

pla**N**ORFOLK2030



THE GENERAL PLAN OF THE CITY OF NORFOLK

ADOPTED BY CITY COUNCIL MARCH 26, 2013

Revised January 2017

ACKNOWLEDGEMENTS

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- Appendix A. Existing Conditions Report
- Appendix B. Plans, Policies and Supplements
 - City of Norfolk Chesapeake Bay Preservation Area Program Supplement*
 - City of Norfolk Bicycle and Pedestrian Strategic Plan*
 - Complete Streets Policy*
 - Sand Management Plan (SMP) Guidance Document*
 - Vision 2100*
- Appendix C. Previously adopted neighborhood plans:
 - A Plan for Downtown Norfolk 2020*
 - A Strategic Plan for Southside*
 - Broad Creek Revitalization and Implementation Plan Book*
 - Central Hampton Boulevard Area Plan*
 - Comprehensive Plan for the Military Highway Corridor*
 - Fairmount Park Neighborhood Revitalization Implementation Plan*
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3/27/13 ts

Form and Correctness Approval: *RAP*

Contents Approved:

By *Charles D. ...*
Office of the City Attorney

By *[Signature]*
DEPT

NORFOLK, VIRGINIA

ORDINANCE No. 45,044

PH-1

AN ORDINANCE TO REPEAL THE GENERAL PLAN OF NORFOLK, 1992, AND TO ADOPT plaNorfolk2030 AS THE COMPREHENSIVE PLAN FOR THE CITY OF NORFOLK.

- - -

WHEREAS, the City of Norfolk's comprehensive plan has been revised and updated;

WHEREAS, the City Planning Commission has directed and managed the preparation of a new plan, known as plaNorfolk2030, has held a public hearing on said plan, has certified the plan submitted to this Council in accordance with section 15.2-2226 of the Code of Virginia, and has recommended its adoption;

WHEREAS, the certified plan has been posted on the website maintained by the City of Norfolk in accordance with section 15.2-2226 of the Code of Virginia;

WHEREAS, this Council has conducted a public hearing and has maturely considered the plan and other information, including information collected during the public hearing; and

WHEREAS, it is considered that adoption of plaNorfolk2030 is in the best interest of the City of Norfolk and its citizens; now therefore,

BE IT ORDAINED by the Council of the City of
Norfolk:

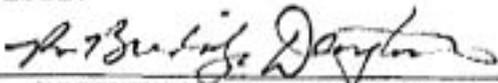
Section 1:- That the previous comprehensive
plan, General Plan of Norfolk, 1992, as amended,
is hereby repealed.

Section 2:- That planNorfolk2030, a copy of
which is attached hereto, along with the
amendments presented, considered, and approved at
the public hearing held on the date of adoption,
be and the same hereby is approved and adopted as
the comprehensive plan for the City of Norfolk.

Section 3:- That this ordinance shall be in
effect from the date of its adoption.

Adopted by Council March 26, 2013
Effective March 26, 2013

TRUE COPY
TESTE:



R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: _____
DEPUTY CITY CLERK

CHAPTER 1: VISION AND INTRODUCTION



A general plan, referred to as a comprehensive plan in the *Code of Virginia*, is a local government’s guide to future physical, social, and economic development. Comprehensive plans are not meant to function as land use regulations in themselves, but instead serve as the basis for local land use decisions through the provision of a long range vision of the community in the future.

The Commonwealth of Virginia specifically requires local planning commissions to “prepare and recommend a comprehensive plan for the physical development of the territory within its jurisdiction” [*Code of Virginia*, Section 15.2-2223] and that adopted plans be reviewed at least every five years. Norfolk’s comprehensive plan, the *General Plan of Norfolk*, was adopted in 1992, and based on both its age and the many changes in the City since that time, a new general plan is needed. Some of the specific major changes and issues that have emerged since the adoption of the *General Plan of Norfolk* in 1992 include the following:

- Expanded community involvement and engagement in local government operations and decision making.
- Advanced technology and communication permitting more citizen involvement.

- Greater awareness of environmental challenges such as flooding and sea level rise.
- Increased transportation options, including light rail, and the desire to become a more bikeable and walkable city as part of the more balanced total transportation network.
- Commitments for greater efficiency and transparency in government, linked to funding and economic challenges.

This new general plan, *plaNorfolk2030*, responds to these changes and establishes a vision and guide for the development of the City over the next 20 years.



VISION

Comprehensive plans are often referred to as maps to the future. *plaNorfolk2030* is no different in that regard; it charts the course to Norfolk’s future. In order to develop a map, one must have a destination in mind. Otherwise, if you do not know where you are going, any road will lead you there. The destination for a community is found in the vision that the citizens and elected officials have for their community.

In the case of *plaNorfolk2030*, the vision for where Norfolk will be in 2030 is:

Norfolk, a real city that is a great place to live, work and play, with:

- Strong and safe neighborhoods where people want to live, each with its own unique identity and design;
- A comprehensive transportation system – rare among cities of its size – that offers a wide variety of choices, while also serving as a regional transportation hub;
- A healthy economy that provides varied employment opportunities for a well-trained workforce, a world class port, a strong military presence, with a vibrant Downtown and thriving commercial centers throughout the City;
- A sustainable environment that is not simply protected, but enhanced;
- A variety of well-maintained housing options that are affordable and accessible to all residents;
- Opportunities for learning that extend through all stages of life;
- A well managed government that provides efficient and accountable public services to its citizens;
- A wide variety of cultural and recreational opportunities that lead to a fun and healthy lifestyle for a diverse population;
- A long and rich history that is reflected in its architecture and cultural resources; and
- A commitment to regional cooperation, recognizing the importance of a regional approach in the 21st Century.

PLAN ORGANIZATION

plaNorfolk2030 is organized into 13 chapters, beginning with this Vision and Introduction chapter. The next 11 chapters each address a unique topic area corresponding to a different part of the vision statement. The first of these is the “Identifying Land Use Strategies” chapter, which sets the plan on a path to create “a real city that is a great place to live, work, and play,” taken directly from the first statement

of the vision. Each subsequent chapter corresponds to the next statement of the vision. Concluding the plan is an Implementation chapter that speaks to how the plan is to be implemented, updated, and amended.

The chapters are as follows:

- **Chapter 1. Vision and Introduction**
This is the introduction to the Vision for the City of Norfolk and serves as the basis for *plaNorfolk2030*.
- **Chapter 2. Identifying Land Use Strategies**
Norfolk is a mature, developed city. Of Norfolk’s nearly 28,000 acres of land, only 3.1% is vacant. New development is either the result of redevelopment or infill. The Land Use chapter outlines the steps necessary to aid the development of complementary land uses or facilitate land use change.
- **Chapter 3. Creating and Maintaining Healthy and Vibrant Neighborhoods**
Norfolk is a city of neighborhoods and has a long history of neighborhood planning. Successful *plaNorfolk2030* implementation will enable residents to take greater ownership of their neighborhoods.
- **Chapter 4. Providing Transportation Options**
Norfolk continues to plan for a true multi-modal transportation system, permitting safe and efficient travel by automobiles, mass transit, pedestrians and bicycles. Investment in transportation choices is essential to supporting both economic development activities and housing choices.
- **Chapter 5. Enhancing Economic Vitality**
Norfolk is the business, cultural, educational, and medical center of the Hampton Roads region. To continue this role, Norfolk seeks reinvestment, reuse, and redevelopment of existing properties and supports education and lifelong learning opportunities.
- **Chapter 6. Promoting Environmental Sustainability**
Meeting the needs of the present without compromising the ability of future generations to meet their needs is the key to preserving the natural environment and preparing for potential risks posed by natural events. In addition to protecting and enhancing the environment, Norfolk strives to conserve resources and reduce the overall impact of the built environment on the natural environment.
- **Chapter 7. Ensuring Housing Choices for All**
Norfolk focuses significant resources on making its housing stock and neighborhoods competitive and attractive in the regional real estate market, while still striving to maintain affordability for both homeowners and renters.
- **Chapter 8. Supporting Lifelong Learning**
Norfolk provides its residents, from birth through retirement and beyond, with opportunities to develop their skills and interests.

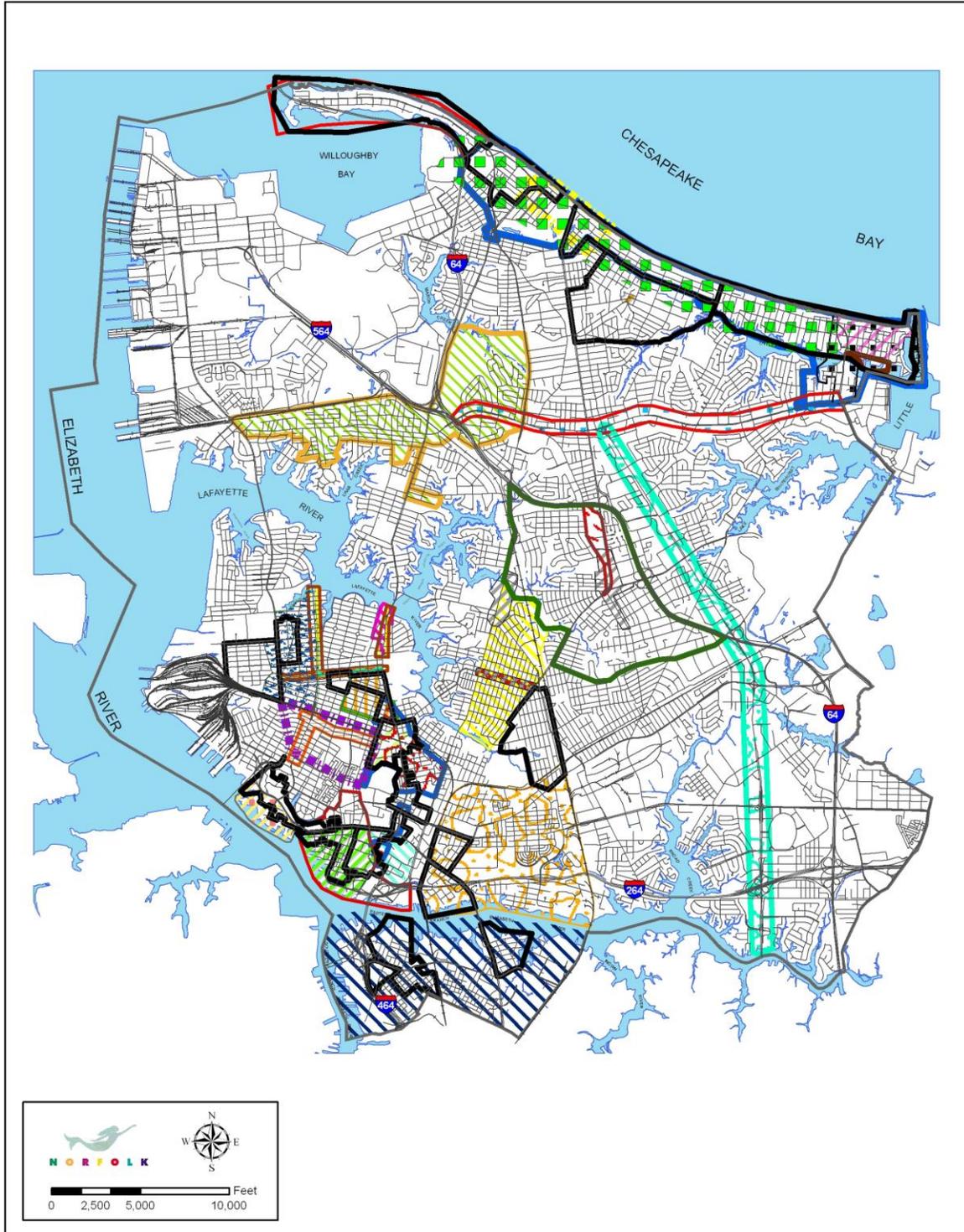
- **Chapter 9. Delivering Quality Community Services**
Norfolk is committed to providing effective and efficient services to its citizens, ensuring continued high quality of life.
- **Chapter 10. Enjoying Daily Life**
Norfolk, as the urban center of the Hampton Roads region, provides multiple opportunities for people to relax and play. The continued and expanded availability of such opportunities is critical to the success of any vibrant city.
- **Chapter 11. Preserving Our Heritage**
Norfolk has a long and rich history that is reflected in its architecture and cultural resources, which Norfolk continues to embrace and protect.
- **Chapter 12. Fostering Responsible Regional Cooperation**
Vibrant metropolitan regions are the key to growth and development. Hampton Roads communities seek to improve regional economic competitiveness through enhancement of regional amenities and services. In addition, there are opportunities to develop regional approaches to emerging issues such as sea level rise.
- **Chapter 13. Implementing plaNorfolk2030**
plaNorfolk2030 must be used in its entirety, including both text and maps, to guide decision making about physical development and public infrastructure.

Chapters 2 through 12 begin with a restatement of the appropriate vision statement, general background information, and an identification of key issues related to the topic. Each chapter contains one or a series of goals, each with a number of outcomes, metrics, and actions. Goals are general statements of the ideals toward which the City strives. Outcomes define what success would look like for that goal while metrics provide a method to measure progress towards achieving that goal. Actions define the specific steps necessary to realize each outcome, and ultimately, each goal. Together, the actions form a work plan for the City, summarized in the implementation chapter.

PLAN DEVELOPMENT

At the direction of the Norfolk City Planning Commission and with the concurrence of City Council, staff initiated an update of the *General Plan of Norfolk*. The process of drafting *plaNorfolk2030* began with re-examination of the *General Plan of Norfolk*, adopted in 1992. Each of that plan's goals, policies, and actions were reviewed to determine its implementation status and whether it should be included in the new plan. City Council reviewed the more than 90 neighborhood area plans and studies undertaken since 1992 to determine what should be included in the new plan (see Map VI-1) to ensure that citizen expectations arising from prior planning efforts continue to be properly reflected.

MAP VI-1. PLANS AND STUDIES SINCE 1992



The vision statement for *plaNorfolk2030* was developed by the City Planning Commission and subsequently reviewed and affirmed by City Council. The plan elements were developed by a series of technical advisory teams, one for each element, composed of technical experts including City staff which were charged with drafting a series of desirable goals and outcomes tied to metrics, as well as the actions that would be necessary to accomplish them. The information developed by these groups was compared to the requirements of the *Code of Virginia*¹, to ensure consistency with State requirements, and compiled to form a complete draft plan which was reviewed and approved by the City Planning Commission in a series of 8 meetings.

The initial work of the City Planning Commission was reviewed with the community through a series of 6 open house meetings conducted throughout the City, an online forum for community discussion and distribution of the draft plan at all libraries. Over 150 citizens participated in the open houses, providing approximately 425 unique comments that were recorded and reviewed with the City Planning Commission, resulting in numerous adjustments to the revised draft plan.

The revised draft plan was then submitted to the formal review and adoption process, including review by the Virginia Department of Transportation (VDOT) specified in the *Code of Virginia* [Sections 15.2-2225 and 15.2-2226].

USING THE PLAN

plaNorfolk2030 must be used in its entirety, including both text and maps, to guide decision making about physical development and public infrastructure. It is intended to be sufficiently flexible to respond to changes in development patterns with amendments made when determined to be necessary. Chapter 13, Implementing *plaNorfolk2030*, outlines the procedures for both use of the plan and amendments to the plan.

¹ *Code of Virginia* [Sections 15.2-2223 and 15.2-2224] requires that the plan address: land use; transportation, including a transportation map, with cost estimates for improvements; affordable housing; Chesapeake Bay Preservation Act comprehensive plan requirements; and implementation. Communities in the coastal region must adopt an environmental program based on the regulations adopted by the Chesapeake Bay Local Assistance Board. These regulations are designed to guide and assist local governments with administering an environmental program that promotes the commitments of the Bay Act.



CHAPTER 2: IDENTIFYING LAND USE STRATEGIES



Norfolk encompasses approximately 53 square miles of land and 13 square miles of water. Residential uses are predominant at 41.4%, followed by military uses (15.6%), open space and recreation uses (10.7%), and utility and transportation uses (8.1%). Table LU-1 illustrates the existing land use pattern, as of July 2009, for the vast majority of the 53 square miles of land. The remaining land that is not addressed in the table is primarily city-owned right-of-way.



TABLE LU-1
EXISTING LAND USE – CITYWIDE BY CATEGORY

Source: 2009 City Assessor Download (not including water) – Refined to July 31, 2009

Category	Acres	% Total
Low Density Residential	9,171	32.8%
Medium Density Residential	1,067	3.8%
High Density Residential	1,336	4.8%
Commercial/Office	2,239	8.0%
Industrial	1,681	6.0%
Mixed Use	36	0.1%
Institutional	1,941	7.0%
Open Space/Recreation	2,986	10.7%
Utility/Transportation	2,259	8.1%
Military	4,367	15.6%
Vacant	863	3.1%
Total	27,946	100.0%

Norfolk is a mature, developed city. Of Norfolk’s nearly 28,000 acres of land, only 3.1% is vacant. Given that the amount of land is finite, new development in Norfolk is either the result of redevelopment or infill.

Residential development trends point to a resurgence of the housing market in Norfolk, specifically as it relates to multifamily housing. Table LU-2 illustrates that since 1992 almost 9,000 new housing units have been permitted in the City. Coupled with this new construction have been a significant number of demolitions, resulting in the net addition of 1,445 housing units since 1992. While the number of housing units demolished each year has generally remained stable during this period, there has been a marked increase in the number of new units built since 2001, moving the City from a net loss of housing units each year to a net gain.



TABLE LU-2
RESIDENTIAL BUILDING PERMITS ISSUED – 1992-2011

Source: City of Norfolk Building Permit Data

Year	Total New	Demolished	Net New
1992	229	496	-267
1993	227	307	-80
1994	278	443	-165
1995	386	496	-110
1996	214	238	-24
1997	187	500	-313
1998	329	553	-224
1999	229	465	-236
2000	301	836	-535
2001	403	357	46
2002	662	303	359
2003	748	359	389
2004	770	1,006	-236
2005	1,273	241	1,032
2006	762	310	452
2007	350	360	-10
2008	1,046	135	911
2009	588	132	456
2010	305	113	192
2011	600	262	338
Total	9,887	7,912	1,975
Average/Year	494	395	99

The composition of the City’s residential market has also been changing as a result of recent development. Between 1992 and 2011, 42.1% of the building permits were for single-family detached units, far less than current composition of the housing stock (79.2% low density). This shift away from single-family detached housing illustrates Norfolk’s increasing market strength in the area of urban living, which is unique in the region and may represent a shift away from the suburbanization that the region has experienced over the past several decades.



Trends in the non-residential market are harder to identify from available building permit data, which indicate a steady rate of construction in terms of permits issued, but a significant amount of variability in terms of the value of construction. For example, non-residential building permits totaled approximately \$53 million in 1999 and jumped to \$138 million in 2000 due to an \$80 million expansion at Norfolk International Airport.



KEY ISSUES

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

1. Complementing Norfolk's existing built and natural environment or facilitating land use change in specific areas.

IMPORTANT LINKAGES

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

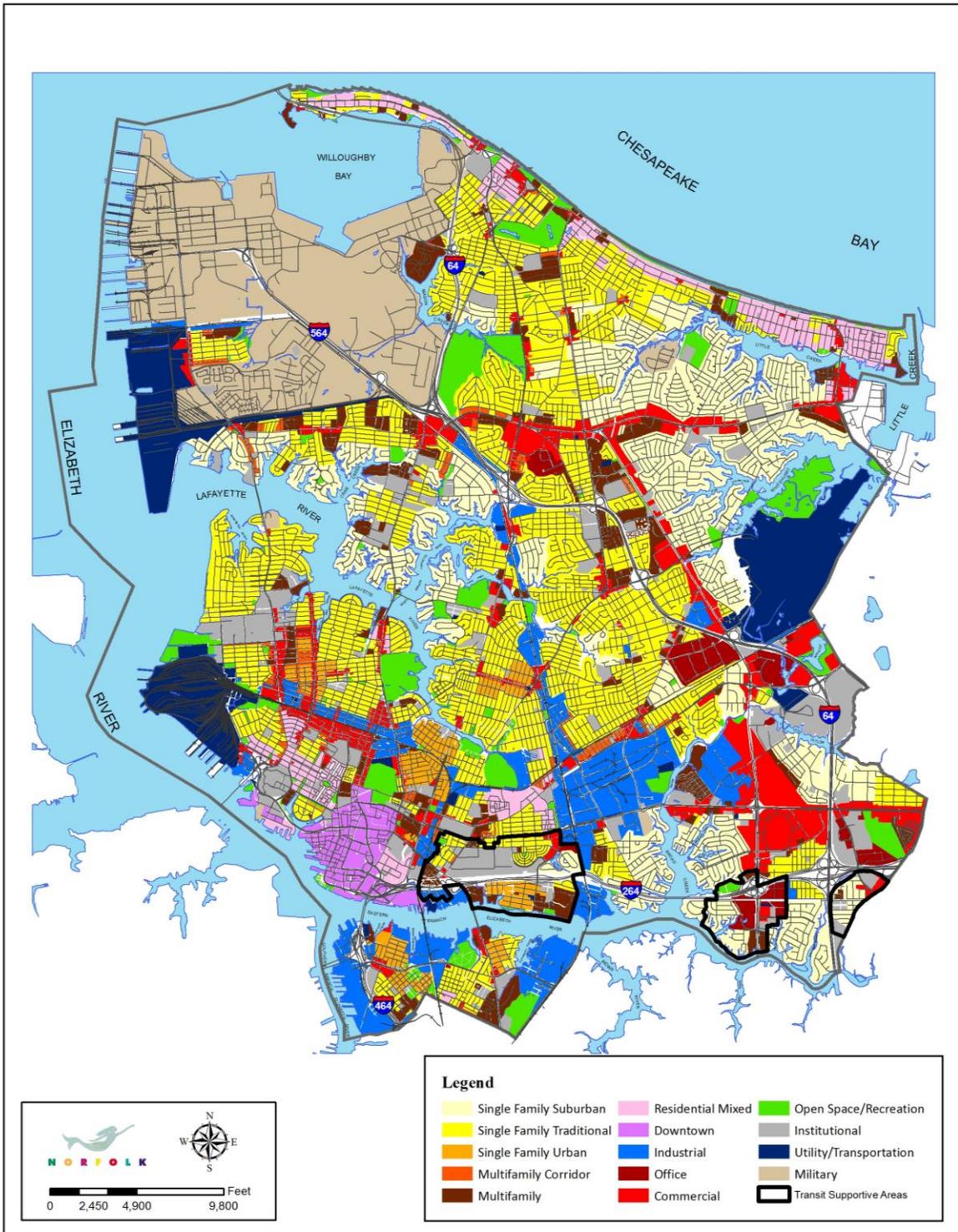
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Enhancing Economic Vitality
- Promoting Environmental Sustainability

Land Use Goal 1. Ensure that the type and quality of land uses will complement or enhance the community's physical characteristics.

Outcome LU1.1. Future land use map and categories that respect neighborhood characteristics and meet the demand for each type of use.

Action LU1.1.1. Use the Future Land Use Map, in conjunction with the text, to guide the location and character of development (see Map LU-1).

MAP LU-1. FUTURE LAND USE MAP

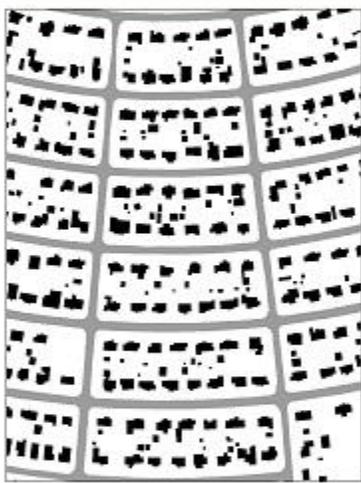


Action LU1.1.2. Implement residential land use categories that reflect existing successful neighborhood patterns with regard to lot width, structure type, setback, and vehicular use areas. The residential land use classifications are:

Land Use Classification	Description
Single Family Suburban	<ul style="list-style-type: none"> ○ Single family detached development characterized by houses set back further from the street, front-loaded driveways and garages, and a curvilinear street pattern with the general absence of on-street parking, curbs, and sidewalks. ○ Lot widths of 70 feet or more and larger lot sizes (lots that are approximately 7,500 square feet or more).
Single Family Traditional	<ul style="list-style-type: none"> ○ Single family detached development characterized by houses set back a moderate distance from the street, driveways leading to rear garages, and streets typically in a grid pattern with sidewalks and on-street parking. ○ Lot widths ranging from approximately 50 to 70 feet and lots ranging from approximately 4,000 to 7,500 square feet.
Single Family Urban	<ul style="list-style-type: none"> ○ Older, predominantly single family detached development characterized by older homes, with minimal setbacks from the street, few driveways and garages, and streets typically in a grid pattern with sidewalks and on-street parking. ○ Lot widths of less than 50 feet and lots smaller than 5,000 square feet.



