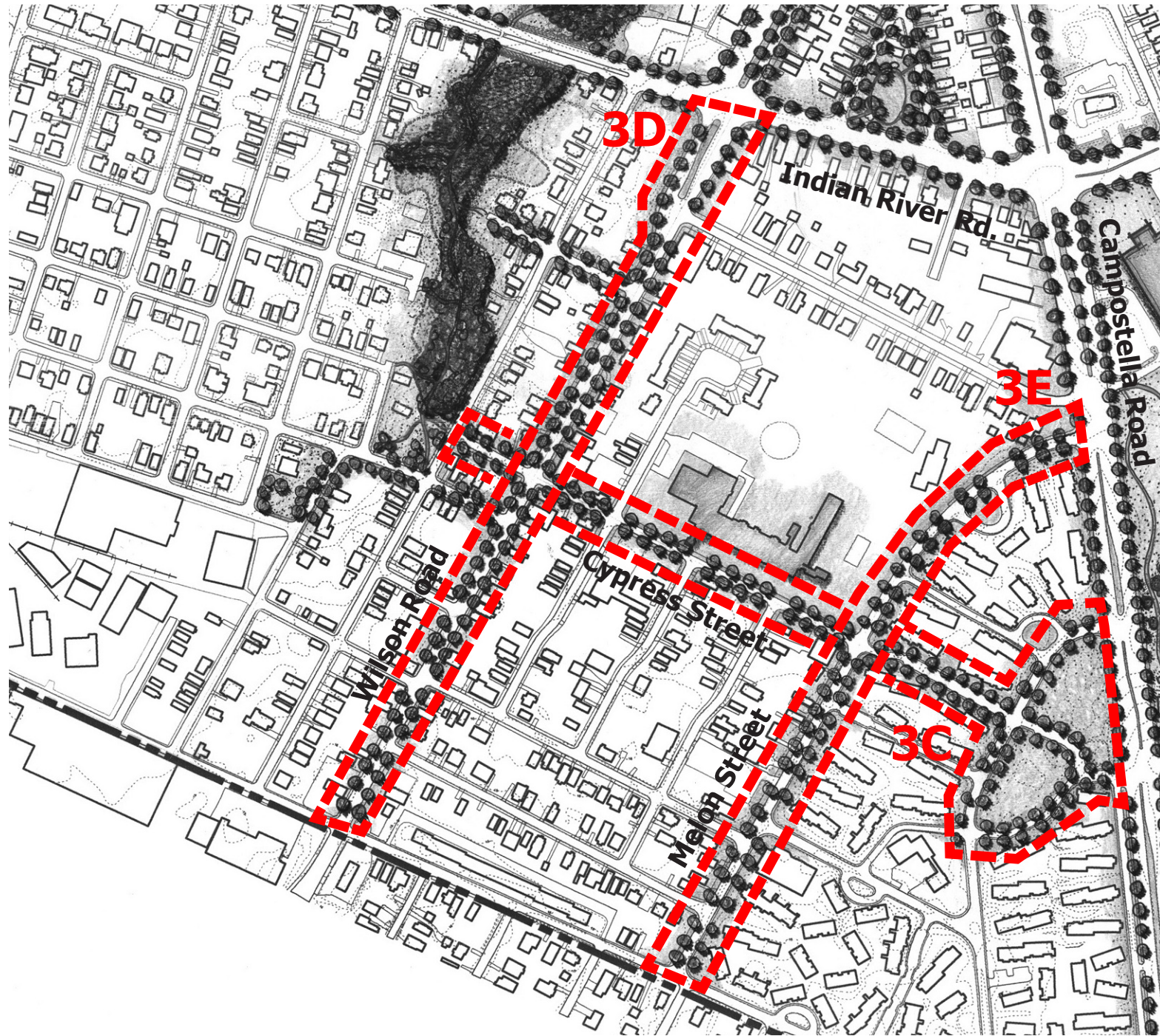
Campostella Public Improvements (North)

3A - Wilson Road	\$ 60,000
3B - Watson St./Elkin St.	\$ 170,000
Subtotal	\$ 230,000
Soft Cost Contingency @ 20%	\$ 46,000
Total	\$ 276 ,000

Proposed improvement costs for these areas might include new curb and gutter, updated storm drainage pipe and structures, concrete sidewalks, asphalt overlay or full depth replacement of roadway, light poles and fixtures, street trees, wetland clean-up, upgrade traffic signals and piers at waterfront. A detailed spreadsheet of costs for each improvement area is included in Appendix A.

Note: The cost estimates are based on concept drawings and are in 2003 dollars. Soft costs, such as design, construction management, surveying, and permitting fees have been estimated at twenty percent. Likewise, acquisition of land or structures and facilities to be constructed or developed primarily with private funds have not been included.





Campostella Public Improvements (South)

3C - Cypress Street	\$ 160,000
3D - Wilson Road/22nd Street	\$2,800,000
3E - Melon Street	\$ 300,000
Subtotal	\$3,260,000
Soft Cost Contingency @ 20%	\$ 652,000
Total	\$3,912,000

Proposed improvement costs for these areas might include new curb and gutter, updated storm drainage pipe and structures, concrete sidewalks, asphalt overlay or full depth replacement of roadway, light poles and fixtures, street trees, wetland clean-up, upgrade traffic signals and piers at waterfront. A detailed spreadsheet of costs for each improvement area is included in Appendix A.

Note: The cost estimates are based on concept drawings and are in 2003 dollars. Soft costs, such as design, construction management, surveying, and permitting fees have been estimated at twenty percent. Likewise, acquisition of land or structures and facilities to be constructed or developed primarily with private funds have not been included.

Berkley

Goals, Strategies and Actions

Waterfront

Goal 1: Identify opportunities for change or improvement along the waterfront.

Strategy: Emphasize visual connections to Downtown Norfolk and to residential neighborhoods across the water.

Gateways & Corridors

Goal 2: Create community gateways at major entrance points to the neighborhoods, and improve the visual

quality, land use and building conditions on the major road corridors.

Strategy: Enhance corridors with new development and connections to residential neighborhoods.

Action: Encourage landscaping and other aesthetic improvements along industrial edges to create a buffer, and pedestrian walk systems as buffers between industrial and residential uses along South Main Street, Bellany Avenue and Fauquier Street.

Recreation

Goal 3: Identify opportunities for recreation and open space development, and provide community access to the waterfront.

Strategy: Create new recreation opportunities and strengthen existing pedestrian connections to open space and the water.

Action: Expand the area around the Berkley Neighborhood Center and St. Helena

Elementary School to provide for additional open space and recreational opportunities.

Action: Enhance Community Park, Berkley Ave (Adjacent to Southside Boys & Girls Club). Upgrade playground equipment, benches, and trash cans. Landscape and Upgrade bathrooms.

Action: Landscape and add benches to the Park in 500 block of Craig Street.

Action: Landscape and add benches to the Park in 500 block of Craig Street.

Action: Landscape/Beautify area around NCP Credit Union on So. Main Street. Update benches and trash cans - Add flowers, etc.

Action: Expand the Berkley Community Center, upgrade furniture and equipment. Provide internet access for the computers.

Action: Continue programming to support existing Berkley Neighborhood Service Center on South Main Street.

Economic & Educational Development

Goal 4: Provide economic development opportunities for retail development and other businesses that will provide jobs and enhance the quality of life.

Strategy: Provide educational and enhancement opportunities for youth and adults.

Action: Develop partnerships between community businesses and industries to encourage the development of programs that will lead to employment and training opportunities for area residents.

Action: Determine the need to replace the heating and plumbing system.

Action: Investigate on-site expansion of the Horace Downing Library.

Action: Acquire the Historic Sally Anthony House to be used as a museum.

Housing & Neighborhood Development

Goal 5: Increase Housing Options Available in the Southside Area

Strategy: Continue actions to strengthen the overall character of the neighborhood and to reestablish the community as a great place to live, work, and play.

Action: Continue infill housing development under the Berkley III and the Berkley IV Conservation Program.

Action: Continue property rehabilitation program under the Berkley III and the Berkley IV Conservation Program.

Action: Continue blight removal under the Berkley III and the Berkley IV Conservation Program.

Strategy: Ensure that new development is compatible with existing residential neighborhoods.

Action: Pursue the purchase of the St. Helena Annex site and facilitate the redevelopment of the site.

Action: Create a local historic district for the Hardy Field portion of Berkley to enforce architectural design criteria.

Strategy: Provide New Housing Opportunities

Action: Facilitate the private development of a mixed-income, mixed-use residential project at Spotico Creek.

Strategy: Preserve Existing Housing

Action: Develop and market incentives for significant reinvestment in the housing stock, such as the Tax Abatement Program, the Aesthetic Improvement Grant Program, and other property rehabilitation and financial assistance programs.

Strategy: Increase Home-Ownership

Action: Continue to provide special home purchase incentives such as down payment and closing cost assistance and the HOME program.

Action: Target special below market interest rate home purchase financing, such as the SPARC program, to buyers purchasing in Berkley.

Action: Provide technical assistance to the Beacon Light Community Development

Corporation to optimize its capacity as a housing developer.

Public Safety

Goal 6: Increase Public Safety

Strategy: Reduce Overall Crime.

Action: Elevate police presence in critical areas throughout the neighborhoods.

Action: Establish a neighborhood watch or safety group to monitor/report neighborhood problems.

Infrastructure

Goal 7: Improve the Infrastructure in the Southside

Strategy: Maintain and replace sewer and wastewater systems as needed in Berkley.

Action: Repair and upgrade the sewer system in Berkley to provide a healthy and safe environment.

Strategy: Improve pedestrian circulation with strategic neighborhood streetscape plan.

Action: Reestablish South Main Street as the area’s “main street.” Implement streetscape improvements on Main Street to enhance the pedestrian connection between the retail center, Spotico Creek redevelopment area, and Hardy Field in-fill project.

Strategy: Address street lighting needs by upgrading and adding additional lighting.

Action: Identify and prioritize areas needing additional street lighting not addressed with recent street lighting improvements in 2003.

Strategy: Continue ongoing maintenance of public facilities, structures, and land.

Action: Install new fencing around Magnolia Cemetery.

Action: Repair lettering on the Berkley Water Tower.

Codes Compliance

Goal 8: Improve Property Maintenance and Code Enforcement Efforts

Strategy: Implement programs aimed at improving the overall appearance of the neighborhood.

Action: Monitor and enforce the maintenance of vacant lots throughout the community.

Action: Work with community leaders and residents to develop Neighborhood Standards.”

Action: Intensify Code Compliance targeting areas of concentrated blight (Demolition of boarded and blighted structures).

Action: Increase community awareness of, and compliance with, code compliance programs through special outreach efforts.

