

Lakewood Neighborhood Plan



Draft Plan

**City of Charlotte
Neighborhood Development Key Business Unit
Charlotte-Mecklenburg Planning Commission**

Mahan Rykiel Associates, Inc.

April 18, 2006

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Lakewood Neighborhood Plan

Volume I: Concept Plan

EXECUTIVE SUMMARY

This Executive Summary provides an overview of the key issues and recommendations for the Lakewood Neighborhood, as identified in the planning process and detailed in Volumes I and II of this plan.

INTRODUCTION AND PURPOSE

The Lakewood Neighborhood is located in the northwestern portion of the City, bounded by Interstate 85 to the northwest, Rozzelles Ferry Road to the northeast, Norwood Drive to the east and the Glenwood Neighborhood to the Southwest (Refer to *Exhibit 1, Lakewood Neighborhood Study Area Boundary* map). The neighborhood has many positive qualities but continues to face many challenges related to low levels of home ownership, crime, poor connectivity, organization challenges and community appearance.

Mahan Rykiel Associates (MRA), Inc. was retained by the Charlotte-Mecklenburg Housing Partnership to work with the City of Charlotte Neighborhood Development Key Business Unit to prepare a neighborhood plan that provides a strategic framework for the continued revitalization of the neighborhood while building on previous planning efforts outlined in the 1995 *Action Plan* and subsequent updates.

SUMMARY OF PREVIOUS PLANNING INITIATIVES

Charlotte-Mecklenburg is divided into seven geographic planning areas or districts – the North, Northeast, East, South, Southwest, Northwest and Central districts. District Plans have been developed for each of these geographies. These plans are policy documents that serve as land use development guidelines. They provide parcel specific land use recommendations for all of the land within Charlotte’s Extra-territorial Jurisdiction.

Lakewood is located within the Central District area. The Central District area is generally bounded by Route 4 to the east, south and west and I-85 to the north, excluding the Uptown area. The *Central District Plan* (1993) is the current adopted policy document for Lakewood.

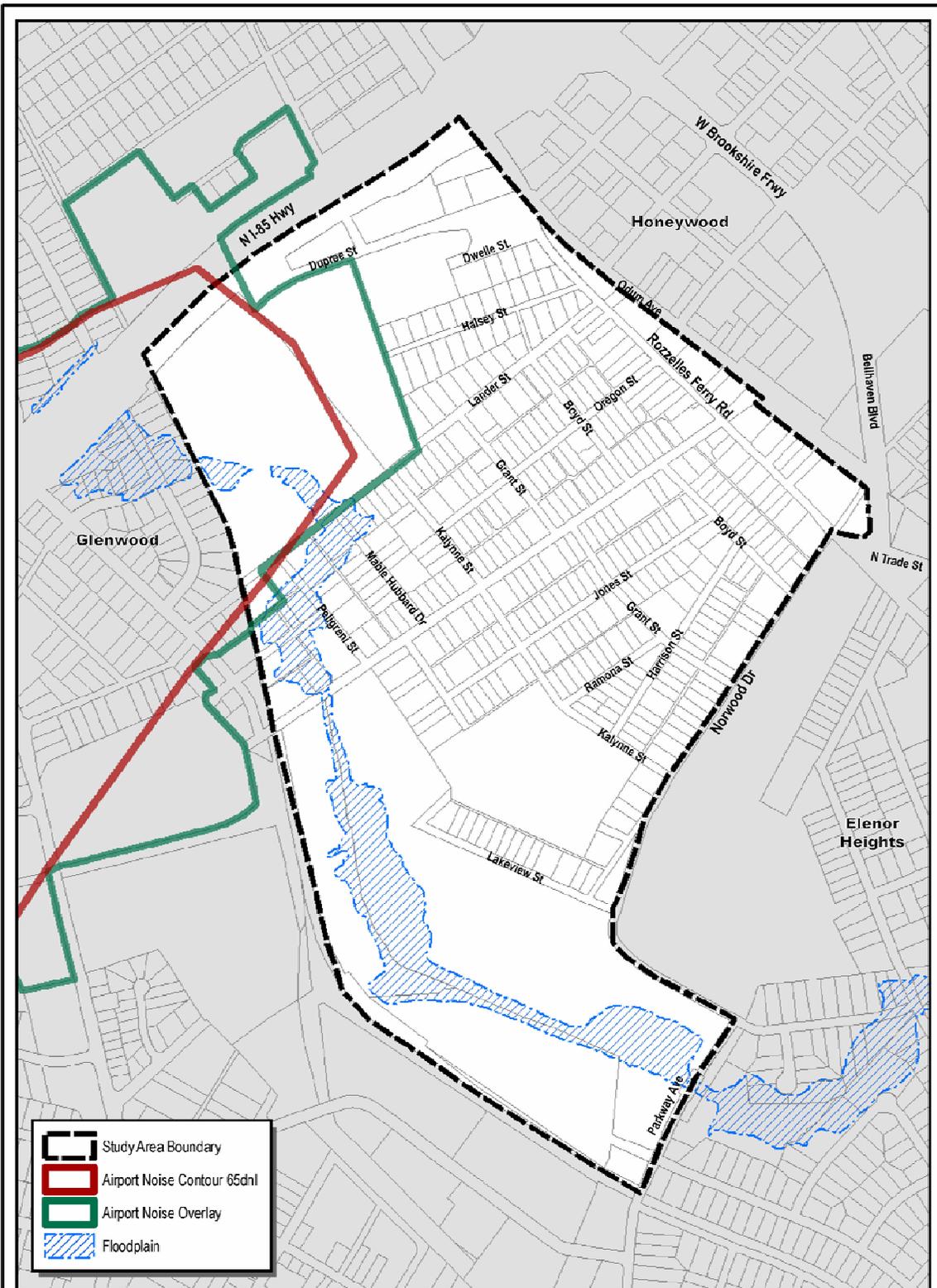
In the mid-1990’s, the Planning Commission developed Neighborhood Action Plans in nine neighborhoods throughout the City. These plans address service delivery and development needs and contain both short and long term projects and activities that can be implemented within five years. Lakewood is a Neighborhood Action Plan community and the initial *Lakewood Neighborhood Action Plan* (1995) was updated in 1998.

The *Lakewood Neighborhood Area Plan* builds on and supplements previous planning initiatives which include the Lakewood Neighborhood Action Plan, August 1998, *Lakewood Neighborhood Action Plan Update*, May 2003; and *Lakewood State of the Neighborhood Report*, November 2003.

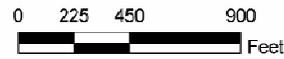
The *Action Plan* goals, outlined below, are still relevant, even though many changes have occurred in Lakewood since 1998. They should continue to be achieved through the implementation of recommendations from the Action Plan that are still appropriate. A complete summary of the *Action Plan* goals, recommendations and 2003 updates is outlined in *Appendix C, Lakewood Neighborhood Action Plan Summary of Recommendations and Updates*.

Lakewood Neighborhood Action Plan Goals

- Continue to reduce crime and the perception of crime in the neighborhood to the extent that there is little or no visible evidence of drug trafficking, street dealing, loitering, vandalism or other types of crimes being committed in the neighborhood.
- Provide safe, decent, and affordable housing for Lakewood residents.
- Upgrade the overall appearance of the neighborhood.
- Build all the [community] facilities that the neighborhood needs.
- Make the streets of Lakewood safer [from a transportation/traffic standpoint].
- Improve bus service in Lakewood.
- Provide the programs the children/youth need to become responsible adults.
- Make sure that the elderly get the help that they need.
- Significantly reduce unemployment and underemployment in Lakewood.
- Pursue convenient retail for the residents of Lakewood and other surrounding communities.
- Have an organized and active community organization.
- Have a community organization that can get things done, especially when working with the City.



Study Area Boundary
Lakewood Neighborhood Plan



Source: Charlotte Neighborhood Development
 Information Current as of: October 1, 2003
 Date Exhibit Prepared: March 1, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT 1

PROCESS

Mahan Rykiel Associates (MRA) began the planning study in May 2004. MRA participated in neighborhood tours, conducted a physical analysis and participated in a series of stakeholder meetings that included one-on-one interviews and small group meetings with the Lakewood Leadership (Lakewood Community Development Corporation (CDC), Charlotte-Mecklenburg Housing Partnership and Lakewood Partners), community leaders, Planning Staff and others. In July 2004, during the first public meeting, MRA presented a summary of the issue areas identified by the community and its stakeholders along with emerging ideas. The issues are described in detail in **Volume I: *The Concept Plan - Issue Areas***.

In October 2004, MRA participated in a workshop with Planning staff to receive input on the preliminary plan recommendations, which have been incorporated into this document. Following additional reviews by Planning staff, MRA prepared the draft plan and presented it to the community and community stakeholders in March, 2006.

PLAN ORGANIZATION

The Plan is organized in two parts: **Volume I: *The Concept Plan*** and **Volume II: *The Implementation Plan***. The *Concept Plan* identifies planning assets and challenges, goals and recommendations and specific urban design guidelines to direct redevelopment efforts. Once adopted, it will serve to provide the “big picture” policy guidance over the years to come. The *Implementation Plan* outlines specific strategies for the local government agencies, community organizations, Lakewood Leadership and the private sector to implement the *Concept Plan*. The *Implementation Plan* is not an adopted document.

SUMMARY OF ISSUE AREAS

Key issues identified during the process related to:

- percentage of home ownership
- inappropriate land uses
- inadequate senior housing
- number of vacant lots
- lack of concentrated revitalization efforts
- crime
- illegal dumping
- lack of connectivity
- visual appearance
- underutilization of amenities
- lack of community center
- opportunities for organizations to work together

These issues are described and illustrated in terms of assets and challenges in **Volume I: *Concept Plan – Issue Areas***.

VISION

During the planning process, stakeholders and community residents were asked their “expectations” for the future of the Lakewood Community. The primary expectations are outlined below and begin to define a vision for the neighborhood:

1. Lakewood must be a self-sustaining neighborhood.
2. Lakewood homes must increase in value.
3. Lakewood should be characterized by a high percentage of home ownership and should be less transient.
4. Lakewood should be characterized by fewer vacant lots than it currently has.
5. Lakewood should be attractive and safe.
6. Lakewood must be a neighborhood where its leadership is working together.

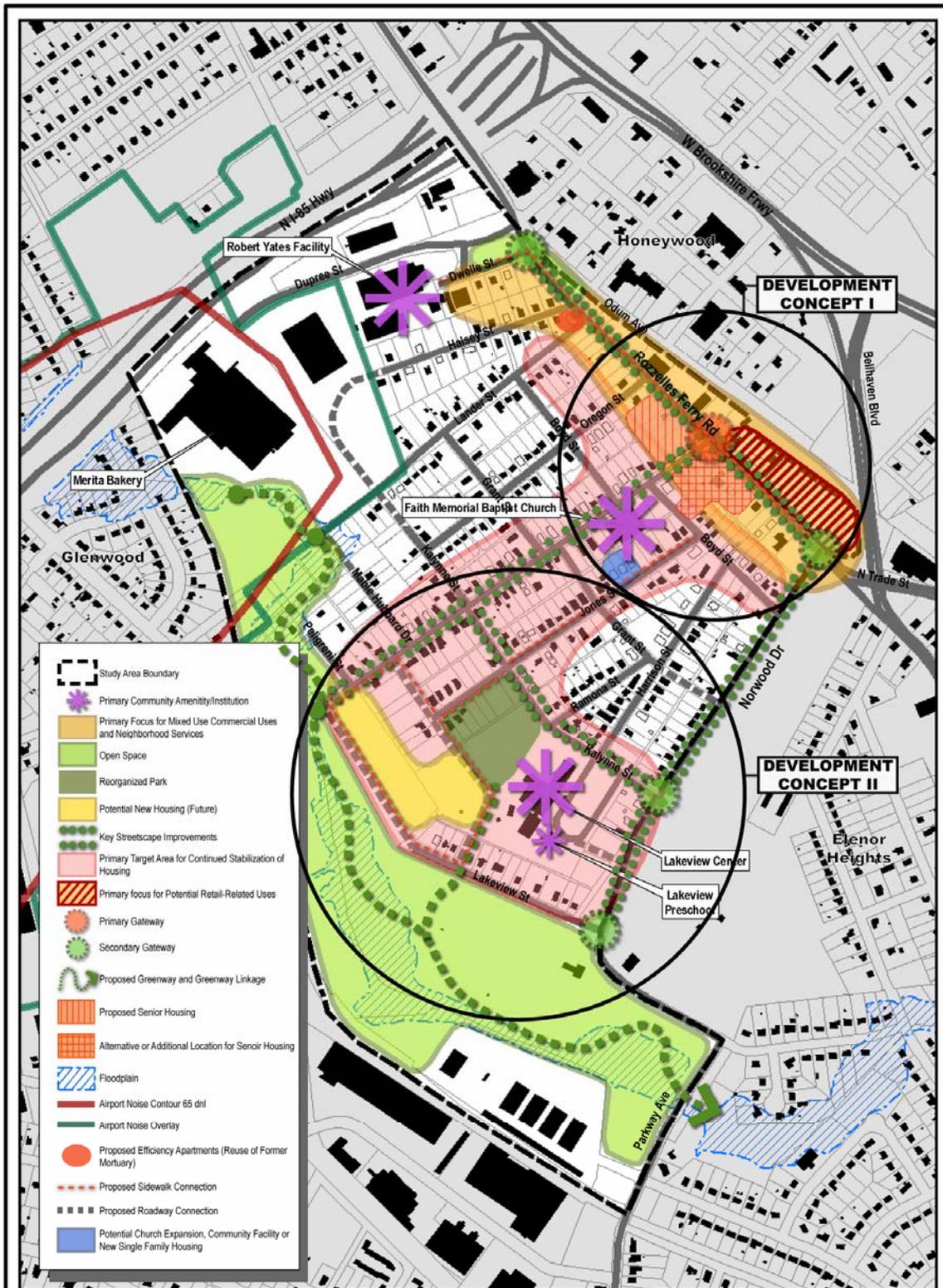
REVITALIZATION APPROACH

The overall intent of the Plan is to address the needs of the community through continued revitalization efforts that improve the overall quality of life within the Lakewood Neighborhood. The Plan is developed around the planning strategies for creating safer, more livable and more attractive places including, but not limited to:

- Addressing high risk areas first (those areas most affected by crime, substandard housing, and poor maintenance standards, etc.).
- Applying the CPTED (Crime Prevention Through Environmental Design) principles of Territoriality, Natural Surveillance and Access Control
- Applying urban design standards that place a high value on the appearance and functionality of the physical environment

The revitalization approach is illustrated in *Exhibit 2, Concept Plan* map and described below:

1. **Develop a “critical mass” of revitalization activity to maximize positive impacts to the neighborhood.** This critical mass should be centered on the core of the community – the Lakewood and Jones Street corridor, the Boyd Street/Rozzelles Ferry Road corridor and the Lakeview Street corridor. Improve perimeter image of community to foster a positive identity.
2. **Build upon assets.** The critical mass described above would be centered on significant community amenities and facilities such as the Lakewood Preschool, Lakewood Park, Faith Memorial Baptist Church and the potential mixed use district along Rozzelles Ferry Road.
3. **Make Lakewood Park and other community amenities such as the future greenway and the Robert Yates facility more viable** by using new development/redevelopment to link disconnected areas, provide more “eyes on the street” and increase use of amenities.
4. **Eliminate “dead end” streets to improve connectivity,** reduce potential desirability for criminal activity and provide future development opportunities.
5. **Continue to work together** among stakeholder groups and build upon past momentum to improve the neighborhood. These groups include: Neighborhood Development, Charlotte-Mecklenburg Planning Commission, Charlotte-Mecklenburg Police Department, Parks and Recreation, Charlotte-Mecklenburg Housing Partnership, Lakewood Neighborhood Alliance and the *Lakewood CDC*.
6. **Improve image of neighborhood by strengthening perimeter** in terms of land use and physical appearance.



Concept Plan
Lakewood Neighborhood Plan



Source: Mahan Rykiel Associates, Inc.
 Information Current as of: February 1, 2006
 Date Exhibit Prepared: April 6, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT 2

CONCEPT PLAN

BACKGROUND

The area which is currently known as Lakewood was developed as a park in the early 1910's. During that time, a dam was constructed adjacent to the Hoskins Textile Mill district. A lake filled up behind the dam and the shores of the lake were developed with a "romantic" park with pavilions, a theater, picnic shelters, a roller coaster, a ferries wheel, a train and a small zoo. Lakewood became known as the City's favorite playground. However, in the 1930's, the dam broke, the park closed and Lakewood was developed as a mill village for white workers of the Hoskins Textile Mill. In the late 1960's, black families who were victims of urban renewal were relocated into Lakewood and at that same time, many white residents began relocating out of the neighborhood. (Source: *Lakewood Neighborhood Action Plan, August 1998*)

At the time of the Lakewood Neighborhood Action Plan (1995), Lakewood was characterized by substandard housing, drugs, violence and other social and physical problems. A Lakewood Neighborhood Action Plan Update was completed in May 2003 which highlighted progress on many initiatives outlined in the original Action Plan as well as some setbacks/limited progress in other areas. This was further reinforced by the *Lakewood State of the Neighborhood Report* completed by Neighborhood Development in November 2003.

This plan, The Lakewood Neighborhood Plan, builds on the previous studies and updates and is grounded in the vision of the community and its stakeholders. A complete summary of the Action Plan goals, recommendations and 2003 updates are outlined in *Appendix C, Lakewood Neighborhood Action Plan Summary of Recommendations and Updates*.

ISSUE AREAS

During the planning process associated with the development of this neighborhood plan, a number of assets and challenges were identified. Many were identified in the original Action Plan and are still valid, while others were identified through meetings with the community and its stakeholders. They have been organized into the following categories and are discussed in more detail on the following pages. *Exhibit 3, Primary Assets* and *Exhibit 4, Primary Challenges* support the text for each of these categories and illustrates those issues that are physical or location-specific.