Single Family Suburban



Single Family Traditional



Single Family Urban



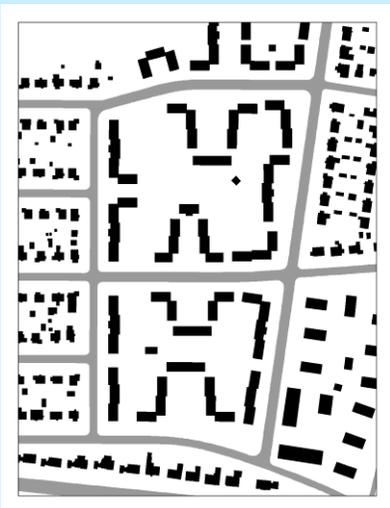
Land Use Classification	Description
Residential Mixed	<ul style="list-style-type: none"> ○ Residential areas with a greater variety of housing types than generally found in other residential land use categories. ○ Typically developed as walkable neighborhoods with interconnected streets and sidewalks and buildings that are similar in scale, no matter what the use.
Multifamily Corridor	<ul style="list-style-type: none"> ○ Typically duplexes, townhomes, and smaller apartment and condominium structures that are no more than one story taller than surrounding uses, or a maximum of four stories tall, with minimal setbacks from the street, and limited parking located to the rear or side. ○ Often located at the edges of single family neighborhoods that can provide a variety of housing options and potentially serve as a buffer to more intense uses.
Multifamily	<ul style="list-style-type: none"> ○ Typically townhome, apartment, or condominium complexes with designated parking areas and common open space, and with vehicular entrances and exits. ○ Developed as stand-alone communities that can provide a variety of housing options, and located in close proximity to employment centers, transit options, or other lifestyle and site amenities.



Residential Mixed



Multifamily Corridor



Multifamily



Action LU1.1.3. Implement non-residential land use categories to meet market demand while recognizing the importance of accessibility, infrastructure capacity, and the relationship in scale and use to the neighborhood. The non-residential land use classifications are:

Land Use Classification	Description
Commercial	<ul style="list-style-type: none"> ○ Broad range of retail sales and services, as well as hotels and offices, typically located along arterial roadways, near transit hubs, or in neighborhood-serving nodes. ○ May include residential uses, typically located above the ground floor in a mixed use development.
Office	<ul style="list-style-type: none"> ○ A variety of office-type uses, such as realtors and attorneys, often developed as complexes along arterial roadways or near transit hubs, with internal street networks and amenities, or as a buffer between lower intensity residential uses and more intense uses. ○ This category may also include accessory services such as retail sales and services and daycare facilities.
Downtown	<ul style="list-style-type: none"> ○ High-intensity blend of residential, retail sales and services, hotel, office, institutional, and civic uses supporting a pedestrian-oriented environment.
Industrial	<ul style="list-style-type: none"> ○ Wide variety of manufacturing, warehousing, distribution, and office-warehouse uses, including flex space. Typically these are more intense land uses and require a buffer when located adjacent to a less intense use. ○ Accessory services such as office or retail sales and services may be appropriate in this category.
Utility/ Transportation	<ul style="list-style-type: none"> ○ Utility providers, such as water, sewer, and electric, or providers linked to the transportation of goods. The ports, airport, and water distribution facilities are examples of land uses found in this category. Typically these are more intense land uses and require a buffer when located adjacent to a less intense use.
Institutional	<ul style="list-style-type: none"> ○ Public and private schools and their surrounding recreation fields, universities and colleges,

Land Use Classification	Description
	<p>medical centers, public facilities, and religious institutions located on sites of at least one acre.</p> <ul style="list-style-type: none"> ○ Accessory services, such as office, housing, and retail sales and services, related to the function of the institutional use may be appropriate in this category.
Military	<ul style="list-style-type: none"> ○ Defense related uses on property owned by the U.S. Government or the Commonwealth of Virginia. Uses are varied, potentially including all other land use categories.
Open Space/ Recreation	<ul style="list-style-type: none"> ○ Passive and active parks, playing fields, recreation centers, environmentally sensitive land, and cemeteries that are at least one acre in size. Playing fields and recreation centers associated with education facilities are classified as “Institutional.”

Action LU1.1.4. Support mixed use development in appropriate locations in Residential Mixed, Multifamily Corridor, Multifamily, Commercial, and Office designated areas provided that it includes a combination of two or more land uses, at least one of which is residential and the other is non-residential, it includes the use depicted on the Future Land Use Map as part of the mixed use development, and it includes complementary uses.

Comments: Mixed use development provides a variety of benefits including the creation of a vibrant sense of place and community, with areas that are active throughout the day. Mixed use development can provide housing options for a diversity of household types, often including higher density housing, such as apartments and townhouses. Mixed use developments provide a variety of services and activities within a walkable distance of housing, allowing residents to conduct more of their daily activities without depending on automobiles, and in many instances can provide increased travel options.



Action LU1.1.5. Support the development of uses in Transit Supportive Areas (areas surrounding selected rail stations) that create opportunities for a mix of employment and residential activity that promotes transit, bicycle, and pedestrian activity, while discouraging low intensity auto-oriented uses (see Map LU-1).

Action LU1.1.6. Utilize a series of Character Districts (see Map LU-2) to establish differing development standards based on the existing predominant development character in an area. The Character Districts are as follows:

<p>Downtown</p> <ul style="list-style-type: none"> ○ Downtown areas developed first with a broad range of higher-intensity uses, limited on-site parking, common open and green space, and widespread pedestrian and transit accessibility.
<p>Traditional</p> <ul style="list-style-type: none"> ○ Areas primarily developed in the early 20th Century, with a grid pattern of streets, smaller lots, and a variety of uses located in proximity to one another.
<p>Suburban</p> <ul style="list-style-type: none"> ○ Suburban areas developed after WWII with more curvilinear streets, larger blocks and lot sizes, and a greater separation of uses.
<p>Coastal</p> <ul style="list-style-type: none"> ○ Areas along the Chesapeake Bay developed in a linear fashion centered on Ocean View Avenue, broken up by a repeating pattern of north-south streets leading to beach accesses, and developed with an eclectic mix of housing types interspersed with neighborhood-scale commercial uses.



Downtown Character District



Traditional Character District



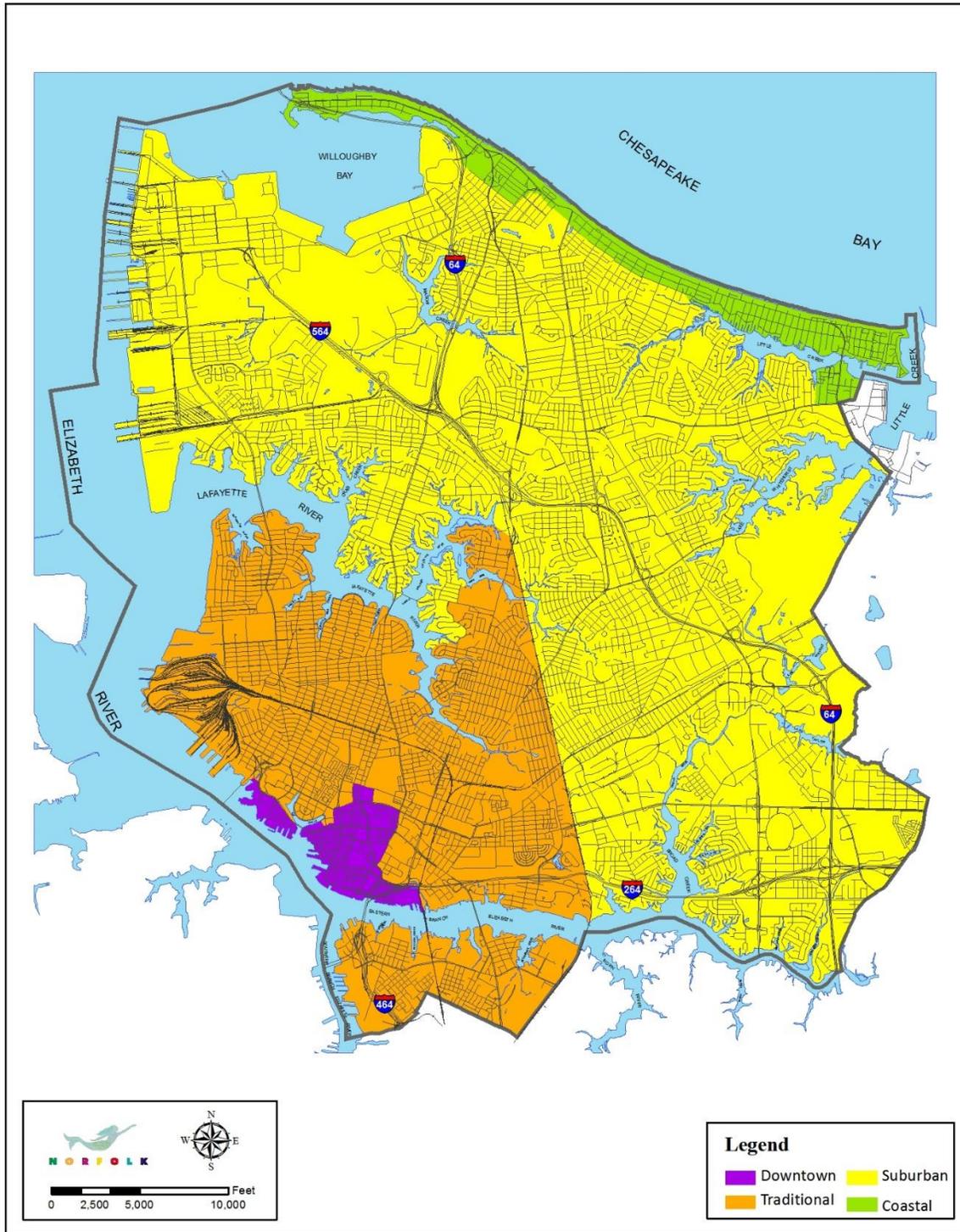
Suburban Character District



Coastal Character District



MAP LU-2. CHARACTER DISTRICTS



Action LU1.1.7. Evaluate any potential changes in land use classification to Multifamily or Multifamily Corridor residential using the following criteria:

Multifamily

- Sites to be identified as Multifamily must meet the following requirements:
 - The site is either within ¼ mile of an arterial road, is within ¼ mile of an existing bus route, or is within a Transit Supportive Area (see Map LU-1).
 - The site is currently developed with multifamily housing or is adjacent to a Multifamily, Multifamily Corridor, Mixed Residential, Downtown, Industrial, Office, or Commercial designation on the Future Land Use Map (see Map LU-1).
 - The site can accommodate the open space, parking, buffering, and stormwater facilities as required by the Zoning Ordinance.

Multifamily Corridor

- Sites to be identified as Multifamily Corridor must meet the following requirements:
 - The site is either located on an arterial or collector road or is within a Transit Supportive Area (see Map LU-1).
 - The site is currently developed with multifamily housing, or can serve as a buffer between less intense single family neighborhoods and other more intense uses including multifamily, industrial, office, and commercial (see Map LU-1).
 - The site can accommodate the open space, parking, buffering, and stormwater facilities as required by the Zoning Ordinance.

Action LU1.1.8. Ensure that new multifamily housing is designed to meet the following criteria:

- Building height, placement, and massing that is consistent with surrounding development.
- Appropriately sized and sited open space.
- Appropriately sized, sited, and located parking.
- Landscaping.
- Buffers.
- Access points and sidewalks.

Action LU1.1.9. Encourage the creation of new exclusively-commercial locations in nodes at the intersections of roads rather than at isolated mid-block locations.

Action LU1.1.10. Identify potential areas for transition or intensification of land use (see Enhancing Economic Vitality chapter).

Action LU1.1.11. Evaluate reuse options for city-owned facilities that are planned for closure.

Action LU1.1.12. Apply the standards of an Urban Development Area (UDA), as defined by the Code of Virginia § 15.2-2223.1, to development, including infrastructure, in the Downtown character district and in Transit Supportive Areas.

Comments: The Commonwealth of Virginia defines UDAs as areas that are appropriate for higher density development due to proximity to transportation facilities or other infrastructure and suitable for redevelopment or infill development. UDAs are to be developed in accordance with the principles of traditional neighborhood design.

Action LU1.1.13. Ensure that new development in the Traditional and Coastal Character Districts fits with the predominant development character in those areas by incorporating more strict form standards into the Zoning Ordinance.

Action LU1.1.14. Develop pattern books to clearly establish the appropriate development form and style for all new development in the Traditional and Coastal Character Districts, and for new commercial and multifamily development in the Suburban Character District.

Outcome LU1.2. Development regulations and practices that support a quality built and natural environment.

Metrics:

- *Change in linear feet of unbuffered lower intensity residential land and more intense land uses.*
- *Percent of development within areas with design guideline mandates that comply with design regulations.*
- *Percent of land area within noise contours and Accident Potential Zones (APZs) that complies with Land Use Compatibility as defined in the 2005 Hampton Roads Joint Land Use Study.*
- *Percent of properties in flood zones that do not receive a variance to waive requirements related to flood protection.*



Action LU1.2.1. Develop new zoning tools reflecting best practices to address lot width, building placement, building form, landscaping, stormwater, and vehicular uses areas (driveways, parking lots, and garages) to ensure that development is compatible with surrounding land uses.

Action LU1.2.2. Develop appropriate land use transitions between lower-intensity residential areas and other more intense land uses by amending the zoning ordinance to provide appropriate vegetated buffers to ensure meaningful separation of uses or by applying slightly more intense uses adjacent to lower-intensity uses, with the transition occurring at the rear property lines.

Action LU1.2.3. Establish parking standards within the Character Districts (see Map LU-2) based on the most current research on parking by the Institute of Traffic Engineers, and other professionally-recognized organizations.

Action LU1.2.4. Update zoning regulations to ensure the adequate provision of open space in multifamily residential and planned development districts.

Action LU1.2.5. Revise zoning regulations, developing new commercial categories and appropriate regulations that better reflect the current function of commercial areas as neighborhood-serving, community-serving, or region-serving.



Action LU1.2.6. Encourage the use of design guidelines wherever possible to ensure compatible development.

Comments: Design guidelines are legally required in locally designated historic districts, Pedestrian Commercial Overlay districts, and City and Norfolk and Redevelopment Authority (NRHA) owned property, including encroachments.

Action LU1.2.7. Ensure that all new development in designated flood-prone areas complies with the city's flood protection regulations (see the Promoting Environmental Sustainability chapter).

Action LU1.2.8. Evaluate the impact of potential sea level rise when reviewing development proposals and future changes to development regulations (see the Promoting Environmental Sustainability and Fostering Responsible Regional Cooperation chapters).

Comments: Several research and technical assistance resources related to sea level rise are available, including those provided by Old Dominion University and the Virginia Institute of Marine Science.

Action LU1.2.9. Continue enforcement of the Airport Safety Zone Overlay District, restricting heights in designated areas.

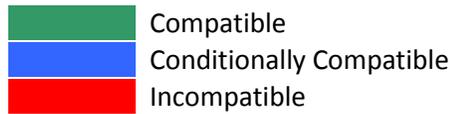
Action LU1.2.10. Ensure that zoning regulations reflect noise zones and accident potential zones (APZs) so that residents are aware of the impact of airport regulations on land use (see Map LU-3).

Comments: Land uses around airports (Norfolk International Airport and Chambers Field) are potentially impacted by noise and APZs. The City is continuing to work with the Navy on issues relating to the natural and built environment around Naval Air Station Norfolk. Table LU-3 shows the Navy's recommendations for land use in noise zones and APZs.

TABLE LU-3
LAND USE COMPATIBILITY WITHIN NOISE AND ACCIDENT POTENTIAL ZONES

Source: Hampton Roads Joint Land Use Study 2005

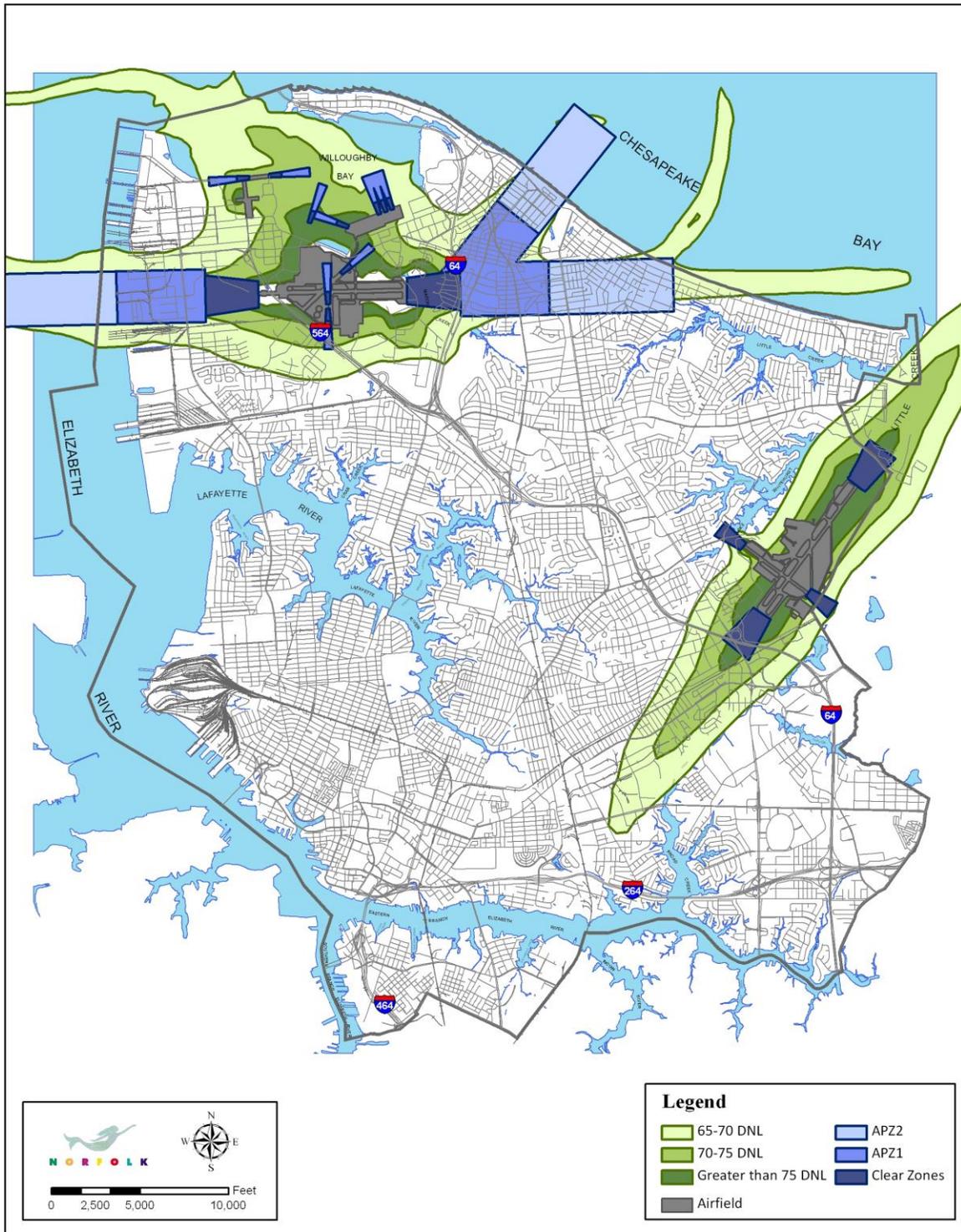
Land Use	Noise Zones				Accident Potential Zones		
	Less than 65 DNL	65-70 DNL	70-75 DNL	Greater than 75 DNL	Clear Zone	APZ 1	APZ 2
Outdoor Amphitheaters	Incompatible	Incompatible	Incompatible	Incompatible	Incompatible	Incompatible	Incompatible
Residential	Compatible	Incompatible	Incompatible	Incompatible	Incompatible	Incompatible	Conditionally Compatible
Transient Lodging	Compatible	Incompatible	Incompatible	Incompatible	Incompatible	Incompatible	Incompatible
Churches, Schools	Compatible	Conditionally Compatible	Conditionally Compatible	Incompatible	Incompatible	Incompatible	Incompatible
Commercial, Retail, Services	Compatible	Compatible	Conditionally Compatible	Conditionally Compatible	Incompatible	Incompatible	Conditionally Compatible
Wholesale, Manufacturing	Compatible	Compatible	Conditionally Compatible	Conditionally Compatible	Incompatible	Conditionally Compatible	Conditionally Compatible
Public Rights-of-way	Compatible	Compatible	Compatible	Compatible	Compatible	Compatible	Compatible



Action LU1.2.11. Do not support any proposed increase in intensity of uses located in incompatible noise and accident potential zones (see Map LU-3) and seek opportunities to reduce the intensity of those incompatible uses.

Action LU1.2.12. Coordinate land use planning with institutions, including the military, colleges and universities, and medical institutions, to ensure compatibility with surrounding neighborhoods.

MAP LU-3. NOISE AND ACCIDENT POTENTIAL ZONES



Action LU1.2.13. Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments.

Action LU1.2.14. Work to bring existing automobile sales or repair establishments into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.

Comments: Norfolk has a significant number of “grandfathered” automobile sales or repair establishments. When these establishments want to expand or otherwise change their operations, they must obtain a special exception.

Action LU1.2.15. Ensure that the design and scale of public utility structures are in keeping with the surrounding uses and that the placement minimizes physical or visual obstructions and avoids environmentally sensitive areas.

Action LU1.2.16. Develop design guidelines for public utility structures.

Action LU1.2.17. Work to ensure that building codes continue to provide adequate protection from potential hazards.



CHAPTER 3: CREATING AND MAINTAINING HEALTHY AND VIBRANT NEIGHBORHOODS



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

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

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

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



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

KEY ISSUES

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

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

IMPORTANT LINKAGES

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

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



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

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

Metrics:

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

Outcome N2.1. Improved maintenance of private property.

Metrics:

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

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

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

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

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

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

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

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

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

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

Metrics:

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

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

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

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

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

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

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

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

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

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

Metrics:

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

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



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



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

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

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

Metrics:

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

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

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

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

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

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

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

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

Metrics:

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

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

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

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

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

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



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



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

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

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

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



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

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

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

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

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

Neighborhoods Goal 4. Implement an area planning policy.

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

Metrics:

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

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

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

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

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

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

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

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

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

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

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

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

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

Neighborhoods Goal 5. Continue the implementation of area plans.

