

CHAPTER 3: CREATING AND MAINTAINING HEALTHY AND VIBRANT NEIGHBORHOODS



"Strong and safe neighborhoods where people want to live, each with its own unique identity and design."

Norfolk is a city of neighborhoods. These neighborhoods are essential components of the physical and social character of the City, providing a variety of housing choices in density, style, and price. Many neighborhoods also include commercial, industrial, or institutional uses, in varying quantities, providing goods and services to residents, and potentially to the larger community. These uses, in combination with such things as historic landmarks, parks, open spaces, and religious institutions, represent community assets that establish the unique identity of each neighborhood.

At present, there are more than 125 active neighborhood civic leagues registered with the City. This large number of civic leagues reflects the historic importance Norfolk has placed on neighborhood organization and community involvement.

Norfolk has a long history of neighborhood planning efforts. Beginning in the 1970s, the City began preparing and implementing numerous neighborhood plans and zoning studies. Initially, these plans were focused on areas that had been targets of earlier

redevelopment efforts supported by federal urban redevelopment funds. As federal policy shifted in the 1980s, the focus of city plans shifted to neighborhood preservation and revitalization, an emphasis that continues to evolve. Whereas earlier plans often spoke only to the actions for which the City was responsible, more recent neighborhood plans have been expanded to encourage neighborhoods to affect change themselves, in partnership with the City, rather than relying on City actions alone.



In support of this new focus on resident involvement in neighborhood planning, the City has developed an array of programs to ensure that residents have the capacity to participate effectively. Such capacity building programs, which provide neighborhood leaders with tools to organize and operate their groups more effectively, are a key first step in the revitalization process for many neighborhoods, and a valuable method for enhancing the effectiveness of neighborhood organizations throughout the City. One program, “Neighbors Building Neighborhoods,” seeks to create neighborhoods of choice by increasing resident capacity, strengthening neighborhood connections, crafting a positive neighborhood image, and building a viable and competitive real estate market.

KEY ISSUES

Based on existing conditions and trends, following are the key issues involving neighborhoods in Norfolk:

1. Enabling residents to take ownership of their neighborhoods.
2. Enhancing the vitality of Norfolk’s neighborhoods.
3. Creating opportunities for vibrant neighborhoods.
4. Developing a strategy for guiding area planning efforts into the future.
5. Continuing implementation of previously prepared neighborhood planning efforts.

IMPORTANT LINKAGES

The goals, outcomes, and actions outlined in this chapter are linked to goals, outcomes, and actions found in the following chapters:

- Identifying Land Use Strategies
- Promoting Environmental Sustainability
- Delivering Quality Community Services
- Enjoying Daily Life
- Preserving Our Heritage
- Fostering Responsible Regional Cooperation



Neighborhoods Goal 1. Enable neighborhood residents to take ownership of their neighborhoods.

Outcome N1.1. Enhanced resident and civic organization capacity to shape their communities.

Metrics:

- *Percent change in activity and participation in civic organizations.*
- *Percent change in participation in Neighbors Building Neighborhoods Academy.*

Action N1.1.1. Identify a core group of engaged neighborhood residents with the capacity to affect change, and work with them prepare and implement community engagement strategies.

Comments: A community engagement strategy is a type of plan that focuses on building the capacity of an individual neighborhood, or group of neighborhoods, to plan for its own future.

Action N1.1.2. Continue to support citizen organizations in their efforts to improve their communities.



Action N1.1.3. Support neighborhood activities and celebrations, such as picnics, festivals, and other similar events.

Action N1.1.4. Invest in programs, such as the Neighbors Building Neighborhoods Academy, that build capacity among residents to formulate and assume ownership of neighborhood values, standards, and goals.

Comments: Neighbors Building Neighborhoods Academy is a leadership training program, created as part of the Neighbors Building Neighborhoods program, to provide residents with the skills needed to organize their neighborhoods.

Action N1.1.5. Foster the development of community partnerships, capitalizing on the energy and expertise of institutions such as universities and the faith-based community and the capabilities of neighborhood residents, to improve neighborhood character, maintenance, and safety while maximizing the effective use of city resources.

Action N1.1.6. Continue to involve neighborhood civic leagues, and other similar organizations, in the decision-making process for city actions such as land use changes.

Comments: The City has established a policy of directly notifying civic leagues regarding applications for rezoning, special exception, or similar land use change on property located within their neighborhood. Civic leagues are encouraged to review and comment on these applications.

Action N1.1.7. Expand civic outreach efforts to more effectively involve traditionally underserved individuals, such as youth.

Comments: One aspect of Neighbors Building Neighborhoods Academy focuses on engaging youth and providing opportunities for youth to be involved in neighborhood initiatives.

Action N1.1.8. Promote Norfolk’s centralized call center to improve the City’s effectiveness in responding to neighborhood needs.

Action N1.1.9. Develop a public outreach program to educate neighborhood residents regarding city programs available to them and their responsibilities related to accessing those services.

Comments: Norfolk residents are provided services that depend on specific actions being taken by residents, such as moving cars on street sweeping days or removing solid waste bins from the right-of-way after collection day. City code requires that residents maintain the landscaped areas located between the sidewalk and the edge of the pavement in front of their homes. Broad citizen compliance with such requirements helps to improve both service delivery and neighborhood appearance.

Neighborhoods Goal 2. Enhance the vitality of Norfolk’s neighborhoods.

Outcome N2.1. Improved maintenance of private property.

Metrics:

- *Percent of property maintenance violations investigated within 72 hours.*
- *Percent of houses showing improved conditions (in Conservation Areas and Special Service Districts).*
- *Percent change in average property values.*

Action N2.1.1. Investigate reported code violations within 72 hours of an initial report and continue to address all related issues until they are resolved.

Action N2.1.2. Encourage the continuation of the landlord registration programs offered by some colleges and universities located in the City and the expansion of such programs to other institutions.

Comments: Old Dominion University currently operates a landlord registration program wherein the owners of available rental properties register and list their properties with the University. The program includes a voluntary safety check

where the program's staff works with property owners to ensure that their rental units meet safety standards. Such programs encourage the proper upkeep and maintenance of the City's rental housing stock by giving preference to those units that are well maintained.

Action N2.1.3. Continue to support home maintenance and other home improvement initiatives.

Action N2.1.4. Promote maintenance of rental housing by educating tenants about their rights and responsibilities under the Virginia Residential Landlord and Tenant Act.

Action N2.1.5. Encourage the return of abandoned housing to safe and useful occupancy, through the Derelict Structures Program, employing demolition of structures that cannot be rehabilitated as a last resort.

Comments: The Derelict Structures Program promotes revitalization of structures that have been vacant and boarded up with no utility service for at least six months, rehabilitating structures that might otherwise endanger the public's health, safety, or welfare.

Outcome N2.2. Improved maintenance of public property and infrastructure.

Metrics:

- Participation in adopt-a-spot programs.
- Percent of the City meeting IES lighting standard.

Action N2.2.1. Simplify the manner in which information on infrastructure maintenance needs can be collected from residents by creating a single online reporting mechanism.

Comments: Examples of maintenance requests that can be collected using such a mechanism include potholes, sidewalks in need of repair, malfunctioning streetlights or traffic signals, or water/sewer main breaks.

Action N2.2.2. Encourage neighborhoods, businesses, and other organizations to take a larger role in cleaning and maintaining public spaces.

Action N2.2.3. Evaluate the need for changes to the Residential Permit Parking Program to more effectively apply to neighborhoods that have high demand for on-

street parking and a limited supply, particularly those neighborhoods near major institutions.

Action N2.2.4. Evaluate the City’s lighting standards and ensure that neighborhoods meet the standard by maintaining existing street lights and adding new lights where they are appropriate.

Comments: Norfolk utilizes standards established by the Illuminating Engineering Society (IES) to determine whether an area is adequately lit with street lights. Enhanced lighting above IES standard may sometimes be warranted by local conditions.

Action N2.2.5. Encourage civic leagues to invite owners of rental properties to join neighborhood organizations to promote improved property maintenance.

Outcome N2.3. Strong and safe neighborhoods and neighborhood residents.

Metrics:

- Percent change in property and violent crime rates.
- Percent change in the number of neighborhoods participating in Neighborhood Watch or Business Watch programs.

Action N2.3.1. Continue police outreach efforts, such as the Police Assisted Community Enforcement (PACE) program, that improve communications between neighborhoods and the Police.



Action N2.3.2. Continue to support programs such as Neighborhood Watch, Business Watch, and Citizen’s Police Academy, and initiatives such as Safer by Design, that increase neighborhood surveillance and reduce opportunities for crime to occur.



Action N2.3.3. Support after-school and other programs which provide youth with positive alternative activities.

Action N2.3.4. Evaluate development regulations to identify ways that the principles of “Crime Prevention Through Environmental Design” (CPTED) can be incorporated into the design of newly-developed and redeveloped areas.

Outcome N2.4. Neighborhoods of choice that embrace people from a diversity of incomes and ethnicities.

Metrics:

- *Percent of Population Residing in Racially-Or Poverty-Concentrated Census Tracts*

Action N2.4.1. Encourage the creation of neighborhoods in which people choose to live by enabling residents to take ownership of their neighborhoods.