Issue Areas

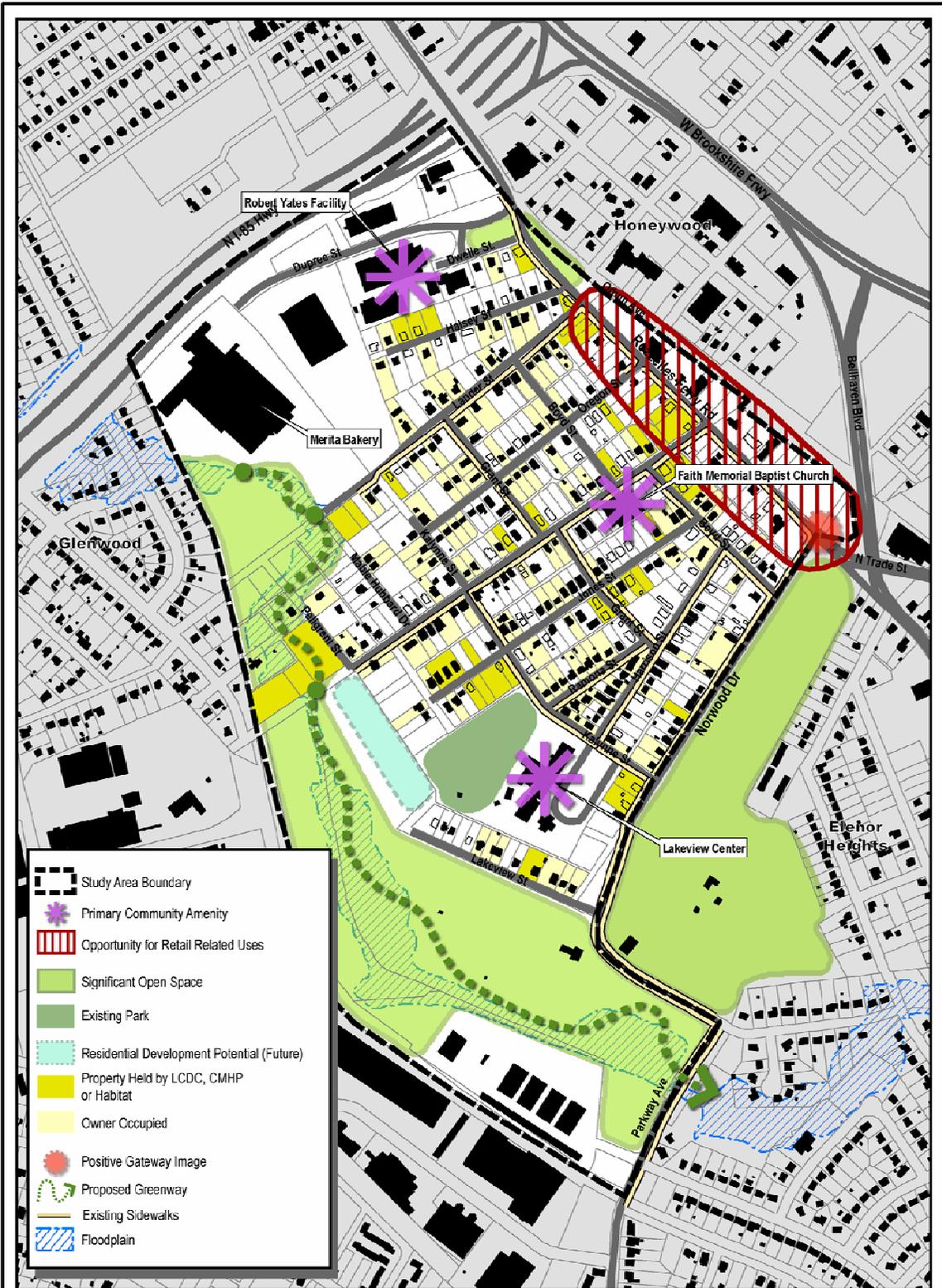
Land Use and Urban Design
Community Safety/Nuisances
Community Appearance
Housing
Economic Development
Community Facilities
Transportation and Infrastructure
Community Organizing

1. LAND USE AND URBAN DESIGN

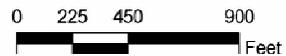
Existing Conditions: Lakewood is comprised of a variety of land uses including residential, retail, industrial, institutional and open space/parks; however, the most prominent land use is residential (*see Exhibit 5, Existing Land Use*). Residential uses are distributed throughout the core of the neighborhood and along the eastern boundary at Norwood Drive. Most retail uses are located along the Rozzelles Ferry Road corridor and industrial/warehouse uses are located along the I-85 frontage. Warehouse, utility, open space and institutional uses are located along the southern part of the neighborhood. There are a significant number of vacant properties throughout the community.

Existing zoning is primarily R-5, but also includes a significant amount of I-1 and I-2 zoning districts (*see Exhibit 7, Existing Zoning*). Additional zoning districts include B-1, O-2, INST (CD) and R-22 MF. Existing and adopted land use is illustrated in *Exhibit 6, Adopted Land Use*.

Specific land use/urban design assets and challenges as identified by the community and its stakeholders are described on the following pages.



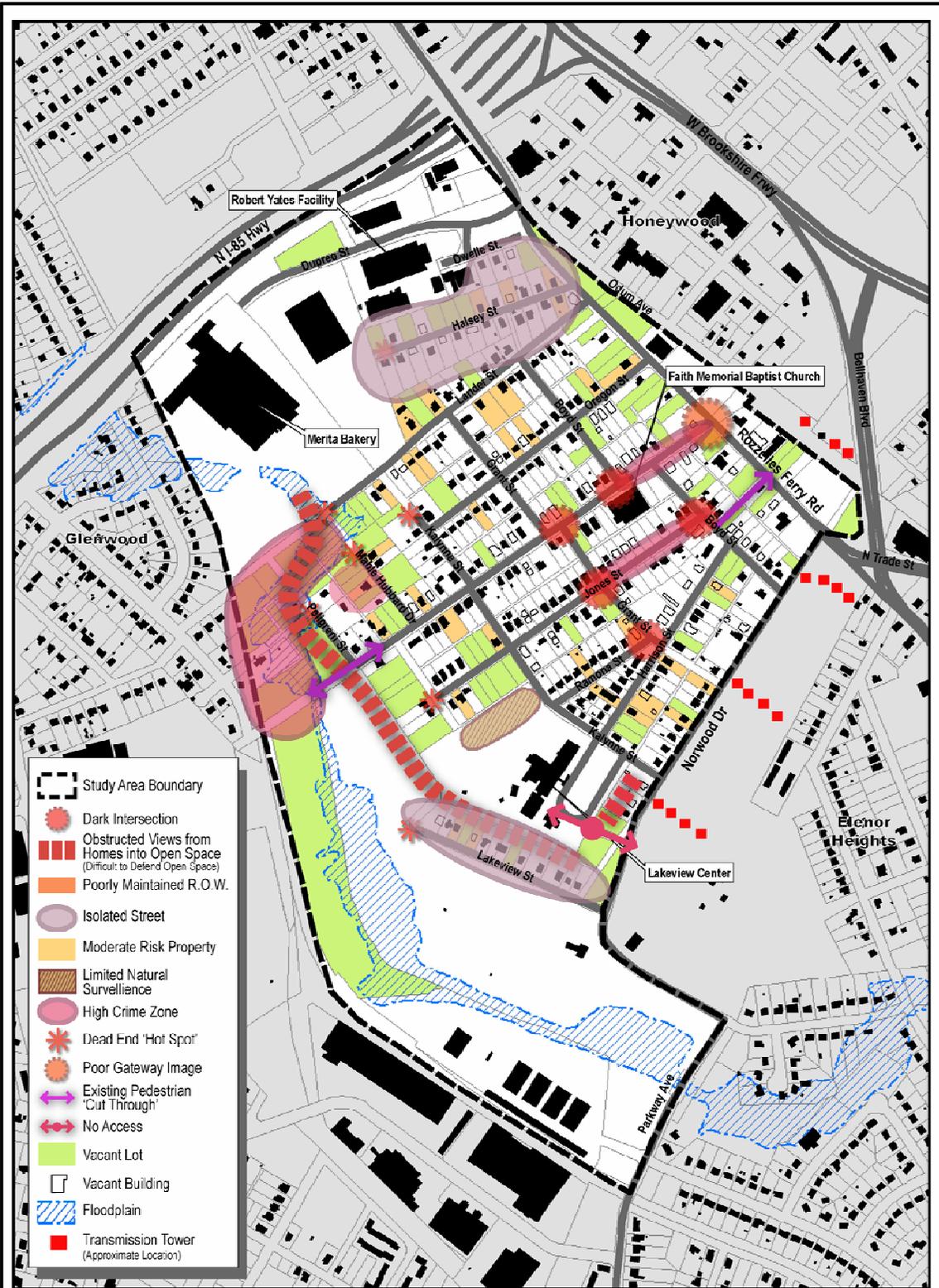
Primary Assets
Lakewood Neighborhood Plan



Source: Charlotte Mecklenberg Police Department, CMHP, Lakewood CDC, Mahan Rykiel Assoc.
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: March 1, 2005

Mahan Rykiel Associates, Inc.

EXHIBIT 3



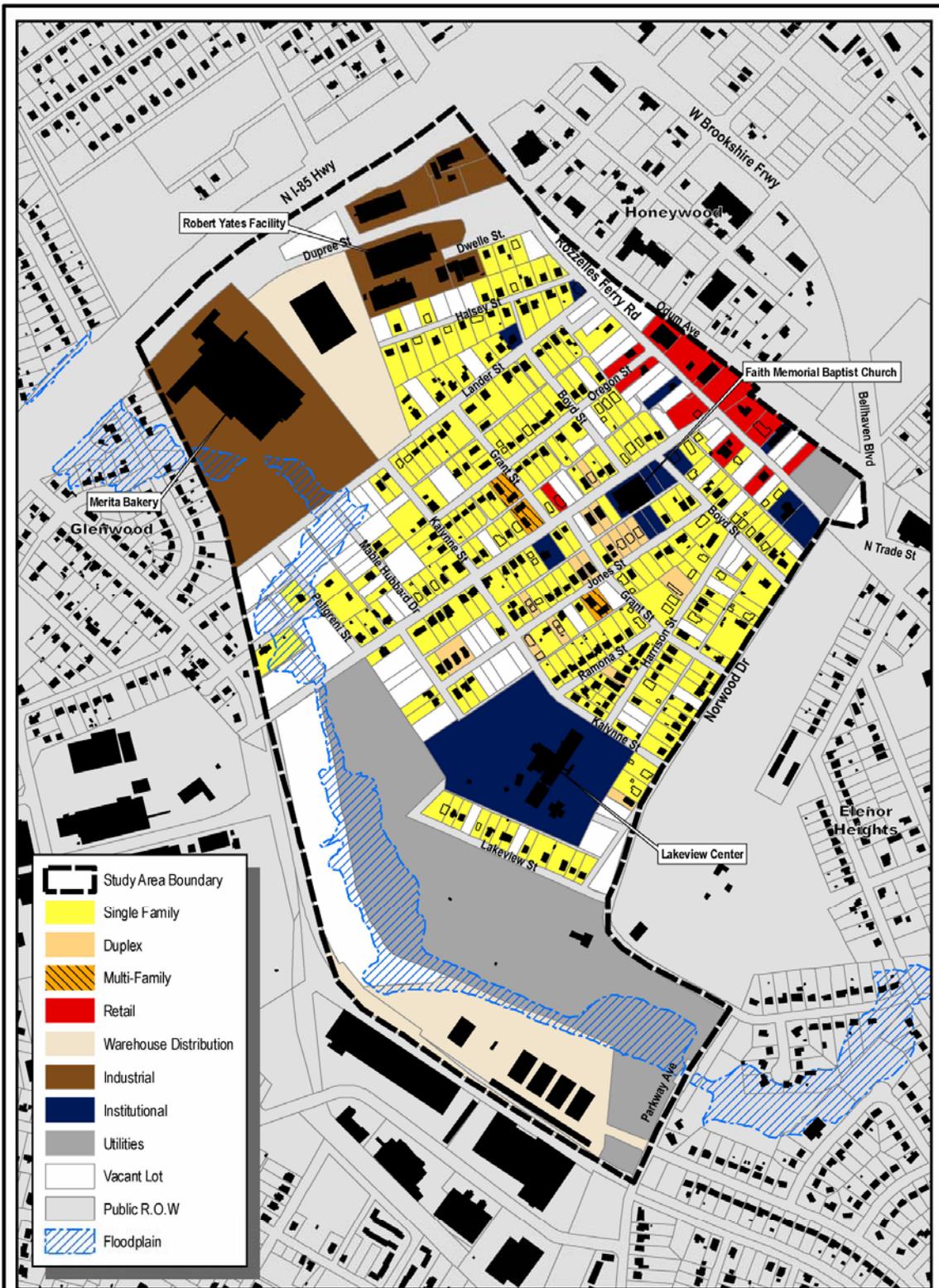
Primary Challenges
Lakewood Neighborhood Plan



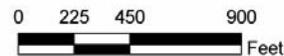
Source: Charlotte-Mecklenberg Police Department, CMHP, Lakewood CDC, Mahan Rykiel Assoc.
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: March 1, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT 4



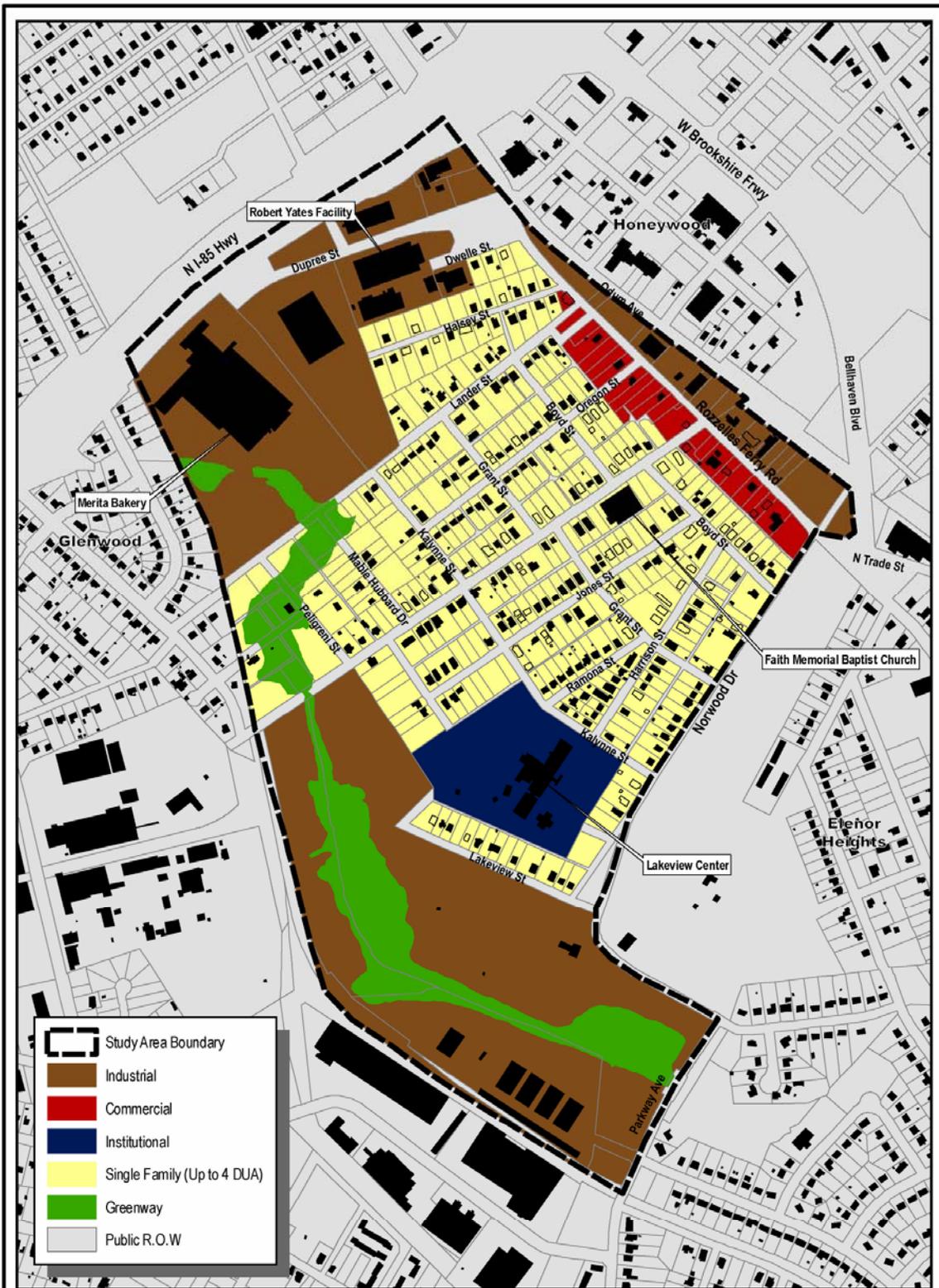
Existing Land Use
Lakewood Neighborhood Plan



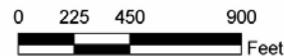
Source: Charlotte-Mecklenburg Planning Commission, Lakewood CDC
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: March 1, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT 5

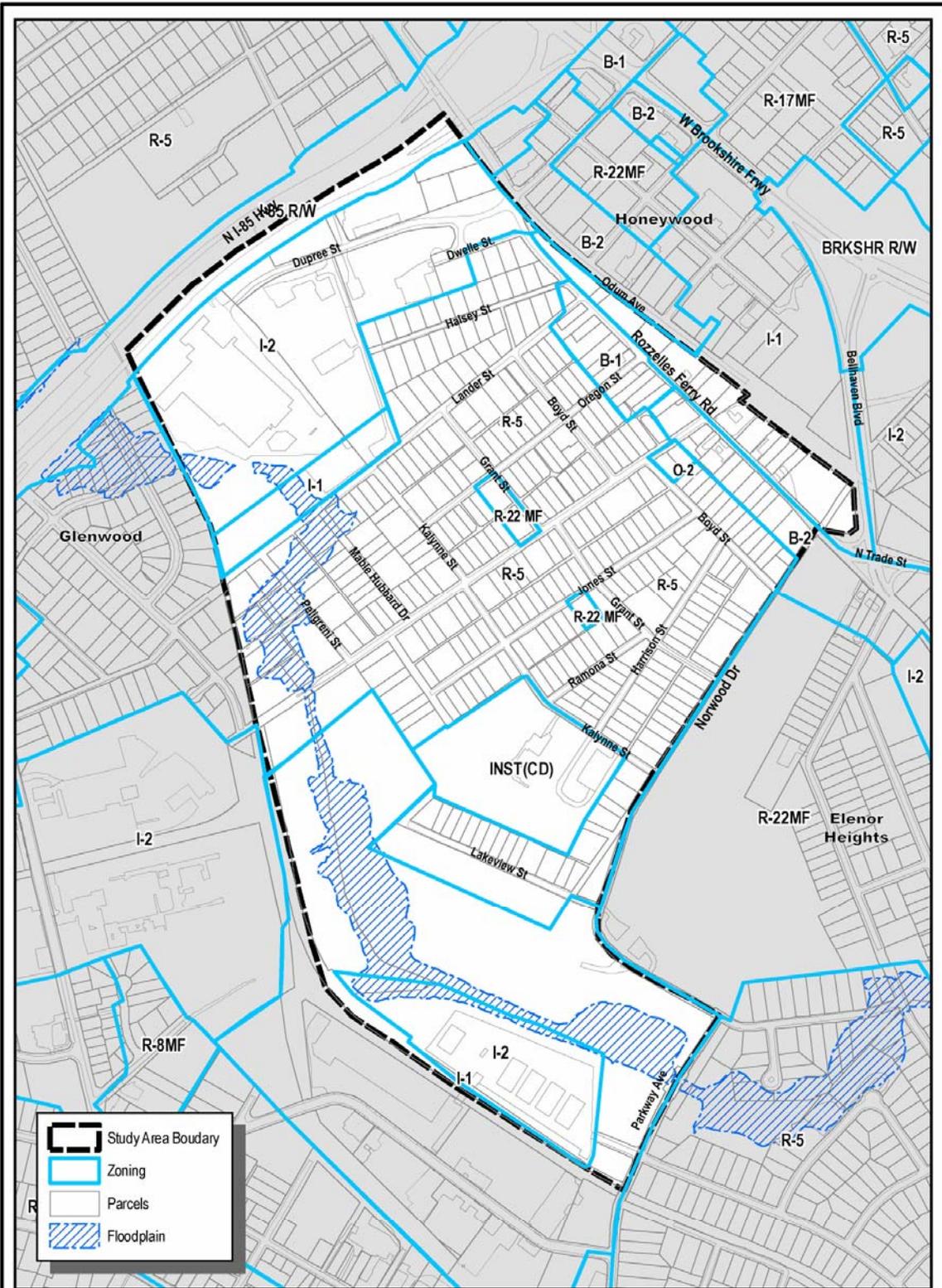


Adopted Land Use Lakewood Neighborhood Plan

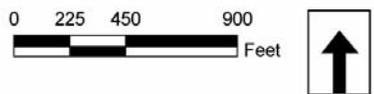


Source: Charlotte-Mecklenburg Planning Commission Central District Plan
 Information Current as of: Amended through Oct. 19, 2005
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT 6



Existing Zoning
Lakewood Neighborhood Plan



Source: Charlotte-Mecklenburg Planning Commission
 Information Current as of: July 2000
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT 7

Land Use/Urban Design Assets

- The community has “natural” and distinct boundaries (railroad, stream valley, and I-85).
- Nearby Freedom Drive accommodates most shopping needs for the community.
- The frontage along Rozzelles Ferry Road and some existing retail/office uses provides a framework for creating additional retail/office uses and neighborhood services.
- The industrial uses in the community are generally “good neighbors” to the residential land uses.
- The *Lakewood CDC* currently owns several commercial properties along Rozzelles Ferry Road, allowing for the potential for appropriate development/redevelopment.
- Many vacant lots are currently owned or held by *Lakewood CDC*, *CMHP* or *Habitat for Humanity*.
- Large tracts of vacant property offer potential to develop with additional housing to provide connectivity within the neighborhood.
- Zoning is in place throughout much of the community to achieve the recommendations of this plan.

