Brighton/Prentis Park Neighborhood Revitalization Plan: Crafting a Catalyst for Change

Brighton/Prentis Park Neighborhoods, Portsmouth, Virginia

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Table of Contents:

I. Executive Summary ........................................................................................................................................... page 1
II. Implementation Vision ....................................................................................................................................... page 9
III. Introduction ...................................................................................................................................................... page 11  
   a. About the Client Organization ..................................................................................................................... page 12  
   b. Plan Purpose .................................................................................................................................................. page 13  
   c. Setting and Context of Neighborhood ......................................................................................................... page 16  
   d. Theoretical Framework ................................................................................................................................ page 19  
   e. Theories in Planning ..................................................................................................................................... page 21  
   f. Precedent Plans ............................................................................................................................................. page 23  
   g. Approach and Methodology ......................................................................................................................... page 26
IV. Neighborhood Boundaries .............................................................................................................................. page 34
V. The Elements of Brighton and Prentis Park ...................................................................................................... page 37  
   a. The History of Portsmouth ............................................................................................................................. page 38  
   b. Brighton and Prentis Park past, present, and future .................................................................................... page 39  
   c. Understanding the dynamics of residents/stakeholder demands ............................................................... page 42  
   d. Community Needs ....................................................................................................................................... page 43  
   e. Neighbor Summary Results ......................................................................................................................... page 44
VI. Neighborhood Characteristics and Economic Profile ...................................................................................... page 50  
   a. Population ..................................................................................................................................................... page 50  
   b. Race ............................................................................................................................................................... page 51  
   c. Age Composition ......................................................................................................................................... page 51  
   d. Educational Attainment ............................................................................................................................... page 52  
   e. Housing Tenure .......................................................................................................................................... page 53  
   f. Crime ............................................................................................................................................................. page 53
VII. Neighborhood Analysis ................................................................................................................................. page 56  
   a. Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis .............................................................. page 57
b. Threats, Opportunities, Weaknesses, Strengths (TOWS) analysis .............................................................. page 65

VIII. Recommendation ........................................................................................................................................ page 72
  a. Vision, Goals, Objectives, and Strategies .............................................................................................. page 72

IX. Neighborhood Revitalization Strategy Map ................................................................................................ page 86

X. Conclusion .................................................................................................................................................. page 90

XI. Appendix ................................................................................................................................................... page 91
Table of Figures, Charts, & Maps:

Cover Art ............................................................................................................................................. 82
Figure 4: Marvin Boomer, President of the Brighton/Prentis Park Civic League .................................................. 82
Figure 5: Members of the Brighton/Prentis Park Civic League ................................................................... 82
Map 1: Boundary Map .............................................................................................................................. 80
Map 2: Proximity Map ............................................................................................................................. 80
Figure 6: City of Portsmouth Illustration ................................................................................................. 80
Figure 7: Rose Hill Sustainable Neighborhood Illustration .................................................................... 80
Figure 8: Salter’s Creek Neighborhood Illustration ................................................................................. 80
Map 3: Street Boundary Map .................................................................................................................. 80
Figure 9: Buster Haywood, Brighton resident who played in the Negro Baseball League ................. 80
Figure 10: Brighton Colored School picture, 1913-1914 ........................................................................ 80
Chart 1: Imagery Table results ............................................................................................................... 80
Chart 2: City Official results .................................................................................................................... 80
Chart 3: Home Grown or Chain Store results ........................................................................................ 80
Chart 4: Businesses who would hire neighborhood residents results .................................................... 80
Chart 5: Mix-use development results ................................................................................................... 80
Chart 6: Citizens who are in favor of neighborhood expansion results ................................................. 80
Table 1: Total Population Table ............................................................................................................... 80
Table 2: Race Population Table ............................................................................................................... 80
Table 3: Age Composition Table ............................................................................................................. 80
Table 4: Educational Attainment Table ................................................................................................... 80
Chart 7: Crime data results of Brighton and Prentis Park, October 2012-October 2013 ......................... 80
Figure 11: Neighborhood Revitalization Special Meeting Picture, October 5, 2013 ......................... 80
Figure 12: Neighborhood Revitalization Special Meeting Picture, October 5, 2013 ................. 80
Figure 13: Wesley Community Center, 1701 Elm St ......................................................................... 80
Figure 14: Community garden project with IUPUI students in Ft. Wayne, Indiana ............................. 80
Figure 15: Church, 1699 Elm St .............................................................................................................. 80
Map 4: Neighborhood Revitalization Strategy Map ............................................................................ 80
Table 5: Needed Partners according to the Neighborhood Revitalization Strategy Map .................. 80
Executive Summary:

Brighton and Prentis Park are two adjacent neighborhoods located in Southeast Portsmouth, Virginia. Both neighborhoods have gone through untold changes that have changed the neighborhoods from what they once were. Those changes have subsequently resulted in population decline, low educational attainment, increased crime, blight, and vacant lots within high visibility areas. These conditions have brought residents and stakeholders to the realization that both neighborhoods are in need of revitalization initiatives. Residents and stakeholders who have a vested interest in the neighborhood have come together and will act as catalysts for change in order to achieve a better future for the neighborhoods. Recognizing that the neighborhoods have yet to reach their full potential, residents and stakeholders of Brighton and Prentis Park will collaborate to develop a neighborhood revitalization plan. Revitalization initiatives will give neighborhood residents, stakeholders, and future residents new opportunities in terms of new job creation, mix-use affordable housing, recreational opportunities, greater diversity in shopping, more activity downtown, and a renewed sense of hope. This can be achieved through numerous public meetings, personal interviews, surveys, research, field work, and data analysis.

The Brighton and Prentis Park Civic League (BPPCL), community leaders, residents, and stakeholders have expressed the need and desire for revitalization initiatives for both neighborhoods. The Brighton/Prentis Park Neighborhood Revitalization Plan responds to this challenge by offering a description of the neighborhood today using the views of residents and stakeholders and what they see as needed improvements. The plan then articulates a future for Brighton and Prentis Park as expressed through the voices of residents throughout the planning process. These concerns serve as inspiration for many of the recommendations that appear in this document.

This plan was formulated through data gathering and analysis utilizing both quantitative and qualitative analysis. Additionally, stakeholders, residents, and community leaders were surveyed and interviewed, revealing various opinions regarding crime, safety, amenities, and desired changes.
Part I: Implementation Vision

Vision Statement:

The vision statement provides the overall direction for the Brighton/Prentis Park Neighborhood Revitalization Plan.

The vision for the Brighton/Prentis Park Neighborhood Revitalization Plan is to guide the creation of a safe and healthy environment that will encourage revitalization and have a positive economic impact on the quality of residents’ lives. It will guide redevelopment in the neighborhood that will create a more connective site that is set in a beautiful, natural environment for the future.

Goals of the Neighborhood Revitalization Study Vision:

• **Create balance and stability:**
  
  Balancing business and residential uses in the neighborhood will provide a stabilizing force.

• **Improve safety and perception of crime:**
  
  Make the Brighton and Prentis Park neighborhoods safe for all and change the larger community’s perception of the area.

• **Improve business viability:**
Help to create a vibrant community in Brighton and Prentis Park that will attract small businesses, artisans and ethnic restaurants reflective of the neighborhood’s growing diversity.

- **Improvement and infrastructure developments:**
  
  Recommend improvements to streetscapes, roadways, home design, and transportation infrastructure.

- **Economic development and funding:**
  
  Find funding to promote and entice new development and redevelopment opportunities in the neighborhood.

- **Promote diversity throughout the neighborhood:**
  
  Include racial, income, business, housing, and economic diversity in neighborhood initiatives.
Introduction:

What is a Neighborhood Revitalization Plan and how is it used?

The Brighton/Prentis Park Neighborhood Revitalization Plan provides an opportunity to help shape and direct patterns of growth and development within the neighborhood’s boundaries. The neighborhood revitalization planning process will address renewal initiatives that will bring forth a new vision in a ‘once proud’ community. The goal of this plan is to develop a level of planning practices that will bring together residents and stakeholders who have a vested interest in Brighton and Prentis Park. The Brighton/Prentis Park Neighborhood Revitalization Plan will:

- Identify neighborhood needs and concerns.
- Present a vision defined by the community.
- Set goals for improving the neighborhood.
- Recommend specific actions and strategies to accomplish these goals.
- Reflect clearly what the neighborhood desires for the future.
- Create a clear picture of the type of development that is desired by residents and stakeholders.
About the Client Organization:

The Brighton/Prentis Park Neighborhood Revitalization Plan was requested by Marvin Boomer, President of the Brighton and Prentis Park Civic League. The Brighton/Prentis Park Neighborhood Revitalization Plan fulfills the final requirement in the Master of Urban and Regional Planning program in the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University. The Brighton and Prentis Park Civic League operates with the intentions of keeping citizens informed of current events in the neighborhood. The association is governed by an eight-member cabinet including a President, Vice-President, Treasurer, Secretary, Chaplin, Executive Secretary, Financial Officer, and at-large member. All residents and stakeholders who live in and/or maintain a level of investment in the prosperity of the Brighton and Prentis Park neighborhoods are encouraged to attend and actively participate in the activities, discussions, and decision-making processes carried out by the BPPCL.

Figure 1: Marvin Boomer – President of the BPPCL

Figure 2: Members of the BPPCL
Purpose of the Plan:

Brighton and Prentis Park neighborhoods face many challenges that demonstrate a need for neighborhood revitalization planning initiatives.

The purpose of the Brighton/Prentis Park Neighborhood Revitalization Plan is to strengthen the neighborhood and increase the tax base. The BPPCL, city officials, residents, and stakeholders seek to change the character of the neighborhood. The Brighton and Prentis Park Civic League has pledged its commitment to fostering growth that can benefit everyone in the neighborhood. The BPPCL solicited a neighborhood revitalization plan that will examine the needs of residents with regards to education, employment, safety, growth, housing, and access to goods and services in the neighborhood. This plan will foster awareness of the need for change and increase stakeholder involvement.