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

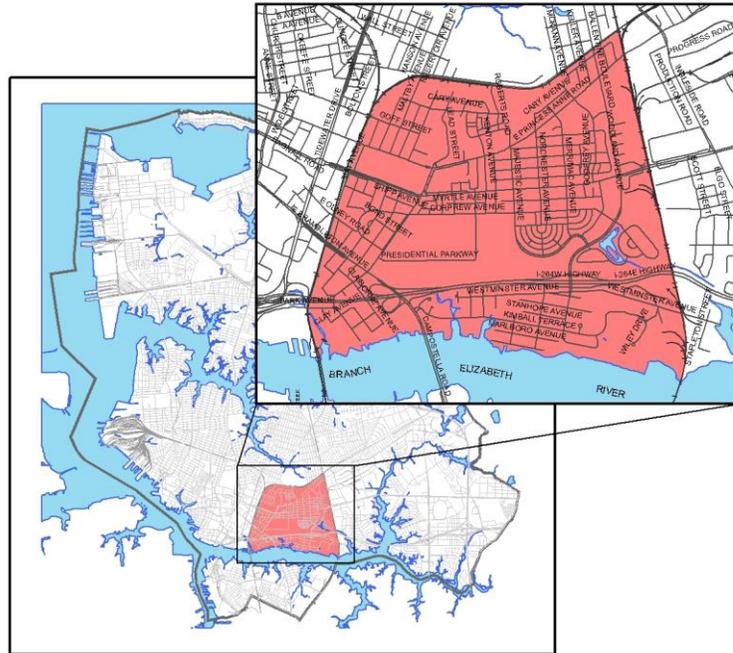
Actions that were included in neighborhood plans but that cannot be applied city-wide, such as undergrounding utilities, reuse of city-owned facilities, bike lanes, and reduction of impervious surfaces, can be found in other parts of this chapter or other chapters. With the exception of the neighborhood-specific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

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

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

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

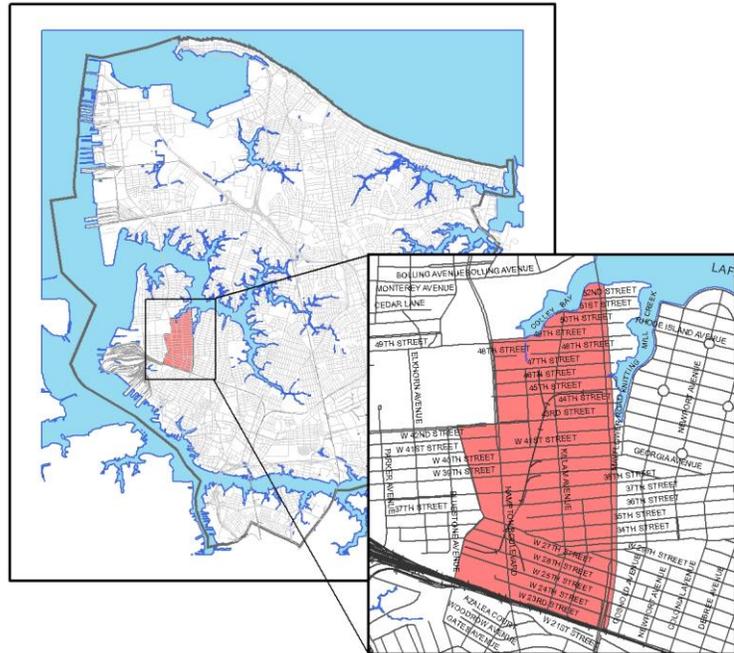
Broad Creek Area



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

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

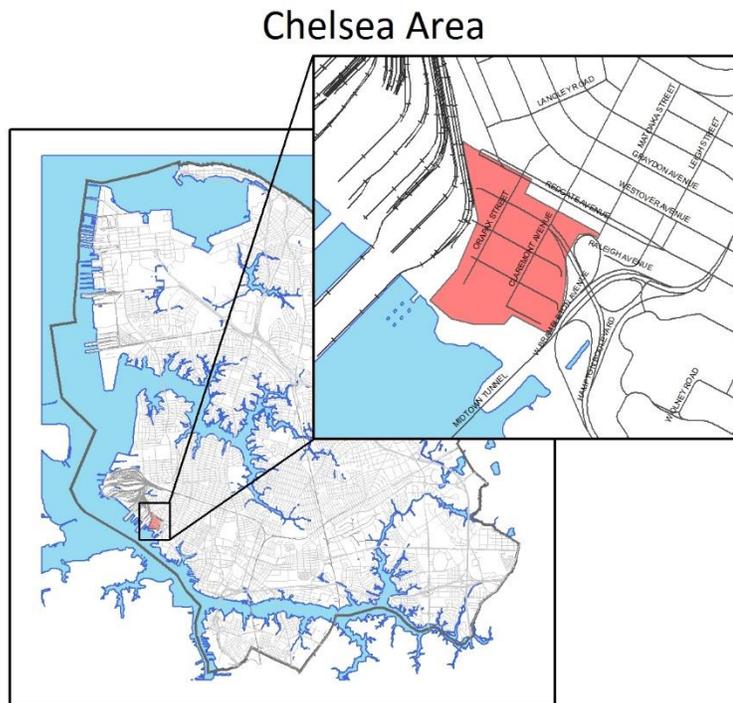
Central Hampton Boulevard Area



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

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

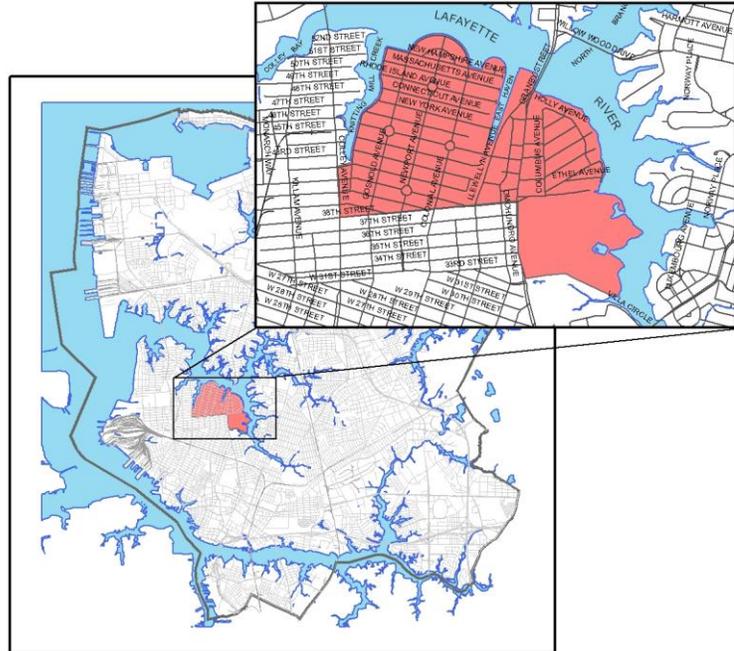
- N5.1.3(a). Create a pedestrian and bicycle friendly streetscape by improving sidewalks and lighting, installing new pedestrian-scale signage, benches, trash receptacles, and bike racks, and enhancing crosswalks and sharrows/bicycle lanes where appropriate.
- N5.1.3(b). Focus short-term streetscape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



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

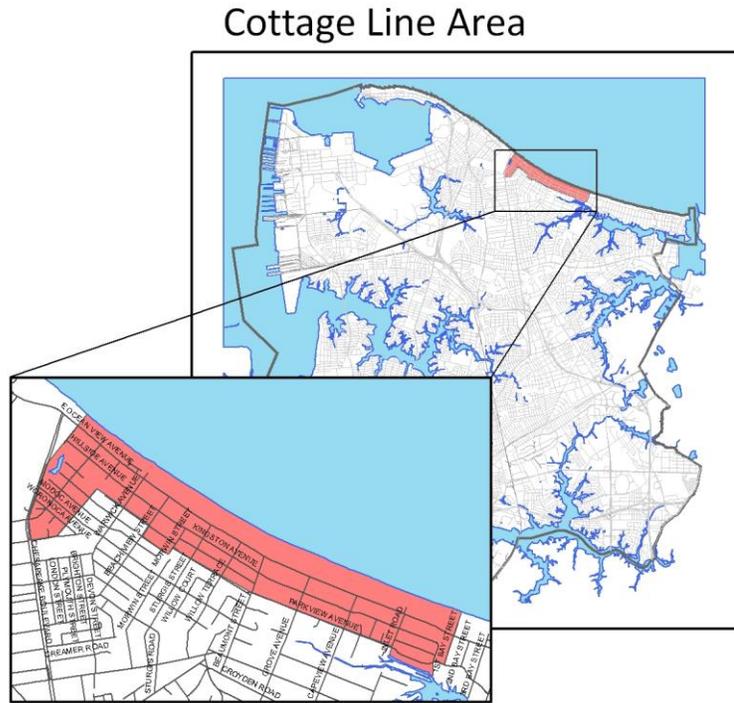
- N5.1.4(a). Market the Riverview Village area as a location of specialty stores as a means of attracting small, independent retailers.
- N5.1.4(b). Encourage the reuse of the Riverview Theater as a component of the redevelopment of the area along Granby Street south of 41st Street.
- N5.1.4(c). Continue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

Colonial Place-Riverview Area



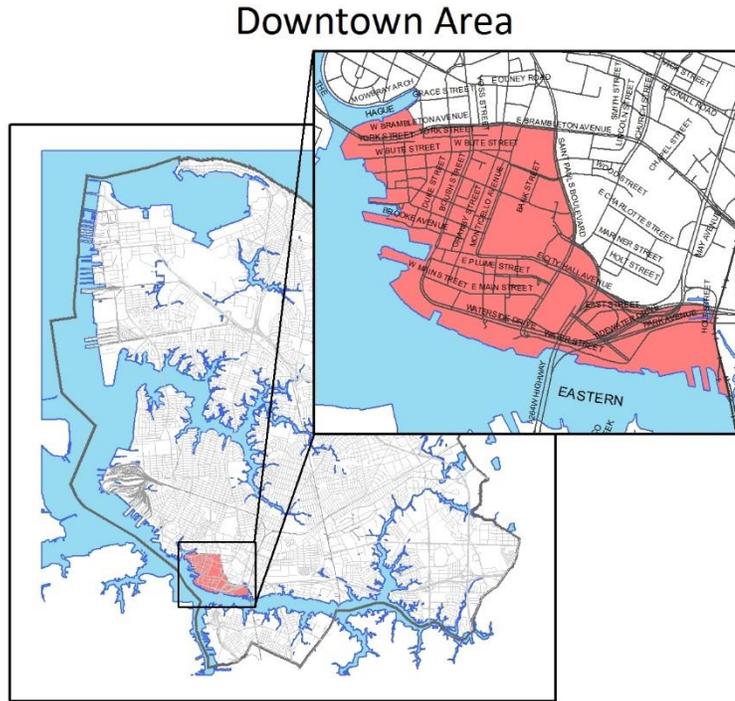
Action N5.1.5. Continue to implement the following actions in the Cottage Line area.

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



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

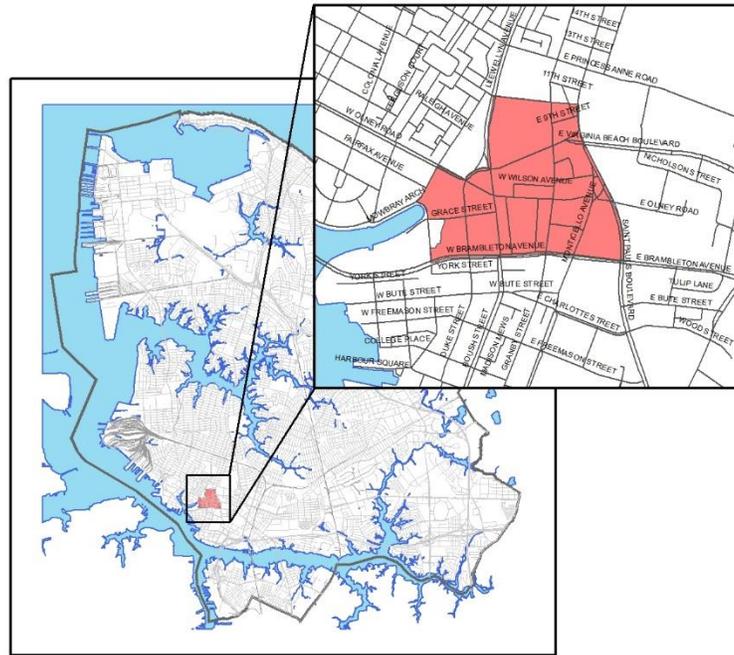
- N5.1.6(a). Improve pedestrian crossings of Waterside Drive, Brambleton Avenue, and St. Paul’s Boulevard.
- N5.1.6(b). Extend the esplanade from Town Point Park to Harbor Park and ensure that the design accommodates bicycles.
- N5.1.6(c). Reconfigure Civic Plaza to include new driveway access from St.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



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

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

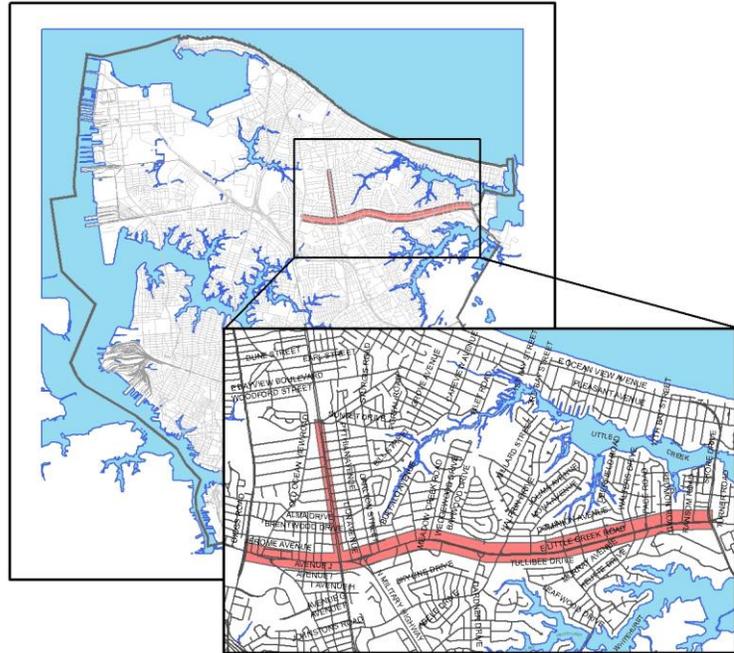
Downtown Arts District Area



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

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

East Little Creek Road Corridor

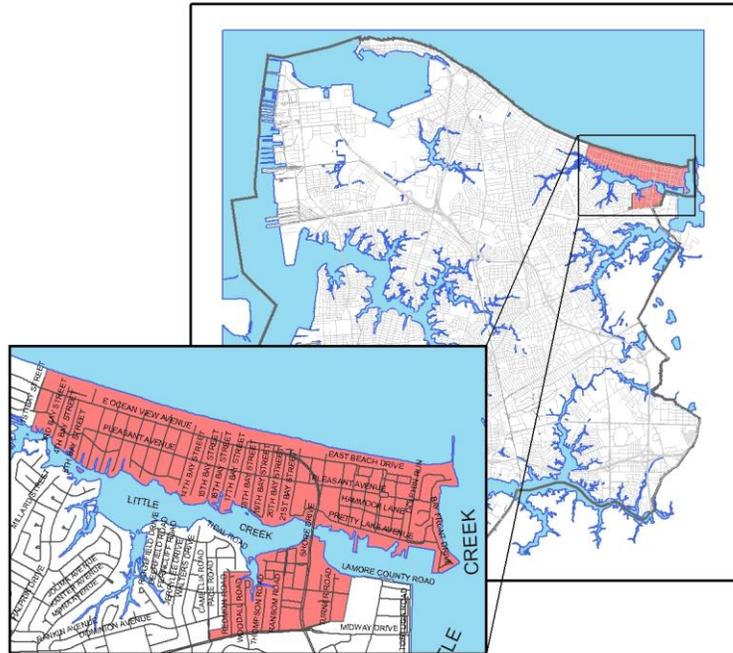


- N5.1.8(l). Improve pedestrian and bicycle crossings of East Little Creek Road at its intersection with Halprin Drive.
- N5.1.8(m). Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments along E. Little Creek Road.
- N5.1.8(n). Work to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

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

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

East Ocean View Area

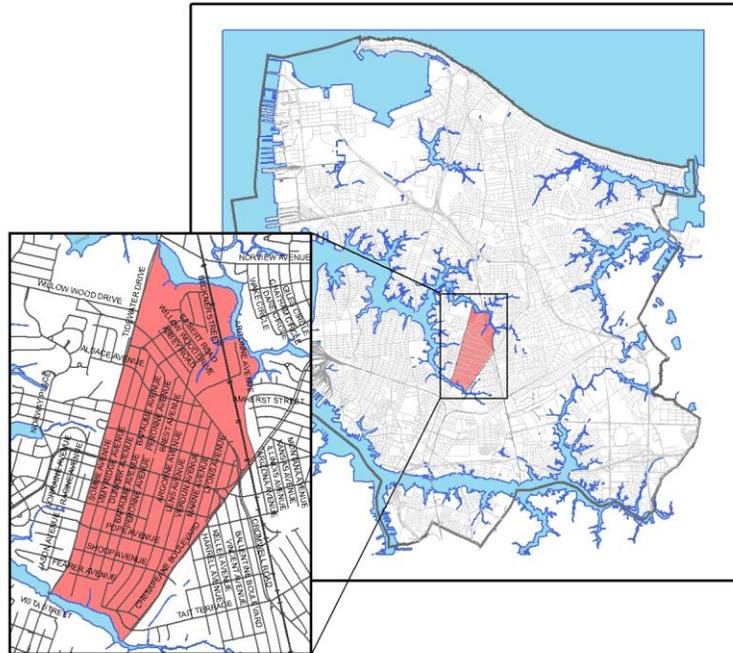


- N5.1.9(l). Consider potential waterway conflicts with military operations when evaluating development proposals in the Little Creek/Fisherman’s Cove area.
- N5.1.9(m). Improve public infrastructure on streets west of Shore Drive, evaluating the need for sidewalks, stormwater facilities, and street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

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

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

Fairmount Park Area

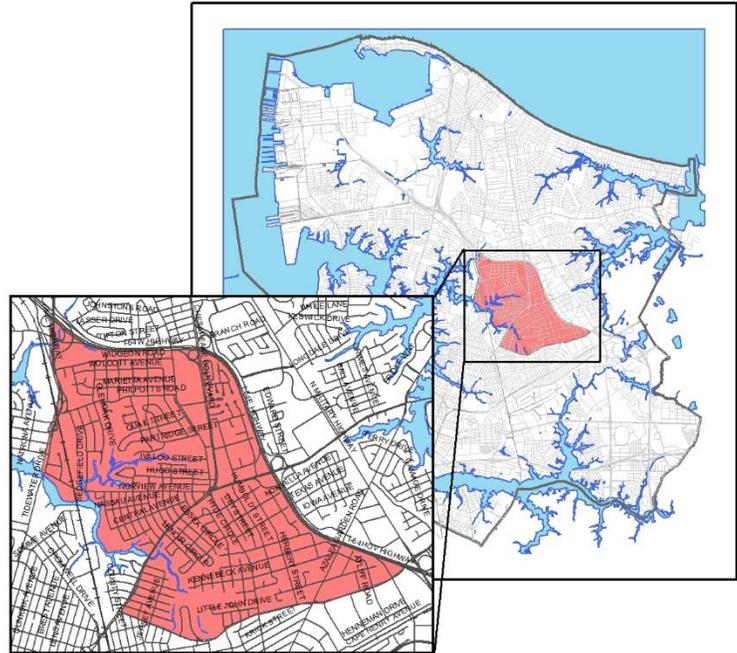


- N5.1.10(l). Develop an attractive community gathering place in the vicinity of the intersection of Lafayette Boulevard and Brest Avenue.
- N5.1.10(m). Support rehabilitation of residential developments along Lafayette Boulevard.

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

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

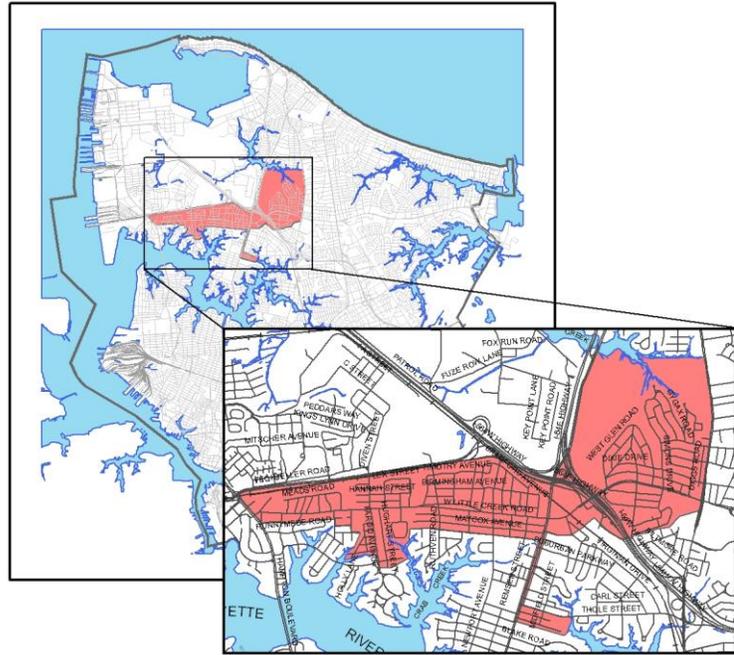
Greater Norview/Five Points Area



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

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

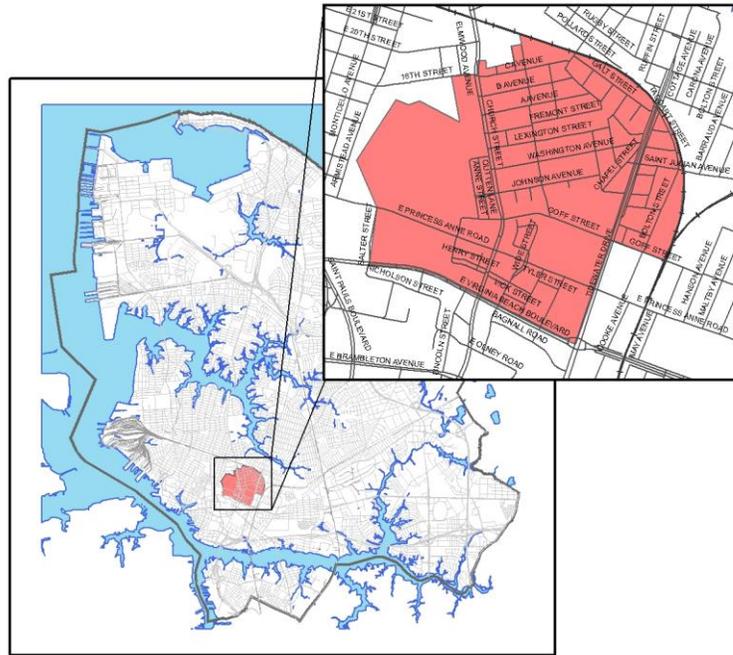
Greater Wards Corner Area



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

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

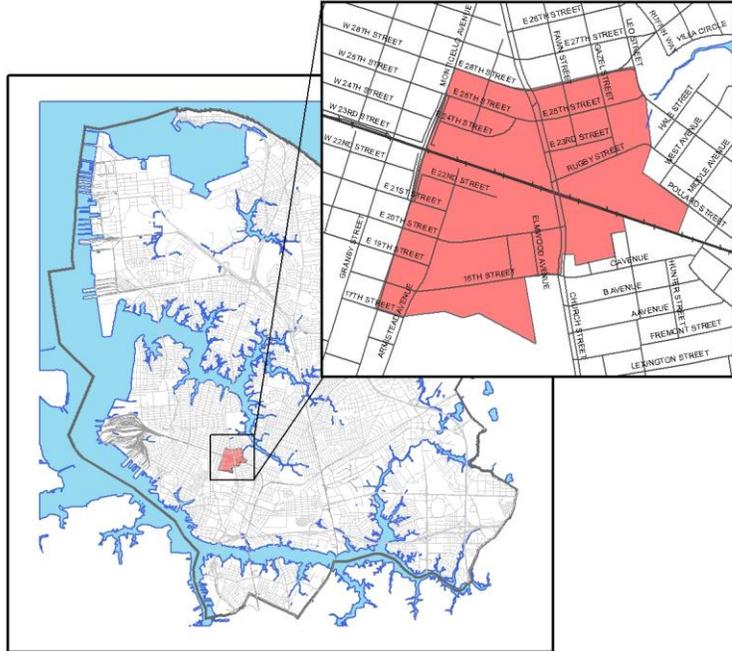
Huntersville Area



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

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

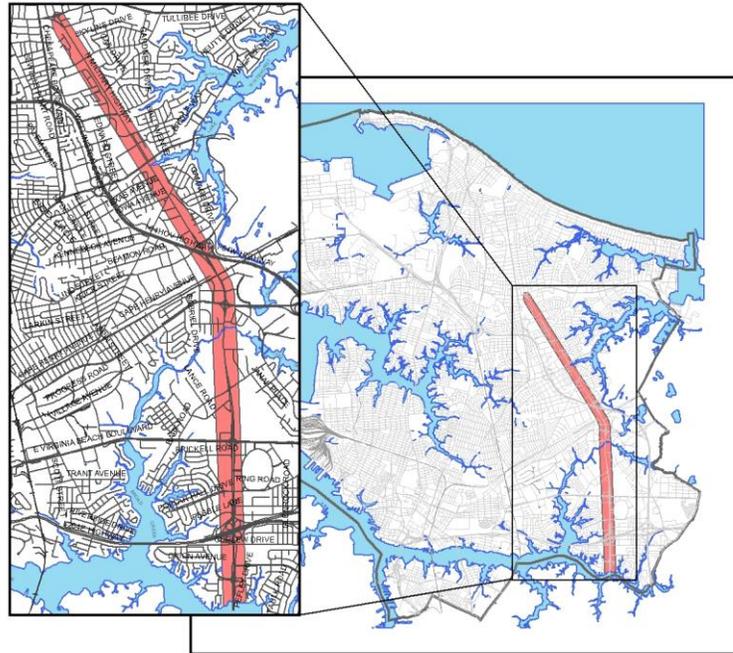
Mid-Town Industrial Area



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

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

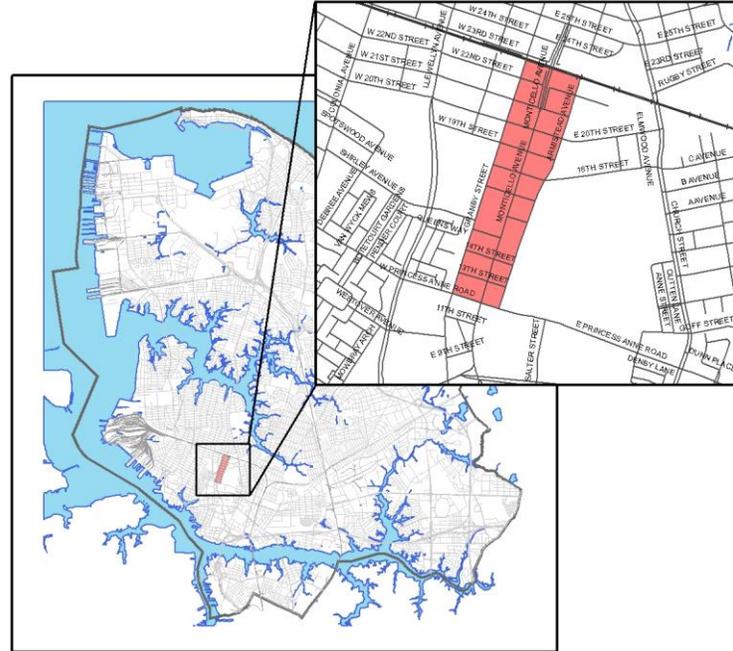
Military Highway Corridor



Action N5.1.18. Implement the following actions for the Monticello-Granby Corridor.

