

## Department of Planning and Community Development Documents Library – Document Cover Sheet

**Title of Document:** Fairmount Park Neighborhood Revitalization Implementation Plan

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**Civic League(s)/Organization(s) Affected:** Fairmount Park

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\$1 Cash and  
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FREE EXCURSION EVERY DAY TO

# FAIRMOUNT PARK

\$1 Cash and  
75c. per week

NORFOLK'S IDEAL SUBURB.

## Fairmount Park Neighborhood Revitalization Implementation Plan

May 10, 2004



TERMS AND PRICES UNPARALLELED IN THE HISTORY OF TIDEWATER VIRGINIA.

5 Choice Lots To Be Given Away (in lieu of Cash Prizes) To Those Who Build At Once!

Fairmount Park is situated on the Ocean View Electric Line within three-fourths of a mile of the city limits. It's high, dry and level—an ideal spot for an ideal home.

Invest Today and Profit by the Jamestown Exposition.

Lots \$92, \$100, \$108, \$116, \$124, \$144, \$224. Terms, \$1.00 Cash and 75c. to \$1.00 per week. 10% discount for Cash.

### INDUCEMENTS

- 1—Prices less than can be purchased elsewhere for cash.
- 2—Cash prizes of \$100 (in lieu of the free lots) in case you build at once.
- 3—No time, without interest, taxes, notes or mortgages.
- 4—Suspension of payments in case of sickness or being out of employment.
- 5—A deed to your family free of further payments in case of your death.

### ATTRactions

- 1—Beautifully graded streets, avenues and shade trees.
- 2—An elegant double track electric car service, with five cents fare to all parts of the city, Berkley, Lambert's Point and the Ferris.
- 3—High altitude, fresh air and pure water.
- 4—A perfect title to your property.

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and Granby Streets, Norfolk, Virginia.

L. B. WHATLEY, Manager.  
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New Sidewalks in Fairmount Park

## Executive Summary

The purpose of the Fairmount Park Neighborhood Revitalization Implementation Plan is to develop an implementation framework for revitalizing the Fairmount Park community. The plan builds on the strengths of the community, creates new opportunities, and positions Fairmount Park as a neighborhood of choice for families and businesses.

Strategically located at the heart of the City of Norfolk, Fairmount Park is defined by Tidewater Drive, a major arterial road to the west; the Lafayette River to the north; Chesapeake Boulevard to the southeast; and the Lafayette River to the south. Lafayette Boulevard, a major east-west arterial road runs through the center of the neighborhood.

Fairmount Park is one of many established neighborhoods in the City whose strong character is often overlooked. It is a solid working class neighborhood with modest homes and tree lined streets. One of the most culturally and ethnically diverse neighborhoods in the City of Norfolk, Fairmount Park is a neighborhood on the verge of revitalization. Despite the area's numerous strengths, the neighborhood is experiencing: increases in single family conversions to rental units; scattered pockets of poor housing quality; and the decline associated with an aging housing stock and infrastructure obsolescence. Commercial areas in the neighborhood have begun to decline as well, specifically along Lafayette Boulevard.

The Fairmount Park Neighborhood Revitalization Implementation Plan identifies and prioritizes strategic actions necessary to realize the vision for the community. The Plan addresses economic and business development, housing, homeownership and conservation, infrastructure, public facilities and services, public safety and emergency services, and human services aimed at achieving the following vision:

*“The Fairmount Park Neighborhood will be a safe, aesthetically appealing, fiscally viable, family-oriented community with excellent educational, social, recreational, and cultural opportunities fostering a strong and diverse residential and business community with concern for ecological stewardship and cooperation with other city bodies and agencies.”*

The Implementation portion of the Plan was developed by the Fairmount Park Steering Committee, with assistance from Planning Department staff. It is organized by Goals, Strategies, and Actions. Each action item is tied to the organization or agency that is primarily responsible for implementing the action item, the funding source that will be used to complete the action item, and a timeline for completion.

The Implementation portion of the Plan places priority on improving the quality of the housing stock and strengthening the residential districts.

The first stage of implementation focuses on the development and funding of programs and projects that serve to rebuild and stabilize the area's residential districts and the development and funding of programs and projects that strengthens the commercial areas on Lafayette Boulevard. The implementation of residential improvement projects and the strengthening of Lafayette Boulevard will be followed by public improvement, service, and beautification projects.

This plan will be implemented over a period of several years and will require considerable City resources to fully implement. This Fairmount Park Neighborhood Revitalization Implementation Plan will become part of the updated Comprehensive Development Plan for the City of Norfolk (Norfolk 2025 Plan).

Previous planning initiatives in the Fairmount Park area include the Five Points/Fairmount Park Commercial Areas Study (2000) and the Fairmount Park Action Plan and Report (2001). Current projects consistent with the Fairmount Park vision include property acquisition and demolition along Lafayette Boulevard, sanitary sewer and water improvements, upgraded and additional street lighting, rehabilitation through the World Changers program, building codes compliance, new landscaping and street trees, the Tax Abatement Program, and the Small Area Commercial Aesthetic Improvement Grant Program.

The foundation of the Plan is based on key guiding principles which summarize public input and concepts

developed throughout the neighborhood planning process.

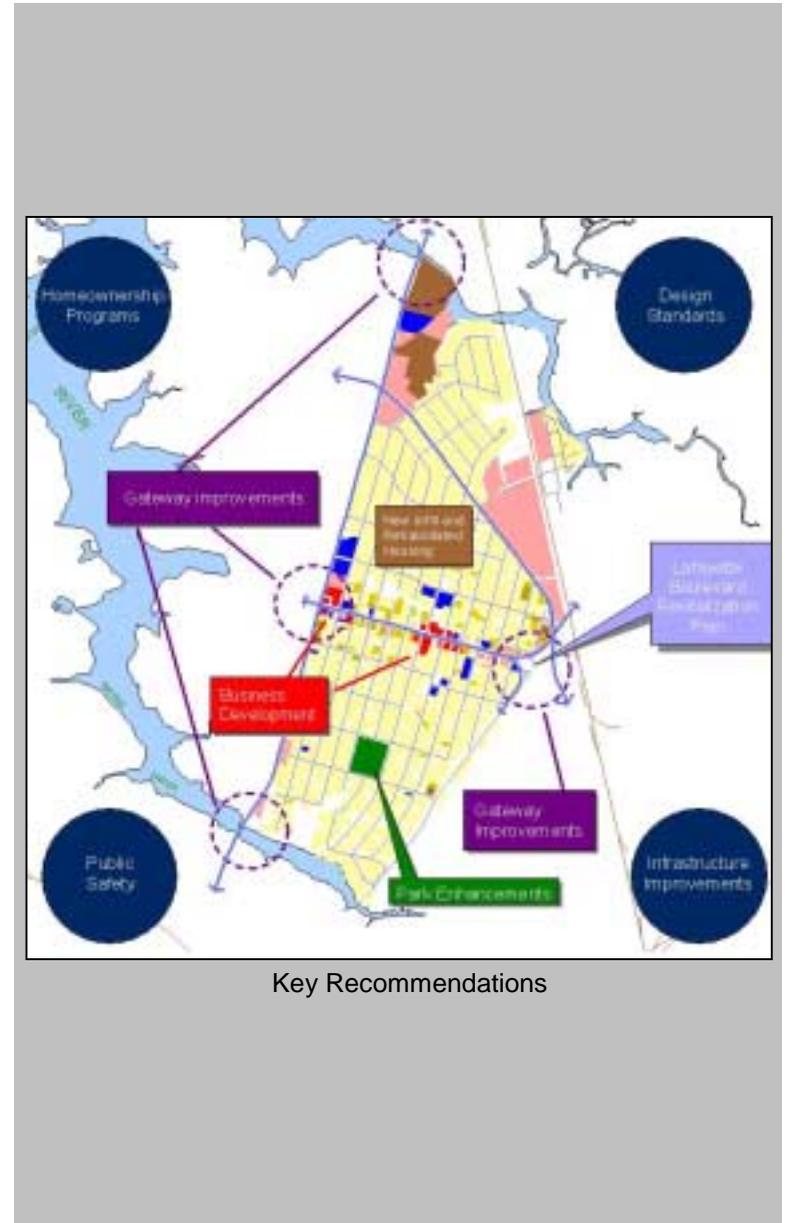
- Provide meaningful opportunities to engage a variety of stakeholders in the process of developing and implementing the plan.
- Create a distinct neighborhood of exceptional urban character.
- Strengthen the quality of life.
- Support homeownership and residential reinvestment.
- Expand business development and job creation.
- Address transportation and parking challenges.

**Key Recommendations**

The Fairmount Park plan continues to promote the utilization of existing City and NRHA programs and tools designed to stabilize neighborhoods and create desirable places to live. The Plan reaffirms ongoing City policies to promote code compliance and revitalization of blighted areas. The following summarizes additional key recommendations of the Plan.

Residential Development

The Fairmount Park Plan promotes the continuity and cohesiveness of residential districts through the development of infill and new housing consistent with the architectural character of the area. A mixture of townhouses and single family residential units are proposed within residential districts along Lafayette Boulevard.



Key Recommendations



Shoop Park



Single Family Housing in Fairmount Park

Residential Property Improvements

The plan outlines comprehensive strategies that provide technical and financial assistance to individual property owners for improvements to existing residential units. These strategies include incentives for renovation such as the Tax Abatement program and expansion of the Equity Secure Program.

Open Space and Parks

The Plan recommends an increased focus on the preservation and enhancement of quality open space, and parks. This can be accomplished by upgrading Shoop Park with landscaping and new playground equipment. The linkage of neighboring parks and major public and private facilities is also recommended.

Gateways

The Plan recommends implementation of design improvements (landscaping and signage) at major gateway entrances and corridors throughout the neighborhood. It identifies four areas that serve as entrances to Fairmount Park. Major gateway treatment is proposed for the intersection of Lafayette Boulevard and Tidewater Drive and the triangle on Lafayette Boulevard in front of the substation.

Public Utilities and Public Safety

The Plan sets forth a number of policies regarding public utilities and public safety (police and fire). Improving safety is an important Plan objective, with implications for neighborhood vitality, employment, and economic investment. The Plan recommends working with the Police Department in a community-

based approach to crime reduction. It also recommends accelerating the installation of new sewer and wastewater infrastructure and the implementation of infrastructure/streetscape improvements along Lafayette Boulevard.

Fire Station

The Plan recommends relocation of the 2<sup>nd</sup> oldest fire station in the city from Verdun Avenue to Lafayette Boulevard. This will provide a much needed new facility for the fire department as well as act as an anchor to stabilize and revitalize the Lafayette Boulevard corridor.

Lafayette Boulevard Improvements

Major recommendations for Lafayette Boulevard include clustering retail and commercial uses in two compact nodes, centered on the intersections of Lafayette and Tidewater Drive (commercial oriented) and Lafayette Boulevard and Argonne Avenue (community oriented). The purpose of the commercial nodes is to promote sustainable and compact commercial development. Existing single family and proposed new residential single family and townhouses are to be concentrated in the remaining nodes along Lafayette Boulevard. Other recommendations include: pursuing redevelopment designation; undertaking a major acquisition and demolition/rehabilitation strategy; reducing curb cuts, creating rear alleys, and on street parking with bump outs; and, creating a more pedestrian friendly environment including pedestrian scaled street lights, landscaping, benches, and stamped asphalt crosswalks.

# I. Introduction

## Purpose

The purpose of the Fairmount Park Neighborhood Implementation Plan is to develop an implementation framework for revitalizing the Fairmount Park community. The plan builds on the strengths of the community, creates new opportunities, and positions Fairmount Park as a neighborhood of choice for families and businesses by building on recommendations made from previous studies, and identifying and prioritizing strategic actions necessary to realize the vision for the community.

## Neighborhood Description

Fairmount Park is one of many established neighborhoods in the City whose strong character is often overlooked. It is a solid working class neighborhood with modest homes and tree lined streets. One of the most culturally and ethnically diverse neighborhoods in the City of Norfolk, Fairmount Park is a neighborhood on the verge of revitalization. However, issues such as public safety, transient tenants, absentee landlords, blighted buildings, deteriorating public infrastructure, and inappropriate infill are threatening the vitality of this community.

Fairmount Park is primarily a residential neighborhood with commercial and industrial businesses scattered

along Tidewater Drive, Cromwell Drive, Chesapeake Boulevard, and Lafayette Boulevard.

The Fairmount Park area is composed of several smaller neighborhoods known as Willard Park, Fairmount Manor, Lafayette Manor, Lafayette Terrace, Belmont Place, Kent Park, and Shoop Park.

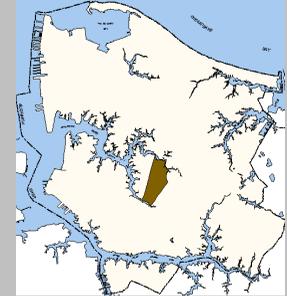
Public facilities and amenities include a large park, Shoop Park, which is located near the southern end of the neighborhood, and a fire station located off of Lafayette Boulevard. There are no schools or other major public facilities located within Fairmount Park.

## Strategic Location

Fairmount Park is strategically located at the heart of the City of Norfolk. It is bounded by Tidewater Drive, a major arterial road to the west; the Lafayette River to the north; Chesapeake Boulevard to the southeast; and the Lafayette River to the south. Lafayette Boulevard, a major east-west arterial road runs through the center of the neighborhood.

Surrounding neighborhoods include Lafayette-Winona, Ballentine Place, Estabrook, and Lakewood/Willowood, which are all strong, stable neighborhoods. Both Lafayette Winona and Ballentine Place are listed on the State and National Register of Historic Places.

Fairmount Park is strategically located at the heart of the City of Norfolk.



Surrounding neighborhoods include Estabrook, Lafayette-Winona, Ballentine Place, and Lakewood/Willowood



Argonne Avenue, c. 1940



Fire Station #11 on Verdun Avenue

### History

The documented history of the development of the Fairmount Park neighborhood dates back as early as 1899. The area, named Fairview, was later renamed Fairmount Park, and was divided into lots for sale and marketed as “Norfolk’s Ideal Suburb” (The Norfolk Landmark, 1904).

It was also in 1903 that the streets were renamed from tree names, such as Ash and Birch, to numbered streets. A map dated January, 1920 shows the streets renamed again, this time in commemoration of people, battles, and places significant during World War I. Marne Avenue was named after the River Marne, Verdun Avenue recalled the greatest and lengthiest battle in world history, fought in the town of Verdun, France, and Argonne Avenue recalled the battle in the Argonne-Meuse Forest. Pershing Avenue was named after General John J. Pershing, Commander of the U.S. Army Expeditionary Forces in Europe.

Fairmount Park became a part of the City of Norfolk in 1923, when the city more than doubled its size by annexing about 24 square miles. With annexation came city amenities such as schools and fire stations. Fire station #11 located on Verdun Avenue in Fairmount Park was completed and placed into commission in 1923. It is currently the 2nd oldest fire station in the city.

### Neighborhood and Civic Organizations

Active involvement of neighborhood residents is crucial to the survival of a community. While levels of involvement vary depending on the individual, membership in the Civic League is usually the first step. There are currently three organizations which strive to improve the quality of life for Fairmount Park residents: The Fairmount Park Civic League, the Lafayette Boulevard Business Association, and the Fairmount Park Task Force.

#### The Fairmount Park Civic League

The Fairmount Park Civic League has been active for 22 years, with a current membership of over 100 residents. They have been involved in various activities, including the National Night out for Crime Prevention, the House of the Month Program, Adopt-A-Cop program, neighborhood area clean-ups, a kite flying children’s event and voter registration drives. The civic league meets monthly to discuss neighborhood issues and concerns.

#### The Lafayette Boulevard Business Association

There have been efforts in the past to create a Lafayette Boulevard Business Association; however, these efforts have been fairly unsuccessful. Several meetings have been held over the past couple of years, but there is not a regular meeting schedule or membership. This lack of success in sustaining the business association can be attributed, in part, to the fact that most of the business owners live outside of the neighborhood, and therefore do not feel a connection to the neighborhood.

**The Fairmount Park Task Force**

The Fairmount Park Task Force was formed in July of 2001 to continue the ongoing coordination and scrutiny of issues identified in the Fairmount Park Action Plan (2000). It serves as a forum for elected officials, city staff, residents, and business owners to come together to create a community that is a community of choice, where residents enjoy a high degree of quality of life through recreation, education, and social activities. Meetings are held every other month, and Vice Mayor Daun Hester and Councilman Anthony Burfoot serve as co-chairs of the Task Force.



Members of the Fairmount Park Civic League



Lafayette River from the end of Somme Avenue

*....a neighborhood planning process builds on the strengths and assets of the community.*

## II. Developing the Neighborhood Plan

Recognizing the need for a coordinated city-wide housing plan, the City commissioned American Communities Partnership and Zimmerman/Volk Associates to conduct a comprehensive study of Norfolk’s housing, the regional housing market and Norfolk’s position in the market.

The study included recommendations to improve the housing stock and increase the competitiveness of Norfolk’s neighborhoods within the region. The resulting “Strategic Improvement Plan for Norfolk’s Neighborhoods,” completed in 2001, incorporates the best ideas from the public and private sectors working with the community to improve our city. It includes four components: Neighborhood Standards, Home by Home, Marketing and Promotions, and Commercial Gateways.

Neighborhood Standards is the City’s effort to improve individual neighborhoods or neighborhood “clusters” by identifying and prioritizing the specific needs of each community. It is citizen driven and relies heavily on residents to define standards and identify improvement opportunities and needs through long term comprehensive neighborhood planning efforts.

The focus of the Home by Home program is to assist homeowners or homebuyers in rehabilitating houses located outside of the redevelopment and conservation areas through the provision of technical assistance and leveraging of public and private financing resources.

Marketing and promotions under the banner “Come Home to Norfolk, Now” is designed to encourage and maximize investment in Norfolk’s neighborhoods and to spread the word about the breadth and quality of the city’s housing, the uniqueness of the city’s neighborhoods and the overall quality of life.

The Neighborhood Commercial Corridor program was created, as part of the Commercial Gateways Component of the “Strategic Improvement Plan for Norfolk’s Neighborhoods,” to improve Norfolk’s aging commercial areas with an emphasis on streetscape, building facade improvements, and business development.

### Neighborhood Planning Initiative

As part of the Neighborhoods Standards component of Norfolk’s Strategic Housing Initiative, a neighborhood planning process was initiated that builds on the strengths and assets of the community. The Fairmount Park Neighborhood Revitalization Implementation Plan is one of the first plans to be completed as a part of this new neighborhood planning initiative.

Norfolk’s neighborhood planning process is a proactive approach to improving neighborhoods and

an opportunity for all stakeholders to take an active role in planning the future of their communities. The General Plan of Norfolk (1992) provides the framework for neighborhood planning. It recognizes neighborhoods as key building blocks for the city’s development, and acknowledges that neighborhoods are “essential components of both the physical and social character of Norfolk.” The vitality of individual neighborhoods directly impacts the vitality of the City; therefore, it is imperative that a neighborhood plan is developed within the context of the City as a whole.

The General Plan states that in the development of neighborhood plans, the planning process should:

- Use neighborhood planning as a focus for public action;
- Maintain flexibility;
- Effectively incorporate alternative forms of citizen participation;
- Establish linkages between the planning process and the City’s budget process;
- Strengthen linkages between City operating departments and the planning process; and,
- Target City programs and policies designed to protect and enhance the quality of life for Norfolk residents.

The Fairmount Park Neighborhood Revitalization Implementation Plan has been developed consistent with the planning process in the General Plan. The steps used in the Fairmount Park neighborhood planning process are outlined as follows:

- Community Orientation
- Organize Steering Committee
- Create a Clear and Realistic Vision for the Community
- Gather, Integrate, and Forecast Information about the study area
- Establish Community Goals
- Draft the Action Plan
- Review and approval by the neighborhood
- Submit Plan for review, approval and funding commitments
- Implement the Action Plan

General Plan policies are also reflected in the specific action items of the Fairmount Park Neighborhood Revitalization Implementation Plan such as: promoting architectural integrity in new construction and in renovation, insuring that new development fits within the context of existing neighborhoods, encouraging infill development, maintaining and expanding street programs, and developing special neighborhood gateway treatments.

The Fairmount Park Neighborhood Revitalization Implementation Plan will become a permanent part of the City’s planning and development process and will provide direction for all city services and programs that impact the community. This Plan will be incorporated into the General Plan of Norfolk; the long-term goals and short-term action plans will be forwarded to City Council for approval and resources

*The General Plan of Norfolk (1992) provides the framework for neighborhood planning. It recognizes neighborhoods as key building blocks for the city’s development, and acknowledges that neighborhoods are “essential components of both the physical and social character of Norfolk.”*



Community Meeting

*...the best neighborhood plans are developed by informed residents collaborating with decision-makers, service providers, and business leaders...*

will be allocated through the City's Departmental budgets.

**Community Engagement**

The General Plan recognizes that the best neighborhood plans are developed by informed residents collaborating with decision-makers, service providers, and business leaders in a process designed and facilitated by neighborhood planners. While the Department of Planning and Community Development facilitated the Fairmount Park Neighborhood Implementation Plan process and assisted with information gathering and technical support, the community was ultimately responsible for identifying and prioritizing specific needs.

For the Lafayette Boulevard corridor section of the plan, Consultant Dana Nottingham of Nottingham and Associates, and Andrew Dresdner of Urban Design Associates, met with the Fairmount Park Task Force and steering committee to address issues and development strategies for the improvement of the Lafayette Boulevard corridor. The final implementation plan recommendations compiled by Dana Nottingham and UDA for the Lafayette Boulevard corridor are included in this Implementation Plan.

The community was engaged on several occasions through regular Task Force and Civic League meetings; however, it was the Fairmount Park Steering Committee, which served as the primary voice for the community, ensuring that all stakeholders were represented. The steering

committee served as a forum for involvement and inclusion of a broad and diverse group of community stakeholders. It was representative of residents and other major stakeholders in the community including community organizations, business owners, and faith-based institutions.

The steering committee met with City staff five times over the course of several months, to create a vision, and identify goals, strategies, and action items necessary to accomplish that vision. Once a draft plan was developed, a community wide meeting was held to discuss the draft plan and to begin prioritizing implementation components of the plan.

Over fifty residents, business owners, property owners, and City representatives attended the community meeting, held on October 30, 2003. At that time, a presentation was given which outlined the elements of the draft plan. Participants then broke into three groups, each led by a member of the steering committee, to discuss:

- What they liked about the plan;
- What they did not like about the plan;
- What changes or additions they would like to see to the plan; and,
- To identify their top five implementation priorities.

What they liked about the plan was:

- Lafayette Boulevard Corridor Restoration/ Beautification

- Safety Issues
- Housing Component
- Alleyways
- Lighting and Landscaping
- Increasing Homeownership
- Wetlands

What they did not like about the plan was:

- Timeframes
- Lack of Funding
- Lack of Specifics
- Businesses on Lafayette Boulevard
- Do not account for seniors or residents on fixed income

The changes or additions they would like to see:

- Accounting for seniors/residents on fixed income
- More inspectors for code enforcement
- How to get citizens involved
- Responsible landlords
- Specifics on upgrades and funding
- More about sidewalks
- More code enforcement
- Give business owners more information

The top five priorities given by each group were:

- Group 1
  - Public Safety
  - Blight
  - Infrastructure
  - Housing

- Group 2
  - Beautification
  - Infrastructure
  - Lafayette Boulevard/Business Improvement
  - Blight
  - Housing
  - Recreation and Parks
- Group 3
  - Public Safety
  - Housing
  - Community Pride



Trash and Dumping in the Wetlands is a Problem



Blighted Housing in Fairmount Park



Infrastructure in disrepair;  
Sidewalks, Curbs, and Gutters are missing along  
some Streets in Fairmount Park

### III. Previous and Current City Initiatives

For the past several years, the City has been working with the Fairmount Park community to revitalize and improve neighborhood conditions. This has resulted in a variety of efforts, highlighted below:

#### Commercial Areas Market Study

In October of 2000 the consulting firm of Basile, Baumann, Prost & Associates, Inc. completed a Commercial Areas Market Study for the Five Points/Fairmount Park Commercial Areas. The purpose was to evaluate economic, demographic, and quality of life conditions and trends in the commercial areas of Five Points and Fairmount Park. This report provided the basis for the development of the Fairmount Park Action Plan and Report.