Action: Strengthen and enhance programs and services available to the community. Distribute the city’s resource directory of available programs and services.

Partnerships

Goal 9: Build Public/Private Partnerships

Strategy: Identify potential programs and partnerships that would enable more families to achieve a greater economic and social stability.

Action: Organize an implementation committee to begin work on priority items. Committee will include various City Departments and community stakeholders. Continue to work with the Southside Task Force.

Strategy: Develop community partnerships to organize and implement neighborhood pride events.

Action: Work with neighborhood organizations, businesses, and city staff to continue to implement the annual Berkley Neighborhood Reunion.

Berkley Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
GATEWAYS AND CORRIDORS					
Buffer Industrial Uses	Encourage landscaping and other aesthetic improvement and pedestrian walk systems to create buffers between industrial and residential uses on private property.	Public Works and Department of Development	Short Term	X	Encourage participation by private business owners.
RECREATION					
Berkley Neighborhood Center and St. Helena's	Expand the area around Berkley Neighborhood Center and St. Helena Elementary School providing open space and recreational opportunities.	Department of Neighborhood and Leisure Services, Department of Planning and Community Development	Mid Term	X	To be addressed as part of the proposed Recreation and Open Space Comprehensive Plan
Upgrade existing parks	Enhance Community Park, Berkley Ave (Adjacent to Southside Boys & Girls Club). Upgrade playground equipment, benches, and trash cans. Landscape and Upgrade bathrooms.	Department of Neighborhood and Leisure Services, Facilities and Enterprise Maintenance	Short Term	X	Develop an Upgrading Plan
	Landscape and add benches and trash cans to the Park in 500 block of Craig Street.	Department of Neighborhood and Leisure Services, Facilities and Enterprise Maintenance	Short Term	X	Develop an Upgrading Plan
	Improve Park in 100 block of Hough Ave (near S. Main Street) with landscaping and benches.	Department of Neighborhood and Leisure Services, Facilities and Enterprise Maintenance	Short Term	X	Develop an Upgrading Plan
Landscaping	Landscape/Beautify area around NCP Credit Union on So. Main Street. Update benches and trash cans - Add flowers, etc.	Community Leaders and the Credit Union	Short Term	X	
Berkley Community Center	Expand the Berkley Community Center, upgrade furniture and equipment. Provide internet access for the computers.	Facilities and Enterprise Maintenance, Department of Neighborhood and Leisure Services	Short Term	X	Develop an Improvement Plan
	Explore the feasibility of enclosing the Berkley Community Center swimming pool.	Department of Neighborhood and Leisure Services	Short Term	X	To be addressed

Berkley Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Berkley Neighborhood Service Center	Continue programming to support existing Berkley Neighborhood Service Center on South Main Street.	Department of Neighborhood and Leisure Services	Short Term	X	
ECONOMIC & EDUCATIONAL DEVELOPMENT					
Local Employment Opportunities	Develop partnerships between community businesses and industries to encourage the development of programs that will lead to employment and training opportunities for area residents.	Community Leaders Department of Development	Short Term & ongoing	X	
Horace Downing Library Improvements	Determine the need to replace the heating and plumbing system.	Facilities and Enterprise Maintenance	Short Term	X	
	Investigate on-site expansion of the library.	Department of Libraries	Short Term	X	
Sally Anthony House	Acquire the Historic Sally Anthony House to be used as a museum.	Facilities and Enterprise Maintenance	Short Term	X	Sally Anthony House - Historic Site
HOUSING & NEIGHBORHOOD DEVELOPMENT					
Waterfront Neighborhood Retail	Facilitate the private development of a mixed-income, mixed-use residential/commercial project at Spotico Creek.	Private Developers NRHA, Department of Planning and Community Development	Long Term	X	
Technical Assistance	Provide technical assistance to the Beacon Light Community Development Corporation to optimize its capacity as a housing developer.	NRHA	Short Term	X	
New housing development	Continue infill housing development under the Berkley III and the Berkley IV Conservation Program.	NRHA & Beacon Light Civic League CHDO	Short Term	X	Disposition of 10 housing sites per year

Berkley Action Plan Summary Table

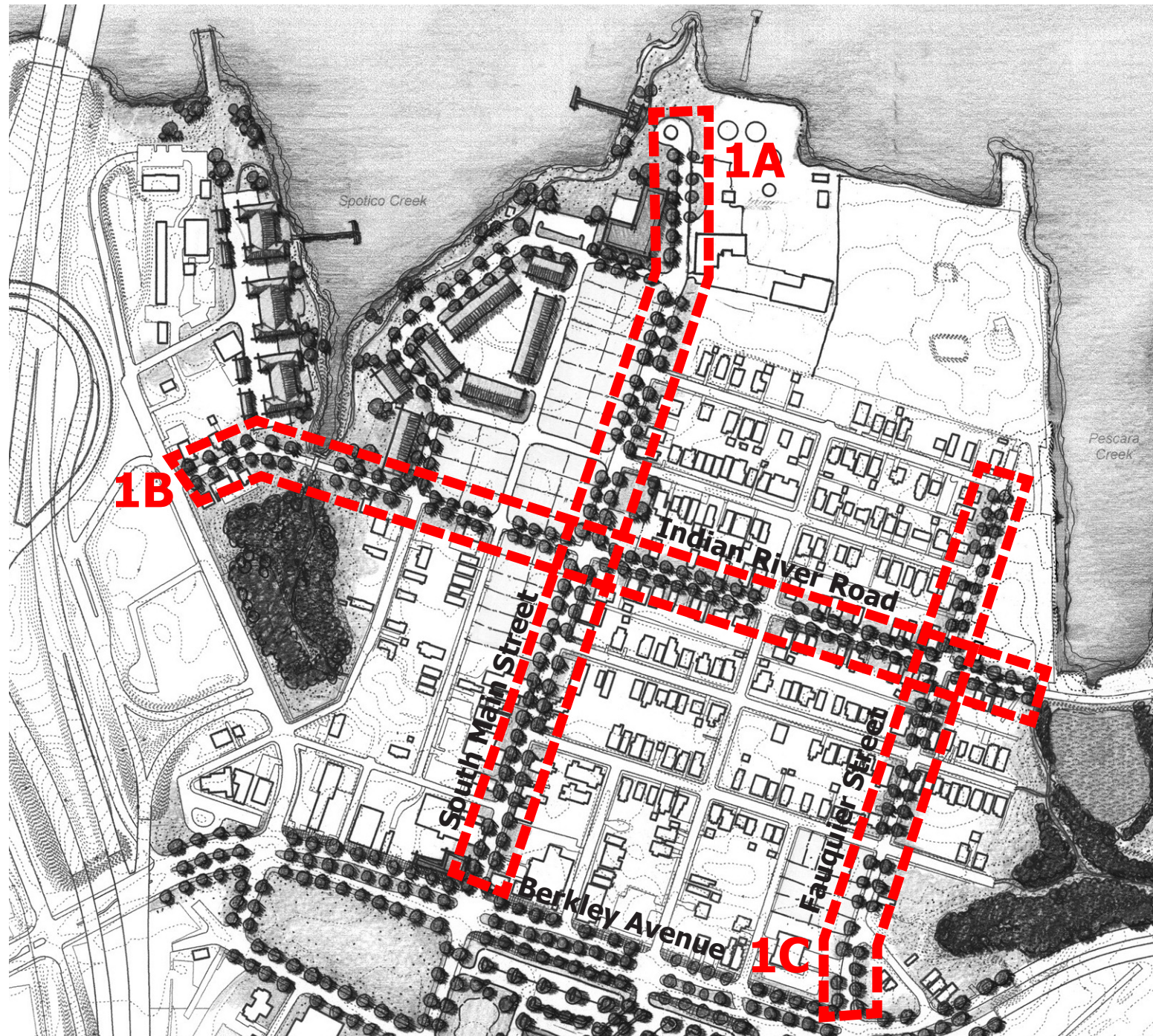
IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Down payment/Closing Costs	Continue to provide special home purchase incentives such as down payment and closing cost assistance and the HOME program.	Department of Planning and Community Development; NRHA	Short Term	X	Homebuyer Assistance through Beacon Light CHDO – 6 new houses per year
Property Rehabilitation	Continue property rehabilitation program under the Berkley III and the Berkley IV Conservation Program.	NRHA	Short Term	X	Assist 2 homeowner rehabs annually.
Blight Removal	Continue blight removal under the Berkley III and the Berkley IV Conservation Program.	NRHA	Short Term	X	Estimating 6 Acquisitions and 2 Demolitions annually
Redevelopment Opportunities	Pursue the purchase of the St. Helena Annex site and facilitate the redevelopment of the site.	Department of Development, Department of Planning and Community Development	Long Term	X	
Hardy Field Local Historic District	Create a local historic district for the Hardy Field portion of Berkley to enforce architectural design criteria.	Community Leaders, Department of Planning and Community Development	Short Term	X	
Rehabilitation Incentives	Develop and market incentives for significant reinvestment in the housing stock, such as the Tax Abatement Program, the Aesthetic Improvement Grant Program, and other property rehabilitation and financial assistance programs.	Department of Planning and Community Development; NRHA	Short Term	X	
Below Market Interest Mortgages	Target special below market interest rate home purchase financing, such as the SPARC program, to buyers purchasing in Berkley.	Department of Planning and Community Development	Short Term	X	
PUBLIC SAFETY					
Increase Police Presence	Elevate police presence in critical areas throughout the neighborhoods and implement 24-hour patrols in critical areas.	Norfolk Police Department	Short Term	X	

Berkley Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Neighborhood Watch	Establish a neighborhood watch or safety group to monitor/report neighborhood problems.	Community Leaders	Short Term	X	
INFRASTRUCTURE					
Sewer and Water	Develop an action plan for upgrading the sewer and water system in Berkley, focusing on problem areas such as Craig Street.	Department of Utilities	Mid Term	X	Link to City Master Plan
Street lighting	Identify and prioritize areas needing additional street lighting not addressed with recent street lighting improvements in 2003.	Community Leaders	Short Term	X	
Main Street Improvements	Reestablish South Main Street as the area's "main street." Implement streetscape improvements on Main Street to enhance the pedestrian connection between the retail center and Spotico Creek redevelopment area and Hardy Field in-fill.	Public Works, NRHA	Short Term	X	Cost of Streetscape Study
Cemetery improvements	Install new fencing around Magnolia Cemetery.	Community Leaders	Short Term	X	Private property
	Discuss the maintenance of Mt Olive Cemetery with the owners and encourage the enclosure of the cemetery with fencing or shrubbery.	Community Leaders, Department of Planning and Community Development	Short Term	X	Private property
Berkley Water Tower	Repair lettering on the Berkley Water Tower.	Department of Utilities	Short Term	X	New lettering/graphics will be added to the tower as part of a larger utilities water tower restoration.
CODES COMPLIANCE					
Vacant Lots	Monitor and enforce the maintenance of vacant lots.	Department of Neighborhood and Leisure Services	Short Term & ongoing	X	