Land Use/Urban Design Challenges

- Few retail services for the neighborhood.
- Industrial uses generate truck traffic through the neighborhood.
- Vacant lots and buildings are fairly evenly distributed throughout the neighborhood, thus increasing their visual and psychological impact.

2. COMMUNITY SAFETY

Existing Conditions: Even after the implementation of many recommendations from the Action Plan, Lakewood continues to be faced with a number of community safety issues related to drug activity, prostitution, loitering, violation of noise ordinances and stray dogs. As a result, many residents feel unsafe on the streets and do not utilize some community facilities such as Lakewood Park.

Community Safety Assets

- Lighting has been improved along some streets as a result of the Action Plan.
- Animal Control is very good about responding to complaints.

Community Safety Challenges

- Lighting not adequate along many streets and at street intersections.
- High and moderate risk properties (at risk for crime activity) are distributed evenly throughout the community.
- While improving, the violent crime rate within Lakewood is 2.5 times the city average.
- Prostitution and drug activity takes place at dead-end streets and vacant lots.
- Illegal dumping takes place at dead end streets.
- Convenience store located on Lakewood attracts crime and continues to be a significant problem within the community.
- Crime from adjacent neighborhoods.
- Natural (wooded) edges can be conducive to crime.
- Right-of-ways to the rear of lots are poorly maintained.
- Pedestrians “cut-through” vacant properties at the end of Lakewood Street and between Boyd Street and Rozzelles Ferry Road.
- “Hanging out”
- Noise ordinance does not seem to be enforced.
- Stray dogs wander throughout the community.
- Don’t have police living in the community.

3. COMMUNITY APPEARANCE

Existing Conditions: The appearance of Lakewood varies throughout the community, without any one area being better maintained than another. While there are a significant number of improved and well-maintained properties within the neighborhood, their positive benefits are minimized by adjacent properties that are not maintained. With the exception of an attractive gateway at the corner of Rozzelles Ferry Road and Norwood Drive, the perimeter of the community lacks a positive image, which results in a negative perception of the community for its own residents as well as those passing by.

Community Appearance Assets

- Many renovated and well-maintained homes.
- Daycare center and “Welcome to the Lakewood Community” sign, along with attractive landscaping at the intersection of Norwood Drive and Rozzelles Ferry Road provides a positive image for the community.
- The overhead utility line easement and open space along Stewart Creek provides a “green” perimeter.
- Throughout the community there are many well-maintained properties and recently renovated houses.
- Faith Memorial Baptist Church is well-maintained and provides a positive image at the heart of the community.

Community Appearance Challenges

- The image of the community at its main gateway (Rozzelles Ferry Road and Lakewood Street) is unattractive.
- Some businesses and homes/properties not well-maintained.
- The “green” perimeter is not always well-maintained.
- Vacant lots often not maintained and present negative image for community.
- Transmission towers are unattractive.

4. HOUSING

Existing Conditions: Existing housing is predominantly single-family with approximately 33% owner-occupied, approximately 49% rental and 18% vacant (as of December 2004). Most housing is in the form of single-family homes; however, some duplexes exist along with some multi-family housing units. As described above under Community Appearance, many homes are very well maintained and reflect a significant investment made by some residents, Charlotte-Mecklenburg Housing Partnership, *Lakewood CDC*, and Habitat for Humanity. There are still many homes that are in poor condition and the percentage of home ownership is low for a community that is striving to revitalize.

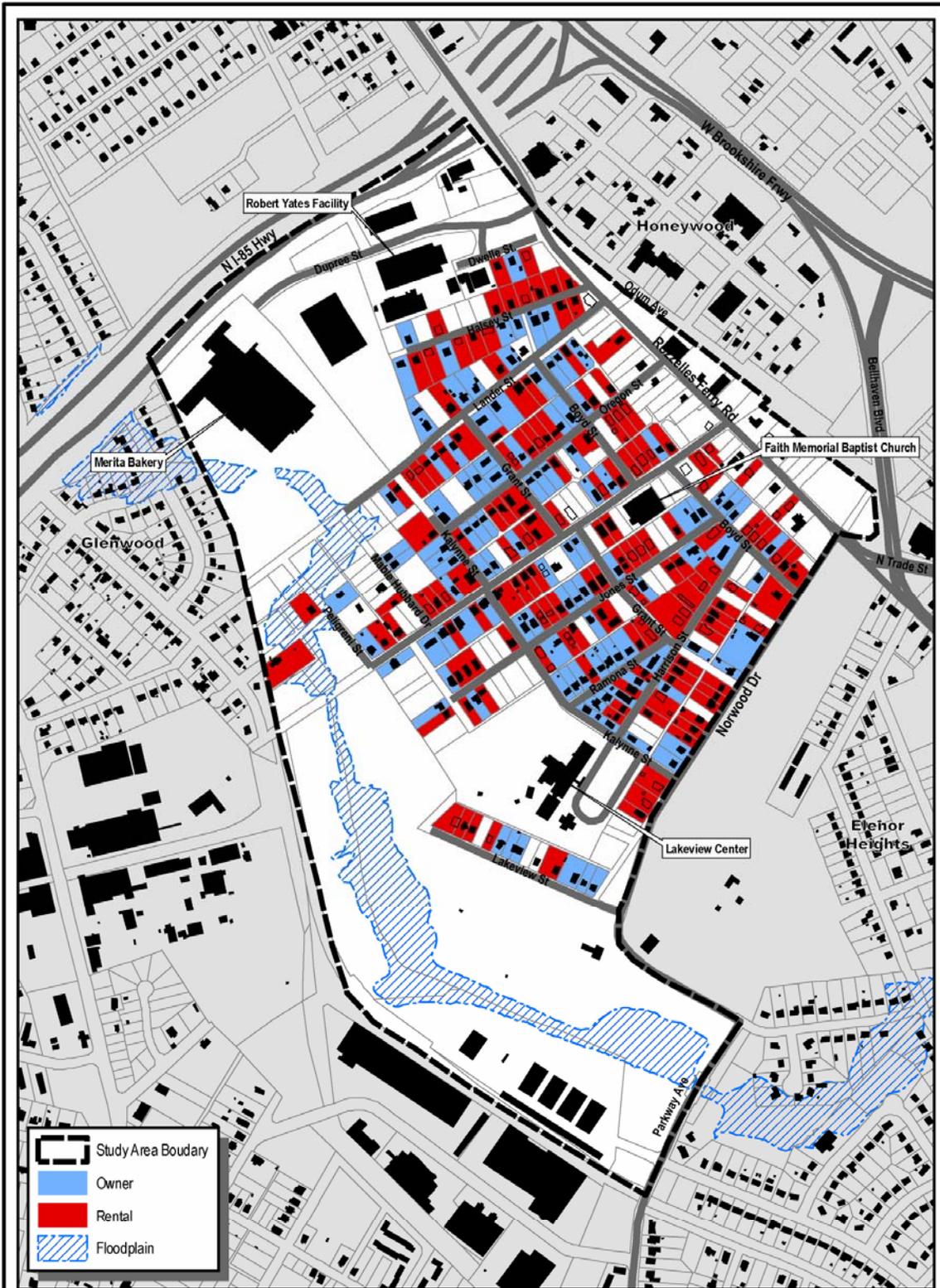
Owner and rental housing is illustrated in ***Exhibit 8, Residential: Ownership & Rental.***

Housing Assets

- While there is still a significant amount of rental property, the transition to home ownership is increasing.
- Home ownership is distributed throughout the community, providing many opportunities to establish a critical mass of home ownership in priority areas.

Housing Challenges

- Inadequate senior housing within the community.
- Just as home ownership is distributed throughout the community, so is rental housing. This could present a challenge in creating a critical mass of home ownership in priority areas.



Residential: Ownership & Rental
Lakewood Neighborhood Plan

Source: Charlotte-Mecklenburg Police Department, Lakewood CDC
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT 8

5. ECONOMIC DEVELOPMENT

Existing Conditions: Concurrent with, and in support of this planning effort, Robert Charles Lesser & Co. (RCL&Co) was retained by Neighborhood Development to prepare a commercial market analysis. Key findings from this study indicate that there is an existing demand for additional residential and non residential development along Rozzelles Ferry Road. However, improving the community image along Rozzelles Ferry Road and continued stabilization of housing in the community is essential to revitalizing the area. The market study indicates that the area could potentially support the following:

- Approximately 20,000 square feet of additional retail space (small grocer, small independent clothing, health/personal care, florist, auto maintenance, sandwich shop, etc.)
- Approximately 15,000 square feet of additional office space with the types of uses that may include a small bank, insurance agent, real estate, etc.
- Smaller assisted-living/senior housing and some multi-family housing along Rozzelles Ferry Road
- New housing stock only after stabilization of existing housing stock

Economic Development Assets

- Lakewood has advantages in its location adjacent to I-85, Uptown Charlotte other employment, entertainment and retail cores.
- Lakewood has a number of community facilities.
- There is a demand for moderately-priced product in the area.
- Two bus lines provide access to Uptown Charlotte and Freedom Drive.
- Lakewood is highly visible along Rozzelles Ferry Road which is traveled by approximately 12,000 cars per day.
- Robert Yates facility presents a positive opportunity for the community.

Economic Development Challenges

- Railroad activity causes frequent traffic stops.
- Deteriorating and vacant properties along with some poorly maintained properties create an unwelcoming atmosphere.
- Available land plots along Rozzelles Ferry Road are small and limited in terms of types of development that can be accommodated.

6. COMMUNITY FACILITIES

Existing Conditions: Lakewood is fortunate to have a number of positive community facilities located within the neighborhood which provide the framework for continued revitalization efforts. Many of these facilities are underutilized because they are not well connected within the community or residents don't feel safe using them.

Community Facility Assets

- Lakewood Preschool
- Lakewood Park
- Lakeview Center (Former elementary school)
- Future Greenway along Stewart Creek
- Bette Rae Thomas Recreation Center
- Potential reuse of Robert Yates facility
- Mr. Jones' produce stand and Dukes Club
- Faith Memorial Baptist Church functions as the "heart" of the community and is centrally located

Community Facility Challenges

- Limited hours of operation at the Lakewood Preschool.
- Lakewood Park has great potential, but residents don't feel safe using it – the park is isolated and residents do not feel it is well programmed
- Lack of park maintenance.
- Residents say they are not likely to use the Bette Rae Thomas Recreation Center because of its distance from the community.
- Lack of recreation center in community for year-round programs.
- Residents do not feel the Lakeview Center serves the Lakewood community.

7. TRANSPORTATION AND INFRASTRUCTURE

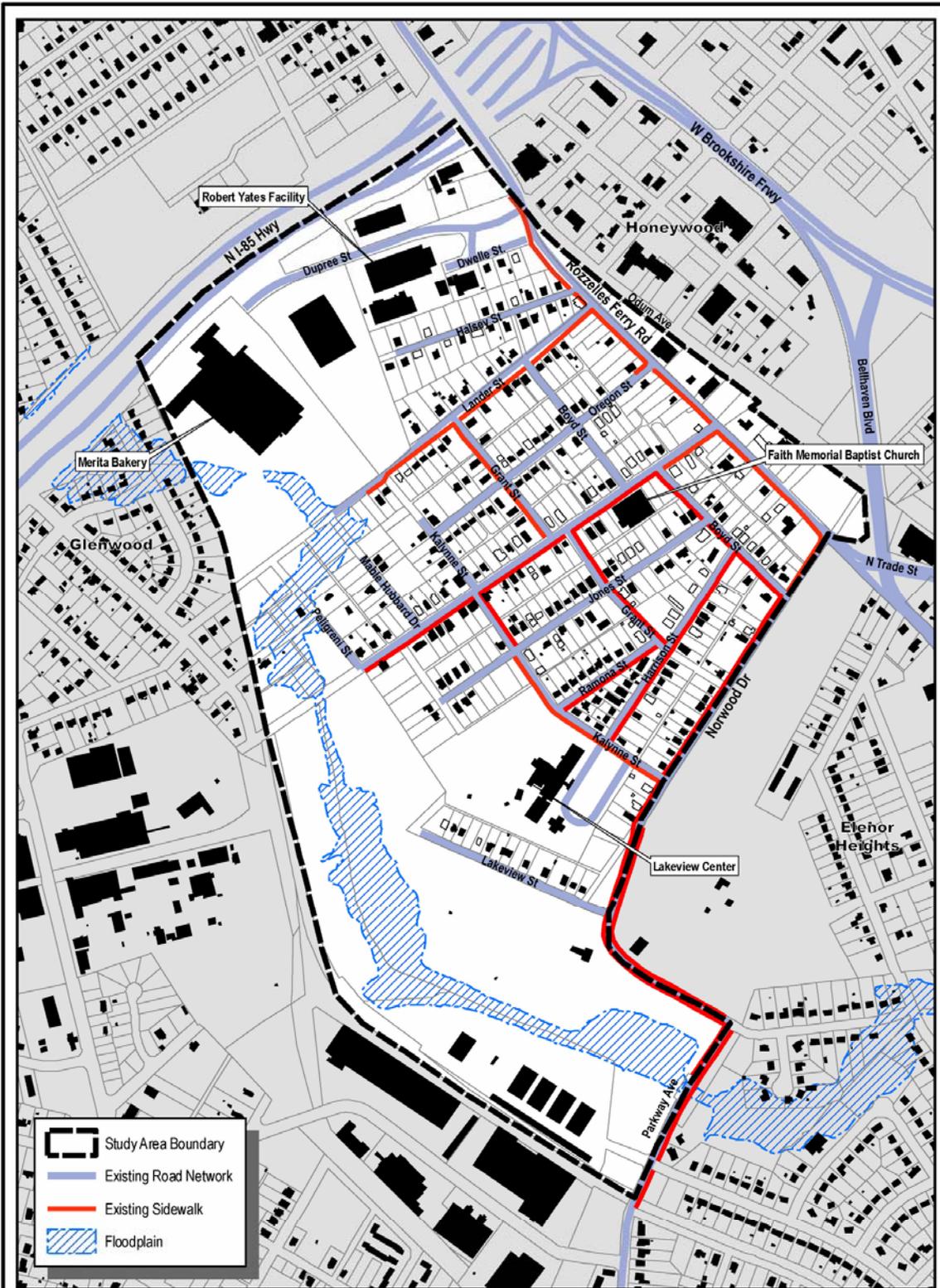
Existing Conditions: Lakewood is well-served by an existing transportation network that includes I-85, Rozzelles Ferry Road, and Norwood Drive. While there are many entrances to the neighborhood from the surrounding road system, there are a significant number of dead-end streets that result in poor connectivity. The pedestrian network continues to improve with recent sidewalk additions as part of the Action Plan; however, the neighborhood continues to be in need of additional sidewalk connections. The existing road and sidewalk network is illustrated in *Exhibit 9, Existing Road/Sidewalk Network*.

Transportation and Infrastructure Assets

- Good service is provided to the community from the “EZ Rider” bus.
- Existing bridges provide potential pedestrian access to the greenway.
- Improvements are currently planned for Rozzelles Ferry Road.
- There is good investment in sidewalks along many streets as a result of the Action Plan.
- There are multiple access points into the community from adjacent streets. These provide a framework for potential improved connectivity.

Transportation and Infrastructure Challenges

- There is limited Saturday service for the EZ Rider.
- Inadequate transportation for events/activities taking place outside of the Lakewood community.
- No shelters are provided at bus stops.
- Speeding throughout the neighborhood is a problem.
- Dead end streets limit connectivity throughout the neighborhood.
- Bridges across the floodplain will not allow use for vehicles.
- Inadequate signage results in trucks getting lost within neighborhood.
- At-grade railroad crossing results in traffic back-ups along Rozzelles Ferry Road.
- Halsey and Lakeview Streets do not interconnect with the community, resulting in a feeling of isolation for homes located along these streets.
- Many streets are still without sidewalks.



Existing Road/Sidewalk Network
Lakewood Neighborhood Plan



Source: Lakewood CDC
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT 9

8. COMMUNITY ORGANIZING

Existing Conditions: There are many stakeholder organizations working in the neighborhood and doing a lot of good. However, inconsistent communication among the organizations and the community has resulted in challenges related to trust and working effectively. Since the start of this process, a new community organization, the Lakewood Alliance, has been started and is recognized as the official community organization.

Community Organizing Assets

- There are many organizations currently doing good things in the community including *Lakewood CDC*, Charlotte-Mecklenburg Housing Partnership, Habitat for Humanity, Lakewood Partners, Lakewood Preschool, the City, Charlotte-Mecklenburg Police Department, Parks and Recreation, Churches and an emerging youth group.
- Significant momentum exists and is evident in the effort to revitalize.
- There is great potential for the organizations to work together – “power in volume”.
- Many groups utilize Faith Memorial Baptist Church as a meeting place.
- A great number of resources are available to the community, they just need to be utilized better.
- Newly formed Lakewood Alliance.