#### Fairmount Park Action Plan and Report

Completed in January of 2001, the focus of the Fairmount Park Action Plan and Report was to develop strategies to improve conditions in the neighborhood. The discussion and resulting recommendations in the Action Plan were based primarily on the conclusions of the market study. In an effort to provide ongoing coordination of a collaborative approach between residents, business owners and city departments, the Fairmount Park Task Force was created and has been working since

July, 2001 to address the goals and objectives specified in the plan.

Although the Action Plan was successful in providing descriptions and analysis of existing conditions in the area, the long-term strategies proposed by the plan focused exclusively on Lafayette Boulevard and stopped short of providing an implementation component.

#### Fairmount Park Sanitary Sewer and Water Improvements

The Fairmount Park Sanitary Sewer and Water Improvements is a multi-phase project, which includes the rehabilitation/replacement of sanitary sewer gravity mains, water mains, and sanitary pump stations. The project limits are from Tidewater Drive to Chesapeake Boulevard and Cromwell Drive to the Lafayette River.

There are sixteen proposed phases for the repair of sewer and water systems throughout the Fairmount Park neighborhood. Funding has been approved for the design and construction of Phase 1 and Phase 2. Phase 1 includes the replacement of sanitary sewer mains and one section of water main on Lafayette Boulevard. Street resurfacing and gutter improvements will follow. Construction began in the spring of 2003 with an estimated completion date of 2004. Phase 2 encompasses the replacement of Pump Station #18, for which bids have been received.



Sanitary Sewer and Water Replacement Sign on Lafayette Boulevard



Sanitary Sewer and Water Replacement Improvements on Lafayette Boulevard



2605 Lafayette Boulevard



2605 Lafayette Boulevard  
Demolished on July 23, 2003

**Building Codes Compliance**

The city's Department of Neighborhood and Leisure Services, Neighborhood Preservation Division, has been conducting an ongoing comprehensive housing inspection and initiative within Fairmount Park as a means to stabilize and help revitalize the community. A Strike Team Inspection Initiative took place from February 2003 to April 2003 in which over 600 properties were systematically inspected.

**World Changers Program**

Fairmount Park has been one of the target neighborhoods for the World Changers program since 1998. World Changers is a missions program of the Southern Baptist Convention in which volunteers provide home rehabilitation services for low and moderate income residents. Since 1998, 24 homes in Fairmount Park have been repaired as part of the World Changers program, with an estimated value of the labor donated at \$260,000.

**Landscaping/Street Trees**

Parks and Forestry has recently completed several public landscaping efforts in Fairmount Park, which includes the two triangles on Lafayette Boulevard and Ballentine Boulevard by the power station.

Street trees line most of the streets in the Fairmount Park Neighborhood. As part of the city's ongoing tree planting program, Parks and Forestry is currently conducting a street tree inventory for Fairmount Park, with additional trees scheduled to be planted in the

next planting season (which runs from mid October to mid March).

**Street Lighting Improvement Plan**

The Department of Public Works is currently working on implementing their street lighting improvement plan for Fairmount Park, which includes 49 new installations and 81 upgrades. All upgrades and new installations are complete.

**Property Acquisition**

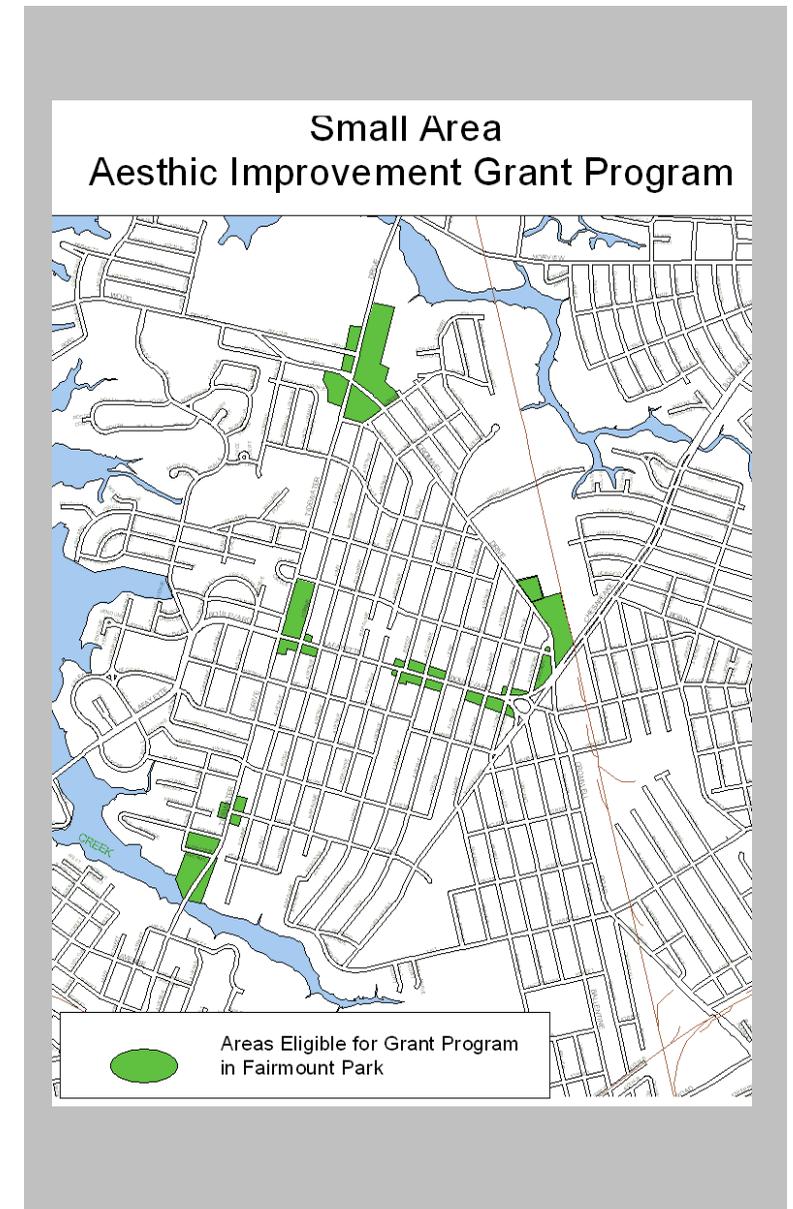
NRHA began the acquisition of vacant parcels and blighted buildings on Lafayette Boulevard in January 2003. Two properties have been acquired thus far, at 1919 and 2605 Lafayette Boulevard, with demolition of the former Trojan Labor Building (2605 Lafayette Boulevard) taking place on July 23, 2003. Sites will be redeveloped in accordance to the strategies specified in this document, the Fairmount Park Neighborhood Implementation Plan.

**Tax Abatement Program**

The Tax Abatement program was created as an incentive to encourage property owners to improve their property. This program can be used throughout the City of Norfolk, and offers taxpayers an opportunity to improve residential, commercial, or industrial structures and not pay full taxes on those improvements for 14 years. Rehabilitations must be on an existing structure, and the structure must be at least 15 years old for residential rehabilitations.

### Small Area Aesthetic Improvement Grant Program

This program was created to encourage the exterior aesthetic improvement of commercial properties in certain areas of the city outside of established commercial corridor revitalization programs. As shown on the map, there are several areas in the Fairmount Park neighborhood that qualify for this program. The incentive is a grant of up to 50% of the cost of the eligible exterior aesthetic improvements to a maximum of \$10,000.





Fairmount Park Census Tracts 31 and 32

## IV. Existing Conditions

### Demographics

It is essential to understand the demographic conditions affecting Fairmount Park and how these conditions have changed over time, in comparison to citywide conditions, because they help to explain the physical condition of the neighborhood today, and how it is impacted by citywide changes.

The 1990 and 2000 U. S. Census Data was used to obtain information about the demographic makeup of the Fairmount Park Neighborhood, in comparison to the City of Norfolk. Census Tracts 31 and 32 cover a significant portion of the Fairmount Park Neighborhood. The exception is a small section of land at the northeast boundary of the neighborhood. For the purposes of this plan and to ensure the most accurate data, only Census Tracts 31 and 32 were analyzed for the Fairmount Park neighborhood.

### Population

The total population in Fairmount Park in 2000 was 5,611, which was a 1.5% increase from 1990. Citywide population decreased 10% from 1990 to 2000. This population loss can be attributed to both military downsizing and revitalization efforts in older multifamily housing areas.

### Ethnicity

Fairmount Park has historically been an ethnically diverse neighborhood, as shown in the 1990 Census as 50% black and 48% white. While still ethnically diverse, the racial composition of Fairmount Park appears to be changing. In 2000, the racial composition of Fairmount Park was 32% white, 64% black, and 4% other. From 1990 to 2000 there was a 32% decrease in the white population in Fairmount Park and a 29% increase in the black population. This data indicates that the neighborhood is transitioning from a more racially diverse community to one that is predominantly black. Homeownership in Fairmount Park is split evenly between white and black, with 48% white, 49% black, and 3% other. This is a shift from 1990 where 63% of homeowners were white compared to 35% black.

### Age

In 1990 the largest age group in Fairmount Park was 25-34, which consisted of 20% of the total population of the neighborhood; in 2000 the largest age group was 35-44, at 17%. This may be due to aging in place of residents who have remained in their homes during the past decade. Citywide, the highest percentage of population by age in 1990 and 2000 was for the age category of 18-24, reflecting Norfolk's large military and college student population which is not present in Fairmount Park.

Citywide the age categories of "Under 18 years" and "65 years and over" decreased from 1990 to 2000 6% and 7% respectively, while these categories increased by 8% and 5% respectively in Fairmount

Park, which could correspond to the overall increase in population in Fairmount Park and the overall decrease in population citywide.

**Educational Attainment**

Although the educational attainment in Fairmount Park has remained relatively stable from 1990 to 2000, the gap between the educational attainment citywide and the educational attainment in Fairmount Park is growing. The percentage of Fairmount Park residents without a high school diploma in 2000 was 34% compared to the citywide percentage of 22%. Citywide the percentage is down from 28% in 1990. However, there has been no improvement in Fairmount Park since 1990, when the percentage of Fairmount Park residents without a high school diploma was 33%. In addition, the percentage of persons 25 years and over who have obtained a bachelors degree or higher fell from 9% to 8% in the Fairmount Park area, while it rose from 17% to 20% citywide.

**Employment**

The unemployment rate in Fairmount Park in 2000 was 9.6%, compared to the citywide unemployment rate of 9%. Unemployment appears to have become more of a problem in Fairmount Park since 1990, when the unemployment rate was 5.9%, or 32% below the cities unemployment rate. Unemployment generally appears to be more of a problem south of Lafayette Boulevard (13.6% compared to 5.8% north of Lafayette Boulevard), especially in males aged 20 to 29 and females aged 45 to 59, for which the unemployment rate was unusually high.

**Occupation**

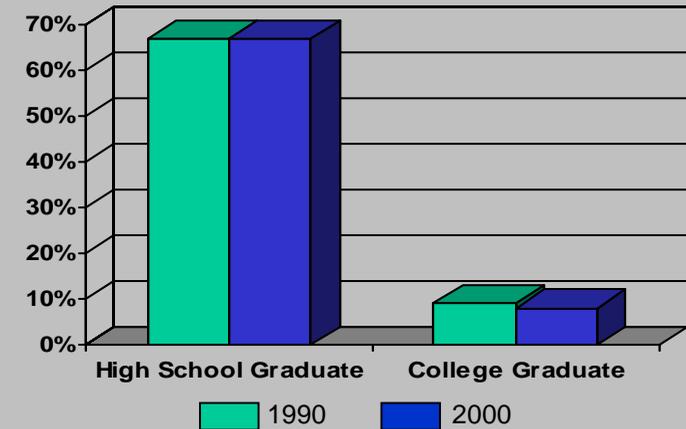
Occupations of Fairmount Park residents tend to be more heavily concentrated in the lower paying service sector (24%), than the citywide population (19%). There is a much lower percentage (17%) of Fairmount Park residents in the higher paying management and professional occupations than citywide (29%). The highest percentage of occupations of residents in Fairmount Park is in the sales and office occupations at 28%, which is the same as citywide.

**Income**

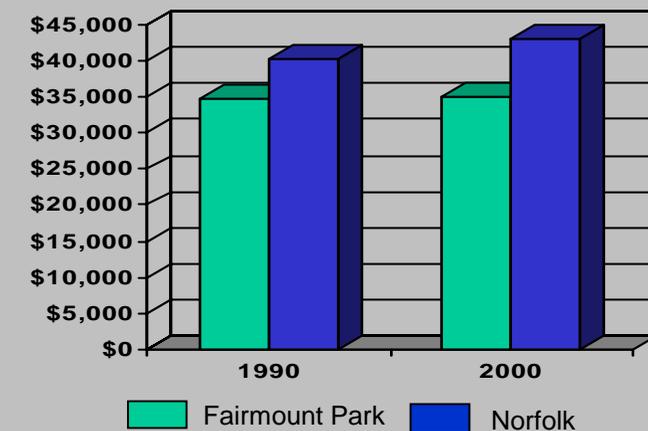
In 1989 the average household income in Fairmount Park (adjusted for inflation) was \$34,780, which was 13.6% below the City of Norfolk's average income (\$40,235). In 1999 the average household income in Fairmount Park was \$35,158, which was 18.3% below the City of Norfolk, indicating the gap between the income level of the residents of Fairmount Park and the City of Norfolk is increasing.

Household income ranges in Fairmount Park mirror those of the citywide population, with the largest concentration in the \$15,000-\$34,999 range (37%). During the decade from 1989 to 1999 low income households grew faster in Fairmount Park than the city as a whole, with an increase of 34% in the less than \$14,999 range (compared to +11% citywide) and an increase of 15% in the \$15,000 to \$34,999 range (compared to a decrease citywide of 8% in that range).

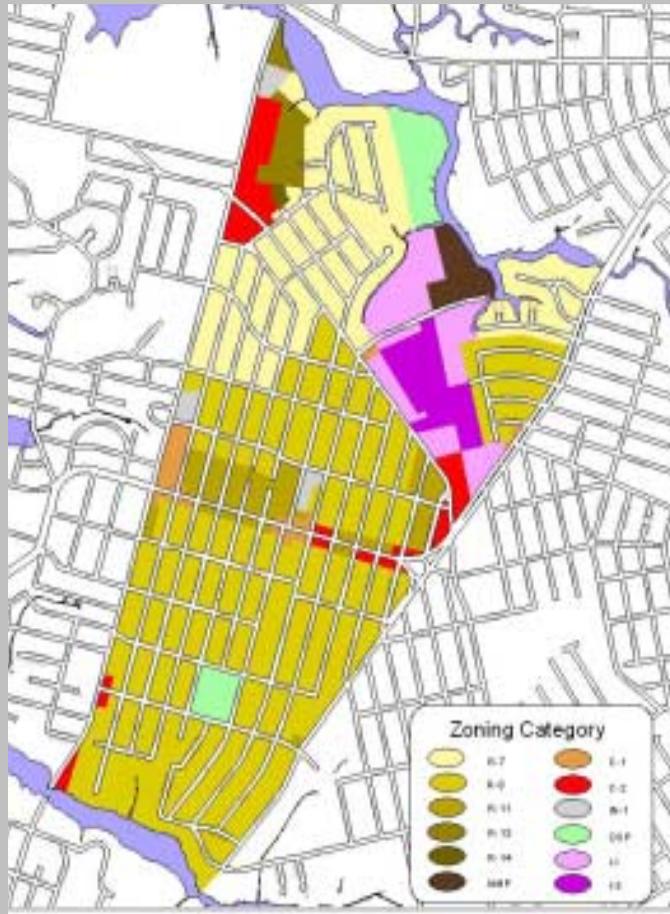
**Fairmount Park Educational Attainment 1990 and 2000**



**Average Household Income In 2000 Dollars**



**Current Zoning in Fairmount Park**



**Zoning**

The Fairmount Park area is predominantly zoned for single family residential (R-7 and R-8), which allows for a minimum of 6,000, and 5,000 sq ft per dwelling unit, respectively.

Residential on Lafayette Boulevard is designated as Moderate Density Multiple Family (R-11), which allows a maximum density of 15 units/acre. Several parcels north of Cromwell Drive are zoned Moderately High Density Multiple Family R-13, and High Density Multiple Family R-14, with a maximum density of 24 units/acre, and 33 units/acre, respectively.

Commercial zoning districts in Fairmount Park are concentrated in several nodes along the major arterial roads: Lafayette Boulevard, Tidewater Drive, and Cromwell Drive. Limited Commercial C-1, or neighborhood commercial, is primarily along Lafayette Boulevard, while the Commercial Corridor C-2 district is found along all of the major arterials.

There are two industrial zoning districts located in the northeast section of Fairmount Park: Limited Industrial District I-1 and General Industrial District I-3. Institutional District IN-1 is designated at the corner of Tidewater Drive and Pershing Avenue, and at the corner of Pershing Avenue and Brest Avenue, and there is an Open Space Preservation District, OSP, designated at the northern tip of the Fairmount Park neighborhood along the Lafayette River, and off of Shoop Avenue (in conjunction with the boundaries of Shoop Park). There is one area in the northeast section of Fairmount Park, at the end of Argonne

Avenue, zoned Manufactured Home Park District, or MHP.

**Land Use**

The existing land use in Fairmount Park is predominately residential single-family homes; however other land uses include industrial, commercial, institutional, open space, and a variety of residential multifamily homes.

**Industrial**

The largest industrial use in the neighborhood is Virginia Dominion Power. Several other industrial uses surround the Virginia Dominion Power complex on Cromwell Drive.

**Commercial/Retail**

Commercial/retail uses in the neighborhood consist of several small clusters of retail stores and services. The more service oriented businesses are found along Lafayette Boulevard, with a dry cleaners, bank, barber shop, car wash, gas station and a dentist, while the more retail oriented businesses are located on Tidewater Drive with businesses such as a grocery store, hardware store, pharmacy and music store.

**Institutional**

Churches encompass the institutional uses in Fairmount Park, and are found throughout both the residential and commercial sections of the neighborhood with a significant concentration of storefront churches along Lafayette Boulevard. Surrounding institutional uses include three schools,

two elementary and one middle school, located to the west of the Fairmount Park Neighborhood.

**Recreation and Open Space**

Shoop Park, located at the southern end of Fairmount Park, is the largest and primary open space found in the neighborhood; however, nearby surrounding open space land uses include Barraud Park, located past the southern boundary of Fairmount Park and Lakewood Park, located to the north west of Fairmount Park.

**Residential**

The predominate land use in Fairmount Park is single family, with several multifamily structures concentrated on and around Lafayette Boulevard and Tidewater Drive. These are primarily small-scale multifamily structures; however there are several large apartment and senior housing buildings located on the northern edge of the community. There is also a mobile home park, located north of Cromwell Drive along the Lafayette River.

**Vacant Lots**

There are approximately 4,000 total parcels in the Fairmount Park Neighborhood, with about 450 parcels showing as vacant lots in the city's real estate database. However, based on current zoning, wetlands, and Chesapeake Bay Preservation Act requirements, there are approximately 89 vacant lots that would be considered buildable in the Fairmount Park Neighborhood. These vacant sites are scattered throughout the neighborhood and represent an opportunity for new construction.

**Residential**

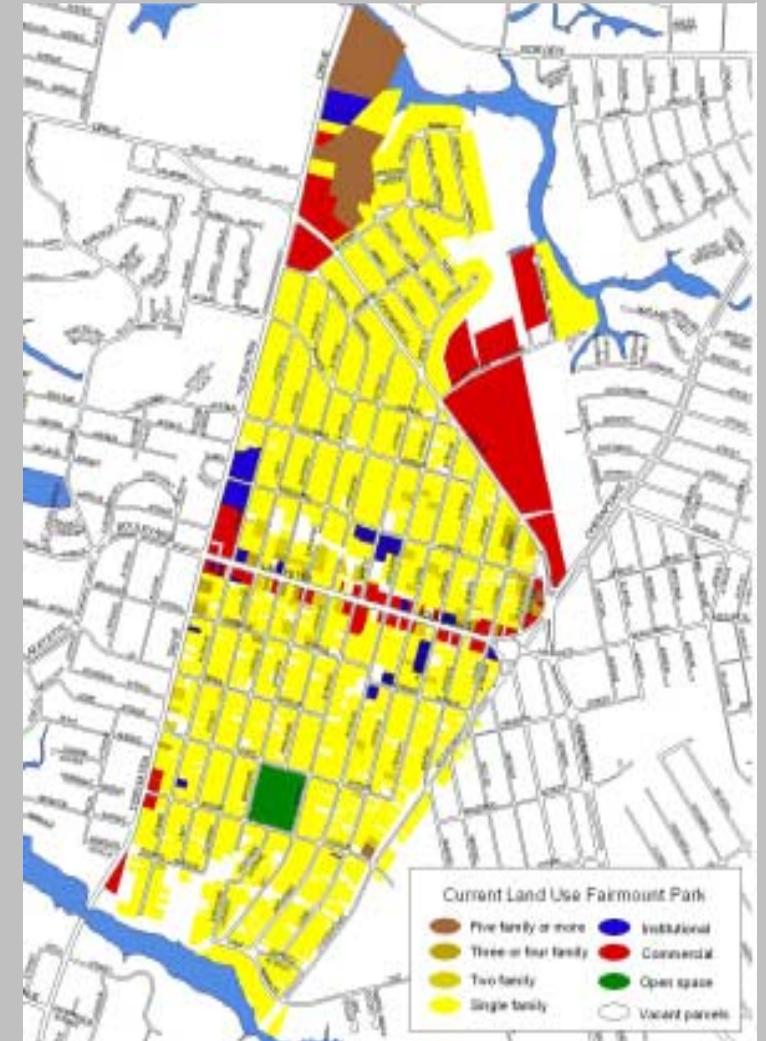
**Housing**

Fairmount Park has an incredibly diverse housing stock, with single story bungalows and cottages to two story "Norfolk Victorians" or farmhouses, with predominant housing materials of brick and clapboard. Most of the houses have freestanding garages set back from the main house.

There are a total of 2,475 structures in Fairmount Park, 59.9% of which were built before 1959. Since that time there has been a steady decrease of new construction, with 309 homes (12.5%) built from 1960 to 1969, to 28 new homes (1.1%) built from 1995 to 2000. This is fairly consistent with the citywide trend, in which 52.6% of homes in the city were built before 1959, and only 3.7% of the homes were built from 1995 to 2000.

Because most of the houses were built before 1959, Fairmount Park is left with a predominately aging housing stock. While a large percentage of homes are in fairly good condition, many homes suffer from lack of maintenance with problems ranging from peeling, flaking paint to major problems such as structural damage. Vacant, boarded houses are also a problem in the neighborhood. There are currently 51 vacant houses in Fairmount Park, many of which are boarded. These houses, while technically secure, are an eyesore and reflect signs of neglect and general disregard for the health and well being of the neighborhood.

**Fairmount Park Current Land Use**





Single Family Home in Fairmount Park



Inappropriate Infill in Fairmount Park

Houses are also outdated in terms of size. The *“Strategic Improvement Plan for Norfolk’s Neighborhoods,”* drafted in 2001, states that the cottage housing types, as found in Fairmount Park, “represent the greatest challenge in terms of marketability and architectural intervention. These housing types are generally too small to attract today’s potential market, and there is an oversupply of them in Norfolk’s neighborhoods.”

Landscaping of yards is minimal, but tends to be fairly well maintained. The predominant fencing material in the neighborhood is chain link.

**Lot Sizes**

The average square footage of single family lots in Fairmount Park was 5,751 square feet, with an average lot size of 50 x 100. Approximately 22% of the lots in Fairmount Park are less than 5,000 square feet. These lots are concentrated mostly in the blocks around Lafayette Boulevard and on the eastern section of Fairmount Park.