Berkley Action Plan Summary Table

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	COST RANGE	MISCELLANEOUS NOTES
Blight Removal	Intensify Code Compliance targeting areas of concentrated blight. Demolition of boarded and blighted structures.	Department of Neighborhood and Leisure Services	Short Term & ongoing	X	Estimating 6 Acquisitions and 2 Demolitions annually for the next 5 years
Neighborhood Standards	Work with community leaders and residents to develop "Neighborhood Standards."	Department of Neighborhood and Leisure Services	Short Term	X	
Community Outreach	Increase community involvement and compliance with, code compliance objectives.	Department of Neighborhood and Leisure Services	Short Term	X	
Programs and Services	Strengthen and enhance programs and services available to the community.	Department of Neighborhood and Leisure Services	Short Term & ongoing	X	
PARTNERSHIPS					
Implementation Committee	Organize an implementation committee to begin work on priority items. Committee will include various City Departments and community stakeholders.	Community Leaders Department of Planning and Community Development	Short Term	X	
Berkley Neighborhood Reunion	Work with neighborhood organizations, businesses, and city staff to continue to support the annual Berkley Neighborhood Reunion and other community based activities.	Community Leaders, Department of Neighborhood and Leisure Services	Short Term & ongoing	X	



Berkley Public Improvements (North)

1A- South Main Street	\$1,250,000
1B - E. Indian River Road	\$1,600,000
1C - Fauquier Street	\$ 200,000
Subtotal	\$3,050,000

Soft Cost Contingency @ 20% \$ 610,000

Total \$3,660,000

Proposed improvement costs for these areas might include new curb and gutter, updated storm drainage pipe and structures, concrete sidewalks, asphalt overlay or full depth replacement of roadway, light poles and fixtures, street trees, wetland clean-up, upgrade traffic signals and piers at waterfront. A detailed spreadsheet of costs for each improvement area is included in Appendix A.

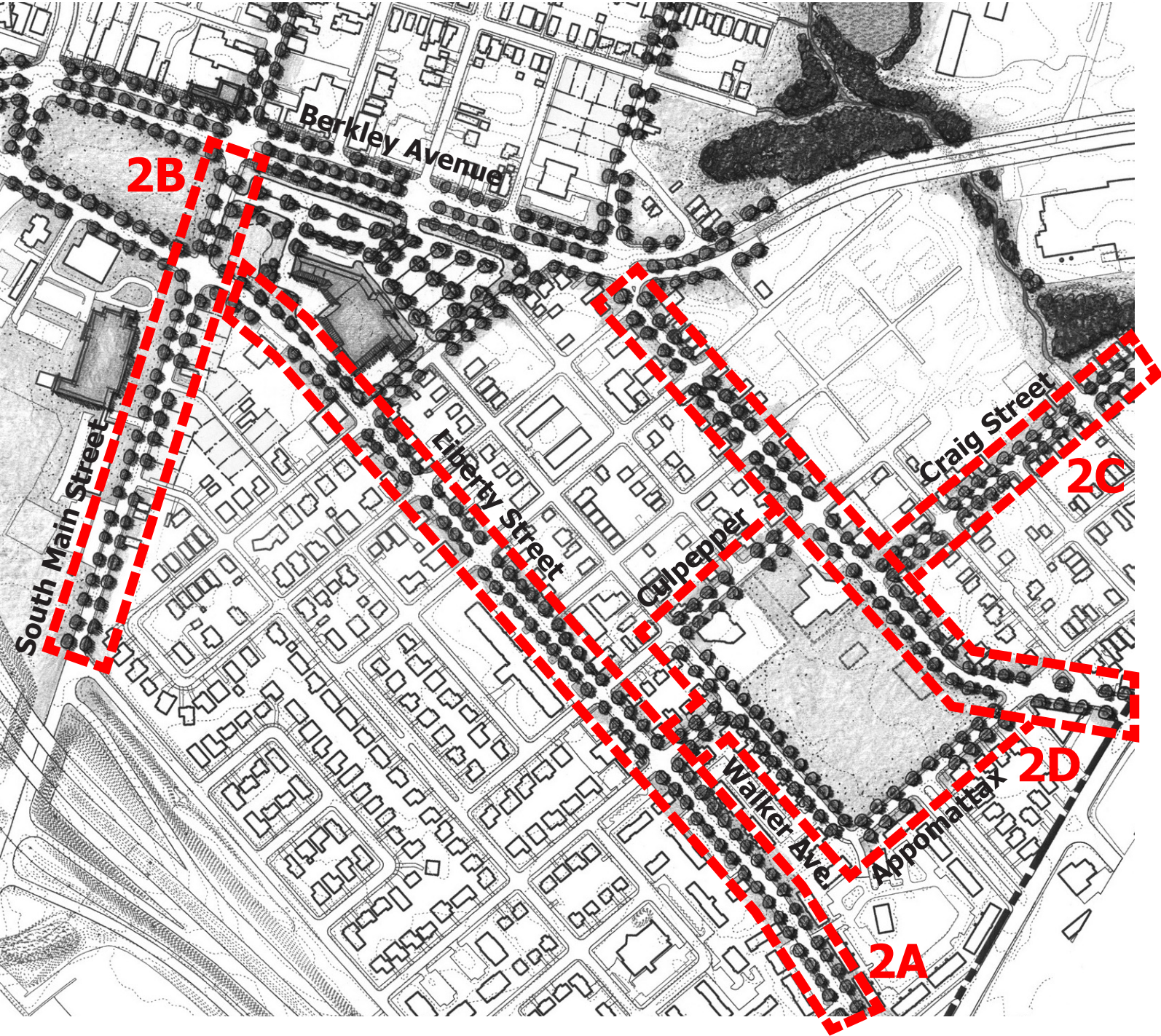
Note: The cost estimates are based on concept drawings and are in 2003 dollars. Soft costs, such as design, construction management, surveying, and permitting fees have been estimated at twenty percent. Likewise, acquisition of land or structures and facilities to be constructed or developed primarily with private funds have not been included.

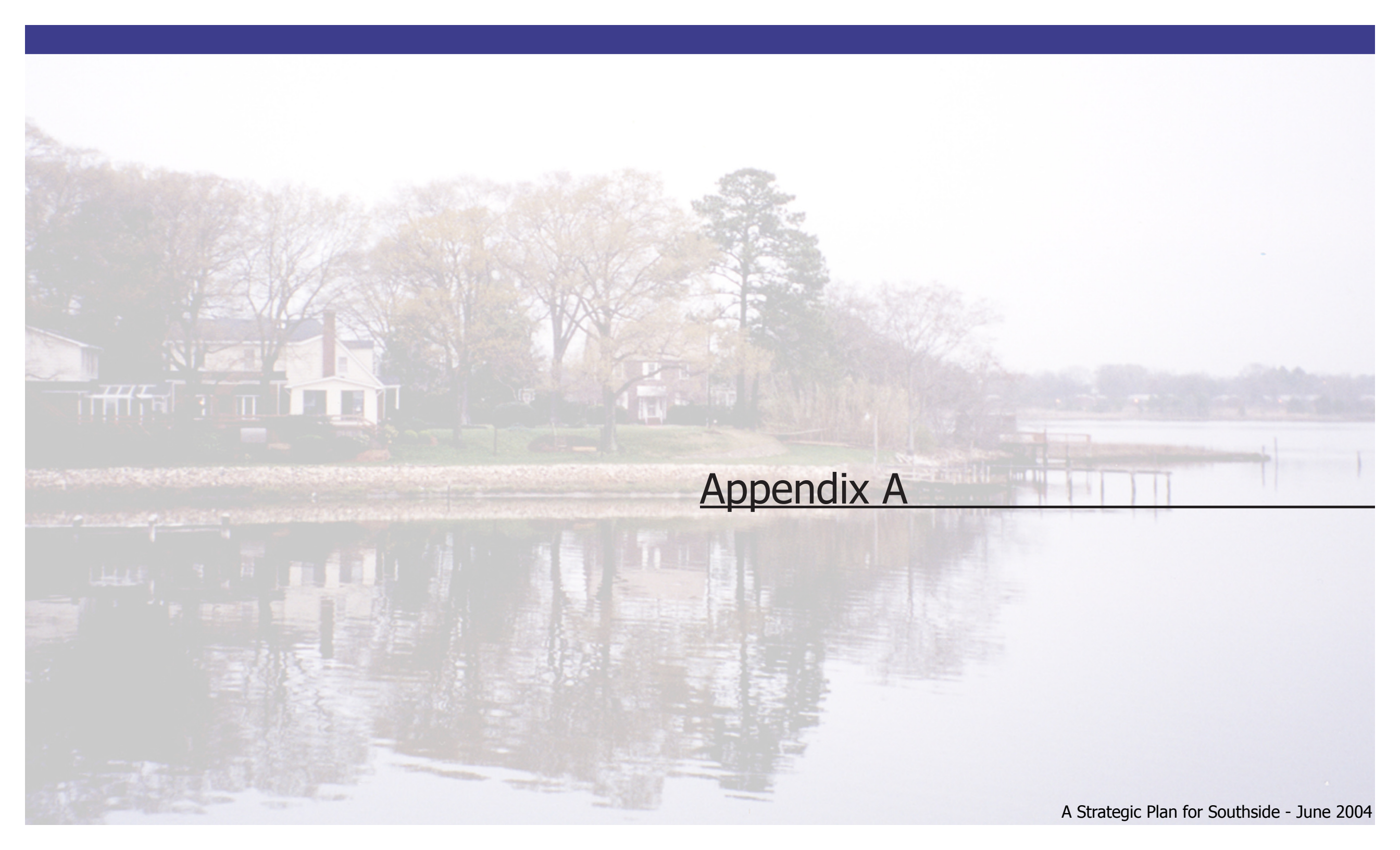
Berkley Public Improvements (South)

2A - East Liberty Street	\$ 275,000
2B - South Main Street	\$1,700,000
2C - Craig Street	\$ 225,000
2D - Culpepper/Walker/Appomattax	\$ 210,000
Subtotal	\$2,410,000
Soft Cost Contingency @ 20%	\$ 482,000
Total	\$2,892,000

Proposed improvement costs for these areas might include new curb and gutter, updated storm drainage pipe and structures, concrete sidewalks, asphalt overlay or full depth replacement of roadway, light poles and fixtures, street trees, wetland clean-up, upgrade traffic signals and piers at waterfront. A detailed spreadsheet of costs for each improvement area is included in Appendix A.