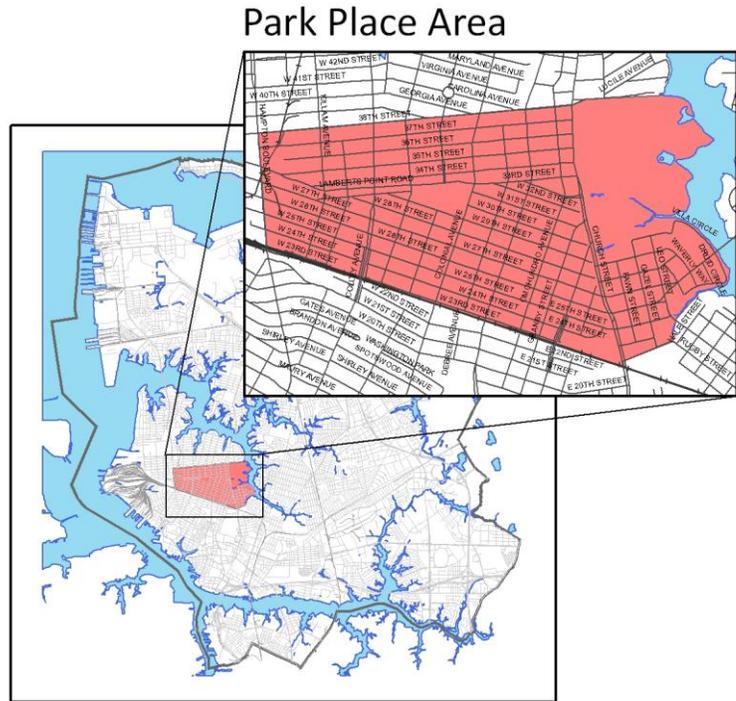
- N5.1.18(a). Promote the transition of the Monticello-Granby Corridor from predominantly industrial and automobile-oriented uses to a higher intensity of mixed use development, including residential.
- N5.1.18(b). Ensure that all new development projects provide an active streetscape for Granby Street and Monticello Avenue by constructing buildings with active first floor uses, with façades built to the right-of-way line, and with at least 50% first floor transparency.
- N5.1.18(c). Ensure that new development does not negatively impact the residential and institutional character of the surrounding neighborhoods by providing adequate parking for all uses and adequate open space for residential uses.
- N5.1.18(d). Consider expansion of the G-1 zoning district, or the creation of one or more additional zoning districts throughout the corridor to ensure appropriate development form.

Monticello - Granby Corridor



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

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



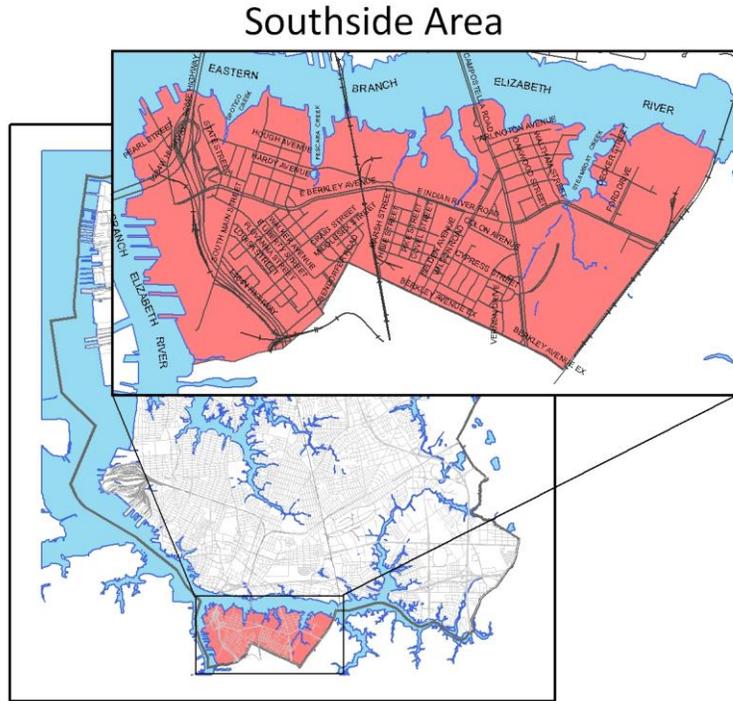
building facades of at least two stories along Granby Street, locating parking areas to the side or rear of buildings and screening parking areas that must be located adjacent to the right-of-way, by providing street trees or other similar landscaping between the sidewalk and the road, and by limiting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

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

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

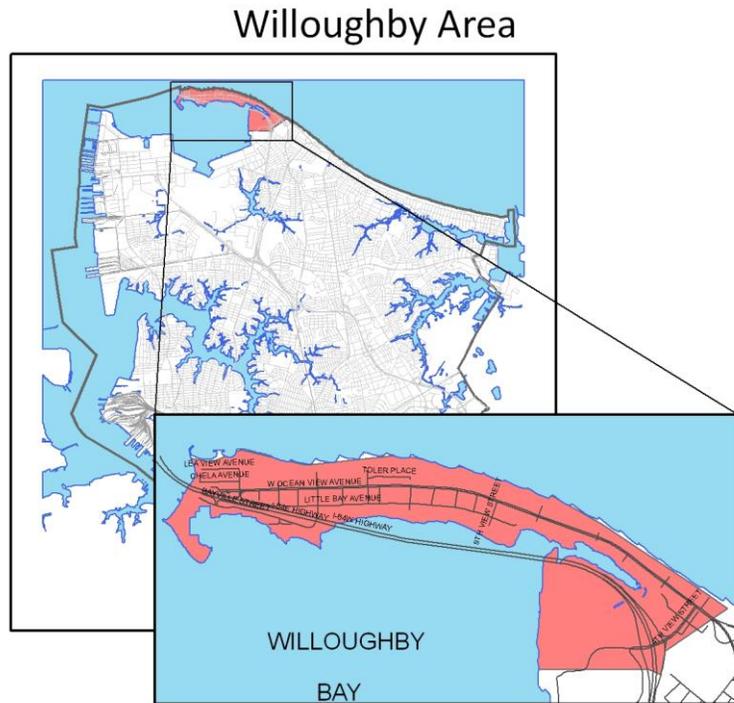
Action N5.1.21. Continue to implement the following actions for the Southside area.

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



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

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





CHAPTER 4: PROVIDING TRANSPORTATION OPTIONS



"A comprehensive transportation system — rare among cities of its size — that offers a wide variety of choices, while also serving as a regional transportation hub."

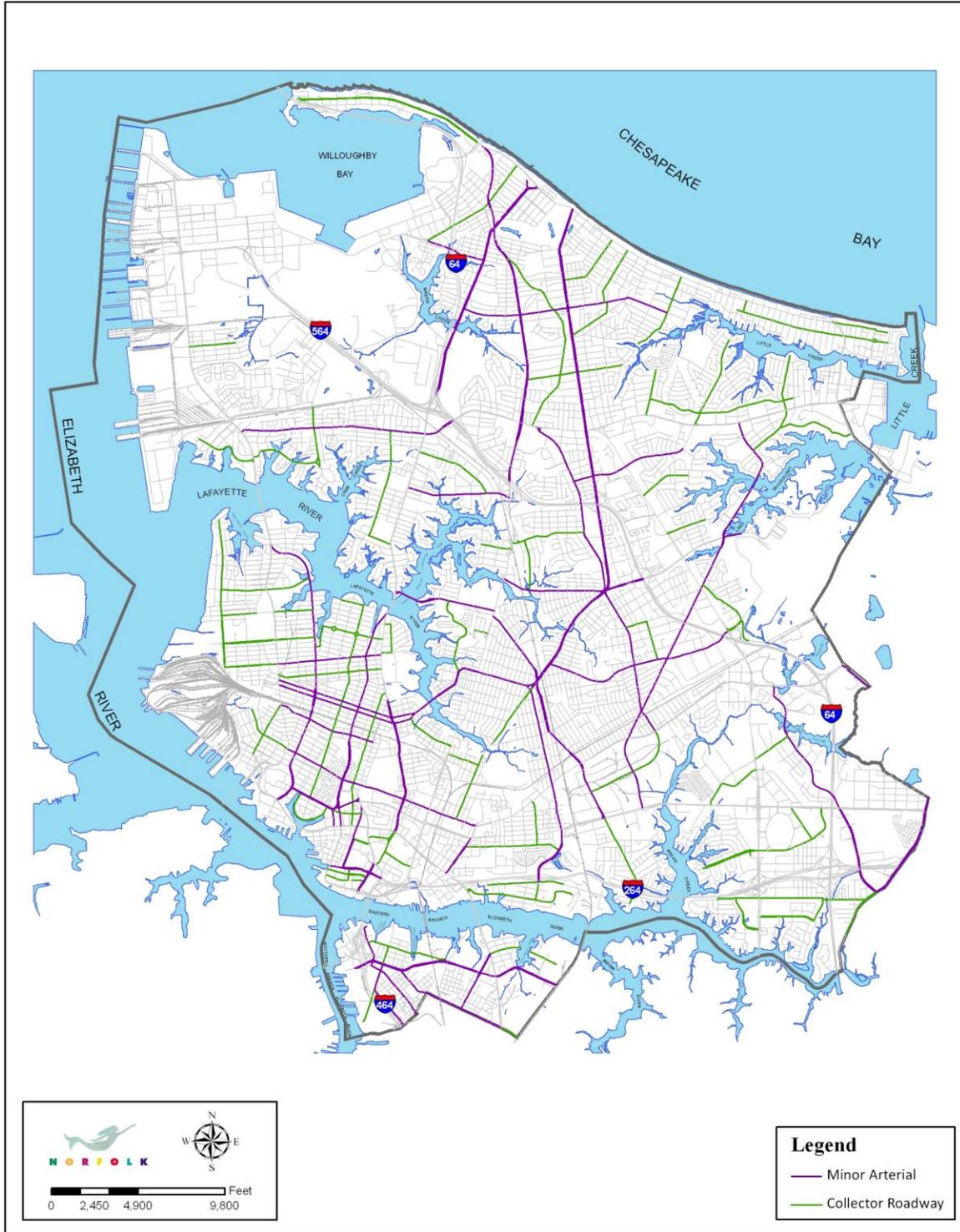
Norfolk continues to plan for a multi-modal transportation system that will improve and enhance the safety, mobility, and quality of life for all citizens of the City. Even though the automobile is expected to continue as the primary means of commuting, the development of a multi-modal transportation network that emphasizes public transit, bicycle, and pedestrian facilities can reduce this dependence and sustain Norfolk's position as the business, cultural, educational, and medical center of Hampton Roads.

Norfolk's network of highways and arterial streets (see Map T-1) is the City's primary link to the larger Hampton Roads region, and also the nation. Highways and arterials generally provide the fastest method of travel and typically have limited accessibility from neighboring roads, while collector roads (see Map T-2) are used as a connection between local roads and arterial roads. In support of Norfolk's future planning and development goals, maintaining and improving travel along the highway system is a top priority. Norfolk continues to address roadway congestion and strives to reduce congestion, particularly during peak travel hours, so that people and goods move as quickly and efficiently as possible. Norfolk participates fully in the federally-mandated,

MAP T-1. EXISTING FEDERAL FUNCTIONAL CLASSIFICATION PRINCIPAL ARTERIALS



MAP T-2. EXISTING FEDERAL FUNCTIONAL CLASSIFICATION MINOR ARTERIALS AND COLLECTOR ROADS



regionally-based long range transportation planning process for urbanized areas which is coordinated through the Hampton Roads Transportation Planning Organization (HRTPO).

As part of a balanced transportation network, a varied mass transportation system is available in the City of Norfolk. It includes a light rail starter system running from the Eastern Virginia Medical Center on the west to the Virginia Beach border on the east, as well as buses, ferries, services for the disabled, and a series of programs that support transportation demand management, including ridesharing.

Planning for pedestrian and bicycle facilities is directly incorporated into all transportation improvement programs in Norfolk. In most instances, such facilities share rights-of-way with the main streets creating multi-use corridors. However, opportunities for separate facilities for bicycles and pedestrians are also considered and endorsed where feasible and appropriate.

The continued ability to move both people and goods efficiently throughout the region and beyond is important to sustaining Norfolk's role as the business, cultural, educational, and medical center of the Hampton Roads region. Norfolk is home to the region's major airport facility, Norfolk International Airport, as well as one of the busiest international ports on the East Coast of the United States and the corporate headquarters of Norfolk Southern, operating approximately 21,000 miles of rail in the United States (see Map T-3).

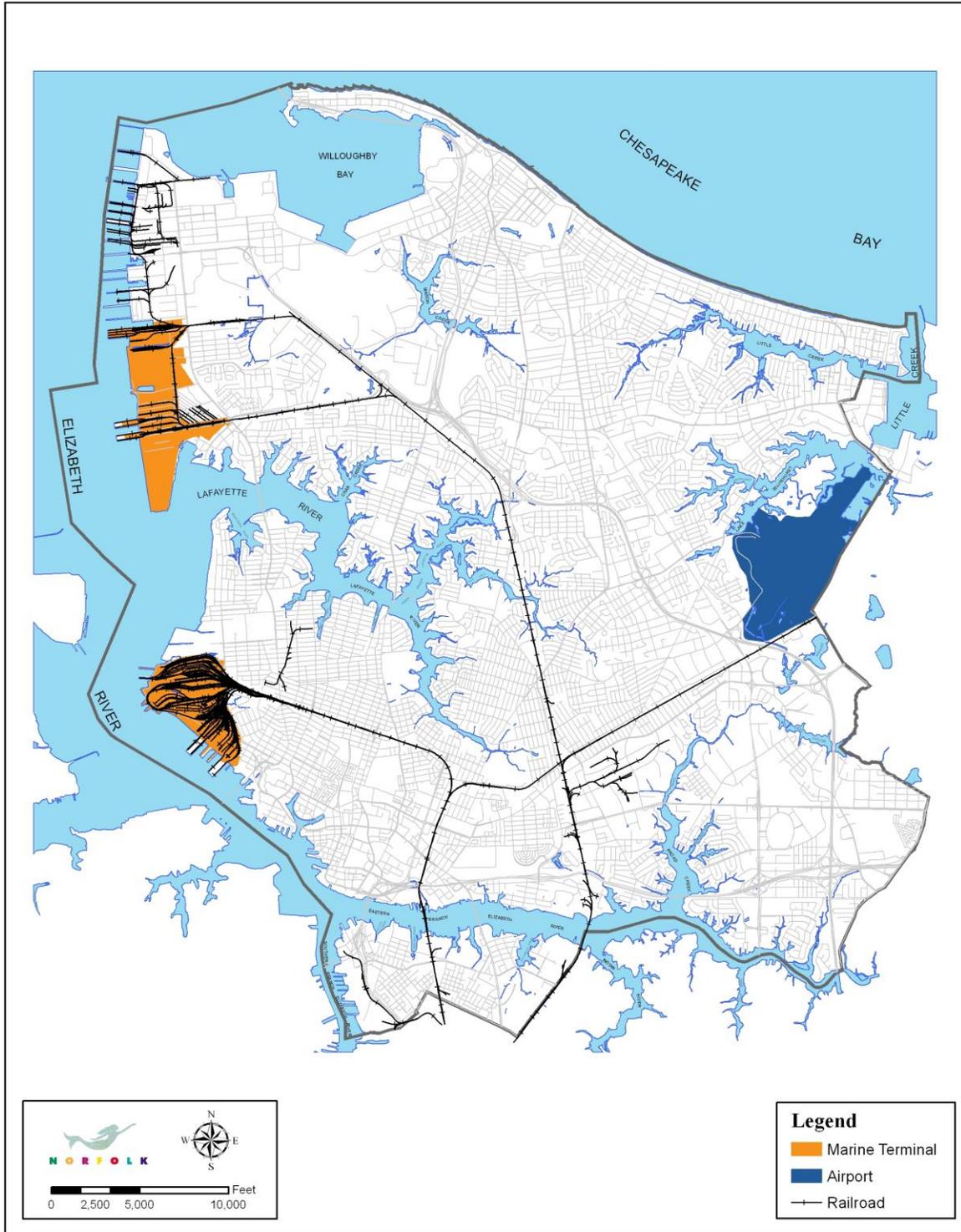
KEY ISSUES

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

1. Addressing roadway congestion, particularly at water crossing facilities.
2. Expanding light rail transit within the City, as well as regionally, to serve additional activity and employment centers.
3. Creating a bicycle and pedestrian network that enhances Norfolk's multi-modal transportation facilities.
4. Supporting economic development activities through transportation investments.
5. Maintaining the efficient connection between the ports and the roadway/railway networks.
6. Improving transportation connections.
7. Maintaining existing roadway networks.



MAP T-3. PORT AND RAIL FACILITIES



IMPORTANT LINKAGES

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

- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Enhancing Economic Vitality
- Promoting Environmental Sustainability
- Fostering Responsible Regional Cooperation

Transportation Goal 1. Connect residents and visitors with business, employment, shopping, educational, and activity centers through a safe and efficient multi-modal regional transportation system.

Outcome T1.1. A street and highway system that allows people and goods to be moved safely, conveniently, and efficiently.

Metrics:

- *Percent of the road network operating at a congestion level of “Low” or “Moderate.”*
- *Percent of lane miles of roads exceeding a Pavement Quality Management (PQM) rating of 60.*

Action T1.1.1. Monitor congestion levels and strive for low or moderate congestion on all roadway segments at peak times and prioritize improvements on those roads that are rated severe congestion. (see Map T-4).

Comments: Each roadway segment is classified as having “low,” “moderate,” or “severe” level of peak period congestion based on actual travel time data.



MAP T-4. EXISTING AND FUTURE CONGESTION LEVEL OF "SEVERE"



Action T1.1.2. Consider revising the Zoning Ordinance to require submission of a traffic impact analysis for new projects that are projected to generate over 5,000 new daily trips.

Action T1.1.3. Support efforts to address existing congestion at entry points to the City through the development of additional bridges and tunnels.

Comments: Midtown Tunnel expansion and construction of the Patriot's Crossing as the first phase of the larger Third Crossing project are the immediate priorities for implementation.

Action T1.1.4. Optimize the operation of the existing roadway network through signal timing and technological advances.

Comments: A system of advanced technologies, known as the Intelligent Transportation Systems (ITS), is being used to develop strategies to help reduce traffic congestion, improve operations, and increase safety on roadways. ITS programs include methods such as the use of highway variable message signs, video cameras, on-line communications, and coordinated traffic signal systems.



Action T1.1.5. Use the Long Range Roadways Improvements Map to assist in decision making on major roadway improvements (see Table T-1 and Map T-5).

TABLE T-1
COST ESTIMATES – LONG RANGE TRANSPORTATION IMPROVEMENTS

Source: Virginia Department of Transportation, Hampton Roads Transportation Planning Organization, and Norfolk Department of Public Works

Project	Cost Estimate*
1. Intermodal Connector	\$189,131,000
2. Patriot's Crossing	\$4,224,000,000
3. I-564/Air Terminal Interchange	\$60,916,000
4. Hampton Blvd./Terminal Blvd. Grade Separation**	n/a
5. Midtown Tunnel Expansion/Downtown Tunnel Refurbishment***	\$2,381,496,000
6. Chesapeake Blvd. Bridge/Lindenwood Connector**	n/a
7. Military Hwy. Widening (Lowery to Robin Hood)	\$111,805,000
8. I-64/Norview Ave. Interchange Reconstruction	\$7,019,000
9. Wesleyan Drive Widening	\$12,303,000
10. Virginia Beach Boulevard Widening**	n/a
11. I-64 Westbound to I-264 Eastbound Ramp	\$133,466,000
12. Tidewater Drive/Little Creek Road	\$4,875,000
13. I-64/Northampton Boulevard Interstate Modification Study****	\$400,000
14. I-264/Ballentine Boulevard Diverging Diamond Interchange****	\$7,400,000

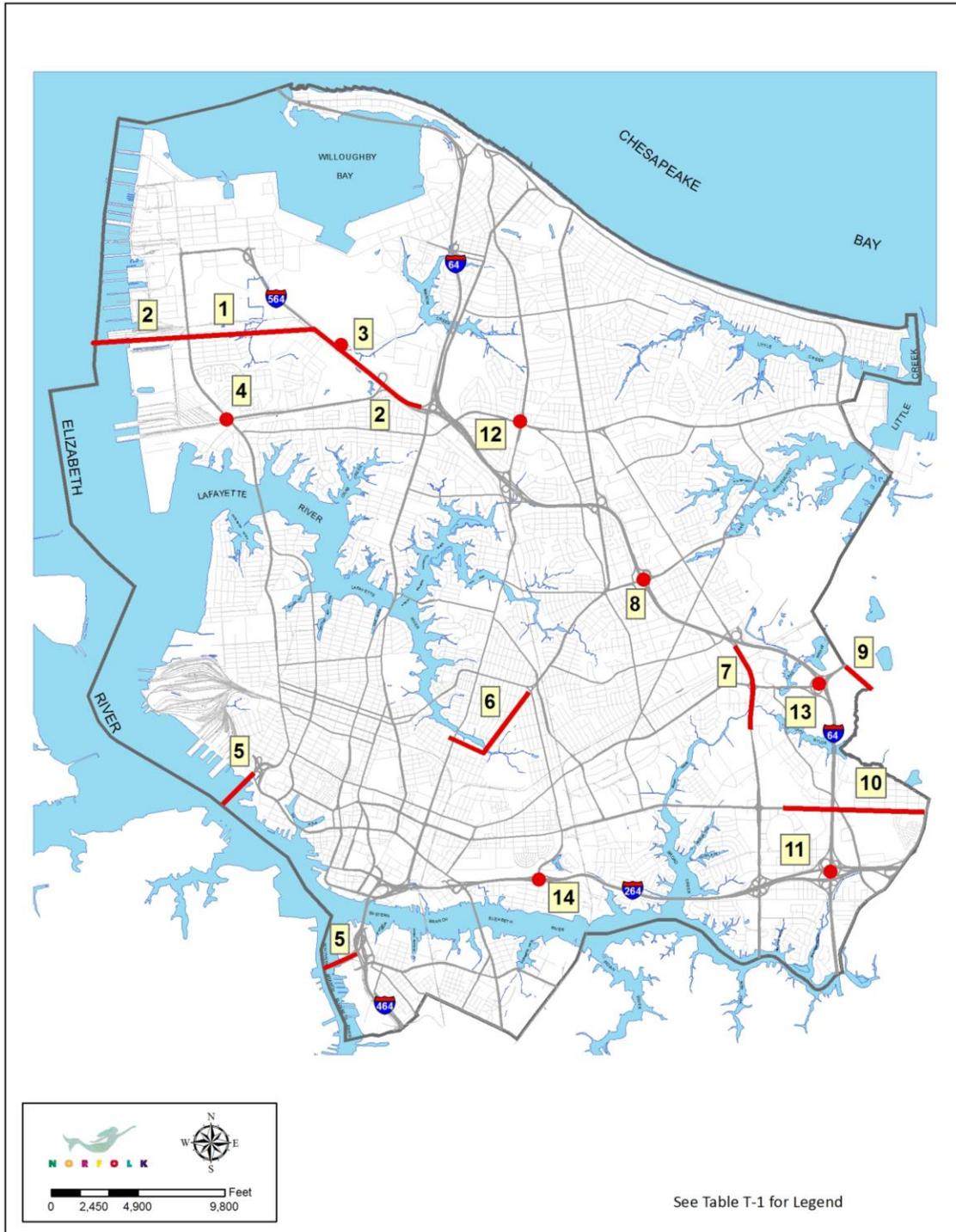
* - Cost estimates from September 2012 unless noted otherwise

** Future project – No current cost estimate available (n/a)

*** Cost includes a second Midtown Tunnel, refurbishments of the existing Downtown and Midtown Tunnels and construction of Martin Luther King, Jr. Freeway Extension in Portsmouth

**** Cost estimate from May 2015

MAP T-5. LONG RANGE ROADWAY IMPROVEMENTS



Action T1.1.6. Coordinate new roadway projects with civic leagues, business associations, and institutions in order to mitigate roadway construction impacts.