**Demolitions**

Since 1999, 17 houses have been demolished in Fairmount Park. Of these, 15 have been demolished since the beginning of 2000, most likely resulting from intensified enforcement efforts. This number is expected to increase significantly over the next few years as the city continues to remove deteriorating conditions within the neighborhood and along Lafayette Boulevard.

**Property Maintenance and Codes Compliance**

In addition to ongoing efforts, as a means to stabilize and revitalize the community, Neighborhood Preservation conducted a Strike Team Inspection Initiative in February of 2003 that extended through April of 2003. A team of 4 inspectors performed inspections on 600 plus properties during this period, resulting in a total of 968 open cases and 785 closed cases in Planning District 51. Violations include inoperable vehicles, tall grass and weeds, solid waste, peeling paint, and structurally damaged buildings.

As part of the PACE program, a NEAT (Neighborhood Environmental Assessment Team) team project was established in 1998, to focus a wide range of enforcement resources on the area. Primary NEAT teams are composed of representatives from Neighborhood Preservation, Public Health, the Police Department, Public Works and Zoning; these teams collaborate on inspections and enforcement actions, and draw upon the expertise of other Departments as needed. This has served well to reduce a backlog of problems and set a tone for higher expectations. However, it does not change basic circumstances or keep new violations from arising regularly.

**New Construction**

There have been 15 new homes built in Fairmount Park since 1999, with an average assessed value of \$102,775. One recent new home sale was for \$120,000, setting a benchmark for new home pricing. The average resale value in the area in 2003 (through

October) was \$69,652.08, with a recent resale value of \$127, 500.

The pace of new construction in Fairmount Park picked up in 2002, with 8 new homes constructed. The map to the right shows that new construction, from 1999 to 2003, is scattered throughout the neighborhood, with a concentration in the area south of Lafayette Boulevard.

New infill homes are necessary, and encouraged, in order to increase the diversity in the housing market. However, the infill homes currently being built in the Fairmount Park neighborhood are incompatible with the scale and architectural style of the older homes in the neighborhood. They tend to have a suburban look, with attached garages acting as the focal point for the front façade, curb cuts at the front of the house, and lacking front porches and other significant details found in the older homes of this established neighborhood.

#### Home Ownership

The total housing units in Fairmount Park in 2000 was 2,431. Of this number, 55% were owner occupied structures, and 45% were rental. From 1990 to 2000, owner occupancy decreased in Fairmount Park by 9%, while renter occupancy increased by 24%.

There was a 7% increase in the total housing units in Fairmount Park from 1990 to 2000, as opposed to a 4% decrease citywide. This can probably be attributed to new multifamily units in the northern section of Fairmount Park.

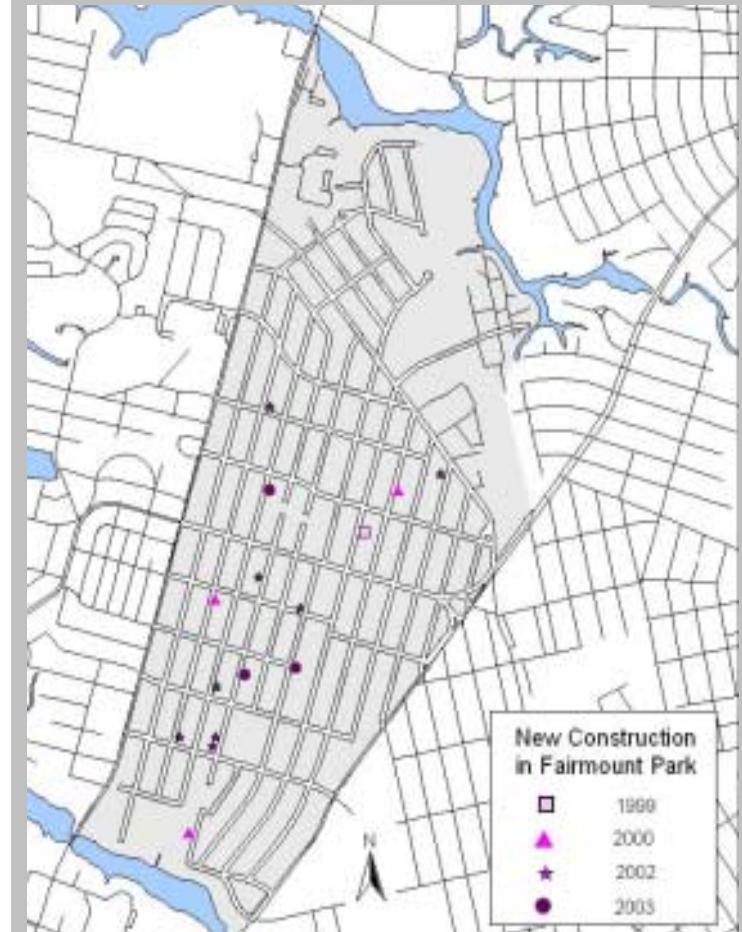
#### Rental Housing

The average rent in Fairmount Park in 1990 was \$480, and in 2000 it was \$430, which is comparable to the citywide average both in 1990 and 2000 at \$474 and \$434 respectively; however the value of owner occupied housing was significantly different between the Fairmount Park neighborhood and the citywide average. In 1990, the average owner occupied unit in Fairmount Park (adjusted for inflation) was \$78,898, as compared to the citywide average of \$119, 499 (a 51% difference). In 2000, the average owner occupied unit in Fairmount Park was \$68, 462, as compared to the citywide average of \$114,506 (a 67% difference). This data reveals two alarming trends: The gap between the citywide average home value and the Fairmount Park average home value is growing, and the overall value of owner occupied homes is decreasing.

#### Residential Improvements

In 2002 there were approximately 63 permits for residential improvements in Fairmount Park amounting to a total of \$285,996. These improvements range from siding and re-roofing to room additions and swimming pools. The average amount spent on residential improvements in Fairmount Park in 2002 was \$4,613, compared to the citywide average of \$8,378. There were only 3 permits for additions in the Fairmount Park area, with the majority of permits for re-roofing and siding. Thus, investment is being focused on maintenance and not upgrades.

**New Construction in Fairmount Park  
1999-2003**





**Infrastructure**

The street infrastructure in Fairmount Park is generally in poor condition. Streets are badly in need of resurfacing, with potholes frequently appearing. Resurfacing cannot take place, however, until the necessary sewer and water improvements are made. Most of the north-south streets in the Fairmount Park neighborhood have curbs, gutters and sidewalks, while most of the east-west streets are lacking curbs and gutter, sidewalks, or both.

Currently, new sidewalks are only implemented at the request of city residents. Records indicate that requests for new sidewalks are on Marne Ave from Kitchener to Chesapeake, Kitchener Ave from Lens to Argonne, Somme Ave from Lafayette to Pershing, Flanders Ave from Cromwell to Chesapeake, Shoop Avenue at Lens, and on Argonne Avenue at Bellevue.

Lighting in the Fairmount Park neighborhood consists of standard street lights mounted on utility poles. While the community has commented repeatedly on the need for more lighting in the neighborhood in general, no specific areas have been identified. However, the Department of Public Works is currently working on installing 49 new street lights and upgrading 81 street lights in accordance with their street lighting improvement plan. The upgrades will replace the 70W or 100W Mercury Vapor (MV) lights with High-Pressure Sodium (HPS) lights. HPS lights are more energy efficient and produce more light.

The sanitary sewer and water system in Fairmount Park is currently outdated. A majority of the sanitary

sewer system within Fairmount Park was installed between 1930's and 1960's. The water distribution system has been updated periodically through the years and the mains range in age from 1920's to 1990's. The Department of Utilities is currently working on Phase 1 and 2 of a 16 phase project in Fairmount Park, which includes the rehabilitation/replacement of sanitary sewer gravity mains, water mains, and sanitary pump stations.

**Parks, Open Space and Recreation**

There are several parks and recreation facilities in and around Fairmount Park. The neighborhood itself has only one park space within its boundaries. Shoop Park, located in the southern section, has about 5 acres of primarily of open space, but it also offers a ball field, a small playground, picnic areas, and basketball courts.

Barraud Park is just south of the Lafayette River, which forms the southern boundary of the Fairmount Park neighborhood, and offers tennis, hiking, basketball, and picnicking, in addition to an amphitheater, playground, baseball fields, and a canoe launch site. The Barraud Park Boxing Center is also located here and is open from 3pm to 9pm in fall, winter, and spring and in summer from 9am to 6pm.

Lakewood Park, located to the northwest of the Fairmount Park neighborhood, features the Lakewood

Dance/Music Center, the city's dance, music, exercise and fitness headquarters. This larger facility also offers tennis courts and ball fields, in addition to a

canoe launch site, which is part of the Lafayette River Trail. There is also a dog park located to the west of Fairmount Park, in Winona at Norway Place and Ashland Avenue. All city parks are open from sun-up to sun-down. Recreation centers, however are usually open in the evenings as well.

The Lafayette/Winona Middle School property is located to the west of Tidewater Drive, and offers basketball and tennis courts and soccer and baseball fields. Lindenwood Elementary, located to the west of the southern part of the Fairmount Park Neighborhood contains basketball courts and a fenced in playground. Future Plans indicated in the City of Norfolk Waterway Trail System Master Plan identifies a proposed launch site for canoes and kayaks along the Lafayette River Trail to be located at Lindenwood Elementary School.

**Environmental**

There are several wetland and stream corridors that traverse portions of the neighborhood, but these are developed quite tightly. In addition, the Lafayette River, that forms both the southern and northern boundaries of the neighborhood, provides several areas of tidal wetlands in the Fairmount Park Neighborhood.

The City of Norfolk currently protects tidal wetlands through its Wetlands Ordinance. Under the Ordinance, any proposal to develop a vegetated or non-vegetated tidal wetland must obtain a permit from the Norfolk Wetlands Board.

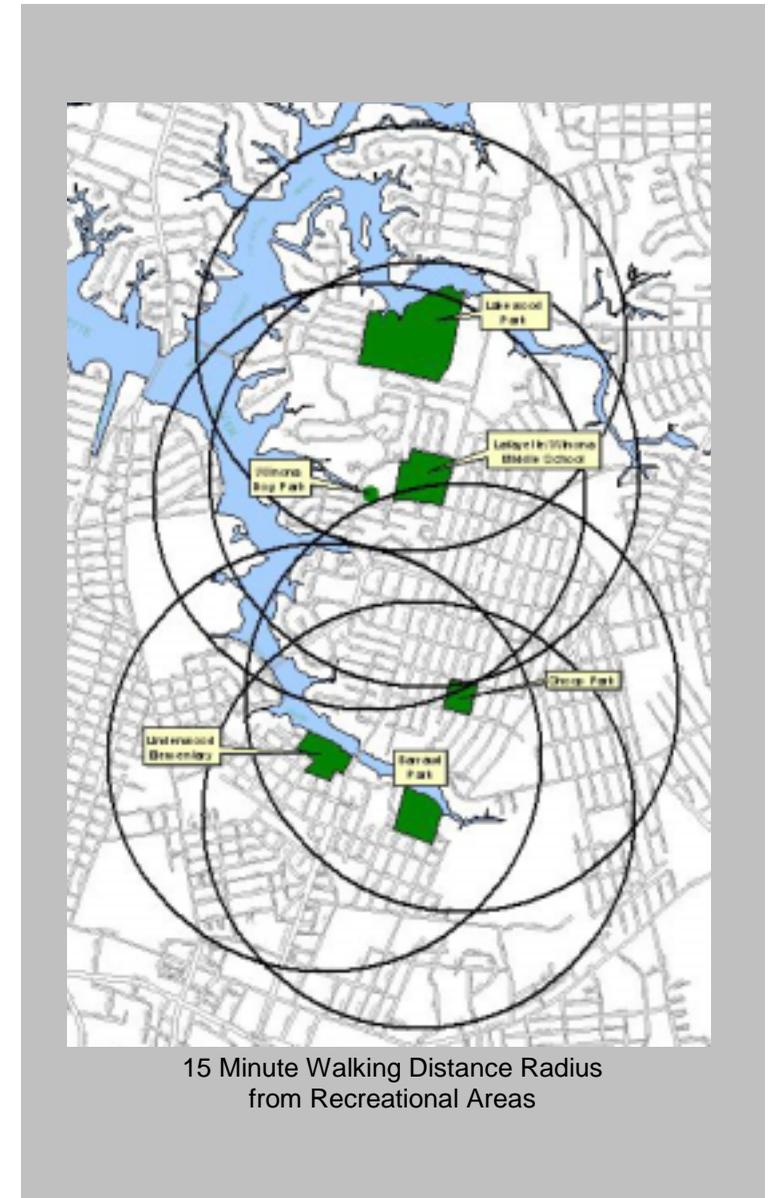
Future projects include a wetlands restoration project, proposed at the south end of Somme Avenue, by the Army Corps of Engineers, in their “Interim Final Feasibility Study and Environmental Assessment Main Report (2001).

**Transportation**

Three arterial highways as designated in the General Plan of Norfolk – Tidewater Drive, Lafayette Boulevard, and Cromwell Drive – serve as the primary transportation corridors for the Fairmount Park community. Tidewater Drive is one of the primary north/south corridors in the City of Norfolk and at present carries approximately 29,000 vehicles a day and also marks the western boundary of the community. Both Lafayette Boulevard and Cromwell Drive serve east/west traffic movements in the city. Daily traffic counts on Lafayette Boulevard total slightly fewer than 20,000 vehicles a day, from Chesapeake Boulevard to Tidewater Drive, while the similar figure for Cromwell Drive is 13,000. The observed traffic volumes for major corridors in Fairmount Park are typical for arterial highways in Norfolk and reflect both the through and also local circulation and access functions that the routes perform.

**Public Transportation**

There are three fixed bus routes on the Hampton Roads Transit (HRT) regional public transportation system that currently serve the Fairmount Park community: Route #8, Route #3 and Route #18. With connecting transfers at designated locations, stops





Community Police Station on Lafayette Boulevard



Fire Station #11 on Verdun Avenue

along the entire HRT regional transit network are accessible to all Fairmount Park residents. In addition, the region’s complementary door to door paratransit service is available to qualified individuals in Fairmount Park during the same hours of bus operations.

**Parking**

There is on-street parking throughout neighborhood; however, the streets are very narrow, and with parking on both sides this can sometimes be a problem for residents backing out of driveways, as well as for emergency response vehicles. Parking in the commercial areas of Fairmount Park includes both on and off street parking, which varies according to the area.

**Public Safety**

Public safety is, and has been, an issue in the Fairmount Park neighborhood. Loitering, prostitution, and drugs are common problems along areas of Lafayette Boulevard, and contribute to the negative perception of the area. Recent police raids on drug houses in several areas of the neighborhood indicate the drug problem extends beyond Lafayette Boulevard.

Kids in large groups have also become a problem, specifically after school gets out. These “gangs” have no supervision and tend to roam the streets, and intimidate the elderly.

The crime programs that have been implemented in the area over the years have shown some

improvement, although when the Ocean View area was cleared, some of the problems from that area were displaced to Fairmount Park.

There were a total of 661 crimes reported in Planning District 51 in 2001, and 649 reported for 2002, indicating a decrease in overall crime in the Fairmount Park area by 2%. Citywide there was a 3% increase in overall crime from 2001 to 2002. Violent crime decreased in Fairmount Park by 11.7%, which is consistent with the citywide decrease in violent crime from 2001 to 2002 of 11.2%.

**Community Police Station**

The Adopt-A-Cop Community Station, located at 2310 Lafayette Boulevard, is “supported by volunteers that strive to deter crime in the community and to promote family and community unity.” It is meant to be an informational source for residents, and to provide a place for officers to write up reports, as well as a location for small community meetings. It also creates a sense of police presence on the street, even where there is none. As a part of the Adopt-a-Cop program, community volunteers meet at least once a month for neighborhood patrols. While the premise of the Community Police Station is positive, the station appears to be underused with very little activity occurring in the building.

**Fire Station**

Fire Station #11 is located in Fairmount Park at 3127 Verdun Avenue. This fire station is the second oldest Fire station in the city, and is outdated by today’s standards. The community has been asking for a

new fire station to be built on Lafayette Boulevard for several years now, with the intent to use the old fire station for a community center.

### Education

There are no schools located in the Fairmount Park Neighborhood. According to the school attendance zone maps, the children of the neighborhood attend Willard or Lindenwood Elementary School, Lafayette-Winona Middle School, and Maury High School.

School Accreditation Ratings for 2002-03 are based on student achievement on Standards of Learning (SOL) tests in English, mathematics, history/social science, and science administered during 2001-02 or an average of achievement during the three most recent years.

The accreditation ratings from each school has remained the same, or improved over the past 3 years, with the exception of Lindenwood Elementary, which went from a provisionally Accredited/Needs Improvement rating in the 2001-2002 school year to an accredited with warning rating in the 2002-2003 school year.

### Human Services

The Norfolk Department of Human Services administers several programs throughout the city including: Temporary Assistance to Needy Families (TANF); Food Stamps; Medicaid; General Relief; Auxiliary Grants; Adult Services; and Child and Family

Services. There are between 300 and 600 Department of Human Services clients in each of the two census tracts (31 and 32) in Fairmount Park.

In addition there are several non-profit and religious based organizations in the Fairmount Park Neighborhood who provide needed programs and services to the Community.

Saint Columba Ecumenical Ministries works directly with individuals, as well as indirectly working with churches and other organizations to establish service delivery projects and programs. The programs and services offered through the Ecumenical Ministry includes educational and volunteer opportunities, food, clothes, showers, laundry, financial aid, transportation, and transitional housing.

Mount Hermon House “ministers to the needs of the Fairmount Park community” through a substance abuse ministry, a food bank, computer training, a tutoring program, and the STEP Program (Spiritual Training for Effective Parenting).

The New Hope Christian Community Center is a faith based, non-profit organization, formally established in 1997. This organization offers help to eligible individuals regardless of their religious preferences. Their ministries and programs include a feeding ministry, a food pantry, a shower ministry, a clothing closet, adult education/job training, computer classes, a support group that addresses HIV/AIDS/substance abuse, a seniors program,



Mount Hermon House on Lens Avenue



New Hope Christian Community Center on Brest Avenue



Hardware Store in the Strip Shopping Center at the southwest corner of Tidewater Drive and Cromwell Drive



New Retail Use at Tidewater Drive and Cromwell Drive

financial assistance for rent and utilities, a youth development program and a summer enrichment program.

**Commercial Areas**

There are several retail and commercial areas in the Fairmount Park neighborhood, primarily located along the major arterial streets: Tidewater Drive, Cromwell Drive, Lafayette Boulevard, and Shoop Avenue. These areas vary from functional, with service oriented businesses that support the neighborhood, to obsolete and underutilized, with a scattered mix of uses, and an alarming increase in storefront churches. Most of these areas are aging and outdated, and the deteriorating commercial buildings and automobile oriented streetscapes detract from the quality and character of the neighborhood.

**Tidewater Drive at Cromwell Drive**

The commercial cluster at Tidewater Drive and Cromwell consists of primarily retail and service oriented businesses, which provide ample off-street parking for their customers. This cluster includes the Lakewood Center, a strip shopping center with suburban style parking that dates from about 1950, and houses a Hardware Store and Bakery, (that are community institutions) as well as a gas station and other small establishments. There is a new Food Lion grocery store in this area, a freestanding bank branch, a drugstore, (constructed in 1996) and other freestanding 1950's retail and restaurant properties. Despite a few short-term vacancies and properties in need of cosmetic improvements, the commercial uses

in this cluster appear to be the most stable in the Fairmount Park area with fewer turnovers than other areas in the neighborhood.

**Tidewater Drive at Shoop Avenue**

The Shoop Avenue cluster is relatively small, consisting mostly of buildings built out to the edge of the street from 1914 to 1946. These properties have little or no onsite parking, and house small service-oriented establishments. Several storefronts have been vacant for some time; however the storefront on the northeast corner of Tidewater and Shoop has recently been renovated, and could bring renewed interest to the area. Tidewater Drive is a narrow but heavily traveled arterial, without on-street parking, so customers use the on-street parking on Shoop Avenue.

There also are two 1960's vintage single-story office buildings housing an engineering company and a medical practice, a self-service gasoline station, and a large suburban style post office. These buildings have their own parking.

**Tidewater Drive at Lafayette Boulevard**

This cluster includes several retail buildings at the northeast corner with ample parking. A record and music store is located in a 1924 building that once was a supermarket. A small strip center built in 1950 contains a storefront church and other small high turnover uses. These two properties exhibit the need for some cosmetic improvements. A freestanding Eckerd drug store, built in 1996, and Tony's Diner (a neighborhood institution) in a building dating to 1953

but substantially renovated in recent years are also at this intersection. Located directly behind Tony’s Diner, to the east, is a boarded up building previously used as a restaurant, which has been vacant since 1999.

On the Southeast corner of the Lafayette Boulevard/Tidewater Drive intersection is a cluster of very small retail buildings with no off-street parking and limited on-street parking. Of the seven commercial buildings on this corner fronting Lafayette Boulevard, there appears to be only one viable business, a pager store which has been in operation since 1993. Several vacant buildings and one storefront church are also included in this mix. Of the three commercial buildings on this corner fronting Tidewater Drive, two are currently vacant and one appears to be used as a residence.

**Cromwell Drive/Chesapeake Boulevard/Lafayette Boulevard/Ballentine Boulevard Cluster**

This commercial cluster is unique due to the traffic pattern at this end, which creates several small disjointed retail clusters in this area. A gas station, auto parts store, dry cleaners, and several other businesses, all providing off street parking are located at the Cromwell Drive/Chesapeake Blvd. intersection. The auto parts store, AutoZone, causes concern for some in the community, as customers frequently purchase parts and then repair their cars in the parking lot. At the Lafayette Boulevard/Ballentine Boulevard/Chesapeake Boulevard intersection there is a restaurant, a retail seafood shop and a retail sales business, all of which provide off-street parking.



Retail Business at Shoop Avenue and Tidewater Drive



Southeast corner of Tidewater Drive and Lafayette Boulevard

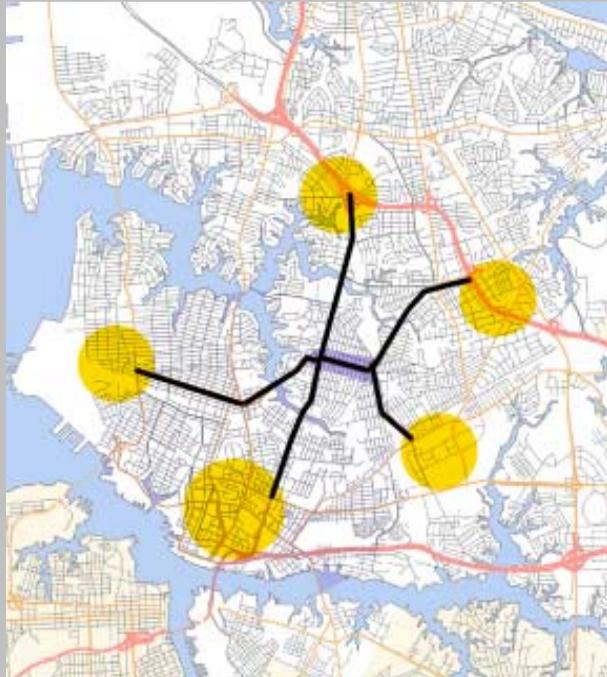


Illustration by Urban Design Associates

Lafayette Boulevard is located between 5 major regional destinations

## V. Lafayette Boulevard Corridor Existing Conditions

In order to focus on the complex conditions concentrated on Lafayette Boulevard, the city obtained the services of Dana Nottingham, a real estate, market and retail strategist, Urban Design Associates, an urban design and architecture firm, and Blunt Hunter, a retail and real estate research specialist to develop a conceptual master plan for the corridor. The outcome of which is a “place-making” strategy that will serve as a guide to strengthen, enhance, and reposition the Lafayette Boulevard corridor as a thriving business and residential focal point for the Fairmount Park neighborhood and surrounding areas. The components of the plan include a land use strategy, program development, design guidance, and implementation recommendations.