Action N2.4.2. Develop programs to prevent concentrations of poverty, while ensuring affordable housing is located in proximity to employment centers, service centers, and public transit.

Action N2.4.3. Support the efforts of the “creative class” as they work to enhance the vibrancy of Norfolk’s neighborhoods.

Comments: “Creative class” is a term used to describe workers in science, engineering, education, computer programming, research, the arts, design, and media.

Action N2.4.4. Support the development of appropriately scaled and located neighborhood retail uses.

Neighborhoods Goal 3. Enhance neighborhood character, design, and visual identity.

Outcome N3.1. Neighborhoods with a well-defined sense of identity that reflects their history, architecture, and physical environment.

Metrics:

- *Percent of development within areas with design guideline mandates that comply with design regulations.*
- *Percent of developable vacant lots in local and National Register historic districts subsequently developed with appropriate buildings.*

Action N3.1.1. Develop and prioritize a list of improvements to public spaces, including streets, which can serve to enhance visual character and improve the pedestrian environment.

Comments: Improvements to public space, such as landscaping, decorative crosswalks, signs or banners, and other similar

elements, are enhancements that strengthen neighborhood identity and create a more pleasant walking environment.

Action N3.1.2. Develop a program for the establishment of gateways to residential neighborhoods that are behind commercial corridors.

Action N3.1.3. Design new public buildings and spaces to enhance the character of the neighborhoods in which they are located and, where appropriate, design new public buildings and spaces to be iconic places (see the Delivering Quality Community Services chapter).



Action N3.1.4. Continue to work with neighborhoods on the installation and maintenance of neighborhood identification signs.



Action N3.1.5. Encourage the use of pattern books and design guidelines, both within and outside the City’s historic districts, to achieve a higher level of architectural quality.

Action N3.1.6. Evaluate the effectiveness of Pedestrian Commercial Overlay (PCO) zoning districts, and consider potential ordinance revisions to ensure that they serve the purpose for which they were intended.

Comments: PCO zoning districts encourage the location of specialty retail, entertainment, and restaurant uses in concentrations and to a scale that encourages pedestrian movement.

Action N3.1.7. Evaluate the effectiveness of programs intended to revitalize Norfolk’s commercial corridors.



Action N3.1.8. Develop design guidelines for use in evaluating grant funding proposals for aesthetic improvements of commercial properties.

Action N3.1.9. Revise development regulations to ensure that infill residential development is compatible with surrounding properties.

Comments: The Zoning Ordinance may establish regulations regarding setbacks, building height, the placement of parking facilities, and other aspects of building form.

Action N3.1.10. Identify locations where it may be appropriate and financially feasible to relocate above-ground utility lines underground.

Action N3.1.11. Continue to promote the Real Estate Ambassadors Program to communicate the quality of Norfolk's neighborhoods to real estate professionals throughout the region.

Neighborhoods Goal 4. Implement an area planning policy.

Outcome N4.1. Plans are focused on areas experiencing or in need of change.

Metrics:

- Percent of plans developed in areas that meet criteria as defined.

Action N4.1.1. Evaluate the need to prepare an area plan based on the following circumstances:

- An area is impacted by a significant infrastructure project.
- An area is subject to a major expansion of a facility.
- An area is experiencing development interests that are different from the prevalent development pattern.
- An area is lagging behind the rest of the City in one of three factors:
 - Social issues – such as crime, educational performance, or health conditions
 - Physical issues – such as failing infrastructure or poor maintenance of private property
 - Economic issues – such as reduced income levels or elevated unemployment rates

Action N4.1.2. Consider neighborhoods as a whole during the area planning process, as well as potentially-affected areas located just outside the neighborhood.

Action N4.1.3. Present proposals for plan initiation to City Council in a formal setting for action.

Action N4.1.4. Ensure that residents affected by a plan may actively participate in its development by forming an advisory committee and by conducting community meetings at appropriate times throughout the planning process.

Comments: Potential advisory committee membership includes residents designated by the civic league, property owners, business owners, faith-based or not-for-profit community organizations, and staff with technical expertise. Plan stages at which community meetings may be appropriate include the vision development stage, the implementation strategy development stage, and prior to plan adoption.

Action N4.1.5. Evaluate past plans prepared for an area prior to beginning a new planning effort, considering whether those plans achieved their stated goals and, if not, whether those goals are desirable.

Action N4.1.6. Include in each plan clear, measurable statements of desired outcomes, supplemented by a series of attainable strategies, including proposed capital projects, program changes, and ordinance revisions, as well as lead responsibility, projected timeframes, and implementation costs for each.

Action N4.1.7. Address the role of potential partners in the plan implementation process.

Action N4.1.8. Submit completed area plans for formal action by City Council and rescind prior plans that are in conflict, to ensure a clear direction for the area.

Action N4.1.9. Adopt area plans by reference into *plaNorfolk2030*, and amend *plaNorfolk2030* to reflect the recommendations of the area plan, where appropriate.

Action N4.1.10. Submit a formal report on area plan implementation to City Council at least every three years, including an update on the status of implementation actions, an assessment of the plan's success at achieving the stated goals, and a recommendation on any revisions that may be needed.

Neighborhoods Goal 5. Continue the implementation of area plans.

In the spring of 2009, City Council reviewed and assessed the neighborhood and area plans and studies that had been prepared since the adoption of the 1992 *General Plan*. The actions from 74 separate plans and studies were reviewed by Council. This review resulted in Council reaffirming a series of actions for the areas discussed below. In addition, subsequent planning studies and community engagement have resulted in further planning actions, also included below.

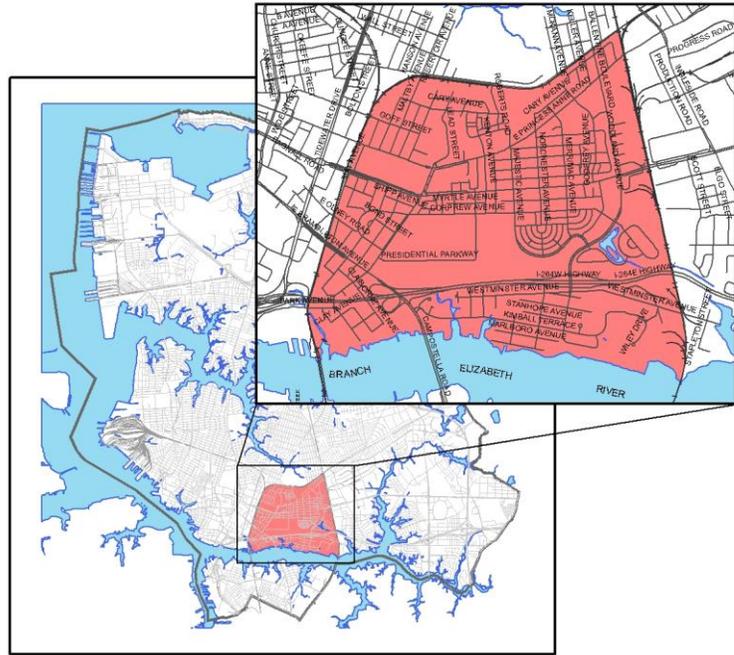
Actions that were included in neighborhood plans but that cannot be applied city-wide, such as undergrounding utilities, reuse of city-owned facilities, bike lanes, and reduction of impervious surfaces, can be found in other parts of this chapter or other chapters. With the exception of the neighborhood-specific actions in this chapter, all actions found in this plan apply to all neighborhoods.

Outcome N5.1. Support for the following actions in designated areas.

Action N5.1.1. Continue to implement the following actions in the Broad Creek area.

- N5.1.1(a). Support NRHA’s continued development of new rental and homeownership units.
- N5.1.1(b). Support NRHA implementation of the redevelopment plan for Moton Circle.
- N5.1.1(c). Continue to support the revitalization of Grandy Village.
- N5.1.1(d). Work with NRHA on the development of a South Brambleton revitalization plan.
- N5.1.1(e). Develop a new library facility for the Broad Creek community, possibly in conjunction with a new elementary school.
- N5.1.1(f). Continue to support the Salvation Army’s development of a Ray and Joan Kroc Corps Community Center in the Broad Creek community.
- N5.1.1(g). Prepare a master plan for Douglas Park and acquire properties, as appropriate, to assist in the implementation of the plan.
- N5.1.1(h). Initiate acquisition within the Spartan Village neighborhood in order to assist with the implementation of improved area-wide stormwater controls.
- N5.1.1(i). Continue to evaluate and implement flood protection alternatives in the Spartan Village area as a city priority.