The Brighton/Prentis Park Neighborhood Revitalization Plan will develop a comprehensive framework for future development within the boundary areas that will be utilized by the BPPCL in conjunction with the City of Portsmouth Planning Department and other organizations, residents, and stakeholders.

The Brighton/Prentis Park Neighborhood Revitalization Plan will address the issues of increased vacancies, abandoned properties, and slow growth that were identified through the quantified study and the engagement of residents, stakeholders, and civic leaders.

The Brighton/Prentis Park Neighborhood Revitalization Plan identifies and builds on the existing momentum of the neighborhood and aids in directing future improvements which will attract new investment and increase community morale among those with a vested interest in the neighborhood’s future.
The Brighton/Prentis Park Neighborhood Revitalization Plan will present recommendations to preserve and improve community characteristics in Brighton and Prentis Park that are socially and economically feasible for revitalization and neighborhood growth. It will also recommend ways to expand much-needed neighborhood services.

Finally, the Brighton/Prentis Park Neighborhood Revitalization Plan will present a neighborhood revitalization strategy map that will promote future development within the neighborhood and surrounding neighborhood boundaries and show where future developments can take place in the neighborhood.
Setting & Context of the Neighborhood:

The boundaries of Brighton and Prentis Park neighborhoods (as shown in Map 1) are defined by Portsmouth Blvd, Elm Avenue, and Lansing Ave. Jefferson Avenue separates both of the neighborhoods.

Map 1: Boundary Map provided by Alfred Cassidy.
Brighton and Prentis Park neighborhoods are in the same economic condition as many predominately African-American urban neighborhoods in the United States that have suffered population decline, disinvestment, and ‘white flight.’ By definition, revitalization can only take place in areas that are initially declining or low-income (Chappell 2010). According to the 2025 Destination Comprehensive Plan of Portsmouth, Brighton and Prentis Park are in need of revitalization initiatives. During the beginning revitalization planning process, Portsmouth City Officials and the Brighton and Prentis Park Civic League demonstrated their need for a neighborhood revitalization plan that will attest the current state of the Brighton and Prentis Park neighborhoods. This will inspire a sense of hope in a currently fragile neighborhood that once saw better days.

The neighborhood revitalization plan for Brighton and Prentis Park is a collaborative effort among residents and stakeholders who have a vested interest in the development of the neighborhood. Coupled with the neighborhood’s advantageous proximities (map below) to downtown Portsmouth, downtown Norfolk, Tidewater Community College, Norfolk Naval Shipyard, and other attractions, Brighton and Prentis Park can attract new investments in terms of job growth, mixed-use development, and new residents who value the historic character, amenities, and affordability offered within this urban neighborhood.
Map 2: Proximity Map provided by Alfred Cassidy.
Theoretical Framework:

State of the Art
Neighborhood Revitalization Planning

Neighborhood revitalization planning is based on a theory of economic competitiveness. By capitalizing on Brighton and Prentis Park location, the triage approach to neighborhood revitalization planning process is based on the premise when resources are limited; attempts can be made to target neighborhoods with the best chance for success. Unlike most other neighborhood revitalization approaches, the triage approach does not prescribe any particular action for neighborhoods. Instead, the triage approach shifts the focus to identify which neighborhoods can be revitalized. This can define a set of indicators that can be used to judge a neighborhood's potential for revitalization. Due to the geographical location, Brighton and Prentis Park has the potential for revitalization initiatives.

This neighborhood revitalization plan will use bottom-up strategies that will be necessary to achieve applicable revitalization improvements. This plan will focus on:

- Enhancing neighborhood growth.
- Improving quality decision making.
- Improving community assets.
- Maintaining credibility and legitimacy.
- Developing a civil society among residents and stakeholders.
The Brighton/Prentis Park Neighborhood Revitalization Plan will address the economic challenges currently present within the communities. Neighborhood driven revitalization plans are better positioned to address the full range of challenges present in communities that have experienced a decline, given their emphasis on both neighborhood physical development as well as the capacity of residents (Batie 2012). Both neighborhoods have been declining in terms of population and resources. These problems have attributed to the physical characteristics of neighborhood and the declining morale of neighborhood residents.

The support of the BPPCL, in conjunction with the Planning Department of Portsmouth, will be integral to completing the proposed neighborhood revitalization planning initiatives. The BPPCL knows firsthand what issues need to be addressed and are looking for the Portsmouth Planning Department to work with them in addressing problems in the neighborhood. Both organizations will have access to information and resources that will be beneficial for neighborhood revitalization initiatives and future growth.

**Neighborhood Collaborative Planning**

The collaborative approach to neighborhood planning states that planners must understand the economic, social, political and physical characteristics that contribute to a sense of place and community (Batie 2012). This approach looks beyond improving aesthetics to include larger social objectives such as creating healthy social networks, empowering local residents, developing neighborhood economies, or preserving environmental quality (Batie 2012). Recommendations provided as a result of the collaborative approach are especially sensitive to the expressed needs of local residents and stakeholders (Brooks 2002). Personal interviews revealed that residents and stakeholders of Brighton and Prentis Park neighborhoods feel that city officials in Portsmouth have completely ignored the current issues in the neighborhood.
Theories in Planning:

Theories in planning were examined to guide sustainable growth for the Brighton and Prentis Park neighborhoods. The most appropriate theories that will help guide the neighborhood revitalization initiatives for Brighton and Prentis Park are cluster base and new market theories.

Cluster base theory is when a certain industry will cluster themselves in a particular region. Cluster base theory identifies what type of businesses (small to mid-size industries) would be a perfect fit for the neighborhood. Due to the location of the neighborhood, cluster base initiatives will lower taxes, attract investors, create affordable housing and build economic activities. Often, a company’s access to a labor force with specialized skills, desirable location, plentiful natural resources, supportive business infrastructure, and/or academic research may cause a group of companies to establish or cluster themselves and grow within a specific region (Breault, 2000). This approach will be economically resilient and will meet new market demands to create different types of housing options and businesses that will become viable assets for the neighborhood. These aspects will improve economic competitiveness through reliability and will improve access for residents and stakeholders. Cluster base strategies will create reinvestments by providing healthier and more vibrant opportunities to showcase the neighborhood’s character, context, and wants of residents and stakeholders in Brighton and Prentis Park.

New market theory is a combination of ideas from economic base theory and earlier claims that inner-city and rural areas have valuable untapped or underutilized market potential (Blakely 2002). New market theory will provide opportunities to encourage reinvestment, redevelopment and attract new investments that will successfully complete new market initiatives for Brighton. A new market theory approach for Brighton and Prentis Park will be useful in establishing the types of industry the neighborhood can sustain for new market growth. According to the Census, there are 18,716 residents that currently reside in the neighborhood. The abundance of vacant and underutilized commercial properties will lead to new creation to aid in this process. On top of helping state business and
government leaders to better understand the dynamics of their economies and particular industries, the new market concept has proved to be a powerful framework for companies to organize, work together, and work with the government to meet their needs and promote their interest (Waits 2000). The availabilities of commercial and open space in both neighborhoods, makes the new market theory instrumental in effectively executing the strategic planning process.
Precedent Plans:

In order to achieve the type of neighborhood revitalization plan that has specifically been requested by Marvin Boomer, i.e. one that is considerate of both people and place, a number of precedent neighborhood plans have been consulted to influence the Brighton/Prentis Park Neighborhood Revitalization Plan.

**Figure 6**: 2025 Destination Comprehensive Plan Illustrations.  
*Adapted from* City of Portsmouth website: [http://www.portsmouthva.gov/](http://www.portsmouthva.gov/)

The 2025 Destination Comprehensive Plan is a plan that was adopted by the City of Portsmouth City Council in 2005. The Destination Comprehensive Plan focuses on future actions the City of Portsmouth wants to implement in the next twenty years. The plan presents short-range, mid-range, long-range goals and objectives for all activities that will affect local government, residents, and business owners. This plan also gives guidance on how to make decisions on public and private land development proposals; the expenditure of public funds; availability of tax incentives; cooperative efforts; and issues of pressing concern on the rehabilitation of older neighborhoods.
The Rose Hill Sustainable Neighborhood Plan will serve as an example of what initiatives can be achieved through neighborhood planning. The planning approach in Rose Hill focuses on challenges of existing infrastructure that address the issues of sustainability. Sustainability principles guide the foundation of vision, goals, objectives and initiatives to the Rose Hill Sustainable Neighborhood Plan. The plan also recommends policies that encourage infill development for the protection of aesthetic features and the natural environment. The incorporation of resourceful tools provides residents and stakeholders with tangible ideas of what their neighborhood could possibly be. This is noteworthy because most citizens lack interest until they see specifically how a plan will affect them (Klein 2011).
Finally, the Salter’s Creek Neighborhood Plan will be used in determining what revitalization initiatives will be implemented. This plan is a previous Studio II plan done by Meghan Hesse. The Salter’s Creek Neighborhood Plan, “was devised to address the concerns of sustainability, creating connections with natural resources and affordable housing opportunities” (Hesse 2008). This plan sought to revitalize residential and commercial mixed-use developments with adequate access to services. The revitalization of residential and commercial mixed-use development for Salter Creek focuses on growth. This plan demonstrates criteria for growth indicators that make it a viable space for citizens.
Approach and Methodology:

What questions must be asked:

The neighborhood revitalization literature review presents questions that must be asked in order to make insightful recommendations for Brighton and Prentis Park. These questions will be organized into three categories:

- **Demographic Trends:**
  - What is the educational attainment of citizens living in Brighton and Prentis Park?
  - How many housing units are occupied by home owners compared to renters?
  - How many families and individuals live below the poverty threshold in Brighton and Prentis Park?

- **Neighborhood Participation:**
  - What is the rate of citizen participation when it comes to the planning process?
  - What is the rate of stakeholder participation?
  - Do citizens in the neighborhood understand the value or see the importance of neighborhood participation?