Action T1.1.7. Improve access to neighborhoods and employment centers with traffic sign and signal enhancements, as well as roadway condition and intersection improvements.



Action T1.1.8. Evaluate and implement traffic calming strategies such as pedestrian bulbouts, speed bumps, and stop signs, where appropriate, in conjunction with transportation improvements or with spot efforts to protect residential areas and other sensitive land uses from the impacts of inappropriate volumes of through traffic or excessive speed.



Action T1.1.9. Evaluate and implement access management strategies such as reductions in curb cuts or the addition of medians, where appropriate, as part of any transportation improvement or development proposal to improve traffic operations and safety.



Action T1.1.10. Continue to seek funding for the implementation of roadway safety improvements in high crash rate areas and rail crossings.

Action T1.1.11. Ensure roads, bicycle facilities, sidewalks, and bridges are upgraded and maintained at adequate levels.

Comments: Roadway maintenance is measured based on a Pavement Quality Management (PQM) rating system on a scale to 100. Adequate is determined to be a rating exceeding 60.

Action T1.1.12. Continue to support the use of Traffic Demand Management (TDM) strategies and programs such as ridesharing, telecommuting, and staggered work hours to increase the efficiency of existing transportation systems.

Outcome T1.2. A comprehensive transit system that promotes efficient transportation options that are environmentally sensitive.

Metrics:

- Percent change in revenue hours of services for transit systems operating within Norfolk.
- Percent change in light rail ridership.

Action T1.2.1. Work with Hampton Roads Transit (HRT) to improve transit connections to major Norfolk employers, such as the Naval Base and hospitals, and other activity centers, including universities, retail centers, the Virginia Zoo and Norfolk Botanical Gardens, as well as to Norfolk International Airport, the Port of Virginia, and other transportation centers.

Comments: Light rail extension to Naval Station Norfolk is a priority within the City of Norfolk.

Action T1.2.2. Work with HRT to improve transit service so that it is more comfortable, convenient, and reliable.

Action T1.2.3. Work with HRT to ensure the placement of bus shelters at all stops serving at least 50 passengers a day in order to provide seating, weather protection, and information to riders.



Action T1.2.4. Explore the potential for a transit ridership incentive program that offers reduced fares and yearly incentive bonus.

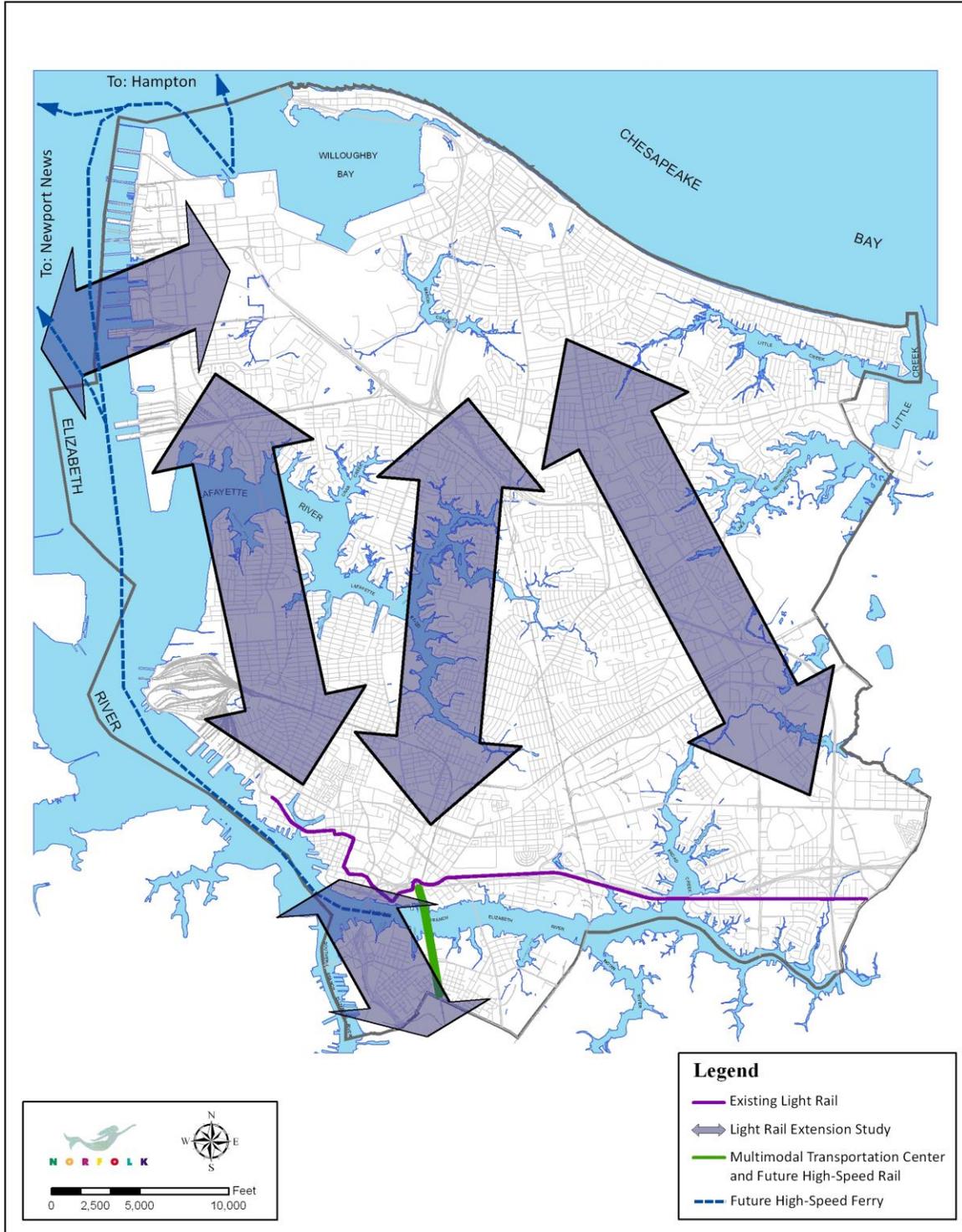
Action T1.2.5. Use the Long Range Transit Improvements Map to assist in decision making on future expansion of light rail, high speed rail, ferry services, and other modes (see Map T-6).



Action T1.2.6. Continue planning for a Multi-Modal Transportation Center at Harbor Park to connect passenger rail, light rail, regional bus, and ferry services.

Action T1.2.7. Continue seeking State and federal funds to improve and expand the existing transit network.

MAP T-6. LONG RANGE TRANSIT IMPROVEMENTS



Action T1.2.8. Encourage land use patterns designed to support transit, including compact, walkable, mixed use developments (see the Identifying Land Use Strategies chapter).

Outcome T1.3. An expanded pedestrian and bicycle network that promotes improved public health and provides opportunities for alternative forms of transportation.

Metrics:

- *Percent change in bicycle racks and storage areas.*
- *Percent change in mileage of bicycle facilities (sharrows, delineated bike lanes, or multi-use trails).*

Action T1.3.1. Implement the Complete Streets Policy (Appendix B) in order to develop, operate and maintain an integrated, connected network of streets that are safe and accessible for all people or chosen mode of travel, in a balanced, responsible and equitable manner consistent with and supportive of the surrounding community.



Action T1.3.2. Utilize regulatory standards for building placement to create pedestrian-oriented environments in Downtown, the Transit Oriented Development zoning districts, and designated Pedestrian Commercial Overlay zoning districts.



Action T1.3.3. Add sidewalks and bicycle facilities to reduce gaps between segments in established neighborhoods and developed areas, with particular focus around schools, hospitals, parks, and transit stops.



MAP T-7. EXISTING AND PROPOSED BICYCLE FACILITIES



Action T1.3.4. Continue to remove obstacles to handicapped accessibility throughout the City.

Action T1.3.5. Improve pedestrian and bicycle crossings of major streets where necessary.

Action T1.3.6. Revise the Zoning Ordinance to encourage bicycle and pedestrian travel including provisions for bicycle parking in the design of new facilities.

Action T1.3.7. Develop and maintain a map of safe bicycle routes in the city, considering the recommendations of Norfolk's officially designated bicycle advisory panel and provide the map to entities such as HRT for distribution and inclusion in city and regional wayfinding materials.

Action T1.3.8. Continue to fund and implement the recommendations of the City of Norfolk Bicycle and Pedestrian Strategic Plan (Appendix B).

Action T1.3.9. Implement recommended proposed bicycle facilities from the bicycle facilities map (Map T-7) in conjunction with any transportation improvements in the identified corridors and also through stand-alone programs and funds made available for such purposes.



Action T1.3.10. Seek funding from State and federal sources to aid implementation of the bicycle map (Map T-7) recommendations with priority given to the proposed strategic corridors.

Action T1.3.11. Work with neighboring jurisdictions to ensure that bicycle facilities extend across boundaries where feasible.

Action T1.3.12. Ensure bicycle facilities are adequately maintained.

Action T1.3.13. Encourage, among motorists and bicyclists alike, a culture of respect and shared usage by developing informational materials and programs to be

distributed and made available in a variety of formats to help educate cyclists and drivers about the rights and responsibilities of cyclists and drivers in Virginia.

Action T1.3.14. Provide additional training for police in order to increase enforcement of laws related to pedestrians and bicyclists.

Action T1.3.15. Continue to support early education and access to bicycle and pedestrian options through programs such as Safe Routes to School.

Action T1.3.16. Continue to explore the feasibility of reusing former rail lines and former or underutilized rights-of-way for trails and connections.

Action T1.3.17. Explore innovative programs that offer expanded transportation choices, such as bicycle or car share, in Norfolk and in cooperation with other jurisdictions and institutions.

Transportation Goal 2. Support the continued development of transportation linkages connecting Norfolk to the larger region, nation, and world.

Outcome T2.1. Improved and increased regional, national, and international connections for both people and goods.

Metrics:

- *Percent change in airport passenger enplanements.*
- *Percent change in rail and port cargo volumes.*
- *Percent change in intercity rail passenger volumes.*
- *Percent change in commuting times.*

Action T2.1.1. Support development of the Multi-Modal Transportation Center at Harbor Park to connect passenger rail, light rail, regional bus, and ferry services.



Action T2.1.2. Evaluate the inclusion of multi-modal options in all planning for new facilities crossing the waters surrounding the City.

Comments: Midtown Tunnel expansion and construction of the Patriot's Crossing as the first phase of the larger Third Crossing project are the immediate priorities for implementation.

Action T2.1.3. Cooperate with State and regional officials on improvements to the highway network linking Norfolk to the region and the nation.

Action T2.1.4. Support improvements at congested key entrance points to Norfolk to reinforce the City's role as the historic and economic center of Hampton Roads.

Action T2.1.5. Support the maintenance and potential expansion of intercity bus services connecting to Norfolk.

Action T2.1.6. Support the re-establishment of intercity passenger rail service to Norfolk with increased service frequencies above the initial single daily train that is currently proposed.

Action T2.1.7. Support the establishment of high speed passenger rail service in the US Route 460 corridor.

Action T2.1.8. Support the implementation of the Norfolk International Airport Master Plan to ensure its continued role as the primary air travel facility for the Hampton Roads region, while also working to protect its unique natural environment and setting.

Action T2.1.9. Support the implementation of the Virginia Port Authority's Master Plan for Norfolk International Terminals, while also working to ensure that the overall impacts of port operations on adjacent communities are mitigated.



Action T2.1.10. Identify potential improvement projects in Norfolk that will assist with efficient goods movement, while minimizing impacts on affected communities by monitoring regional studies of freight movements and needs.

Action T2.1.11. Support the implementation of harbor channel and rail improvement projects that could serve to increase cargo traffic through Norfolk.



CHAPTER 5: ENHANCING ECONOMIC VITALITY



Norfolk has historically been the business, cultural, educational, and medical center of the Hampton Roads region. It continues to be so today. The City is home to the world’s largest naval base, one of the busiest international ports on the East Coast of the United States and one of the largest coal exporting terminals, in terms of tonnage, in the world. Commerce in Norfolk is supported by the region’s major airport facility, Norfolk International Airport.

Norfolk’s cultural role is enriched by the presence of the Virginia Arts Festival, the Virginia Opera, the Virginia Stage Company, and the Virginia Symphony Orchestra, as well as supporting facilities such as the Attucks Theatre, the Wells Theatre, the Harrison Opera House, Chrysler Hall, and Norfolk Scope Arena. Norfolk also hosts the Chrysler Museum, home to a world-renowned glass collection. Norfolk State University, Old Dominion University, Virginia Wesleyan College, and Tidewater Community College support the City’s role as the educational center of the region. Norfolk is also home to four hospitals, Sentara Norfolk General Hospital, Children’s Hospital of the King’s Daughters, Sentara Leigh Hospital, and DePaul Medical Center, as well as Eastern Virginia Medical School.

Examination of employment indicates that Norfolk has a greater percentage of jobs in the services (including healthcare), federal civilian, and military employment sectors than the region (see Table EV-1).

TABLE EV-1
EMPLOYMENT IN NORFOLK AND THE REGION

Source: 2009 Bureau of Economic Analysis, 2009

	Norfolk	Percent of Total	Region	Percent of Total
Construction	6,592	3.1%	60,078	5.4%
Manufacturing	6,928	3.3%	56,460	5.1%
Retail Trade	13,036	6.1%	112,493	10.2%
Transportation/Warehousing	9,119	4.3%	NA	NA
Information	3,092	1.5%	15,323	1.4%
Finance, Insurance, Real Estate	13,098	6.2%	88,218	8.0%
Services	67,785	31.8%	296,815	26.8%
Federal Civilian	15,258	7.2%	49,889	4.5%
Military	50,847	23.9%	99,789	9.0%
State government	7,527	3.5%	NA	NA
Local government	14,222	6.7%	NA	NA
TOTAL JOBS	212,974	100.0%	1,108,092	100.0%

The Department of Development has created a *Comprehensive Economic Development Strategy* for Norfolk, identifying a series of goals for economic development. This strategy identifies the following business clusters that drive additional economic development and create new capabilities, new companies, and new businesses: Maritime and Transportation Business Cluster; Technology Business Cluster; Retail and Commercial Business Cluster; and Finance and Business Services Cluster. Most of these industries have played and will continue to play a major role in Norfolk’s development, especially Maritime and Transportation, while others, such as Technology Business Cluster, will assist Norfolk in the future.



KEY ISSUES

Based on existing conditions and trends, the following are the key issues involving Norfolk’s economy:

1. Reinvesting, reusing, or redeveloping properties to enable economic development since Norfolk is a mature, developed city.
2. Supporting or enhancing existing assets and competitive advantages, such as the military, port, university facilities, and the “renewable” labor force they represent, in order to maximize economic development potential.
3. Investing in lifelong learning to promote economic vitality.
4. Improving and expanding regional transportation linkages, including highway, bridge, and tunnel infrastructure, as well as multi-modal connections (see the Providing Transportation Options chapter for more on this topic).

IMPORTANT LINKAGES

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

- Identifying Land Use Strategies
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Providing Transportation Options
- Supporting Lifelong Learning
- Delivering Quality Community Services
- Enjoying Daily Life
- Fostering Responsible Regional Cooperation

Economic Vitality Goal 1. Enhance economic health and increase employment opportunities through business retention and expansion and business attraction.

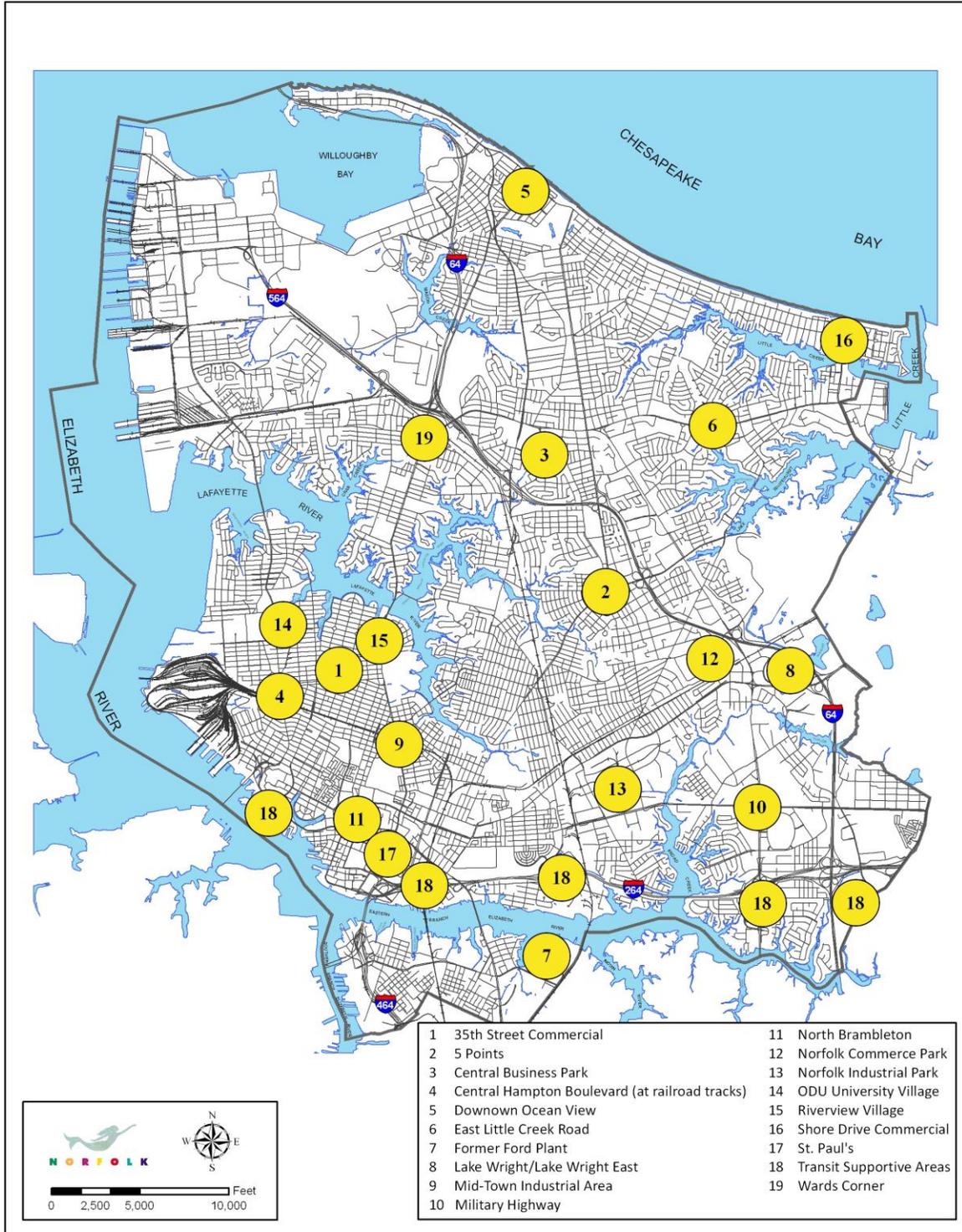
Outcome EV1.1. An enhanced environment and resources to support business expansion and investment.

Metrics:

- *Percent change in the value of building permits for commercial investment.*
- *Percent change in the average amount of time required for development approvals.*

Action EV1.1.1. Support the intensification of land use in the Strategic Economic Development Areas (see Map EV-1) that have infrastructure capacity and access (including transit) and underutilized land based on its economic value.

MAP EV-1. STRATEGIC ECONOMIC DEVELOPMENT AREAS



Action EV1.1.2. Invest in infrastructure to attract and maintain businesses (see the Providing Transportation Options, Delivering Quality Community Services, and Enjoying Daily Life chapters).

Action EV1.1.3. Explore creative financing resources, such as Tax Increment Financing and Business Improvement Districts, for economic development activities.



Action EV1.1.4. Continue to encourage the revitalization of Norfolk’s commercial corridors and nodes by improving public infrastructure and promoting available grant funding for aesthetic improvements of commercial properties.



Action EV1.1.5. Continue to support the designation of Norfolk as an Enterprise Zone as well as the hosting of several Historically Underutilized Business Zones (HUBzone) to allow Norfolk businesses to have access to the financial and tax incentives provided by these programs.

Action EV1.1.6. Continue to support the Norfolk Economic Development Authority’s (EDA) efforts to provide assistance to eligible businesses.

Comments: The EDA was created by the City to acquire, own, lease, and dispose of properties to promote industry and induce businesses to locate and remain in Norfolk. The EDA is authorized to issue revenue bonds to finance facilities for non-profits, manufacturers, and businesses in an Enterprise or Empowerment Zone. It also evaluates potential performance based grants for projects with significant capital investment and job creation and grants for website development and engineering assistance for businesses.

Action EV1.1.7. Provide technical assistance to businesses by guiding them through city processes, hosting education and training workshops on how to start or expand a business, and coordinating financial options.

Action EV1.1.8. Evaluate the impact of city processes on doing business, including zoning, permitting, and other requirements, and modify where appropriate to support business investment.

Action EV1.1.9. Expand online City services to include permitting.

Action EV1.1.10. When evaluating proposals to implement tolls or to modify fees, consider the impact of the changes on existing and future businesses and potential investment.

Action EV1.1.11. Update the Comprehensive Economic Development Strategy (CEDS) at least every 10 years to ensure that the City remains current in its economic development efforts and is able to respond to shifting macroeconomic trends.

Action EV1.1.12. Continue to pursue major corporate headquarters.

Outcome EV1.2. Expanded economic activity that capitalizes on Norfolk’s locational advantages and economic assets.

Metrics:

- *Percent growth in jobs in Norfolk in comparison to region, state, and nation.*
- *Percent change in the number of business licenses issued.*
- *Percent change in median household income.*
- *Percent change in the tonnage/TEU’s (twenty-foot equivalent units) of material through the port.*

Action EV1.2.1. Forge a closer relationship with the military to capitalize on its presence in Norfolk and capture more exiting military personnel by coordinating long term comprehensive planning with the Navy.



Action EV1.2.2. Continue coordinating with the Virginia Port Authority in long range planning, including intermodal infrastructure advances and improvements, to support Norfolk’s role as the leader in the maritime industry.

Action EV1.2.3. Capitalize on opportunities for additional port-related investment, including import-export firms.



Action EV1.2.4. Coordinate long range planning with the universities, colleges, and medical institutions to attract spinoff investment in research and development and provide opportunities for training.

Action EV1.2.5. Support and promote Downtown Norfolk as the business, financial, and cultural center of the Hampton Roads region through continued marketing and recruitment activities.

Action EV1.2.6. Develop a plan to ensure the continued vitality of Norfolk’s historic waterfront, capitalizing on its role as an economic catalyst.

Action EV1.2.7. Support the implementation of the Norfolk International Airport Master Plan.



Action EV1.2.8. Support the efforts of the Norfolk Convention and Visitors Bureau to promote Norfolk as a tourist, boating, and convention destination.



Action EV1.2.9. Encourage the marketing of Norfolk’s beaches and the beachfront communities.

Action EV1.2.10. Promote the Half Moone Cruise and Celebration Center as a gateway for cruise ships as well as a venue for events.



Action EV1.2.11. Work with other jurisdictions in the region to develop and market a regional approach to tourism and convention promotion and facility planning.

Action EV1.2.12. Continue to recognize the importance of the arts as an economic tool by coordinating with and promoting the activities of arts organizations such as the Virginia Arts Festival, the Virginia Opera, the Virginia Stage Company, the Norfolk Botanical Garden, and the Virginia Symphony Orchestra (see the Enjoying Daily Life chapter).

Action EV1.2.13. Support the recruitment and expansion of “Green” businesses and manufacturers (see the Promoting Environmental Sustainability chapter).

Comments: State and federal initiatives aimed at creating offshore wind-energy sites off the coast of Virginia present supply chain opportunities for Norfolk and other municipalities.

Action EV1.2.14. Encourage Norfolk’s water supply surplus to be marketed and utilized as a major regional asset to attract development.