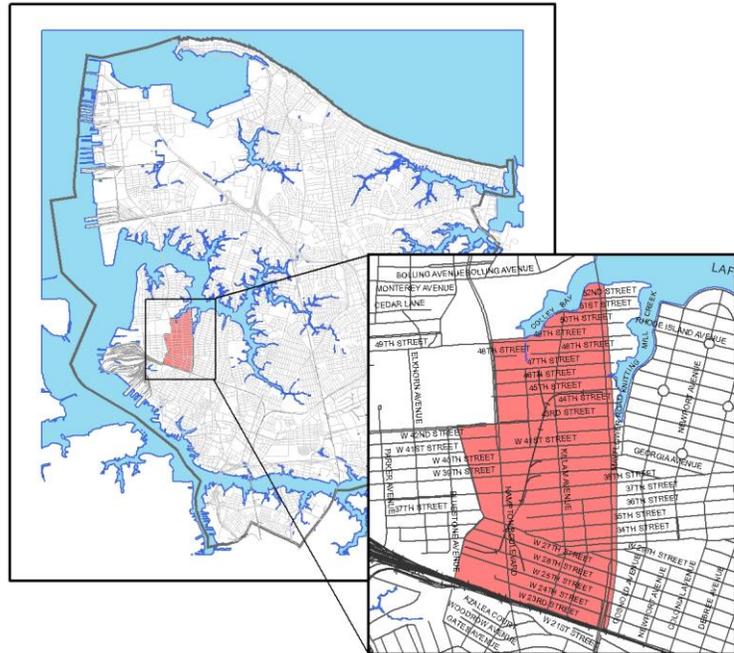
Broad Creek Area



Action N5.1.2. Continue to implement the following actions in the Central Hampton Boulevard area.

- N5.1.2(a). Revise regulations to require that new non-residential buildings be at least two stories.
- N5.1.2(b). Revise regulations to require that retail and commercial uses have strong ground-floor visual and access connections to the sidewalk, with walkability and sense of place as a priority.
- N5.1.2(c). Continue to implement the Hampton Boulevard Improvement Project (HBIP) with lane and signal improvements, sidewalks, landscaping and burial of utilities.
- N5.1.2(d). Develop access management plans for Hampton Boulevard and the 26th Street industrial corridor in conjunction with property owners.
- N5.1.2(e). Require the installation of additional street trees, wider verges, and other planting strip vegetation, with streetscape improvements on Hampton Boulevard, Killam Avenue, and Colley Avenue a priority.
- N5.1.2(f). Explore the possibility of on-street parking where absent.
- N5.1.2(g). Evaluate traffic calming measures, such as neckdowns, to prevent cut-through traffic on neighborhood streets where needed.
- N5.1.2(h). Study transit travel patterns and demand to identify potential service enhancements, including improved signage and bus shelters, and coordinate service timing, routes, stops and information between HRT and ODU shuttle services.
- N5.1.2(i). Revise development regulations to restrict the location of parking areas to the side or rear of buildings and ensure building entrances front onto a public right-of-way to ensure a pedestrian orientation.
- N5.1.2(j). Revise development regulations to ensure active uses around parks and plazas, encourage retail awnings over sidewalks and street tree species that provide shade.

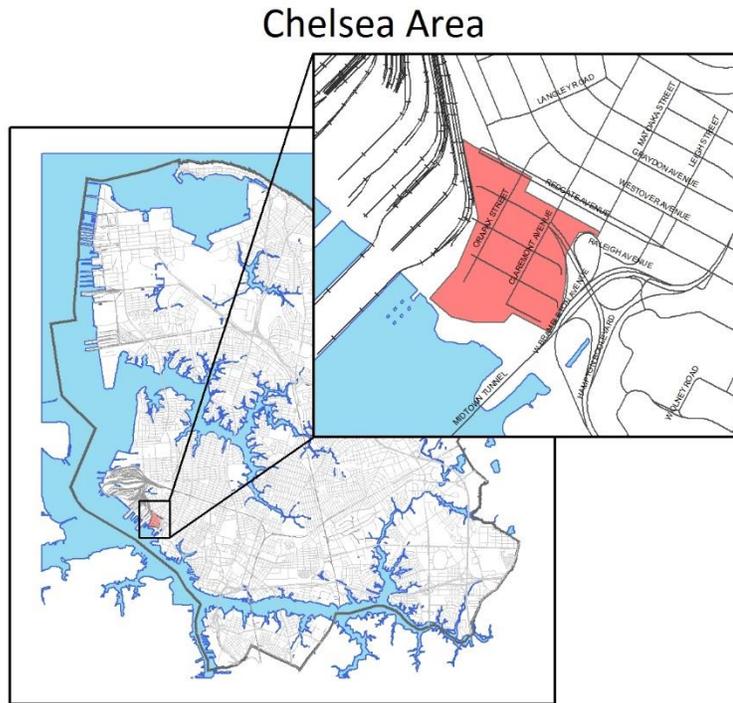
Central Hampton Boulevard Area



- N5.1.2(k). Engage the local community in the development of gateway treatments at major entry points using public art, street trees and other landscaping elements.
- N5.1.2(l). Engage local artists to create unique enhancements to streets and parks, particularly at entrance points to the Central Hampton Boulevard Area.
- N5.1.2(m). Encourage the development of a wayfinding program by ODU in the vicinity of the University and University Village.
- N5.1.2(n). Develop a PCO for North Colley Avenue.
- N5.1.2(o). Revitalize North Colley commercial areas by improving public infrastructure and providing grant funding for aesthetic improvements of commercial properties.
- N5.1.2(p). Develop a special purpose zoning district for Knitting Mill Creek, working with civic leagues, property owners, and businesses to identify preferred uses and standards.
- N5.1.2(q). Work with businesses to find appropriate relocation sites, preferably in the 26th Street industrial, research, and office district or elsewhere within Norfolk.
- N5.1.2(r). Revise development regulations to ensure that buildings and landscaping contribute to the character of the neighborhoods and the form of public open spaces, including streets.
- N5.1.2(s). Support ODU’s development of the southern phase of University Village, while encouraging retail uses in the area that appeal to the broader community.

Action N5.1.3. Implement the following actions for the Chelsea Business District area.

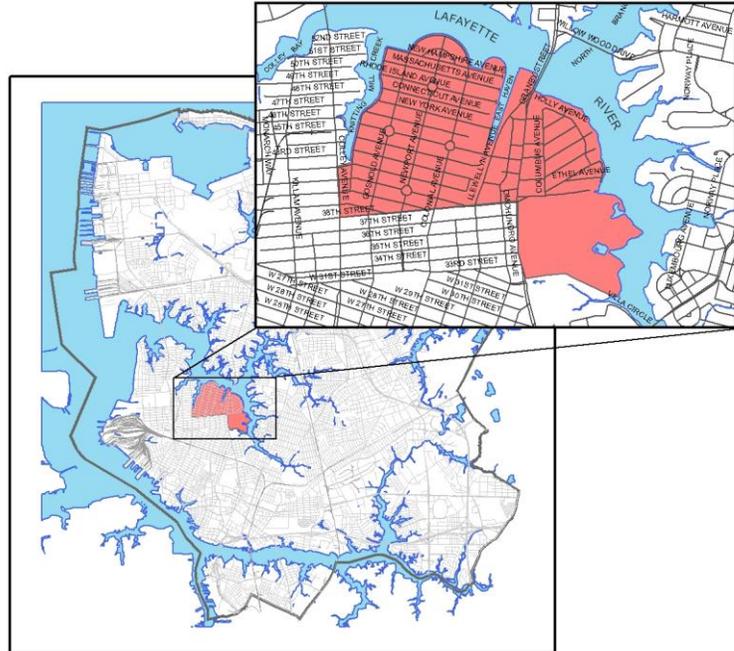
- N5.1.3(a). Create a pedestrian and bicycle friendly streetscape by improving sidewalks and lighting, installing new pedestrian-scale signage, benches, trash receptacles, and bike racks, and enhancing crosswalks and sharrows/bicycle lanes where appropriate.
- N5.1.3(b). Focus short-term streetscape improvements on the west side of Orapax Avenue, emphasizing its role as the primary pedestrian corridor into the business district.
- N5.1.3(c). Consider extending the Enterprise Zone to include the Chelsea Business District.
- N5.1.3(d). Consider zoning modifications to support the development of vendors and pop-up businesses.
- N5.1.3(e). Encourage the re-use of existing vacant buildings.
- N5.1.3(f). Consider changing the zoning designations of industrially-zoned properties utilized for commercial or residential purposes to better reflect current and potential uses.
- N5.1.3(g). Support neighborhood efforts to make the Chelsea Business District a testing ground for innovative sustainability approaches, such as wind and solar energy installations, rain gardens, and other similar methods.
- N5.1.3(h). Support the placement of public art throughout the business district, with an emphasis on wayfinding.



Action N5.1.4. Continue to implement the following actions in the Colonial Place-Riverview area.