- **Social Dynamics:**
  - What type of programs and facilities are offered for residents?
  - Do neighbors interact with one another?
  - Are there any social dynamics between residents and stakeholders?
  - How do residents of Brighton and Prentis Park identify their neighborhood?
Sources of Information

The Brighton/Prentis Park Neighborhood Revitalization Plan has both quantitative and qualitative objectives. Quantitative and qualitative methods will be used to analyze relevant data from the following sources:

- US Census Bureau
- The Brighton and Prentis Park Civic League
- Portsmouth Planning Department
- Neighborhood Revitalization Survey
- Personal Interviews
- City of Portsmouth Police Department

The data sources listed above are useful in determining economic, demographic, and market factors. The data will be combined with input from stakeholders and residents to perform a SWOT (strengths, weaknesses, opportunities, and threats) analysis.

Qualitative methods used within the Brighton/Prentis Park Neighborhood Revitalization Plan will include a revitalization focus group study and personal interviews with residents and stakeholders. These two qualitative methods will determine the existing conditions the residents and stakeholders feel are most relevant in the neighborhood. These methods do not capture numeric data; however, they provide indicators of existing conditions in the neighborhood and what conditions need to change. Combining qualitative and quantitative data sources captures changes to social characteristics, physical features, and community experiences that will inform revitalization initiatives that will be beneficial for present residents and future residents.
Planning Principles

The community planning principles were identified for the Brighton/Prentis Park Neighborhood Revitalization Plan by gathering feedback from community residents and stakeholders.

1. Build on strengths.
Brighton and Prentis Park has a wealth of assets that can be used to attract new investment and generate a renewed interest in the community. Market-driven initiatives must build on the unique characteristics of Brighton and Prentis Park for the areas to experience greater long-term success.

2. Preserve the existing character of the neighborhood.
One of Brighton and Prentis Park strongest assets is its housing stock. Spacious homes with interesting architectural details built in a compact urban grid create a feeling of community that should be strengthened and preserved.

3. Create a mixed-income community.
Successful neighborhoods have a range of incomes, services and housing types. New development should strive to attract new market-rate housing, while continuing to provide quality affordable housing and mixed-use development options.

4. Capitalize on the community’s African American heritage.
Cultural and heritage tourism is one of the fastest growing segments of the tourism industry. Brighton and Prentis Park have a unique place within local and national history and provides a wealth of opportunities that can be leveraged to provide positive economic benefits.

5. Provide a range of amenities that meet the physical and economic needs of citizens in the neighborhood.
Successful neighborhoods offer institutions and services for their residents. Many elements that exist in Brighton and Prentis Park will require physical improvements, capacity building and a collaborative effort to be considered viable institutions.

6. **Build a critical mass of residents to support a viable commercial district.**
Successful commercial districts require strong and economically successful residential areas. Encouraging new residential developments will attract new customers who ultimately provide the critical mass necessary to attract high quality commercial development.

7. **Concentrate new development on vacant land.**
New development should be directed to the vacant parcels to preserve the neighborhood’s existing character.

8. **Minimize displacement.**
Throughout the planning process, stakeholders were clear that residents living in Brighton and Prentis Park should remain a part of the community. New development and rehabilitation of existing buildings should be carried out in a way that minimizes the displacement of residents.
Road Map to the Document

The Brighton/Prentis Park Neighborhood Revitalization Plan is organized into nine sections as given below.

- Implementation Vision.
- Introduction.
- Neighborhood Boundaries.
- The Elements of Brighton and Prentis Park.
- Neighborhood Characteristics and Economic Profile.
- Neighborhood Analysis.
- Recommendations.
- Neighborhood Revitalization Strategy Map.
- Conclusion.

The Elements of Brighton and Prentis Park is a review of the existing conditions beginning with a brief history of both neighborhoods. The findings of the quantitative data collection processes is provided along with a discussion of the physical composition of the neighborhoods, an understanding the demands, community needs, and summary results planning efforts in the neighborhood.

The Neighborhood Characteristics and Economic Profile of Brighton and Prentis Park seek to correlate quantitative findings with the qualitative process to draw accurate conclusions from the US Census.

The Analysis portion of the Brighton/Prentis Park Revitalization Plan will consist of a SWOT analysis from residents and stakeholders in the communities. Residents and stakeholders make up the social fabric of the neighborhood and know what works and what current issues in the neighborhood needs to be resolved. Another analysis that is important is a TOWS (threats, opportunities, weaknesses, and strengths) analysis of the neighborhood. TOWS analysis is a method that is used to study the environment of an organization and
its interior. The TOWS analysis is looked upon from an individual who is neutral but who will analyze the external environment and internal environment of the neighborhood revitalization initiatives.

The Implementation Recommendation chapter of the Brighton/Prentis Park Neighborhood Revitalization Plan proposes actions and strategies for change. Recommendations are organized in terms of three dimensions prefaced on goals, objectives, and strategies. For each recommendation, the implementation guide identifies appropriate organizations and potential partners that will execute each strategy.

**Approach & Methodology of the Plan**

The planning process for the Brighton/Prentis Park Neighborhood Revitalization Plan for both neighborhoods was begun in August 2013. The planning process included an examination of issues pertaining to feasibility, internal organization capacity, and external community factors affecting consumption and use, viability, and long term sustainability (Harper 2009). Primary components of the plan will include:

- A review of Census information from 2000 and 2010 to identify demographic characteristics of the Brighton and Prentis Park neighborhoods.
- Conducting a focus group meeting to understand resident and stakeholder needs and priorities for neighborhood revitalization initiatives.
- A survey that will assess the neighborhood strengths as well as potential opportunities, weaknesses, and threats that measure the gap between what residents and stakeholders consider important (survey is in appendix).
Project Timeline

In order to complete a neighborhood revitalization initiative, a public outreach campaign must be initiated to build a consensus and understanding of the issues most important to residents and stakeholders who have a vested interest in the neighborhood. The Brighton/Prentis Park Neighborhood Revitalization Plan created one focus group and initiated several personal interviews to provide relevant analysis and review with those in the neighborhood who are familiar with issues and challenges that have plagued the neighborhood.

The revitalization special meeting focus group was held on Saturday, October 5 at the Wesley Community Center. The Brighton and Prentis Park Civic League (BPPCL) recruited participants for the meeting. The Portsmouth Planning Department also recruited participants by using social media (Facebook, Twitter). Flyers were distributed at local businesses in the neighborhood. The focus group had five people in attendance. The event turnout was minimal, with most attendees being older residents from the neighborhoods. Even though there was minimal turnout for the revitalization special meeting, discussion with the residents was exceptional due to the nature and scope of the PowerPoint presentation and the survey questionnaire. The individuals at the meeting were passionate about the neighborhood and revitalization initiatives needed.

Additional information was collected on an as-needed basis through personal meetings held with key residents and stakeholders. These discussions involved the components of the plan to the neighborhood summary results.
Part II: Neighborhood Boundary of Brighton and Prentis Park

This section will show the boundary areas within the Brighton and Prentis Park neighborhoods. The red boundary area consists of the Brighton neighborhood. The blue boundary area consists of the Prentis Park neighborhood. The area is bound by Jefferson Street, Elm Avenue, Effingham Street, Portsmouth Blvd, George Washington Highway, and Race Street. Below is the description of the neighborhood boundary map.
Map 3: Street Boundary Map provided by City of Portsmouth GIS Department.
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Part III: The Elements of Brighton and Prentis Park

This section provides a brief history of Portsmouth, including a brief history of Brighton and Prentis Park neighborhoods, current trends, and the proposed/potential future of the neighborhood.

Figure 9: Buster Haywood – Brighton resident who played in the Negro Baseball League.

Figure 10: Picture of the Brighthon Colored School donated by Mae Breckenridge-Haywood.
BACKGROUND & HISTORY

History of the City of Portsmouth
Brighton and Prentis Park neighborhoods are located within the City of Portsmouth. The City of Portsmouth was founded in 1752 when Colonel William Crawford, merchant and ship-owner, set aside 65 acres of his plantation for the Town of Portsmouth. The original acreage, in what is now downtown Portsmouth, is on a peninsula formed by the Elizabeth River and its western and southern branches (NIMEA 1996). The Town of Portsmouth was, incorporated in 1819 and in 1858 broke away from Norfolk County to become and independent city. In 1827, the Naval Medical Center Portsmouth, the Navy’s first hospital, was established and joined the Naval Shipyard as the government’s second sizeable enterprise in Portsmouth (NIMEA 1996).

Before World War I, the shipyard was mainly used to repair ships. The current major naval base for the region, Naval Station Norfolk, did not yet exist (NIMEA 1996). Major expansion did not occur at the shipyard until World War I. The events of World War I lead to the expansion that accommodated 11,000 employees and their families. The shipyard was again expanded in World War II, doubling its physical size, and greatly expanding its productive capacity. This tremendous expansion brought an assortment of employment opportunities to minorities (women and African-Americans), especially African-Americans in the neighborhood. After World War II, Portsmouth had to retrench, but because the Navy Yard remained relatively active, the City’s economy did not fall to the depths suffered after World War II (NIMEA 1996).

Annexation, due to the growth effects of World War II, increased the city’s size and population. The first Master Plan for Portsmouth was adopted in 1950. The plan suggested delaying growth outside of the municipality’s boundaries and placed greater emphasis on increasing growth in the central city to maintain the city as a unified unit. Desegregation of Portsmouth school in the 1960s led to the migration of many affluent white families to suburban neighborhoods which changed the racial demographic in the city. This phenomenon, known as “white flight,” is, for the most part, responsible for the decline in the City of Portsmouth’s population, community resources, and tax base. The City of Portsmouth witnessed a period of economic decline beginning in the 1960s. After
years of decline and blight due to external migration of upper and middle class residents, the City of Portsmouth is currently experiencing restoration efforts, with many new redevelopment and revitalization projects occurring in certain neighborhoods.