### Background

Lafayette Boulevard is a significant cross-town arterial with traffic volumes of almost 20,000 trips a day from Chesapeake Boulevard to Tidewater Drive. Historically, the corridor was a thriving neighborhood commercial center with uses that attracted customers from a broader area, and was anchored by clusters of uses at its east (Cromwell Drive/Chesapeake Boulevard traffic circle) and west (Tidewater Drive) intersections. Today, the corridor shows signs of the out-migration of businesses to more competitive

locations with higher traffic volumes, anchor stores and ample convenient parking. In some instances, the current retail competitive environment resulted in business closings. Many of the older buildings have been reused, taking advantage of inexpensive rents, declining property values, large flexible space or the ability to control contiguous space.

Market trends, competitive factors, zoning and building policies, and limited strategic reinvestment have contributed to the incompatible mix and marginal conditions that exist today. These factors have fostered several destabilizing influences which are impacting Lafayette Boulevard. The destabilizing influences cited most include: incompatible land uses and building conversions; scattered physical decline; pockets of marginal apartments & rental conversions; increases in absentee-owned rental housing; increased code violations; perceived crime-related street activity and loitering; limited new homeownership investment; and, loss of neighborhood retail to more competitive locations.

### Major Challenges & Opportunities

Given the scattered blight and blighting influences along Lafayette Boulevard, mixed with structures that are in good quality, an approach is needed which would build around and integrate strengths as well as eliminate uses that constrain a more rationale use of the land. The following summarizes the major redevelopment challenges and opportunities along Lafayette Boulevard:

## Challenges

### *Redevelopment Designation*

- A comprehensive corridor redevelopment strategy (linked to a coordinated neighborhood conservation and business improvement strategy) will be required in order to transform the corridor into a desirable residential & commercial area.
- Blight standards must be justified in order to qualify for redevelopment designation.

### *Comprehensive Acquisition Strategy*

- A redevelopment implementation plan will require a comprehensive acquisition strategy that addresses land acquisition, business and residential relocation as well as demolition and clearing.

### *Residential Market Positioning*

- Validate the residential product type and pricing; level of district improvements; and type of change required to stimulate sufficient corridor housing demand at a challenging location.
- Confirm the viability of for-sale (i.e. single-family & town homes) and multi-family rental alternatives in light of market and physical requirements.

### *Commercial Market Positioning*

- Nearby commercial competition (i.e. grocery and drug stores) as well as land constraints prohibit attracting traditional anchor uses to the core required to create a neighborhood commercial center.
- Capitalize on opportunities to attract and cluster

strong retail service uses (near other strong operations) that can capture sales from the neighborhood as well as broader market areas.

### *Transportation Network*

- Eliminating curb cuts on Lafayette Boulevard would allow for a better functioning and safer roadway. However, the use of curb cuts with knuckles or bump-outs at the corners may cause sight distance problems leading to vehicular safety concerns.

### *Road & Infrastructure Improvements*

- The size and type of recommended residential and commercial program as well as related services and parking (on and off-street commercial and residential parking) must be evaluated in light of current arterial road requirements.
- All obsolete water, sewer, drainage and utility work must be addressed in a coordinated manner in order to improve overall quality of life, leverage investment and minimize construction impacts.

### *Cromwell Road / Chesapeake Blvd. Circle Blight*

- The current traffic circle configuration is an unusual traffic design, and creates confusion for some drivers.
- The current electric substation is critical to the power company's current delivery system and possibly could be relocated or modernized which may reduce the size of the current station and increase Dominion Power's operational efficiency.
- The development of an attractive commercial

*Historically, the Lafayette Boulevard corridor was a thriving neighborhood commercial center with uses that attracted customers from a broader area, and was anchored by clusters of uses at its east (Cromwell Drive/Chesapeake Boulevard traffic circle) and west (Tidewater Drive) intersections.*



Convenience Store Parking Lot considered a destabilizing influence



Storefront church on Lafayette Boulevard

gateway would be difficult due to the road configuration and the location of the electric substation.

*Tidewater Drive Gateway Blight*

- Numerous blighted properties exist at this important gateway to downtown despite its highly visible and prime commercial location.

*Rear Alleys*

- The use of rear alleys can play a key role in providing vehicular service as well as provide the frontage/right of-way flexibility needed to execute streetscape enhancements at an appropriate level.

*Fire Station Relocation*

- Relocating the fire station to Lafayette Boulevard offers many benefits to the community; however, this recommendation must be consistent with the Fire Department's strategic plan and capital improvement budget.

*Existing Churches*

- Corridor acquisition strategies must take into account numerous churches located in the area that take advantage of low rents, visibility, access and flexible parking standards.

*Convenience Store Parking Lot Loitering*

- The convenience store parking lot, located adjacent to scattered marginal apartments, is perceived by many to be a destabilizing influence.

**Opportunities**

*Infrastructure & Road Improvements*

- Drastically improve the condition and appearance of the road and sidewalks as well as coordinate with public / private reinvestment consistent with a plan.
- Improve obsolete and defected utilities, water, sewer and drainage.

*Pedestrian Connections & Linkages*

- Improve sidewalk, crossing and signalization to respond to neighborhood needs.

*Tidewater Drive Commercial Improvements*

- Leverage location to strategically acquire, clear and solicit proposals from strong independent operators and chains to provide neighborhood retail services.
- Consider capital improvement investments to create a more unified sub-district with enhanced retail appeal at the Tidewater Drive intersection.

*Lafayette Boulevard Core Improvements*

- Explore the opportunity to relocate the fire station and position as an anchor use in coordination with new neighborhood retail services located between the proposed fire station and the existing bank (subject to Fire Department's strategic plan).

*Corridor Infill Housing Improvements*

- Replace pockets of poor quality and blighted apartments with new, for-sale residential.

### *Cromwell Road & Chesapeake Boulevard Improvements*

- Incorporate road, sidewalk, landscaping and signage improvements to enhance existing conditions in an otherwise neglected area.
- Further improvements subject to Dominion Power's plan for the substation and the City's Long Range Transportation Improvements (Chesapeake Boulevard Bridge/Lindenwood Connector) as identified in the Comprehensive Plan.

### **Commercial Market Considerations**

Given its strategic location within Fairmount Park and the city, Lafayette Boulevard's redevelopment is a key component of the overall neighborhood strategy and will require a multi-disciplined and coordinated effort to address the range of issues and opportunities.

Funds have been committed for water, sewer and utility work, which is underway. Likewise, the planning is underway to finalize Lafayette Boulevard programming and future land use assumptions that will guide redevelopment and road improvements.

Planning for the commercial revitalization of the Lafayette Boulevard corridor must respect fundamental retail location principles and realities within the retail industry while acknowledging the economic vitality of the consumer market and the competitive context of the study area. Failure to consider these three inter-related dynamics yields unfounded or wishful outcomes.

Key requirements and preferences of retailers guide the site selection principles that impact commercial planning for the Lafayette Boulevard study area. Paramount among these is maximized exposure to potential customers and easy accessibility. In addition, modern retailing relies upon the creation of destination shopping areas through critical mass groupings. A final consideration is the preference of some merchants to "cluster" close to competitors rather than compete from a distance.

The economic vitality of a consumer base is a fundamental consideration to merchants as consumers must display the economic capacity to generate sufficient frequency of sales and transaction values to warrant retailer interest. Retailers are keenly aware of the need to generate specified sales volumes to remain profitable; consumer markets that do not constitute sufficient trade areas are of little interest to retailers. Retailers understand that the exclusive trade area that can be served by stores in the Lafayette Boulevard corridor is of modest size and economic vitality.

The key realities in the retail industry are the dominance of chain operators over mom-and-pop entrepreneurs and the pressure on retailers to achieve profitability as a function of operational efficiency and adequate sales volume. Chains are replacing independent operators, and in the process of growing, chains are becoming larger to achieve economies of scale. This trend runs counter to the goal of re-tenanting small neighborhood retail spaces with nimble entrepreneurial merchants.

*Given its strategic location within Fairmount Park and the city, Lafayette Boulevard's redevelopment is a key component of the overall neighborhood strategy and will require a multi-disciplined and coordinated effort to address the range of issues and opportunities.*



Northeast corner of Tidewater Drive and Lafayette Boulevard



Lafayette Boulevard Core

Finally, the competitive context must be considered. The existing network of stores in a specific merchandise category affects the potential for new store leasing. Retailers are keenly aware of the costs of duplicating trade area coverage. Chain retailers have devised rigid site selection formulas based upon knowledge of market coverage by existing stores. Demonstrating voids with sufficient economic vitality can be challenging.

Each of the three zones can be expected to attract different mercantile content because of the unique dynamics of each site:

*Tidewater Drive at Lafayette Boulevard*

The Tidewater Drive intersection is the most visible of the three sites. This is a major crossroads for north-south and east-west traffic with daily traffic counts (2001) of approximately 30,000 vehicles on Tidewater Drive and 20,000 on Lafayette Boulevard. This intersection can accommodate additional retail/commercial development. The blighted and obsolete buildings occupying the southeast quadrant must be removed to permit an adequate land assemblage for new development that includes on-site parking. Merchants located here have the potential to serve neighborhood needs as well as transient customers. Key tenant prospects would be convenience-oriented businesses such as restaurants, banks, video rental, small-scale variety stores, auto parts, and drug stores.

The functionality of the retail site on the northeast quadrant of this intersection can be improved—and

the site can be made more attractive to a greater variety of tenants—through modest physical adaptations and site packaging. Creating continuous store frontage along the northeast side of the Tidewater Drive/Lafayette Boulevard intersection would require major modifications to the storefront and reconfiguration of an anchor building. At this time this does not seem practical, however, this business should be approached to consider their interest in relocating to new space.

*Lafayette Boulevard Core*

As conditions warrant, existing vacant storefronts on the northern side of Lafayette Boulevard can accommodate neighborhood-scaled shops offering gifts, books, specialty apparel, and food uses such as a café. The “commercial core” must be considered an evolving site opportunity as warranted by market demand. The quality of the “commercial core” as a retail space will be heavily impacted by the nature of changes to Lafayette Boulevard.

The interior location, multiple ownership and parking challenges makes this area a more difficult location to package a development opportunity with sufficient draw and/or critical mass that will yield a return on investment. Strategies that leverage planned public investment (i.e. proposed fire station) pose an opportunity to relocate a valuable service and integrate neighborhood services (including retail) within the building and parking complex. This action in combination with targeted business recruitment has the potential to yield a far more active civic and commercial node in an area that is challenged.

*Cromwell Road / Lafayette Circle*

The Cromwell Road site opportunity offers exposure to approximately 12,000 vehicles daily on Cromwell Road and 20,000 vehicles per day on Lafayette Boulevard. An existing gas station can be retained with one or more new pads for small retail/food uses. This site would offer superior exposure and accessibility to the Pollard’s Chicken restaurant that is currently located on the corner of Ballentine Boulevard and Lafayette Boulevard. Other food merchants and services would be attracted to this site in part because of the density of daytime workers in the Cromwell Road/Norfolk Industrial Park area.

The existing traffic circle is organized around an electric sub-station. Several plans were done to clarify the traffic pattern as well as create a more efficient use of the land for commercial uses that would integrate existing businesses. This concept can not be justified from a return on public / private investment perspective given the cost required to acquire, relocate (businesses and a sub-station), and install improvements that would create an active, enhanced, commercial gateway. Further investigation will have to be coordinated and justified in light of broader initiatives related to updating the City’s Comprehensive Plan and regional road network as well as the power company’s plans to update its long term delivery system.

**Residential Market Considerations**

Achieving the goal of a residential boulevard with strong neighborhood commercial sub-districts will result from a coordinated housing strategy that

addresses the entire Fairmount neighborhood. The community has indicated that their strong preference is for-sale housing. The road and streetscape improvements in combination with the critical mass required to create an attractive residential address must be analyzed carefully from a market demand perspective (especially in light of the fact that the road must remain a four lane cross section).

**Success Factors**

The following outlines key success factors that must be weighed in order to develop an implementation plan to deliver the bold vision outlined above.

- **Redevelopment Commitment:** Redevelopment Area designation is required in order to achieve the economies of scale, critical mass, acquisition authority, and level of public funding required to attract private investment. The statutory standards used to document blighted conditions and justify corrective restructuring, redevelopment, and public intervention must be evaluated and addressed.
- **Residential Focus & Infill Strategy:** Significant product-induced demand must be generated (at this challenging location) to create a residential address and critical mass of appropriately priced, for-sale units with alleys. Single family vs. town home units must be carefully evaluated at this location given physical constraints and realistic market preferences.



Pollards Chicken at the Ballentine Boulevard/Chesapeake Boulevard/Lafayette Boulevard Intersection



Electric Sub-station on Lafayette Boulevard



Sub-District C1



Sub-District H1



Sub-District C2

- **Strategic Lafayette Boulevard Fire Station Placement:** Without public intervention it will be difficult to substantially change the Lafayette core for commercial purposes. The fire station relocation has been identified as a need and potentially compatible facility that can be a catalyst to help create a stronger clustering of civic and commercial uses (with on-site parking). Positioning the fire station next to the bank allows limited commercial in planned and existing buildings to create the greatest synergy as well as derive the maximum benefit of an enhanced area (and new parking).

- **Create Best Terminus Gateway Improvements Possible:** Significantly enhancing the terminus gateways (nodes) is a key consideration given their strategic locations and prominence in adding to or detracting from the overall residential character of Lafayette Boulevard at each end.

At Tidewater Drive, the underutilized southeast corner has commercial upside potential. The ability to create a more unified retail district is subject to working with multiple property owners, especially exploring the possibility of modifying D.J. Music & Video's storefront to potentially create continuous district frontage. The project-specific return on investment rationale will be evaluated in light of broader district / gateway benefits in order to evaluate deal possibilities.

- **Balance Arterial Road Traffic Efficiency & Enhancements:** Transforming Lafayette

Boulevard to create a more desirable residential address will require aggressive - yet prudent - steps to maximize the overall sense of place, residential character, and commercial potential. Potential alleyways and associated acquisition will be a threshold challenge in order to make the residential plan work with single family and / or town homes.

**Vision and Strategy**

Given its strategic location within Fairmount Park and the city, Lafayette Boulevard's redevelopment is a key component of the overall neighborhood strategy and will require a multi-disciplined and coordinated effort to address the range of issues and opportunities. Overcoming current Lafayette Boulevard conditions requires: a bold vision; a coordinated strategy; an implementation plan; an organizational capacity; and adequate funding.

Recognizing this fact, the consultant team of Nottingham Associates, Urban Design Associates, and H. Blunt Hunter worked on developing a corridor Master plan and implementation strategy that was guided by the following vision:

*Positively transform neighborhood life along Lafayette Boulevard and the Fairmount Park Neighborhood by creating a residential boulevard that includes improved commercial sub-districts and gateways at each end as well as a strong community oriented*

*commercial and civic sub-district at the corridor's core.*

Achieving this outcome will require a strategy that builds on strengths, leverages advantages, creates new opportunities that overcome disadvantages, and addresses destabilizing influences directly.

**Description of Sub-districts**

The corridor was organized into four sub-districts and twenty-nine blocks in order to summarize and document predominant land use patterns, conditions and proposed changes.

**Sub-District C1**, from Tidewater Drive to Somme Avenue, comprises blocks A-B. This sub-district is in good to fair condition, and currently has 4 vacant buildings. The convenience store is a destabilizing influence due to excessive loitering (and related negative perceptions). It is located next to a concentration of low-rent apartments in fair condition.

**Sub-District H1**, from Somme Avenue to St. Mihiel Avenue, comprises blocks C-L. This sub-district is in fair condition, with a concentration of marginal apartments and vacant buildings (6 currently vacant).

**Sub-District C2**, located in between St. Mihiel Avenue and Lens Avenue, comprises blocks M-P. This sub-district is in good to fair condition; however there are several incompatible and underutilized uses which impact the residential character. There are currently 2 vacant buildings in this sub-district.

**Sub-District H2**, from Lens Avenue to Flanders Avenue including the Chesapeake Boulevard/Cromwell Road intersection, comprises blocks Q - Z. This sub-district is in varying condition, with structures ranging from good to fair to poor. There are several incompatible commercial uses that impact the residential character, and scattered commercial uses are sprawled around the intersection of three major streets (with an electric sub-station within the circle) creating an inefficient land pattern and minimal opportunity to cross utilize or develop a stronger retail center with arterial frontage. There is currently 1 vacant building in this sub-district.

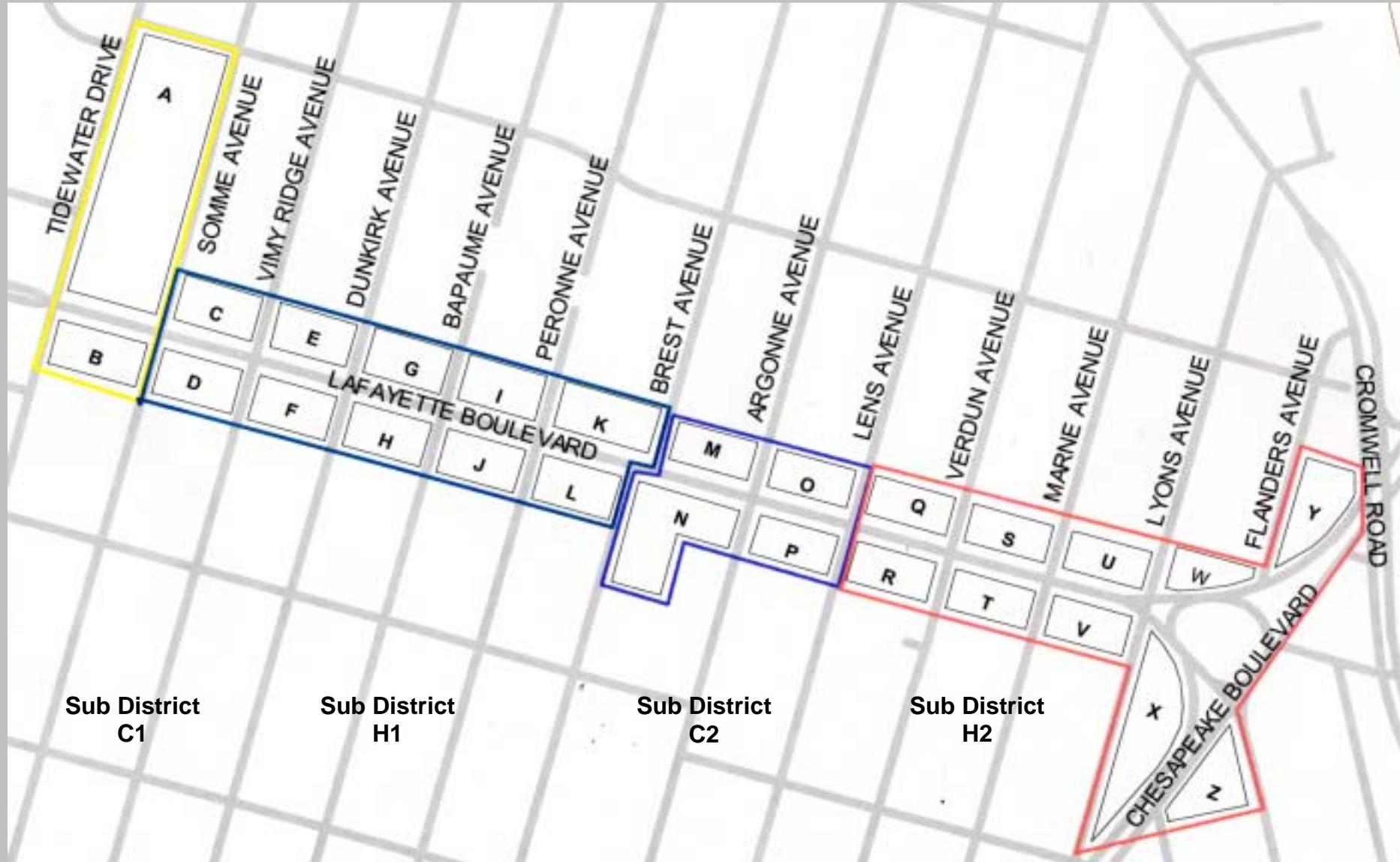


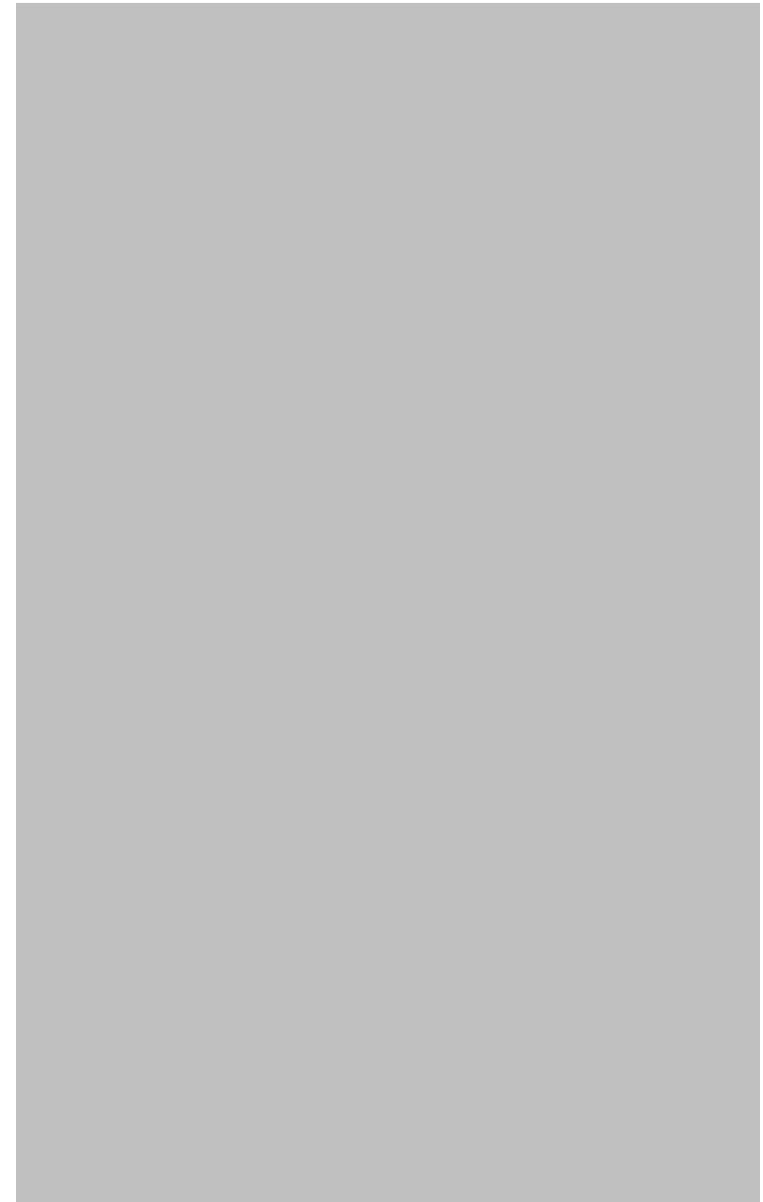
Sub-District H2



Sub-District H2

### Sub-District Designations on Lafayette Boulevard





*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.*

## VI. Implementation Action Plan

### Framework

The implementation plan provides a framework and a plan for action to alleviate the decline of the area, and describes the commitment of the City and community members. The plan builds on the strengths of the community, creates new opportunities, and positions Fairmount Park as a neighborhood of choice for families and businesses by building on recommendations made from previous studies, and identifying and prioritizing strategic actions necessary to realize the vision for the community.

The Goals, Strategies, and Actions outlined in this Implementation Plan were developed by the Fairmount Park Steering Committee as a means to achieve the Neighborhood Vision. This plan provides the framework for building on the strengths and assets in the Fairmount Park Neighborhood, while recognizing the necessary commitment of the City, neighborhood residents, business owners, and other key stakeholders to implement the action items in this plan.

The defining guidelines used while developing these goals, strategies, and actions are described below:

- **Goals** are broad statements of long-term measurable objectives or outcomes.

- **Strategies** are statements that describe how to reach a goal by identifying the plan or approach that would work best.
- **Actions** are specific tasks that describe how a strategy is implemented, or what needs to be done to make the strategy work.