Community Organizing Challenges

- There appears to be a lot of overlap in responsibilities among organizations, resulting in some confusion among residents and among the organizations themselves.
- Many residents and stakeholders are not aware of the good that is happening.
- There has been limited communication among organizations – there needs to be a pooling of resources and partnerships.
- Community and stakeholders sometimes feel overwhelmed by all of the different efforts underway toward revitalization.
- Residents don’t know who to call to report problems. The Customer Service number to report problems (311) needs to be publicized, made visible, and communicated throughout the neighborhood.
- There is no central bulletin board where news, meeting notices and other information can be posted.
- Events always seem to happen outside of Lakewood rather than within the community.
- There is frustration with the community association (since this time, a new community association has emerged).
- Confusion as to who are the Lakewood Partners and their role.

GOALS AND RECOMMENDATIONS

The goals and recommendations for the continued revitalization of Lakewood are outlined below and are organized in the same categories used to describe the various issue areas in the preceding pages of this plan.

1. LAND USE AND URBAN DESIGN

Goal: Maintain Lakewood as a predominantly single-family residential community with a mixture of land uses in key areas to accommodate the service needs of the community.

Recommendations: The land use and urban design recommendations aim to protect the existing residential character of the community while providing flexibility for non-residential uses such as retail and office uses in appropriate locations along Rozzelles Ferry Road or the community edges. Mixed-uses can include senior housing in the form of “55 year and older independent living” and multi-family housing along with retail and office uses that provide neighborhood-oriented services. In addition, these neighborhood supportive land uses will enhance the perimeter image of the community and enhance transitions between residential and non-residential uses, through sensitive urban design practices as outlined in this Plan. The Central District Plan, 1993, is the adopted land use policy guide for the Lakewood Neighborhood. This *Lakewood Neighborhood Plan* recommends 28 specific land use changes to the *Central District Plan* as illustrated in *Exhibit 10, Changes to Adopted Land Use* and detailed in *Exhibit 11, Land Use Matrix*. Land Use recommendations are summarized as follows:

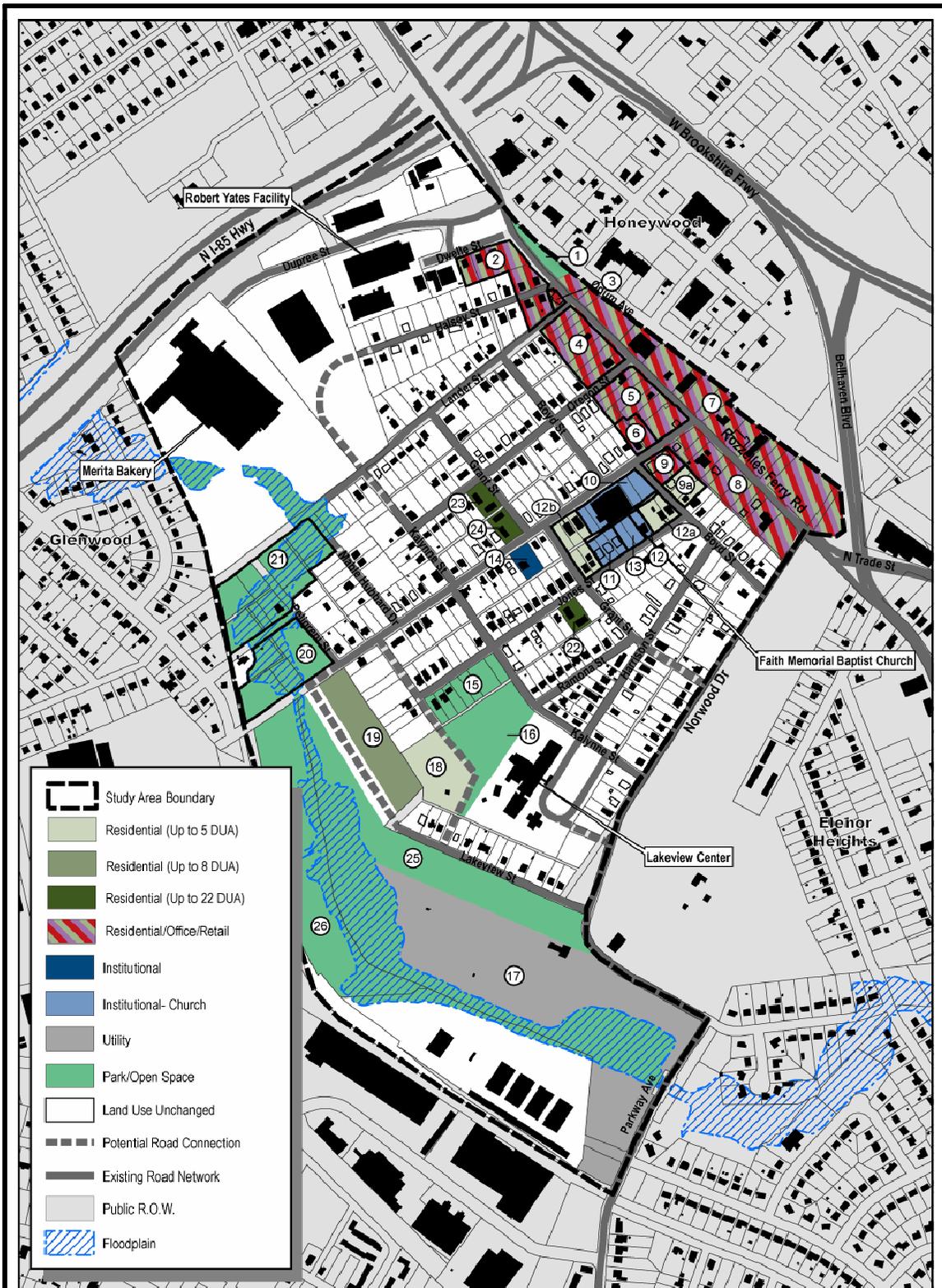
- a. Improve physical relationship between the community and the Robert Yates facility by providing opportunities for mixed-use development along Dwelle and Halsey Streets in the vicinity of Rozzelles Ferry Road. Mixed-use development may be in the form of office or retail uses and may be mixed horizontally. Office development should face Halsey Street. The existing residential development facing Halsey and Dwelle Streets contributes to the physical isolation of the Robert Yates facility.
- b. Provide opportunities for mixed-use development along Rozzelles Ferry Road to provide neighborhood services that include office, commercial, multi-family housing and senior housing. The areas adjacent to the intersection of Rozzelles Ferry Road and Lakewood Avenue should be the primary focal point for this mixed-use district with a clear connection to Faith Memorial Baptist Church. Other areas along Rozzelles Ferry Road should

complement this primary focal point by developing in a way to establish secondary focal points. These would occur near Dwelle Street (west gateway) and Norwood Drive (east gateway), corresponding to the gateways shown on *Exhibit 2, Concept Plan*.

If Faith Memorial Church expands in the future and develops Areas 12a and 12b (as shown on *Exhibit 10, Changes to Adopted Land Use*), it would then be appropriate to expand the mixed use district along Rozzelles Ferry Road to include Area 9a, also shown on Exhibit 10.

- c. Improve visibility and safety of Lakewood Park by providing opportunities for new housing adjacent to the park.
- d. Recognize floodplain constraints and change land use to “Open Space” where housing or other uses cannot be developed.
- e. Maintain industrial and warehouse/distribution land uses along Dupree Street, however, use streetscape improvements to better integrate this area of the neighborhood into the broader community while being sensitive to adjacent residential uses.
- f. Implement the urban design guidelines outlined on the following pages and in *Appendix A, Additional Urban Design Exhibits* to ensure the highest quality development and redevelopment.

In addition, the Lakewood Neighborhood Plan recommends generally changing the single family and multi-family land use categories used in the Central District Plan to residential with a specific density. The density recommendation from the Central District Plan will still apply to the residential use. For example, a recommendation for single family residential up to 4 dwelling units/acre in the Central District Plan is shown as residential up to 4 dwelling units/acre in the Lakewood Neighborhood Plan. This change will help to implement the community vision by accommodating a variety of housing types at a density appropriate for the specific location. It also allows this Lakewood Neighborhood Plan to provide specific density guidance rather than deferring to the General Development Policies to do so. The composite recommended future land use for the Lakewood Neighborhood is illustrated in *Exhibit 12, Recommended Land Use*.



Changes to Adopted Land Use Lakewood Neighborhood Plan



Source: Mahan Rykiel Associates, Inc.
 Information Current as of: February 1, 2006
 Date Exhibit Prepared: April 6, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT 10

Lakewood Neighborhood Plan

Exhibit 11: Land Use Matrix April 18, 2006

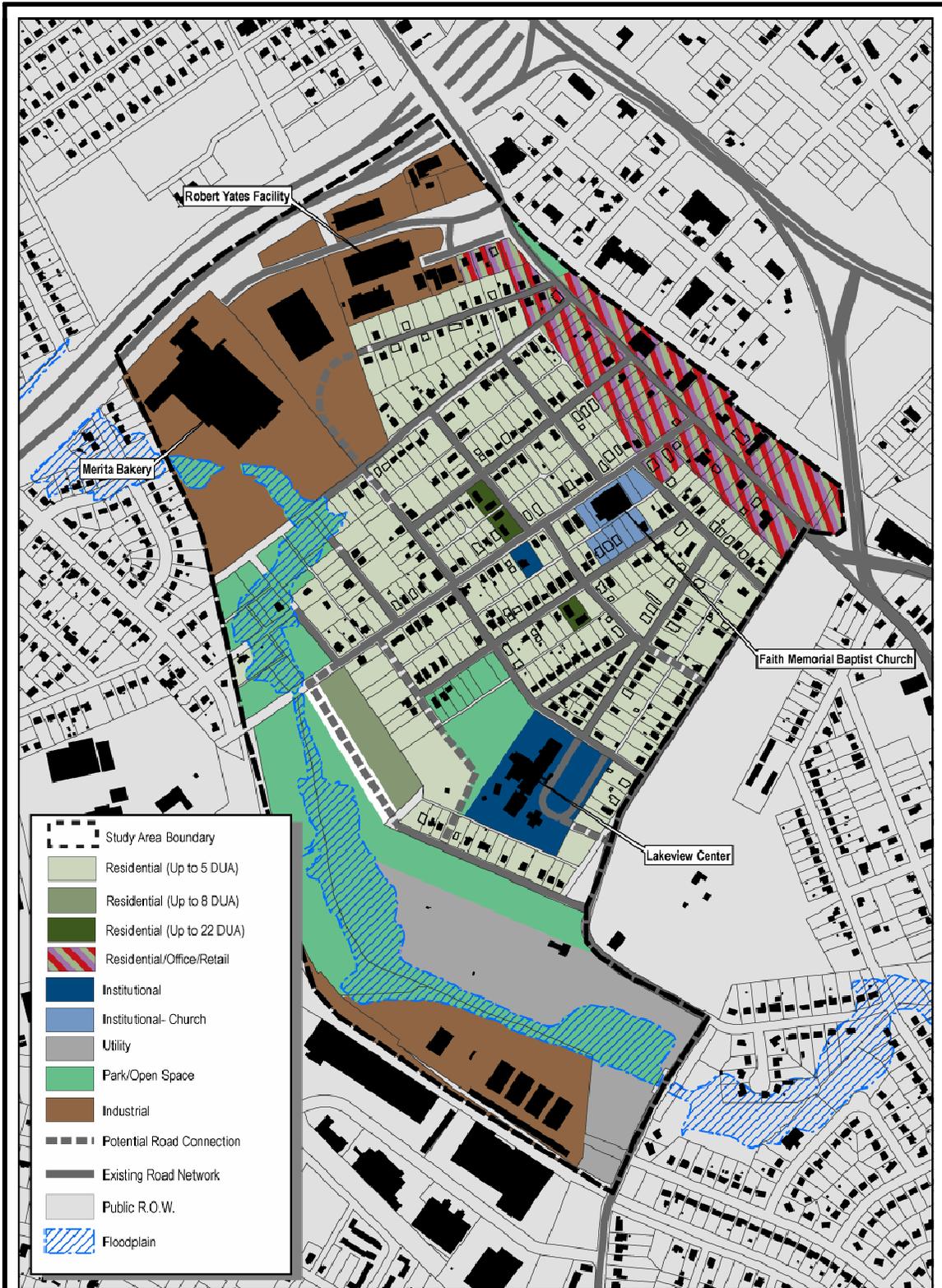
Area	Recommended Change	Central District Plan Recommended Land Use	Existing Land Use	Existing Zoning	Reason for Change/Notes	Recommended Zoning Change
#1	Park/Open Space <i>(or Office/Retail/Residential up to 22 dua if not acquired for park)</i>	Industrial	Vacant	I-1	Recognize awkward parcel configuration that will not allow development. Also recognize potential as northern gateway to community. If Park and Recreation is unable to acquire this property, the land use should be Office/Retail/Residential up to 22 dua.	No *
#2	Office/Retail/Residential	Single Family	Single Family	R-5	Allow flexibility for future uses to establish mixed-use connection between Rozzelles Ferry Road non-residential uses with Robert Yates Facility. Mix of uses can be "horizontal" with office uses located on properties fronting onto Halsey Street and designed to be residential in scale. Residential uses could include multi-family up to 22 dua. Application of urban design guidelines will be important.	No *
#3	Office/Retail/Residential	Commercial	Institutional <i>(former mortuary)</i>	B-1	Allow flexibility for future uses to establish mixed-use connection between Rozzelles Ferry Road non-residential uses with Robert Yates Facility. Residential uses could include multi-family up to 22 dua. Application of urban design guidelines is important.	No *
#4	Office/Retail/Residential	Commercial	Single Family, Vacant and Commercial	B-1	Allow flexibility for future uses to reinforce mixed-use district along Rozzelles Ferry Road. Application of urban design guidelines will be important.	No *
#5	Office/Retail/Residential	Commercial	Vacant, Institutional <i>(daycare)</i> and Commercial	B-1, B-2	Allow flexibility for future uses to reinforce mixed-use district along Rozzelles Ferry Road. May include multi-family up to 22 dua and senior housing (densities greater than 22 dua are appropriate for senior housing) and improved identity at community gateway. Application of urban design guidelines will be important.	No*
#6	Office/Retail/Residential	Single Family	Single Family, Vacant	R-5	Change in conjunction with Area #5 will make both areas more viable for new use in terms of land configuration. May include multi-family up to 22 dua and senior housing (densities greater than 22 dua are appropriate for senior housing). Application of urban design guidelines will be important.	No *

Area	Recommended Change	Central District Plan Recommended Land Use	Existing Land Use	Existing Zoning	Reason for Change/Notes	Recommended Zoning Change
#7	Office/Retail/Residential	Industrial	Vacant, Institutional (<i>church</i>), Utility (<i>Duke Energy</i>) and Commercial	I-1	Allow flexibility for neighborhood services adjacent to bus line and Rozzelles Ferry Road corridor. While multi-family or senior housing is most likely to occur on the south side of Rozzelles Ferry Road, flexibility should be preserved for it to occur here as well. Application of urban design guidelines will be important.	No *
#8	Office/Retail/Residential	Commercial	Commercial, Institutional (<i>daycare</i>), Vacant, and Single Family	B-2	Allow flexibility for neighborhood services and potential senior housing adjacent to bus line and Rozzelles Ferry Road corridor. Application of urban design guidelines will be important.	No *
#9	Office/Retail/Residential	Single Family	Single Family, Institutional (<i>former beauty school</i>), and Vacant	0-2	Allow flexibility for neighborhood services and potential senior housing or multi-family up to 22 dua adjacent to bus line and Rozzelles Ferry Road corridor. Application of urban design guidelines will be important.	No*
#9a	Residential up to 5 dua	Single Family	Single Family, Vacant	R-5	If the church acquires and uses area 12a as institutional, then 9a may be considered for mixed use (office/retail/residential).	No*
#10	Institutional	Single Family	Institutional (<i>church parking</i>)	R-5	Align with existing and appropriate land use. Institutional land use is only appropriate for facilities associated with the adjacent church.	No
#11	Institutional (<i>or residential up to 5 dua, if Church does not utilize property</i>)	Single Family	Single Family	R-5	Provide church expansion/community space opportunity adjacent to existing church. Institutional land use is only appropriate for facilities associated with the adjacent church. Church must adhere to urban design guidelines as described in <i>Concept Plan</i> , indicating that these properties should be utilized for building expansion with the building utilizing a consistent setback with the adjacent residential, with parking located to the rear. If church does not utilize this property, land use should be residential up to 5 dua to be consistent with majority of Jones Street frontage.	No
#12	Institutional (<i>or residential up to 5 dua, if Church does not utilize property</i>)	Single Family	Single Family	R-5	Same as above	No

Area	Recommended Change	Central District Plan Recommended Land Use	Existing Land Use	Existing Zoning	Reason for Change/Notes	Recommended Zoning Change
#12a	Residential up to 5 dua <i>(or institutional, if the Church utilizes property)</i>	Single Family	Single Family	R-5	If the church acquires this area to expand the church facility, area 9a may be considered for mixed use development.	No
#12b	Residential up to 5 dua <i>(or institutional, if the Church utilizes property)</i>	Single Family	Single Family, Vacant	R-5	This area is recommended for residential development; however, if the church acquires this area to expand existing facility, this area is appropriate for institutional uses.	No
#13	Institutional	Single Family	Institutional <i>(church parking)</i>	R-5	Align with existing, appropriate, land use.	No
#14	Institutional	Single Family	Institutional <i>(Duke's club)</i>	R-5	Align with existing, appropriate land use.	No
#15	Park/Open Space <i>(or residential up to 5 dua if not acquired for park)</i>	Single Family	Single Family, Vacant	R-5	To re-orient park so that it has more street frontage and visibility. If Park and Recreation does not acquire this property, then this area should remain residential up to 5 dua (see Exhibit A-3)	No
#16	Park/Open Space	Institutional	Park, Institutional	INST (CD)	To re-orient park so that it has more street frontage and visibility (see Exhibit A-3).	No
#17	Utility	Industrial	Utility <i>(Duke Energy)</i>	I-1	Align with existing, appropriate land use.	No
#18	Residential up to 5 dua <i>(or Park/Open Space, if Park and Recreation does not acquire #15)</i>	Institutional	Institutional	INST (CD)	To allow future development of new housing to improve connectivity between Lakeview Street and the balance of the neighborhood. If Park and Recreation does not acquire #15, then this should be park/open space (see Exhibit A-3).	No
#19	Residential up to 8 dua <i>(or Utility ,if property is not developed with residential uses)</i>	Industrial	Utility <i>(Duke Energy)</i>	I-1	To increase potential for “natural surveillance” on park/open space (future greenway). This also allows future development of new single family housing to improve connectivity between Lakeview Street and the balance of the neighborhood (see Exhibit A-3).	No

Area	Recommended Change	Central District Plan Recommended Land Use	Existing Land Use	Existing Zoning	Reason for Change/Notes	Recommended Zoning Change
#20	Park/Open Space <i>(or residential up to 5 dua developed in accordance with floodplain requirements, if not acquired by Park and Recreation)</i>	Single Family, Open Space (Greenway)	Vacant	R-5	Portion of parcel outside of floodplain is inadequate for development. Entire parcel should be park/open space. If Park and Recreation does not acquire this property, then it is appropriate to keep as low density residential; however, road (or driveway) extensions across floodplain would be required to access buildable portions of lots. Need to be particularly sensitive to the environment and abide by floodplain restrictions.	No
#21	Park/Open Space <i>(or residential up to 5 dua developed in accordance with floodplain requirements, if not acquired by Park and Recreation)</i>	Single Family, Open Space (Greenway)	Vacant	R-5	Portion of parcel outside of floodplain is inadequate for development. Entire parcel should be park/open space. If Park and Recreation does not acquire this property, then it is appropriate to keep as low density residential; however, road (or driveway) extensions across floodplain would be required to access buildable portions of lots.	No
#22	Residential up to 22 dua	Single Family	Multi-Family	R-22	Align with existing, appropriate land use and zoning.	No
#23	Residential up to 22 dua	Single Family	Multi-Family	R-22	Align with existing, appropriate land use and zoning.	No
#24	Residential up to 22 dua	Single Family	Multi-Family	R-22	Align with existing, appropriate land use and zoning.	No
#25	Park/Open Space <i>(or utility if not acquired by Park and Recreation)</i>	Industrial	Utility (Duke Energy)	I-1	If future greenway is constructed, park area should extend to right-of-way of proposed Lakeview Street Extension. If Lakeview Street is not extended, land use should remain Utility.	No
#26	Park/Open Space <i>(or utility, if not acquired by Park and Recreation)</i>	Industrial	Vacant	I-1	If future greenway is constructed, park area should include this vacant land. If Park and Recreation does not acquire this property, then it should be changed to utility.	No

** No proposed zoning changes at this time. However, consider pursuing a rezoning if an appropriate zoning category such as a modified UR-C is developed. Appropriate zoning category would be one that allows for a mix of uses that provides neighborhood services, residential up to 22 dua and senior housing and includes design criteria such as orienting buildings to street edge with parking located to the rear, encouraging 2-3 story buildings to provide proper scale, sidewalk connectivity from buildings to sidewalks along streets, streetscape treatments (sidewalks, pedestrian-scaled lighting, street trees and low screening of parking and or service areas).*



Recommended Land Use Lakewood Neighborhood Plan

0 225 450 900
Feet



Source:
Information Current as of
Date Exhibit Prepared:
Mahan Rykiel Associates, Inc.