**History of Brighton and Prentis Park Neighborhoods:**

Brighton, like many neighborhoods in Portsmouth is named for a city in England. The neighborhood has existed since 1890, when the O’Neil farm just southwest of downtown was platted into 1,477 lots to create a community where African-Americans could live and own their homes (Virginian-Pilot 2011). The Prentis Park neighborhood was an affluent white neighbor that was filled with influential members of the community. Even though both neighborhoods bordered one another, there was rarely an instance of racial tension because of an unwritten rule that members of each community especially residents of the Brighton neighborhood knew not to wander into Prentis Park by themselves according to Goldie Scoggins, a Prentis Park resident.

In the years after World War II, many white residents in Prentis Park had the financial resources to remove themselves from the neighborhood into suburban communities such as Sterling Point in Portsmouth and other surrounding suburban communities in the Tidewater area. This ‘white flight’ was in response to African-Americans moving into white neighborhoods. Discriminatory practices restricted the ability of African-Americans in Portsmouth to move away from the inner cities neighborhoods into suburban areas, even when they could afford to leave the inner-city neighborhoods of Portsmouth.

The 1950’s was a tumultuous time for both neighborhoods with the introduction to public housing and the construction of interstate highways. A 1956, Virginia-Pilot newspaper article quoted Mrs. Louise Bond, League Secretary, “the league and homeowners wants no part of public housing and have organized against it. She added that the league would not be opposed to homes being built and sold. It is the only Negro area in Portsmouth in which homes can be built; we want Brighton to become an area of homeowners.” Further the construction of Interstate 264 through the Brighton and Prentis Park neighborhoods displaced many residents, especially African-Americans residents. By the 1960s, federal highway construction was responsible for the demolition of 37,000 urban housing
units each year; urban renewal and redevelopment programs were destroying an equal number of mostly low-income housing units annually (Mohl 2002).

The Supreme Court decisions of Shelley v. Kraemer, Brown v. Board of Education Case, and the Civil Rights Movement of the 1960’s, restrictive segregate housing and made racial integration of neighborhoods in the United States possible but in small steps. Racial integration in the Prentis Park neighborhood began when African American students who were attending the Brighton Colored School got the opportunity to attend predominately white Woodrow Wilson High School.

By the 1970’s, the Prentis Park neighborhood became a majority African-American community. According to Mae Breckenridge-Haywood, President of the African-American Historical Society of Portsmouth, “during the 1970’s members in Brighton and Prentis Park neighborhoods were a close-knit community. Individuals cared for one another. Children cared about the quality of an education. Parents attended PTA meetings. Children that were graduating from high school were applying to non-historical black colleges and universities (HBCU) schools due to changes. Family, church, and school were 3 things that were applied into individuals living in the neighborhood. Members in Brighton and Prentis Park neighborhood were proud. “

Ms. Scoggins and Ms. Breckenridge-Haywood, both agreed that the 1980’s violence and drug epidemic changed the dynamics of the once proud neighborhood of Brighton and Prentis Park. In a 1984 Virginia-Pilot article, Henry Wilkins when describing the Brighton and Prentis Park neighborhoods stated “It ain’t even safe to be noplace outside because you don’t know who might get you around the corner. We pay all this damn money for taxes and they fix up the other parts of the city. We can’t even get cops to come out here when something goes wrong. It’s like we don’t belong to the city.” The perception of the Brighton and Prentis Park neighborhoods were also affected by blight, multiple vacancies, and low community morale. These concerns have led individuals to step forward and make a difference in the neighborhood. In a 1983 Virginia-Pilot article, Steve Strong, a former city intern in Portsmouth mentioned: “There are no plans by the city to do anything here right now. I think the hardest problem here will be to get
the residents involved. They have been reluctant in the past. I see the problems but we should be able to tackle them at a minimal cost. If the residents get involved, then we can hold down costs.”

The Brighton and Prentis Park neighborhoods are still suffering from some of the same issues that were present in the 1980s. Today, many residents in the community feel that the City of Portsmouth has completely ignored the neighborhood and made the revitalization of other neighborhoods a priority mainly because of race. There is a new regime of concerned citizens, stakeholders, and City of Portsmouth officials and a desire to change the perception of the neighborhood. The Brighton/Prentis Park Neighborhood Revitalization Plan will provide the community with a set of revitalization initiatives that will help to change the perception of the neighborhood.
Understanding the Dynamics of Resident/Stakeholder Demands

The planning process for the Brighton/Prentis Park Neighborhood Revitalization Plan for Brighton and Prentis Park included meetings on September 14 - November 2, 2013 with key stakeholders, citizens, and a focus group meeting that took place on October 5, 2013. In addition to the neighborhood revitalization focus group meeting, residents and stakeholders were given the opportunity to complete a revitalization survey designed to identify catalyst for change and measure perceptions of the current conditions in the neighborhood. Individual surveys with stakeholders and residents were also conducted with those who could not attend the meeting on October 5. The revitalization survey supplemented the findings from the focus group meeting.

Staff members from the Wesley Community Center, the President of the BPPCL, members of the BPPCL, residents and stakeholders who completed the survey, city officials, as well as residents and non-residents interested in the future of the Brighton and Prentis Park neighborhood participated. From these events emerged key aspects that will be vital in the neighborhood revitalization planning process that will be called: **C.P.R.**

- Create new options for the Brighton and Prentis Park neighborhoods,
- Protect citizens of Brighton and Prentis Park in the revitalization planning process, and
- Remove the negative perception that both neighborhoods are currently experiencing.
COMMUNITY NEEDS

The community needs approach for Brighton and Prentis Park will adopt a view of neighborhood development as a long-term process to improve the Brighton and Prentis Park neighborhoods in phases. Throughout the revitalization planning process, residents and stakeholders felt strongly that their public involvement and input needed to be considered in the revitalization planning process for the project to be successful.

The important partners that will implement the Brighton/Prentis Park Neighborhood Revitalization Plan include the residents of the Brighton and Prentis Park neighborhoods, stakeholders, and city officials. Working together they will make both Brighton and Prentis Park safer and more vibrant neighborhoods within the City of Portsmouth.
Neighborhood Summary Results:

There were 17 respondents to the revitalization survey: 5 respondents attended the meeting held at the Wesley Community Center on October 5, 2013 and the other 12 respondent results came from one-on-one interviews with residents and stakeholders between the dates of October 6 – November 8, 2013. The results of the Brighton/Prentis Neighborhood Revitalization Focus Group Survey Questionnaire (see appendix) were used to complete the SWOT analysis, and to identify goals, current trends and issues that are the most important to residents and stakeholders.

1. What kind of imagery do you think Brighton and Prentis Park currently has?
   Out of 17 respondents, 14 respondents, 82%, consider the imagery negative, 2 respondents, 12%, consider the imagery neutral, 1 respondent, 6%, considers the imagery positive.

Chart 1: Imagery Results of Brighton and Prentis Park.
2. Are you in favor of revitalization initiatives in Brighton and Prentis Park? Out of 17 respondents, everyone agreed that neighborhood revitalization initiatives need to take place.

3. Do you think there are enough recreational opportunities for children and teenagers in the Brighton and Prentis Park neighborhoods? Out of 17 respondents, everyone agreed there are not enough recreational opportunities for children and teenagers in the neighborhood.

4. Do you think there are job opportunities for residents in the Brighton/Prentis Park neighborhoods? Out of 17 respondents, everyone agreed that there are no job opportunities in the neighborhood for residents.

5. Do you think City Officials care about the needs and wants of residents that live in Brighton and Prentis Park? Out of 17 respondents, everyone felt strongly that City Officials do not care about the needs and wants of residents who live in the neighborhood.

6. Do you think City Officials know what current trends are taking place in the Brighton/Prentis Park neighborhood? Out of 17 respondents, 12 respondents, 71%, felt that City Officials don’t know what current trends are taking place in the neighborhood; and 5 respondents, 29%, felt that City Officials know the current trends that are taking place in the neighborhood.

8. Would you be in favor of more home grown business or chain stores, for example (Chuck E Cheese, Subway, and Farmers’ Market) in Brighton and Prentis Park? Out of 17 respondents, 10 respondents, 59%, favored home grown stores; 7 respondents, 41%, favored chain stores coming into the neighborhood.
9. If small-to-midsize businesses were to locate in Brighton and Prentis Park, do you think those businesses would hire residents? Out of 17 respondents, 9 respondents, 53%, felt that small-to-midsize businesses would hire residents; 8 respondents, 47%, felt they would not hire neighborhood residents.

![Chart 4: Results of businesses who would hire neighborhood residents.](chart)

10. Are you in favor of development coming into the Brighton/Prentis Park neighborhood? Out of 17 respondents, 11 respondents, 65%, favored mixed-use development coming into the neighborhood; 6 respondents, 35%, did not in favor development.
11. Do you see the Brighton and Prentis Park neighborhoods expanding in the near future in terms of revitalization initiatives? Out of 17 respondents, 9 respondents, 53%, felt that the neighborhood will expand in the near future; 8 respondents, 47%, felt that the neighborhood will not see any growth in the near future.

12. Did you enjoy taking this survey? Out of 17 respondents, everyone enjoyed taking the survey.
Part IV: Neighborhood Characteristics & Economic Profile

Neighborhood Characteristics and Economic Profile:

The following quantitative analysis was compiled using U.S. Census data from 2000 and 2010. The data will be used to describe demographic current conditions in the Brighton and Prentis Park neighborhoods, the City of Portsmouth, and the State of Virginia. The demographic conditions will help anticipate impending changes the neighborhood has gone through within the past ten years.

Population:

According to the US Census figures from 2000 - 2010, total population in Brighton and Prentis Park has fallen. In 2000, the US Census recorded 18,716 residents living in Brighton and Prentis Park neighborhoods (see Chart below). The total population of Brighton and Prentis Park decreased by 450 residents or 2.35% between 2000 and 2010. The loss of population can be attributed to residents relocating or death.

