

3. LAND USE

FRAMEWORK FOR THE FUTURE VISION STATEMENT

Citizens and government work cooperatively to establish community goals, plan land use and guide development to create a strong economy and unsurpassed quality of life. By 2020, Newport News is regarded as a highly desirable place to live and work. The City's physical assets include quality residential neighborhoods, parks, schools, transportation systems and global linkages with shipbuilding, an international air and seaports and scientific research centers. The City's residential neighborhoods display individual identity and character. Most are urban, like the Southeast Community or Hilton, or are suburban as in Denbigh. However, some are quaint with a rural character like Lee Hall. The City values and protects its residential areas by

ensuring compatible development and preventing commercial or industrial intrusions. Historic areas in the City have been restored and preserved. Activity centers are focal points of community life. The centers are places of employment, business, shopping, government services, education, recreation, culture and worship. They range from small neighborhood centers to larger community and regional centers. Downtown Newport News has been revitalized and is promoted as a port, entertainment and business center. Rivers, creeks, marshlands and woods form greenways that shape neighborhoods, connect centers and provide access to nature. Because of sound land use planning there is little traffic congestion.

ISSUES

The City's Growth

When you have made choice of the river on which you mean to settle...and to the end that you not be surprised as the French in Florida by Molindus and the Spaniard in the same place by the French, you shall do well to make this double provision. First erect a "little stoure" at the mouth of the river that may lodge some ten men, with whom you shall leave a light boat, that when any fleet shall be in sight, they may come with speed to give you warning.¹

Captain Christopher Newport received this order from the Virginia Company of London before he left England in 1606 to create the first permanent English settlement in the New World. The look out point, which the colonists established at the mouth of the James River, was first identified in 1619 as "Newportes Newes" in English records².

The City was the scene of Revolutionary War and Civil War battles. In 1781, General Benedict Arnold anchored his ships in the lower James River. Lieutenant Banistre Tarleton's cavalry, while obtaining information for Lord Cornwallis, attacked and defeated 400 colonials at the Warwick County Courthouse. On their way to Yorktown, reinforcements for Washington's army and the army under General Lafayette's command rested and obtained water at Endview near Lee Hall.

¹The Genesis of the United States, I.81, Alexander Brown

²Endless Harbor, Parker Rouse, Jr., 1978

In 1861, Union General Benjamin Butler secured Newport News for the Union and established Camp Butler. In 1862, off Newport's News Point, the Confederate ironclad ship *C.S.S. Virginia*--previously the Union vessel *U.S.S. Merrimack* which had been scuttled at Gosport Navy Yard--attacked and sank the *U.S.S. Cumberland* and the *U.S.S. Congress* and caused the *U.S.S. Minnesota* to run aground. On March 9, 1862, the Union ironclad *U.S.S. Monitor* engaged the *C.S.S. Virginia* in Hampton Roads. This first battle of ironclad ships ended in a draw. Major General George B. McClellan's Peninsula Campaign resulted in land battles at Youngs Mill and Lee's Mill. Wounded Union soldiers from the fight at Dam No. 1 were carried to Endview. After General Lee's surrender to Grant at Appomattox Court House, Newport News became a place for holding confederate prisoners of war.

Collis P. Huntington saw the potential of the City's harbor and created the Atlantic deep water terminal of the Chesapeake and Ohio Railway. In 1881 the C& O Railroad was completed to Newport News. The City became the location of the Newport News Shipbuilding and Dry Dock Company in 1886.

Newport News was chartered as a municipality in 1896.

The City was a port of embarkation in the Spanish-American War, both World Wars and the Korean conflict. Wars brought a boom to shipbuilding, military personnel and growth in the military installations on the Peninsula. As in World War I, rapid growth came to the City during and after World War II. During the 1940's, the City's

**TABLE 3-1
NEWPORT NEWS POPULATION GROWTH, 1900-2000**

Year	Population	% Change	Growth Influences
1900	24,523	---	
1910	26,246	+7.0	
1920	47,013	+79.1	World War I (1910-1920)
1930	43,246	-8.0	Naval Disarmament (1920-1930)
1940	46,314	+7.1	Depression (1930-1940)
1950	82,233	+77.6	World War II (1940-1950)
1960	113,662	+38.2	Korean War & (1950-1960) Consolidation in 1958
1970	138,177	+21.6	Viet Nam War (1960-1970)
1980	144,903	+4.9	Cold War (1970-1980)
1990	171,439	+18.3	Military Buildup (1980-1990)
2000	185,700	+8.3	Military Downsizing & Economic Diversification (1990-2000)

Source: U. S. Bureau of the Census and Department of Planning and Development

population increased 77 percent. In the 1950's, after an attempted five way consolidation failed, Newport News consolidated with Warwick City on July 1, 1958. Newport News grew to a population of 171,439 on April 1, 1990, according to the U. S. Bureau of the Census. The City's current estimated population is 185,700.

Newport News is the fourth largest city in Virginia. The City is an international seaport located on the world's largest natural harbor. It is home to Newport News Shipbuilding, a manufacturer of great ships, including the *S.S. United States*, which was designed by naval architect William Francis

Gibbs and held the *Blue Ribband* for the fastest crossing of the Atlantic. It is the only U.S. builder of aircraft carriers, including the *USS Enterprise (CVN 65)* the world's first nuclear-powered aircraft carrier.

The City's economy is diversifying into business, technology and scientific research and development, building on Oyster Point of Newport News, the Thomas Jefferson National Accelerator Facility (the Jefferson Lab), the Applied Research Center and the Virginia Advanced Shipbuilding and Carrier Integration Center.

Recent Growth Trends

During the 1980's, population grew at an average annual rate of 1.6 percent. The economic recession in the early 1990's, slowed population growth to an annual rate below one percent. Forecasts from the Hampton Roads Planning District Commission indicate that the region's population and employment growth will be slower in the future because less military spending and employment reduce growth in per capita income. Therefore, Newport News is changing its economic base, attracting new industries, diversifying from defense to science, research, medicine and other forms of high technology.