Mahan Rykiel Associates, Inc.
February 1, 2006
April 4, 2006

EXHIBIT 12

Urban Design Guidelines

The following urban design guidelines for new development within the community are recommended in addition to the 28 specific land use changes to the Central District Plan. Many of the specific urban design guidelines are also illustrated in *Exhibit 13, Design Guidelines: Design Elements 1*, *Exhibit 14: Design Guidelines: Design Elements 2*, *Exhibit 14A: Design Guidelines: Design Elements 3* and *Appendix A, Additional Urban Design Exhibits*.

General Design Guidelines for all Development

- Landscape areas in surface parking lots with large maturing shade trees.
- Locate parking areas to the rear and sides of buildings.
- Provide clear and safe pedestrian connections between buildings and the sidewalk along adjacent streets.
- Preserve existing tree canopy where possible, particularly large specimen trees, as infill development occurs.
- Remove lower tree limbs to improve street lighting and open sight lines where appropriate.
- Use architecture to articulate corners of infill development on corner lots.
- All new buildings should be oriented to public streets and open spaces to help activate these spaces and to make them safer by enhancing their visibility.
- All buildings should be designed to complement and enhance the community.
- No buildings should contain expanses of blank walls longer than 20' in length that front onto public streets and open spaces.



Infill housing should maintain the same relationship/ setback to the street as existing housing. Infill housing should address the street with front doors and windows on the street-facing facade.



Porches should be provided wherever possible to allow for natural surveillance of the street and adjacent open spaces. For corner lots, porches and architectural elements should relate to both streets.



Infill housing should not orient "blank" walls or side facades to the street as shown above.



New multi-story development along Rozzelles Ferry Road should utilize vertical mix of uses, such as retail on the lower floor and office on the upper floors..



Office/Retail buildings should be oriented to the streets and should also be scaled and articulated so that they are compatible with adjacent residential areas.



Residential structures that are converted to office or retail uses should maintain the residential character and scale.



New buildings located on corners should respond architecturally to each street edge.



New development, such as new senior housing along Rozzelles Ferry Road, should be oriented to the street. The architecture should be articulated to visually reduce the overall scale of the buildings

Design Guidelines: Design Elements I **Lakewood Neighborhood Plan**

Source: Mahan Rykiel Associates, Inc.
Information Current as of: February 1, 2006
Date Exhibit Prepared: April 6, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT 13



For residential streets and office/retail areas of low intensity, sidewalks should be set back from the curb with a minimum 6' planting strip for street trees.



Office/Retail buildings should be oriented to the street whenever possible. In these areas sidewalks should be a minimum of 8' wide, with trees planted in an expanded amenity area.



For surface parking lots the street edge should be defined with planting, walls or ornamental fencing. Where plantings and walls are used, they should be kept low so that visibility is not obstructed.



A combination of fences and piers may also be used to continue the definition of the street edge where buildings are not adjacent to the street.



Where appropriate, provide highly visible outdoor gathering areas between new buildings or near building entrances. These spaces should only be provided if they can be monitored to avoid loitering.



Pavement markings or special paving should be used to visually extend the sidewalk across curb cuts along Rozzelles Ferry Road.



Play areas should be located in highly visible areas.



Structures such as backstops and fencing associated with ball fields should be located against park edges, using trees to visually integrate them into the overall landscape.

Design Guidelines: Design Elements II Lakewood Neighborhood Plan

Source: Mahan Rykiel Associates, Inc.
Information Current as of: February 1, 2006
Date Exhibit Prepared: April 6, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT 14



Use public art in significant focal points along Rozzelles Ferry Road and near entrances to community facilities such as Lakewood Park and Faith Memorial Church.



Murals are encouraged along blank walls of existing buildings.



Screening between mixed uses and existing residential areas may utilize a combination of fencing and landscape. Incorporating public art into the fence is encouraged in highly visible areas.



Existing trees should be preserved to better integrate new development into the neighborhood.



Screen walls between mixed uses and existing residential uses should be softened with tree planting on one or both sides of the wall. Canopy trees are encouraged to avoid the creation of hiding areas between the planting and wall.



Screening between mixed uses and existing residential areas may also incorporate masonry that visually relates the screen wall to the new buildings.



Wherever possible, streets should define parks and open spaces, providing sight lines between housing and open spaces.

Design Guidelines: Design Elements II **Lakewood Neighborhood Plan**

Source: Mahan Rykiel Associates, Inc.
Information Current as of: February 1, 2006
Date Exhibit Prepared: April 6, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT 14A

- Use trees along streets wherever possible to reinforce pedestrian and vehicular routes and provide shade and comfort. Large, maturing oak trees must be located in a minimum 8' wide planting strip. For other large maturing tree species, trees must be located in a minimum 6' wide planting strip. For areas where only a 3' wide planting strip is possible, small maturing trees must be used.

Design Guidelines for Development Along Rozzelles Ferry Road

- New development along the Rozzelles Ferry corridor, including senior housing, retail, commercial and office uses should reinforce the street edge, define community gateways and provide stronger connectivity among residential and non-residential uses. Buildings should utilize a 16' minimum setback and address Rozzelles Ferry Road with front doors and clear, storefront windows facing the street and sidewalk (at intersections with other streets, particularly Lakewood Street, buildings should address both streets).
- Provide streetscape enhancements along Rozzelles Ferry Road, including sidewalks, street trees and lighting to complement new development and improve the community appearance. The setback area should ideally incorporate an 8' sidewalk and an 8' amenity zone. The amenity zone may occur on one side of the sidewalk (full 8') or on both sides (fraction of the 8' dimension). A 6' wide sidewalk with 4-6' planting zone is currently being constructed along the north side of Rozzelles Ferry Road. As new development occurs on the south side, efforts should be made to achieve the ideal condition of 8' sidewalk widths and 8' minimum amenity zones.
- New multi-story buildings should utilize a vertical mix of uses. For example, retail uses may be provided on the ground floor with office uses located on upper floors.
- Where appropriate, new buildings with smaller setbacks than those of adjacent existing development should visually transition to the larger, existing setbacks. This may be done by articulating the building façade or through landscape treatment.
- Utilize shared access drives wherever possible along Rozzelles Ferry Road to minimize multiple curb cuts.

- Consider the area beneath the transmission lines on the north side of Rozzelles Ferry Road as potential future parking to accommodate additional building development along Rozzelles Ferry Road.
- Screening in the form of decorative fencing, walls and/or landscape should be provided between office/retail development along Rozzelles Ferry Road and existing residential development along Boyd Street.
- Where surface parking abuts the road frontage, provide a low hedge to help buffer the parking areas while maintaining sight lines.
- Where appropriate, provide common open space between office/retail buildings and adjacent to building entrances. This should only be done where it is possible to control loitering and provide a safe gathering space. These spaces should be designed to encourage positive activity such as outdoor dining or small community events. The spaces should have a clear relationship with the buildings they serve. Adjacent building facades should have a significant amount of window area facing these spaces to provide more visibility and monitoring of them.

Design Guidelines for Development Adjacent to Faith Memorial Baptist Church

- Any future building expansion of Faith Memorial Baptist Church should be oriented to the street, particularly to Jones Street. The street façade should consist of significant window area to help provide greater visibility to the public sidewalks. Parking areas should be located to the rear of new expansion. If the church expands in the future to include additional land in this block, additional building expansion should occur to the north of the existing church, with architecture oriented to the corner of Boyd Street and Lakewood Avenue, to reinforce the linkage to the Rozzelles Ferry Road mixed-use district. Any surface parking areas that abut a public street should be landscaped as described in the general design guidelines on the previous pages.

- Reinforce connection between the community focal point (at Faith Memorial Baptist Church) and the park/day care center area with streetscape improvements (additional trees and lighting) along Lakewood and Kalynne Streets and new sidewalk along Jones Street as shown on Exhibit 2, *Concept Plan*. Provide public art at key locations to help activate and reinforce this connection. Public art could be located in front of Faith Memorial Baptist Church, at the entrance to Lakewood Park and at the entrance to the Preschool, in addition to the community gateway at the intersection of Lakewood Avenue and Rozzelles Ferry Road.

Design Guidelines for Residential Development

- For infill housing, align front setbacks with adjacent housing.
- Infill housing orientation to the street should blend with that of adjacent housing (for example, if roof ridgelines are perpendicular to the street on existing houses, ridgelines of infill housing should match this).
- Front porches facing the street and corner porches on corner lots are encouraged.
- Above-ground utilities and utility meters should not be visible from the public right-of-way and should be screened with landscaping. Roof-mounted systems should also be screened from public view.
- Vacant lots developed with infill housing should be consistent in size and proportion with existing adjacent lots.
- Link residential front entry walks to the public sidewalk system with a paved walkway.
- Locate garages and parking pads to the rear or side of houses. Parking areas and garages should not occur in front yards.
- New housing along the new street connecting Lakewood Street, Jones Street and Lakeview Street should be oriented so that it faces the street and Lakewood Park to provide greater visibility for the park. The housing should be compatible to existing housing in the neighborhood and should utilize front porches and windows. Blank walls will not be permitted facing this street and the park.

Design Guidelines for Lakewood Park

- Use trees to delineate park edges and define “rooms” that will allow flexibility for a variety of community events and activities.
- Provide pathway system around perimeter of park with connections to future greenway.
- Utilize land swaps as outlined in the *Concept Plan* and new development to increase visibility of park and opportunities for natural surveillance.
- Provide park gateway at Jones and Kalynne Street. Gateway may include identity signage, community notice board and small gathering space.
- Existing trees within the park should be preserved wherever possible and limbed up to allow better visibility into and out of the park.
- Relocate ball field and basketball court so that fencing and backstops are adjacent to park edges.

2. COMMUNITY SAFETY

Goal: Continue to reduce crime and the perception of crime in the neighborhood.

Recommendations: Focus development/redevelopment efforts on property along Jones Street (former “hot spot” behind Faith Memorial Baptist Church) and dead-end streets. The removal of the Jones Street hot spot provides an opportunity for expansion of Faith Memorial Baptist Church for shared community use or, as an alternative, the development of three single family homes. Specifically:

- a. Apply Crime Prevention Through Environmental Design (CPTED) concepts to all new development and redevelopment projects. This includes reorganizing the existing park/open spaces so that they can benefit from more natural surveillance and eliminating dead-end streets which are attractive locations for crime.

- b. Through land use recommendations described above, allow for expansion of Faith Memorial Baptist Church to the adjacent lots along Jones Street, which have been “hot spots” for criminal activity.
- c. Continue to implement Community Safety recommendations of the Action Plan as outlined in *Appendix C, Lakewood Neighborhood Action Plan Summary of Recommendations and Updates*.

3. COMMUNITY APPEARANCE

Goal: Continue to improve the overall appearance of the community, particularly its image from outside the community.

Recommendations: Continue to implement recommendations of Action Plan in addition to the following recommendations:

- a. Work with residents and Lakewood Leadership to establish and maintain community gateways, particularly in conjunction with new development and redevelopment along Rozzelles Ferry Road. Supplement the existing community gateway at Rozzelles Ferry Road/Norwood Drive with a primary community gateway feature (monument sign and landscaping in conjunction with new development) at the intersection of Rozzelles Ferry Road/Lakewood Street and secondary gateways at Dwelle Street/Rozzelles Ferry Road and Kalyne Street/Norwood Drive. If Lakeview Street is extended, as recommended below, provide a secondary community gateway at Lakeview Street/Norwood Drive. Community gateways should consider special signage, use of monument walls, piers and/or fencing, special landscaping and special lighting.
- b. Work with the City on code enforcement and to consider deeding unused alleys to adjacent property owners.
- c. Reinforce perimeter image of the community with Streetscape Improvements along Norwood Drive, primarily in the form of street tree plantings, where not restricted by the overhead utility lines.
- d. Continue streetscape enhancements along Rozzelles Ferry Road in the form of street trees and pedestrian scaled lighting in conjunction with new development/redevelopment.

- e. Implement street tree improvements such as street tree plantings along Lakewood Avenue and Kalynne Street to reinforce linkage among key community facilities such as Faith Memorial Baptist Church and Lakewood Preschool/Lakewood Park.
- f. Apply the urban design guidelines identified above (under Land Use/Urban Design).
- g. Continue to implement Community Appearance recommendations of the Action Plan as outlined in *Appendix C, Lakewood Neighborhood Action Plan Summary of Recommendations and Updates*.

4. HOUSING

Goal: Continue to improve quality of housing in the neighborhood and increase amount of home ownership.

Recommendations: Continue to pursue opportunities for housing rehabilitation and construction of new housing throughout the community, particularly if the effort will eliminate a “hot spot”. Specifically:

- a. Prioritize housing rehabilitation or infill opportunities that occur along Jones, Lakewood, Boyd, Lakeview and Kalynne Streets and Norwood Drive (south of Kalynne).
- b. Preserve opportunities to create senior housing in the form of “55 and older” independent living along Rozzelles Ferry Road at Lakewood Street. The likely location is on the north side of Lakewood between Lakewood and Oregon as shown in *Appendix A, Additional Urban Design Exhibits, Exhibits A-1 and A-2*.
- c. Facilitate the conversion of the former mortuary (3431 Rozzelles Ferry Road) into an apartment building with up to 22 dwelling units. This facility would fill a need for individuals who had previously been in transitional housing but are now stabilized and more independent.

5. ECONOMIC DEVELOPMENT

Goal: Continue to reduce unemployment and underemployment while providing office and retail services within the community.

Recommendations: Continue to implement recommendations of Action Plan. In addition:

- a. Implement land use/urban design and community appearance recommendations to encourage redevelopment of Rozzelles Ferry Road corridor in an attractive mixed-use format.
- b. Implement land use recommendations that provide a stronger connection between the Robert Yates Facility and other commercial uses along Rozzelles Ferry Road.
- c. Improve the security and appearances of existing businesses and create opportunities for new retail and office uses that provide neighborhood services.
- d. Implement Economic Development recommendations of Action Plan as outlined in *Appendix C, Lakewood Neighborhood Action Plan Summary of Recommendations and Updates*.

6. COMMUNITY FACILITIES

Goal: Enhance existing recreation and community space to make it more useable and provide opportunities for connections to the future greenway system.

Recommendations: Implement land use/urban design and transportation recommendations in this plan to make existing community facilities more visible and successful. Specifically:

- a. Focus land use changes and housing strategies in the vicinity of Faith Memorial Baptist Church, the Robert Yates facility and the Lakewood Preschool/Lakewood Park area to reinforce these as strong community assets and to better connect them to the neighborhood.
- b. Facilitate a “land swap” to reorganize the existing park, providing more opportunities for residential and road frontage on the majority of the park perimeter, thus improving visibility of park and the ability for “natural surveillance”.
- c. Explore partnerships with Faith Memorial Baptist Church to create an expansion of the existing church along Jones Street. This would provide community meeting space and allow the productive reuse of a former “hot spot”.

7. TRANSPORTATION AND INFRASTRUCTURE

Goal: Improve vehicular and pedestrian circulation and connectivity within the community.

Recommendations: Specific recommendations are outlined below and illustrated in *Exhibit 15, Proposed Road/Sidewalk Network*:

- a. Enhance connectivity within the community by eliminating dead end streets and linking isolated streets to the rest of the community.
 - Extend Kalynne Street to Lander Street;
 - Extend Mable Hubbard Drive to Lander Street;
 - Extend Grant Street to Norwood Drive;
 - Create new linkage among Lakewood Street, Jones Street and Lakeview Street (utilizing existing vacant lot on Lakeview Street);
 - Extend Lakeview Street to Lakewood Street along the Duke Power property (only if environmentally sensitive and in conjunction with potential new housing along Lakeview Extended) and
 - Explore feasibility of extending Kalynne Street to Halsey Street through the industrial property east of Merita Bakery.
- b. Incorporate traffic-calming techniques such as speed humps along significant streets, stop signs at key intersections on through streets and by avoiding a free flowing movement between the proposed Lakeview Road Extension and Lakewood Street.
- c. Provide additional sidewalks along key streets: including the north side of Rozzelles Ferry Road, Jones Street, the new connector road between Lakeview and Jones Streets and along the Grant Street connection between Norwood and Harrison Street. This will enhance pedestrian connectivity to the park, future greenway and Faith Memorial Baptist Church.
- d. Provide bus shelters at key bus stops (locations to be determined).
- e. Provide signs identifying dead ends, particularly on Halsey and Lander Streets as an interim measure before road connections can be made, to discourage tractor trailer trucks from mistakenly using these streets.