<table>
<thead>
<tr>
<th>Total Population</th>
<th>2000 Population</th>
<th>2010 Population</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brighton/Prentis Park</td>
<td>19,166</td>
<td>18,716</td>
<td>-2.35%</td>
</tr>
<tr>
<td>City of Portsmouth</td>
<td>100,565</td>
<td>95,535</td>
<td>-5.00%</td>
</tr>
<tr>
<td>State of Virginia</td>
<td>7,078,515</td>
<td>8,010,024</td>
<td>13.03%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 & 2010, Table 1: Total Population Characteristics.

Race:

Racial composition in the Brighton and Prentis Park neighborhoods has changed the past ten years. The African-American population decreased by 4.6% while white population increase a little over 1%. The Hispanic & Latino population and two or more races had the
The biggest increase is seen in the Hispanic & Latino racial composition, which increased over 84%, from 233 in 2000 to 430 in 2010. Two or more races in the Brighton and Prentis Park neighborhood increased a little over 63% from 232 in 2000 to 379 in 2010. All other racial demographics listed in the chart below increase which indicates the Brighton and Prentis Park are becoming more diverse.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Black &amp; African American</td>
<td>14,730</td>
<td>14,057</td>
<td>50,899</td>
<td>50,878</td>
<td>1,390,293</td>
<td>1,551,399</td>
</tr>
<tr>
<td>White</td>
<td>3,967</td>
<td>4,009</td>
<td>46,096</td>
<td>39,701</td>
<td>5,120,110</td>
<td>5,486,852</td>
</tr>
<tr>
<td>Hispanic &amp; Latino</td>
<td>233</td>
<td>430</td>
<td>775</td>
<td>1,019</td>
<td>329,540</td>
<td>631,825</td>
</tr>
<tr>
<td>Asian</td>
<td>90</td>
<td>91</td>
<td>112</td>
<td>143,069</td>
<td>138,900</td>
<td>254,278</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>8</td>
<td>11</td>
<td>37.50%</td>
<td>67</td>
<td>3946</td>
<td>5980</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>8</td>
<td>11</td>
<td>67</td>
<td>112</td>
<td>3946</td>
<td>5980</td>
</tr>
<tr>
<td>Some Other Race</td>
<td>81</td>
<td>98</td>
<td>916</td>
<td>48.22%</td>
<td>138,900</td>
<td>254,278</td>
</tr>
<tr>
<td>Two or more races</td>
<td>232</td>
<td>379</td>
<td>1,632</td>
<td>52.45%</td>
<td>143,069</td>
<td>233,400</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 & 2010, Table 2: Race Characteristics of Brighton/Prentis Park, City of Portsmouth, and Virginia.

### Age Composition:

Adult ages of 25 – 44 are the largest segment of the population in the neighborhood followed by adult ages of 44 – 64 (see Chart 3). According to the 2000 and 2010 Census data, the median age group of Brighton and Prentis Park, the City of Portsmouth, and the State of Virginia are similar in comparison. From 2010 Census data, the population in Brighton and Prentis Park between the ages of 15 and under, 25 – 44, and 65 and older decreased while the population 15 – 24 and 45 – 64 increased.
Educational Attainment:

According to the chart below, Brighton and Prentis Park residents have similar educational attainment levels to other residents in the City of Portsmouth. Those numbers include high school graduates and individuals with associate, bachelors, and graduate or professional degrees. Individuals with less than a 9th grade education and individuals that attended high school but did not graduate high school (9th to 12th grade without a diploma) is slightly higher in Brighton and Prentis Park neighborhood compared to the City of Portsmouth overall.

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Brighton/Prentis Park</th>
<th>Portsmouth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th grade</td>
<td>8.20%</td>
<td>5.50%</td>
</tr>
<tr>
<td>9th to 12th grade, no diploma</td>
<td>17.40%</td>
<td>11.90%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>28.40%</td>
<td>30.00%</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>23.20%</td>
<td>26.10%</td>
</tr>
<tr>
<td>Associate’s degree</td>
<td>5.90%</td>
<td>7.40%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>10.60%</td>
<td>12.40%</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>6.30%</td>
<td>6.70%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 & 2010, Table 4: Educational Attainment Comparison of Brighton/Prentis Park and City of Portsmouth.
Housing Tenure:

According to the 2010 census, of the 7,464 housing units in Brighton and Prentis Park, 59% of the homes are renter-occupied while the remaining 41% of the homes in the neighborhood are owner-occupied. When compared to the 2000 Census housing tenure results, homeownership for Brighton and Prentis Park was 45% while renter occupancy was 55%. The decrease of homeowner occupancy was -7.96% while renter occupancy increased by 6.92%. Between those same years, the numbers of vacant housing units within the neighborhood have remained the same. In both years, there were 169 vacant housing units reported.

Crime:

Crime index suggest certain types of crimes occur in the neighborhood boundaries as compared to the national average. The number of crimes that happens in Brighton and Prentis Park neighborhood shows negative patterns and gives a negative perception that the neighborhood is not safe. An increase in crimes can happen in proximity around the number of vacancies in the neighborhood. According to the Portsmouth Police Department report, crime in Brighton and Prentis Park is double the national average. The chart below gives a yearly statistical data report of the types of crimes that take place in the Brighton and Prentis Park neighborhoods from October 2012 – October 2013.
According to the chart, the City of Portsmouth Police Department has done proactive policing in the neighborhoods 994 times, 57%. Disorder complaints were the highest crime reported, 324 times, 18%; followed by traffic issues, 209 times, 12%; property complaints, 118 times, 7%; violent crimes, 98 times, 6%. Noise complaints in the Brighton and Prentis Park neighborhoods was the lowest crime reported, 9 times, 1%.
Part V: Neighbor Analysis

This section will present a SWOT analysis of strengths, weaknesses, opportunities, and threats that are of the most importance to residents and stakeholders in Brighton and Prentis Park. The analysis will also introduce the TOWS analysis (threats, opportunities, weaknesses, and strengths) and how it can be used in conjunction with the SWOT analysis.

Figure 11: Revitalization Meeting Survey questionnaire, October 5, 2013.

Figure 12: Stakeholders taking the survey, October 5, 2013.
Community Neighborhood Revitalization SWOT Analysis:

SWOT is an analysis method used in a strategic planning process that evaluates strengths, weaknesses, opportunities, and threats that helps to identify specific goals and objectives. The citizens of Brighton and Prentis Park neighborhoods make up the social fabric of the community and it was important for them to participate in the SWOT analysis as part of the neighborhood revitalization planning process.

On October 5, 2013 at the Wesley Community Center located in the Prentis Park Neighborhood, residents and stakeholders came together and filled out a survey pertaining to what strengths, weaknesses, opportunities, and threats the neighborhood is experiencing. An understanding of these conditions will help develop strategies that will build on neighborhood strengths/opportunities and address weaknesses/threats.

Strengths and weaknesses tend to evaluate internal conditions, recent changes, and trends that have occurred in the neighborhood. Opportunities and threats are external factors that can affect the neighborhood. They can come from changes in economic patterns, legislation, economic restricting, zoning or new innovation that might have implications that might be positive or damaging to a neighborhood.
Strengths in the Brighton and Prentis Park neighborhoods are those things identified by the residents and stakeholders that are important and beneficial for revitalization initiatives and offer a foundation on which the neighborhood can build a stronger economy.

**Community Residents and Stakeholders:**

The greatest strength in Brighton and Prentis Park neighborhoods is the strong commitment of neighborhood residents and stakeholders to transform the community from a state of decline to a state of revitalization.

**Figure 13: Wesley Community Center 1701 Elm St.**

**Wesley Community Center:**
The Wesley Community Center, located in the neighborhood provides residents with education, financial, and social support service. The community center offers General Education Development (GED) classes, practical computer training, emergency financial assistance, food redistribution, Meals on Wheels, and other support programs. Programs offered at the Wesley Community Center mission helps bolster the potential for individual growth and awareness among residents in the Brighton and Prentis Park neighborhoods. The Wesley Community Center has been a pillar for the Brighton and Prentis Park Neighborhood for over fifty years.

**Brighton/Prentis Park Neighborhood Watch Team:**
The Brighton and Prentis Park Civic League (BPPCL) has taken the initiative to start a community neighborhood watch team. Many participants in the BPPCL feel that the law enforcement presence is not enough so they patrol the neighborhood in the
community neighborhood watch car. The purpose of the community watch team is to lookout for suspicious activities and to talk to residents while patrolling the neighborhood about current issues and to promote community outreach.
Weaknesses in the Brighton and Prentis Park neighborhood will contribute to perceptions that are currently harmful to the neighborhood.

**Limited Resources:**

Limited financial and physical resources are significant weaknesses in the Brighton and Prentis Park neighborhoods. A majority of the residents in the neighborhood are low-income and unable to maintain their properties. There is also limited access to important technologies such as computers, Wi-Fi hotspots, and high-speed internet which in turn restrict residents’ ability to locate opportunities and resources in the neighborhood and the surrounding city. The City of Portsmouth is unable to provide adequate infrastructure maintenance and improvements due to years of a weak tax base and a depressed economic climate.

**Retail Services:**

Many essential retail services are not locally available to residents in the Brighton and Prentis Park neighborhoods. Due to the limited retail services within the neighborhood, residents are forced to travel outside of the neighborhood to spend their income in other areas in the city. Examples of commercial enterprises that are nonexistent but would be beneficial to the neighborhood are affordable grocery stores, restaurants, and small markets.
City Services:

According to residents and stakeholders in Brighton and Prentis Park, residents feel that the City of Portsmouth has neglected existing code enforcement and regulations that could improve the neighborhood. There are concerns that the city has failed to respond to the demolition of condemned structures that are unsafe and the imposing of penalties on absentee landlords who fail to maintain their properties. The failure to enforce city codes over the years has led to a deteriorated appearance that negatively affects residents, stakeholders, and visitors.
Opportunities for the Brighton and Prentis Park neighborhoods are those things that give the neighborhood an advantage in improving its viability and to attract tax revenue.

**Community Gardens:**

According to the recent SWOT analysis focus group study, many residents feel that community gardens would be beneficial to residents because they would create friendships while building consciousness and community spirit. The high level of control that gardeners can exercise over space invokes a sense of ownership, or psychological ownership towards the land and the neighborhood (Eizenberg, 2013). Community gardens would also beautify vacant lots.