During the 1990's the City's population grew at an annual rate of 0.8%. Over the next 20 years the population is estimated to grow at an annual rate of 0.63%. If these trends continue, Newport News' population will grow to 210,000 in the year 2020, which reflects a low growth rate. Higher growth rates would place the City's 2020 population above 220,000 people. (See Figure 3-1)

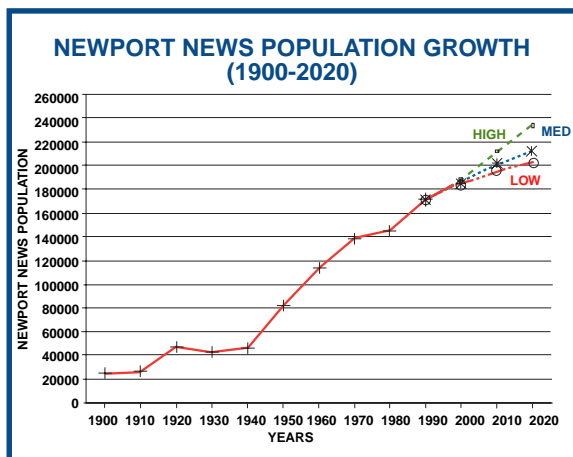


Figure 3-1 • Newport News Population Growth, 1900-2020

Source: Department of Planning and Development

While the Hampton Roads Region and Newport News have grown since 1993, Newport News, the Region and its other central cities--Norfolk, Portsmouth, Hampton and even Virginia Beach--have experienced out-migration. Within the Region, the population movement has been away from the central cities to the fast growing suburbs of Chesapeake, Suffolk, Isle of Wight on the Southside and to James City County and York County on the Peninsula.

One key to balanced growth will be for the City to protect and use its remaining key sites for economic diversification and high quality jobs. The other key is protecting the quality of the City's neighborhoods so that Newport News remains a desirable place to live. While Newport News has little space left to build gated subdivisions with expensive housing, the City offers a range of housing in many desirable neighborhoods located close to jobs, shopping and recreation. Therefore, preserving the diversity and quality of the City's neighborhoods is the principal land use goal.

Growth Rate

There are both benefits and costs associated with growth. Benefits include more jobs providing higher incomes, and the ability to provide quality community services--schools, parks, libraries, fire and police protection-- to the population because of greater financial resources that come with a larger tax base. Costs include more traffic congestion, crime and loss of natural environment and historic sites.

Growth which is too fast or too slow strains the City's resources. Rapid growth puts the City in a catch-up position to build new schools, construct roads and provide facilities and services people want and need to maintain their quality

of life. Growth that is too slow hurts the fiscal resources of the City and its ability to provide services. Because large parts of the City's general fund are used for debt service (12 percent) or committed to schools (26 percent), the resources available for other City services usually must be cut, or taxes raised, to balance the budget. Therefore, a moderate population growth rate is sustainable and easiest to accommodate financially. Managing growth in the City so that public services and infrastructure can meet the demands of new growth is a policy that the task forces support.

Existing Land Use

Table 3-2 summarizes existing land use in the City. As of January 1, 2000, the City including Ft. Eustis was more than 91 percent developed. As indicated by Table 3-2, 30.4 percent of the City's land is developed for residential uses, 4.9 percent of the land is used for commercial and office uses and 6.1 percent of the land for research and development and industrial uses. Transportation, such as the Newport News-Williamsburg International Airport and utilities use 2.8 percent of the City's land area. Community facilities such as schools, hospitals, museums and churches use 4.8 percent of the City's land. Over 10 percent of the City's land is in parks, open space, recreation and wetlands. About 19% of the City's land is used by the military or federally owned, with most of the land area in Ft. Eustis. Only 8.7 percent of the City's land remains vacant and undeveloped.

The City's existing land use is portrayed on the Land Use Map, inserted on the front cover of this report.

Land Use	Acres	Percent
Parks/ Recreation/ Open Space/ Wetlands	4,815	10.9
Residential	13,478	30.4
Commercial	1,632	3.7
Office	523	1.2
Research & Development	180	.4
Industrial	2,524	5.7
Community Facilities	2,136	4.8
Transportation & Utilities	1,233	2.8
Military & Federally Owned	8,462	19.1
Rights of Way & Public Streets	5,441	12.3
Total developed Acreage	40,425	91.3
Vacant	3,863	8.7
Total Acreage	44,288	100.0

Source: Newport News Department of Planning and Development

Land Consumption and Redevelopment

The City's population growth during the past 40 years has occurred at low densities. During the 1960's, the decade after consolidation, growth in the City used over 400 acres per year. During this decade, the City's population increased by 24,515 people--at a density of 5.7 people per developed acre. Between 1970 and 1992, development consumed vacant land at an average rate of over 500 acres per year. The City's population grew by another 37,079 people at a lower density of 3.3 people per developed acre. The City's population density is now 4.6 people per developed acre, which is lower than it was in 1960 (4.8 people per developed acre.)

Since 1992, the consumption of vacant land has dropped because more new development is being built on land previously used for something else. Although 2,588 acres were used in the past eight years for parks, residential, commercial, industrial development and streets in Newport News, only 964 acres of vacant land were used. Therefore, 37% of development consumed vacant land while 63% of the development in the City occurred by changing one type of land use to another.

The City's population growth is expected to slow as it runs out of vacant land. Most new growth will occur by redevelopment. Redevelopment creates sites for residential commercial, industrial and other uses by converting obsolete uses to new uses. For example, closing of the Denbigh Landfill created space for a new Stoney Run Park. The new Virginia Advanced Shipbuilding and Carrier Integration Center is built on the

site of the former City warehouse. The demolition of substandard housing at Lassiter Courts, Woodsong and Glen Gardens creates space for new homes at lower densities.

TABLE 3-3		
Land Use Changes in Newport News, 1992-2000		
Land Use	Change in Acres	%Change
Agricultural	-375	-100.0
Park/Open Space/Wetlands	+822	+20.6
Residential	+933	+7.4
Commercial	+228	+16.2
Office	+14	+2.8
Research & Development	+17	+10.3
Industrial	+278	+12.4
Community & Facility	-165	-7.2
Transportation & Utilities	-844	-40.6
Military & Federally Owned	-200	-2.3
Rights of Way & Public Streets	+296	+5.8
Vacant Land	-964	-20.6%

Source: Department of Planning and Development

Table 3-3 shows the land use changes in Newport News between 1992 and 2000. Notable changes are: in agriculture where the Carleton Farm and Endview were acquired for economic development and his-

toric preservation, in transportation and utilities with the closing of the Denbigh Landfill and the reclassification of watershed property for park use, and in military where housing at the Naval Weapons Station was reclassified to residential.

FUTURE LAND USE

The *Framework for the Future* sets goals for the development of Newport News. Its challenges are to organize the City's land use to protect residential neighborhoods from incompatible infill development and commercial or industrial intrusions; to reduce traffic congestion; to support neighborhoods with adequate public facilities; to improve older residential areas in the City and keep them from deteriorating; to permit the City's industrial and commercial centers to expand, function efficiently and develop without impacting on residential areas; to protect key sites for economic diversification; to protect the environment; to provide parks and recreation; and to improve the quality of life of the City's citizens.