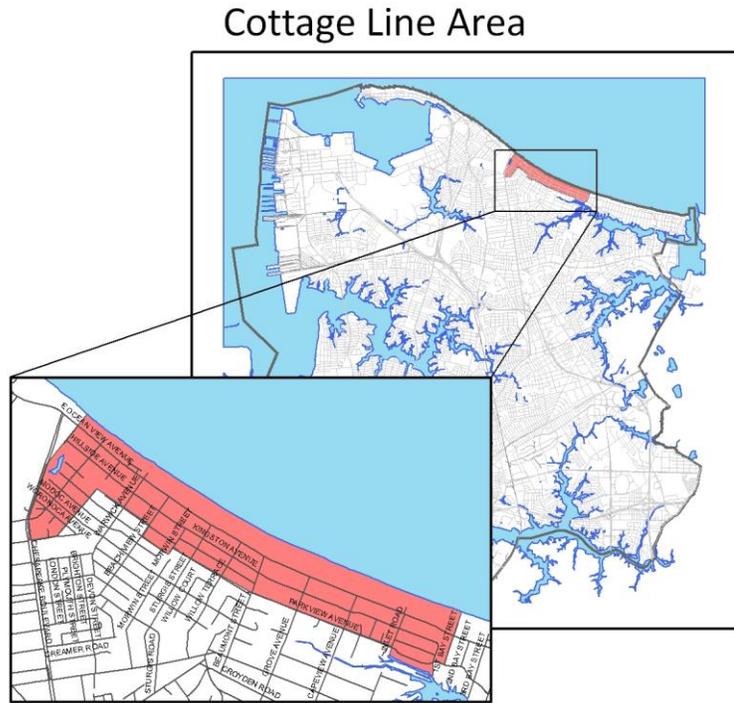
- N5.1.4(a). Market the Riverview Village area as a location of specialty stores as a means of attracting small, independent retailers.
- N5.1.4(b). Encourage the reuse of the Riverview Theater as a component of the redevelopment of the area along Granby Street south of 41st Street.
- N5.1.4(c). Continue to support improvements to the pedestrian environment in Riverview Village through zoning, such as the Pedestrian Commercial Overlay, incentives, and capital improvements.

Colonial Place-Riverview Area



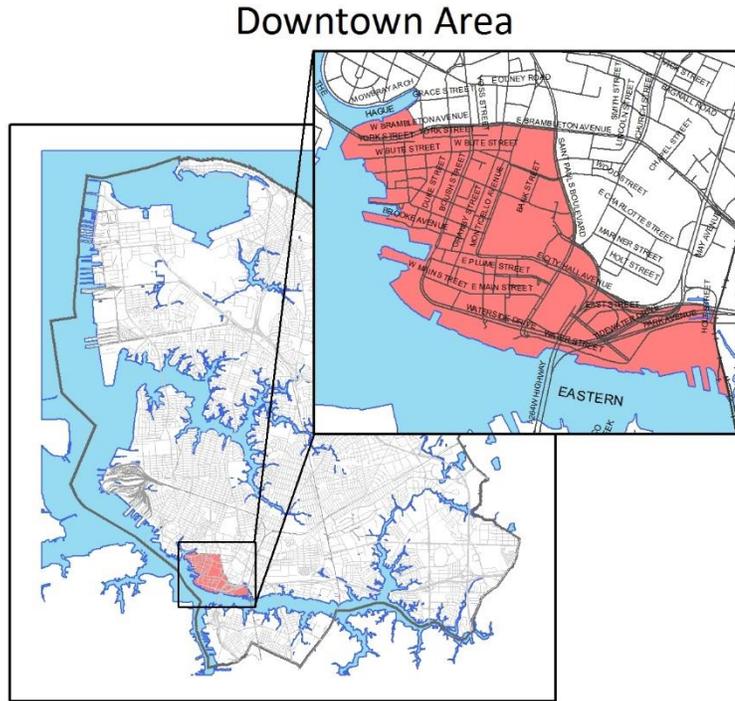
Action N5.1.5. Continue to implement the following actions in the Cottage Line area.

- N5.1.5(a). Encourage mixed use development along East Ocean View Avenue between Chesapeake Street and the Ocean View Golf Course.
- N5.1.5(b). Revise development regulations to ensure that new buildings maintain the continuity of the street face.
- N5.1.5(c). Develop streetscape standards for East Ocean View Avenue appropriate for its intended purpose as a residential boulevard.
- N5.1.5(d). Develop a gateway overlay zoning district for East Ocean View Avenue, between Cape View Avenue and Chesapeake Boulevard.
- N5.1.5(e). Develop a system of pedestrian and bicycle paths to improve connections to Community Beach Park, Ocean View Golf Course, and Lake Modoc.



Action N5.1.6. Continue to implement the following actions in the Downtown area.

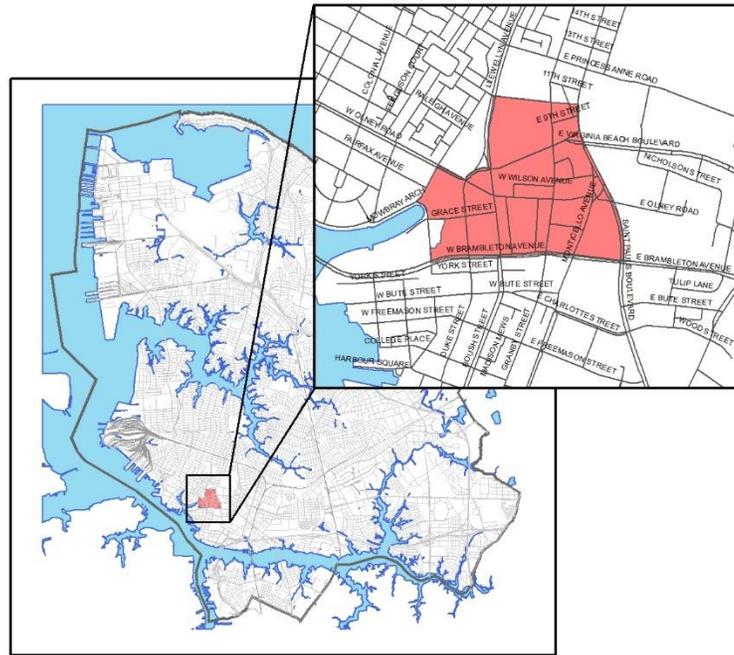
- N5.1.6(a). Improve pedestrian crossings of Waterside Drive, Brambleton Avenue, and St. Paul’s Boulevard.
- N5.1.6(b). Extend the esplanade from Town Point Park to Harbor Park and ensure that the design accommodates bicycles.
- N5.1.6(c). Reconfigure Civic Plaza to include new driveway access from St. Paul’s Boulevard, a memorial to commemorate the End of Massive Resistance, and enhanced landscaping.
- N5.1.6(d). Develop the new Col. Samuel Slover Norfolk Main Library, the new Courthouse Complex, and the Multi-Modal Transfer Station at Harbor Park.
- N5.1.6(e). Support the expansion of the Chrysler Museum.
- N5.1.6(f). Revise parking regulations in the area north of Brambleton Avenue.
- N5.1.6(g). Support the creation of an "Arts District" in the area north of Brambleton Avenue, between St. Paul's Boulevard and the Chrysler Museum, by making regulatory changes to encourage the appropriate mix of uses.



Action N5.1.7. Implement the following actions for the Downtown Arts District.

- N5.1.7(a). Create a pedestrian and bicycle friendly streetscape by improving sidewalks, installing new pedestrian-scale lighting and landscape planting areas, enhancing crosswalks and sharrows/bicycle lanes, and reducing speed limits where appropriate.
- N5.1.7(b). Consider converting two travel lanes of W. Virginia Beach Boulevard between Granby Street and Boush Street to on-street parking defined by landscaping.
- N5.1.7(c). Evaluate options for re-configuring or redeveloping the Harrison Opera House parking lot to create a more active, green street edge along W. Virginia Beach Boulevard.
- N5.1.7(d). Consider re-configuring Monticello Avenue to create new on-street parking areas that could potentially double as spaces for pop-up retail or a farmer’s market.
- N5.1.7(e). Create gateways to the district at the intersections of Granby Street with Brambleton Avenue and Virginia Beach Boulevard, Llewellyn Avenue with W. Virginia Beach Boulevard, and E. Olney Road with Monticello Avenue and St. Paul’s Boulevard.
- N5.1.7(f). Explore the possibility of transforming Magazine Lane into a small-scale market street and central square for the district.
- N5.1.7(g). Encourage the re-use of existing buildings and the development of new buildings on excess surface parking.
- N5.1.7(h). Support the development of innovative art installations.
- N5.1.7(i). Consider zoning modifications to support the development of artist studios and arts entertainment venues, vendors and pop-up businesses, and artist housing.

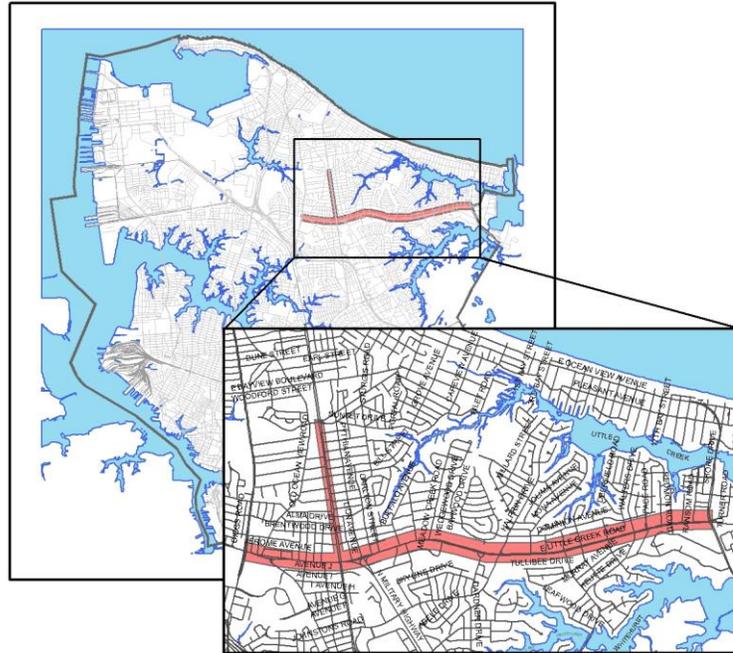
Downtown Arts District Area



Action N5.1.8. Continue to implement the following actions for the East Little Creek Road Corridor.