*Figure 14: Community garden project with volunteer students who attend IUPUI in Ft. Wayne, IN.*

**Infill Development:**

Residents and stakeholders in the community feel that infill development initiatives will improve the quality of the neighborhoods. Infill development conserves a community’s financial resource by taking advantage of existing infrastructure, increases walkability by contributing to safe and attractive pedestrian environments, and creates new opportunities for mixed-use neighborhoods that recapture the “sense of place” that is largely missing from development projects during the past 50 years.
years (Kienitz, 2001). The Brighton and Prentis Park neighborhoods have the available unused and underutilized infrastructure that can accommodate growth in the neighborhood.

**Creation of jobs and business opportunities:**

Creating jobs and business opportunities in the Brighton and Prentis Park neighborhoods was a major concern because employment and income are seen as critical for ensuring adequate resources for the residents. The neighborhood economic base has been severely diminished over the years by businesses closing and relocating outside of the neighborhood. Given these facts, the creation of jobs that provide a living wage for residents are essential; however, enhancing the economic conditions within the neighborhood will not be an easy task due to negative neighborhood perceptions. Having access to education services and employment preparation is essential for residents to maintain a sustainable lifestyle. Capital investments in regards to job training will enhance productivity and lead to higher wages. Opportunities for job training and employment assistance in the revitalization initiatives will enhance the competitiveness of residents in a new labor market as jobs and business opportunities are created in the neighborhood.
Threats for the Brighton and Prentis Park neighborhood are related to weaknesses in a community which hamper future development and investments.

**Low Property Values:**

The low cost of real estate in Brighton and Prentis Park neighborhoods can be seen as an opportunity for redevelopment but is also a threat for the neighborhood. Low property values allow developers and absentee landlords to acquire land inexpensively and to defer maintenance of their properties.

**Continued Poor Economic Climate:**

Due to the recent recession and continued poor economic climate, many businesses in Brighton and Prentis Park neighborhoods have suffered revitalization initiative efforts for the neighborhood. The poor economic climate has also decreases available funding from tax revenues for investments in the neighborhood.

**Increase in Crime:**

An increase in crime in the Brighton and Prentis Park neighborhoods can be seen as a lack of involvement by residents and the failure of law enforcement. An increase in crime damages the reputation of the neighborhood and lead s to a decline in investments and low community moral.
Neighbor Revitalization TOWS Analysis:

The TOWS analysis is a tool for executing current situational analysis of strategies that have been implemented and planning alternative strategies (Takahashi, 2011). The TOWS analysis serves as a conceptual framework for future research about the combination of external and internal factors in the revitalization process, and strategies based on current and future trends. A TOWS analysis becomes a useful tool for addressing the results of the SWOT analysis.

The TOWS analysis for the Brighton/Prentis Park Neighborhood Revitalization Plan will answer the following questions:

- **Strengths and Opportunities (SO):** How can your current strengths help you to capitalize on your opportunities ([http://www.zideate.com/definition/75/tows-matrix](http://www.zideate.com/definition/75/tows-matrix))?

- **Strengths and Threats (ST):** How can your current strengths help you identify and avoid current and potential threats ([http://www.zideate.com/definition/75/tows-matrix](http://www.zideate.com/definition/75/tows-matrix))?

- **Weaknesses and Opportunities (WO):** How can you overcome your current weaknesses by using your opportunities ([http://www.zideate.com/definition/75/tows-matrix](http://www.zideate.com/definition/75/tows-matrix))?

- **Weaknesses and Threats (WT):** How can you best diminish your weaknesses and avoid current and potential threats ([http://www.zideate.com/definition/75/tows-matrix](http://www.zideate.com/definition/75/tows-matrix))?
Threats:

Gentrification:

According to the Census, the Brighton and Prentis Park neighborhoods demographic housing population mostly consist of renters. Many of these renters are in a lower income bracket which opens both Brighton and Prentis Park for the potential of gentrification. If gentrification takes place in the neighborhood, many of existing residents will be forced or pushed out of the neighborhoods. These residents would be displaced from their neighborhoods by relocating to other neighborhoods in Portsmouth or the Tidewater Region. Gentrification can also be beneficial to a neighborhood by increasing property values and demands. Even though gentrification can benefit a neighborhood in terms of revitalization initiatives, it can bring in negative connotations such as rising rents, changing the identity of the neighborhood, and give the neighborhood an uncertain future.

Continued lack of City of Portsmouth involvement:

The Brighton and Prentis Park neighborhoods have suffered a lack of recognition by city officials. Many residents feel that the city has completely forgotten about the neighborhood. Continued neglect of the neighborhood will lead to further infrastructure declines and increasing in crime. Many concerns for the neighborhood include inadequately lit streets, broken sidewalks, and sewage neglect. It is essential that the City of Portsmouth work with the Brighton and Prentis Park Civic League, community organizations, and residents to reverse the many years of deficit investment and support new revitalization initiatives for the future of the neighborhood.
Opportunities:

Geographic Location:

The Brighton and Prentis Park neighborhoods are qualified for neighborhood revitalization incentives such as Enterprise, Empowerment, and HUB zones; HOPE VI, Choice Neighborhood Program Grants, etc. The enterprise zone incentive for Brighton and Prentis Park offers incentives to businesses that relocate to the neighborhood. Due to the commercial resources in the neighborhood, businesses can take full advantage of state and local incentives that are offered by enterprise zones. The empowerment zone incentives help struggling neighborhoods that are eligible for grants and tax credits. The Brighton and Prentis Park neighborhoods meet the criteria to take advantage of the empowerment zone incentive based on the neighborhood level of economic distress and the neighborhood development potential. The HUB zone incentive gives small business owners opportunities to gain preferential access various federal opportunities. There are many businesses in the Brighton and Prentis Park neighborhoods that qualify for HUB zone incentives. These opportunities can come in the forms of surety bonds according to the eligibility requirements set by small business administration (SBA).

HOPE VI will be vital in the revitalization initiatives process in which the neighborhood residents, stakeholders, and future residents can take pride amongst themselves. HOPE VI can improve the neighborhood by getting rid of distressed public housing that many renters are currently residing by creating mixed-income communities which will provide a more desirable quality of life. Choice Neighborhood programs works in conjunction with what HOPE VI incentive does for a neighborhood. The choice neighborhood program supports locally driven strategies that address struggling neighborhoods which helps improve neighborhood assets. Neighborhood initiatives that are mostly needed that will improve the neighborhood revitalization initiatives are: housing, people, and neighborhood.
• Housing: Replace distressed public and assisted housing with high quality mixed income housing that is well managed and responsive to the needs of the surrounding neighborhood (http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_housing/programs/ph/cn).

• People: Improve educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families (http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_housing/programs/ph/cn).

• Neighborhood: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools and commercial activities, that are important to families choices about their neighborhood (http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_housing/programs/ph/cn).

Development:

The Brighton and Prentis Park neighborhoods have significant opportunities for future development. There is a wealth of available properties and existing residential and commercial structures that are ready for investment and reinvestment in the revitalization process. Many of these properties have the available incentive zones, under certain requirements. Both neighborhoods have low investment requirements thus making investment and reinvestment initiatives possible.
Weaknesses:

**Dilapidated appearances of structures:**

The neighborhood character is diminished by the appearance of neglected and abandoned buildings and lots. Many houses, commercial and industrial warehouses are vacant and poorly maintained. These abandoned properties reinforce negative impressions and decrease the likelihood the potential business and residential reinvestment.

**Churches:**

There is a lack of community interest from many of the churches in the neighborhoods. Churches are often the most influential organizations in many African-American neighborhoods and in Brighton and Prentis Park there is a church on every corner. The majority of pastors and the congregation live outside of the neighborhood which shows no investment in the neighborhood. There is no continuity between the churches in the Brighton and Prentis Park neighborhoods which in turn leaves the community no type of support for future programs and events through outreach.

Figure 15: Picture of one of many churches on Elm Street.
Strengths:

Location:

The location of the Brighton and Prentis Park neighborhoods is a potential asset for long range sustainable revitalization initiatives. The close proximity to Downtown Portsmouth, Downtown Norfolk, Norfolk Naval Shipyard, and Tidewater Community College offers opportunities for partnerships on a number of community initiatives such as community gardens and neighborhood events. The proximity and partnership opportunities can reestablish the Brighton and Prentis Park neighborhoods as a vital part of the City of Portsmouth.

Low cost of residential and commercial land, and affordable housing costs:

Brighton and Prentis Park neighborhoods have low cost of residential and commercial land, and affordable housing costs, which are attractive to new development in the revitalization initiative process. Low housing and land cost in the neighborhood are important factor in encouraging new mixed-use development.
Part VI: Recommendations

This section will consist of recommendations for the neighborhood. It will also describe the goals, objectives, strategies, and potential partners needed for the implement stage of the revitalization plan.

Recommendations:

The neighborhood revitalization plan for Brighton and Prentis Park will establish goals and quantifiable objectives developed from the personal interviews with residents and stakeholders. The objectives will be followed by strategies and a matrix that will define the current and potential partners for each strategy to be achieved and establish short/mid/long-term time frames for the implementation of the goals.

These recommendations are based on a ten year phasing schedule that will help form a comprehensive approach for revitalization initiatives and projected outcomes. Based on priorities and specific courses of action, each strategy has been assigned a timeline for action.

SAFETY AND SECURITY

Safety and security are important factors in the revitalization planning process, especially if community leaders, residents, and stakeholders want to change the perception of the neighborhood. The goals are listed with organizations that will support the project, a time frame, and funding sources.
Why? The BPPCL, community leaders, residents, and stakeholders want to change the perception of the neighborhood to encourage revitalization. By changing the perception that the Brighton and Prentis Park neighborhoods are unsafe developers and future residents will want to invest in the neighborhood.