To keep the City financially strong and capable of providing quality services, the task forces recommend protecting key, vacant sites in the City, not only for commercial and industrial uses, but also for parks and community facilities that the City will need in the future.

Neighborhoods

The *Framework for the Future* calls for the creation of identifiable neighborhoods, served by a hierarchy of activity centers, with landscaped boulevards linking the centers and a network of greenways through-

out the City. Residential neighborhoods are key components of the City's land use pattern. The *Framework for the Future* establishes the neighborhood as the "building block" of the City and the unit within which compatible development and redevelopment can occur. Neighborhoods are places where people's daily activities take place.

Identity and Character

Neighborhoods are planned as identifiable areas, enclosed by natural boundaries such as rivers, creeks, woods and open space, or manmade boundaries such as arterial streets, railroads or dissimilar land uses. Each neighborhood should have its own identity and character based upon historic, architectural or natural features. This can be accomplished by establishing a commitment to planned development and redevelopment, by instituting proper zoning, site plan and subdivision ordinances and by adopting appropriate public improvement policies and design standards.

Neighborhood Conservation

The residential character and architectural rhythm of the older, two story homes in the Southeast Community, which are built on 5,000 square foot lots, should be preserved and not impacted by overcrowding single family structures built on smaller 2,500 square foot lots. New development should have the same front yard setbacks prevalent on the block. This can be achieved through better infill development and by combining small 25' x 100' residential lots into larger development parcels.

Buffers

The task forces recommend that neighborhoods be separated from adjacent non-residential uses by wide buffers of open space, trees and woods and protected from incompatible infill development.

Neighborhood Protection

Approaches and entrances to neighborhoods should be attractive and appealing. However, the commercial zoning that usually occurs along the City's major highways allows incompatible uses such as gas stations, convenience stores, auto sales and drive in restaurants to be built at entrances to neighborhoods. These uses should be carefully regulated to protect the homes behind them. Stricter standards for lighting, noise, signage, landscaping, and buildings should be required for these uses when they are located at entrances to neighborhoods.

Neighborhood Services

Schools, parks, sidewalks, churches should be located within neighborhoods. These low impact community facilities provide places for interaction within the community.

Activity Centers

Along with its many quality, stable residential neighborhoods, Newport News has growing, successful employment and business centers at Oyster Point, Patrick Henry Mall and Oakland Industrial Park. The downtown Maritime Center is undergoing renewal. Careful planning is needed to keep these centers viable and attractive. Likewise, some of the City's older commercial centers--such as Newmarket and Denbigh/Warwick--need plans for their renewal.

Why Centers?

Strip commercial development interferes with traffic flow because of multiple turning movements from driveways and curb cuts and contributes to visual chaos with multiple free-standing business signs, overhead wires, minimal landscaping, ugly buildings and large stretches of pavement and parking lots.

The alternative is to concentrate commercial uses in well-designed centers, which can accomplish a number of community goals. A well-landscaped and carefully designed commercial center serves as a community landmark. Concentrating a mix of activities in pedestrian oriented centers creates opportunities for transit ridership, makes shopping more convenient and provides a desirable location for higher-density housing. These activity centers, when linked together by landscaped boulevards and thoroughfares, will provide definition and form to the City.

In the past eight years the City has revised its site plan ordinance and has been successful in concentrating major new retail development into centers on Jefferson Avenue between Oyster Point Road and Bland Boulevard. The Jefferson Center for Research and Technology, and Oyster Point are becoming high amenity employment centers for business and science. A mixed use Town Center providing retail, entertainment, offices and housing is being developed at the Oyster Point Core. A cultural center is forming at J. Clyde Morris Boulevard and Warwick Boulevard with the Mariners' Museum, the Peninsula Fine Arts Center, Christopher Newport University and the planned Performing Arts Center.

What are Activity Centers?

The *Framework for the Future* identifies activity centers. The centers are focal points for community life and business, providing employment, shopping, services, schools, recreation, social interaction, learning, culture and places of worship.

Activity centers have different sizes, functions and character. Their mix of uses, composition and size will vary depending on the size of their service areas.

The *Framework for the Future* recommends four types of centers for the City: neighborhood, community, regional and employment centers. The first three are mixed use areas providing a variety of functions. An example of a neighborhood center is the commercial area of Hilton Village. A typical community center is the Hidenwood business area. Regional centers are large commercial and business concentrations. The Patrick Henry Mall area, the downtown Maritime Center and Oyster Point are examples of regional centers. Employment centers are locations for industry, research and development. Examples of employment centers are the Seafood Industrial Park, Oakland Industrial Park and the Jefferson Center for Research and Technology.

In addition, the plan recommends the creation of new types of centers--transit oriented developments. Transit Oriented Developments are mixed use centers built around future light rail transit stops. These centers would create high density, mixed use, pedestrian oriented environments within 1/2 mile of transit stations. Within Transit Oriented Developments high density housing, offices, retail, entertainment, cul-

ture and other compatible uses can be developed within walking distance of designated light rail stations. However, not all light rail stations will be suitable for transit oriented development. The sites that are most appropriate for this type of development are identified on the land use plan.

The centers are described in more depth in Chapter 14, The Land Use Plan.

Activity Center Plans

Master plans should be completed for activity centers facing development pressure in the near future and the areas recommended for transit oriented development. These plans will analyze existing conditions, assess infrastructure, markets, accessibility, land use mix and visual character. They will recommend land use, transportation, circulation, capital improvements, zoning, site and building design, incentives and amenities. In the past eight years, plans have been prepared for Lee Hall, Hilton Village, the Jefferson Center for Science and Technology and the LDR *Maritime Center Plan* for the Downtown Regional Business District. These master plans were prepared with cooperation and input from private property owners, merchants and residents of adjoining neighborhoods.

Priority for completion of future activity center plans should be given for the Denbigh Town Center, areas around Interstate interchanges and the areas recommended for Transit Oriented Development.

Image and Identity

Newport News must make a concerted effort to improve its image. It needs to enhance its older residential neighborhoods and beautify its entrances, major thoroughfares and its public places.

The City has poor visual quality and image in parts of Downtown, Jefferson Avenue south of Mercury Boulevard, the older commercial corridors along arterial streets and parts of the southeast community. While newer shopping areas are centered at major street intersections, older commercial areas are strung along the City's arterial streets. These older centers fail to compete with the more modern and attractive shopping centers and are declining and blighted. In many instances, they are viewed as unsafe.