Note: The cost estimates are based on concept drawings and are in 2003 dollars. Soft costs, such as design, construction management, surveying, and permitting fees have been estimated at twenty percent. Likewise, acquisition of land or structures and facilities to be constructed or developed primarily with private funds have not been included.



A photograph of a waterfront scene. In the foreground, a body of water reflects the sky and the structures on the shore. A stone wall runs along the water's edge. Behind the wall, there are several houses, including a prominent two-story yellow house with a red roof and a chimney. A line of trees, some with yellowing leaves, stands behind the houses. To the right, a wooden pier or dock extends into the water. The sky is overcast and grey.

Appendix A

Programs

Programs

Existing Programs

NRHA works closely with local non-profit agencies and private developers to build affordable homes throughout the City. Revenue bonds and tax credit financing have generated more than 1,000 units of low-to moderate-income housing.

HomeNet, is a partnership between NRHA, local lending institutions, developers, realtors, financial counselors and local, state and federal housing agencies, which links eligible families to the housing and financial resources they need to purchase a home.

Norfolk’s Neighborhood Conservation Program provides comprehensive community revitalization by upgrading public infrastructures, removing severely blighted property and rehabilitating private property. There are several new rehabilitation loan and grant programs available for the renovation of residential properties in NRHA Conservation Project and Rehabilitation District areas:

- **Low Interest Loan Rates** are available for property repairs, improvements and upgrades. Assistance is based on the “After-Rehab” appraised value of the property and the debt level and afford ability of the homeowner. The first loan payment is 90 Days after loan closing; partial loan deferment may be offered to meet afford ability requirements. Terms of 15 to 20 Years are available based on eligibility. There are no income restrictions for this program.
- **Equity Secure Program** is available for correction of Health and Safety Rehabilitation needs in addition to exterior improvements. Qualifying improvements include plumbing, heating, electrical, roof, and handicap accessibility. Maximum assistance is \$25,000 with no interest

and no monthly payment. The program is available to homeowners whose household income does not exceed 80% of the area median income. Home Maintenance Workshops are also available.

- **Aesthetic Improvement Grant** is a matching grant up to \$5,000 per property for upgraded exterior enhancements; qualifying improvements include landscaping, fencing, exterior lighting, window shutters, architectural-grade roof shingles and exterior surface improvements; maintenance agreement required.
- **Significant Structure Grant** is a matching grant up to \$5,000 per property for improvements to and/or restoration of architecturally significant properties. Qualifying improvements include repair or replacement of damaged or missing architectural features; maintenance agreement required.
- **Owner Conversion Deferred Loan** is a low-interest deferred loan for the conversion of a Multi-Unit Rental Building to a Single-Family, Owner-Occupied Home. Up to 50% of the cost of renovation and conversion, not to exceed \$25,000, will be deferred to 15 years. Matching assistance of up to \$5,000 is available for Architectural design and construction fees associated with the conversion.
- **Rehabilitation Loan Program** provides below market interest rate loans. Maximum assistance is up to 90% of the “As-If” appraised value and the maximum term is up to 15 years. Partial loan deferment may be offered.

Weed and Seed Programs

From July 1997 through June 2000, Norfolk participated in the national Weed and Seed program, aimed to reduce drug trafficking and drug-related crimes, maintain good relations between police and residents and reduce juvenile crime by increasing opportunities for youth. The program target area for Norfolk was the Southside community. Using information from drug traffic investigations, police officers conducted drug crackdowns and sweeps, increased foot, bicycle and vehicle patrols, and conducted traffic checkpoints.

Weed and Seed officers provided security at community events and attended various Neighborhood Association and Neighborhood Watch meetings. Southside's Community Resource Officers partnered with the Weed and Seed officers to provide services to youth and families in public housing neighborhoods, including the following programs:

- **The Targeted Outreach Program (TOP)** focused on youth ages 10-18 who were identified as at-risk for gang involvement. The program matched youth with activities they found interesting and that could provide needed direction and guidance. Youth were invited to join the Boys and Girls Club and given a scholarship to cover membership fees, if needed. Activities taught health and physical education, citizenship and leadership, personal and cultural enrichment, outdoor recreation, and academic achievement. Additional programs included: Power Hour, a homework group; Smart Moves, a program to teach youth the dangers of sexual behavior, drugs, and alcohol; and Kids in Control, a 15-session safety awareness program to help kids develop crime prevention and personal safety skills.
- **Positive Confrontation** included a 12-week course established in five schools and a 4-week summer course conducted at the Boys and Girls Club. Each class consisted of youth, elementary through high school age, who were referred to the program because of disruptive behavior in the classroom

or at the Club. The course curriculum included sessions such as Knowing Yourself, Ways to Say No, Making Decisions, Anger Management, Success and Failure, Leadership, and Teen Pregnancy.

- **Youth Employment Program**, which was also known as "People Getting Paid" or "PGP Enterprises" taught youth how to start and operate a small business. The program included one-hour sessions on topics such as making goals, writing a business plan, dress and interview skills, and working as a team. Since the Youth Employment Program required each member to improve or maintain passing grades, tutoring was offered to participants.
- In the **Mothers Against Gangs** program, parents (85% of whom were single mothers) volunteered for bus stop patrols, hall duty at school, chaperoning, and street patrols. The patrol activities focused on areas in neighborhoods where youth interaction often led to conflict. In February 2000, however, the program coordinator was terminated and the remaining funds were used to start the Life Prep program, which was designed as a weekly 50-minute youth discussion session. The Life Prep program curriculum included discussions on topics such as problem solving, decision-making, job readiness, career exploration, coping with violence, alternatives to drugs and alcohol, and parenting skills. Additionally, the program provided recreational activities, educational programs, guest speakers, and educational field trips. All activities were aimed at improving interpersonal skills. Individual conferences were also conducted with each child to discuss any problems they might have.

Although federal funding for the Norfolk program has ended, the TOP program will continue to operate from the Diggstown Boys and Girls Club and the Positive Confrontation program will function in one or two schools during the academic year. Norfolk's Community Resource Officers will continue to work with the Seed programs at the Campostella Boys and Girls Club.

Community Watch Programs

Home Watch, sometimes called Neighborhood Watch or Community Watch, has been operating successfully in the United States of America since the first experimental scheme in 1968.

National Night Out

National Night Out is a community-police partnership program that provides information, educational materials, and technical assistance for the development of effective year-long community-police partnerships that can reduce crime, violence, and substance abuse at the community level. The program is administered by the National Association of Town Watch (NATW), a nationwide organization dedicated to the development, maintenance, and promotion of community-based, law enforcement-affiliated crime prevention activities. Coordinated by local law enforcement and trained volunteers, National Night Out events are designed to engage neighborhoods in local anti-crime and anti-drug abuse prevention activities.

National Night Out creates crime prevention awareness in the community through a multitude of local events, such as block parties, cook-outs, parades, contests, youth events, and seminars. NATW annually distributes more than 10,000 National Night Out organizational kits that guide residents and law enforcement leaders through the planning and implementation of a community's National Night Out activities. In addition, National Night Out local and national media campaigns generate extensive print and broadcast coverage.

National Night Out generates community support for anti-crime and anti-drug abuse prevention activities, as well as a high level of community participation. The presence of local law enforcement in the community under the positive circumstances of a National Night Out allows many residents to meet their officers on a one-to-one basis and in many cases for the first time. This opportunity helps to establish a much needed

relationship among neighborhood residents and local law enforcement personnel.

NATW offers a number of no-cost services to communities participating in National Night Out. It provides community leaders with "how-to" materials, including program guidelines, questions and answers, camera-ready artwork, tips, suggestions, sample press releases, and a sample National Night Out proclamation. In addition, NATW's trained staff provide telephone technical assistance directly to the community. Local law enforcement personnel provide on site technical assistance for neighborhood or Block Watches. Finally, NATW assists in preparing post project reports detailing the National Night Out events and activities. These reports are reviewed and evaluated by NATW for use in national, State, and local presentations, future National Night Out materials, and technical assistance.

Source: U.S. Department of Justice Response Center Tel: 1800 421-6770.

Funding Sources

Revitalization of Physical and Community Structures

VIRGINIA DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD): Economic Development Community Improvement Grants – These grants are available for the elimination of blighting conditions in deteriorated areas as a means of creating better environments for future economic activities. There are many categories, including Economic Environment Enhancement and Business District Revitalization. Under the Business District Revitalization activities must include significant participation by property owners, business owners, local government officials, and concerned citizens. Funding may be targeted to implementation of elements of a Revitalization Plan, including support for a business district organization, for marketing efforts to secure private investment, and for minimal cosmetic improvements to non-blighted elements.

- **Contact:** Department of Housing & Community Development, 501 N. Second St., Richmond, VA 23219, Office of Community Revitalization & Development (804) 371-7030, Project Management Office (804) 371-7061
- **Website Address:** www.dhcd.state.va.us

VIRGINIA DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD): Community Service Facilities – Funding is available for physical facilities targeting the provision of important services to low and moderate income persons and the greater community. Such facilities include day care facilities, facilities for the elderly and disabled, community centers, health clinics, libraries, schools, hospitals, and skill-building facilities for youth and the unemployed.

- **Contact:** Department of Housing & Community De-

velopment, 501 N. Second St., Richmond, VA 23219, Office of Community Revitalization & Development (804) 371 7030

- **Website Address :** www.dhcd.state.va.us

VIRGINIA DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD): Derelict Structures Funds – These funds are available to local governments, particularly in urban areas, for acquisition, demolition, removal, rehabilitation or repair of specific, targeted derelict structures. Derelict structures are defined as residential, commercial or industrial structures which are no longer being suited for a place of habitation, business or industry and which are in such poor condition as to cause a blight upon the neighborhood in which such structures are located. The derelict structures should be an element of an existing redevelopment or conservation plan.

- **Contact:** Department of Housing & Community Development, 501 Second St., Richmond, VA 23219, Contact Michelle Davis, (804) 371-7030
- **Website Address :** www.dhcd.state.va.us

Brownfields

OFFICE OF SOLID WASTE AND EMERGENCY RESPONSE, ENVIRONMENTAL PROTECTION

AGENCY: Brownfields Pilots Cooperative Agreements (Brownfield sites are abandoned, idled, or under-used industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination) – The objectives of the Brownfield Pilot Cooperative Agreement are to: (1) Develop administrative, managerial, and technical models to assist States or political subdivisions thereof or Indian Tribes to establish self-sustaining independent processes to assess and respond to environmental conditions inhibiting redevelopment of Brownfield sites; (2) provide opportunities for 2-year demonstrations of site assessment activities leading to actions to respond to

Funding Sources

environmental contamination and return “Brownfield” sites to productive use; (3) provide financial assistance for revolving loan funds for Brownfield cleanups; and (4) provide financial assistance for a program of training and evaluation of training needs in the procedures for the handling and removal of hazardous waste substances, including training in alternative or innovative technologies.