These goals, strategies, and actions serve to organize the implementation plan into a document that is easy to read and understand. Each 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 Fairmount Park Community.

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

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

### Timeframe and Priorities

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

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

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

### Plan Coordination

The Department of Planning and Community Development will take the lead role in coordinating and managing the implementation of the action items. Successful implementation of this plan also requires the concentrated effort of other City Departments and agencies listed in this plan, including Public Works, Utilities, Neighborhood and Leisure Services, and the Norfolk Redevelopment and Housing Authority.

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

### Plan Evaluation

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

### Funding

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.

By adopting the Fairmount Park Neighborhood Revitalization Implementation 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.

*Clean, well maintained, safe, and attractive business and residential areas creates a positive and lasting impression of a neighborhood. Residents, property owners, and business owners are responsible for, and must be committed to, maintaining their homes, businesses, yards, and streetscapes.*



## Goals, Strategies and Actions

### Housing & Neighborhood Development

#### Neighborhood Vision

*“The Fairmount Park Neighborhood will be a safe, aesthetically appealing, fiscally viable, family-oriented community with excellent educational, social, recreational, and cultural opportunities fostering a strong and diverse residential and business community with concern for ecological stewardship and cooperation with other city bodies and agencies.”*

#### Goal 1: Provide New Housing Opportunities

**Strategy 1A:** Encourage the development of new quality in-fill housing consistent with the architectural character of the community.

**Action 1-A1:** Pursue Neighborhood Rehabilitation District Designation for Fairmount Park.

**Action 1-A2:** Identify and pursue the acquisition of vacant lots for blight eradication and controlled development (i.e. delinquent tax foreclosures, GEM program, etc.)

**Action 1-A3:** Pursue paper street closures in the neighborhood to provide for side yards and/or opportunities for infill, as appropriate.

**Action 1-A4:** Implement marketing and promotion strategies for available housing opportunities.

#### Goal 2: Preserve Existing Housing

**Strategy 2A:** Encourage existing property owners to maintain and improve the condition and function of their properties.

**Action 2-A1:** Implement an outreach strategy to inform area property owners of rehabilitation assistance programs and Strategic Housing Initiatives.

**Action 2-A2:** Host a variety of housing related workshops to inform area residents and property owners about opportunities for improving their properties.

**Action 2-A3:** Initiate Equity Secure Program to assist low to moderate income residents with home repairs.

**Action 2-A4:** Promote and encourage the use of Norfolk’s Neighborhood Design and Resource Center for technical and financial resources.

**Action 2-A5:** Work with community residents to develop and promote design standards for new infill construction, renovations, and rehabilitations using Norfolk’s Residential Pattern Book.

**Strategy 2B:** Rehabilitate underutilized properties.

**Action 2-B1:** Develop an inventory of vacant structures throughout the neighborhood to target for private rehabilitation, and actively market these properties as affordable homeownership opportunities.

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

**Action 2-C1:** Increase communications with absentee landlords by creating and maintaining a mailing list by which a copy of the neighborhoods goals and objectives, and any other mailings related to the neighborhood will be sent.

**Action 2-C2:** Market incentives for significant reinvestment in the housing stock by absentee landlords, such as the Tax Abatement Program.

**Action 2-C3:** Invite the participation of landlords in the civic league and other neighborhood organizations through direct mailings.

**Strategy 2D:** Establish a marketing campaign to educate tenants and homeowners on their rights and responsibilities.

**Action 2-D1:** Distribute a rights and responsibilities pamphlet for both renters and landlords outlining each of their rights and responsibilities.

### Goal 3: Increase Home-Ownership

**Strategy 3A:** Create opportunities for home-ownership.

**Action 3-A1:** Provide special home purchase incentives such as down payment and closing cost assistance (Norfolk Bungalow, new infill).

**Action 3-A2:** Target the SPARC home purchase program to buyers purchasing in Fairmount Park.

**Action 3-A3:** Encourage local banks and lending institutions to develop community partnerships to provide special support to residents and purchasers. Work with NRHA and HomeNet Homeownership Center.

**Action 3-A4:** Promote incentives for investors to renovate properties for resale to homeowners – Tax Abatement Program and Norfolk Bungalow Initiative.

### Goal 4: Protect and Enhance the Character of the Neighborhood

**Strategy 4A:** Preserve the architectural integrity of the neighborhood by working to achieve local historic district designation, and explore the feasibility of State and National Historic District Designation.

**Action 4-A1:** Pursue designation as a local historic district. Undertake a reconnaissance level survey of the area to determine its potential eligibility as a state and national register historic district.

**Strategy 4B:** Remove unnecessary “visual clutter” in the neighborhood.

**Action 4-B1:** Enforce zoning code to ensure the removal of non-conforming and abandoned sign poles from vacant commercial and multifamily properties at:

1. Corner of Dunkirk & Lafayette
2. Corner of Bapaume & Lafayette

3. 2710 Lafayette Boulevard

**Action 4-B2:** Implement alternative methods to alleviate overhead utility clutter.

## Public Safety

### Goal 5: Enhance Public Safety

**Strategy 5A:** Reduce Overall Crime

**Action 5-A1:** Elevate police presence in critical areas throughout the neighborhood.

**Action 5-A2:** Participate in crime prevention programs such as a neighborhood watch and national night out for crime to promote public safety awareness.

**Action 5-A3:** Develop programs and activities to encourage the use of the Community Police Station, and to increase community policing. Increase communication and interaction between the community and police (ie. Bicycle patrols, school programs, and presence at community events).

**Action 5-A4:** Encourage the arrest and maximum enforcement for vandalizing property.

**Action 5-A5:** Strictly enforce noise code requirements and curfew violations. Publish the City's noise ordinance and curfew information in the civic league newsletter, and explore other means to disseminate information to the public.

**Strategy 5B:** Eliminate "Gang" Problems in the Neighborhood

**Action 5-B1:** As a means to eliminate gang problems in the neighborhood, develop and implement after school recreational and academic partnerships with schools, churches, and the city for youth, and partner with local businesses and City agencies to create jobs for youth, sponsor youth activities, and such other initiatives.

**Strategy 5C:** Eliminate Drug Activity in the Neighborhood

**Action 5-C1:** Increase bike officers and criminal enforcement sweeps to attack drug activity.

**Strategy 5D:** Encourage representation of the neighborhood in the Police & Property Owners Association.

**Action 5-D1:** Encourage landlords to participate in the Police & Property Owners Association. Advertise meeting schedule, location and time in the Civic League newsletter.

## Traffic and Pedestrian Safety

### Goal 6: Improve traffic and pedestrian safety

**Strategy 6A:** Create a safe, friendly environment for both pedestrians and motorists.

**Action 6-A1:** Evaluate the need for traffic controls and traffic calming measures.

**Action 6-A2:** Investigate feasibility of relocating utility poles lining Tidewater Drive away from edge of sidewalk to increase safety for pedestrians and motorists.

**Strategy 6B:** Provide street lighting in areas where existing street lighting is insufficient for pedestrian safety.

**Action 6-B1:** Identify and prioritize areas for additional street lighting not addressed with prior street lighting improvements in 2003.

**Action 6-B2:** Implement public awareness campaign to promote the installation of lighting on private property; encourage residents to leave lights on.

## Parking

**Strategy 6C:** Heighten enforcement of City Code prohibiting commercial trucks and vehicles to be parked in a residential district.

**Action 6-C1:** Increase patrols and strengthen enforcement in prohibiting tractor trailer parking in residential areas. Locate areas with repeated problems, and review the feasibility of installing signs in areas with chronic violations.

**Action 6-C2:** Create a pamphlet describing code violation information on parking for tractor trailer, and distribute to trucks parked illegally as a means to educate truck drivers.

**Strategy 6D:** Reduce parking congestion on neighborhood streets

**Action 6-D1:** Conduct parking study and develop strategies to reduce parking congestion on neighborhood streets. Consider restricting on-street parking in the neighborhood to one side only in order to reduce parking congestion. Neighborhood residents are concerned about the narrow streets, which become almost un-navigable with on-street parking on both sides. It is very difficult for drivers backing out of driveways, and potentially a problem for fire and rescue trucks as well. However,



restricting the on-street parking to one side only requires a petition signed by 75% of the residents/businesses along or abutting the street.

## Recreation and Parks

### Goal 7: Increase Recreational Opportunities for Fairmount Park Residents

**Strategy 7A:** Coordinate with city agencies to maximize, and expand on public recreation programming at existing facilities e.g., Shoop Park and Lakewood Park.

**Action 7-A1:** Study upgrading Shoop Park to a more community friendly and inviting Neighborhood Park by improving equipment, landscaping and programming; include in Master Plan for City Parks and Recreation.

**Action 7-A2:** Develop special recreational programming targeted to residents in and around Fairmount Park.

**Action 7-A3:** Develop and implement after school recreational and academic partnerships with schools, churches, and the city for youth.

**Strategy 7B:** Improve pedestrian access to recreational areas.

**Action 7-B1:** Improve the pedestrian access to Lakewood Park (pedestrian lights and crosswalks); include as part of a neighborhood streetscaping plan.

**Strategy 7C:** Strive to increase the connectivity of existing neighborhood parks and resources.

**Action 7-C1:** Conduct feasibility and design study for a pedestrian connector linking Shoop Park to Barraud Park.

**Action 7-C2:** Work with the Army Corps of Engineers to develop a plan for improving the area at the end of Somme Avenue for pedestrian enjoyment as a part of their wetlands mitigation project.

## Blight

### Goal 8: Improve Property Maintenance and Code Enforcement Efforts

**Strategy 8A:** Establish a marketing campaign to increase community awareness of comprehensive code compliance programs, and to educate tenants and homeowners on their rights and responsibilities.

**Action 8-A1:** Organize community meetings, events, and other outreach programs to increase community awareness of, and compliance with, code enforcement programs. Should include ways the community can assist with the enforcement of codes by reporting violations.

**Action 8-A2:** Strengthen and enhance programs and services available to the community and increase community awareness of these resources. Distribute the city's resource directory of available programs and services.

**Strategy 8B:** Require property owners to improve the appearance of vacant lots and private property.

**Action 8-B1:** Investigate the possibility of requiring vacant lot owners (including City-owned empty lots) to cover their lots with a neat green ground cover, such as maintained grass or ice plant.

**Action 8-B2:** Intensify enforcement of codes pertaining to abandoned and inoperable vehicles.

**Strategy 8C:** Maintain older housing stock, and work to eliminate boarded up houses in the neighborhood.

**Action 8-C1:** Intensify Code Compliance targeting areas of concentrated blight.

**Strategy 8D:** Reduce dumping and littering throughout the area.

**Action 8-D1:** Monitor and enforce the maintenance of vacant lots throughout the community. Eradicate tall grass and weeds, litter and dumping.

**Strategy 8E:** Implement programs aimed at improving the overall appearance of the neighborhood.

**Action 8-E1:** Establish resident patrols to monitor and report blighting conditions in the area.

**Action 8-E2:** Work with community leaders and residents to develop “Neighborhood Standards” for landscaping, property maintenance, etc.

## Wetlands and Estuaries

### Goal 9: Preserve and maintain wetlands and estuaries

**Strategy 8A:** Prevent dumping in wetland areas

**Action 9-A1:** Intensify the reporting of, and enforcement of, citations for dumping, and distribute instructions for proper disposal of bulk items through the Civic League Newsletter, as well as flyers to homes and businesses specifically in the vicinity of the wetland areas.

**Action 9-A2:** Install trash receptacles in retail areas and encourage local businesses to ensure proper disposal of trash by customers.

## Infrastructure

### Goal 10: Improve the Infrastructure in the Area

**Strategy 10A:** Strive to accelerate the 15 year plan process for replacing sewer and wastewater systems.

**Action 10-A1:** Implement the next phase of the plan for replacing sewer and wastewater systems and research alternative funding sources for infrastructure projects to accelerate completion of phases. This will replace an obsolete system with a system adequate to support current and future new development.

**Strategy 10B:** Improve the sidewalk network to ensure connectivity throughout the neighborhood.

**Action 10-B1:** Working with residents, develop a priority work plan for installing new sidewalks, curbs, and gutters, where needed throughout the neighborhood to be implemented in future years.

**Strategy 10C:** Continue ongoing street and sidewalk maintenance throughout the community.

**Action 10-C1:** Develop a multi-year work plan for improving streets throughout the neighborhood in coordination with the phases of the sewer and wastewater improvements.

## Beautification

### Goal 11: Strengthen and Improve Neighborhood Appearance through Beautification and Gateway Enhancements

**Strategy 11A:** Improve streetscape appearance and landscaping.

**Action 11-A1:** Develop a Gateway Improvement Plan to include Landscaping, Signage, and Crosswalks at:

- Lafayette Boulevard triangle at the transfer station circle
- Cromwell at Tidewater
- Lafayette and Tidewater
- Shoop and Tidewater

**Action 11-A2:** Install a neighborhood sign and landscaping at Shoop Avenue and Tidewater Drive as a gateway improvement.

**Action 11-A3:** As a gateway improvement, install banners and landscape the triangle at the transfer station circle on Lafayette Boulevard.

## Business Improvement

### Goal 12: Strengthen and Advance the Business Environment in Fairmount Park.

**Strategy 12A:** Provide business and economic development assistance to existing and potential business owners.

**Action 12-A1:** Promote the availability and utilization of the Commercial Facade Aesthetic Improvement Grant Program. Improvements will assist in stimulating interest by other retailers and initiating reinvestment, sending a positive message.

**Action 12-A2:** Working with businesses, organize and implement components of the Virginia Main Street Program.

**Strategy 12B:** Market and promote businesses and services available in the Fairmount Park area.

**Action 12-B1:** Market the area to new community oriented retailers and service interests based on market and location advantages as well as reasonably anticipated redevelopment improvements. Strive to fill existing vacant spaces

with viable operators consistent with the corridor revitalization objectives.

## Community Pride

### Goal 13: Develop Community Pride and Identification

**Strategy 13A:** Develop a Marketing Campaign

**Action 13-A1:** Create a community oriented and maintained website that represents neighborhood and business interests in Fairmount Park.

**Action 13-A2:** Sponsor a campaign to increase civic league participation. Outreach to the churches and businesses in the area requesting involvement in the neighborhood through partnerships and/or sponsorship of programs and activities.

**Action 13-A3:** Distribute a City of Norfolk Resource Information Packet to property managers and realtors for new renters and homeowners.

**Action 13-A4:** Develop a "Safe and Clean Streets" Board managed by the neighborhood residents with education as the primary goal.

**Action 13-A5:** Post addresses of blighted properties and owners in the neighborhood newsletter.

**Strategy 13B:** Organize and implement neighborhood pride events.

**Action 13-B1:** Hold neighborhood block parties, fund raising events, community picnics and other community celebrations.

**Action 13-B2:** Promote and encourage property beautification initiatives thorough recognition awards, ceremony's etc.

**Action 13-B3:** Organize community improvement events.

**Action 13-B4:** Encourage participation in the "Adopt-a-Spot" program.

**Action 13-B5:** Sponsor "how to" workshops on landscaping, and improving curb appeal to encourage residents to take an active role in landscaping personal property.

**Action 13-B6:** Sponsor a yard of the month award

**Strategy 13C:** Recognize individuals, groups, or businesses that contribute to the neighborhood and celebrate their participation.

**Action 13-C1:** Implement a Certificate of Recognition program to be distributed quarterly to businesses and property owners who strive to achieve the vision of the Fairmount Park Neighborhood.

**Strategy 13D:** Strengthen awareness of recreational facilities in, and increase youth recreational programming in and around Fairmount Park.

**Action 13-D1:** While Neighborhood and Leisure Services currently advertises in Good Times Magazine, distributed quarterly, by highlighting a park in each issue, Lakewood Park, Shoop Park, and Barraud Park's programs, services, and amenities should be actively promoted to the Fairmount Park neighborhood through the civic league, and other avenues.



## VII. Summary Table of Implementation Action Items

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
<b>HOUSING &amp; NEIGHBORHOOD DEVELOPMENT</b>						
Rehabilitation District Action 1-A1	Pursue Neighborhood Rehabilitation District Designation for Fairmount Park.	NRHA and the Department of Planning and Community Development	Short Term	\$1,000	CDBG FY06	Legal fees and other incidental costs.
Acquire Vacant Lots Action 1-A2	Identify and pursue the acquisition of vacant lots for blight eradication and controlled development (i.e. delinquent tax foreclosures, GEM program, etc.)	Department of Planning and Community Development; Department of Neighborhood and Leisure Services	Short Term		General Fund	Operating Budget
Paper Street Closures Action 1-A3	Pursue paper street closures in the neighborhood to provide for side yards and/or opportunities for infill, as appropriate.	Department of Planning and Community Development	Short Term		General Fund	Operating Budget
Marketing and Promotions Action 1-A4	Implement marketing and promotion strategies for available housing opportunities.	Department of Planning and Community Development, Communications	Short Term		General Fund	Operating Budget
<b>PRESERVE EXISTING HOUSING</b>						
Outreach Action 2-A1	Implement an outreach strategy to inform area property owners of rehabilitation assistance programs and Strategic Housing Initiatives.	Department of Planning and Community Development	Short Term		General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Housing Workshops Action 2-A2	Host a variety of housing related workshops to inform area residents and property owners about opportunities for improving their properties.	Department of Neighborhood and Leisure Services, Department of Planning and Community Development,	Short Term		General Fund	Operating Budget
Property Rehabilitation Action 2-A3	Initiate Equity Secure Program to assist low to moderate income residents with home repairs.	NRHA	Short Term		HOME/CDBG \$100,000	
Neighborhood Design and Resource Center Action 2-A4	Promote and encourage the use of Norfolk's Neighborhood Design and Resource Center for technical and financial resources.	Department of Planning and Community Development	Short Term		General Fund	Operating Budget
Design Standards Action 2-A5	Work with community residents to develop and promote design standards for new infill construction, renovations, and rehabilitations using Norfolk's Residential Pattern Book.	Department of Planning and Community Development	Short Term		General Fund	Operating Budget
Rehabilitate Vacant Structures Action 2-B1	Develop an inventory of vacant structures throughout the neighborhood to target for private rehabilitation, and actively market these properties as affordable homeownership opportunities.	Department of Planning and Community Development; Department of Neighborhood and Leisure Services	Short Term		General Fund	Operating Budget
<b>RENTAL</b>						
Communications with Landlords Action 2-C1	Increase communications with absentee landlords by creating and maintaining a mailing list by which a copy of the neighborhoods goals and objectives, and any other mailings related to the neighborhood will be sent.	Community Leaders	Short Term			



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Rehabilitation Incentives Action 2-C2	Market incentives for significant reinvestment in the housing stock by absentee landlords, such as the Tax Abatement Program.	Department of Planning & Community Development	Short Term		General Fund	Operating Budget
Landlord Participation Action 2-C3	Invite the participation of landlords in the civic league and other neighborhood organizations through direct mailings.	Community Leaders	Short Term			
Landlord/Tenant Rights Action 2-D1	Distribute a rights and responsibilities pamphlet for both renters and landlords outlining each of their rights and responsibilities.	Community Leaders	Short Term			
<b>HOME OWNERSHIP</b>						
Down payment/Closing Costs Action 3-A1	Provide special home purchase incentives such as down payment and closing cost assistance (Norfolk Bungalow, new infill).	Department of Planning and Community Development; NRHA	Short Term		HOME \$50,000	
Below Market Interest Mortgages Action 3-A2	Target the SPARC home purchase program to buyers purchasing in Fairmount Park.	Department of Planning and Community Development	Short Term & on-going		SPARC \$200,000	
Partnerships Action 3-A3	Encourage local banks and lending institutions to develop community partnerships to provide special support to residents and purchasers. Work with NRHA and HomeNet Homeownership Center.	Department of Planning and Community Development, private sector, and NRHA	Short Term		Private & General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Renovation Incentives Action 3-A4	Promote incentives for investors to renovate properties for resale to homeowners – Tax Abatement Program and Norfolk Bungalow Initiative.	Department of Planning and Community Development, private sector	Short Term		Private & General Fund	Operating Budget
<b>NEIGHBORHOOD CHARACTER</b>						
Historic District Action 4-A1	Pursue designation as a local historic district. Undertake a reconnaissance level survey of the area to determine its potential eligibility as a state and national register historic district.	Department of Planning and Community Development, Community leaders	Short-Term	\$44,000	CDBG	
Abandoned Poles Action 4-B1	Enforce zoning code to ensure the removal of non-conforming and abandoned sign poles from vacant commercial and multifamily properties at: 1. Corner of Dunkirk & Lafayette 2. Corner of Bapaume & Lafayette 3. 2710 Lafayette Boulevard	Zoning and Code Enforcement	Short-Term		General Fund	Operating Budget
Overhead Utilities Action 4-B2	Implement alternative methods to alleviate overhead utility clutter.	Departments of Public Works	Long Term	\$1,500,000 +	CIP	For 10 crossings.
<b>PUBLIC SAFETY</b>						
Police Presence Action 5-A1	Elevate police presence in critical areas throughout the neighborhood.	Norfolk Police Department	Short-Term		General Fund	Operating Budget
Crime Prevention Programs Action 5-A2	Participate in crime prevention programs such as neighborhood watch and national night out for crime to promote public safety awareness.	Community leaders	Short Term			



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Community Police Station Action 5-A3	Develop programs and activities to encourage the use of the Community Police Station, and to increase community policing. Increase communication and interaction between the community and police (ie. Bicycle patrols, school programs, and presence at community events).	Norfolk Police Department, Community Leaders	Short Term		General Fund	Operating Budget
Stiffer Penalties Action 5-A4	Encourage the arrest and maximum enforcement for vandalizing property.	Norfolk Police Department, Community Leaders	Short Term		General Fund	Operating Budget
Enforce Noise Ordinance and Curfew Violations Action 5-A5	Strictly enforce noise code requirements and curfew violations. Publish the City's noise ordinance and curfew information in the civic league newsletter, and explore other means to disseminate information to the public.	Norfolk Police Department, Community leaders	Short Term and on-going.		General Fund	Operating Budget
After School Activities/Jobs Action 5-B1	As a means to eliminate gang problems in the neighborhood, develop and implement after school recreational and academic partnerships with schools, churches, and the city for youth, and partner with local businesses and City agencies to create jobs for youth, sponsor youth activities, and such other initiatives.	School Administration, Department of Neighborhood and Leisure Services, Local businesses, City agencies, community leaders	Short Term		General Fund	Operating Budget
Sweeps Action 5-C1	Increase bike officers and criminal enforcement sweeps to attack drug activity.	Norfolk Police Department	Short Term		General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Police & Property Owners Association Action 5-D1	Encourage landlords to participate in the Police & Property Owners Association. Advertise meeting schedule, location and time in the Civic League newsletter.	Community leaders	Short Term			
<b>TRAFFIC AND PEDESTRIAN SAFETY</b>						
Traffic Calming Action 6-A1	Evaluate the need for traffic controls and traffic calming measures.	Department of Public Works	Short Term	\$100,000	CIP	Study only
Relocate utility poles Action 6-A2	Investigate feasibility of relocating utility poles lining Tidewater Drive away from edge of sidewalk to increase safety for pedestrians and motorists.	Department of Public Works	Long Term		CIP	Needs to be linked to a larger Tidewater Drive Corridor Program.
Street Lighting Action 6-B1	Identify and prioritize areas for additional street lighting not addressed with prior street lighting improvements in 2003.	Community Focus Group, Department of Public Works, Norfolk Public Schools, Department of Neighborhood and Leisure Services	Short Term		General Fund	Operating Budget
Neighborhood Lighting Action 6-B2	Implement public awareness campaign to promote the installation of lighting on private property; encourage residents to leave lights on.	Community leaders	Short Term			
<b>PARKING</b>						
Tractor Trailers Action 6-C1	Increase patrols and strengthen enforcement in prohibiting tractor trailer parking in residential areas. Locate areas with repeated problems, and review the feasibility of installing signs in areas with chronic violations.	Community , Norfolk Police Department, Department of Public Works	Short-Term		General Fund	Operating Budget Residents should take an active role in constantly reporting illegally parked commercial trucks.