The Need for Corridor Plans

Strip commercial development is found along older stretches of Warwick Boulevard, Jefferson Avenue and J.Clyde Morris Boulevard. In these areas commercial development occurs on small lots that are backed by residential development. The lots are too small and shallow to build centers. Therefore, the preparation of corridor plans and overlay zoning districts will be necessary to improve these areas over time as the commercial areas redevelop. However, in some instances, only the direct acquisition of properties will work. This is true for the section of Warwick Boulevard south of the Snidow Boulevard extension.

The City's streets and public spaces constitute the public realm. They need more attention by improving visual quality with landscaping, controlling business signs and placing utility lines underground. This can be achieved on new streets and with road widenings or streetscape projects, such as the Hilton Village Enhancement and the Warwick Boulevard widening project between J.Clyde Morris Boulevard and Nettles Drive.

Gateways

The entrances into the City should be made attractive and designed and developed as gateways. The gateways include I-664 at the Monitor-Merrimac Memorial Bridge-Tunnel, I-64, Jefferson Avenue and Warwick Boulevard at the James City County line, and at the Airport. The development of Endview and Carleton Farms should provide attractive entrances to Newport News.

Codes Compliance

Older parts of the City need attention. Blighted conditions should be eliminated by demolishing substandard and dilapidated structures, reducing density in the Southeast Community by acquiring and combining small lots into larger lots for new single family homes, through concentrated code enforcement, and community clean-up efforts, the repair and maintenance of deteriorated City streets, sidewalk improvements, storm drainage, curbs and gutters and providing more parks and open space.

Redevelopment

Without redevelopment, the City's vacant land supply will be exhausted in a few years. In the past eight years, two thirds of Newport News' growth came from redevelopment and infill. Redevelopment will become more important as the City approaches build out. The remaining large vacant sites should be preserved for high quality opportunities.

Redevelopment can improve and reshape the City, return economic and social vitality to deteriorated areas (including Brownfields) enhance quality and improve the City's image. Redevelopment is harder and more expensive than developing vacant sites. Multiple land ownerships, obsolete structures and infrastructure, higher land costs, demolition and site clean up costs, relocation costs and a poor image associated with the redevelopment area make redevelopment difficult.

Redevelopment Opportunities

Redevelopment opportunities occur in the Jefferson Avenue corridor below Mercury Boulevard and where older mobile home parks are located in the City.

The Jefferson Avenue corridor below Mercury Boulevard deserves attention for revitalization and redevelopment. The marginal commercial uses which line Jefferson Avenue above 39th Street and the older mobile home parks west of Jefferson Avenue were identified by the task forces for redevelopment to light industrial uses west of Jefferson Avenue.

The mobile home parks between Jefferson Avenue and the CSX railroad south of Oys-

ter Point Road, west of the I-64/Jefferson Avenue Interchange and at the Airport are also redevelopment possibilities. As land values and development intensify because of the area's excellent regional accessibility, the mobile home parks will undergo transformation.

Historic Preservation

Redevelopment includes renewal, conservation and the upgrading of older neighborhoods. A successful renewal area is the North End/Huntington Heights neighborhood. Homes in the area have been restored and maintained through individual efforts, low interest loans and public improvements. The creation of the new North End/Huntington Heights Local Historic District, appointment of the Architectural Review Board, and adoption of new architectural guidelines will help stabilize the neighborhood further and increase property values.

Historic preservation is a tool that can be used successfully elsewhere in the City, for example in Lee Hall, in the Southeast Community, and along Chesapeake Avenue.

The Maritime Center Plan for Downtown

The implementation of the LDR Plan for the Maritime Center will revitalize downtown Newport News as a center for shipyard employment, the Navy, and research and development for the next generation of surface warships. It will build new hotels, office buildings, retail development, restaurants and new attractions as a college campus, a galleria in the superblock, and cruise ship terminal. An important key to downtown's success will be to build new housing to expand the 24 hour population.

The major attraction in downtown will be a new Waterfront Park. The park will feature a large open area for hosting major events, landscape gardens, amphitheater, and waterfront promenade from 23rd Street and the plaza in front of the Carrier Integration Center to 31st Street. The waterfront park will attract visitors, bring more people to downtown, and project a strong, positive image of Newport News.

LAND USE GOALS, POLICIES, STRATEGIES AND IMPLEMENTATION

The *Framework for the Future* sets forth the following goals, policies, strategies and implementation for Land Use.

GOAL 1. Create a city of distinct, quality neighborhoods which preserve and enhance the natural and historic diversity of Newport News.

POLICY 1.1: The neighborhood will be the basic planning unit of the City.

Strategy 1.1: Establish and maintain distinct neighborhood boundaries, where possible, utilizing natural and/or manmade barriers such as creeks and arterial streets.

IMPLEMENTATION 1.1:

1.1.1: Formulate, with citizen involvement, a map of neighborhoods in the City.

POLICY 1.2: Plan and develop neighborhoods in a manner which treats each with individual attention, giving care to their unique natural, historic and cultural features and to the preferences and concerns of neighborhood residents.

Strategy 1.2.1: The City should help neighborhood residents collectively establish goals and plans for the future of their individual neighborhoods. *Develop a process by which neighborhoods/corridors in need of additional planning would be identified and could be prioritized.*

Strategy 1.2.2: Neighborhood plans should establish the desired character, intensity and land use consistent with the *Framework for the Future* Land Use Plan.

Strategy 1.2.3: New development, redevelopment and public improvements should be compatible with adopted neighborhood plans.

Strategy 1.2.4: Establish and maintain open areas between neighborhoods, utilizing existing natural wooded and wetland areas or landscaped areas.

Strategy 1.2.5: Establish and delineate specific entries as gateways to each neighborhood.

Strategy 1.2.6: Formulate and implement neighborhood design standards for streets, paving, landscaping, signs and all other public fixtures and improvements to enhance the desired character of *individual* neighborhoods.

Strategy 1.2.7: Establish *appropriate* design guidelines, *standards* and a review process for private development in individual neighborhoods to achieve quality and compatibility *in keeping* with the *neighborhoods'* desired development character *and that are appropriate to the neighborhoods*.

IMPLEMENTATION 1.2:

1.2.1: Institute a neighborhood planning program which prioritizes the preparation of neighborhood plans, *where needed*, by the Department of Planning and Development and carries out the above strategies.

1.2.2: *Continue* to formulate and implement neighborhood plans.