Outcome EV1.3. Lifelong learning opportunities that are responsive to changing economic needs.

Metrics:

- Reduction in the number of people who live in poverty.
- Change in high school graduation rate.

Action EV1.3.1. Work with educational partners, both within and outside of Norfolk, including universities, colleges, and trade schools, to tailor their educational programs to the changing opportunities presented by Norfolk’s economy (see the Supporting Lifelong Learning and Fostering Responsible Regional Cooperation chapters).

Action EV1.3.2. Support Norfolk Public Schools in efforts to provide both college-track and trade education that is responsive to economic opportunities (see the Supporting Lifelong Learning chapter).

Action EV1.3.3. Identify and provide opportunities for career training and development of Norfolk residents that can lead to jobs in Norfolk industries (see the Supporting Lifelong Learning chapter).

Action EV1.3.4. Ensure that updates to the CEDS reflect the importance of the City’s higher education and institutional partners as engines of economic development.

CHAPTER 6: PROMOTING ENVIRONMENTAL SUSTAINABILITY



Norfolk possesses a diversity of environmental resources that improve the quality of life for its residents. Natural resources extend along its Chesapeake Bay beaches and dunes and in its rivers and wetlands. City parks, recreational fields, open green spaces, and even street trees are the fabric that connects the natural spaces.

Norfolk has an estimated 144 miles of shoreline and approximately 750 acres of wetlands. The City is virtually surrounded by water; the Bay, rivers, and tidal creeks that comprise this water provide aquatic ecosystems and have historical significance. They also provide recreational boating, fishing, and bird watching opportunities, sustain marine commerce, and serve as aesthetic amenities, adding beauty, value, and quality of life to Norfolk's neighborhoods.

Development pressures and maritime and commercial interests, combined with a large military presence, have led to the loss of a significant percentage of Norfolk's historic tidal wetlands. Today, however, tidal wetlands are recognized as a valuable resource,

for their inherent value in flood control, water quality enhancement, and wildlife habitat, and as an aesthetic resource that improves the quality of life for all citizens.

Norfolk has taken a leadership role in promoting and implementing new shoreline stabilization techniques using native vegetation and has completed 33 wetland restoration projects with various community partners such as the Lafayette River Partnership and the Elizabeth River Project (see Map ES-3).



There are approximately seven miles of dune and beach habitat fronting the Chesapeake Bay within the City. These areas are under constant attack from normal wave activity, in addition to storm events. Man-made disturbances to the dune system also threaten beach stability. Invasive plant species have been found on the beaches, threatening the habitat value provided by native species.



A tree canopy currently covers 33% of Norfolk’s land area. This tree canopy offers many benefits, including the conservation of energy – through the reduction of temperatures by providing shade – and the reduction of air pollution. It also provides wildlife habitat, social and educational opportunities, and aesthetic benefits. Threats to Norfolk’s tree canopy include disease, harmful insects, aging trees, and the unnecessary removal of trees. In order to offset these threats, the City strives to diversify tree species, replace aging trees, and enforce regulations that protect trees.



Given Norfolk’s location on the coast, the natural environment also presents challenges in the form of floods, hurricanes, and other natural hazards. Map ES-1 illustrates the areas of the City that the Federal Emergency Management Agency (FEMA) has determined are in flood zones, while Map ES-2 shows the potential storm surge impact of hurricanes by storm category. The City participates in the National Flood Insurance Program which offers flood insurance to homeowners, renters, and business owners. Norfolk has also adopted regulations to help reduce the impact of flooding. However, potential sea level rise and other gradual and catastrophic natural events call for additional measures.

Pursuing environmental sustainability, meeting the needs of the present without compromising the ability of future generations to meet their needs, is the key to preserving the natural environment and preparing for potential risks posed by natural events. In addition to actions that protect and enhance the environment, actions are

needed to conserve resources and reduce the overall impact of the built environment on the natural environment. Norfolk is taking steps in this direction by utilizing “Green” building practices in several recent city projects, including Lamberts Point Recreation Center and Crossroads Elementary School, and pursuing energy-saving initiatives in City facilities. In addition, Norfolk is promoting sustainability in the private sector through Green Vision Norfolk, a city initiative to promote programs and educate residents about the importance of energy conservation.



KEY ISSUES

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

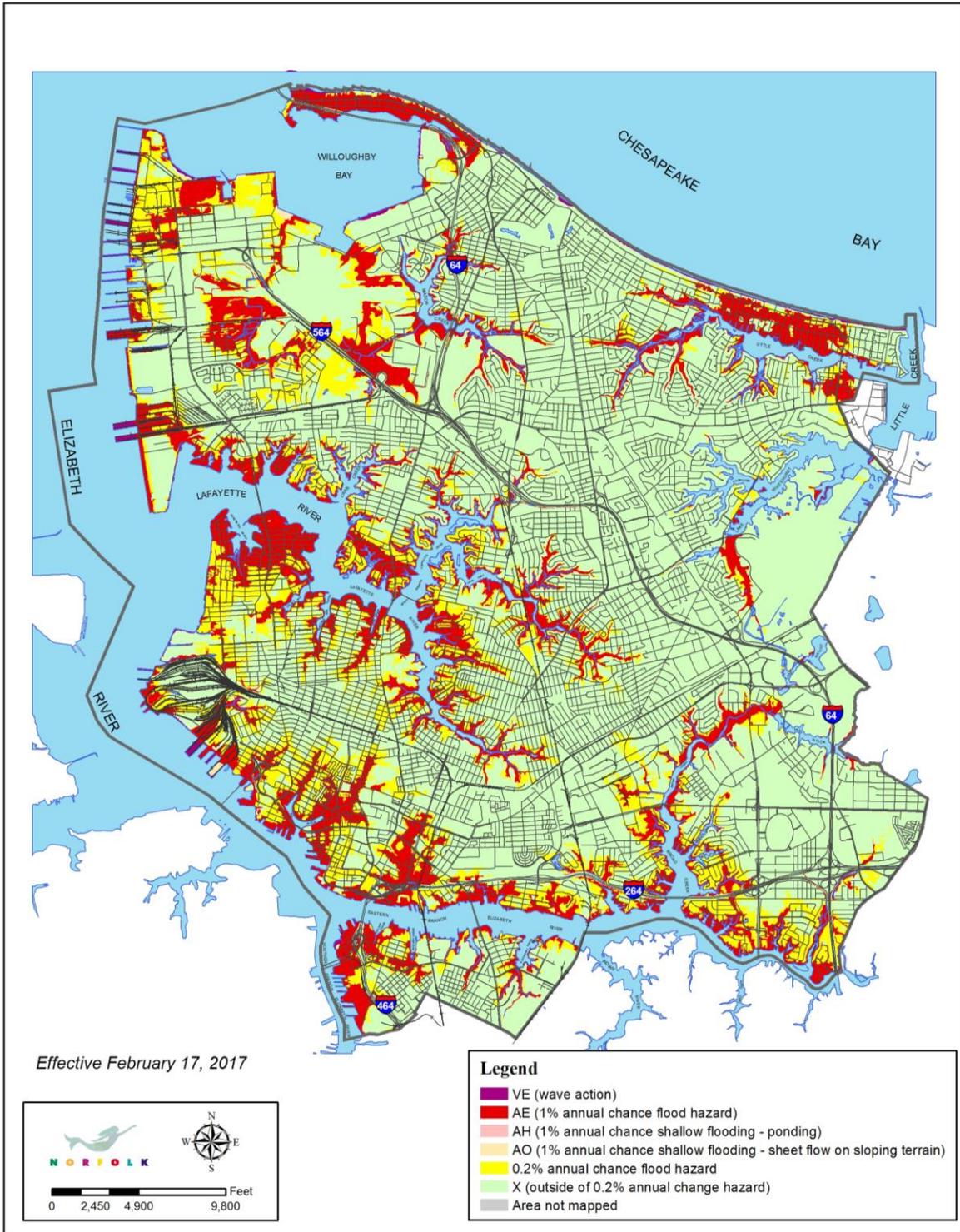
1. Protecting and improving the City’s waters, including the Chesapeake Bay.
2. Protecting Norfolk’s other natural resources.
3. Preparing for the consequences of natural hazards.
4. Incorporating sustainability into daily living.

IMPORTANT LINKAGES

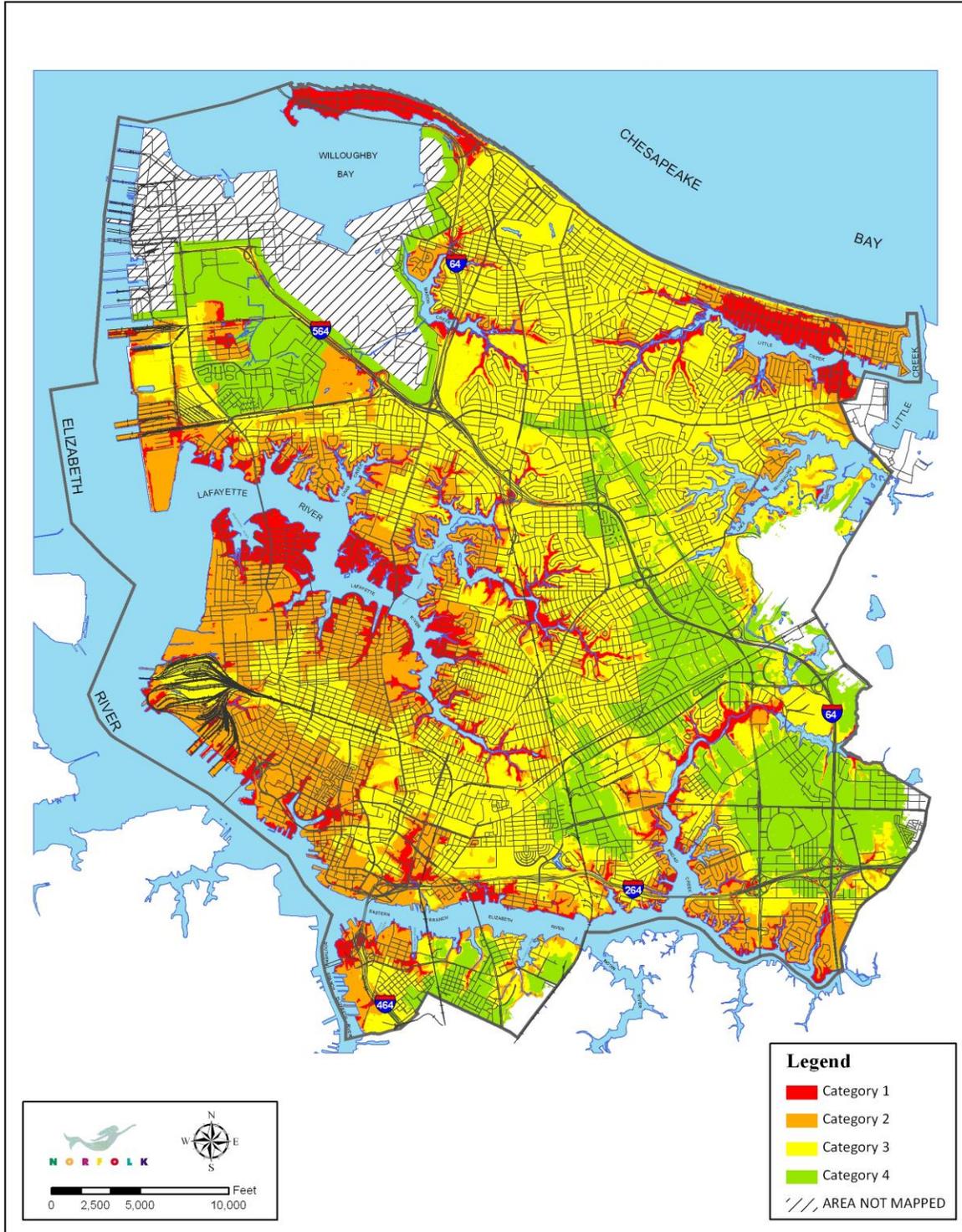
The goals, outcomes, and actions outlined in this chapter are linked to goals, outcomes, and actions found in the following chapters:

- Identifying Land Use Strategies
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Providing Transportation Options
- Delivering Quality Community Services
- Enjoying Daily Life
- Fostering Responsible Regional Cooperation

MAP ES-1. FEMA FLOOD INSURANCE RATE MAP



MAP ES-2. STORM SURGE



Environmental Sustainability Goal 1. Ensure high quality natural resources.

Outcome ES1.1. Enhanced water quality in the City’s waterways and reservoirs, including the Chesapeake Bay and its tributaries.

Metrics:

- *Change in the number of days Norfolk beaches are posted for health warnings or closed.*
- *Change in the extent of open oyster harvest conditions for all practical reaches of the City’s rivers.*
- *Change in the land area of wetland and shoreline restoration projects.*

Action ES1.1.1. Reaffirm the *City of Norfolk Chesapeake Bay Preservation Area Program Supplement* (see Appendix B), adopted by Norfolk City Council on March 11, 2003.

Comments: The City amended the 1992 General Plan to assist in meeting all mandated requirements set forth in the Chesapeake Bay Preservation Act, enacted by the Virginia General Assembly in 1988.

Action ES1.1.2. Revise metrics for water quality based on meeting Total Maximum Daily Load (TMDL) standards, once established.

Action ES1.1.3. Continue to work with research institutions, such as Old Dominion University and the Virginia Institute of Marine Science, and environmental organizations, such as the Elizabeth River Project and the Chesapeake Bay Foundation, to improve water quality in Norfolk waterways.



Action ES1.1.4. Support implementation of the *Lafayette River Watershed Master Plan*.

Comments: The master plan calls for making the Lafayette River swimmable by 2014 and restoring open oyster harvest conditions by 2020 (the Virginia Department of Health currently prohibits shellfish harvesting from the Lafayette River).

Action ES1.1.5. Develop and implement a stormwater master plan.

Action ES1.1.6. Encourage the use of Best Management Practices (BMPs) reflective of Norfolk’s urban character in order to reduce and filter stormwater runoff.



Action ES1.1.7. Consider revisions to development regulations to require enhanced on-site storage and filtration of stormwater for larger developments.



Action ES1.1.8. Incorporate bio-retention facilities, such as rain gardens, in municipal landscaping for passive treatment of stormwater using native plant species.

Comments: The City has installed rain gardens at the Lamberts Point Recreation Center and the Ernie Morgan Environmental Action Center and supported the creation of the Knitting Mill Creek Community Gardens on unimproved City right-of-way.

Action ES1.1.9. Encourage State action to update the *Virginia Erosion and Sediment Control Handbook* to recognize advances in erosion and sediment control techniques.

Comments: The Virginia Department of Conservation and Recreation published the Virginia Erosion and Sediment Control Handbook in 1992 to provide guidance for all State erosion and sediment control programs. It covers basic concepts, measure design, installation, maintenance, plan review procedures, and administrative guidelines to support compliance with the Virginia Erosion and Sediment Control Law and Regulations.

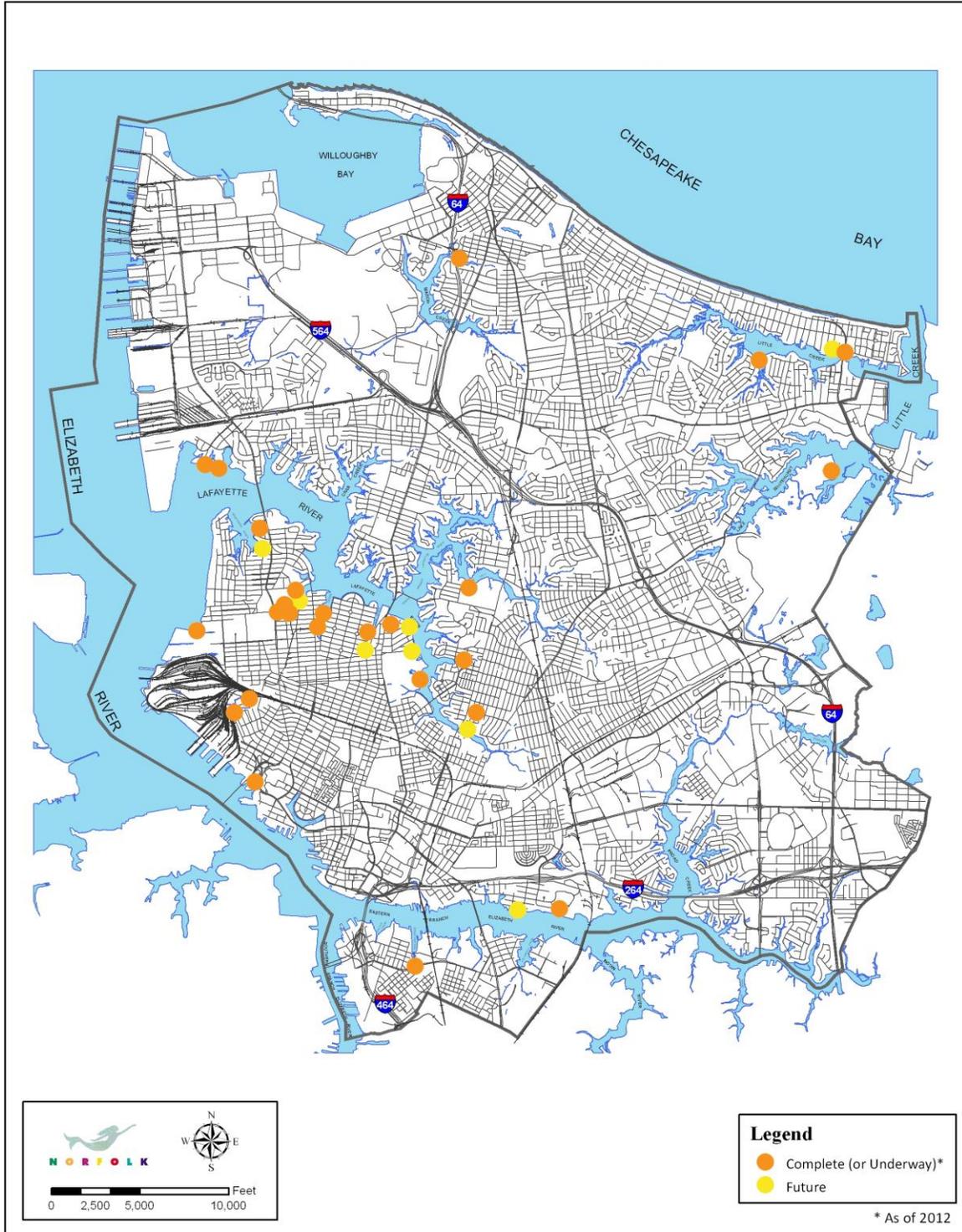


Action ES1.1.10. Increase the extent of natural areas along the waterfront, using shoreline restoration projects such as living shorelines, and consider incentives that could encourage their use.

Comments: Shoreline restoration projects on public property can serve as a model, providing training, guidance, and assistance to private property owners, for the restoration of shorelines on private property (see Map ES-3).

Action ES1.1.11. Develop criteria for defining environmentally sensitive areas that can be mapped to assist in selecting locations for shoreline restoration projects.

MAP ES-3. CITY WETLAND RESTORATION PROJECTS



Action ES1.1.12. Work with community partners to explore potential designation of Norfolk’s waterways as “No Discharge Zones.”

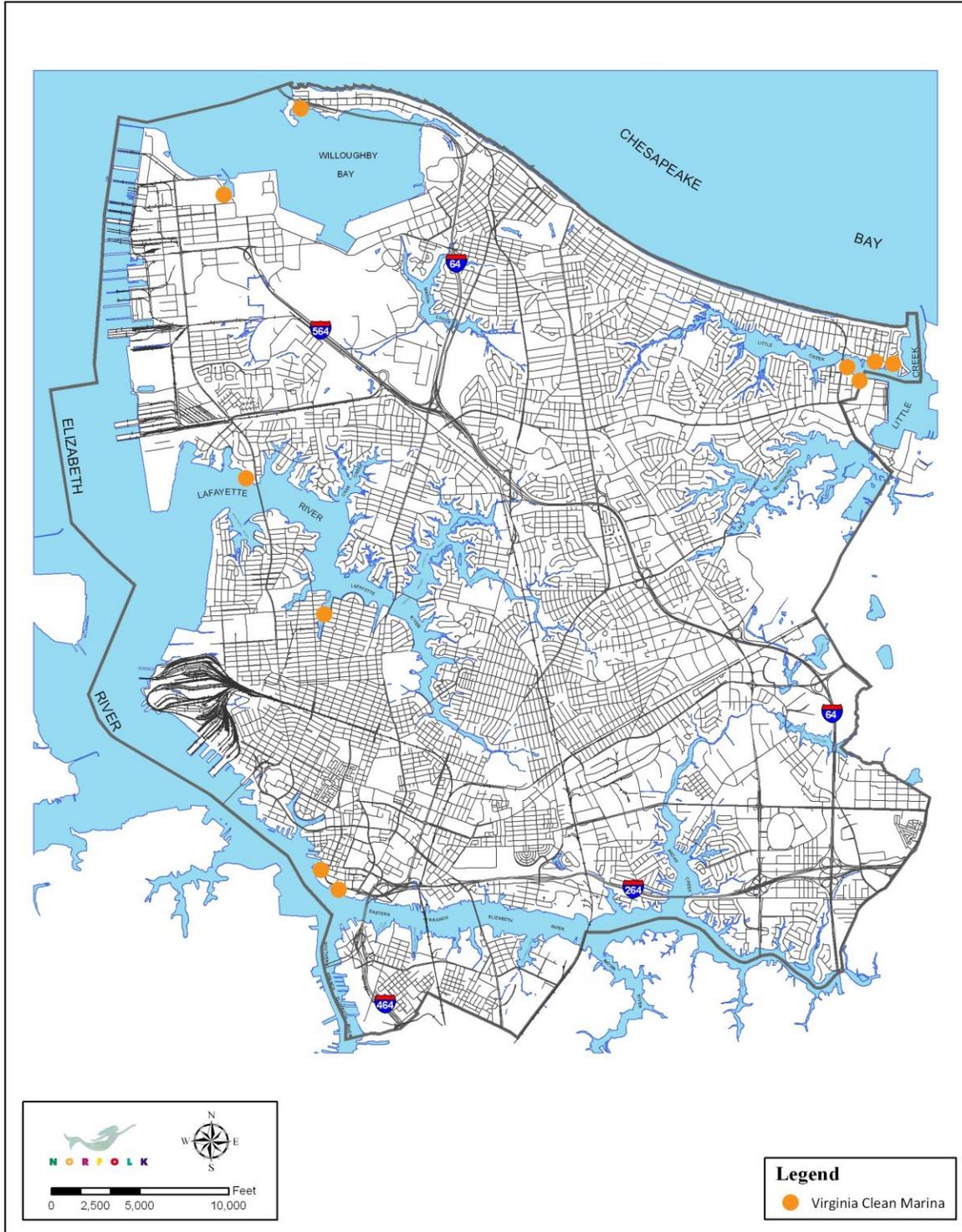
Comments: No Discharge Zones are water bodies into which the discharge of sewage from all vessels is completely prohibited. This designation, assigned by the Environmental Protection Agency (EPA), must be applied for by the State following determination that the body of water requires greater protection than current federal standards allow.



Action ES1.1.13. Encourage all marinas in Norfolk to seek designation as “Virginia Clean Marinas.”

Comments: The intent of Virginia Clean Marina Program is to provide technical assistance and educate marina operators and boaters on ways to maintain water quality and protect living resources by addressing issues such as unchecked stormwater runoff, drips from fuel docks, discharges from marine heads, and fish waste. Marinas that adequately address these issues are identified as “Virginia Clean Marinas”. Ten marinas in Norfolk have received this designation as of 2011 (see Map ES-4).

MAP ES-4. VIRGINIA CLEAN MARINAS



Action ES1.1.14. Continue support of Hampton Roads Sanitation District (HRSD) and City of Norfolk improvements to the wastewater and stormwater systems (see the Delivering Quality Community Services chapter).

Action ES1.1.15. Install and maintain animal waste clean-up stations at community centers, beaches, schoolyards, and other community gathering places.

Action ES1.1.16. Continue public outreach and education regarding the responsible use of fertilizer, proper disposal of animal waste, and other potential water quality improvement actions.

Outcome ES1.2. Clean, healthy air that supports plant, animal, aquatic, and human life.

Metrics:

- *Change in the number of days in which air quality measures exceed minimum standards.*

Action ES1.2.1. Support the development of a regional greenhouse gas emissions inventory and emission reduction targets.

Action ES1.2.2. Support regional efforts to increase travel by alternative modes, including the development of “Complete Streets” (see the Providing Transportation Options chapter).