(1) Funds for assessment demonstration pilot activities must show direct links to site assessment, site identification, site investigation, planning and or site characterization at sites which have an actual, threatened, or suspected release of a hazardous substance. (2) Financial assistance for revolving loan fund pilots may only be used for “removal actions” not “remedial actions: as those terms are defined in Section 101 of CERCLA. (3) Funds for assessment demonstration pilots and the revolving loan fund pilots may not be used for actual development activities, such as construction of a new facility. (4) Funds for pilot activities may not be used at sites contaminated by petroleum products, except to address a non-petroleum hazardous substance. (5) Funds may not be used to match any other Federal funds in the absence of specific statutory authority. (6) Financial assistance for revolving loan fund pilots must be used for removal actions at Brownfield sites that have completed or have substantially completed assessment activities, unless unique circumstances warrant an exception. (7) Funds awarded for environmental job training must be used to prepare trainees in the handling and removal of hazardous substances, including training in innovative or alternative treatment technologies.

- **Contact:** Linda Garczynski, Director, Outreach and Special Projects Staff, OSWER, EPA, Washington, DC 20460. Telephone: (202) 260-4039.
- **Web Site Address:** www.epa.gov

VIRGINIA DEPARTMENT OF ENVIRONMENTAL QUALITY (DEQ): Virginia Land Renewal Initiative – partnering of DEQ and Virginia Economic Development Partnership (VEDP)

to encourage the redevelopment of brownfield properties statewide. The EPA defines brownfields as “abandoned, idled or underused industrial and commercial sites where expansion or redevelopment is complicated by real or perceived environmental contamination that can add cost, time or uncertainty to a redevelopment project.” Under the federal Brownfields Tax Incentive, cleanup costs in target areas are fully deductible in the year in which they are incurred. Furthermore, most cleanups can be conducted under the Voluntary Remediation Program rather than follow an enforcement order on the regulatory agency’s schedule. For localities, the EPA offers Brownfields Assessment Pilots, which are grants of up to \$200,000 used to support explorations and demonstration of brownfields solutions.

- **Contact:** VDEQ Richmond Office, (804) 698 4000
- **Website Address:** www.brownfieldsnet.org

RECREATION FACILITIES AND TRAILS

NATIONAL PARK SERVICE: Outdoor Recreation, Acquisition, Development & Planning (Land & Water Conservation Fund Grants) – Acquisition and development grants may be used for a wide range of outdoor recreation projects, such as picnic areas, inner city parks, campgrounds, tennis courts, boat launching ramps, bike trails, outdoor swimming pools, and support facilities such as roads, and water supply. Facilities must be open to the general public and not limited to special groups. Development of basic rather than elaborate facilities is favored. Fund monies are not available for the operation and maintenance of facilities.

- **Contact:** National Park Service, National Center for Recreation and Conservation, Department of the Interior, 1849 C Street, N.W., Room

3622, Washington, DC 20240, (202) 565-1200.

- **Web Site Address:** www.nps.gov or www.nps.gov/uparr

NATIONAL PARK SERVICE: Urban Park & Recreation Recovery Program – Recovery Action Program grants are matching grants to local governments for the development of local park and recreation system recovery plans. Eligible activities include resource and needs assessments, coordination, citizen involvement and planning, and program development activities. All properties assisted through this program must be open to the public.

Rehabilitation grants are matching capital grants to local governments for the purpose of rebuilding, remodeling, or expanding existing facilities. Funds may not be used for routine maintenance and upkeep activities nor may they be used for acquisition.

Innovation grants are matching grants to cover costs of personnel, facilities, equipment, supplies or services designed to demonstrate innovative and cost effective ways to enhance park and recreation opportunities at the neighborhood level. Innovative grant funds may be used to address common problems related to facility operations and the delivery of recreation services. These funds may not be used for routine operation and maintenance activities.

- **Contact:** National Park Service, National Center for Recreation and Conservation, Recreation Programs, 1849 C Street, NW., Room 3624, Washington, DC 20240. Contact: Chris Ashley, (202) 565-1200.
- **Web Site Address:** www.nps.gov or www.nps.gov/uparr or www.cr.nps.gov

CHESAPEAKE BAY GATEWAYS & WATERTRAILS INITIATIVE: Funding for projects that develop or

enhance water trails and/or land-based trails, enhance interpretation at gateway hubs and regional information centers, and develop or enhance interpretation, access and/or restoration efforts at gateway sites associated with the Chesapeake Bay.

- **Contact:** Jonathan Doherty, Program Manager, National Park Service, Chesapeake Bay Program Office, 410 Severn Avenue, Suite 109, Annapolis, MD 21403.
- **Website Address:** www.chesapeakebay.net

VIRGINIA DEPARTMENT OF CONSERVATION & RECREATION (DCR): Virginia Outdoors Fund – Matching grants are available for acquisition and development of public outdoor recreation areas and facilities. This program also funds projects for the purpose of improving and enhancing existing public recreation facilities and public parks throughout the state.

- **Contact:** 203 Governor Street, Suite 213 Richmond, VA 23219, 804-876-1712, Jerry Cassidy, Grant Administrator; Dept. Conservation and Recreation, (804) 786-3218
- **Website Address:** www.dcr.state.va.us

VIRGINIA DEPARTMENT OF CONSERVATION & RECREATION (DCR): Recreational Trails Fund Program- helps provide and maintain recreational trails (motorized and non-motorized).

- **Headquarters Office:** 203 Governor Street, Suite 213 Richmond, VA 23219, 804-876-1712, Jerry Cassidy, Grant Administrator; Department of Conservation and Recreation, (804) 786-3218
- **Website Address:** www.dcr.state.va.us

VIRGINIA DEPARTMENT OF CONSERVATION & RECREATION (DCR): Virginia Land Conservation Fund Grant Program – This program provides funding for the acquisition of conservation lands including recreation/park and open space,

fish and wildlife habitat, natural areas/rare plants and animal habitats, and cultural and historic resources.

- **Contact:** 203 Governor Street, Suite 213 Richmond, VA 23219, (804) 876-1712, Jerry Cassidy, Grant Administrator; Dept of Conservation and Recreation, (804) 786-3218
- **Website Address:** www.dcr.state.va.us

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION, DEPARTMENT OF COMMERCE:

Fish & Wildlife Coordination Act – Habitat Conservation Program

This program provides grants and cooperative agreements for biological, economic, sociological, public policy, and other research, administration, and public education projects on the coastal environment to benefit U.S. fisheries, conserve protected resources, and add to the economic and social well being of the Nation. Projects are funded to carry out public policy pertaining to protection and restoration of the Nation's wetlands and other coastal habitats, pursuant to the Fish and Wildlife Coordination Act, Magnuson Fishery Conservation and Management Act, Endangered Species Act, Marine Mammal Protection Act, Marine Plastic Pollution Research and Control Act of 1987, Coastal Wetlands Planning Protection and Research Act (CWPPRA) and other legislation. Research and management includes determining the effects of habitat modifications and contaminants on populations of living marine resources, restoring depleted stocks that have been adversely impacted by habitat modifications, determining if artificial or restored habitat fulfills essential habitat needs of living marine resources, and quantifying contaminants and debris that pose a hazard to populations of these animals. Funds can be used by recipients to support a wide variety of research, habitat restoration, construction, management, and public education activities for marine and estuarine habitats, especially for species currently under, or proposed for, future Federal or Inter-jurisdictional management.

- **Contact:** CWPPRA: Dr. Erik Zobrist, Office of Habitat Conservation, FHC3, 1315 East West Highway, Silver Spring, MD 20910, (301) 713-0174; Community-based Restoration Program: Mr. Chris Doley, Office of Habitat Conservation, FHC3, 1315 East West Highway, Silver Spring, MD 20910, (301) 713-0174 .
- **Web Site Address:** www.noaa.gov

FISH AND WILDLIFE SERVICE, DEPARTMENT OF THE INTERIOR:

North American Wetlands Conservation Act—Funds are used to acquire real property interest in lands or waters, including water rights, if the obtaining of such interest is subject to terms and conditions that will ensure that the real property will be administered for the long-term conservation of such lands and waters and the migratory birds and other fish and wildlife dependent thereon. Funds can also be used to restore, manage, or enhance wetland ecosystems and other habitat for migratory birds and other fish and wildlife species if these activities are conducted on lands and waters that are administered for the long-term conservation of such lands and waters and the migratory birds and other fish and wildlife dependent thereon. Funds from the Coastal Wetlands Planning, Protection and Restoration Act may only be used in coastal wetlands ecosystems in coastal states.

- **Contact:** Bird Habitat and Conservation Office, 4401 N. Fairfax Drive, Suite 110, Arlington, VA 22203, (703) 358-1784.

OFFICE OF WATER, ENVIRONMENTAL PROTECTION

AGENCY: These grants are intended to encourage wetlands program development; and build the capacity of States, tribes, local governments or associations to effectively protect wetland and riparian resources. The projects that will be funded under this program should support the initial development of

a wetlands protection, restoration or management program or support enhancement/refinement of an existing program.

- **Contact:** Wetlands Division, Office of Wetlands, Oceans and Watersheds (4502F), EPA, Ariel Rios Building, 1200 Pennsylvania Avenue, NW., Washington, DC 20460.
- **Web Site Address:** www.epa.gov/owow/wetlands

CHESAPEAKE BAY SMALL WATERSHED GRANTS PROGRAM: Grants are given to protect and preserve watersheds in the Chesapeake Bay basin. Environmental education and local land use protection is emphasized along with strengthening the link between communities and the Chesapeake Bay Program.

- **Contact:** National Fish & Wildlife Foundation, 1120 Connecticut Ave., N.W., Suite 900, Washington D.C., 20036. Malia Somerville, (202) 857-0166
- **Website Address:** www.nfwf.org_or_chesapeake@nfwf.org

Other

VIRGINIA FOUNDATION FOR THE HUMANITIES & PUBLIC POLICY: This agency proves matching grants for historical, cultural and public policy programs.

VIRGINIA RESOURCES AUTHORITY (VRA):

The VRA's mission statement is to further the Commonwealth of Virginia's goals in economic development, the environment, public health, and transportation by providing local governments with affordable and innovative infrastructure financing. They offer bond programs, pooled bond programs, and interim financing options.