1.2.3: Include design and location of public facilities in the neighborhood planning process.

1.2.4: Follow the strategies in policies 1.2 and 1.3 when formulating neighborhood plans in older, established neighborhoods of the City.

1.2.5: Adopt neighborhood plans.

1.2.6: Require that neighborhood plans be formally amended prior to any development which would deviate from them.

1.2.7: The Zoning Ordinance and other City ordinances should be revised, as necessary, to ensure conformance to neighborhood plans.

POLICY 1.3: Protect the integrity of established neighborhoods.

Strategy 1.3.1: Use planning, zoning and other regulatory powers to keep incompatible development out of neighborhoods.

Strategy 1.3.2: Design and locate public facilities to enhance neighborhoods.

Strategy 1.3.3: Developments should be located so it is not necessary to pass through a less intense development or land use to reach an arterial street.

Strategy 1.3.4: High density residential uses should be developed in proximity to major roads where they have good access to public transportation. However, they must be setback and protected from the impacts of the road.

Strategy 1.3.5: Where "infill" projects are proposed, special care in design shall be taken to assure compatibility with the existing neighborhood.

Strategy 1.3.6: Require that infill development be compatible with the character of the neighborhood and conform with the setbacks of existing buildings on the block. ~~and prohibit the development of single-family detached dwellings on 25-foot wide lots.~~ (See also Chapter 7, Housing Goal 4, Implementation 4.1.5) Deleted section was accomplished.

Strategy 1.3.7: Establish "Neighborhood Conservation Districts", where appropriate, to preserve the character of established neighborhoods and assure compatible infill development.

Strategy 1.3.8: Lay out streets to minimize through traffic in residential neighborhoods. (See Chapter 4, Transportation Goal 4, Policy 4.2)

IMPLEMENTATION 1.3:

1.3.1: ~~Revise the zoning and subdivision ordinances to prohibit the development of single-family detached houses on 25 foot wide lots.~~ Accomplished

1.3.2: Prepare and adopt a new Neighborhood Conservation District Ordinance and apply it to insure compatible infill development in the older neighborhoods of the City.

POLICY 1.4: Formulate neighborhood *and corridor* plans for the development of major undeveloped areas in Newport News to ensure that they are developed in a high quality manner, that they include a mix of uses and that their natural and historic features are preserved and enhanced.

Strategy 1.4.1: Develop neighborhood *and corridor* plans in cooperation with the owners of impacted private property.

Strategy 1.4.2: ~~Neighborhood plans should include the End View area, the Lee Hall area and the area west of the proposed Snidow Boulevard/I-64 interchange.~~

Accomplished

IMPLEMENTATION 1.4:

1.4.1: Establish priorities and prepare neighborhood plans for major undeveloped areas of the City.

New 1.4.2: Prepare corridor plans for Jefferson Avenue, J. Clyde Morris Boulevard, Harpersville Road and Warwick Boulevard.

POLICY 1.5: Preserve and enhance the quiet, rural character of Newport News' semi-rural neighborhoods as well as the vibrancy of its urban neighborhoods.

~~**Strategy 1.5.1:** Develop and adopt a zoning district for very low density residential use (0-1.9 units/acre) and rezone appropriate lands to this zone.~~ *Accomplished*

Strategy 1.5.2: Prepare and apply development standards that are appropriate for semi-rural areas of the City.

IMPLEMENTATION 1.5:

1.5.1: *Encourage large lot development in certain areas of the City.*

1.5.2: Prepare and adopt revised engineering design criteria for low density areas of the City.

POLICY 1.6: Provide neighborhoods with compatible services, shopping, schools, parks and community facilities.

Strategy 1.6.1: Plan neighborhood activity centers near neighborhoods. *(See Land Use Goal 6)*

Strategy 1.6.2: Provide accessible neighborhood parks and recreation facilities within each neighborhood. *(See also Chapter 6. Parks and Recreation, 6, Goal 1, Policies 1.1 through 1.4)*

Strategy 1.6.3: Provide neighborhood schools. *(See also Chapter 5, Public Education, Goals 5, 12 and 14)*

Strategy 1.6.4: Acquire, in advance of need, and reserve sites for new schools and

community facilities where they will best serve neighborhoods.

Strategy 1.6.5: *Encourage* developers to dedicate land for schools and parks and seek legislation to allow the City to require land dedication or fees in lieu of dedication from developers.

Strategy 1.6.6: Support neighborhood schools as centers for community life in neighborhoods.

Strategy 1.6.7: Create community centers in vacant strip commercial centers.

IMPLEMENTATION 1.6:

1.6.1: Provide service, recreation, education and other community facilities, as recommended in the following chapters of the *Framework for the Future*, when preparing neighborhood plans.

1.6.2: Obtain legislation to permit the mandatory dedication of land for schools, parks and other community facilities, or fees in lieu of land dedication

POLICY 1.7: Provide for the special needs of all stages of the growth and aging of the population within the neighborhood environment.

Strategy 1.7.1: Avoid concentrating group homes in over-impacted neighborhoods of the City, thereby negatively impacting the host neighborhoods.

Strategy 1.7.2: Encourage home child care facilities in neighborhoods in appropriate locations and under strict guidance and controls.

Strategy 1.7.3: Integrate small, specialized adult and elderly care facilities into appropriate locations in neighborhoods and under strict guidance and controls.

IMPLEMENTATION 1.7:

1.7.1: Develop a policy to insure the fair and equitable distribution of group homes in the City.

1.7.2: Include child and elderly care facilities when formulating neighborhood plans.

1.7.3: Revise the zoning ordinance to permit group homes in residential zones under strict guidance and control.

GOAL 2. Promote citizen involvement and awaken community spirit.

POLICY 2.1: Facilitate citizen participation in neighborhood and City-wide planning, development and redevelopment projects.

Strategy 2.1.1: Use citizen task forces, community meetings, citizen planning and design workshops and other means to maximize citizen involvement.

Strategy 2.1.2: Encourage public participation in the selection and ranking of projects for the City's Capital Improvements Program.

IMPLEMENTATION 2.1:

2.1.1: Devise a program for citizen involvement when outlining programs for design of City projects.

2.1.2: Hold community meetings during the formation of the Capital Improvement Program.

POLICY 2.2: Promote citizen involvement in neighborhood groups and events.

Strategy 2.2.1: Organize neighborhood groups, such as homeowners associations, to facilitate community interaction and cooperative problem solving.

Strategy 2.2.2: Develop a City-wide network of neighborhood groups to provide mutual support for neighborhood improvement efforts.