- N5.1.8(a). Establish an East Little Creek Road Task Force to guide future organizational, regulatory, marketing, and financial decisions along the corridor.
- N5.1.8(b). Work with the East Little Creek Road Task Force to explore the development of a branding theme that could be applied throughout the corridor to define it as a place.
- N5.1.8(c). Work with the East Little Creek Road Task Force to identify areas for appropriately scaled commercial uses consistent with action LU1.2.5.
- N5.1.8(d). Revitalize the East Little Creek Road commercial areas by continuing to provide grant funding for aesthetic improvements of commercial properties.
- N5.1.8(e). Encourage redevelopment of the commercial area between Chesapeake Boulevard and Sewells Point Road.
- N5.1.8(f). Identify and pursue acquisition and demolition of targeted properties on both sides of East Little Creek Road.
- N5.1.8(g). Develop a streetscape plan for the East Little Creek Road corridor between Meadow Creek Road and Sewells Point Road.
- N5.1.8(h). Encourage stronger transit, bicycle, and pedestrian linkages throughout the East Little Creek Road commercial areas and along Chesapeake Boulevard between East Little Creek Road and Fisherman’s Road.
- N5.1.8(i). Ensure that Tarrallton Park is accessible to both pedestrians and bicyclists from the intersection of East Little Creek Road and Halprin Drive.
- N5.1.8(j). Explore options for improving access to the L. C. Page Branch Post Office.
- N5.1.8(k). Develop a gateway overlay zoning district for the intersection of Shore Drive and East Little Creek Road.

East Little Creek Road Corridor

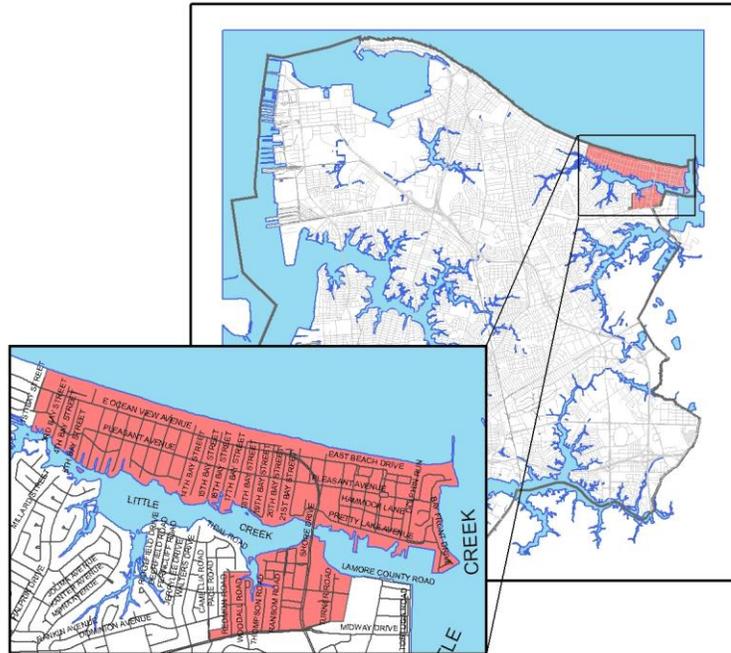


- N5.1.8(l). Improve pedestrian and bicycle crossings of East Little Creek Road at its intersection with Halprin Drive.
- N5.1.8(m). Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments along E. Little Creek Road.
- N5.1.8(n). Work to bring existing automobile sales or repair establishments along E. Little Creek Road into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.

Action N5.1.9. Continue to implement the following actions in the East Ocean View area.

- N5.1.9(a). Encourage neighborhood-oriented commercial activities along Shore Drive and the shores of Pretty Lake east of the Shore Drive Bridge.
- N5.1.9(b). Encourage redevelopment of the shopping center at Shore Drive and Pretty Lake Avenue.
- N5.1.9(c). Encourage development of commercial uses on Shore Drive south of Pretty Lake that are compatible with and complement the adjacent waterfront uses.
- N5.1.9(d). Acquire the large parking lot east of Shore Drive and south of Pretty Lake so that it may be redeveloped as a waterfront marina.
- N5.1.9(e). Revise development regulations governing building height and separation to ensure maintenance of views to the Chesapeake Bay and Pretty Lake, and to provide opportunities for access to the water.
- N5.1.9(f). Develop a gateway overlay zoning district for the intersection of Shore Drive and East Little Creek Road.
- N5.1.9(g). Revise development regulations to encourage the development of affordable infill housing, utilizing appropriate design criteria, in the area north of Pretty Lake.
- N5.1.9(h). Develop streetscape standards for East Ocean View Avenue appropriate for its intended purpose as a residential boulevard.
- N5.1.9(i). Develop streetscape standards for Shore Drive, south of Pretty Lake, appropriate for its intended purpose as a waterfront commercial area.
- N5.1.9(j). Revitalize Shore Drive commercial areas by improving public infrastructure and providing grant funding for aesthetic improvements of commercial properties.
- N5.1.9(k). Continue to evaluate and implement flood protection alternatives in the East Ocean View area as a city priority.

East Ocean View Area

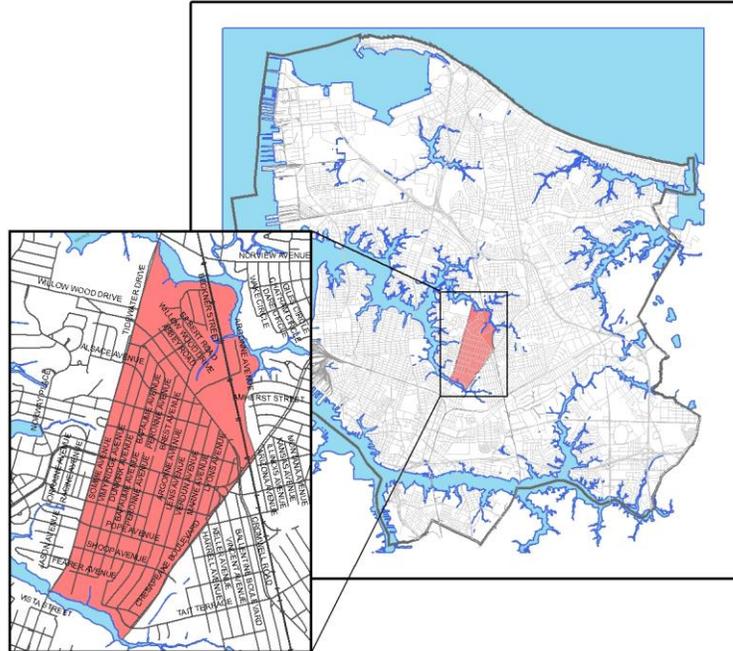


- N5.1.9(l). Consider potential waterway conflicts with military operations when evaluating development proposals in the Little Creek/Fisherman's Cove area.
- N5.1.9(m). Improve public infrastructure on streets west of Shore Drive, evaluating the need for sidewalks, stormwater facilities, and street improvements.

Action N5.1.10. Continue to implement the following actions in the Fairmount Park area.

- N5.1.10(a). Support paper street closures to provide for side yards and opportunities for infill.
- N5.1.10(b). Encourage local banks and lending institutions to develop community partnerships to provide special support to residents and buyers.
- N5.1.10(c). Consider restricting on-street parking to one side of the street to reduce the impact of parking on traffic flow.
- N5.1.10(d). 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 a wetlands mitigation project.
- N5.1.10(e). Develop special recreational programming targeted to residents in and around Fairmount Park.
- N5.1.10(f). Explore the feasibility of developing a pedestrian connector linking Shoop and Barraud Parks, including walkways along the Lafayette River.
- N5.1.10(g). Develop gateway treatments for the Lafayette Boulevard Triangle, Cromwell Drive at Tidewater Drive, Tidewater Drive at Shoop Avenue, and Lafayette Boulevard at Tidewater Drive.
- N5.1.10(h). Support the organization of an area business association.
- N5.1.10(i). Market the commercial areas of the neighborhood to new community oriented retailers and service interests.
- N5.1.10(j). Support NRHA acquisition of land necessary for new development opportunities.
- N5.1.10(k). Support NRHA acquisition of underutilized properties on the southeast corner of Tidewater Drive and Lafayette Boulevard for potential conversion to retail uses.