Objective A. Formalize a Community Neighborhood Watch Team:

Formalize the Community Neighborhood Watch program that involves residents, stakeholders, and the Brighton and Prentis Park Civic League and encourage cooperation between residents and the City of Portsmouth Police Department in combating suspicious activity.

A-1: Install new Neighborhood Watch signage that emphasizes safety in Brighton and Prentis Park through media involvement.

A-2: Involve residents and City of Portsmouth Police Department with Brighton and Prentis Park Civic League to provide training residents who want to be a part of the neighborhood watch program.

A-3: Improve prevention tactics for residents through training with the City of Portsmouth Police Department.

A-4: Neighborhood Watch participants host quarterly picnics that will create positive connections, promote, and strengthen the neighborhood between residents.

A-5: Change police protocols that require officers to spend time in the neighborhood on foot or on bike to remove separation from residents created by patrol cars.

A-6: Encourage resident and police communications that will establish positive relationships and address the negative perception of the police.
A-7: Engage community members to become mentors for at-risk youth.

A-8: Engage community members to become mentors for at-risk youth.

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>SUMMARY</th>
<th>NEEDED PARTNER</th>
<th>TIME FRAME</th>
<th>FUTURE PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1</td>
<td>Install “new” Neighborhood Watch signage.</td>
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<td>Crime prevention training programs.</td>
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<td>A.4</td>
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<td>A.6</td>
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<td>A.7</td>
<td>At-risk youth programs.</td>
<td>City of Portsmouth Police Department</td>
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</table>
BUILT ENVIRONMENT

Built environment is an important factor in the revitalization planning process. There are many vacant proprieties and poor maintenance issues that need to be addressed. Upgrading the built environment will change the appearance of both neighborhoods. The idea of upgrading the built environment can promote walkability and increase levels of physical activities of citizens in the Brighton and Prentis Park neighborhoods. The table below list strategies for the built environment section will need to be looked upon if community leaders, neighborhood residents and stakeholders want the interior and exterior of both neighborhoods. The goals are listed with organizations that will support the project, a time frame, and funding sources.

**Why?** The BPPCL, community leaders, residents, and stakeholders want to change the appearance of the neighborhoods by getting rid of vacant buildings that cannot be rehabilitated. By changing the structural appearance of the Brighton and Prentis Park neighborhoods, this give both neighborhoods a new visual perception that will be important in the revitalization planning process.

**Objective B. Built Environment Initiative:**

Built environment initiatives for the Brighton and Prentis Park neighborhoods will address vacant and dilapidated properties that have plagued the neighborhood perception. In the revitalization planning initiative process, vacant and dilapidated properties will enact into a beautification program that residents and stakeholders will be proud of.

**B-1:** Create a task force consisting of residents and stakeholders that will analyze the enforcement of existing City building maintenance codes and suggest improvements to the abatement enforcement process.

**B-2:** Clean and maintain vacant buildings and lots through a resident labor force.

**B-3:** Engage the City of Portsmouth to enforce deferred maintenance on absentee/slum landlords.

**B-4:** Create awareness among renters of laws requiring maintenance by property owners.
B-5: Selectively demolish all buildings deemed unsafe by city inspectors.

B-6: Engage businesses, residents, and organizations to implement an Adopt-a-Street program to improve landscaping in various locations in the neighborhood especially in public places and gateways.

B-7: Create a façade and front yard improvement programs that will repair and paint front façade of all occupied homes to increase visual appeals.

B-8: Select locations for the installation of art throughout the neighborhood to increase the visual interest.

B-9: Install new neighborhood identification and locational signage.

B-10: Engage the City of Portsmouth to conduct a survey of existing streets and water lines to see if they need repair and improvements.

B-11: Repair sidewalks and provide sidewalks where missing.

B-12: Design and construct urban farms or community gardens for vacant lots to restore neighborhood fabric.

B-13: Provide street furniture, such as benches at bus stops and trash cans along pedestrian paths.
<table>
<thead>
<tr>
<th>NUMBER</th>
<th>SUMMARY</th>
<th>NEEDED PARTNER</th>
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<th>6-10 years</th>
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<td>Maintenance task force.</td>
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<td>Neighborhood labor force.</td>
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<td>City enforcement of maintenance regulations.</td>
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<td>City of Portsmouth Planning Department. Division of Engineering and Buildings (DEB).</td>
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<td>Regulation awareness among residents.</td>
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<td>B.6</td>
<td>Adopt-a-Street program.</td>
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<td>City of Portsmouth</td>
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<tr>
<td>B.7</td>
<td>Façade and front yard improvement program.</td>
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<td>VLISC, Virginia Housing Development Authority (VHDA)</td>
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<td>B.8</td>
<td>Installations of the Arts.</td>
<td>Brighton/Prentis Park Civic League</td>
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<td>City of Portsmouth, Norfolk State University, Old Dominion University, Hampton University, Tidewater Community College.</td>
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<td>B.9</td>
<td>Install new neighborhood signage.</td>
<td>City of Portsmouth, Brighton/Prentis Park Civic League</td>
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<td>Infrastructure review.</td>
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</tr>
<tr>
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<td>Address street lighting.</td>
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<td>B.13</td>
<td>Install street furniture.</td>
<td>Brighton/Prentis Park Civic League</td>
<td>X</td>
<td></td>
<td>City of Portsmouth, Virginia Department of Transportation (VDOT)</td>
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</tr>
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</table>
BUSINESS DEVELOPMENT

New business development and business retention are critical to revitalization of the Brighton and Prentis Park neighborhoods. The table below lists strategies for the business development section that are viable for the community. The goals for business development are listed with organizations that will support the project, a time frame, and funding sources.

**Why?** According to the BPPCL, community leaders, residents, and stakeholders, for business development initiatives to occur the neighborhoods negative perception of the neighborhood has to change. The Brighton and Prentis Park neighborhoods will partner with organizations that will support existing businesses and new businesses by increasing the commercial activity and employment possibilities for the future of the neighborhood.

**Objective C. Create Business Development opportunities:**

Business development opportunities in the Brighton and Prentis Park neighborhood will give the neighborhood new business opportunities will create new opportunities.

C-1: Encourage investment of commercial ventures such as restaurants, grocery stores, and specialty stores along heavy trafficked areas by creating incentives for new investment and reinvestment activities.

C-2: Promote connections to businesses looking to relocate into the neighborhood.

C-3: Emphasize commercial development that will maximize the potential of the existing enterprise zone in the Brighton and Prentis Park neighborhood.

C-4: Establish a loan program for small businesses in cooperation with Portsmouth Chamber of Commerce that will encourage commercial investment.

C-5: Increase retail opportunities for residents and stakeholders by encouraging the establishment of a neighborhood market.
C-6: Create partnerships with community gardens and local restaurants and markets to sell produce and other goods.

C-7: Establish a community farmers market as a weekly event during growing season (spring, summer) held on an existing vacant lot within the neighborhood.

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>SUMMARY</th>
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<th>TIME FRAME</th>
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<td></td>
<td></td>
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<td>Brighton/Prentis Park Civic League, Wesley Community Center.</td>
<td>1-2 years, 3-5 years, 6-10 years</td>
<td>City of Portsmouth, VLISC, Small Business Association (SBA), Service Corps of Retired Executives (SCORE)</td>
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<td>Chamber of Commerce</td>
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<tr>
<td></td>
<td></td>
<td>C.3</td>
<td>City of Portsmouth</td>
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<td>VLISC, Chamber of Commerce, Virginia Economic Development Partnership (VEDP)</td>
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<tr>
<td></td>
<td></td>
<td>C.4</td>
<td>Chamber of Commerce</td>
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<td>VEDP, Brighton/Prentis Park Civic League.</td>
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<td></td>
<td></td>
<td>C.5</td>
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<td>City of Portsmouth, SBA, ODU, NSU, TCC</td>
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<td></td>
<td>C.6</td>
<td>Brighton/Prentis Park Civic League</td>
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<td>ODU, NSU, TCC, Healthy Portsmouth</td>
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<td></td>
<td></td>
<td>C.7</td>
<td>Brighton/Prentis Park Civic League, Wesley Community Center.</td>
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<td>USDA, VEDP</td>
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</table>
Service and recreational amenities are major factor in the revitalization planning process. The table below lists strategies for service and recreational opportunities that are viable for community. The goals for services and recreation are listed with organizations that will support the project, a time frame, and funding sources.

Why? According to the BPPCL, community leaders, residents, and stakeholders, there is little to know services and recreational opportunities in the Brighton and Prentis Park neighborhoods.

Objective D. Service and Recreational opportunities:

New services and recreational opportunities in the Brighton and Prentis Park neighborhoods will provide neighborhood residents an abundance of resources not currently available in the community.

D-1: Establish Wi-Fi hotspots throughout the Brighton and Prentis Park neighborhoods to provide wireless internet access to all residents.

D-2: Create a program that will provide computers and/or laptops to residents with school aged children.

D-3: Create a neighborhood website and newsletter that will promote neighborhood connectivity and will provide information about events and resources.

D-4: Educate residents on sustainable living techniques such as the benefits of recycling and energy conservation methods.

D-5: Partner with local colleges such as Norfolk State University, Old Dominion University, and Tidewater Community College to offer educational opportunities such as mentoring and tutoring.

D-6: Provide financial support services for residents such as emergency bills payments and small loans to make repairs.

D-7: Create healthy living initiatives to raise awareness of the benefits of a proper diet and exercise.

D-8: Install a bulletin board for and the posting of neighborhood events and information.
<table>
<thead>
<tr>
<th>NUMBER</th>
<th>SUMMARY</th>
<th>NEEDED PARTNER</th>
<th>TIME FRAME</th>
<th>FUTURE PARTNER</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>1-2 years</td>
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<td>D.3</td>
<td>Create neighborhood newspaper and website.</td>
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<td>D.4</td>
<td>Sustainable living education.</td>
<td>City of Portsmouth</td>
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<td>X</td>
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<td>D.5</td>
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<td>D.7</td>
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<tr>
<td>D.8</td>
<td>Information neighborhood board.</td>
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</table>
COMMUNITY CREATION

The creation of community and cooperation between neighbors is an important factor in the revitalization process. The table below lists strategies for creating community. The goals are listed with organizations that will support the project, a time frame, and funding sources.