Strategy 2.2.3: Establish a program to provide neighborhood groups with ongoing advance information on government decisions and activities which might affect their neighborhood.

Strategy 2.2.4: Promote special events, such as a farmers' market, street dances, block parties and outdoor festivals on a neighborhood scale.

IMPLEMENTATION 2.2

2.2.1: Inventory community groups and involve them and neighborhood residents in neighborhood development efforts.

2.2.2: The City's Public Information Office should maintain a list of neighborhood groups and their contact persons. The City should provide these contact persons with information regarding upcoming public hearings and actions which may effect their neighborhoods.

2.2.3: Encourage neighborhood groups to organize special neighborhood events to promote citizen involvement and pride in their community.

GOAL 3. Plan for growth which promotes the most efficient use of resources and enhances the City's quality of life for present and future residents.

POLICY 3.1: Manage development in the City so that public services and infrastructure can meet the demands of new growth.

Strategy 3.1.1: Keep growth at a moderate, steady pace.

Strategy 3.1.2: *Improve* existing areas *while* investing in areas of new growth.

Strategy 3.1.3: *Require* developers pay more of the costs of growth.

Strategy 3.1.4: Prepare land use plans to direct growth, including specific plans for major undeveloped areas of the City.

Strategy 3.1.5: Minimize the negative aspects of growth on environment and quality of life.

Strategy 3.1.6: Protect residential areas from intrusions.

Strategy 3.1.7: Strengthen requirements for quality development.

IMPLEMENTATION 3.1:

3.1.1: Explore and develop new growth management tools.

3.1.2: Relax or eliminate useless or counter-productive requirements and procedures.

3.1.3: Place development review coordination under one department of City government.

3.1.4: Continue to streamline and simplify the development review process.

~~**3.1.4:** Revise the Zoning Ordinance in accordance with the new Land Use Plan and eliminate pyramid zoning. *Accomplished*~~

POLICY 3.2: New developments should either create a positive fiscal impact on the City or achieve an important social purpose.

Strategy 3.2.1: Develop a method to determine the fiscal impacts of new development and assess impact fees whereby developers pay their fair share of infrastructure costs.

Strategy 3.2.2: Achieve a balanced mix of land uses which generates sufficient revenues to pay for the costs of City services. (*See Land Use Goal 4*)

IMPLEMENTATION 3.2:

3.2.1: Obtain legislation from the General Assembly authorizing the City to use impact fees.

POLICY 3.3: *Continue to review* the City's development regulations, including zoning and site plan ordinances, to accomplish adopted recommendations from the Framework for the Future.

~~**Strategy 3.3.1:** Improve the City's Zoning Ordinance (Appendix A of the City Code) to provide better control over development in the City. *Accomplished*~~

Strategy 3.3.2: *Continue to review* the Site Plan Ordinance (Chapter 33.02 of the City Code) to increase required green area and landscaping on new developments.

Strategy 3.3.3: Revise the Engineering Department's Design Criteria Manual to allow different standards in the different City areas--built up urban, suburban and rural areas--in accord with the adopted Land Use Plan and subsequent neighborhood plans.

IMPLEMENTATION 3.3:

3.3: After the *Framework for the Future Update* has been adopted, amend the *City Ordinances* to implement recommendations, as *appropriate*.

GOAL 4. Maintain a balanced, economically sustainable mix of land uses and create an efficient and functional land use pattern for the City.

POLICY 4.1: Strive for continued balance between residential, commercial and industrial development *and parks and open space* in the City.

Strategy 4.1.1: Protect the vacant, strategic commercial and industrial sites remaining in the City for uses identified in the Land Use Plan.

Strategy 4.1.2: Encourage quality commercial and industrial development in the City.

Strategy 4.1.3: Pursue economic development efforts as described in the goals, policies and strategies of the *Framework for the Future*.

Strategy 4.1.4: *Where the city can assist in assembling parcels, the city should be proactive and constructive* in the redevelopment of the City.

IMPLEMENTATION 4.1:

4.1.1: ~~Revise the City's Zoning Ordinance (Appendix A of the City Code) to eliminate pyramid zoning.~~ *Accomplished*

4.1.2: Prepare detailed plans and implementation programs for activity centers facing pressure to develop or redevelop.

GOAL 5. Create an efficient and organized land use pattern in the City.

POLICY 5.1: Use the *Framework for the Future* Land Use Plan to guide future development in the City.

Strategy 5.1.1: Revise the City's Zoning Map to implement the *updated Framework for the Future* Land Use Plan after it is adopted.

Strategy 5.1.2: Require formal revision of the adopted comprehensive plan before approving any development that would deviate from the adopted plan.

IMPLEMENTATION 5.1:

5.1.1: Adopt the *revised Framework for the Future* as the General Plan for the City.

5.1.2: ~~Adopt a new zoning ordinance and rezone the City to achieve the recommendations of the adopted Land Use Plan.~~ *Accomplished*

5.1.3: Adopt an ordinance requiring development to conform with the adopted *Framework for the Future*.

GOAL 6. Develop a hierarchy of regional, community and neighborhood mixed-use activity centers located to meet residents' needs for goods and services and to *contribute to the overall quality of life.*

POLICY 6.1: Locate new commercial development in centers designated on the *Framework for the Future* Land Use Plan.

IMPLEMENTATION 6.1:

Recommendation 6.1.1: *Amend the zoning map to conform with the recommended changes to the revised Framework for the Future.*

POLICY 6.2: Develop regional centers with urban concentrations of density; transit centers; urban open space and amenities; high density residential, retail, office, government and cultural uses; and a convenient pedestrian network.

Strategy 6.2.1: Develop regional mixed-use centers at Downtown, Oyster Point, *Kiln Creek Victory Center*, the Patrick Henry Mall area and Newmarket.

IMPLEMENTATION 6.2:

6.2.1: Develop master plans with implementation recommendations for regional-scale mixed-use activity centers with property owners and citizen involvement.

POLICY 6.3: Develop community mixed-use centers where shown on the *Framework for the Future* Land Use Plan to provide broad sections of the City with community-wide services, civic land uses, employment and retail services.

6.3.1: Develop master plans, including implementation recommendations, for community-scale mixed-use activity centers cooperatively with property owners and citizen involvement.

POLICY 6.4: Develop neighborhood centers where located on the *Framework for the Future* Land Use Plan to provide for the daily service needs of the City's neighborhoods.

Strategy 6.4.1: Develop neighborhood centers to serve one or more neighborhoods. They should include retail shopping and service uses, school and park complexes, facilities for community meetings, churches and pedestrian paths and amenities.