- **Contact:** 707 East Main Street, Suite 1350, Richmond, VA 23219, (804) 644-3100
- **Website Address:** www.vra.state.va.us or www.VirginiaResources.org

VIRGINIA TOURISM CORPORATION: Tourism Cooperative Advertising Fund – This state agency distributes \$2 million of matching marketing funds. Applications must come from local destination marketing organizations, along with other partners, to fund new projects promoting Virginia attractions to out-of-state audiences.

VIRGINIA DEPARTMENT OF TRANSPORTATION

(VDOT): TEA-21 Grants – The Transportation Enhancement Act for the 21st Century (TEA-21) mandates that 10% of every state's annual federal allocation of funds must be spent on enhancement projects related to intermodal issues. Types of projects funded include: provision of facilities for bicycles and pedestrians, acquisition of scenic easements or historic sites, scenic or historic highway programs, landscaping and other scenic beautification, historic preservation, rehabilitation and operation of historic transportation buildings, structures or facilities, preservation of abandoned railway corridors, control and removal of outdoor advertising, archaeological planning and research, and mitigation of pollution due to highway runoff.

- **Contact:** Bob Terrell, Virginia Department of Transportation, Programming & Scheduling Division, 1401 East Broad Street, Richmond, VA 23219, (804) 786-2872
- **Website Address:** www.vdot.state.va.us

FUNDING OPTIONS FOR BUSINESSES / NEIGHBORHOOD NON-PROFIT ORGANIZATIONS

Revolving Loan Funds

The creation of a revolving loan fund is one option the City

can use as the chief vehicle for direct financial assistance to organizations and businesses. Loans could be at low-interest rates to fund the private revitalization activities proposed, or as a contingency source to aid firms in the event of necessary dislocations or other unforeseen events due to revitalization. Use of CDBG funds is recommended to capitalize on a revolving loan fund to finance direct low-interest loans for private revitalization, if conventional financing is not available or feasible. A CDBG revolving loan fund should be blended with other financial incentives, including:

- Direct low-interest loan
- Blended-rate loans combining conventional and low-interest loans
- Buy-down of commercial interest rates
- Guarantees of commercial loans
- Reduced processing cost to lenders through loan packaging
- Reduced risks to lenders through pooling of loans.

The active involvement of area lending institutions should be sought for any of these techniques so that risks and processing costs to those institutions can be reduced when necessary to secure their services at rates borrowers can afford. The purposes of the loan fund should be clearly identified and advertised. Portions of the fund could be allocated for financial assistance for working capital for expanded inventory or upgraded fixtures and equipment for existing businesses, working capital for new businesses, property acquisition for business expansion, or existing business renovation. A portion of the fund, for example, could be earmarked for the purchase of easements in the form of a sale-lease back for making revitalization improvements to private property.

SBA Loans

The City could also seek out businesses in the area that can qualify for the Small Business Administration and Location Development Corporation program loans. These loans provide up to 40% low interest financing through the LDC, 50% at

market rate from commercial lenders and 10% equity from the borrower. The City's revolver could be used to provide supplemental loans or other financial assistance to bolster borrower "equity" for SBA loans, where permitted under SBA regulations. Business development assistance and guidance should be a condition for businesses accepting public financial assistance.

Tax Increment Financing

As the tax base of the area improves with added businesses and activity, tax increment financing should be considered. Tax increment-financing reserves the increased tax revenues from property improvements to help defray public costs in support of those improvements. Revenue generated could be earmarked for public improvements, low-interest loans or other financial incentives, or for other public purposes in the corridor.

VIRGINIA ENTERPRISE ZONE

The study area is in the Norfolk/ Portsmouth Enterprise Zone is the only federally designated Empowerment Zone in the state. Local Incentives include:

- Norfolk Enterprise Zone Development Loan Fund offers start-up capital to qualified small businesses.
- Five-year decreasing rebates of local business license tax and utility taxes for qualified businesses. There is also a one-time 50 percent reduction of permit fees.
- Technical assistance to small businesses.
- Security audits for businesses.
- Technical assistance on preparing loan applications and financial projections and referrals for venture capital sources to businesses.

General Income Tax Credit for 10 years predicated upon 40 percent of new employees hired being residents of the Enterprise Zone or must be certified as

low income. First year taxes are reduced by 80 percent; taxes in years 2 through 10 are reduced by 60 percent.

Real Property Improvement Tax Credit of 30 percent of qualified improvements (not to exceed \$125,000 in a 5-year period). New construction projects must exceed minimum value of \$250,000.

Job Grants are awarded for three consecutive years after increasing total employment by at least 10 percent. The State will provide \$1,000 per year for each Enterprise Zone resident hired to a permanent, full-time job or \$500 for each non-Zone resident hired to a permanent full-time job.

Contact: Department of Development, 500 E. Main Street, Ste 1500, Norfolk, Virginia 23501, (757) 664-4338

FEDERAL REHABILITATION TAX CREDIT PROGRAM

Rehabilitation of non-historic buildings built before 1936 can qualify investors for a 10 percent federal tax credit. This dollar-for-dollar reduction of federal income tax liability is calculated as a percentage of eligible rehabilitation expenses. The certification of buildings and rehabilitations, so that property owners can claim the credits, is requested through the Virginia Department of Historic Resources and is issued by the National Park Service. Qualifying properties must be income producing and must incur substantial rehabilitation (defined as exceeding \$5,000 or the owner’s adjusted basis in the building, whichever is higher).

VIRGINIA REHABILITATION TAX CREDIT PROGRAM

The Virginia Rehabilitation Tax Credit Program generates a state tax credit, which reduces the taxpayer’s Virginia income tax liability. In 2000, the amount of the tax credit has increased to 25 percent of eligible rehabilitation expenses. Properties need not be income producing to qualify for state tax credits; however, buildings must be “certified historic structures” to qualify.

VIRGINIA REVOLVING LOAN FUND

Local industrial development authorities make loans to businesses for the purchase of land and buildings, construction of facilities, for improvements to existing buildings and sites, and for purchase of machinery and equipment. Loans can represent 50 percent of total project cost up to a maximum of \$700,000. One full-time job must be created or retained within 2 years of the loan for every \$10,000 borrowed. The borrower must provide a minimum of 10 percent of the project cost as cash equity.

Community Business Partnerships

Although the Southside area has many industrial employers, very few local residents are employed in these companies. For example, currently less than 10% of the workers at the Ford Plant live in the City of Norfolk – most are from Virginia Beach, Chesapeake, and North Carolina. In the next few years, many jobs will become available at Ford. Therefore, one of the community’s objectives is to give its residents the skills they need to be employed in these sectors. Another goal is to increase commercial and retail development in the areas. One way to accomplish this goal could be to encourage local commercial enterprises. The community could explore Empowerment 2010, a citywide program that provides training programs for entrepreneurship, for opportunities to foster local entrepreneurship.

One of Southside’s primary goals is to encourage economic development in the area, specifically to bring new services, businesses, and jobs to the community. A first step in accomplishing this goal is to partner with various entities. For example, the community could take advantage of its strong faith-based community and partner with the local churches and other houses of worship. Likewise, the community could actively solicit partnerships with local corporations. Ford has had some involvement in the community over the past twenty years, including donating computers to the Boys and Girls Club and to Oakleaf Forest. Norshipco has also been active in the community, sponsoring improvements in the Southside Boys and Girls Club.

One of Southside's primary goals is to encourage economic development in the area, specifically to bring new services, businesses, and jobs to the community.

Schematic Cost Estimates

A12

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 1 - Berkley North - South Main St (1760')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,500.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	3520	\$42.00	\$147,840
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	12	\$500.00	\$6,000
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lanes)	LF	1760	\$450.00	\$792,000
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$2,000.00	\$2,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	0	\$1,500.00	\$0
Pavement Markings	Lump	1	\$2,000.00	\$2,000
Street Trees @ 30' o.c.	EA	45	\$600.00	\$27,000
Wetlands Cleanup	LF	2500	\$15.00	\$37,500
Peirs (assumes a 200' \$125.00 per foot)	EA	2	\$25,000.00	\$50,000
Subtotal - Area 1				\$1,077,340
Contingency @ 15%				\$161,601
Net Total - Area 1 Streetscape Improvements				\$1,238,941
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$1,486,729

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 1 - Berkley North - E. Indian River (2245') - NEW SECTION				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	2000	\$5.00	\$10,000
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	2000	\$50.00	\$100,000
Regular Excavation	CY	200	\$20.00	\$4,000
Adjust Utilities to Grade	Lump	1	\$2,000.00	\$2,000
Relocate Utilities to one side of street	LF	0	\$600.00	\$0
Relocate Utilities Underground (minor effort)	LF	100	\$600.00	\$60,000
Drainage Pipe (24")	LF	2000	\$75.00	\$150,000
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	10	\$3,000.00	\$30,000
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	8	\$500.00	\$4,000
Asphalt Paving - full depth (2 lanes)	LF	2245	\$375.00	\$841,875
Asphalt Overlay - 1 1/2" for 2 lanes	LF	0	\$10.00	\$0
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$1,250.00	\$1,250
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	70	\$1,500.00	\$105,000
Pavement Markings	Lump	1	\$1,800.00	\$1,800
Street Trees @ 30' o.c.	EA	120	\$600.00	\$72,000
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 1				\$1,394,925
Contingency @ 15%				\$209,239
Net Total - Area 1 Streetscape Improvements				\$1,604,164
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$1,924,997

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 1 - Berkley North - Fauquier Street (1580')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,500.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	10	\$500.00	\$5,000
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lan	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	1580	\$10.00	\$15,800
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$2,000.00	\$2,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	50	\$1,500.00	\$75,000
Pavement Markings	Lump	1	\$1,500.00	\$1,500
Street Trees @ 30' o.c.	EA	80	\$600.00	\$48,000
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 1			\$160,300	
Contingency @ 15%			\$24,045	
Net Total - Area 1 Streetscape Improvements			\$184,345	
Total including 20% contingency for design fees, construction management, surveying and permitting fees.			\$221,214	

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 2 - Berkely South - East Liberty Street (3725')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$2,500.00	\$0
Relocate Utilities to one side of street	LF	0	\$600.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	0	\$500.00	\$0
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lan	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	3725	\$10.00	\$37,250
Maintenance of Traffic (using detour/road closed)	Lump	1	\$5,000.00	\$5,000
Signage	Lump	1	\$2,000.00	\$2,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	120	\$1,500.00	\$180,000
Pavement Markings	Lump	1	\$3,000.00	\$3,000
Street Trees @ 30' o.c.	EA	0	\$600.00	\$0
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 1			\$237,250	
Contingency @ 15%			\$35,588	
Net Total - Area 1 Streetscape Improvements			\$272,838	
Total including 20% contingency for design fees, construction management, surveying and permitting fees.			\$327,405	