- f. Provide opportunities for additional connectivity between Lakeview Street and Lakewood Street through the extension of Lakeview Street along the open space associated with the floodplain. This street would only be done in conjunction with significant new housing development (that would face the open space); an assessment of environmental impacts given the proximity to the floodplain and in partnership with Duke Power, the current land owner.
- g. Improve connectivity and presence of the Lakewood Pre-school by providing a road connection directly to Norwood Drive. This will also improve drop-off/pick-up circulation for the center.
- h. Existing rear alley right-of-ways should be conveyed to the adjacent property owners and maintained by them.

8. COMMUNITY ORGANIZING

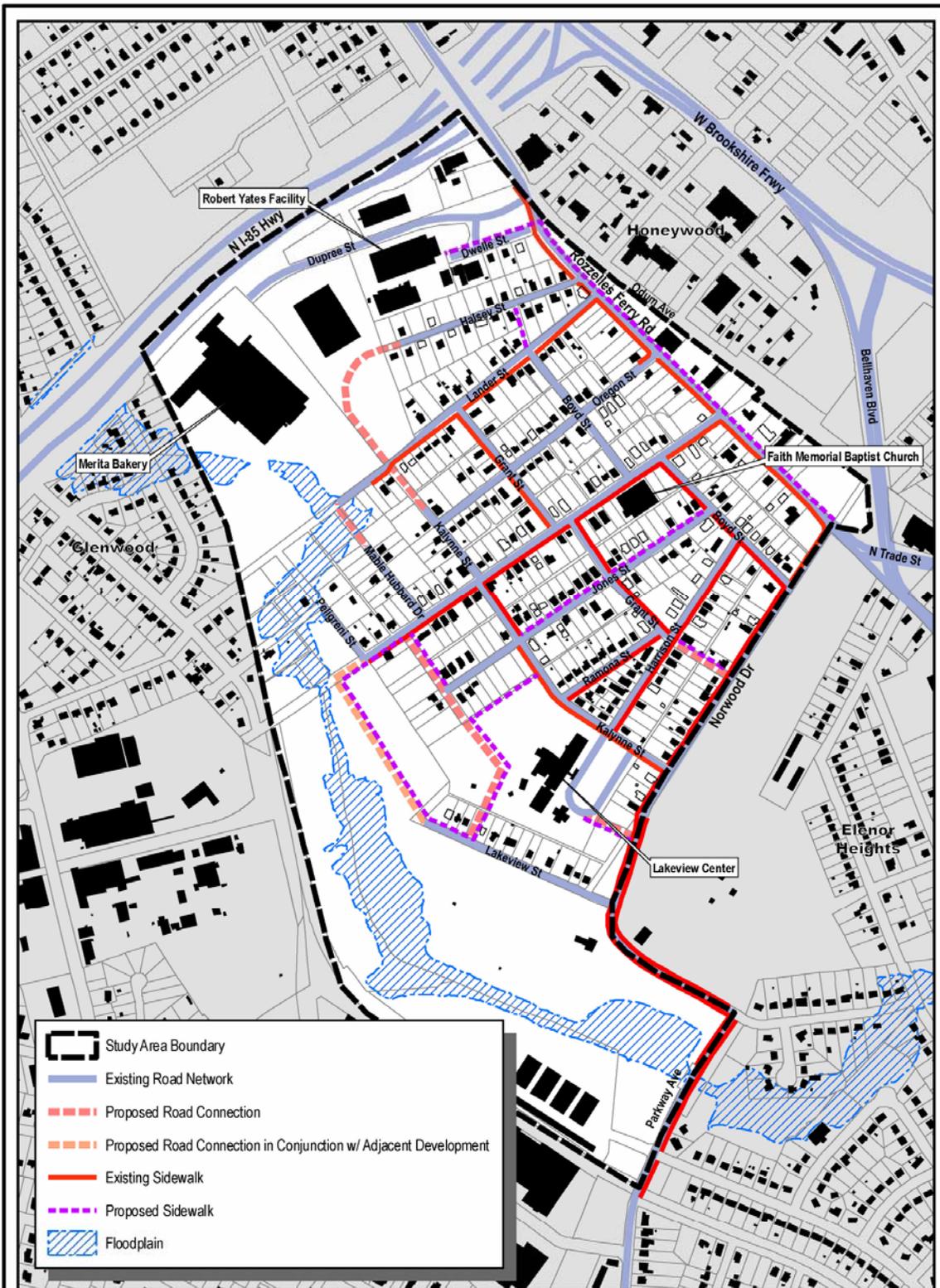
Goal: Strengthen emerging neighborhood organization and effectiveness of Lakewood Leadership partners.

Recommendations:

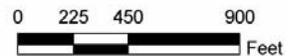
- a. Create mechanisms for improved communication through regularly scheduled forums among Lakewood Leadership partners.
- b. Continue to support the newly formed Lakewood Alliance Community Association.
- c. Implement Jobs and Economic Development recommendations of Action Plan as outlined in *Appendix C, Lakewood Neighborhood Action Plan Summary of Recommendations and Updates*.

CONCLUSION

The Lakewood Area Plan was developed to build on and continue the efforts of the Neighborhood Action Plans. It is not a replacement for these initiatives, rather it supplements them. More importantly, it provides a strategic framework to the organizations already working in the neighborhood to more effectively target their efforts to make a more significant impact. However, this plan does recommend specific land use changes to the Central District Plan adopted land use.



Proposed Road/Sidewalk Network Lakewood Neighborhood Plan



Source: Lakewood CDC, Mahan Rykiel Associates, Inc.
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: April 6, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT 15

Lakewood Neighborhood Plan

Volume II: Implementation Plan

VOLUME II: IMPLEMENTATION PLAN

INTRODUCTION

This *Implementation Plan* outlines the strategies to implement the recommendations of the *Concept Plan* and to assign primary responsibilities for bringing the recommendations to fruition. As with the issue, and recommendations discussed in the *Concept Plan*, the implementation strategies are divided into the same eight categories.

IMPLEMENTATION PROGRAM BY ISSUE AREA

1. LAND USE AND URBAN DESIGN

Goal: Maintain Lakewood as a predominantly single-family residential community with a mixture of land uses in key areas to accommodate the service needs of the community.

Implementation Strategies:

- a. Use the rezoning process to ensure that new development is consistent with the land use and urban design recommendations of this plan. At this time, zoning changes are not recommended and zoning classifications will remain as they currently exist. However, in the future, a change in zoning classification may be appropriate for Areas 2, 3, 4, 5, 6, 7, 8, and 9 if an appropriate zoning category such as a modified UR-C is developed as described on Exhibit 11. (***Planning Commission, Developers***)
- b. Work with property owners to encourage redevelopment of industrial uses along Rozzelles Ferry Road to accommodate a mix of uses and urban design criteria described in the *Concept Plan*. Changes would include converting Areas 2, 3, 4, 5, 6, 7, 8, 9 (from Exhibits 10 and 11) to Residential/Office/Retail. Area 9a would also be appropriate for Residential/Office/Retail if Area 12a is acquired and used as institutional by Faith Memorial Baptist Church (Land Use Recommendations a and b). (***Neighborhood Development, Lakewood CDC, Lakewood Alliance***)
- c. Work with Duke Power to explore feasibility of converting a portion of the land south of Lakeview Street from Utility to Park/Open Space as outlined in the *Concept Plan* (Land Use Recommendations c and f). (***Neighborhood Development, Duke Energy, Lakewood CDC, CMHP and Parks and Recreation***)

- d. Work with Duke Power to explore feasibility of converting portion of the land west of Lakeview Street from Utility to Residential and extending Lakeview Street as outlined in the *Concept Plan* (Land Use Recommendation c and f). (*Duke Energy, Lakewood CDC, CMHP and CDOT*)
- e. Work with owners of properties on the east side of Jones Street, south of Kalynne Street, and the Lakewood Center to explore “land swap” to achieve recommendations for Lakewood Park (Land Use Recommendation c and f). (*Neighborhood Development, CMHP, Lakewood CDC, Habitat for Humanity, Charlotte-Mecklenburg Schools (CMS), Parks and Recreation*)
- f. Work with property owners to convert un-developable properties adjacent to the floodplain from Residential to Park/Open Space (Land Use Recommendation d). (*Lakewood CDC, Neighborhood Development, Property Owners, Lakewood Alliance, Parks and Recreation*)
- g. Continue to acquire individual properties to assemble larger development parcels to make possible the recommendations of the *Concept Plan*, particularly along Rozzelles Ferry Road (Land Use Recommendations a and b). (*Neighborhood Development, Lakewood CDC, CMHP, Property Owners, Lakewood Alliance*)

2. COMMUNITY SAFETY

Goal: Continue to reduce crime and the perception of crime in the neighborhood and apply CPTED concepts to all new development/redevelopment projects.

Implementation Strategies:

- a. Continue implementing recommendations of Action Plan including community-policing program and increasing police visibility. (*CMPD, Lakewood Alliance, Lakewood CDC*)
- b. Eliminate dead-end streets to discourage illegal activity (refer to strategies under Transportation and Infrastructure). (*CDOT, CMPD, Lakewood Alliance*)

- c. Work with residents to improve methods of communication and posting of important numbers to call to report criminal activity and stray animals. (*Neighborhood Development, Lakewood Alliance, CMPD, and CDOT*)
- d. Use the urban design guidelines outlined in the *Concept Plan* and the design concepts included in Appendix A as properties are developed and redeveloped to emphasize the concepts of Crime Prevention Through Environmental Design. (*Planning Commission, Developers, CMHP, Lakewood CDC, Parks and Recreation, CMPD, CDOT, and Neighborhood Development*)
- e. Work to eliminate problems associated with convenience store on Lakewood Avenue. (*CMPD, Lakewood CDC, and Neighborhood Development*)
- f. Provide additional street lights at key intersections within the neighborhood. (*Neighborhood Development, Engineering and Property Management, CDOT*)

3. COMMUNITY APPEARANCE

Goal: Continue to improve the overall appearance of the community, particularly along the perimeter.

Implementation Strategies:

- a. Use the conditional rezoning process to implement the Design Guidelines. (*Planning Commission and Developers*)
- b. Facilitate new development along Rozzelles Ferry Road in accordance to the urban design guidelines outlined in the *Concept Plan* to create strong gateways at Lakewood Street, Norwood Street and Dwelle Street. (*Lakewood CDC, CMHP, Developers, Property Owners, Engineering and Property Management*)
- c. Seek funding to develop and implement streetscape improvements in accordance to the urban design guidelines included in the *Concept Plan*, particularly along Rozzelles Ferry Road, Norwood Drive, Lakewood Street and Kalynne Street. (*Engineering and Property Management, Neighborhood Development, Planning, Lakewood CDC*)

- d. Educate property owners on maintenance and upkeep of properties, and provide information on how to report violations. **(Neighborhood Development, Lakewood Alliance, Lakewood CDC)**
- e. Encourage Lakewood Alliance to pursue grant funds for neighborhood beautification projects. **(Neighborhood Development, Lakewood Alliance)**
- f. Encourage businesses and property owners to use the City's façade grant and infrastructure improvement program to improve appearance of businesses. **(Neighborhood Development, Property Owners, Lakewood CDC)**

4. HOUSING

Goal: Continue to improve quality of housing in the neighborhood and increase amount of home ownership.

Implementation Strategies:

- a. Continue to rehabilitate/stabilize housing as good opportunities arise, however, target efforts in the key areas identified on the *Concept Plan*. **(CMHP, Lakewood CDC, Habitat for Humanity, Neighborhood Development)**
- b. Encourage infill development and redevelopment that follows the design guidelines and respects the existing character of the neighborhood. **(CMHP, Lakewood CDC, Habitat for Humanity, Neighborhood Development, Planning)**
- c. Educate homeowners on programs available to assist with rehabilitation and homeownership. **(CMHP, Neighborhood Development)**
- d. Pursue developer for senior housing or multi-family housing complex along Rozzelles Ferry Road. **(CMHP, Lakewood CDC, Property Owners)**
- e. Continue to convert the former mortuary at 3432 Rozzelles Ferry Road into an apartment building for individuals previously in transitional housing but who are now more stabilized and independent. **(Lakewood CDC, Neighborhood Development)**

5. ECONOMIC DEVELOPMENT

Goal: Continue to reduce unemployment and underemployment while providing office and retail services within the community.

Implementation Strategies:

- a. Establish partnership among Foundation for Carolinas and CDC to prepare RFP for Robert Yates facility to attract uses that benefit the community. (*Foundation for the Carolinas, Lakewood CDC, Developers*)
- b. Market assembled properties along Rozzelles Ferry Road to appropriate office/retail users based on (RCL&C) marketing study to provide services in the neighborhood. (*Lakewood CDC, Neighborhood Development*)
- c. Continue to implement recommendations of Action Plan as outlined in *Appendix C, Summary of Lakewood Neighborhood Action Plan Summary of Recommendations and Updates*.

6. COMMUNITY FACILITIES

Goal: Enhance existing recreational and community space to make it more useable and provide opportunities for connections to the future greenway system.

Implementation Strategies:

- a. Work with property owners to implement recommendations to expand Faith Memorial Baptist Church and better accommodate community functions including the former “hot spot” area on Jones Street. (*Neighborhood Development, Faith Memorial Baptist Church, CMHP, Lakewood CDC, Lakewood Alliance*)
- b. Implement strategies outlined above in Land Use/Urban Design to implement land swaps required to achieve the recommendations for Lakewood Park and the open space adjacent to the future greenway. (*Duke Energy, Planning, Lakewood CDC, CMHP*)
- c. Work to ensure that future greenway is coordinated with this neighborhood plan to maximize the potential benefits of this resource, particularly connections provided to Lakewood Park and at the end of Lakewood and Lander Streets. (*Neighborhood Development, Parks and Recreation, Duke Power, Lakewood CDC, Lakewood Alliance*)

- d. Utilize a new road connection between Lakeview Street and Lakewood Street to create southern road frontage for the park. *(CDOT, Planning, Lakewood CDC and Parks and Recreation)*
- e. “Swap” residential land along the east side of Jones Street (south of Kalynne Street) with park and institutional land on the south side of the new connector road described above. This provides opportunities for new infill housing along the south and west boundaries of the park to be developed facing the park. *(CMHP, Planning, Parks and Recreation and CMS).*

7. TRANSPORTATION AND INFRASTRUCTURE

Goal: Improve vehicular and pedestrian circulation and connectivity within the community.

Implementation Strategies:

- a. Install crosswalks at intersections along Rozzelles Ferry Road and key intersections throughout Lakewood to create a stronger and safer pedestrian environment. *(CDOT, Lakewood CDC)*
- b. Install sidewalks in accordance to the urban design guidelines outlined in this plan adjacent to new and existing development and along the key streets identified in the *Concept Plan*. *(CDOT, Developers, Lakewood CDC, Planning)*
- c. Eliminate dead-end streets and provide key connections as outlined in the *Concept Plan’s* Transportation and Infrastructure recommendations. *(CDOT, Property Owners)*
- d. Coordinate with residents to understand where traffic-calming techniques such as speed humps and stop signs should be incorporated. *(Neighborhood Development, Lakewood Alliance, CDOT, and Planning)*
- e. Coordinate with residents to determine best locations for bus shelters at key bus stops. *(Neighborhood Development, Lakewood Alliance, Transit Authority).*
- f. Provide informational signage identifying “dead ends”. *(Businesses, CDOT, Planning, Lakewood CDC, Lakewood Alliance)*
- g. Convey rear alley right-of-ways to adjacent property owners and outline property owner maintenance responsibilities. *(Planning, CDOT, Lakewood CDC, Lakewood Alliance, Property Owners).*

8. COMMUNITY ORGANIZING

Goal: Strengthen emerging neighborhood organization and effectiveness of Lakewood Leadership partners.

Implementation Strategies:

- a. Continue to provide leadership and development training for the community to increase organizing capacity. (*Neighborhood Development, Lakewood Alliance*)
- b. Increase efforts to recruit members to the new community organization. (*Lakewood Alliance*)
- c. Establish mechanisms for improved communication among all community stakeholder organizations. Distribute newsletters and locate message kiosks throughout the community. Utilize regular newsletter to communicate information to residents and place community bulletin boards in visible places such as outside Faith Memorial Baptist Church and in the park. (*Lakewood Alliance, Neighborhood Development*)
- d. Continue to reinforce Faith Memorial Baptist Church as the community focal point. (*Neighborhood Development, Lakewood Alliance, Lakewood CDC, Faith Memorial Baptist Church*)

Appendix A: Urban Design Exhibits



Note: This exhibit illustrates the ideal future condition of maximum architectural frontage along Rozzelles Ferry Road, however, the graphic depicts building areas greater than what is anticipated based on the RCL & Co. market study (as shown in Exhibit A-2).

Existing Building
Proposed Building

- ① Provide streetscape improvements that include sidewalks, street trees, and ornamental lighting.
- ② Buildings should address Rozzelles Ferry Road, with front doors and windows facing the street. At primary intersections, buildings should address both streets.
- ③ The intersection of Lakewood St. and Rozzelles Ferry Road is the gateway to the community so the architecture should address both streets.
- ④ Community gateway sign or monument should be incorporated into the development plan at Lakewood St. and Norwood St.
- ⑤ Parking areas should be located to the rear and sides of the buildings as much as possible
- ⑥ Shared access drives are encouraged to minimize multiple curb cuts.
- ⑦ Building expansion of Faith Memorial Baptist Church should address Jones Street, matching the setback of Adjacent existing housing and with the Jones Street facade consisting of significant window area. Parking should be located to the rear of the new expansion.
- ⑧ If Faith Memorial Baptist Church acquires additional land in the future, additional building expansion should occur to the North of the existing building to create a stronger linkage to Rozzelles Ferry Road.
- ⑨ New buildings along Rozzelles Ferry Road should utilize consistent setbacks a minimum of 16'.
- ⑩ Screening in the form of decorative fencing, walls, and/or landscape should be provided adjacent to the existing residential areas.
- ⑪ Area beneath transmission lines should be considered for future surface parking if demand for additional development increases, allowing for development to "infill" along the street edge.
- ⑫ Parking areas should be internally landscaped with large shade trees.
- ⑬ Clear pedestrian connections should be provided between the buildings and the adjacent sidewalks.
- ⑭ Pedestrian crosswalks should be clearly delineated with paint or special paving.
- ⑮ Where appropriate, provide outdoor gathering spaces associated with buildings.

**Development Concept: Typical Multi-Use Development:
Preferred Development Scenario**

Not to Scale

Development Concept I - Alt. 1
Lakewood Neighborhood Plan



Source: Mahan Rykiel Associates, Inc.
Information Current as of: February 1, 2006
Date Exhibit Prepared: April 6, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT A-1



Note: This exhibit reflects development potential as identified in the RCL&Co. market study which does not provide enough building area to maximize architectural frontage along Rozzelles Ferry Road (as shown in Exhibit A-1). Should development be limited to what is illustrated in this exhibit, architectural frontage should be focused at the intersection of Rozzelles Ferry Road and Lakewood Avenue to reinforce this corner as the primary community gateway. As future development demands increase, additional infill development should occur within the portion of the surface parking lots that front onto Rozzelles Ferry Road, to ultimately achieve the conditions illustrated in Exhibit A.