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Tractor Trailers Education Action 6-C2	Create a pamphlet describing code violation information on parking for tractor trailer, and distribute to trucks parked illegally as a means to educate truck drivers.	Community leaders	Short-Term			
Restrict Parking Action 6-D1	Conduct parking study and develop strategies to reduce parking congestion on neighborhood streets. Consider restricting on-street parking in the neighborhood to one side only in order to reduce parking congestion.	Department of Public Works	Short-Term			Cost for study should be part of the traffic calming study. Requires a petition signed by 75% of the residents/businesses along or abutting the street.
<b>PARKS, RECREATION AND OPEN SPACE</b>						
Recreation Study Action 7-A1	Study upgrading Shoop Park to a more community friendly and inviting neighborhood park by improving equipment, landscaping and programming; include in Master Plan for City Parks and Recreation.	Department of Neighborhood and Leisure Services	Short-Term	\$30,000	General Fund	For design fees to develop the park master plan with the community. One time funding in operations budget.
Special Programming Action 7-A2	Develop special recreational programming targeted to residents in and around Fairmount Park.	Department of Neighborhood and Leisure Services	Short-Term		General Fund	Operating Budget
Pedestrian Safety and Access Action 7-B1	Improve the pedestrian access to Lakewood Park (pedestrian lights and crosswalks); include as part of a neighborhood streetscaping plan	Department of Public Works, Department of Planning and Community Development	Short-Term	\$250,000	CIP \$250,000	Signal improvements and crosswalk improvements



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Pedestrian Connector Action 7-C1	Conduct a feasibility and design study for a pedestrian connector linking Shoop Park to Barraud Park	Department of Neighborhood and Leisure Services, Department of Public Works	Mid-Term	\$30,000	CIP	Study only
Somme Avenue Improvements Action 7-C2	Work with the Army Corps of Engineers to develop a plan for improving the area at the end of Somme Avenue for pedestrian enjoyment as a part of their wetlands mitigation project.	Department of Neighborhood and Leisure Services	Mid-term		General Fund	Operating Budget
<b>PROPERTY MAINTENANCE AND CODE ENFORCEMENT</b>						
Code Compliance Community Outreach Action 8-A1	Organize community meetings, events, and other outreach programs to increase community awareness of, and compliance with, code enforcement programs. Should include ways the community can assist with the enforcement of codes by reporting violations.	Department of Neighborhood and Leisure Services	Short Term		General Fund	Operating Budget
Programs and services resource directory Action 8-A2	Strengthen and enhance programs and services available to the community and increase community awareness of these resources. Distribute the city's resource directory of available programs and services.	Department of Neighborhood and Leisure Services	Short Term		General Fund	Operating Budget
Lot Enhancements Action 8-B1	Investigate the possibility of requiring vacant lot owners (including City-owned empty lots) to cover their lots with a neat green ground cover, such as maintained grass or ice plant.	City Attorneys Office, Department of Planning and Community Development	Short-Term		General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Inoperable Vehicles Action 8-B2	Intensify enforcement of codes pertaining to abandoned and inoperable vehicles.	Norfolk Police Department, Health Department, Department of Neighborhood and Leisure Services	Short-Term		General Fund	Operating Budget
Code Compliance Blight removal (structures) Action 8-C1	Intensify Code Compliance targeting areas of concentrated blight.	Department of Neighborhood and Leisure Services	Short Term		CDBG \$13,500	
Vacant Lots Action 8-D1	Monitor and enforce the maintenance of vacant lots throughout the community. Eradicate tall grass and weeds, litter and dumping.	Department of Neighborhood and Leisure Services	Short-Term		General Fund \$1000	Maintain 10 lots per year for the next 5 years at an average cost per lot of \$100. General Funds are allocated as needed.
Resident Patrols Action 8-E1	Establish resident patrols to monitor and report blighting conditions in the area.	Community Leaders	Short Term			
Neighborhood Standards Action 8-E2	Work with community leaders and residents to develop "Neighborhood Standards" for landscaping, property maintenance, etc.	Department of Neighborhood and Leisure Services, Community leaders	Short Term		General Fund	Operating Budget
Dumping Citations Action 9-A1	Intensify the reporting of and enforcement of citations for dumping, and distribute instructions for proper disposal of bulk items through the Civic League Newsletter, as well as flyers to homes and businesses specifically in the vicinity of the wetland areas.	Department of Neighborhood and Leisure Services, Health Department, community leaders	Short Term		General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Trash Receptacles Action 9-A2	Install trash receptacles in retail areas and encourage local businesses to ensure proper disposal of trash by customers.	Department of Planning and Community Development, Department of Public Works	Short Term	\$10,000	Commercial Corridors	
<b>INFRASTRUCTURE AND PUBLIC FACILITIES</b>						
Sewer and Wastewater Systems Action 10-A1	Implement the next phase of the plan for replacing sewer and wastewater systems and research alternative funding sources for infrastructure projects to accelerate completion of phases.	Department of Utilities, Grants Administration	Short Term & ongoing	\$30,000,000	CIP \$1,750,000	
Sidewalk Survey and Construction Action 10-B1	Working with residents, develop a priority work plan for installing new sidewalks, curbs, and gutters, where needed throughout the neighborhood to be implemented in future years.	Department of Public Works, Department of Planning and Community Development	Short Term	\$2,000,000 +	CIP	
Street Conditions Survey Action 10-C1	Develop a work plan to survey street conditions and make improvements throughout the neighborhood in conjunction with the phases of the sewer and wastewater improvements.	Departments of Public Works, Department of Utilities	Short Term & ongoing			Funding included in sewer and water replacement estimates.
<b>NEIGHBORHOOD BEAUTIFICATION</b>						
Gateway Improvement Plan Action 11-A1	Develop Gateway Improvement Plans for: <ul style="list-style-type: none"> <li>• Lafayette Boulevard triangle at the transfer station circle</li> <li>• Cromwell at Tidewater</li> <li>• Lafayette and Tidewater</li> <li>• Shoop and Tidewater</li> </ul>	Department of Neighborhood and Leisure Services, Department of Public Works, Department of Communications	Short Term	\$100,000	CIP	Study only



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Neighborhood Sign Action 11-A2	Install a neighborhood sign and landscaping at Shoop Avenue and Tidewater Drive as a gateway improvement.	Department of Neighborhood and Leisure Services, Department of Public Works,	Short Term	\$1000	General fund	Operating Budget  Cost of one sign plus landscaping. NLS will install one sign. Neighborhood is required to purchase additional signs if they choose.
Banners Action 11-A3	As a gateway improvement, install banners and landscape the triangle at the transfer station circle on Lafayette Boulevard.	Department of Neighborhood and Leisure Services, Department of Public Works, Department of Communications	Short Term	\$137, 500	CIP	One time cost of 3 poles at \$5000 each, and landscaping and other general infrastructure improvements at approximately \$100,000. Annual costs include \$750 per pole for replacement flags for the next 10 years (\$22,500).
<b>NEIGHBORHOOD BUSINESS DEVELOPMENT AND ENHANCEMENTS</b>						
Financial and Technical Assistance Action 12-A1	Promote the availability and utilization of the Commercial Facade Aesthetic Improvement Grant Program	Department of Development, Department of Planning and Community Development	Short Term		CIP \$30,000	
Partnerships Action 12-A2	Working with businesses, organize and implement components of the Virginia Main Street Program.	Department of Development, Department of Planning and Community Development	Short Term		General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Marketing and Promotions Action 12-B1	Market the area to new community oriented retailers and service interests based on market and location advantages as well as reasonably anticipated redevelopment improvements.	Development Department	Short Term		General Fund	Operating Budget  Link to the "Come Home to Norfolk Now" campaign
<b>COMMUNITY ORGANIZING AND PRIDE</b>						
Website Action 13-A1	Create a community oriented and maintained website that represents neighborhood and business interests in Fairmount Park.	Community Leaders	Short Term			
Civic League Membership Action 13-A2	Sponsor a campaign to increase civic league participation.	Community Leaders	Short Term			
Information Packet Action 13-A3	Distribute a City of Norfolk Resource Information Packet to property managers and realtors for new renters and homeowners.	Department of Communications	Short Term		General Fund	Operating Budget
Safe and Clean Streets Board Action 13-A4	Develop a "Safe and Clean Streets" Board managed by the neighborhood residents with education as the primary goal.	Community Leaders	Short Term			
Advertising Action 13-A5	Post addresses of blighted properties and owners in the neighborhood newsletter.	Community Leaders	Short Term			
Neighborhood Events Action 13-B1	Hold neighborhood block parties, fund raising events, community picnics and other community celebrations.	Community Leaders	Short Term			



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Recognition Action 13-B2	Promote and encourage property beautification initiatives thorough recognition awards, ceremony's etc.	Community Leaders, Department of Neighborhood and Leisure Services,	Short Term		General Fund	Operating Budget
Community Improvement Action 13-B3	Organize community improvement events.	Community Leaders	Short Term			
Neighborhood Cleanup Action 13-B4	Encourage participation in the "Adopt-a-Spot" program.	Community Leaders	Short Term			
Beautification Workshops Action 13-B5	Sponsor "how to" workshops on landscaping, and improving curb appeal to encourage residents to take an active role in landscaping personal property.	Community Leaders and Department of Neighborhood and Leisure Services	Short Term		General Fund	Operating Budget
Awards and Recognition Action 13-B6	Sponsor a yard of the month award.	Community Leaders	Short Term			
Recognition Action 13-C1	Implement a Certificate of Recognition program to be distributed quarterly to businesses and property owners who strive to achieve the vision of the Fairmount Park Neighborhood.	Community Leaders	Short Term			
Partnerships Action 13-D1	Outreach to the churches and businesses in the area requesting involvement in the neighborhood through partnerships and/or sponsorship of programs and activities.	Community Leaders	Short Term			



IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Promotions and Marketing Action 13-E1	Actively promote Lakewood Park, Shoop Park, and Barraud Park's programs, services, and amenities to the Fairmount Park neighborhood through the civic league and other avenues.	Community Leaders	Short Term			
<b>Projected Total Cost for All Items</b>						

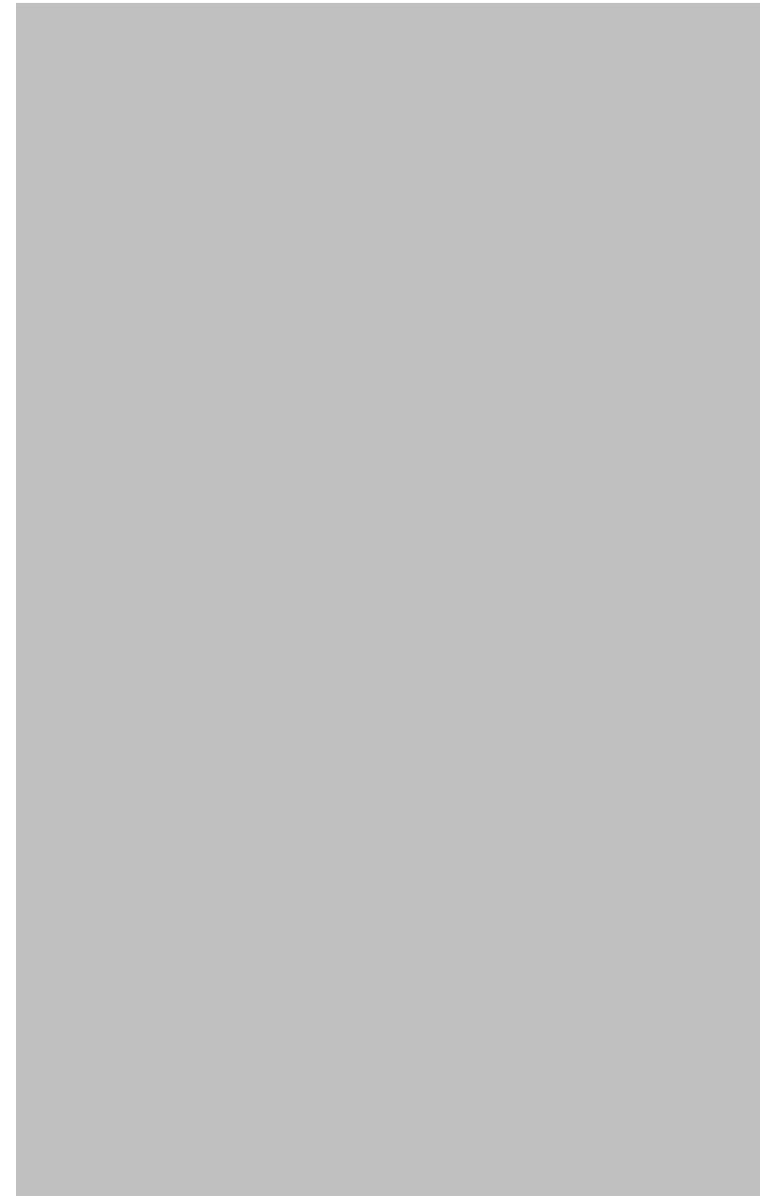




Illustration by Urban Design Associates

Two commercial nodes are created:  
One on the edge of the Fairmount Park Community  
and one at the center.

## VIII. Lafayette Boulevard Corridor Recommendations

Lafayette Boulevard can be revitalized with a strategy that organizes and clarifies land use patterns and creates a pedestrian friendly street that serves both the need of through traffic and local traffic.

Land uses are organized by designating two nodes: one commercially oriented, and one community oriented. A strengthened commercial node is located at Tidewater Drive and Lafayette Boulevard. A shared parking resource is organized in a 40' zone along Tidewater Drive. A continuous sidewalk connects the buildings along Tidewater Drive. New infill commercial buildings, with parking behind are located on the southeast corner of Tidewater Drive and Lafayette Boulevard.

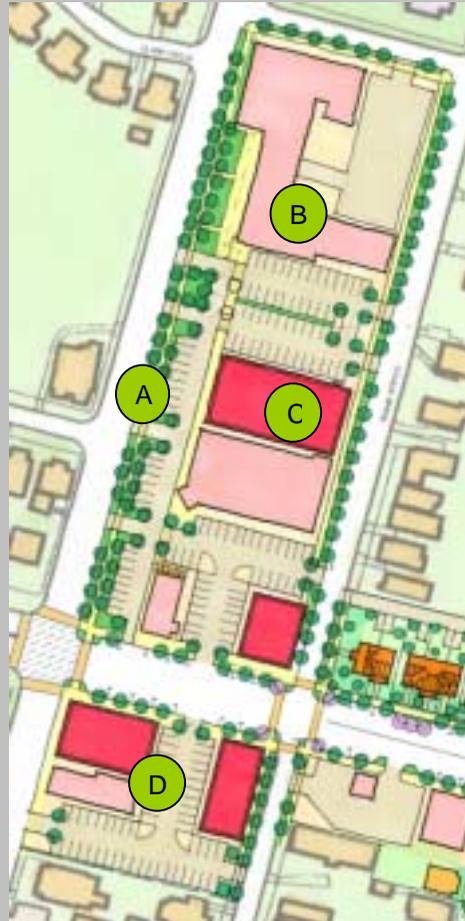
A community node is located at Argonne Avenue and Lafayette Boulevard. Improved existing buildings and 15,000 sq. ft. of retail will anchor this node. Relocating the current fire station from within the neighborhood to Lafayette Boulevard would further strengthen this node. In-between these nodes, new infill housing will strengthen the market for both business and institutions. Where possible, a new alley is threaded behind the properties fronting Lafayette Boulevard. New alleys will allow curb cuts on Lafayette Boulevard to be eliminated.



Lafayette Boulevard Corridor Master Plan

Illustration by Urban Design Associates

**Tidewater Drive and Lafayette Boulevard  
(C-1) Proposed Recommendations**



- A. Shared parking resource
- B. Renovated commercial building
- C. New commercial building
- D. New commercial buildings with parking to the side and rear

Illustration by Urban Design Associates

**The Western Gateway: Sub District C-1,  
Tidewater Drive and Lafayette Boulevard**

A new gateway to the neighborhood can be created at Tidewater Drive and Lafayette Boulevard. The viable commercial properties can be renovated, while obsolete buildings should be demolished with new two-story mixed-use buildings developed in its place. Ground floor uses should consist of either retail or restaurants. Second floor uses should be offices or housing. The new commercial node will serve both Fairmount Park and its surrounding neighborhoods. The parking resource (approximately 200 spaces) should be coordinated and shared by all uses. The presence of institutional buildings across Tidewater Drive will create a vibrant mixed use intersection.



Illustration by Urban Design Associates

Illustrative View of Tidewater Drive and Lafayette Boulevard



Direction of perspective



Existing View of Tidewater Drive and Lafayette Boulevard

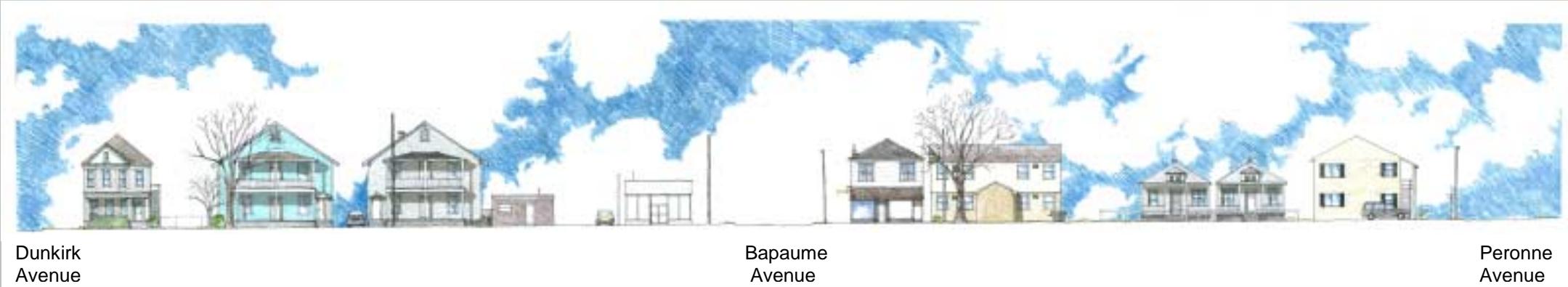


Illustrative Plan of Sub-District H-1

### Corridor Housing H-1

The Plan proposes eliminating the multiple curb cuts along the corridor by creating a rear lane behind all properties. The rear lane would be used for parking access, service and utilities for both commercial and residential properties. Commercial properties and underutilized properties located in H-1 should be redeveloped with new housing. The new housing should be a mixture of townhouses, duplexes, and single family buildings. All buildings should have the character and image of houses in the neighborhood. Single family and duplexes should resemble the character of houses in the immediate neighborhood. The larger buildings (triplex or triple townhouse) should have the image of a “large house” similar to those found on Lafayette Boulevard west of the study area.

### Corridor Housing H-1 Existing Street Elevations



### Corridor Housing H-1 Proposed Street Elevations



Study Area



**Community Node C-2  
Proposed Recommendations**



- A. Rehabilitated buildings
- B. Potential New Fire Station
- C. New commercial buildings.

**Community Node (C-2)**

A new small community node will be created in the middle of the Fairmount neighborhood in the vicinity of Lens and Argonne Avenue. Existing commercial structures can be rehabilitated and new infill buildings with pedestrian friendly ground floor uses can be developed. The node can be strengthened with a potential new Fire Station. The current Fire Station located on Verdun Avenue is the second oldest in the City. A site on Lafayette Boulevard in the C-2 Community Node Zone should be reserved for it if/when it is eventually replaced.



Illustrative perspective of Lafayette Boulevard from Argonne Avenue



Existing perspective of Lafayette Boulevard from Argonne Avenue



Direction of Perspective



Sub-District H-2 Eastern Gateway Existing Conditions



H-2 Eastern Gateway Proposed Recommendations:

- A. Open space
- B. Increased landscaping around VEPCO

**Corridor Housing (H-2)**

The Plan proposes eliminating the multiple curb cuts along the corridor by creating a rear lane behind all properties. The rear lane would be used for parking access, service and utilities for both commercial and residential properties. Commercial properties and underutilized properties located in H-2 should be redeveloped with new housing. The new housing should be a mixture of townhouses, duplexes, and single family buildings. All buildings should have the character and image of houses in the neighborhood. Single family and duplexes should resemble the character of houses in the immediate neighborhood. The larger buildings (triplex or triple townhouse) should have the image of a “large house” similar to those found on Lafayette Boulevard west of the study area.

**H-2 Eastern Gateway: Cromwell Road and Lafayette Boulevard**

The future of the eastern gateway is dependent in part on the larger strategic decisions about the VEPCO Station and the possible Chesapeake Boulevard Bridge. Both of these items are not resolved and are assumed, for the purposes of this study, to remain “as is” for the foreseeable future. Therefore, this document does not recommend any roadway changes that significantly alter this intersection until definitive decisions are made regarding the VEPCO Station and the possibility of a Chesapeake Boulevard Bridge. A reconfigured intersection should only occur when the long term

future of Chesapeake Boulevard and the VEPCO are better understood.

The near term future of the gateway should concentrate on new housing along Lafayette Boulevard and on improved landscaping of the VEPCO Station. The commercial properties along Cromwell should be strengthened.



Corridor Housing H-2 Land Use Plan Recommendations



Lafayette Boulevard suffers from disrepair, discontinuous sidewalks and inadequate separation between vehicles and pedestrians

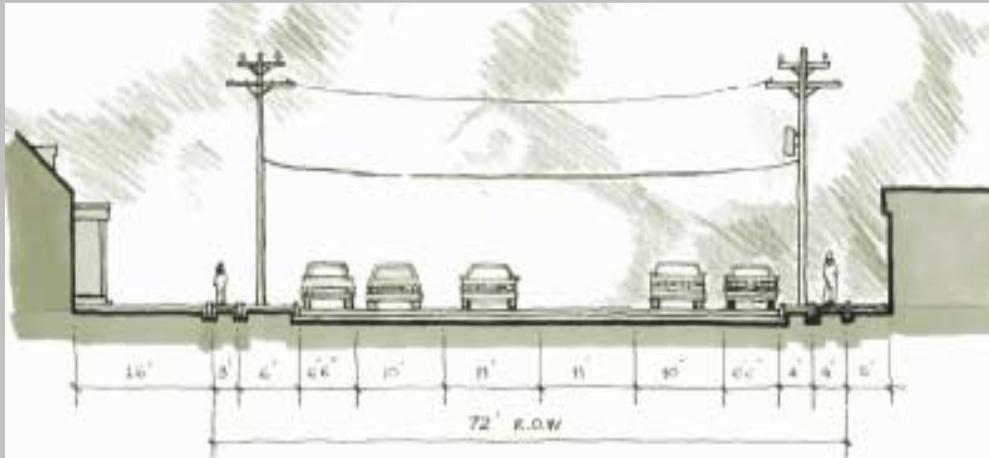


### Right-of-Way and Infrastructure Design Guidance

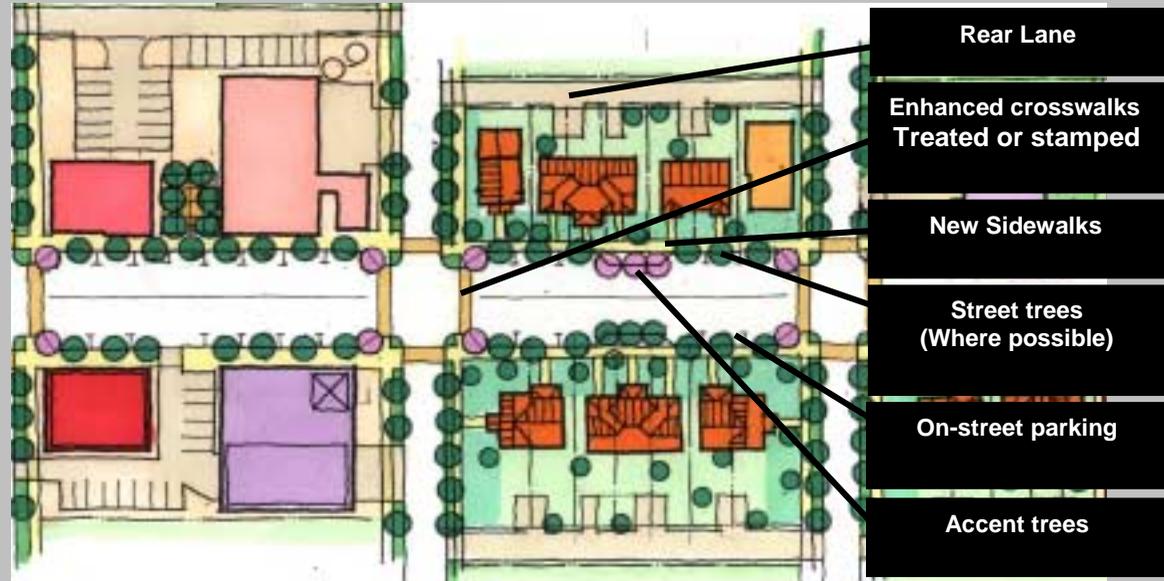
Currently, Lafayette Boulevard transitions from a four lane road, to a five lane road, and then back to a four lane road across the study area. On-street parking is available in places; however it is very narrow and not striped. Overhead utility lines are unsightly. Fronting land uses do not have alleys and are therefore front loaded. The result is multiple curb cuts that create a discontinuous sidewalk.