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 2 - Berkely South - South Main Street (1665')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	1,665	\$5.00	\$8,325
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	1,665	\$50.00	\$83,250
Regular Excavation	CY	100	\$20.00	\$2,000
Adjust Utilities to Grade	Lump	1	\$1,500.00	\$1,500
Relocate Utilities Underground (minor effort)	LF	25	\$600.00	\$15,000
Drainage Pipe (24")	LF	800	\$75.00	\$60,000
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	10	\$3,000.00	\$30,000
Remove Existing Drainage Structures	EA	10	\$250.00	\$2,500
Remove Existing Drainage Pipe	LF	800	\$25.00	\$20,000
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	0	\$500.00	\$0
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lai	LF	1,665	\$450.00	\$749,250
Asphalt Overlay - 1 1/2" for 2 lanes	LF	0	\$10.00	\$0
Maintenance of Traffic (using detour/road closed)	Lump	1	\$10,000.00	\$10,000
Upgrade Traffic Signal - Main Street and Liberty Street	Lump	2	\$150,000.00	\$300,000
Signage	Lump	1	\$200.00	\$200
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	85	\$1,500.00	\$127,500
Pavement Markings	Lump	1	\$1,500.00	\$1,500
Street Trees @ 30' o.c.	EA	110	\$600.00	\$66,000
Wetlands Cleanup	LF	0	\$15.00	\$0
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 2				\$1,487,025
Contingency @ 15%				\$223,054
Net Total - Area 1 Streetscape Improvements				\$1,710,079
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$2,052,095

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 2 - Berkely South - Craig Street and other little street (1040' and 700')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,500.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	20	\$500.00	\$10,000
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lai	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	1740	\$10.00	\$17,400
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$2,000.00	\$2,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	60	\$1,500.00	\$90,000
Pavement Markings	Lump	1	\$2,000.00	\$2,000
Street Trees @ 30' o.c.	EA	90	\$600.00	\$54,000
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 2				\$188,400
Contingency @ 15%				\$28,260
Net Total - Area 1 Streetscape Improvements				\$216,660
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$259,992

	OF MEAS	QTY (EST)	UNIT PRICE	SCHED ALLOC
Area 2 - Berkely South - Square Plaza (Culpepper, Walker, Appomattax) (1960')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,750.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	6	\$500.00	\$3,000
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking la	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	1960	\$10.00	\$19,600
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$2,000.00	\$2,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	65	\$1,500.00	\$97,500
Pavement Markings	Lump	1	\$2,000.00	\$2,000
Street Trees @ 30' o.c.	EA	50	\$600.00	\$30,000
Wetlands Cleanup	LF	1000	\$15.00	\$15,000
Peirs	EA	0	\$20,000.00	\$0
Subtotal - Area 2				\$182,100
Contingency @ 15%				\$27,315
Net Total - Area 1 Streetscape Improvements				\$209,415
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$251,298

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 3 - Campostella Heights - Wilson Road (1150')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,750.00	\$0
Relocate overhead to one side of street	Lump	1	\$1,751.00	\$1,751
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	0	\$500.00	\$0
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lai	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	0	\$10.00	\$0
Maintenance of Traffic (using detour/road closed)	Lump	1	\$5,000.00	\$5,000
Signage	Lump	1	\$1,500.00	\$1,500
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	0	\$1,500.00	\$0
Pavement Markings	Lump	1	\$2,000.00	\$2,000
Street Trees @ 30' o.c.	EA	0	\$600.00	\$0
Wetlands Cleanup	LF	2000	\$15.00	\$30,000
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 1			\$50,251	
Contingency @ 15%			\$7,538	
Net Total - Area 1 Streetscape Improvements			\$57,789	
Total including 20% contingency for design fees, construction management, surveying and permitting fees.			\$69,346	

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 3 - Campostella Heights - Watson St and Elkin St (1140') - triangle				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,750.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	500	\$42.00	\$21,000
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	0	\$500.00	\$0
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lai	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	1580	\$10.00	\$15,800
Maintenance of Traffic (using detour/road closed)	Lump	1	\$2,000.00	\$2,000
Signage	Lump	1	\$1,500.00	\$1,500
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	40	\$1,500.00	\$60,000
Pavement Markings	Lump	1	\$2,000.00	\$2,000
Street Trees @ 30' o.c.	EA	60	\$600.00	\$36,000
Wetlands Cleanup	LF	0	\$15.00	\$0
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 1			\$148,300	
Contingency @ 15%			\$22,245	
Net Total - Area 1 Streetscape Improvements			\$170,545	
Total including 20% contingency for design fees, construction management, surveying and permitting fees.			\$204,654	

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 4 - Campostella - Cypress Street (2960')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$2,000.00	\$0
Relocated Utilites to one side of street	LF	0	\$600.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	20	\$500.00	\$10,000
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lai	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	2960	\$10.00	\$29,600
Maintenance of Traffic (using detour/road closed)	Lump	1	\$12,000.00	\$12,000
Signage	Lump	1	\$1,250.00	\$1,250
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	25	\$1,500.00	\$37,500
Pavement Markings	Lump	1	\$1,800.00	\$1,800
Street Trees @ 30' o.c.	EA	20	\$600.00	\$12,000
Wetlands Cleanup	LF	1500	\$15.00	\$22,500
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 4				\$136,650
Contingency @ 15%				\$20,498
Net Total - Area 1 Streetscape Improvements				\$157,148
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$188,577

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 4 - Campostella - Wilson Rd/ 22nd Street (1940')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	3,880	\$5.00	\$19,400
Remove Concrete Pavement (Sidewalk)	SF	3,880	\$1.00	\$3,880
Remove Asphalt, Full Depth (50' wide section)	LF	1,940	\$50.00	\$97,000
Regular Excavation	CY	200	\$20.00	\$4,000
Adjust Utilities to Grade	Lump	1	\$5,000.00	\$5,000
Relocate Utilities Underground (minor effort)	LF	10	\$600.00	\$6,000
Drainage Pipe (24")	LF	1,940	\$75.00	\$145,500
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	20	\$3,000.00	\$60,000
Remove Existing Drainage Structures	EA	20	\$250.00	\$5,000
Remove Existing Drainage Pipe	LF	2,000	\$25.00	\$50,000
Concrete Curb & Gutter (both sides)	LF	1,880	\$50.00	\$94,000
Concrete Walk (6' width, both sides)	LF	1,880	\$42.00	\$78,960
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	22	\$500.00	\$11,000
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking la	LF	1,940	\$450.00	\$873,000
Asphalt Overlay - 1 1/2" for 2 lanes	LF	0	\$10.00	\$0
Maintenance of Traffic (using detour/road closed)	Lump	1	\$10,000.00	\$10,000
Signage	Lump	1	\$2,000.00	\$2,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	60	\$15,000.00	\$900,000
Pavement Markings	Lump	1	\$5,000.00	\$5,000
Street Trees @ 30' o.c.	EA	75	\$600.00	\$45,000
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 4				\$2,424,740
Contingency @ 15%				\$363,711
Net Total - Area 1 Streetscape Improvements				\$2,788,451
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$3,346,141

DESCRIPTION	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 4 - Campostella - Melon Street (1890')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$3.50	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,500.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, one side)	LF	1,000	\$24.00	\$24,000
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	0	\$500.00	\$0
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking la	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	1890	\$10.00	\$18,900
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$1,000.00	\$1,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	120	\$1,500.00	\$180,000
Pavement Markings	Lump	1	\$2,000.00	\$2,000
Street Trees @ 30' o.c.	EA	30	\$600.00	\$18,000
Peirs	EA	0	\$25,000.00	\$0
Subtotal - Area 4				\$256,900
Contingency @ 15%				\$38,535
Net Total - Area 1 Streetscape Improvements				\$295,435
Total including 20% contingency for design fees, construction management, surveying and permitting fees.				\$354,522

	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 3 - Campostella Heights - Arlington Ave area (1340')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$5.00	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$1,750.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, one side)	LF	1,340	\$24.00	\$32,160
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	0	\$500.00	\$0
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lanes)	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	1340	\$10.00	\$13,400
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$1,500.00	\$1,500
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	20	\$1,500.00	\$30,000
Pavement Markings	Lump	1	\$2,000.00	\$2,000
Street Trees @ 30' o.c.	EA	30	\$600.00	\$18,000
Peirs	EA	4	\$25,000.00	\$100,000
			Subtotal - Area 1	\$210,060
			Contingency @ 15%	\$31,509
			Net Total - Area 1 Streetscape Improvements	\$241,569
			Total including 20% contingency for design fees, construction management, surveying and permitting fees.	\$289,883

	UNIT OF MEAS	QTY (EST)	EST UNIT PRICE	EST SCHED ALLOC
Area 4 - Campostella - Hatton St / Oakfield Ave (765')				
Mobilization	Allow	1	\$10,000.00	\$10,000
Remove Curb and Gutter	LF	0	\$3.50	\$0
Remove Concrete Pavement (Sidewalk)	SF	0	\$1.00	\$0
Remove Asphalt, Full Depth (50' wide section)	LF	0	\$50.00	\$0
Regular Excavation	CY	0	\$20.00	\$0
Adjust Utilities to Grade	Lump	0	\$700.00	\$0
Relocate Utilities Underground (minor effort)	LF	0	\$600.00	\$0
Drainage Pipe (24")	LF	0	\$75.00	\$0
Drainage Pipe (30")	LF	0	\$85.00	\$0
Drainage Structures	EA	0	\$3,000.00	\$0
Remove Existing Drainage Structures	EA	0	\$250.00	\$0
Remove Existing Drainage Pipe	LF	0	\$25.00	\$0
Concrete Curb & Gutter (both sides)	LF	0	\$50.00	\$0
Concrete Walk (6' width, both sides)	LF	0	\$42.00	\$0
Brick Paving (pedestrian 12' wide, both sides)	LF	0	\$240.00	\$0
Handicap Access Ramps	EA	6	\$500.00	\$3,000
Asphalt Paving - full depth (2 lanes, plus 2-parallel parking lanes)	LF	0	\$450.00	\$0
Asphalt Overlay - 1 1/2" for 2 lanes	LF	0	\$10.00	\$0
Maintenance of Traffic (using detour/road closed)	Lump	1	\$3,000.00	\$3,000
Signage	Lump	1	\$1,000.00	\$1,000
Light Pole & Fixture (Single Globe) @ 60' o.c.	EA	13	\$1,500.00	\$19,500
Pavement Markings	Lump	1	\$1,000.00	\$1,000
Street Trees @ 30' o.c.	EA	15	\$600.00	\$9,000
Peirs	EA	0	\$25,000.00	\$0
			Subtotal - Area 4	\$46,500
			Contingency @ 15%	\$6,975
			Net Total - Area 1 Streetscape Improvements	\$53,475
			Total including 20% contingency for design fees, construction management, surveying and permitting fees.	\$64,170