Existing Building
Proposed Building

Development Concept: Typical Multi-Use Development: Alternate Dev. Scenario Not to Scale

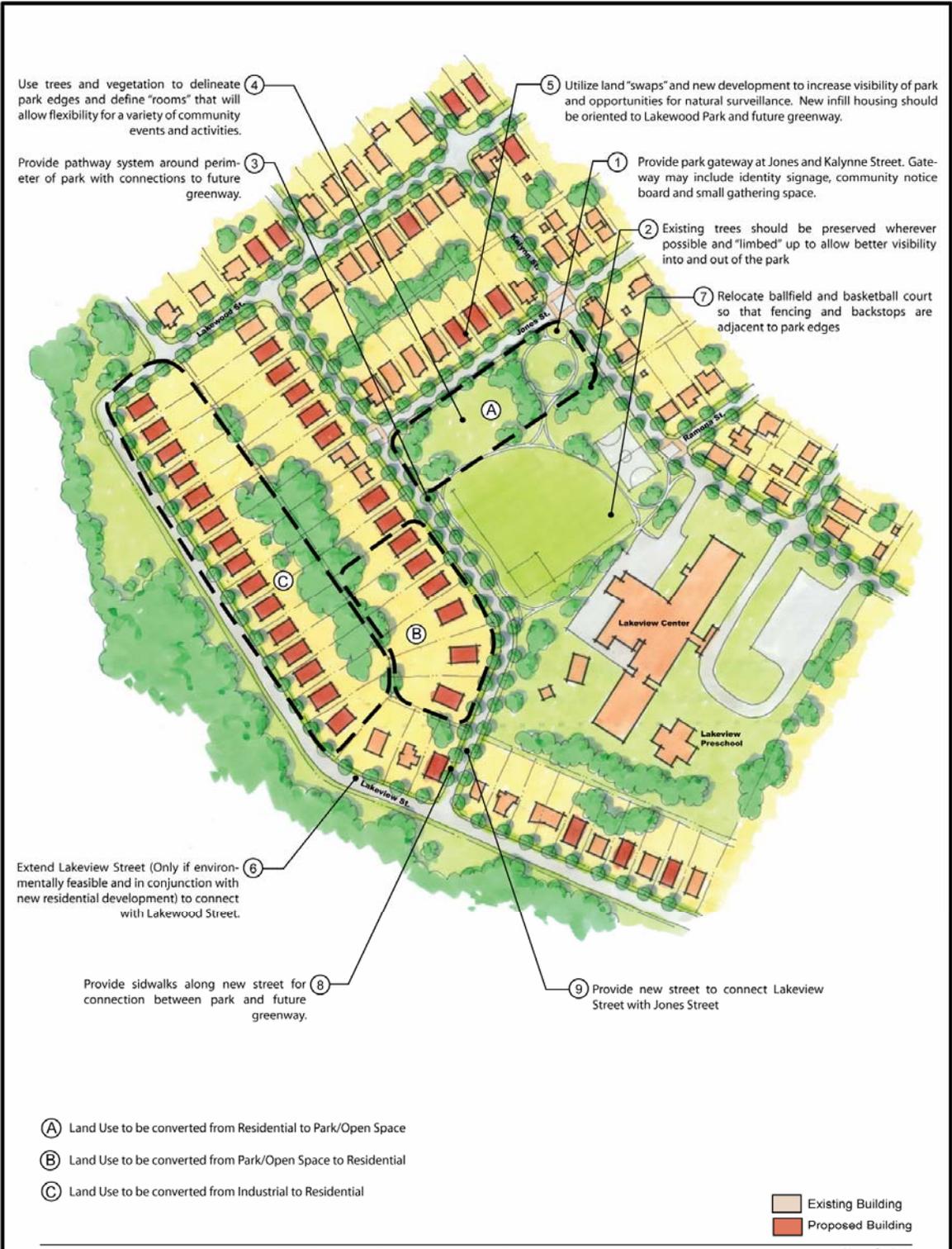
Development Concept / Alt. 2
Lakewood Neighborhood Plan



Source: Mahan Rykiel Associates, Inc.
Information Current as of: February 1, 2006
Date Exhibit Prepared: April 6, 2006

Mahan Rykiel Associates, Inc.

EXHIBIT A-2



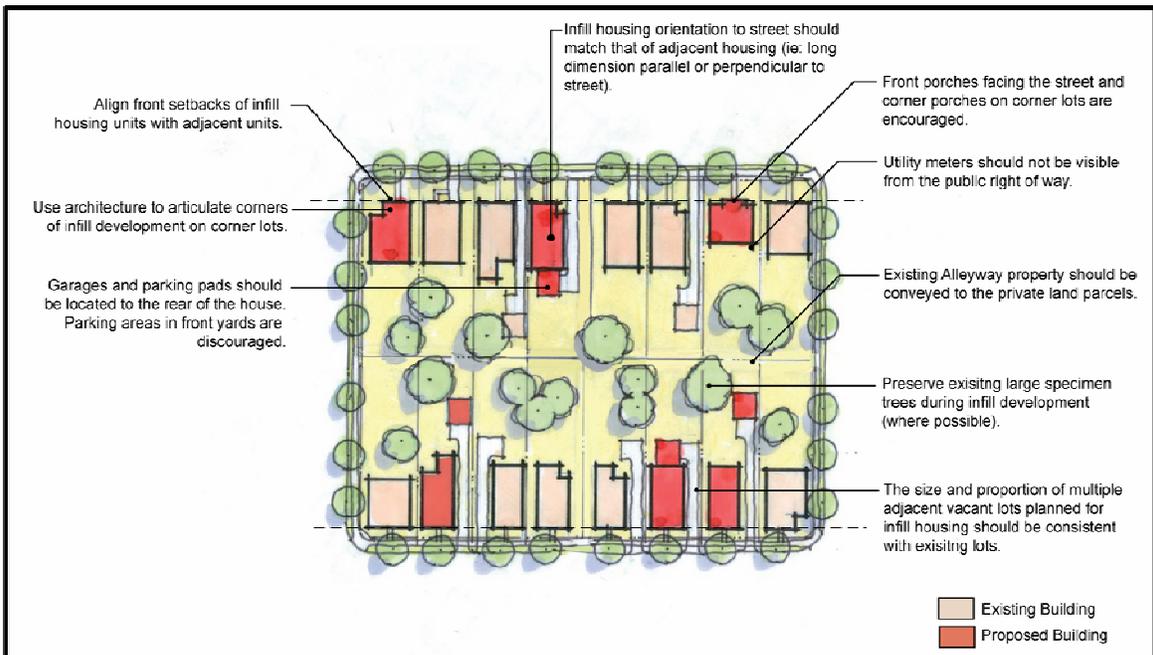
Development Concept II
Lakewood Neighborhood Plan

Source: Mahan Rykiel Associates, Inc.
 Information Current as of: February 1, 2006
 Date Exhibit Prepared: March 1, 2006

Mahan Rykiel Associates, Inc.

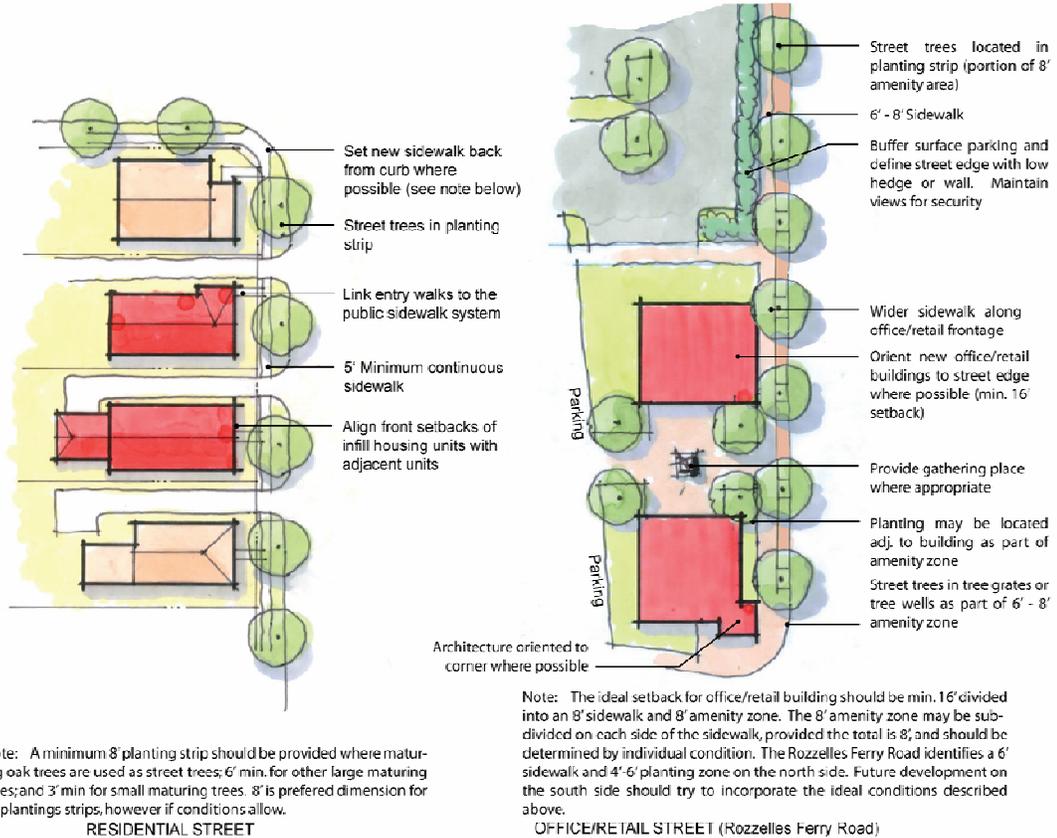


EXHIBIT A-3



Urban Design Guidelines: Typical Single-Family Block with Infill Housing

Not to Scale



Urban Design Guidelines: Residential and Multi-Use Streetscapes

Not to Scale

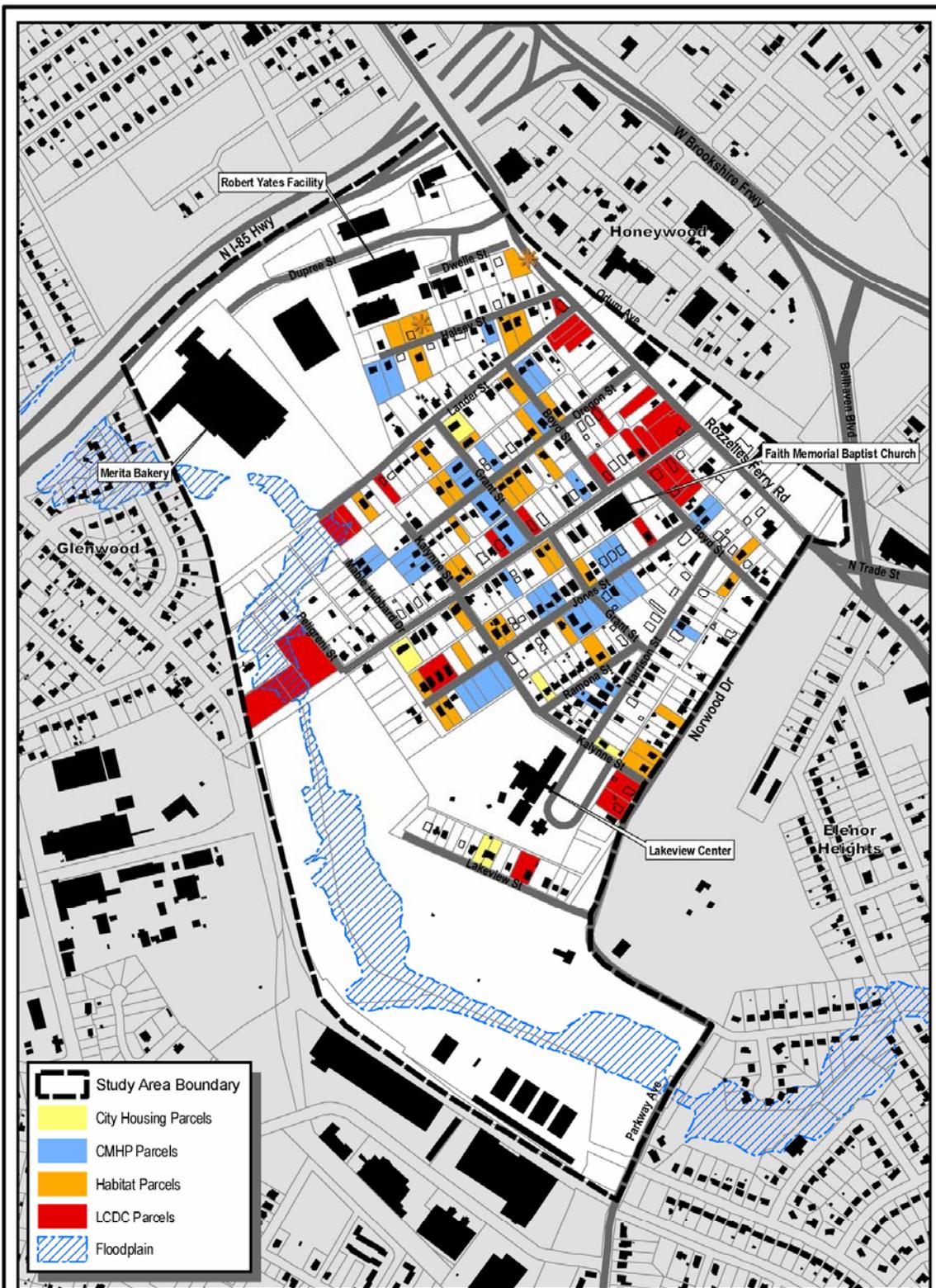
Urban Design Guidelines: Single-Family Block and Streetscapes
Lakewood Neighborhood Plan



Source: Mahan Rykiel Associates, Inc.
 Information Current as of: February 1, 2006
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT A-4

Appendix B: Background Exhibits

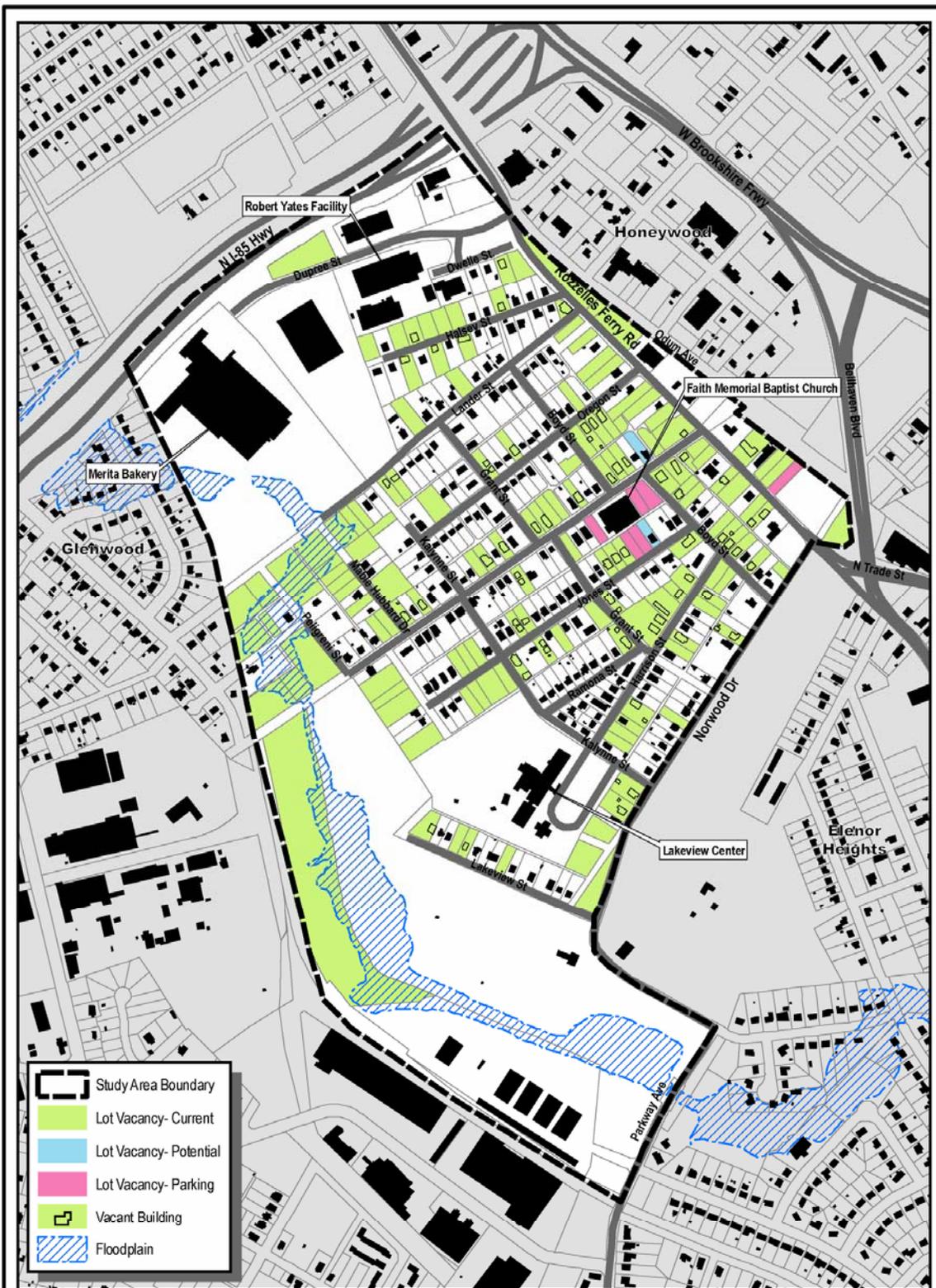


Parcels by Partners
Lakewood Neighborhood Plan

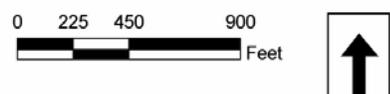


Source: Charlotte-Mecklenburg Police Department, Lakewood CDC
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT B-1