**Why?** The citizens make up the social fabric of the Brighton and Prentis park neighborhood, but in order to change the perception of the Brighton and Prentis Park neighborhoods a sense of community needs to be created.

**Objective E. Community Neighborhood Initiatives:**

Community initiatives for the Brighton and Prentis Park neighborhood will give residents an opportunity to work with one another to create bonds between residents and encourage positive relationships for promoting the neighborhood’s interest with the City of Portsmouth.

**E.1: Sponsor and coordinate community events and activities through the neighborhood organization.**

**E-2: Encourage the Brighton/Prentis Park Civic League and other community leaders to work with the City of Portsmouth to achieve the neighborhood’s goals.**

**E-3: Encourage active involvement among neighborhood residents by promoting awareness and involvement through activities like a voter registration drive.**

**E-4: Establish a neighborhood Co-Op community garden project that will get residents familiar with good gardening techniques with minimized investment on practicing in existing vacant lots.**

**E-5: Organize semiannual clean up days focusing on trash, overgrown plants, and vacant lots that will improve the visual appearance of the Brighton and Prentis Park neighborhoods.**

**E-6: Organize quarterly dump days that will help residents dispose of old appliances, furniture, and large unwanted items.**

**E-7: Begin a recycling pickup program for the Brighton and Prentis Park neighborhoods.**
<table>
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<tr>
<th>NUMBER</th>
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<th>TIME FRAME</th>
<th>FUTURE PARTNER</th>
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<td>Coordinate neighborhood events.</td>
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<td>Create lobbying groups for the Brighton and Prentis Park residents.</td>
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<td>Encourage civic involvement.</td>
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<td>E.5</td>
<td>Establish semianual cleanup days</td>
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<td>E.6</td>
<td>Establish quarterly dump days.</td>
<td>Brighton/Prentis Park Civic League</td>
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<td>E.7</td>
<td>Establish neighborhood recycling pickup program.</td>
<td>Brighton/Prentis Park Civic League</td>
<td>X</td>
<td>City of Portsmouth, VLISC,</td>
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</tbody>
</table>
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Part VII: Neighborhood Revitalization Map

This section consists of recommendations where revitalization should take place in the Brighton and Prentis Park neighborhoods.

Neighborhood Revitalization Strategy Map:

The purpose of the neighborhood revitalization strategy map is to give a detailed outline of where revitalization initiatives should take place in Brighton, Prentis Park, and the surrounding areas. The goal of the revitalization initiatives is to enhance the quality of the neighborhood and to provide necessary resources the neighborhoods do not currently have. According to residents and stakeholders, they feel that the neighborhood has the potential to be revitalized because of its geographic location and close proximity to many amenities in Portsmouth. Most of the areas on the map that have been pinpointed for the revitalization initiatives are open spaces and vacant commercial/industrial structures.
Map 4: Neighborhood Revitalization Strategy Map provided by City of Portsmouth GIS Department.
1. This is available open land off of Randolph Street within five minutes from Downtown Portsmouth, and a viable location for a mixed-use development.

2. This is a vacant commercial building that is located off Duke Street with available parking that can be revitalized for commercial uses.

3. This is a vacant industrial/commercial property off of Duke and Chestnut streets. It is the former Nabisco factory that once provided jobs for residents in Brighton and Prentis Park. During the planning process residents and stakeholders mentioned that a warehouse building would be suitable replacement. According to residents and stakeholders, this building had been vacant a little over ten years. In the neighborhood revitalization planning process, the Nabisco building will need to be recycled. Recycling, as this activity is called adaptive reuse, converting an existing building from its originally intended purpose to a new one; continued use, consciously extending the useful life of important older buildings for the purpose originally intended; and new additions, adding compatible new construction onto older structures, or building new structures which “fit” within an established historic context. (Warner 1978).

4. This is a vacant lot on Camden Street behind Ida Barbour Daycare Center and would be a good location for a new grocery store. During the planning process it was determined that there was a need for a grocery store in the neighborhood. Currently, the only types of stores in the neighborhood are corner stores that are expensive.

5. This is a vacant lot behind Brighton Elementary School and would be a suitable location for a new playground. According to the Census Bureau, there are 5,283 adolescents living in the neighborhood and there is only one playground.
6. This is the Pines Treatment Facility which closed several months ago. The Pines Treatment Facility has 3 parcels and a total of 44 acres and presents an opportunity for mixed-use development to bring housing and small businesses into the area.

7. This is a recreation facility current being used in the community but many feel that the facility is outdated compared to other recreational facilities in Portsmouth. The gym is small and there is a computer lab but no internet connection or Wi-Fi hotspots that can be accessed. The community felt that the facility should be updated through either new construction or renovation to build a new gym. It was important that internet or Wi-Fi connections be established.

<table>
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<tr>
<th></th>
<th>Summary</th>
<th>1-2 years</th>
<th>3-5 years</th>
<th>7-10 years</th>
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<tr>
<td>2</td>
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<tr>
<td>7</td>
<td>Recreational facility</td>
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</table>
Part VIII: Conclusion

CONCLUSION:

The Brighton/Prentis Park Neighborhood Revitalization Plan provides a vision to create a safe and livable community. The development of this plan is the crucial first step towards the reincarnation of Brighton and Prentis Park neighborhoods. The adoption of the Brighton/Prentis Park Neighborhood Revitalization Plan and its implementation by various organizations will be the most challenging phase of the plan.

Revitalizing a neighborhood based on the geographic location is of utmost importance. We are rebuilding a future for ourselves, our children and their children. The future residents of Brighton and Prentis Park will greatly benefit from the hard work and sacrifice that current residents have invested, only if the same dedication and commitment exhibited during the planning process is continued throughout the implementation phase and into the future. The greatest strength for the Brighton and Prentis Park neighborhoods is the commitment that city officials, residents, and stakeholders who have a vest interest in transforming both neighborhoods from a state of decline to a state of revitalization. The Brighton/Prentis Park Neighborhood Revitalization Plan project is not the answer to the future of Brighton and Prentis Park, the commitment in the neighborhood revitalization planning process is.
Part IX: Appendix

Sources of Information:


Brighton and Prentis Park Area Neighbor Revitalization Special Meeting

at the Wesley Community Service Center

Saturday October 5, 2013 (2:00pm – 4:30pm)

Sponsor by:

Alfred Cassidy, VCU Masters of Urban and Regional Planning (MURP) Student
The Brighton and Prentis Park Civic League

This meeting will consist of a round table discussion of an analysis of what Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) are taking place in the Brighton/Prentis Park Neighborhood from a stakeholder’s and a resident’s point of view. The S.W.O.T analysis will pinpoint current conditions of the neighborhood and future Goals of the neighborhood. After gathering this information from the public, this information will be compiled into a final document that will be named: the Brighton/Prentis Park Neighborhood Revitalization Plan.

All residents and stakeholders in the neighborhood are encouraged to attend this important meeting to be a part of a history making event. Thank you!
Creating a catalysis for change

Brighton/Prentis Park Neighborhood Revitalization Focus Group Survey

Sponsored by:

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1. SWOT Analysis Question: According to the SWOT analysis definition and examples, what do you think is the most relevant answer to what you consider to be a Strength, Weakness, Opportunity, and Threat in Brighton/Prentis Park Neighborhood that is currently taking place or what needs to be examine?
   
   a. Strengths
      
      b. Weaknesses
      
      c. Opportunities
d. Threat

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2. What are your personal feelings of the Brighton and Prentis Park Neighborhood?

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3. What kind of imagery do you think Brighton/Prentis Park currently has?

Vibrant O Positive O Neutral O Negative O No response O

4. Are you in favor of revitalization initiatives in Brighton and Prentis Park?

YES O

NO O

• If you answer YES or NO PLEASE EXPLAIN

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L. Douglas Wilder School of Government & Public Affairs –Professional Plan
5. Do you think there are enough recreational opportunities for children and teenagers in Brighton and Prentis Park neighborhoods?

   YES O                             NO O

6. Do you think there are enough job opportunities for residents in Brighton and Prentis Park neighborhoods?

   YES O                             NO O

7. Do you think City Officials care about the needs and wants of residents that live in Brighton and Prentis Park?

   YES O                             NO O

8. Do you think City Officials know what current trends are taking place in the Brighton and Prentis Park neighborhoods?

   YES O                             NO O

9. Are you in favor of new businesses opportunities coming to Brighton and Prentis Park?

   YES O                             NO O

10. What type of additional businesses, if any, do you feel are needed in Brighton and Prentis Park (check all that apply)?

    ____________ Food/market
    ____________ Food/specialty store (bakery, deli, etc.)
    ____________ Restaurant/dinner house
    ____________ Restaurant/other (specify) ________________
    ____________ Retail/department store
11. Would you be in favor of more home grown business or chain stores, for example (Chuck E Cheese, Subway, Farmers Market) in Brighton and Prentis Park?

   Home Grown O                         Chain Stores O

12. If small-to-midsize businesses were to locate in Brighton and Prentis Park, do you think those business would hire residents?

   YES O                                  NO O

13. What type of job or employment opportunities, if any, do you feel that can benefit the residents of Brighton and Prentis Park in terms of job opportunities (check all that apply)?

   Administrative & Clerical
   Banking & Mortgage
   Construction
   Customer Service
   Education
   Government
   Health Care
   Human Resources
   Insurance
   Logistics & Transportation
   Retail
14. What changes would you consider that needs to improve the image in Brighton and Prentis Park?

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15. Are you in favor of mixed-use development coming to the Brighton and Prentis Park neighborhoods?

YES O  NO O

16. Do you see Brighton and Prentis Park neighborhoods expanding in the near future in terms of revitalization initiatives?

YES O  NO O

17. Did you enjoy taking this survey?

YES O  NO O