Action ES1.2.3. Encourage the use of alternative commuting patterns such as remote workplace opportunities.

Action ES1.2.4. Implement policies that discourage vehicle idling periods greater than five minutes in any hour, and encourage similar improvements in the private sector.



Action ES1.2.5. Acquire City equipment and vehicles that utilize alternative fuels or exhibit high fuel efficiency, when feasible, in order to reduce carbon emissions.

Outcome ES1.3. An ecosystem that supports a diversity of plant and animal life.

Metrics:

- Percent change in tree canopy coverage.
- Change in areal extent of dunes planted.

Action ES1.3.1. Increase the quantity, density, and diversity of trees to achieve a goal of 40% tree canopy cover through a combination of regulatory actions and City-provided trees.

Comments: The City has augmented its street tree planting program with the Celebrate Trees Project as a way to increase tree cover, including establishing Living Legacy Groves in designated public parks or open spaces and encouraging residents and businesses to plant trees on private property in celebration of meaningful events. Living Legacy Groves have been established at Lakewood Park, Lafayette Park and Poplar Hall Park, with plans to expand the program to other areas in the City.

Action ES1.3.2. Revise landscaping regulations to require the placement of shade trees in parking lots.

Comments: This can serve to reduce the effect of reflected energy on temperatures (the urban heat island effect), as well as increase the tree canopy cover and reduce the amount of paved surface.



Action ES1.3.3. Encourage the use of native species, for sustainability and drought resistance purposes, wherever possible.

Action ES1.3.4. Identify and control invasive species that threaten natural ecosystems.

Comments: Phragmites is an invasive wetland plant common in Norfolk and beach vitex have been discovered on Norfolk dunes.

Action ES1.3.5. Encourage connections of open green spaces throughout the City through the development of pedestrian and bicycle corridors.

Action ES1.3.6. Protect and enhance dunes through continued enforcement of the Coastal Primary Sand Dune Protection Ordinance.

Comments: Chapter 49 of the Norfolk City Code outlines uses and activities that are allowed in coastal primary sand dunes as well as the permitting process for the use of these areas.

Action ES1.3.7. Implement the Sand Management Plan (SMP) Guidance Document (Appendix B) to promote sand dune and beach stability, functionality, and resiliency while promoting the economic vitality and ecological resiliency of the Ocean View urban beach community and recognizing that the bayfront has a variety of distinct physical and geographic characteristics, each with unique preservation and maintenance issues.

Action ES1.3.8. Ensure that former waste disposal sites are safe while continuing to explore suitable reuse options.

Action ES1.3.9. Support the recruitment and expansion of “Green” businesses and manufacturers (see the Enhancing Economic Vitality chapter).

Comments: State and federal initiatives aimed at creating offshore wind-energy sites off the coast of Virginia present supply chain opportunities for Norfolk and other municipalities.

Environmental Sustainability Goal 2. Prepare for the consequences of natural hazards.

Outcome ES2.1. Reduced risk and increased resilience to gradual and catastrophic natural events.

Metrics:

- *Percent of properties in flood zone that do not receive a variance to waive requirements related to flood protection.*
- *Area of wetland restoration projects.*
- *Change in FEMA Community Rating System evaluation.*

Action ES2.1.1. Evaluate the impact of potential sea level rise when reviewing development proposals and in the preparation of budgets.



Action ES2.1.2. Revise development regulations to respond to the impact of potential sea level rise.

Comments: Several research and technical assistance resources related to sea level rise are available, including those provided by Old Dominion University and the Virginia Institute of Marine Science.

Action ES2.1.3. Continue to monitor changes in tide data and its effect on flooding throughout the City.

Action ES2.1.4. Evaluate options to mitigate the impact of natural hazards, including flooding.

Comments: The City has identified four priority areas for addressing flooding: East Ocean View, the Hague, Mason Creek, and the Spartan Village area.

Action ES2.1.5. Develop a stormwater master plan that includes consideration of issues of water volumes and rates of discharge.

Action ES2.1.6. Continue to implement wetland design changes, such as the use of living shorelines that allow for the landward migration of wetlands, for resilience to sea level rise.

Action ES2.1.7. Improve the City's rating in the National Flood Insurance Program's Community Rating System (CRS) (see Ensuring Housing Choices for All chapter).

Action ES2.1.8. Ensure that all new development in designated flood-prone areas complies with the City's flood protection regulations (see Ensuring Housing Choices for All chapter).

Action ES2.1.9. Ensure that residents and property owners in flood prone areas are notified of the threat to their properties (see Ensuring Housing Choices for All chapter).

Action ES2.1.10. Identify areas of the City that are particularly susceptible to inundation and develop a communication strategy to notify residents in advance of and during flood events.

Action ES2.1.11. Continue to participate in the development and implementation of the *Southside Hampton Roads Hazard Mitigation Plan* to address potential hazards on a regional basis.



Environmental Sustainability Goal 3. Incorporate sustainability into daily living.

Outcome ES3.1. Reduced energy consumption due to the application of energy efficient design features and technologies.

Metrics:

- Percent change in energy use per square foot of city facilities.
- Percent change in the number of LEED or Energy Star buildings.

Action ES3.1.1. Develop criteria for constructing new city facilities to LEED or ICC International Green Construction Code standards.

Comments: LEED supports the adoption of sustainable “Green” building and development practices through rating systems that recognize projects that implement strategies for better environmental and health performance. ICC International Green Construction Code is a model code focused on “Green” building design and performance.

Action ES3.1.2. Develop criteria for applying LEED Existing Building standards to renovations and rehabilitations of City facilities.

Comments: The LEED for Existing Buildings Rating System helps building owners and operators measure operations, improvements and maintenance on a consistent scale, with the goal of maximizing operational efficiency while minimizing environmental impacts.

Action ES3.1.3. Encourage the use of alternative energy through supportive code changes to permit the use of new technologies.

Action ES3.1.4. Identify city-owned properties where alternative energy sources could be utilized.

Action ES3.1.5. Promote “Green” municipal projects as models for the private sector.

Action ES3.1.6. Promote the use of “Green” building technologies, including weatherization, to provide energy conservation benefits through programs such as

the Norfolk Green Home Choice Program (see the Ensuring Housing Choices for All chapter).

Comments: The Green Home Choice Program is a voluntary certification program that educates occupants about a home's environmental attributes, with the goal of sustainable home design.

Action ES3.1.7. Continue to offer incentives to encourage energy efficient design and building, while evaluating the feasibility of additional incentives for both new construction and renovation projects.

Comments: Norfolk currently offers expedited permitting for construction under the Green Home Choice Program. Other jurisdictions have adopted other incentives such as energy efficient real estate tax credits.

Action ES3.1.8. Continue to monitor changes in technology and legislation to identify opportunities for implementing new “Green” building programs and enhancing existing ones.

Outcome ES3.2. Residents who take responsibility for reducing their impact on the environment and take steps towards improving it.

Metrics:

- *Percent change in total solid waste generated, composted, and recycled.*
- *Change in land area dedicated to community gardens.*

Action ES3.2.1. Continue to offer, or sponsor in cooperation with local institutions, environmental education and volunteer stewardship opportunities.

Comments: Examples of environmental stewardship efforts include the Elizabeth River Project's Star Homes program, the Chesapeake Bay Foundation's oyster gardening program and the Lafayette River Partnership's wetland restoration activities.

Action ES3.2.2. Encourage the use of “environmentally-friendly” building practices, such as green roofs, white roofs and pervious pavers, in private development.

Action ES3.2.3. Continue to support and promote household waste recycling opportunities in both single family and multifamily housing and evaluate potential changes to yard waste disposal practices.



Action ES3.2.4. Encourage citizens, neighborhoods, and businesses to take a larger role in cleaning and maintaining public spaces.

Action ES3.2.5. Promote the reuse of water through strategies such as rain barrels, rain gardens, and grey water recycling.

Comments: Grey water recycling is the reuse of water collected from sinks, showers, bathtubs, washing machines and dishwashers for irrigation, toilet flushing and other reuse options.

Action ES3.2.6. Support the development of community gardens on vacant or underutilized parcels as a way to encourage urban agriculture.



CHAPTER 7: ENSURING HOUSING CHOICES FOR ALL

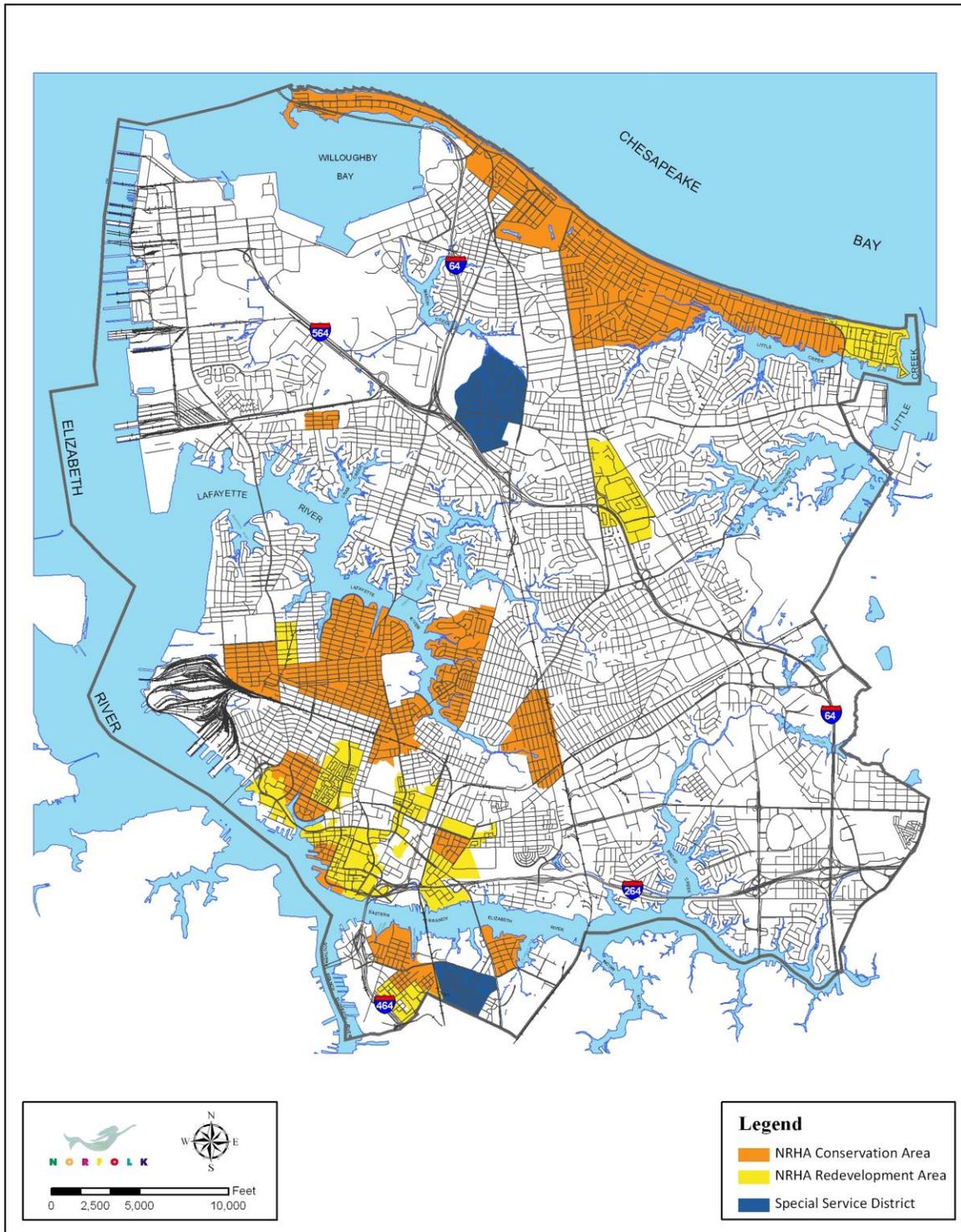


Norfolk is home to an estimated 95,018 housing units, ranging from downtown efficiency rentals to riverfront estates. Of the 86,485 occupied housing units, 45% are owner occupied and 55% are renter occupied. Just under half (49.1%) of the housing units in Norfolk are single family detached units, with the next largest percentage (11.8%) comprised of structures with 5 to 9 units.

Norfolk's housing stock is older than that of most other cities in the region, with 77% at least 30 years of age and 65% at least 50 years old. Deterioration of older housing is a direct threat to the stability of many of Norfolk's low income neighborhoods that is exacerbated by absentee landlords and limited financial resources available to residents for maintenance and repairs.

The City has historically engaged in a series of programs addressing housing quality, ranging from loans and grants to repair residential properties to demolition of blighted properties. The City has partnered with the Norfolk Redevelopment and Housing Authority (NRHA) to implement redevelopment, conservation, and special service district programs in various neighborhoods (see Map HC-1).

MAP HC-1. REDEVELOPMENT, CONSERVATION AND SPECIAL SERVICE DISTRICTS



The focus for redevelopment areas is blight removal and new development, typically accomplished through acquisition, demolition, and new construction. The focus of conservation areas is rehabilitation, facilitated by home improvement loans and grants and home buyer assistance. The City has also developed special service districts, in response to changes in state law regarding redevelopment and conservation activities, to provide housing rehabilitation loans and grants in targeted communities.



Since 2001, through the implementation of the *Strategic Improvement Plan for Norfolk's Neighborhoods*, the City has focused significant resources on how to make Norfolk's housing stock more attractive, and neighborhoods more competitive in the regional real estate market. Many properties have been rehabilitated and updated to add modern conveniences and amenities that support today's lifestyles and have been effective in retaining and attracting residents.

Housing affordability continues to be a priority for the City, for both renters and homeowners. The City and NRHA are pursuing affordable homeownership opportunities in areas such as Broad Creek and on 26th Street in Lamberts Point. The City has partnered with the Old Dominion University Community Development Corporation (ODU-CDC) to create affordable homeownership opportunities on 43rd Street as well. In addition, the City and NRHA continue to support affordable rental housing opportunities with the development of new apartments in Broad Creek and the renovation of Mission College Apartments, as well as through the provision of over 3,600 public housing units and 3,500 housing choice vouchers.



Meeting the housing goals of Norfolk’s special needs population is one of the most challenging issues facing Norfolk, as is the case in many communities. Special needs populations are defined as the chronically homeless, the elderly, the disabled, extremely low income households (earning 30% or less of the area median income), those with chronic physical and mental disabilities, domestic violence victims, and those with HIV/AIDS. These are the most vulnerable populations in the city, needing not only housing solutions but varying intensities of supportive services.

KEY ISSUES

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

1. Making Norfolk’s housing stock more attractive and competitive in the regional real estate market.
2. Ensuring that housing is affordable for renters and homeowners.
3. Meeting the housing needs of Norfolk’s special needs populations.

IMPORTANT LINKAGES

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

- Identifying Land Use Strategies
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Promoting Environmental Sustainability

Housing Choices Goal 1. Ensure housing of high quality and sustainability.

Outcome HC1.1. Conservation of existing housing, through restoration and rehabilitation, as a physical asset that contributes to the value and marketability of the City.

Metrics:

- *Percent of residential units showing improved conditions (in Conservation Areas and Special Service Districts).*
- *Percent change in assessed values in Conservation Areas and Special Service Districts compared to the remainder of the City.*

Action HC1.1.1. Identify areas in which technical support and tax or other incentives available from the City will assist owners to maintain or modernize their properties.

Comments: Norfolk residents have access to a variety of programs to help fund the rehabilitation of housing. These include programs such as:

- *Equity Secure – Assistance to low- to moderate-income homeowners for repair/replacement of systems,*

accessibility, lead controls directly associated with rehabilitation activities, and eligible exterior aesthetic improvements.

- *Tax Abatement – Abatement of the tax value of improvements for up to 14 years.*
- *Norfolk Home Rehabilitation – Assistance to qualified residents of special service districts to repair heating, plumbing, etc., to provide handicap accessibility alterations or to perform exterior aesthetic improvements.*

Action HC1.1.2. Continue to make residential pattern books available to property owners seeking to renovate or rehabilitate their homes.



Action HC1.1.3. Improve the effectiveness of code enforcement in preventing deteriorated, unsafe, and unhealthy housing conditions, especially in areas with persistent enforcement problems, by educating residents and landlords on code requirements.

Action HC1.1.4. Encourage the return of abandoned housing to safe and useful occupancy through the Derelict Structures Program, with demolition utilized as a last resort.

Comments: The Derelict Structures Program promotes revitalization of structures that have been vacant and boarded up with no utility service for at least six months.

Action HC1.1.5. Monitor code enforcement activity to identify potential areas in need of housing rehabilitation.

Action HC1.1.6. Regularly assess housing conditions in Conservation Areas and Special Service Districts to determine where rehabilitation efforts have been successful.

Outcome HC1.2. Increased usage of sustainable technology, design, and materials.

Metrics:

- *Percent of building permits issued for projects employing “Green” building techniques.*

Action HC1.2.1. Promote the use of “Green” building technologies, including weatherization, to provide energy conservation benefits (see the Promoting Environmental Sustainability chapter).

Comments: “Green” building and remodeling assistance is available from several sources. These include programs such as:

- *Southeastern Tidewater Opportunity Project (STOP) Weatherization Program – Assistance to low-income residents with insulating and air sealing homes.*
- *Energy efficiency assessment and remodeling guides.*
- *Utilization of “Green” building standards for City- and NRHA-funded initiatives.*

Action HC1.2.2. Continue to offer incentives to encourage energy efficient design and building, while evaluating the feasibility of additional incentives for both new construction and renovation projects.

Comments: Norfolk currently offers expedited permitting for construction under the Green Home Choice Program. Other jurisdictions have adopted other incentives such as energy efficient real estate tax credits.

Outcome HC1.3. Reduced threats of property loss due to flooding.

Metrics:

- *Percent of properties in flood zone that do not receive a variance to waive requirements related to flood protection.*
- *Percent of homes subject to repetitive loss due to flooding that are raised or acquired.*

Action HC1.3.1. Improve the City’s rating in the National Flood Insurance Program’s Community Rating System (CRS) (see Promoting Environmental Sustainability chapter).

Comments: Norfolk’s participation in the CRS allows residents to receive a reduced rate on flood insurance.

Action HC1.3.2. Ensure that all new development in designated flood-prone areas complies with the City’s flood protection regulations (see Promoting Environmental Sustainability chapter).

Action HC1.3.3. Ensure that residents and property owners in flood prone areas are notified of the threat to their properties (see Promoting Environmental Sustainability chapter).

Action HC1.3.4. Continue to pursue funding to raise or acquire homes that have experienced repetitive loss due to flooding.

Housing Choices Goal 2. Provide a range of housing choices that are accessible both in terms of geography and affordability.

Outcome HC2.1. An increased rate of home ownership.

Metrics:

- *Percent of occupied residential units that are owner-occupied.*

Action HC2.1.1. Ensure that the real estate community is informed about the diversity of housing types, and the other attributes of housing, available in Norfolk.



Action HC2.1.2. Continue to support NRHA in the creation of new home ownership opportunities in Conservation and Redevelopment Areas.

Action HC2.1.3. Seek opportunities to acquire vacant properties that are potential candidates for foreclosure, through use of federal programs such as the Neighborhood Stabilization Program, so that these properties can be renovated for sale to potential home buyers.

Action HC2.1.5. Utilize GEM parcels to encourage the development of owner-occupied affordable housing.

Comments: The GEM program was established by the City to acquire tax delinquent properties and return them to productive use. GEM properties can be used to provide open space, to expand the yards of adjacent properties, or as development opportunities for new residential construction.

Action HC2.1.6. Continue to work with local lenders, non-profit organizations, and housing providers to provide education programs for financial counseling and assistance in buying a home.

Action HC2.1.7. Continue to provide first-time homebuyers purchase assistance and counseling services.

Comments: Norfolk residents currently have access to programs that provide direct financial assistance to first-time homebuyers. These include programs such as:

- *HOME – Financial assistance to first time low- to moderate-income home buyers to purchase homes in designated conservation and redevelopment areas.*
- *SPARC – Below market rate loans to first time home buyers.*
- *HomeNet – Technical assistance to prospective home buyers, including credit counseling, pre- and post-purchase home buyer counseling and first-time home buyer education classes.*
- *Norfolk Now – Funds to assist with down payments and closing costs.*

Action HC2.1.8. Develop and implement programs to enable firefighters, teachers, police officers, nurses, city workers, and other applicable public service professionals to purchase homes.

Comments: The Old Dominion University Community Development Corporation developed 51 housing units, 25% of which are workforce units, along the south side of 43rd Street,

providing new homeownership opportunities for public service professionals.

Action HC2.1.9. Continue the tax relief program to assist low-income homeowners faced with rising property taxes.

Action HC2.1.10. Work to prevent foreclosures in coordination with other governmental and non-profit organizations that assist at-risk homeowners with financial and foreclosure counseling.

Comments: The Norfolk Foreclosure Intervention Network has been established to provide at-risk homeowners with information on how to communicate with their lender, housing rights, budgeting, financial planning, and counseling to help them retain their homes.

Outcome HC2.2. A variety of housing types that are affordable and responsive to the needs of owners and renters.

Metrics:

- *Percent of households paying less than 30 percent of their income on shelter, including utilities.*

Action HC2.2.1. Ensure that the Zoning Ordinance permits a variety of residential densities and housing types.



Action HC2.2.2. Consider the use of density bonuses as a means of promoting the production of affordable housing to meet current and future demand.

Comments: A density bonus is an incentive-based tool that permits developers to increase the maximum allowable development on a property in exchange for helping the community achieve public policy goals.

Action HC2.2.3. Develop programs to discourage concentrations of poverty, while ensuring affordable housing is located in proximity to employment centers, service centers, and public transit.

Action HC2.2.4. Continue to support the efforts of NRHA to provide and improve the quality of housing for low- and very low-income residents.



Action HC2.2.5. Utilize State and federal programs offering funding for mixed-income and mixed-use projects, to leverage private sector development interest and partnerships for assistance in redevelopment actions.

Action HC2.2.6. Support the creation of a stable source of housing development funds at the federal, State, and local levels.

Action HC2.2.7. Encourage compatible infill housing on vacant or underutilized parcels to minimize the impact of land costs on housing.

Action HC2.2.8. Regularly assess the effects of City policies and regulations on housing development costs and overall affordability while considering the impact of housing affordability on other objectives.

Action HC2.2.9. Provide leadership to create a balanced regional supply of affordable housing.

Action HC2.2.10. Encourage a coordinated approach to the development of affordable housing, involving all affected agencies.

Action HC2.2.11. Ensure information on the rights of tenants under the Virginia Residential Landlord and Tenant Act is available to renters.

Outcome HC2.3. Elimination of discriminatory housing practices.

Metrics:

- *Number of complaints of discriminatory housing practices received.*

Action HC2.3.1. Continue to work with federal, State, and local agencies to ensure that fair housing legislation is enforced.

Action HC2.3.2. Ensure that landlords, property managers, real estate agents, lenders, and other housing-related professionals are aware of their responsibilities with regards to fair housing regulations.

Housing Choices Goal 3. Ensure that the housing needs of the special needs populations are met.

Outcome HC3.1. An adequate supply of housing to meet the needs of special needs populations.

Metrics:

- *Change in percent of special needs population with housing problems.*

Action HC3.1.1. Work with agencies throughout the region to develop and implement policies and programs addressing the needs of special needs populations.

Action HC3.1.2. Support home modifications and rental and utility assistance to aid special needs populations with remaining in their homes.

Action HC3.1.3. Revise the Zoning Ordinance to permit residents to remain in their communities throughout the different stages of life, by allowing a range of innovative and non-traditional housing types.

Action HC3.1.4. Encourage the development of housing for special needs populations near neighborhood centers, shopping centers, public transportation, schools, parks, and open space.

Action HC3.1.5. Continue to support NRHA in its efforts to expand the supply of assisted housing units for the elderly to meet increasing demand for such units.

Action HC3.1.6. Support the development of a continuum of housing, ranging from emergency shelters to transitional housing to permanent housing, in order to assist the homeless in regaining stable, permanent housing.

Action HC3.1.7. Continue to support and develop strategies to prevent homelessness among families with children and unaccompanied youth.

Action HC3.1.8. Continue to work in partnership with various levels of government and public agencies to address homelessness on a regional basis.

CHAPTER 8: SUPPORTING LIFELONG LEARNING



"Opportunities for learning that extend through all stages of life."

Avibrant city provides its residents, from birth through retirement and beyond, with opportunities to continue to develop their skills and interests. Lifelong learning opportunities are offered by Norfolk's schools, both public and private, community colleges, universities and trade schools, workforce and vocational training centers, libraries, recreation centers, and other providers.