IMPLEMENTATION 6.4:

6.4.1: Develop master plans, including implementation recommendations, for neighborhood centers with property owners and citizen involvement.

POLICY 6.5: Develop Employment Centers where located on the *Framework for the Future* Land Use Plan to provide mixed-use areas devoted to employment.

Strategy 6.5.1: Employment centers should be developed with connections to major road ways for convenient automobile access, located on major transit corridors and provide safe pedestrian and bicycle connections to surrounding neighborhoods.

Strategy 6.5.2: Protect the heavy industrial centers at the Shipyard, Seaport and Sea food Industrial Park from encroachment from residential development.

Strategy 6.5.3: Protect from encroachment of incompatible land uses and develop light industrial centers at Copeland Industrial Park, CSX sites, Patrick Henry CommerCenter, Peninsula Industrial Park, Oakland Industrial Park and the Carleton Farm sites.

Strategy 6.5.4: Develop a high technology center around the *Thomas Jefferson National Accelerator Facility at the Jefferson Center for Research and Technology*, Oyster Point and nearby sites.

Strategy 6.5.5: Encourage small office parks strategically located throughout the entire City as located on the Framework for the Future Land Use Plan.

Strategy 6.5.6: Develop mechanisms, including zoning, development rights purchase and development agreements to preserve critical industrial land for its highest and best use.

IMPLEMENTATION 6.5:

6.5.1: Develop master plans for the City's major employment centers with property owners.

6.5.5: Involve the Newport News Industrial Development Authority in assembling land and development of employment centers in the City.

~~**6.5.6:** Eliminate pyramid zoning and develop other legal mechanisms to preserve critical industrial sites for future employment centers.~~ *Accomplished*

POLICY 6.6: Develop each activity center with character based on its functional, historic and natural features.

Strategy 6.6.1: Provide design unity within activity centers through uniform signage, fixtures, pedestrian amenities, streets and landscaping.

Strategy 6.6.2: Where appropriate, provide connections between centers via greenways and transit. (*See Parks and Recreation Goal 3 and Transportation Goal 1*)

IMPLEMENTATION 6.6:

New 6.6.1: Place additional emphasis on the protection, establishment and use of greenways.

POLICY 6.7: Prevent the proliferation of continuous strip commercial development.

Strategy 6.7.1: In accordance with the Land Use Plan, rezone obsolete strip commercial areas that are planned for non-commercial uses.

Strategy 6.7.2: Develop other incentives for creative design and legal mechanisms to discourage strip commercial development.

IMPLEMENTATION 6.7:

6.7.1: Rezone areas based on recommendations of the *Framework for the Future* Land Use Plan, neighborhood or activity center plans.

GOAL 7. Develop a quality image and sense of identity for Newport News, overall, and for the various individual neighborhoods within the City.

POLICY 7.1: Improve the visual character of the City. (*See also Chapter 6, Parks and Recreation, Goal 5*)

Strategy 7.1.1: Establish scenic entries to the City by *acquiring key sites for retention of open space and key gateway properties.*

Strategy 7.1.2: Create an attractive appearance along the City's major thoroughfares with landscaping, underground utilities and sign control. Increase buffer zones and landscaping along roadways. Preserve existing trees and plant new ones to create natural barriers. Place utilities underground and buffer pump stations and other above ground utilities. (*See also Chapter 6, Parks and Recreation, Policy 5.1*)

Strategy 7.1.3: Develop and protect views of the area's rivers, creeks and wetlands in strategic locations. (*See also Chapter 6, Parks and Recreation, Policy 4.2*)

Strategy 7.1.4: Maximize buffers between residential areas and non-residential uses.

Strategy 7.1.5: *Revisit the City's sign regulations* to significantly reduce the height, size and amount of signs and *eliminate the use of temporary/portable signs.*

Strategy 7.1.6: Reduce the number of signs in the City's right-of ways.

Strategy 7.1.7: Develop and implement a landscape design and landscape construction program for the City's major thoroughfares.

Strategy 7.1.8: Develop and implement a program to relocate existing overhead utility lines underground and require that all new utility installations be underground.

Strategy 7.1.9: Promote development which is sensitive to natural features and will visually enhance the community.

Strategy 7.1.10: Encourage and support neighborhood and individual voluntary efforts to clean up and improve private property.

IMPLEMENTATION 7.1:

7.1.1: Formulate a landscape design and construction program for the City's major thoroughfares. Program this into the Capital Improvements Program.

7.1.2: Place utilities underground in new street construction and when reconstructing older streets and include costs in street construction budgets.

7.1.3: Sponsor community clean-up events in City neighborhoods.

7.1.4: Designate scenic entries to the City and preserve open corridors to provide a visual break from neighboring jurisdictions where feasible. Design and construct landscaping, signage and other image features.

7.1.5: Improve City maintenance of the streetscape and other public facilities and property, including strict sign controls.

GOAL 8. Encourage quality in private development projects in the City.

POLICY 8.1: Achieve higher quality private development through revisions to the City's development ordinances.

Strategy 8.1.1: Develop and adopt higher quality landscaping requirements for new development and redevelopment. Include these in the Site Plan Ordinance and other appropriate development ordinances.

Strategy 8.1.2: Require site layout, screening and buffering to prevent views of trash receptacles, service areas and other unsightly areas from streets and other public areas.

Strategy 8.1.3: Offer specific incentives for quality features and design in private development projects.

Strategy 8.1.4: Encourage use of *well-planned* Planned Unit Development in new residential projects.

New Strategy 8.1.5: Develop a tree preservation ordinance for the city.

New Strategy 8.1.6: Develop standards for buildings and structures to improve the appearance of the built environment and to create a more positive image of Newport News.

IMPLEMENTATION 8.1:

8.1.1: Revise City ordinances to achieve the improved landscaping, buffering, screening, etc.

8.1.2: Provide density bonuses in return for specific quality design features for rezoning, conditional use permits and site plans.

8.1.3: Revise the PRD ordinance to make it simpler and easier to understand and use.

8.1.4: Develop an annual City awards program for quality development or redevelopment and promote the beautification of the City, such as "Landscaping Awards," and "Excellence in Architecture Design Awards" for residential, commercial and industrial projects.

POLICY 8.2: Encourage a compatible appearance for development in specific neighborhoods and areas.

Strategy 8.2.1: Encourage use of private covenants and deed restrictions to achieve unifying elements throughout a development such as design theme, scale, height, materials, color, signage and amenities such as bicycle trails, sidewalks, playgrounds, etc.