Improvements to the street are necessary to encourage redevelopment of the fronting properties. Improvements should include:

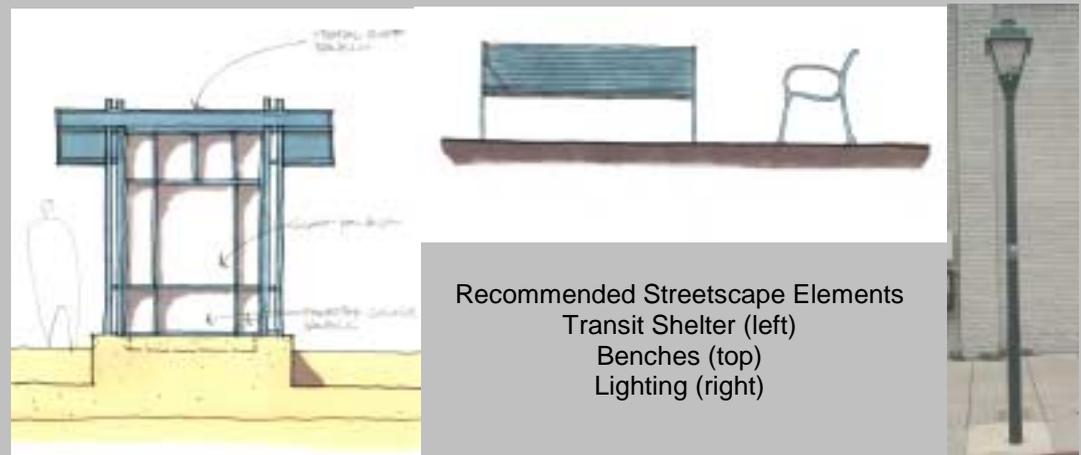
- Four moving lanes between Chesapeake and Tidewater Drive. Existing travel lanes should remain as they currently exist (four 11' lanes = 44' cartway).
- An 8' parking/landscape zone should be created on both sides of the 44' cartway. This zone will provide a buffer between pedestrians (and fronting land uses) and the traveling vehicles. Parallel parking should be tucked into this zone.
- Both sides of the street should have reconstructed concrete sidewalks. Where greater than 8' of right of way exists between the curb and the property line, a row of Willow Oaks, 25' on center should be planted. Grass verges are encouraged in zones H-1 and H-2, while tree grates are encouraged in zones C-1 and C-2.
- Bumpouts at all street crossings should be constructed to facilitate pedestrian crossings. Crosswalks should be clearly marked with stamped or treated pavement.
- Mid block bumpouts and intersection bumpouts located in the 8' parking / landscape zone should be planted with accent trees and low shrubs. Residential blocks should have at least as much landscape frontage and parallel parking.
- Pedestrian scaled street lights should be located every 45 feet along the length of the corridor. Benches should be provided in the commercial areas. Benches should be positioned with their backs to the store fronts or facing each other perpendicular to Lafayette Boulevard. Benches must not obstruct pedestrian circulation.
- Three pairs of well designed transit shelters should be provided along the Boulevard at Tidewater Drive, Lens Avenue and Cromwell Road.
- Overhead lines should be located underground in accessible trenches, safe from damage of high winds and rain.
- Rear lanes (20' ROW width) should be developed wherever possible. These rear lanes should have either rolled curbs or no curbs (they should not be constructed with full curbs). Property acquisition will be required to create continuous lanes.



Street Section of Lafayette Boulevard  
Existing (top)  
Proposed (bottom)



Proposed Lafayette Boulevard Streetscape



Recommended Streetscape Elements  
Transit Shelter (left)  
Benches (top)  
Lighting (right)

## Building Design and Signage Criteria

### Signage Standards

Private signage for new and existing commercial buildings along Lafayette Boulevard and Tidewater Drive should adhere to the following standards:

- Generally, permitted signs include blade signs, stenciled glass, neon signs, horizontal sign band, and door signs. Prohibited signs include free standing signs, building top signs, translucent signs, and product advertising.
- Specifically, a single external sign band or zone may be applied to the facade of a building between the first and second floors, provided that it is one and one half feet in height. The Horizontal dimension may vary. This sign band or zone may contain multiple individual signs, but must refer to the tenant of the building. Upper level tenants shall share this horizontal sign band, if necessary.
- Additional pedestrian blade or shingle signs may be attached perpendicular to the facade and extend up to four feet from the facade. These signs shall be a maximum of one and one half feet in height and four feet in width. There may be one such sign for each business in the first or second floor, provided they are spaced no less than twenty feet apart.
- The storefront glass may be stenciled with a signage a maximum of 8 inches in height. A wall or door mounted sign no greater than 4 square feet is permitted to advertise upper floor tenants.
- The vertical drip of an awning may be stenciled with a signage maximum of eight inches in height.
- External signs may not be translucent and shall be externally lit. Neon signs are permitted within the interior of shop fronts on the first floor provided they do not exceed a maximum of two square feet in area.
- Signage for multiple tenants sharing a parking lot may be located at the entrance to the parking lot. The sign shall be no greater than four square feet and should be mounted and integrated with a wall screening the parking no higher than three feet from the ground.
- Although not regulated, it is recommended that address numbers are no greater than 8 inches in height.

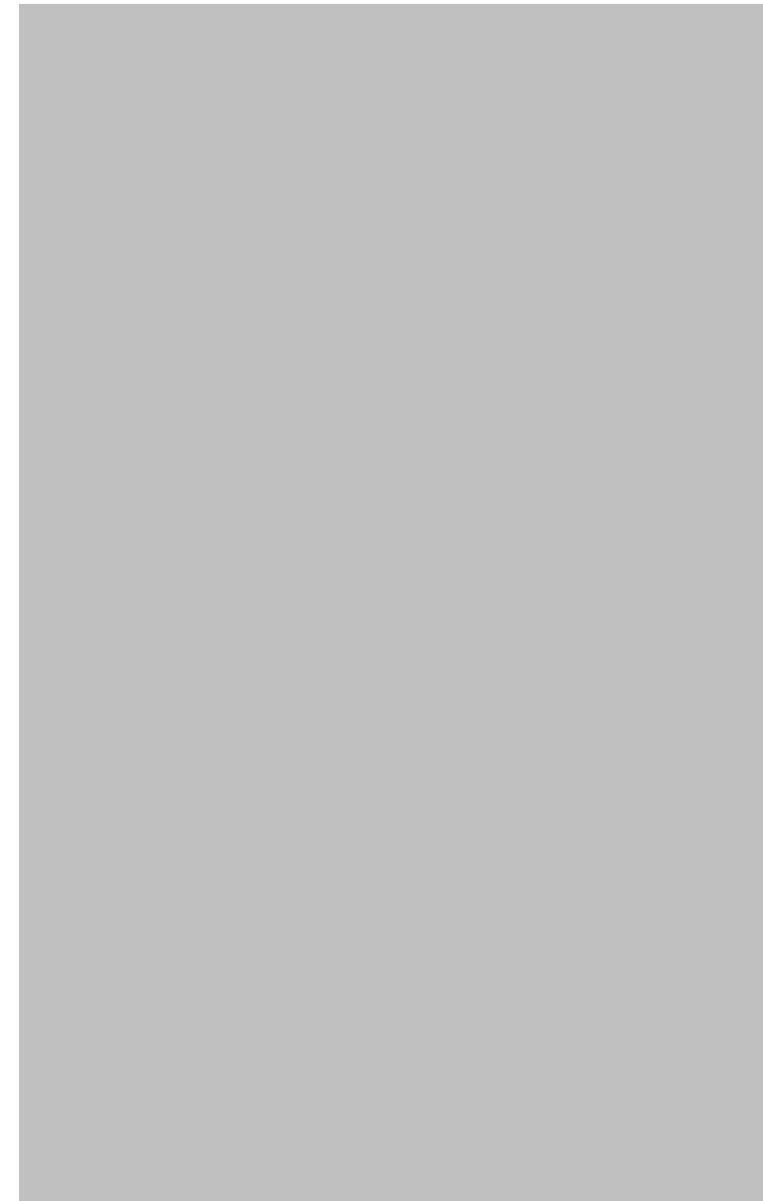
### Building Guidelines

The following section describes basic building guidelines for the two types of buildings to be developed along the Lafayette Corridor - Commercial Buildings and Residential Buildings. The guidelines refer to the essential elements of a building that affect

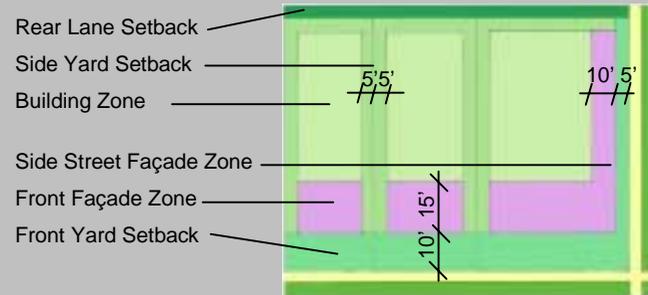
the public space: the building placement on the lot, building massing, circulation, etc.

### Setback Requirements

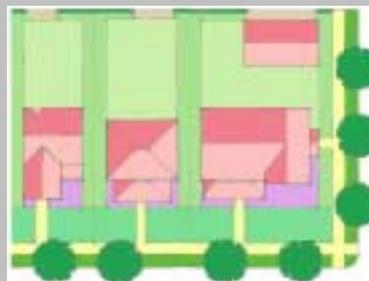
The Front Facade, or front wall of the building, shall be placed within the Front Facade Zone described in the general conditions of the following pages. The Front Facade Zone is set back from the front property line at a distance defined by the Front Yard Setback Line. On corner lots, a Side Street Facade Zone is established adjacent to the cross street along the side of the building. A building is set-back from the side property line a certain dimension per the lot type to be described on the following pages. Some lots will have a Rear Lane Set-Back Line. This line defines the distance from the rear lane or alley on which a structure, such as a garage, can be located.



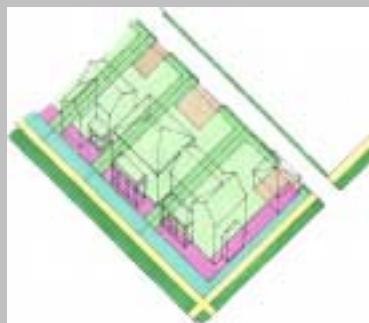
**Building Guidelines: Residential Buildings**



Plan of residential zones and setbacks



Illustrative plan of residential building placement on the lot



Axonometric drawing of residential buildings

**Building Guidelines: Residential Buildings**

**Lot Size**

Proposed Residential lots should range from approximately 40 feet to 70 feet wide by a minimum of 80 feet deep. Multi-family lots are approximately between 50 feet and 70 feet wide. Single family lots are approximately between 40 feet and 50 feet wide. Rezoning will be required for several multifamily dwellings.

**Front Yard Setback/Front Façade Zone**

Front setback of the front facade shall be located a minimum of 10 feet and a maximum of 25 feet from the front property line. If possible, the front facade should be aligned with adjacent houses. If not aligned, there should be no greater than a five foot differential between the front facades of adjacent houses.

**Side Yard Setback**

Minimum of five foot side yard setback from the side property line

**Side Street Setback/ Side Street Façade Zone**

Minimum of five foot setback from the side street property line to the house. The side street facade may be located anywhere within the adjacent ten foot Side Street Façade Zone.

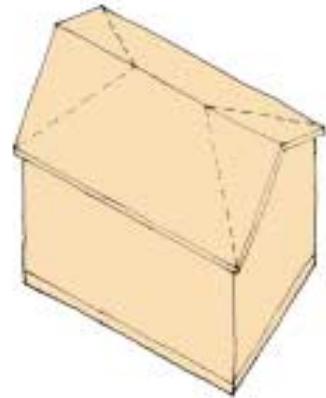
**Massing**

Proposed residential buildings should have simple massing and volumes reflective of the local building

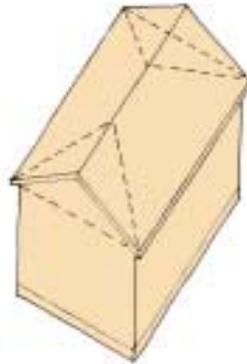
vernacular. Most homes in the area are derived from simple gable, L shaped, or end gable massing. Houses tend to be one and half to two and a half story's tall and built in either the Colonial Revival Victorian, or Cape Cod Style.

**Materials**

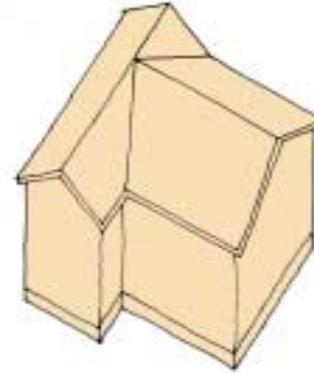
New residential buildings should contain high quality materials, such as smooth finished wood clapboard (6-8 inch exposure), masonry, stucco and hardiplank. Vinyl siding is permitted but discouraged. Foundations should be constructed of brick, stucco, or stone veneer. Windows should be painted wood or solid cellular PVC, or clad wood vinyl with brick veneer only. True divided light or simulated divided light sashes with traditional exterior muntin profile are encouraged. Doors should be constructed of wood, fiberglass or steel with traditional stile and rail proportions and raised panel profiles, painted or stained. Roofing should be constructed of laminated asphalt or composition shingles, with a slate pattern or cedar shakes.



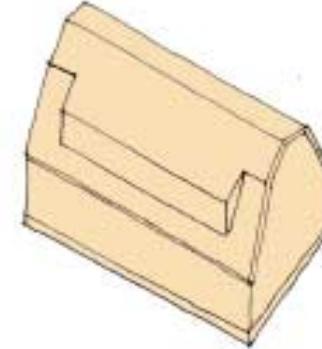
Broad Front



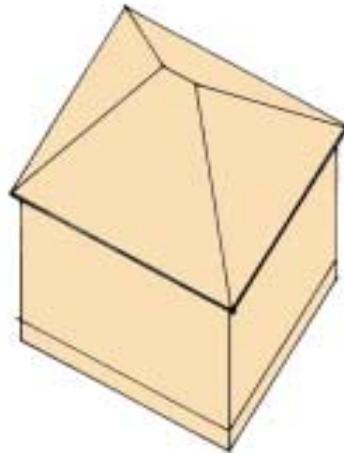
Narrow Front



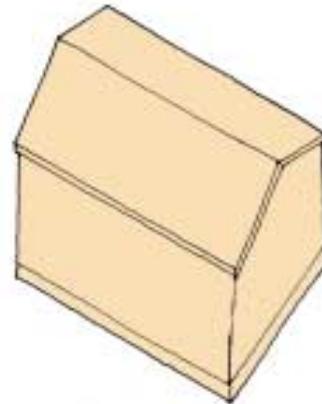
L-Shape



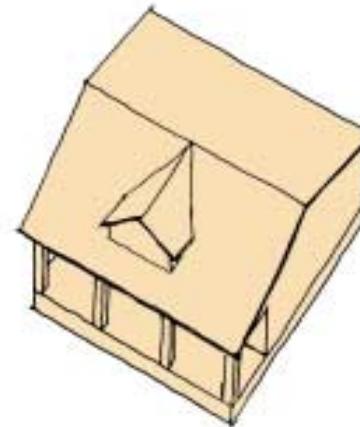
Gambrel



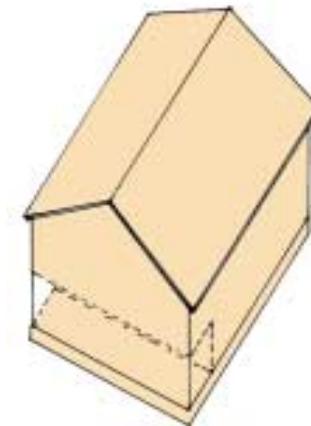
Hipped



Broad Front

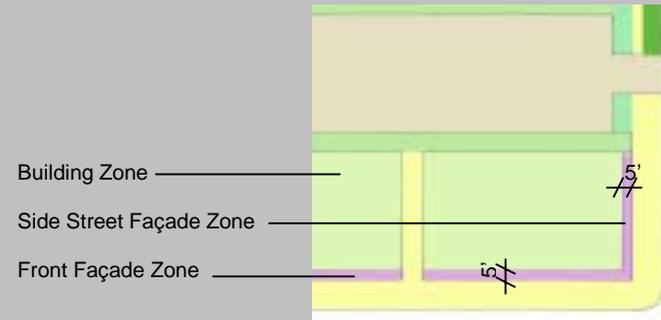


Broad Front with Integral Porch

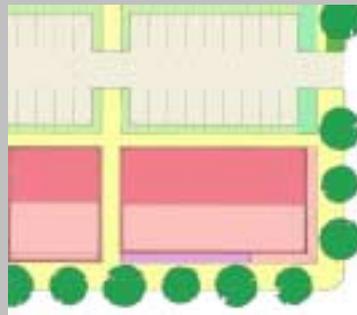


Narrow Front

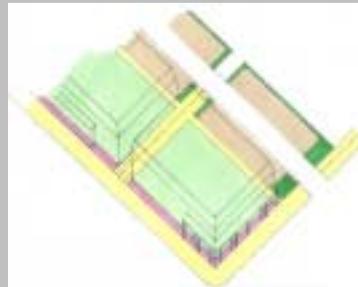
**Building Guidelines: Commercial Buildings**



Plan of commercial zones and setbacks



Illustrative plan of commercial building placement on the lot



Axonometric drawing of commercial buildings

**Building Guidelines: Commercial Buildings**

**Lot Size**

Proposed commercial lots should range from approximately 60 to 150 feet wide by a minimum of 80 feet deep and a maximum of 100 feet deep.

**Front Yard Setback/Front Façade Zone**

Maximum five foot setback from the front property line. The front facade of the building may be located anywhere within the five foot deep Front Façade Zone. Commercial buildings on Tidewater Drive, north of Lafayette Boulevard, should contain a “build-to” line” located approximately 50 feet from the front property line.

**Side Yard Setback**

Minimum of three foot and maximum of six foot side yard setback on interior property lines.

**Side Street Setback/ Side Street Façade Zone**

Maximum of five foot setback from the side street property line to the building. The side street facade may be located anywhere within the five foot Side Street Façade Zone.

**Massing**

Proposed commercial buildings should be simple rectangular volumes oriented to the front of the lot. Commercial buildings should be either two or three stories in height. Flat roofs or mansard roofs are permitted. Vertically expressed corner elements are encouraged.

**Materials**

The dominant material of the building mass should be either masonry or stucco. Materials typically associated with residential construction, such as wood clapboard, vinyl, and shingle is discouraged.

Windows should clearly articulate the use of the building, differentiating between publicly accessible retail space and semi-public upper floor uses. Large wood, aluminum or polymer storefront windows are required on the ground floor. Upper floor windows should be typical double hung sash. The upper floor windows and storefront windows should be orderly arranged in vertically proportioned bays.





**PHASING STRATEGY (Maximum Case)**

A major driver of investment will be the cost of acquisition, relocation and clearing; the scope of roadway and infrastructure improvements; and time required to manage the coordination and approval of a comprehensive redevelopment program. With respect to implementation, the “maximum scenario” implementation program outlined herein is based on a three phase, 15-year program. With respect to acquisitions, it is reasonable to assume that at minimum \$6.5 million will be required for acquisition, relocation and clearing. Road and streetscape design and construction costs could exceed \$10 million for total roadway reconstruction. Total roadway reconstruction projects often require at least 5 years for planning, review, coordination, design, ROW acquisition, utility construction and roadway construction.

The following summarizes by phases planned building improvements (reflected in the master plan concept by Urban Design Associates), property impacts (targeted for acquisition), and physical condition patterns.