Fairmount Park Area

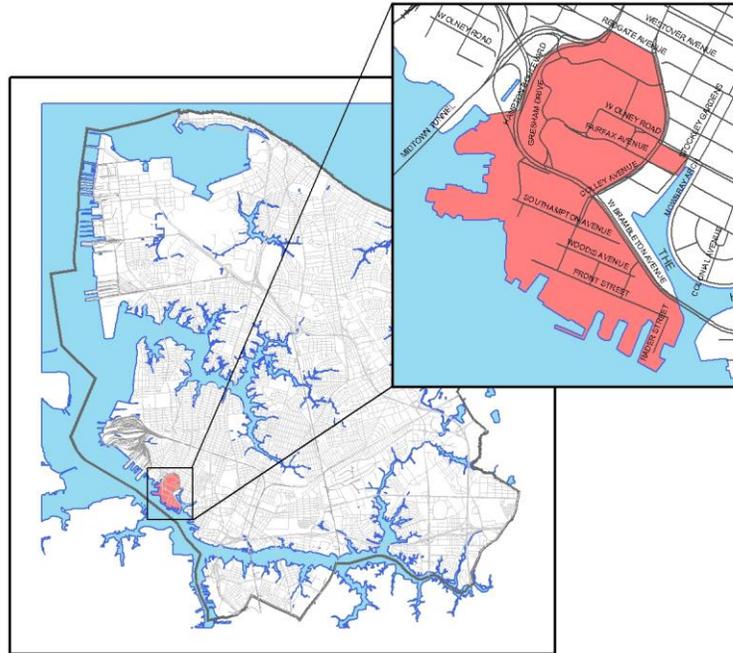


- N5.1.10(l). Develop an attractive community gathering place in the vicinity of the intersection of Lafayette Boulevard and Brest Avenue.
- N5.1.10(m). Support rehabilitation of residential developments along Lafayette Boulevard.

Action N5.1.11. Continue to implement the following actions for the Fort Norfolk-Medical Center area.

- N5.1.11(a). Revise development regulations to require building heights to step down to the water to maintain views.
- N5.1.11(b). Ensure that the waterfront area is accessible to both pedestrians and bicyclists.
- N5.1.11(c). Encourage stronger transit, pedestrian, and bicycle connections from Fort Norfolk to Ghent.

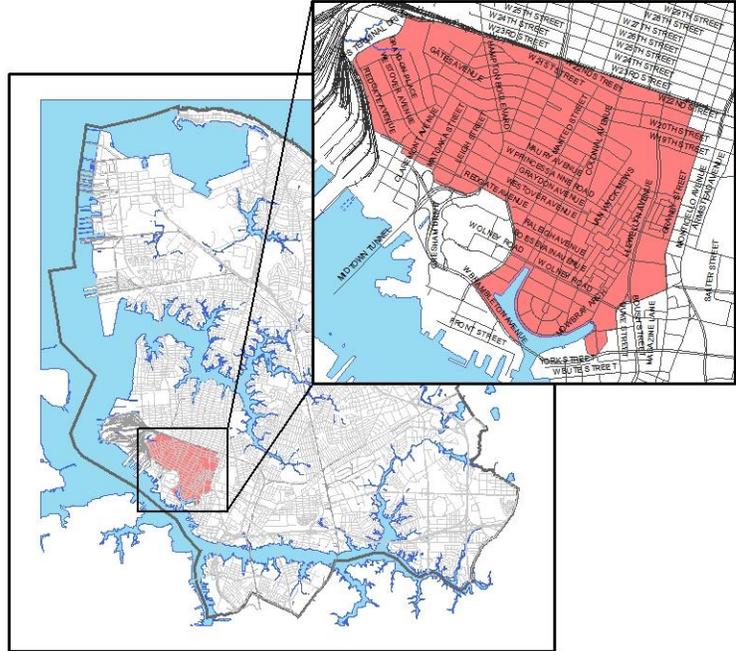
Fort Norfolk-EVMS Area



Action N5.1.12. Continue to implement the following actions for the Greater Ghent area.

- N5.1.12(a). Create a promenade linking Harrison Opera House with the Chrysler Museum.
- N5.1.12(b). Explore the feasibility of a Business Improvement District (BID).
- N5.1.12(c). Encourage stronger transit, bicycle, and pedestrian linkages from Ghent to Downtown Norfolk and Fort Norfolk.
- N5.1.12(d). Utilize historic district design guidelines to ensure the development of appropriately designed new buildings, and promote the appropriate maintenance and rehabilitation of existing structures in the Ghent historic district.
- N5.1.12(e). Continue to evaluate and implement flood protection alternatives in the Hague area as a city priority.

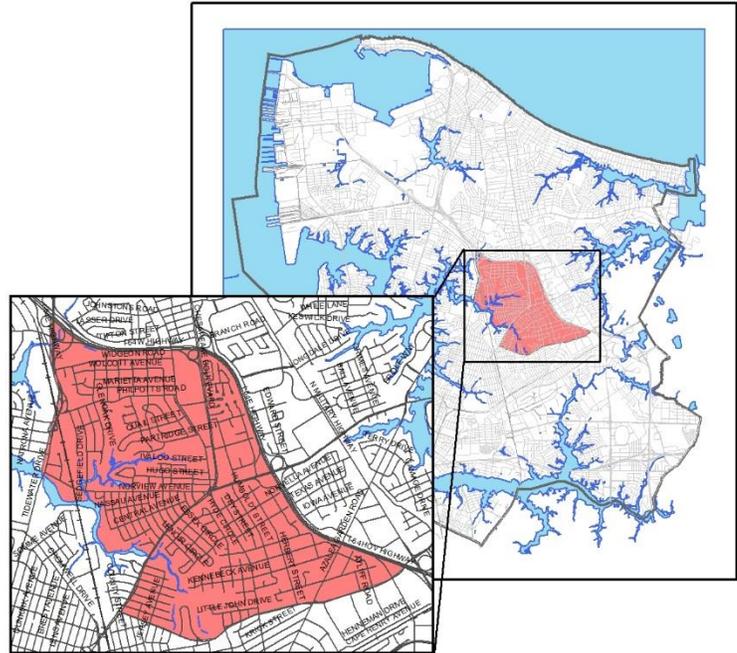
Greater Ghent Area



Action N5.1.13. Continue to implement the following actions for the Greater Norview/Five Points area.

- N5.1.13(a). Work to attract new businesses to the district that would improve pedestrian use of Sewells Point Road, as indicated by an area market study.
- N5.1.13(b). Encourage the improvement of the existing post office and its parking lot.
- N5.1.13(c). Evaluate the traffic pattern at the interchange of Chesapeake Boulevard with Interstate 64.
- N5.1.13(d). Working with property owners, create opportunities for commercial redevelopment in Five Points through land assembly and acquisition.
- N5.1.13(e). Study and implement traffic circulation improvements on Chesapeake Boulevard, north of the Five Points intersection, to improve safety, access, and circulation for commercial properties.
- N5.1.13(f). Implement the streetscape plan for Sewell’s Point Road to improve pedestrian safety and provide an attractive environment for development of neighborhood-serving commercial establishments, such as lighting, plantings, and signage.
- N5.1.13(g). Evaluate the effectiveness of the PCO to and amend as needed to best fit the needs of future neighborhood development.
- N5.1.13(h). Evaluate the need and potential locations for a city parking facility to provide additional parking for area businesses.
- N5.1.13(i). Consider modifying code requirements to encourage economic development and the reuse of vacant structures.
- N5.1.13(j). Evaluate the potential for converting Hugo Street from a one way to a two way street.

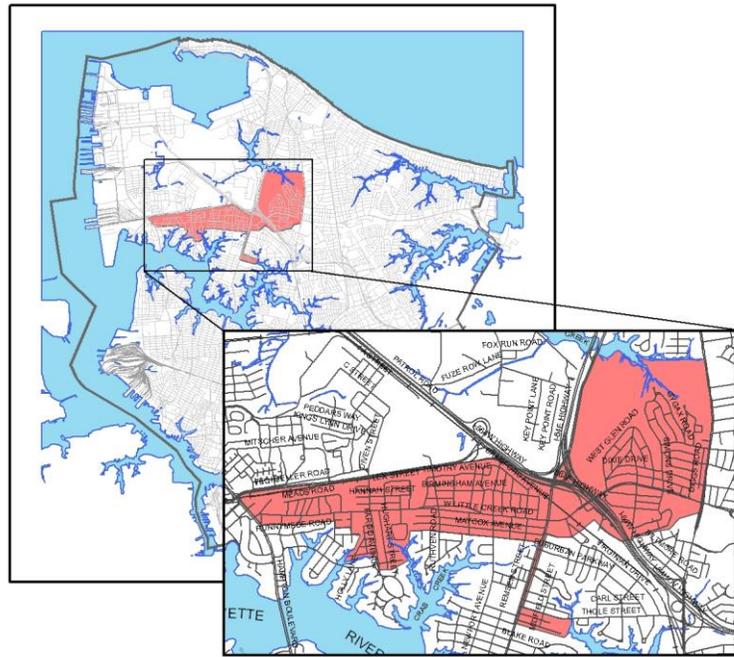
Greater Norview/Five Points Area



Action N5.1.14. Continue to implement the following actions for the Greater Wards Corner area.