IMPLEMENTATION 8.2:

8.2.1: Include the use of private covenants in implementation strategies for neighborhood and activity center plans.

GOAL 9. Strengthen the economic and social vitality and appearance of the City.

POLICY 9.1: *Encourage the redevelopment of existing developed areas in lieu of developing undeveloped areas.* Revitalize and redevelop areas showing signs of decline and/or disinvestment.

Strategy 9.1.1: Promote redevelopment through the adoption of building and zoning regulations which permit and encourage redevelopment.

Strategy 9.1.2: Use public funds for infrastructure improvements in deteriorated neighborhoods to stimulate private investment in these areas.

Strategy 9.1.3: Formulate and adopt a program of redevelopment assistance for specific areas, such as neighborhoods in *Denbigh*, *Richneck*, the Southeast Community and the Jefferson Avenue corridor below Mercury Boulevard.

Strategy 9.1.4: Assure that the maintenance and appearance of vacant properties are enforced. *(See also Chapter 8, Public Safety, Goal 8)*

IMPLEMENTATION 9.1:

9.1.1: Develop with the *Redevelopment and Housing Authority and the Industrial Development Authority* and adopt regulations which permit and encourage redevelopment.

9.1.2: Encourage with the resources of the *Redevelopment and Housing Authority* and the Industrial Development Authority private redevelopment efforts by offering public assistance such as fee waivers, low interest loans, density bonuses, public improvements funding and technical design assistance for quality redevelopment meeting specific community goals.

9.1.2: Identify, program with the *Redevelopment and Housing Authority* and use Community Development Block Grant Funds, the Home Program and other appropriate resources to redevelop and rehabilitate deteriorated areas in accordance with an approved plan.

9.1.3: Develop, adopt and enforce strict maintenance standards for vacant properties.

POLICY 9.2: Facilitate the upgrading and redevelopment of obsolete commercial areas.

Strategy 9.2.1: Help redevelop obsolete commercial centers into more productive uses such as police precincts, community centers, youth or senior citizen centers, storefront libraries, residential, office or other uses.

Strategy 9.2.2: In accordance with the adopted Land Use Plan, rezone areas that no longer are appropriate for, or can successfully function over the long run, as commercial uses.

IMPLEMENTATION 9.2:

9.2.1: ~~Create and adopt a new zoning map in conformance with the Framework for the Future Land Use Plan.~~ *Accomplished*

9.2.2. Work with owners of declining strip commercial properties during neighborhood and activity center planning in order to formulate redevelopment plans and programs for their properties.

POLICY 9.3: Protect the economic viability of the City's commercial centers.

Strategy 9.3.1: Evaluate the economic impact on existing commercial centers before rezoning or assisting in the development of new commercial projects

IMPLEMENTATION 9.3:

9.3.1: Require sponsors of new commercial centers who seek City *rezoning* approval or financial assistance to fund *a third party* analysis of the economic impact on existing commercial centers in the new center's market area.

POLICY 9.4: Ensure maintenance of a quality City environment and streetscape that is free from unsightly materials including inoperable vehicles, unscreened outdoor storage, refuse and litter.

Strategy 9.4.1: Strongly enforce City ordinances that prohibit storage of inoperable and junk vehicles, abandoned appliances and other property maintenance violations.

Strategy 9.4.2: Strongly enforce City ordinances that prohibit littering and defacement of property and public areas within the City.

Strategy 9.4.3: Continue to enforce the City's weed ordinance.

Strategy 9.4.4: Adequately maintain all City rights-of-way and property by removing litter, weeds and other unsightly materials and continue proper street cleaning and landscape pruning.

Strategy 9.4.5: Encourage volunteer citizen and business involvement in caring for public areas such as roadsides.

Strategy 9.4.6: Institute an "Adopt a Roadway" program whereby citizens and businesses work in cooperation with the City and other public agencies to ensure a well-cared-for and pleasing roadside environment.

IMPLEMENTATION 9.4:

9.4.1: Increase Department of Codes Compliance staff to permit more proactive enforcement of the City's property maintenance ordinances and to assist with neighborhood sponsored community clean ups, "Adopt a Lot" programs and similar efforts.

GOAL 10. Revitalize historic Downtown Newport News.

POLICY 10.1: Plan and redevelop Downtown Newport News as a mixed use, regional activity center.

Strategy 10.1.1: Appoint a task force to provide leadership for the preparation of a redevelopment plan for the revitalization of Downtown Accomplished

New Strategy 10.1.2: Employ outside expertise such as urban economists and urban design professionals having national standing to explore realistic options for Downtown's future and help the City create a new vision and strategic plan for Downtown. Accomplished

New Strategy 10.1.2: Incorporate the LDR Maritime Center Plan for downtown Newport News into the Framework for the Future.

IMPLEMENTATION 10.1:

~~**10.1.1:** The City Council should create a task force to work with City staff in preparing a realistic redevelopment plan and program for the revitalization of the historic Downtown, including Victory Landing. Accomplished~~

~~*New 10.1.2: The City Council should hire outside expertise with national standing to work with City staff in preparing a realistic redevelopment plan and program for the revitalization of the historic Downtown, including Victory Landing. Accomplished*~~

New 10.1.2: Implement the recommendations of the LDR Maritime Center Plan for downtown Newport News.

A. The development of the Virginia Advanced Shipbuilding and Carrier Integration Center (VASCIC).

B. Providing a waterfront park adjacent to VASCIC, incorporating the Victory Arch and Christopher Newport Park with public access to the water between 23rd Street and 31st Street.

C. Creating a tourist attraction along the waterfront.

D. Providing new residential development downtown.

E. Providing a new Gateway for the Shipyard on 34th and 35th Streets.

F. Developing a park and galleria on the Superblock.

G. Providing structured parking, offices, mixed use development and hotels downtown.

H. Developing the Huntington Heights Community Service Center.

I. Providing retail and commercial service commercial development (e.g. gas station, dry cleaners, grocery stores) in the Maritime Center, especially along Washington and Huntington Avenues.

J. Providing landscaped buffers along surface parking lots.

NEW POLICY 10.2: *Provide satellite offices to make city services more accessible.*

POLICY 10.3: *Focus master planning efforts around interstate interchanges creating signature entrance points into the City.*

NEW POLICY 10.4: *Revitalize historic downtown in a manner which improves the water quality of the James River and its tributaries and preserves and protects environmental features intrinsic to water quality, where feasible. (See Economic Development Chapter New Policy 8.5 and Environment Chapter Goals 3A and Goal 5 and associated Policies, Strategies and Implementation)*