**PHASE ONE (Year 1 - 2): Program Development, Acquisition, and Initial Infrastructure / Road Improvements**

- 1A. Redevelopment / Conservation Plan Development
- 1B. Redevelopment / Conservation Plan Designation
- 1C. Neighborhood Stabilization & Revitalization Program
- 1D. New Water & Sewer Installation

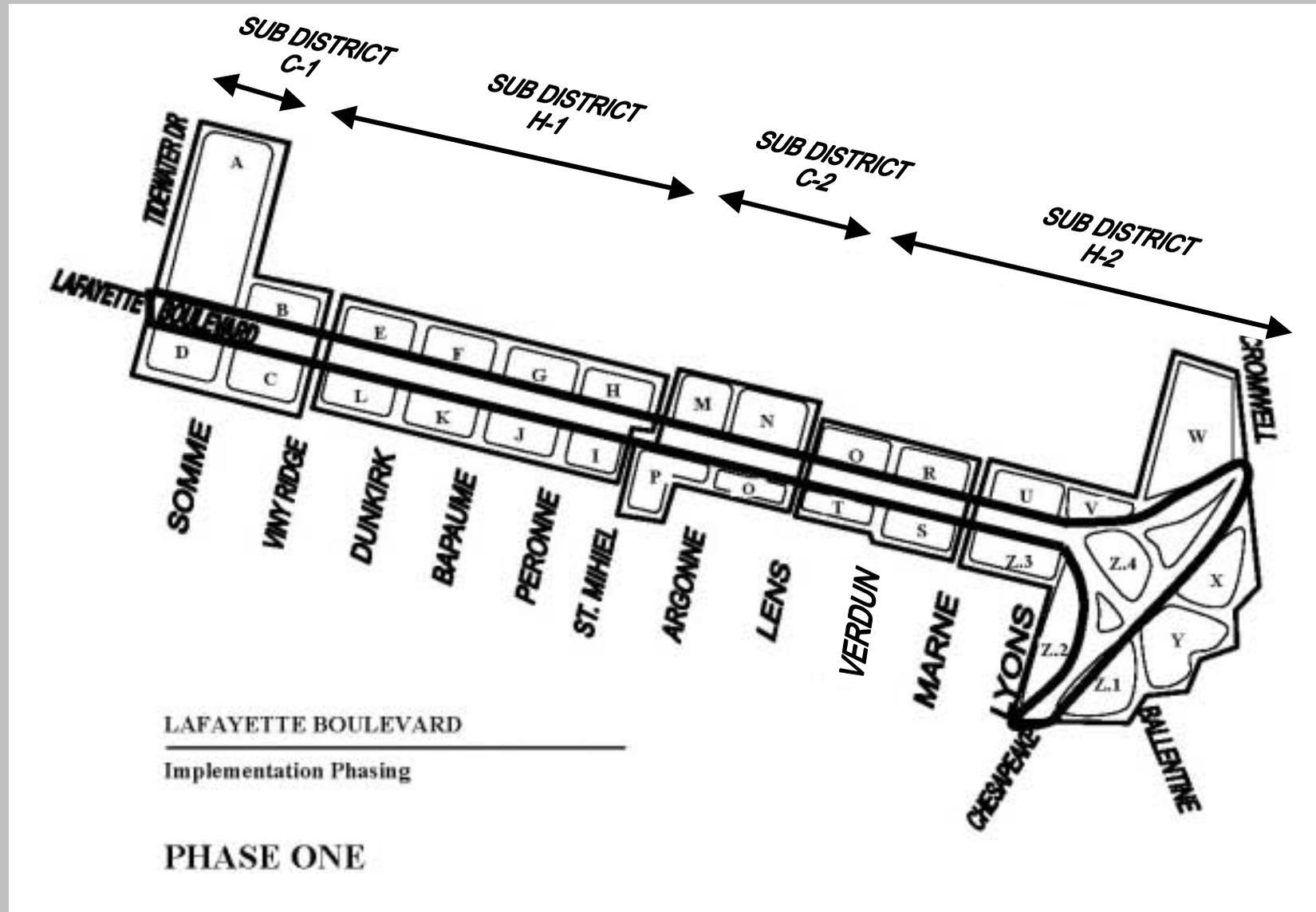
- 1E. Street Resurfacing
- 1F. Business & Economic Development Assistance
- 1G. Business Recruitment
- 1H. Business Organization
- 1I. Special Zoning Designation
- 1J. Fire Station Relocation Feasibility
- 1K. Housing Market Positioning / Demand Analysis
- 1L. Begin Acquisition, Relocation & Demolition Plan

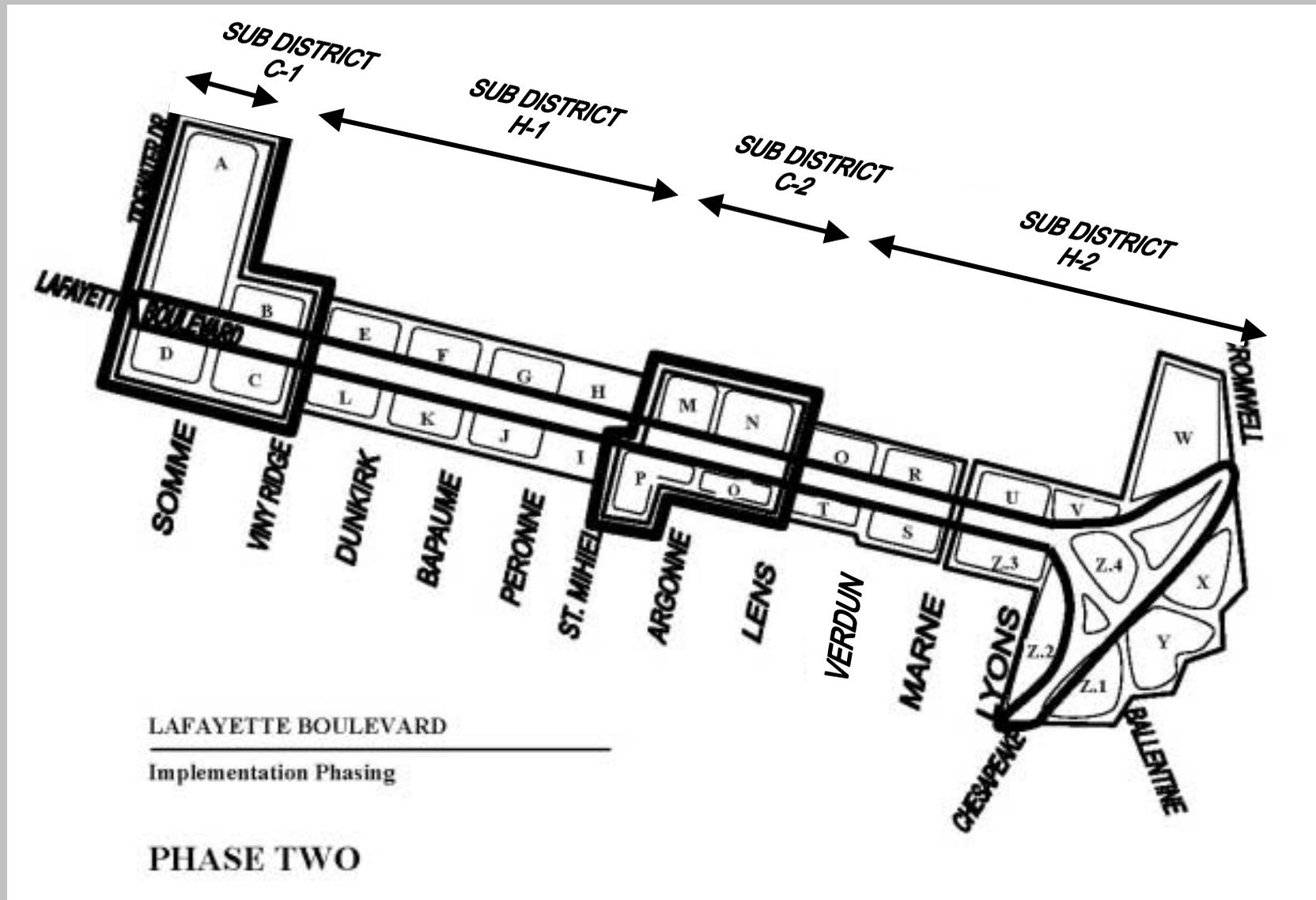
**PHASE TWO (Year 3 - 10): Acquisition, Infrastructure / Road Improvements, Commercial Redevelopment**

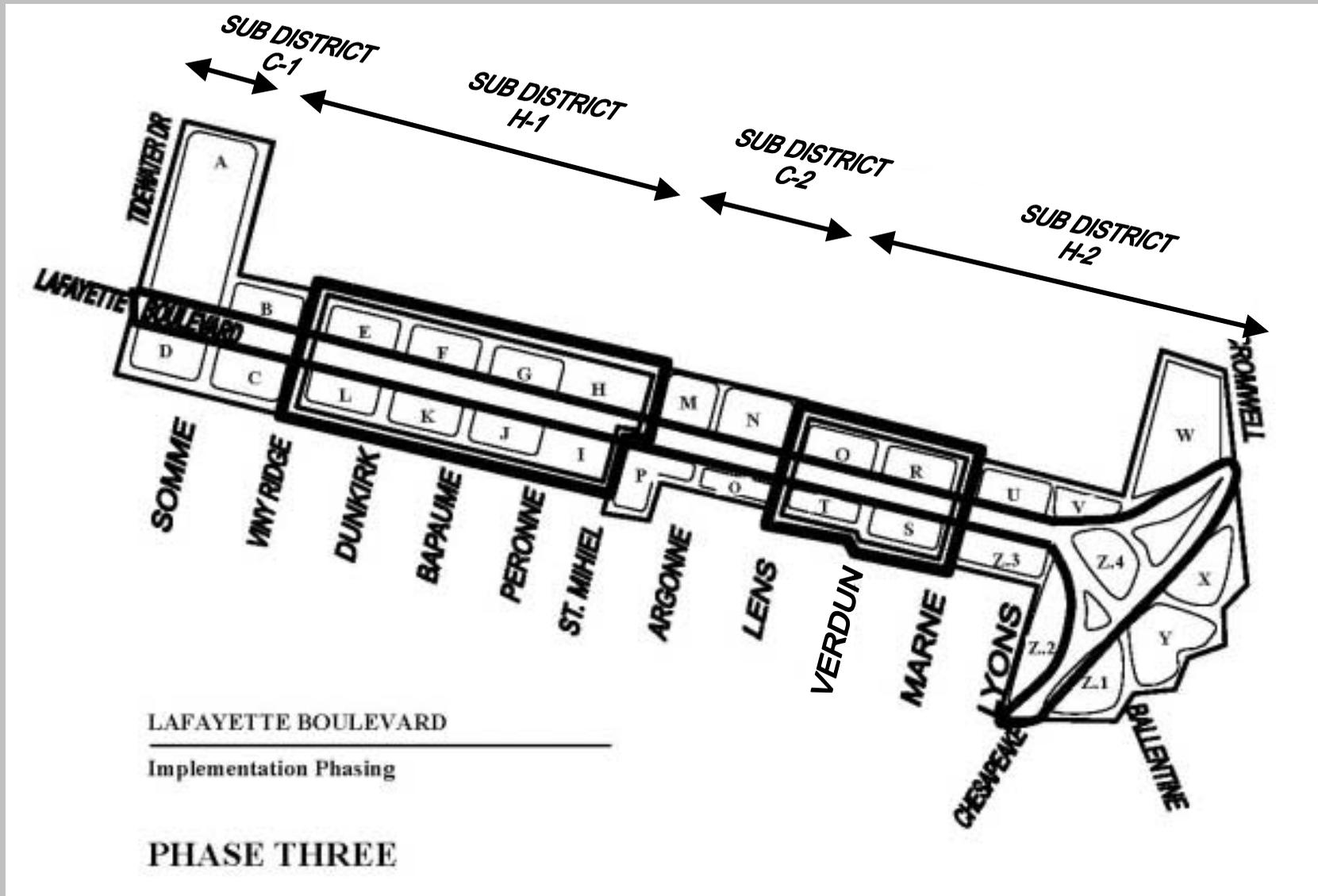
- 2A. Roadway & Streetscape Improvements
- 2B. Acquisition, Relocation & Demolition Plan
- 2C. Sub-district C1 Redevelopment (Lafayette / Tidewater Drive)
- 2D. Sub-district C2 Redevelopment (Central Core)

**PHASE THREE (Year 10 -15): Acquisition, Housing Redevelopment**

- 3A. Sub-district H1 Housing Redevelopment (Somme Avenue to St. Mihiel Avenue)
- 3B. Sub-district H2 Housing Redevelopment (Verdun to Flanders Avenue)







### Property Impacts on Lafayette Boulevard



Project Area



Public Acquisition, Demolition, and Rehabilitation



Public Improvements



Private Rehabilitations

## Lafayette Boulevard Corridor

### Goal 14: Strengthen the Appearance and Functionality of Lafayette Boulevard

#### Strategy 14A: Pursue Redevelopment Designation.

**Action 14-A1:** Proceed with NRHA and technical resources to pursue due diligence to complete the recommended redevelopment and conservation area implementation plan.

**Action 14-A2:** Proceed with formal submissions and procedures to secure designation approval to establish more efficient means of gaining control required to execute a comprehensive strategic acquisition, disposition and master redevelopment strategy.

**Strategy 14B:** Develop an acquisition, relocation, and demolition plan consistent with the Lafayette Blvd. Revitalization Implementation Plan.

**Action 14-B1:** Continue activity required to assemble land necessary to create opportunities for new development and the reuse of existing properties consistent with a broader economic development strategy. Timing will be critical in order to execute approvals and development.

Activity is necessary to create opportunities for new development and reuse of existing properties.

This activity will be extremely costly and will need to be phased in accordance to a strategic and concentrated approach. Timing should be coordinated with the process for a “redevelopment” designation to assure the best opportunity for approval in satisfying the blight criteria. Creates the opportunity and critical mass to support both new commercial and residential development and positions the corridor for success.

**Strategy 14C:** Improve the infrastructure along Lafayette Boulevard.

**Action 14-C1:** Complete sewer and wastewater replacement on Lafayette Boulevard. This will replace obsolete lines and systems with new capacity to accommodate existing and future requirements.

**Action 14-C2:** Implement a street resurfacing plan in coordination with water and sewer completion on Lafayette Boulevard. This will upgrade surface at minimum level to enhance overall appearance. Total street reconfiguration will require a larger financial commitment and long term phasing strategy.

**Action 14-C3:** Undertake a streetscape improvement study and design for the Lafayette Boulevard Corridor from Tidewater Drive to Chesapeake Boulevard consistent with the intent of the Lafayette Boulevard Implementation Plan.

**Action 14-C4:** Construct new roadway, sidewalks, landscaping, lighting consistent with the intent of the, scope and phasing of the approved redevelopment plan and roadway improvement plan.

**Action 14-C5:** Investigate the feasibility of placing overhead utilities underground on Lafayette Boulevard and/or placing overhead utilities crossing Lafayette Boulevard underground.

**Strategy 14D:** Strengthen Businesses along Lafayette Boulevard.

**Action 14-D1:** Assist existing businesses in gaining access to financial and technical resources to make physical and operational improvements consistent with the revitalization plan objectives. This will contribute to retaining and strategically expanding services with strong operators and sustainable businesses.

**Action 14-D2:** Market the area to new businesses based on market and location advantages as well as reasonably anticipated redevelopment improvements.

**Action 14-D3:** Facilitate the organization of a unified business association to improve communications; advocate business interest and assist in recruiting strong local entrepreneurs.

**Strategy 14E:** Amend the current zoning to comply with recommended land uses.

**Action 14-E1:** Develop a rezoning proposal to change the zoning ordinance to be consistent with

the land use recommendations in the Lafayette Blvd Revitalization Implementation Plan.

**Action 14-E2:** Create an overlay district to prevent certain uses, such as store front churches, and relax certain development constraints, such as parking requirements. Eliminates over time uses and activities incompatible with the goals and objectives of the plan.

**Strategy 14F:** Implement Sub-District C-1 Commercial Redevelopment improvements (Lafayette Boulevard and Tidewater Drive) as indicated in the Lafayette Boulevard Implementation Plan.

**Action 14-F1:** Execute an enhancement strategy at the corner of Tidewater and Lafayette. Leverage locational advantages. Work with existing property owners to create a more unified retail district environment and gateway. The plan will build on the strength of existing retailers on the north side of Lafayette Boulevard, with special programming, property enhancements and new development. On-going marketing and business development.

**Action 14-F2:** Execute an enhancement strategy at the southwest corner of Lafayette Boulevard and Tidewater Drive. Acquire blighted and underutilized properties for conversion to viable service retail uses.

**Strategy 14G:** Implement Sub-District C-2 Commercial Redevelopment improvements (central core) as indicated in the Lafayette Boulevard Implementation Plan.

**Action 14-G1:** Strategically add new service retail. Take steps to retain all viable businesses located in

the core. Without fire station, commercial options are limited. Create an attractive community gathering place.

**Action 14-G2:** Evaluate the feasibility and desirability to relocate fire station to Lafayette Boulevard as part of the City's comprehensive study. Quantify capital and operating funds.

**Strategy 14H:** Implement Sub-District H-1 and H-2 Housing Redevelopment improvements as indicated in the Lafayette Boulevard Implementation Plan.

**Action 14-H1:** Confirm housing type, pricing and corridor improvements that will generate sufficient demand to support the assumed residential program. Confirm proposed housing impacts on right of way configurations and adjacent neighborhoods.

**Action 14-H2:** Although housing acquisition will be initiated in Phase 2, it is anticipated that rebuilding of Sub-District H-1 (Somme to St Mihiel), will commence in Phase 3 after other key components are in place. Target corridor residential rehab in coordination with similar neighborhood activities.

**Action 14-H3:** Similar to Sub-District H1. Initiate acquisition in Phase 2 and commence redevelopment in Phase 3 after road, streetscape and commercial improvements are made.



## X. Summary Table of Implementation Action Items for Lafayette Boulevard

IMPLEMENTATION ITEM	ACTION	RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
<b>Phase 1</b>						
Redevelopment/Conservation Plan Development Action 14-A1	Proceed with NRHA and technical resources to pursue due diligence to complete the recommended redevelopment and conservation area implementation plan.	NRHA, Department of Planning and Community Development	Phase 1	\$2,500	CIP	Implement public review and approval process
Redevelopment /Conservation Area Designation Action 14-A2	Proceed with formal submissions and procedures to secure designation approval to establish more efficient means of gaining control required to execute a comprehensive strategic acquisition, disposition and master redevelopment strategy.	NRHA, Department of Planning and Community Development	Phase 1		CIP	Secure favorable recommendations from the Planning Commission, NRHA Board, and City Council
Street Resurfacing Action 14-C2	Implement a street resurfacing plan in coordination with water and sewer completion on Lafayette Boulevard. This will upgrade surface at minimum level to enhance overall appearance. Total street reconfiguration will require a larger financial commitment and long term phasing strategy.	Department of Utilities	Phase 1		CIP	Included in \$1.9 mil total for current water and sewer project on Lafayette Boulevard.



IMPLEMENTATION ITEM	ACTION	RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Acquisition, Relocation, and Demolition Plan Action 14-B1	Continue to assemble land necessary for new development opportunities and the reuse of existing properties consistent with a broader economic development strategy. Timing will be critical in order to execute approvals and development. To implement the plan, this activity will be extremely costly and will need to be phased in accordance to a strategic and concentrated approach. Timing should be coordinated with the process for a “redevelopment” designation to assure the best opportunity for approval in satisfying the blight criteria. Creates the opportunity and critical mass to support both new commercial and residential development and positions the corridor for success.	NRHA, Department of Planning and Community Development	Phase 1	\$500,000	CIP \$250,000	
New water and sewer Installation Action 14-C1	City to complete phased sewer and wastewater replacement on Lafayette Boulevard. This will replace obsolete lines and systems with new capacity to accommodate existing and future requirements.	Department of Utilities	Phase 1		CIP	Currently under construction. CIP FY04 \$1.9mil
Business Organization Action 14-D3	Facilitate the organization of a unified business association to improve communications; advocate business interest and assist in recruiting strong local entrepreneurs.	Department of Development	Phase 1		General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Roadway and Streetscape Improvements Plan Action 14-C3	Undertake a streetscape improvement study and design for the Lafayette Boulevard Corridor from Tidewater Drive to Chesapeake Boulevard consistent with the intent of the Lafayette Boulevard Implementation Plan.	Department of Public Works, Department of Planning and Community Development	Phase 1	\$150,000	CIP	Previously funded CIP Commercial Corridors Current balance: \$150,500. Study includes entire corridor, and design of several blocks.
Business and Economic Development Assistance Action 14-D1	Assist existing businesses in gaining access to financial and technical resources to make physical and operational improvements consistent with the revitalization plan objectives. This will contribute to retaining and strategically expanding services with strong operators and sustainable businesses.	Department of Development	Phase 1		CIP \$30,000	Previously funded in CIP. Currently \$44,000 available on first come basis for Commercial Facade Aesthetic Improvement Grant Program. Estimating two grants (at the maximum level) per year for the next 10 years.
Business Recruitment Action 14-D2	Market the area to new businesses based on market and location advantages as well as reasonably anticipated redevelopment improvements.  Fill existing vacant spaces with viable concepts and operators consistent with the corridor plan.	Department of Development	Phase 1		General Fund	Operating Budget



IMPLEMENTATION ITEM	ACTION	RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Rezoning Action 14-E1	Develop a rezoning proposal to change the zoning ordinance to be consistent with the land use recommendations in the Lafayette Blvd Revitalization Implementation Plan.	Department of Planning and Community Development	Phase 1	\$400	General Fund	Operating Budget  Cost covers advertisement.
Special Zoning Designations Action 14-E2	Create an overlay district to prevent certain uses, such as store front churches, and relax certain development constraints, such as parking requirements. Eliminates over time uses and activities incompatible with the goals and objectives of the plan.	Department of Planning and Community Development	Phase 1	\$400	General Fund	Operating Budget  Cost covers advertisement.
Fire Station Relocation Action 14-G3	Evaluate the feasibility and desirability to relocate fire station to Lafayette Boulevard as part of the City's comprehensive study. Quantify capital and operating funds.	Department of Fire and Rescue	Phase 1		CIP and Operating Budget	
Housing Market Positioning Analysis Action 14-H1	Confirm housing type, pricing and corridor improvements that will generate sufficient demand to support the assumed residential program. Confirm proposed housing impacts on right of way configurations and adjacent neighborhoods.	Department of Planning and Community Development	Phase 1	\$3,500	CIP	Targeted housing demand analysis and product type design guidance to justify redevelopment plan housing strategy.



IMPLEMENTATION ITEM	ACTION	RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
<b>Phase 2</b>						
Roadway and Streetscape Improvements Action 14-C4	Construct new roadway, sidewalks, landscaping, lighting consistent with the intent of the, scope and phasing of the approved redevelopment plan and roadway improvement plan	Public Works, NRHA, Department of Planning and Community Development, NLS	Phase 2	\$10,000,000 +	CIP	
Acquisition, Relocation, and Demolition Plan Action 14-B1	Continue activity required to assemble land necessary to create opportunities for new development and the reuse of existing properties consistent with a broader economic development strategy. Timing will be critical in order to execute approvals and development.	NRHA	Phase 2	\$5,955,300	CIP	
Sub District C1 Redevelopment Unified Business District Lafayette Boulevard and Tidewater Drive, Northside Action 14-F1	Execute an enhancement strategy at the corner of Tidewater and Lafayette. Leverage locational advantages. Work with existing property owners to create a more unified retail district environment and gateway. The plan will build on the strength of existing retailers on the north side of Lafayette Boulevard, with special programming, property enhancements and new development. On-going marketing and business development.	NRHA, Department of Planning and Community Development	Phase 2 (Start)		CIP	Utilize capital improvement, business improvement, band incentive programs to establish a public/private joint initiative.
Sub-District C1 (Lafayette Boulevard and Tidewater Drive Southside)	Execute an enhancement strategy at the southwest corner of Lafayette Boulevard and Tidewater Drive.	NRHA, Department of Planning and Community Development	Phase 2		CDBG and CIP	



IMPLEMENTATION ITEM	ACTION	RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Action 14-F2	Acquire blighted and underutilized properties for conversion to viable service retail uses.		(Start)			
Sub-District C2 Commercial Development (Central Core) Action 14-G1	Strategically add new service retail. Take steps to retain all viable businesses located in the core. Without fire station, commercial options are limited. Create an attractive community gathering place.	NRHA, Department of Development, Department of Planning and Community Development	Phase 2		General Fund	Operating Budget
<b>Phase 3</b>						
Underground Utilities Action 14-C5	Investigate the feasibility of placing overhead utilities underground on Lafayette Boulevard and/or placing overhead utilities crossing Lafayette Boulevard underground.	Department of Public Works, Department of Planning and Community Development	Phase 3	\$15,150,000	CIP	\$600,000 per block per side; 12 blocks x 2sides = 14,400,000. \$150,000 per crossing (Approximately 5 crossings = \$750,000).
Sub-Districts H-1 Residential Redevelopment (Somme to St. Mihiel) Action 14-H2	Although housing acquisition will be initiated in Phase 2, it is anticipated that rebuilding of Sub-District H-1 (Somme to St Mihiel), will commence in Phase 3 after other key components are in place. Target corridor residential rehab in coordination with similar neighborhood activities.	NRHA, Department of Planning and Community Development	Phase 3		General Fund	Operating Budget Start after program development, redevelopment designation, roadway and streetscape improvements. Acquisition and Sub-District C1 and C2 commercial redevelopment.



IMPLEMENTATION ITEM	ACTION	RESPONSIBILITY	TIMEFRAME	PROJECTED TOTAL COST TO COMPLETE ITEM	ANNUAL AMOUNT AND FUNDING SOURCE	MISCELLANEOUS NOTES
Sub-District H-2 Residential Redevelopment (Verdun to Lyons) Action 14-H3	Similar to Sub-District H1. Initiate acquisition in Phase 2 and commence redevelopment in Phase 3 after road, streetscape and commercial improvements are made.	NRHA, Department of Planning and Community Development	Phase 3		General Fund	Operating Budget  Confirm housing product and type.
Projected Total Cost for All Items on Lafayette Boulevard						

## X. Monitoring and Plan Evaluation

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The planning staff shall prepare and submit, each two years, a monitoring report to the Planning Commission and City Council. The intent of this report is to: assess progress in implementing the plan, assess both successes and shortcomings of the plan, respond to changing conditions and trends that affect Fairmount Park, determine the degree to which plan's action items have been achieved, and identify ways the plan should be changed. The monitoring report shall consist of:

1. A review of the vision, goals and action items and whether they are still relevant;
2. A summary of the action items undertaken and if the action items have been carried out as stated in the Plan;
3. An evaluation of the extent to which each action item has results in the desired effect on Fairmount Park; and
4. Suggested amendments including the reprioritizing of projects, adding and deleting projects, and revising actions.

When the Fairmount Park Implementation Plan is being amended or is undergoing a major review, the

involvement of Fairmount Park residents and civic leagues is to be a part of that process. This involvement is accomplished by updating the civic league and Mayor's Task Force on any proposed amendment for the purpose of receiving public input.