- N5.1.14(a). Identify and pursue acquisition and demolition of properties on both sides of East Little Creek Road.
- N5.1.12(b). Ensure proper maintenance of City acquired properties.
- N5.1.12(c). Pursue opportunities for passive and active recreation in partnership with the community on City-owned properties in Denby Park for short term use.
- N5.1.12(d). Encourage townhomes and market-rate rentals in residentially-designated areas along East Little Creek Road.
- N5.1.12(e). Evaluate land use changes fully considering current and future transportation opportunities.
- N5.1.12(f). Support relocation of the head-in parking in the Titustown retail area in order to facilitate streetscape improvements and the use of the parking lots located at the rear of the retail buildings.
- N5.1.12(g). Support the redevelopment of commercial properties at the intersection of Granby Street and Little Creek Road.
- N5.1.12(h). Continue to monitor traffic conditions at the intersection of East Little Creek Road and Virginian Drive to ensure that appropriate traffic conditions are maintained.
- N5.1.12(i). Consolidate and relocate points of access in the commercial areas along Granby Street and Little Creek Road.
- N5.1.12(j). Improve pedestrian and bicycle connections throughout Wards Corner, especially to and in the commercial areas.
- N5.1.12(k). Pursue opportunities to add passive and active recreation space, landscaping, and trees throughout the Wards Corner area.

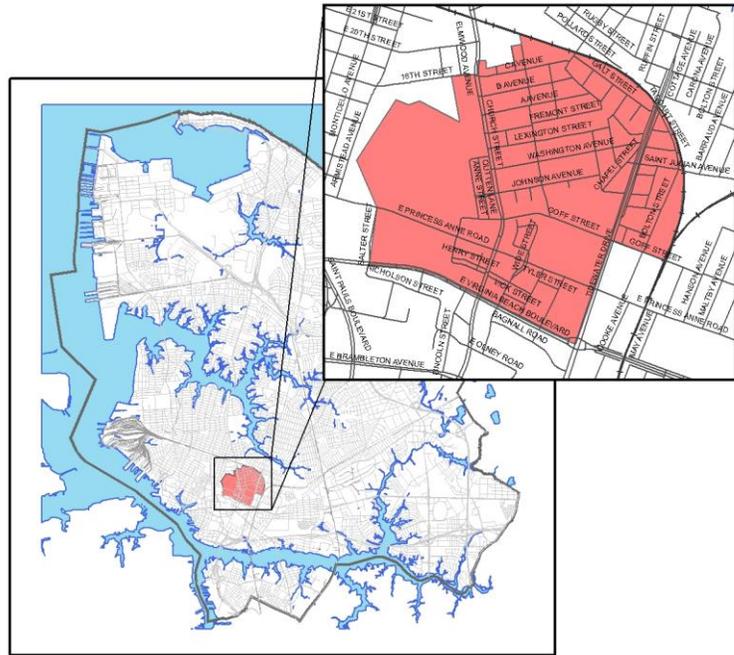
Greater Wards Corner Area



Action N5.1.15. Continue to implement the following actions for the Huntersville area.

- N5.1.15(a). Develop and implement a streetscape plan to improve the appearance of Tidewater Drive.
- N5.1.15(b). Evaluate possible alternatives for extending light rail from Downtown to the north along Church Street.

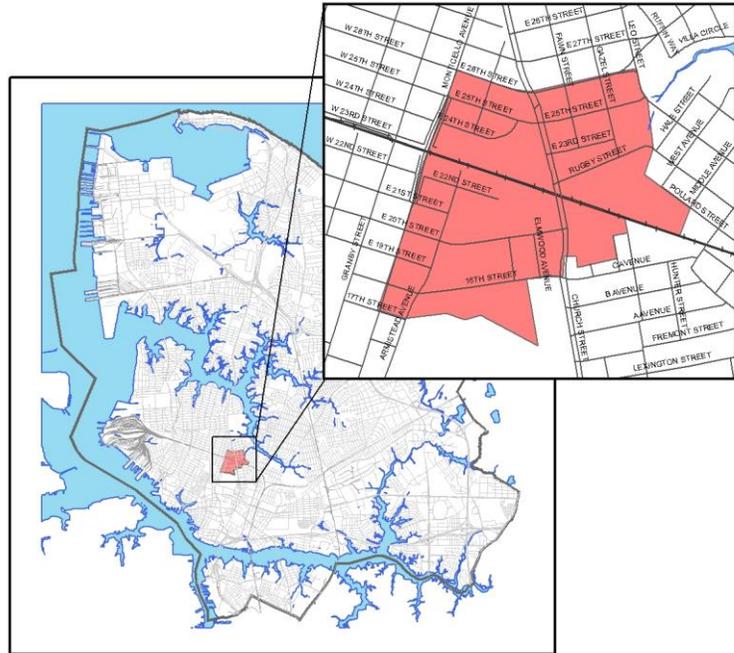
Huntersville Area



Action N5.1.16. Continue to implement the following actions for the Mid-Town Industrial Area.

- N5.1.16(a). Explore making Fawn and Gazel Streets two-way streets.
- N5.1.16(b). Market underutilized warehouse spaces for reuse.

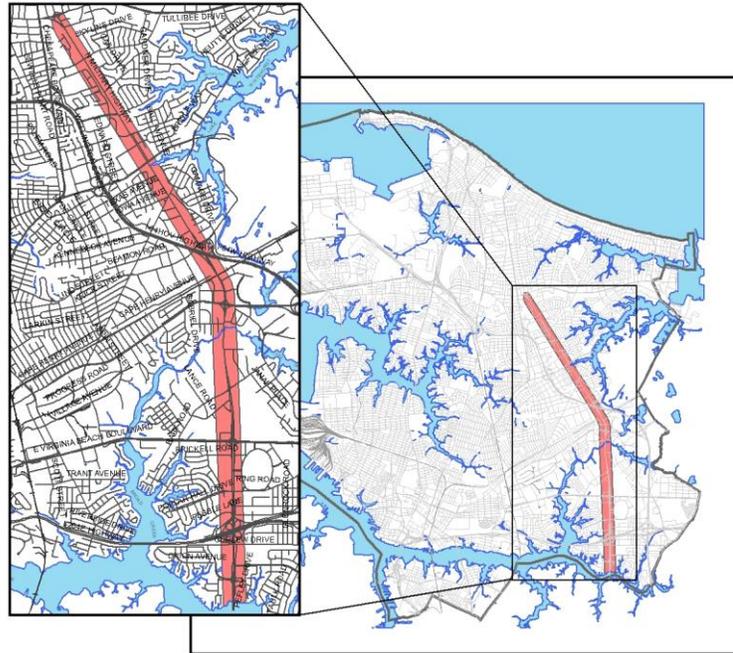
Mid-Town Industrial Area



Action N5.1.17. Continue to implement the following actions for the Military Highway Corridor.

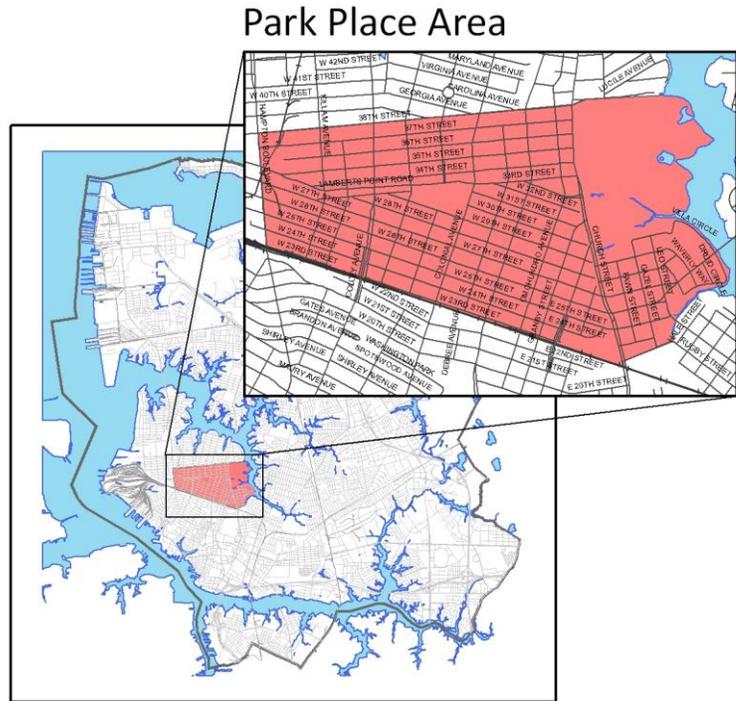
- N5.1.17(a). Establish a Military Highway Corridor District Task Force to guide future organizational, regulatory, marketing, and financial decisions along the corridor.
- N5.1.17(b). Work with the Military Highway Corridor District Task Force to explore the development of a branding theme that could be applied throughout the corridor to define it as a place.
- N5.1.17(c). Support the redevelopment of the shopping center at the southwest corner of North Military Highway and Poplar Hall Drive, the shopping center at the northeast corner of North Military Highway and Norview Avenue, and the flea market site on the east side of North Military Highway near Lynn Street.
- N5.1.17(d). Develop a streetscape plan for the Military Highway corridor that can be implemented in conjunction with roadway improvements.
- N5.1.17(e). Revitalize Military Highway commercial areas by providing grant funding for aesthetic improvements of commercial properties.
- N5.1.17(f). Support the continued roadway improvements to North Military Highway from Lowery Road to Interstate 64.
- N5.1.17(g). Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments along Military Highway.
- N5.1.17(h). Work to bring existing automobile sales or repair establishments along Military Highway into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.