Fiscal Impact Analysis
Data

A20

City of Norfolk: Southside Strategic Plan
Fiscal Impact and Supportable Public Investment Analysis

Appendix Table 1
Development Program Assumptions

	Baseline Scenario	Improved Scenario
30-Year Market Supportable Southside Program:		
Industrial (Sq.Ft.)	0	544,335
Single Family (Units)	210	390
Multi-Family (Units)	90	150
Incremental Market Supportable Development Attributable to Improvements		
Industrial (Sq.Ft.)	544,335	
Single Family (Units)	180	
Multi-Family (Units)	60	
Planned Development Program		
<i>Spotico Creek</i>		
Single Family Detached	46	
Multi-Family Townhouses	45	
Multi-Family Apartments	75	
Retail	15,000	
<i>Campostella Infill</i>		
Single Family	55	
<i>Campostella Bridge East</i>		
Multi-Family Townhouses	72	
Retail	15,000	
<i>Indian River Industrial</i>		
Industrial	450,000	
Total		
Industrial	450,000	
Single Family	101	
Multi-Family	192	
Retail	30,000	
Incremental Development Program Attributable to Improvements		
<i>Spotico Creek</i>		
Single Family Detached	N/A	
Multi-Family Townhouses	14	
Multi-Family Apartments	23	
Retail	15,000	
<i>Campostella Infill</i>		
Single Family	N/A	
<i>Campostella Bridge East</i>		
Multi-Family Townhouses	23	
Retail	15,000	
<i>Indian River Industrial</i>		
Industrial	450,000	
Total		
Industrial	450,000	
Single Family	-	
Multi-Family	60	
Retail	30,000	

Source: EDAW; Economics Research Associates

City of Norfolk: Southside Strategic Plan
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Appendix Table 2
Financial and Fiscal Assumptions

Development Costs		
Industrial (Per Sq. Ft.)		\$80
Single Family (Per Unit)		\$200,000
Multi-Family Townhouses (Per Unit)		\$180,000
Multi-Family Apartments (Per Unit)		\$105,000
Retail (Per Sq. Ft.)		\$200
Market Value @ 80% Development Costs		
Industrial (Per Sq. Ft.)		\$64
Single Family (Per Unit)		\$160,000
Multi-Family Townhouses (Per Unit)		\$144,000
Multi-Family Apartments (Per Unit)		\$84,000
Retail (Per Sq. Ft.)		\$160
Existing Market Values		
Southside Land		\$63,181,000
Southside Improvements		\$255,643,000
Southside Improvement Impact Factor		
Improvement Impact Factor		1.5% Per Year
Period Before Impact		1.0 Year
Tax Rates		
Real Estate Per \$100 Assessed Value		\$1.40

Source: City of Norfolk; Economics Research Associates

City of Norfolk: Southside Strategic Plan
Fiscal Impact and Supportable Public Investment Analysis

Appendix Table 3
Absorption Schedule of Incremental Development Program

Percentage Absorbed																
Use	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Total
<i>Spotico Creek</i>																
Multi-Family Townhouses	0%	3%	5%	7%	10%	10%	10%	10%	10%	10%	10%	8%	7%	0%	0%	100%
Multi-Family Apartments	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%
Retail	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%
<i>Campostella Bridge East</i>																
Multi-Family Townhouses	0%	3%	5%	7%	10%	10%	10%	10%	10%	10%	10%	8%	7%	0%	0%	100%
Retail	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%
<i>Indian River Industrial</i>																
Industrial	0%	0%	0%	0%	23%	0%	0%	30%	0%	0%	47%	0%	0%	0%	0%	100%
Units/Space Absorbed																
Use	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Total
<i>Spotico Creek</i>																
Multi-Family Townhouses	-	0	1	1	1	1	1	1	1	1	1	1	1	-	-	14
Multi-Family Apartments	-	-	-	-	-	-	-	-	-	23	-	-	-	-	-	23
Retail	-	-	-	-	-	-	-	-	-	15,000	-	-	-	-	-	15,000
<i>Campostella Bridge East</i>																
Multi-Family Townhouses	-	1	1	2	2	2	2	2	2	2	2	2	2	-	-	23
Retail	-	-	-	-	-	-	-	-	-	15,000	-	-	-	-	-	15,000
<i>Indian River Industrial</i>																
Industrial	-	-	-	-	105,000	-	-	135,000	-	-	211,500	-	-	-	-	451,500

Source: EDAW; Economics Research Associates

City of Norfolk: Southside Strategic Plan
Fiscal Impact and Supportable Public
Investment Analysis

Appendix Table 4
Displaced Building Taxable Value Attributable
to Incremental Development

Area/Planned Use	Estimated Building Value
<i>Spotico Creek</i>	
Multi-Family Townhouses	\$100,000
Multi-Family Apartments	\$0
Retail	\$50,000
<i>Campostella Bridge East</i>	
Multi-Family Townhouses	\$235,000
Retail	\$185,000
<i>Indian River Industrial</i>	
Industrial	\$1,800,000

Source: City of Norfolk; Economics Research Associates

City of Norfolk: Southside Strategic Plan
Fiscal Impact and Supportable Public Investment Analysis

Appendix Table 6
Estimated Increase in Real Estate Taxable Value
(In Current Dollars)

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Development Program										
<i>Spotico Creek</i>										
Multi-Family Townhouses	\$0	\$60,750	\$162,000	\$303,750	\$506,250	\$708,750	\$911,250	\$1,113,750	\$1,316,250	\$1,518,750
Multi-Family Apartments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,968,750
Retail	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
<i>Campostella Bridge East</i>										
Multi-Family Townhouses	\$0	\$97,200	\$259,200	\$486,000	\$810,000	\$1,134,000	\$1,458,000	\$1,782,000	\$2,106,000	\$2,430,000
Retail	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000
<i>Indian River Industrial</i>										
Industrial	\$0	\$0	\$0	\$0	\$6,720,000	\$6,720,000	\$6,720,000	\$15,360,000	\$15,360,000	\$15,360,000
Sub-Total Development Program	\$0	\$157,950	\$421,200	\$789,750	\$8,036,250	\$8,562,750	\$9,089,250	\$18,255,750	\$18,782,250	\$26,077,500
Displaced Development										
<i>Spotico Creek</i>										
Multi-Family Townhouses	\$0	(\$3,000)	(\$8,000)	(\$15,000)	(\$25,000)	(\$35,000)	(\$45,000)	(\$55,000)	(\$65,000)	(\$75,000)
Multi-Family Apartments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retail	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Campostella Bridge East</i>										
Multi-Family Townhouses	\$0	(\$7,050)	(\$11,750)	(\$28,200)	(\$23,500)	(\$47,000)	(\$70,500)	(\$94,000)	(\$117,500)	(\$141,000)
Retail	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$185,000)
<i>Indian River Industrial</i>										
Industrial	\$0	\$0	\$0	\$0	(\$420,000)	(\$420,000)	(\$420,000)	(\$960,000)	(\$960,000)	(\$960,000)
Sub-Total Displaced Development	\$0	(\$10,050)	(\$19,750)	(\$43,200)	(\$468,500)	(\$502,000)	(\$535,500)	(\$1,109,000)	(\$1,142,500)	(\$1,361,000)
Southside Tax Base										
New Southside Land Value	\$63,181,000	\$64,128,715	\$65,090,646	\$66,067,005	\$67,058,010	\$68,063,881	\$69,084,839	\$70,121,111	\$71,172,928	\$72,240,522
Existing Southside Land Value	\$63,181,000	\$63,181,000	\$63,181,000	\$63,181,000	\$63,181,000	\$63,181,000	\$63,181,000	\$63,181,000	\$63,181,000	\$63,181,000
Sub-Total Net New Southside Land Value	\$0	\$947,715	\$1,909,646	\$2,886,005	\$3,877,010	\$4,882,881	\$5,903,839	\$6,940,111	\$7,991,928	\$9,059,522
New Southside Building Value	\$255,643,000	\$259,467,595	\$263,339,859	\$267,246,757	\$270,786,958	\$274,346,763	\$277,926,464	\$280,986,361	\$284,058,656	\$286,958,536
Existing Southside Building Value	\$255,643,000	\$255,643,000	\$255,643,000	\$255,643,000	\$255,643,000	\$255,643,000	\$255,643,000	\$255,643,000	\$255,643,000	\$255,643,000
Sub-Total Net New Southside Land Value	\$0	\$3,824,595	\$7,696,859	\$11,603,757	\$15,143,958	\$18,703,763	\$22,283,464	\$25,343,361	\$28,415,656	\$31,315,536
Net Increase in Taxable Value	\$0	\$4,920,210	\$10,007,955	\$15,236,312	\$26,588,719	\$31,647,393	\$36,741,053	\$49,430,222	\$54,047,334	\$65,091,558

Source: EDAW; City of Norfolk; Economics Research Associates

City of Norfolk: Southside Strategic Plan
Fiscal Impact and Supportable Public Investment Analysis

Net New Real Estate Tax Revenues and Supportable Public Investment
(In Current Dollars)

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13
New Development	\$0	\$2,211	\$5,897	\$11,057	\$112,508	\$119,879	\$127,250	\$255,581	\$262,952	\$365,085	\$561,960	\$567,857	\$573,017
Less Displaced Development	\$0	(\$141)	(\$277)	(\$605)	(\$6,559)	(\$7,028)	(\$7,497)	(\$15,526)	(\$15,995)	(\$19,054)	(\$31,367)	(\$31,742)	(\$32,071)
Sub-Total Development Program	\$0	\$2,071	\$5,620	\$10,452	\$105,949	\$112,851	\$119,753	\$240,055	\$246,957	\$346,031	\$530,593	\$536,115	\$540,946
Southside Land	\$0	\$13,268	\$26,735	\$40,404	\$54,278	\$68,360	\$82,654	\$97,162	\$111,887	\$126,833	\$142,004	\$157,402	\$173,031
Southside Building	\$0	\$53,544	\$107,756	\$162,453	\$212,015	\$261,853	\$311,968	\$354,807	\$397,819	\$438,418	\$467,312	\$496,264	\$525,323
Net New Tax Revenues	\$0	\$68,883	\$140,111	\$213,308	\$372,242	\$443,064	\$514,375	\$692,023	\$756,663	\$911,282	\$1,139,909	\$1,189,781	\$1,239,300
Net Present Value @ 5% \$6,140,000													

Source: City of Norfolk; Economics Research Associates