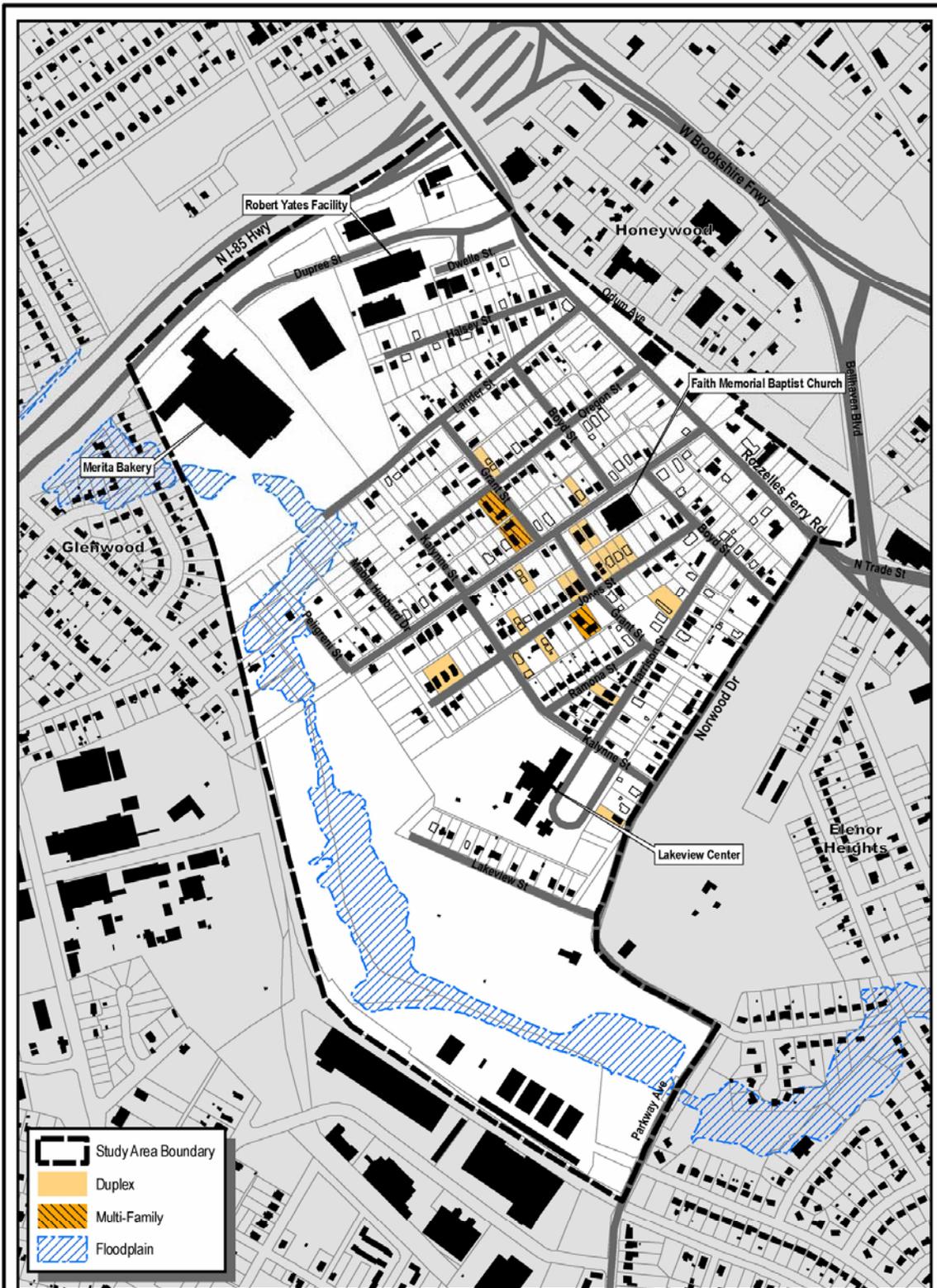


Lot Vacancy & Existing Vacant Buildings Lakewood Neighborhood Plan



Source: Charlotte-Mecklenburg Police Department, Lakewood CDC
 Information Current as of: December 9, 2006
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT B-2



Housing- Multi-Family & Duplex Lakewood Neighborhood Plan



Source: Charlotte-Mecklenburg Police Department, Lakewood CDC
 Information Current as of: December 9, 2004
 Date Exhibit Prepared: March 1, 2006
 Mahan Rykiel Associates, Inc.

EXHIBIT B-3

Appendix C:
Lakewood Neighborhood Action Plan

Summary of Recommendations and Updates

LAKWOOD NEIGHBORHOOD ACTION PLAN: SUMMARY OF RECOMMENDATIONS AND UPDATES

Following is a summary of the goals and recommendations from the 1998 *Lakewood Neighborhood Action Plan*. Where appropriate, “updates” relating to particular recommendations were included as summarized from the May 2003 *Lakewood Neighborhood Action Plan Update* and the November 2003 *Lakewood: State of the Neighborhood Report*. Please note that the updates only reflect progress through 2003.

COMMUNITY SAFETY

Goal #1: Continue to reduce crime and the perception of crime in the neighborhood to the extent that there is little or no visible evidence of drug trafficking, street dealing, loitering, vandalism or other types of crimes being committed in the neighborhood.

Recommendations:

1. Start a Neighborhood Watch Program and a program for residents about how to stop crime in the Lakewood community. **Assigned Responsibility:** Lakewood Community Organization, Charlotte Mecklenburg Police and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: *Neighborhood Watch & Patrol program has been activated and has fluctuated between being active and inactive. As of April 2003, the Watch and Patrol has been reactivated.*

2. Increase police presence in the neighborhood. **Assigned Responsibility:** Charlotte Mecklenburg Police Department and Lakewood Community Organization. **Implementation Schedule:** Ongoing.
3. Increase enforcement of loitering laws especially around closed stores, bars and vacant houses. Give police “Authorization to Act as Agent”. **Assigned Responsibility:** Charlotte Mecklenburg Police Department, Lakewood Community Organization, Property Owners, and Business Owners. **Implementation Schedule:** Ongoing.

2003 Update: *Property owners have given CMPD “Authority to Act as Agent”. Since 2001, few owners have agreed to participate.*

4. Work with landlords and property managers to improve screening of potential residents for rental property and to identify problem tenants who should be evicted. **Assigned Responsibility:** Charlotte Mecklenburg Police Department, Property Managers, and Lakewood Community Organization. **Implementation Schedule:** Ongoing
5. Increase “special” police efforts in Lakewood, including the use of unmarked cars and street drug interdiction and make sure that police officers patrol the entire neighborhood. **Assigned Responsibility:** Charlotte Mecklenburg Police and Lakewood Community Organization. **Implementation Schedule:** Ongoing.

2003 Update: There has been an increased police presence in Lakewood since 1998, however, drug trafficking and prostitution continues to be a problem. CMPD Adam 3 support of community patrols and increased focus in areas of social disorder, physical disorder and supporting community involvement.

6. Continue implementing drug use prevention programs in the neighborhood. **Assigned Responsibility:** Fighting Back, Lakewood Community Organization, and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: Information on substance abuse has been presented to the Neighborhood Association through Fighting Back; however, few have taken advantage of the resource.

7. Enforce the noise ordinance. **Assigned Responsibility:** Charlotte Mecklenburg Police Department and Neighborhood Residents. **Implementation Schedule:** Ongoing.
8. Take advantage of the Fire Department’s free smoke detector program. **Assigned Responsibility:** Fire Department and Lakewood Community Organization. **Implementation Schedule:** Ongoing.

2003 Update: Fire safety information has been distributed and presented to the Neighborhood Association. A committee of residents inspected and replaced smoke detectors throughout the neighborhood.

HOUSING

Goal: Provide safe, decent, and affordable housing for Lakewood residents.

Recommendations:

1. For each housing unit in Lakewood, make a preliminary estimate of housing acquisition costs, housing rehabilitation costs, cost of new construction, required incomes for residents to qualify for housing and the gap between current incomes and required incomes. **Assigned Responsibility:** *Lakewood CDC*.
Implementation Schedule: TBD.

2. Obtain needed information from property owners, both rental and owner occupants and tenants. **Assigned Responsibility:** *Lakewood CDC*. **Implementation Schedule:** TBD.

2003 Update: Committee established to address landlord/tenant issues. Committee no longer exists.

3. Complete on-site and construction rehabilitation cost estimates. **Assigned Responsibility:** Neighborhood Development, *Lakewood CDC* and Charlotte-Mecklenburg Housing Partnership.
Implementation Schedule: TBD.

4. Collect additional information from rental property owners, owners of vacant land, resident owners, and tenants. **Assigned Responsibility:** *Lakewood CDC*. **Implementation Schedule:** TBD.

5. Update the housing data obtained for Lakewood, replacing estimates for actual information when possible. **Assigned Responsibility:** *Lakewood CDC*. **Implementation Schedule:** TBD.

6. Develop a Comprehensive Long-Range Housing Development Plan for Lakewood. **Assigned Responsibility:** Housing Consultant. **Implementation Schedule:** TBD.

2003 Update: 33 Habitat for Humanity homes have been constructed. Long Range Housing plan completed and approved by Lakewood CDC Board. Over 30 substandard housing units demolished and construction and/or renovation of 75 living units (Enterprise Foundation, Lakewood CDC, Habitat for Humanity, Neighborhood Development and CMHP)

COMMUNITY APPEARANCE

Goal: Upgrade the overall appearance of the neighborhood.

Recommendations:

1. Report unkempt and overgrown lots to the City. **Assigned Responsibility:** Lakewood Community Organization and Community Improvement. **Implementation Schedule:** Ongoing.
2. Continue to have the Community Improvement Inspector drive through the neighborhood occasionally to look for overgrown lots and bulky trash items. **Assigned Responsibility:** Community Improvement and Lakewood Community Organization. **Implementation Schedule:** Ongoing.
3. The Community Organization should continue to talk with residents about the City's rules for trash pick-up, teaching residents about who to call about trash pick-up, and when and how trash is picked up. **Assigned Responsibility:** Lakewood Community Organization and Community Improvement. **Implementation Schedule:** Ongoing.

2003 Update: Community Improvement has made several presentation to the Neighborhood Association on improvement code requirements.

4. Call in trash and bulky items in front of vacant houses to Community Improvement for pick up. **Assigned Responsibility:** Lakewood Community Organization and Community Improvement. **Implementation Schedule:** Ongoing.

2003 Update: Resident street monitors were trained by Community Improvement on how to report problems.

5. Hold regularly scheduled clean-up days in the neighborhood. **Assigned Responsibility:** Community Improvement, Lakewood Community Organization, Neighborhood Development and other City and County Departments. **Implementation Schedule:** Ongoing.

2003 Update: There have been several Clean Up and Beautification Days. Resident participation has been low on all occasions. The NAP implementation team worked with Duke Power to have property along Lakeview St. and Norwood Drive cleared of overgrowth and put on a monthly maintenance schedule.

6. Request public trash cans in areas where people hang out. **Assigned Responsibility:** Community Improvement, Lakewood Community Organization, and Planning. **Implementation Schedule:** December, 1998.
 7. Report license plate numbers of persons who are dumping trash in the neighborhood to the City. **Assigned Responsibility:** Lakewood Community Organization, Community Improvement, and Charlotte Mecklenburg Police. **Implementation Schedule:** Ongoing.
 8. Hold a neighborhood improvement/planting project. **Assigned Responsibility:** Lakewood Community Organization, Neighborhood Development, and Planning. **Implementation Schedule:** Ongoing.
- Continue the yard of the month contest. **Assigned Responsibility:** Lakewood Community Organization, Neighborhood Development. **Implementation Schedule:** Ongoing.
9. Request that the City sweep all streets in Lakewood on a regular basis. **Assigned Responsibility:** Lakewood Community Organization and Community Improvement. **Implementation Schedule:** December, 1998.

INFRASTRUCTURE / COMMUNITY FACILITIES

Goal: Build all the facilities that the neighborhood needs.

Recommendations:

1. Build streets, sidewalks, curbs and gutter in the neighborhood as shown in the Neighborhood Improvement Plan for the neighborhood. **Assigned Responsibility:** City Engineering Department, Neighborhood Development, Planning Commission and Charlotte Department of Transportation (CDOT). **Implementation Schedule:** Underway.
- 2003 Update: Completion of infrastructure improvements (curb and gutter, storm drains, sidewalks).*
2. Fix drainage problems on private property. **Assigned Responsibility:** City Engineering Department and Lakewood Community Organization. **Implementation Schedule:** Underway.

3. Fix existing water lines in the neighborhood. **Assigned Responsibility:** Charlotte Mecklenburg Utility Department. **Implementation Schedule:** Underway.
4. Establish a permanent meeting location for the Lakewood Community Organization. **Assigned Responsibility:** Lakewood Community Organization, *Lakewood CDC*, and Faith Memorial Baptist Church. **Implementation Schedule:** Underway.
5. The *Lakewood CDC* should look into building a shopping center for Lakewood and other nearby neighborhoods. **Assigned Responsibility:** *Lakewood CDC*, Neighborhood Development, Lakewood Community Organization, and Planning. **Implementation Schedule:** Ongoing.

TRAFFIC / TRANSPORTATION

Goal #1: Make the streets of Lakewood safer.

Recommendations:

1. Install speed limit, no parking and children playing signs throughout the community. **Assigned responsibility:** CDOT and Lakewood Community Organization. **Implementation Schedule:** Begin Immediately.
2. Enforce ordinance regarding parking tractor trailer trucks in residential areas. **Assigned Responsibility:** Mecklenburg County Building Standards and Residents. **Implementation Schedule.** Begin Immediately.
3. Request that the CDOT fill potholes in all streets, especially Norwood and Boyd Streets. **Assigned Responsibility:** Lakewood Community Organization and CDOT. **Implementation Schedule:** Begin Immediately.

Goal #2: Improve bus service in Lakewood.

Recommendations:

4. Look at having some buses that run through the neighborhood. **Assigned Responsibility:** CDOT and Lakewood Community Organization. **Implementation Schedule:** Ongoing.

2003 Update: *EZ Rider bus routes have been initiated in the neighborhood.*

COMMUNITY SERVICE FOR CHILDREN/YOUTH

Goal: Provide the programs the children/youth need to become responsible adults.

Recommendations:

1. Create a Lakewood “Council on Children / Youth”. **Assigned Responsibility:** Social Services, Lakewood Community Organization and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: Enterprise Foundation coordinated a “Youth Council” Council currently inactive.

2. Make a list of children/youth programs that Lakewood residents can use. **Assigned Responsibility:** Children/Youth Council, Social Services, and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: Youth workshops were coordinated by community social worker. Social worker no longer works in the neighborhood.

3. Provide sports/recreational program that will allow children join in if they also meet other requirement such as tutoring, studying, and discussion of special issues. **Assigned Responsibility:** Park & Recreation, Children/Youth Council, Police Department, and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: Steppers and Drummers youth group was formed but no longer exists.

4. Inform residents about resources that are available for child care. **Assigned Responsibility:** Lakewood Community Organization and Social Services. **Implementation Schedule:** Ongoing.

5. Continue the summer youth program in the neighborhood. **Assigned Responsibility:** Park and Recreation, Lakewood Community Organization, Lakewood CDC and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: Summer Camp program operated out of Faith Memorial Baptist Church reactivated. Lakewood youth have participated in the T.I.L.T. program.

6. Find a way for youth to get jobs through the City's employment programs. **Assigned Responsibility:** Neighborhood Development and Lakewood Community Organization. **Implementation Schedule:** Ongoing.

2003 Update: C.A.N. program implemented (computer lab). Computer Center now closed.

7. Continue holding parenting classes for residents. **Assigned Responsibility:** Social Services, Lakewood Preschool and Lakewood Community Organization. **Implementation Schedule:** Ongoing.

COMMUNITY SERVICES FOR THE ELDERLY

Goal: Make sure that the elderly get the help that they need.

Recommendations:

1. Talk with elderly in the neighborhood and find out what they need. **Assigned Responsibility:** Social Services, Lakewood Community Organization and Neighborhood Development. **Implementation Schedule:** Ongoing.
2. Develop a program for neighborhood elderly. **Assigned Responsibility:** Social Services, Lakewood Community Organization, Neighborhood Development, Mecklenburg County Park and Recreation, Senior Center, Parish Nurse, Mecklenburg County Health Department and Community Health Services. **Implementation Schedule:** Ongoing.

2003 Update: "Senior Council" was formed and met twice a week. Community Food Rescue Program distributed free produce and other food items to residents. Faith Memorial under renovations to house reactivated "Clothing Closet".
3. Continue the buddy system that matches elderly with other adults and children in the neighborhood. **Assigned Responsibility:** Social Services and Lakewood Community Organization. **Implementation Schedule:** Ongoing.
4. Teach the elderly about fire safety. **Assigned Responsibility:** Fire Department. **Implementation Schedule:** Ongoing.

JOBS AND ECONOMIC DEVELOPMENT

Goal #1: Significantly reduce unemployment and underemployment in Lakewood.

Recommendations:

1. Determine the reasons for unemployment and underemployment in the Lakewood community. **Assigned Responsibility:** Neighborhood Development, Lakewood Community Organization, *Lakewood CDC* and area Churches. **Implementation Schedule:** TBD.
2. Develop a Comprehensive Jobs and Employment Strategy for Lakewood. **Assigned Responsibility:** Neighborhood Development, Lakewood Community Organization, *Lakewood CDC* and area Churches. **Implementation Schedule:** TBD.

2003 Update: *Few referrals to Job Link. Numerous Job and Career fairs have taken place in Lakewood but turnout has been low.*

3. Develop a partnership with area businesses to provide job opportunities for Lakewood Residents. **Assigned Responsibility:** Neighborhood Development, Lakewood Community Organization and *Lakewood CDC*. **Implementation Schedule:** TBD.
4. Check on alternative types of schools for area youth, especially for drop-outs. **Assigned Responsibility:** Neighborhood Development, Lakewood Community Organization, Lakewood CDC and CMS. **Implementation Schedule:** TBD.

Goal #2: Pursue convenient retail for the residents of Lakewood and other surrounding communities.

Recommendations:

5. Work with Lakewood residents to assess neighborhood retail needs. **Assigned Responsibility:** Neighborhood Development, *Lakewood CDC* and Lakewood Community Organization. **Implementation Schedule:** TBD.
6. Develop a strategy for improving area retail and meeting resident needs. **Assigned Responsibility:** Neighborhood Development, *Lakewood CDC* and Lakewood Community Organization. **Implementation Schedule:** TBD.

STRENGTHENING THE COMMUNITY ORGANIZATION

Goal #1: have an organized and active Community Organization.

Recommendations:

1. Talk with and visit other successful neighborhoods. **Assigned Responsibility:** Community Organization, Neighborhood Development and Planning. **Implementation Schedule:** Ongoing.
2. Get more residents and property owners/managers to come to meetings and to work on projects. **Assigned Responsibility:** Community Organization and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: Community meeting attendance started out high, then decreased significantly.

3. Have Community Organization programs that renters, as well as homeowners, want to hear about. **Assigned Responsibility:** Community Organization and Neighborhood Development. **Implementation Schedule:** Ongoing.
4. Continue the welcome program for new residents. **Assigned Responsibility:** Community Organization and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: CMHP and the association president worked to establish a committee to organize a "Welcome to Lakewood" program but the program no longer exists.

5. Hold an annual celebration for the Lakewood Community. **Assigned Responsibility:** Community Organization, Neighborhood Development, Police and Planning. **Implementation Schedule:** Ongoing.

Goal #2: Have a Community Organization that can get things done, especially when working with the City.

Recommendations:

6. Make a list of existing government programs that residents can use to make Lakewood a better place to live. **Assigned Responsibility:** Planning, Community Organization and Neighborhood Development. **Implementation Schedule:** Ongoing.
7. Each year, send at least 2 Lakewood residents to H.A.N.D.L.E. leadership training. **Assigned Responsibility:** Community Organization and Neighborhood Development. **Implementation Schedule:** Ongoing.

2003 Update: Neighborhood Association president and a few residents graduated from Community University. Numerous capacity building workshops have taken place in community. Two Town Meetings with Council Member Mitchell were held for residents to express their concerns about the state of the neighborhood and the association.