Military Highway Corridor



Action N5.1.19. Continue to implement the following actions for the Park Place area.

- N5.1.19(a). Do not permit fast food restaurants with drive-throughs and businesses that sell alcohol for off premise consumption.
- N5.1.19(b). Evaluate the potential conversion of Llewellyn and Colonial Avenues to 2-lane roadways with raised medians.
- N5.1.19(c). Develop and implement streetscape plans for 35th Street, Granby Street, Colonial Avenue, and Llewellyn Avenue that support enhanced pedestrian activity and safety.
- N5.1.19(d). Work with Norfolk Public Schools to evaluate the creation of an early childhood center at the Monroe Elementary School site.
- N5.1.19(e). Promote the transition of Colonial Avenue between the railroad tracks and W. 26th Street from predominantly industrial uses to a mixture of commercial, office, and residential uses.
- N5.1.19(f). Ensure that all new development and substantial redevelopment along Colonial Avenue between the railroad tracks and W. 26th Street provides an active streetscape by providing buildings set back no more than 10 feet from the right-of-way line with substantial first floor transparency, locating parking areas to the side or rear of buildings and screening parking areas that must be located adjacent to the right-of-way, and by limiting uses to those of a pedestrian-oriented nature.
- N5.1.19(g). Promote the transition of Granby Street between the railroad tracks and 29th Street from predominantly industrial uses to a mixture of commercial, office, and residential uses.
- N5.1.19(h). Ensure that all new development and substantial redevelopment along Granby Street between the railroad tracks and 29th Street provides an active streetscape by providing buildings set back no more than 10 feet from the right-of-way line with substantial first floor transparency, providing



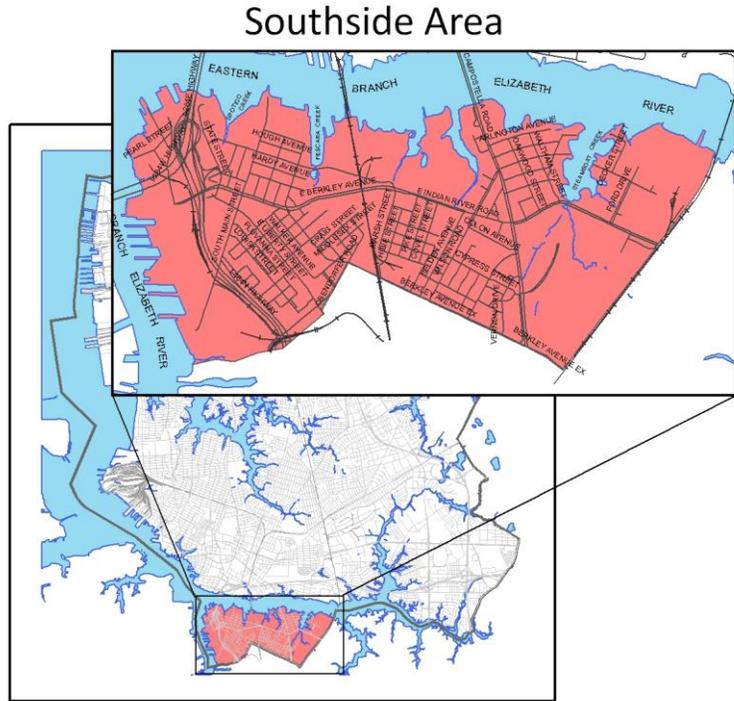
building facades of at least two stories along Granby Street, locating parking areas to the side or rear of buildings and screening parking areas that must be located adjacent to the right-of-way, by providing street trees or other similar landscaping between the sidewalk and the road, and by limiting uses to those of a pedestrian-oriented nature.

- N5.1.19(i). Continue efforts to promote economic development by supporting business education and networking opportunities.
- N5.1.19(j). Monitor the availability and location of automobile parking on the 35th Street Corridor.
- N5.1.19(k). Evaluate the need for traffic calming measures along the 35th St. Corridor.

- N5.1.20(m). Reconnect the missing links in the transportation infrastructure of the St. Paul's area, including improved connections at the perimeter and improved bicycle and transit access.
- N5.1.20(n). Remove barriers to pedestrian mobility in the St. Paul's area and ensure a safe and inviting walking environment throughout.

Action N5.1.21. Continue to implement the following actions for the Southside area.

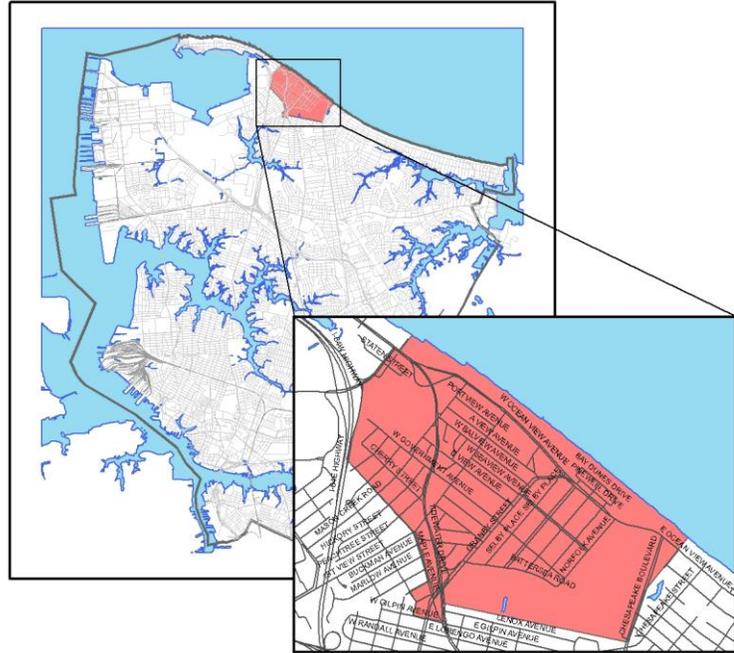
- N5.1.21(a). Evaluate the reuse of the Campostella Landfill site as a potential recreational amenity.
- N5.1.21(b). Support the redevelopment of the salvage yard on East Indian River Road as a new industrial park.
- N5.1.21(c). Remove the damaged Steamboat Creek (Springfield Avenue) Bridge.
- N5.1.21(d). Ensure public access to the water by incorporating public walking trails in the redevelopment of the land on the east and west sides of the Campostella Bridge.
- N5.1.21(e). Study the feasibility of creating a walking trail linking the neighborhoods south of East Indian River Road to the Indian River Creek.
- N5.1.21(f). Develop a streetscape plan for the Campostella Road and Wilson Road corridors, paying special attention to the intersections of Campostella Road and Wilson Road, and Wilson Road and Indian East Indian River Road.
- N5.1.21(g). Develop streetscape plans for the portion of South Main Street north of Berkley Avenue.
- N5.1.21(h). Revitalize Campostella Road commercial areas by providing grant funding for aesthetic improvements of commercial properties.
- N5.1.21(i). Facilitate the organization of a business association in Southside to promote retail development.
- N5.1.21(j). Continue to support the annual Berkley Neighborhood Reunion and other community-based activities.



Action N5.1.22. Continue to implement the following actions for the West Ocean View area.

- N5.1.22(a). Support the application of mixed-use zoning in the area on the south side of West Ocean View Avenue, between 1st View Street and Mason Creek Road, in order to encourage the development of a pedestrian-friendly “town center”.
- N5.1.22(b). Explore opportunities to modify the existing Tidewater Drive terminus in order to create a park setting west of Mason Creek Road.
- N5.1.22(c). Improve the entrances to Community Beach Park and Sarah Constant Park.
- N5.1.22(d). Explore opportunities to provide connections between the Ocean View Golf Course and Community Beach Park, such as redevelopment of the “senior center” site.

West Ocean View Area



Action N5.1.23. Continue to implement the following actions for the Willoughby area.

- N5.1.23(a). Support renovation of traditional cottages.
- N5.1.23(b). Revise development regulations in the area south of West Ocean View Avenue, restricting building heights to no more than three stories except along the West Ocean View Avenue frontage.
- N5.1.23(c). Improve the intersection of West Ocean View Avenue and 4th View Street.
- N5.1.23(d). Enhance truck movements from the I-64 interchange at 15th View Street by improving Bayville Street and the intersection of West Ocean View Avenue and 13th View Street.
- N5.1.23(e). Work with the Navy to evaluate potential reuse opportunities of the federally-owned land at 4th View Street.