NORFOLK PUBLIC SCHOOLS

Norfolk Public Schools (NPS) is overseen by the Norfolk School Board, an independent board funded by the City but ultimately responsible for its own budget. NPS operates more than 50 facilities (see Map LL-1), with almost 5.2 million square feet of educational space.



More than 34,000 students are enrolled in grades pre-kindergarten through 12 at NPS facilities, with additional students enrolled in private schools. Public school enrollment has been declining since 1998 and it is projected to continue to decline, though that decline is not anticipated to impact all grade levels equally. According to a 2007 facilities study, utilization of NPS facilities – calculated by comparing actual and projected enrollments to functional building capacity – is expected to rise over the next decade at elementary schools while declining at the middle and high school level. Table LL-1 illustrates the current and projected utilization rates for each category of public school as well as the total utilization rate for NPS. It also lists the utilization rate of the school with the lowest and highest rates in each category.

TABLE LL-1
NORFOLK PUBLIC SCHOOLS – CURRENT AND PROJECTED UTILIZATION

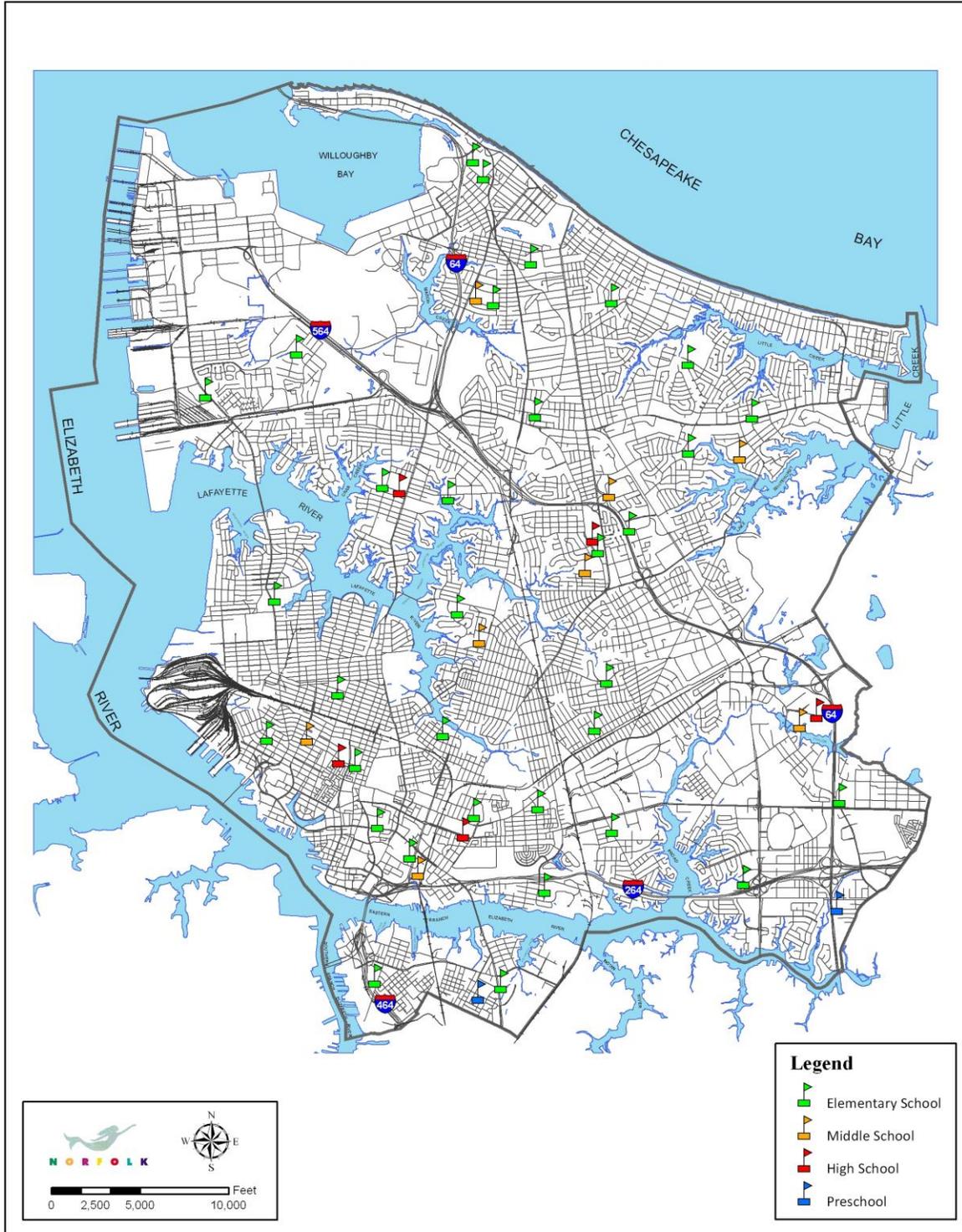
Source: Virginia Department of Education, Norfolk Public Schools

Utilization Percentage Per Facility*	Preschool Utilization		Elementary School Utilization**		Middle School Utilization		High School Utilization		Total Utilization	
	2008-2009	2016-2017	2008-2009	2016-2017	2008-2009	2016-2017	2008-2009	2016-2017	2008-2009	2016-2017
Lowest Utilization	27%	71%	67%	79%	50%	51%	107%	81%	27%	51%
Highest Utilization	42%	80%	131%	145%	107%	108%	126%	99%	131%	145%
Average Utilization	35%	76%	94%	105%	89%	85%	117%	93%	96%	97%

* - Assumes a 90% utilization factor at the elementary school level and a 75% utilization factor at the middle school and high school level, calculated by multiplying building code capacity by the appropriate utilization factor to arrive at a more realistic functional capacity

** - Includes pre-kindergarten students at all facilities and grade 6-8 students at Ghent School

MAP LL-1. PUBLIC SCHOOLS



Many NPS facilities are in need of renovation or replacement as a result of their age, as well as evolving educational models; the oldest school in the system dates to 1910. Flexibility and energy efficiency have become key considerations for new and updated facilities. To address these issues, NPS has examined the expansion of models such as the K-8 school model, where students from kindergarten through 8th grade are taught in the same facility, a model currently applied at Ghent School.



In addition to the public education system, Norfolk residents also have access to many private K-12 schools located within the City. There are also several public and private institutions of higher learning located within the City, including Old Dominion University, Norfolk State University, the Norfolk Campus of Tidewater Community College, and Eastern Virginia Medical School. The private Virginia Wesleyan College is partially located in Norfolk. Several other institutions of higher learning are also located in the City.

PRIVATE SCHOOLS AND HOME-SCHOOLING

Norfolk is served by numerous private schools enrolling students of all ages. Many of these schools are operated by faith-based organizations, while others are secular in nature. Additional private schools, located in surrounding cities, also educate children living in Norfolk. Norfolk is also home to many children who are home schooled. Consistent with national trends, the number of home schooled students residing in Norfolk has increased over the last decade, with approximately 500 Norfolk home schooled students.

HIGHER EDUCATION

Norfolk is home to two state universities, Old Dominion University and Norfolk State University, the Eastern Virginia Medical School, the private Virginia Wesleyan College, and the Norfolk Campus of Tidewater Community College (see Map LL-2). Situated on a 185-acre main campus located on the City's west end, Old Dominion has grown to become the largest University in the region, with an enrollment of 24,446. Norfolk

State, founded as the Norfolk unit of Virginia Union University in 1935, has grown to be one of the largest predominantly black institutions in the nation. Located on a 134-acre campus located just east of Downtown Norfolk, NSU has a fall 2012 enrollment of 7,100. Eastern Virginia Medical School, a part of the larger Eastern Virginia Medical Center complex, is one of four medical schools in Virginia. The product of a grassroots effort to create a medical school in Hampton Roads, EVMS was established in 1973 and has a current enrollment of approximately 900 students. Tidewater Community College, the largest provider of higher education in Hampton Roads, has four campuses in the region, including one located in Downtown Norfolk. The Norfolk Campus, opened in 1997, enrolls a significant portion of TCC's 46,000 students.

Private colleges in the City include Virginia Wesleyan College, located on the border between Norfolk and Virginia Beach, as well as several other smaller institutions. Chartered in 1961 with support of the United Methodist Church, Virginia Wesleyan enrolls 1,287 students. Other private colleges include campuses of Centura College, Embry-Riddle Aeronautical University, Fortis College, ITT Technical Institute, Saint Leo University, and Troy University.

CONTINUING EDUCATION

In addition to the opportunities presented by the full range of educational institutions, lifelong learning opportunities are available throughout the community. Enrichment, education and jobs skills programs and classes are provided at libraries and recreation centers, the workforce development center, and by numerous community partners. In addition, programming aimed at increasing self-sufficiency is provided by the Department of Human Services and NRHA, as well as other community partners.

KEY ISSUES

Based upon existing conditions and trends, the following are the key issues for Norfolk related to lifelong learning:

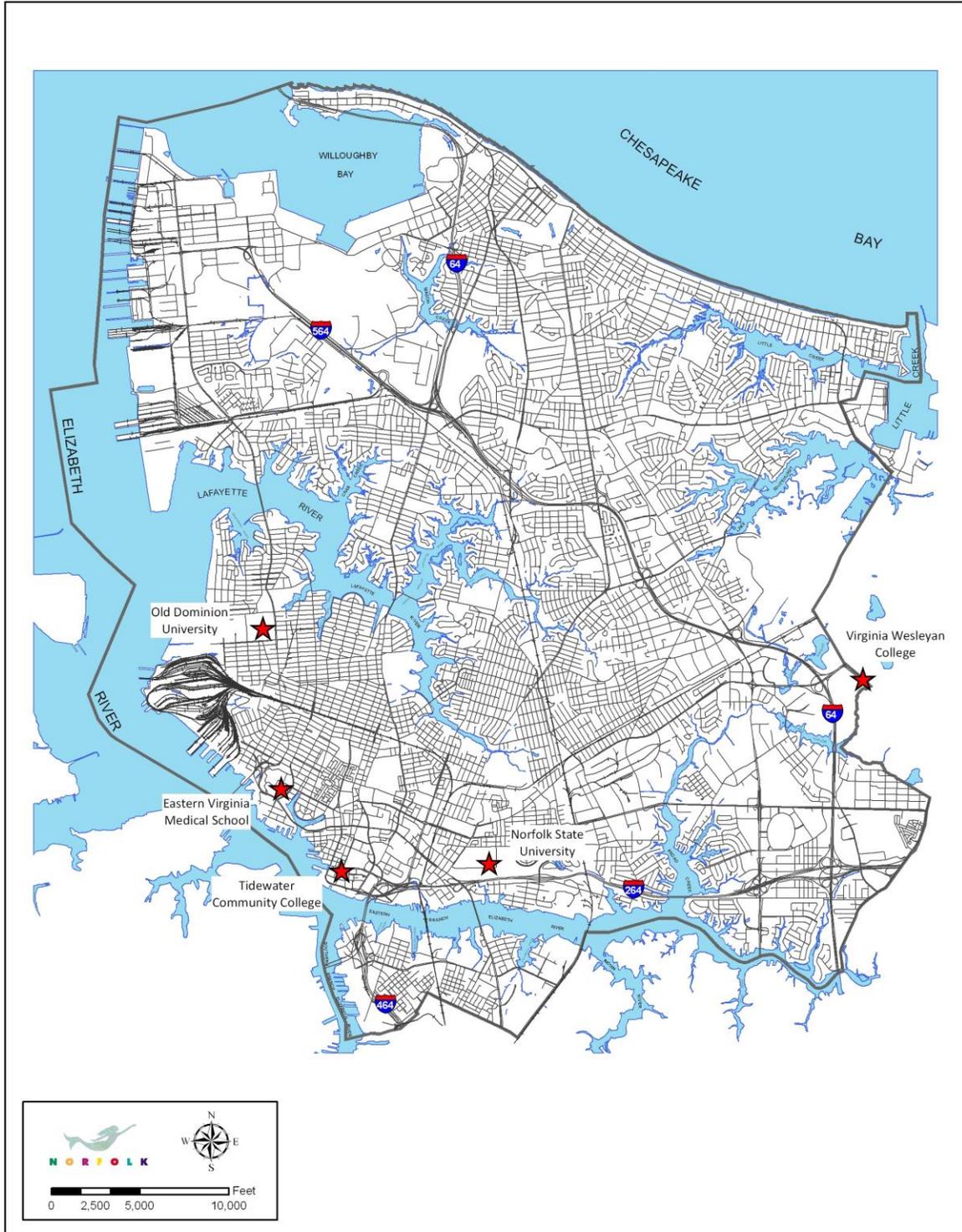
1. Maintaining safe and effective school facilities.
2. Investing in lifelong learning to promote economic vitality.
3. Improving economic competitiveness through the enhancement of regional cooperation, especially related to education and transportation.

IMPORTANT LINKAGES

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

- Enhancing Economic Vitality
- Delivering Quality Community Services
- Enjoying Daily Life
- Fostering Responsible Regional Cooperation

MAP LL-2. COLLEGES AND UNIVERSITIES



Lifelong Learning Goal 1. Provide learning opportunities that are responsive to the changing needs of Norfolk’s population.

Outcome LL1.1. Efficient public schools, appropriately sized to meet the needs of the school-aged population.

Metrics:

- *Change in the percent of public schools with a utilization rate between 80% and 120%.*

Action LL1.1.1. Continue to regularly evaluate the utilization of existing public school facilities to determine the need for adjustments to attendance zones or for the construction, renovation, or closure of facilities.



Action LL1.1.2. Locate new school facilities on sites that are accessible to the population being served and on sites that can increase efficiency by accommodating multiple public uses, while also serving as community and neighborhood focal points (see Delivering Quality Community Services chapter).

Action LL1.1.3. Respond to socioeconomic needs and shifts in public school enrollment through innovative techniques, such as the use of the K-8 school model.

Action LL1.1.4. Ensure that outdoor recreational facilities that share sites with public schools are open and accessible to residents outside school hours (see Enjoying Daily Life chapter).

Outcome LL1.2. Children who are prepared for success in school.

Metrics:

- *Change in reading level of third grade students.*
- *Percent of children ready for kindergarten.*

Action LL1.2.1. Identify and monitor programs to improve the quality of learning within daycare centers.

Action LL1.2.2. Continue to implement programs designed to improve readiness for school such as Implement programs designed to improve readiness for school such as Norfolk Ready By 5 and After the Bell.

Action LL1.2.3. Increase access to libraries, recreation centers, and other community facilities to better utilize programs such as early childhood literacy and after school care (see Enjoying Daily Life chapter).

Action LL1.2.4. Increase the number and accessibility of high quality child care homes and centers by removing regulatory barriers.

Action LL1.2.5. Connect families with early intervention and support services by implementing a universal newborn screening and referral system.

Action LL1.2.6. Develop a focused outreach effort in the community and education settings to increase awareness of the importance of early childhood development.

Outcome LL1.3. A well-trained, qualified workforce.

Metrics:

- *Reduction in the number of people who live in poverty.*
- *Change in high school graduation rate.*

Action LL1.3.1. Work with educational partners, both within and outside of Norfolk, including universities, colleges, and trade schools, to tailor their educational programs to the changing opportunities presented by Norfolk's economy (see Enhancing Economic Vitality and Fostering Responsible Regional Cooperation chapters).

Action LL1.3.2. Support Norfolk Public Schools in efforts to provide both college-track and trade education that is responsive to economic opportunities (see Enhancing Economic Vitality chapter).

Action LL1.3.3. Identify and provide opportunities for career training and development of Norfolk residents that can lead to jobs in Norfolk industries (see Enhancing Economic Vitality chapter).

Action LL1.3.4. Support the availability of adult basic education and GED programs.

Action LL1.3.5. Increase access to libraries, recreation centers, and other community facilities to better utilize programs aimed at increasing literacy and job readiness, and assisting with job searches (see Enjoying Daily Life chapter).

Action LL1.3.6. Identify and address the most significant barriers to employment for the underemployed, unemployed and those living in poverty.

Outcome LL1.4. Partnerships and community resources that provide opportunities for training and continuing education.

Metrics:

- *Percent change in participations in lifelong learning opportunities.*

Action LL1.4.1. Partner with the universities, colleges, medical institutions, businesses, corporate entities, and the military to provide opportunities for training and continuing education (see Enhancing Economic Vitality chapter).

Action LL1.4.2. Develop and implement a pilot program using schools as neighborhood centers to offer lifelong learning opportunities.

Action LL1.4.3. Develop a database of lifelong learning resources, building on any existing databases, to better connect residents with available opportunities.

Action LL1.4.4. Continue to work with the military, colleges and universities to develop skills and enhance job opportunities for veterans.



CHAPTER 9: DELIVERING QUALITY COMMUNITY SERVICES



Norfolk provides residents with an array of community services, as do other public, private, and non-profit agencies. These services are delivered to the public through a series of facilities spread throughout the City. Some facilities, such as elementary schools, serve a neighborhood or limited area, while other facilities, such as City Hall, serve the entire community.

Ensuring accessibility to the population being served is critical. One way Norfolk ensures accessibility to its facilities is providing multiple services to a neighborhood under one roof. An example of this is the neighborhood center in Park Place, which houses a public library, a public health clinic, and a variety of recreation facilities on a single property shared with an elementary school (note that educational facilities are addressed in the Supporting Lifelong Learning chapter).

PUBLIC SAFETY

Public safety in Norfolk is primarily the responsibility of three agencies, the Norfolk Police Department, the Norfolk Fire-Rescue Department, and the Norfolk Office of Emergency Preparedness and Response. Their services are augmented by other City,

State, and federal agencies. Together, these organizations ensure the safety and security of Norfolk residents and visitors.

With a force of 757 sworn officers, the Norfolk Police Department has primary responsibility for law enforcement within the City. In addition to an administration building located Downtown, the Norfolk Police Department operates from three police patrol divisions and a K-9 facility (see Map CS-1). Co-located within the patrol divisions are investigative services, homeland security, and training resources.

Various other agencies provide law enforcement services in the City as well. The Virginia State Police patrols the Interstate Highways. The Norfolk Sheriff’s Office is responsible for maintaining safety and security in the City Jail and the City’s courthouses, as well as administering community corrections programs and providing civil process. Smaller agencies, such as the Norfolk State University Police, the Old Dominion University Police, and the Norfolk Airport Authority Police, are responsible for safety and security at institutions located within Norfolk and the areas immediately surrounding those institutions.

The number of reported crimes in Norfolk has remained relatively stable over the past seven years, fluctuating by small percentages from year to year. The majority of all crime in Norfolk is property crime, representing approximately 90% of all crimes reported in 2010. Table CS-1 illustrates crime rates between 2004 and 2010.

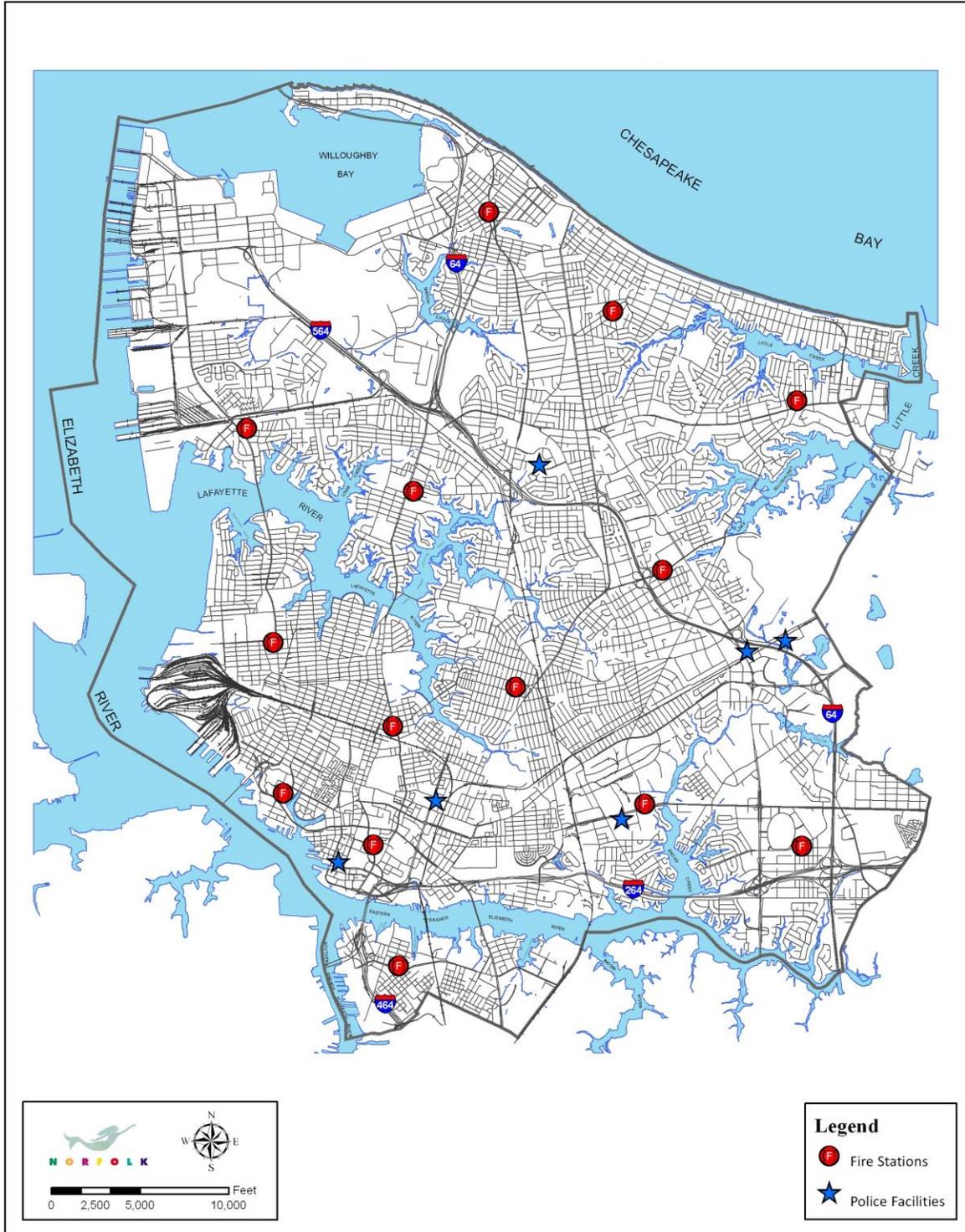


TABLE CS-1
CRIME IN THE CITY OF NORFOLK – 2004-2010

Source: 2004-2010 FBI Uniform Crime Reports;
Population figures from Weldon Cooper Center for Public Service

	2004	2005	2006	2007	2008	2009	2010
Violent Crimes per 1,000 Residents	5.62	7.69	7.70	7.95	8.03	6.32	6.17
Property Crimes per 1,000 Residents	52.58	54.56	48.81	47.61	50.19	53.04	56.24
All Crimes per 1,000 Residents	58.20	62.25	56.51	55.56	58.22	59.36	62.41

MAP CS-1. PUBLIC SAFETY FACILITIES



The Norfolk Department of Fire-Rescue is responsible for protecting life and property in the City by preventing and suppressing fires, mitigating hazards, caring for the sick and injured in emergency situations, and providing fire safety education. Norfolk Fire-Rescue operates from 14 stations scattered throughout the City (see Map CS-1). Fire-Rescue also operates a fire training facility at Station 9. The stations vary in both age and building design. The nine older facilities – particularly Station 11 on Verdun Avenue and Station 12 on West Little Creek Road that date to the 1920s – present a variety of operational challenges, due to their age and location. Five newer facilities built in the 1980s and 1990s support modern fire and rescue operations.



The Office of Emergency Preparedness and Response provides three major services: Emergency Communications/911, Emergency Management, and Building Physical Security. The Norfolk Division of Emergency Management (NDEM) provides services to the city and community to prepare an effective response to disasters. NDEM monitors federal and state legislation and potential grants that directly impact the provision of emergency services to the community.

PUBLIC UTILITIES

Public utility services, such as the provision of drinking water, the collection and conveyance of wastewater, the management of stormwater runoff, and the collection and recycling of solid waste, are provided by the Departments of Utilities and Public Works.

The Department of Utilities provides water and sewer service to approximately 65,000 sites. Drinking water is retrieved from several sources around the region and treated at one of two city facilities. Wastewater is delivered to Hampton Roads Sanitation District (HRSD) facilities for treatment. These services are not limited to Norfolk, however. Norfolk presently has agreements with the City of Virginia Beach to treat raw water, with the City of Chesapeake to provide both raw and treated drinking water, with the Western Tidewater Water Authority to provide raw water, with the U.S. Navy to provide treated drinking water, and with the City of Portsmouth to provide drought water. In all, more than 850,000 regional residents get their drinking water from Norfolk's sources.



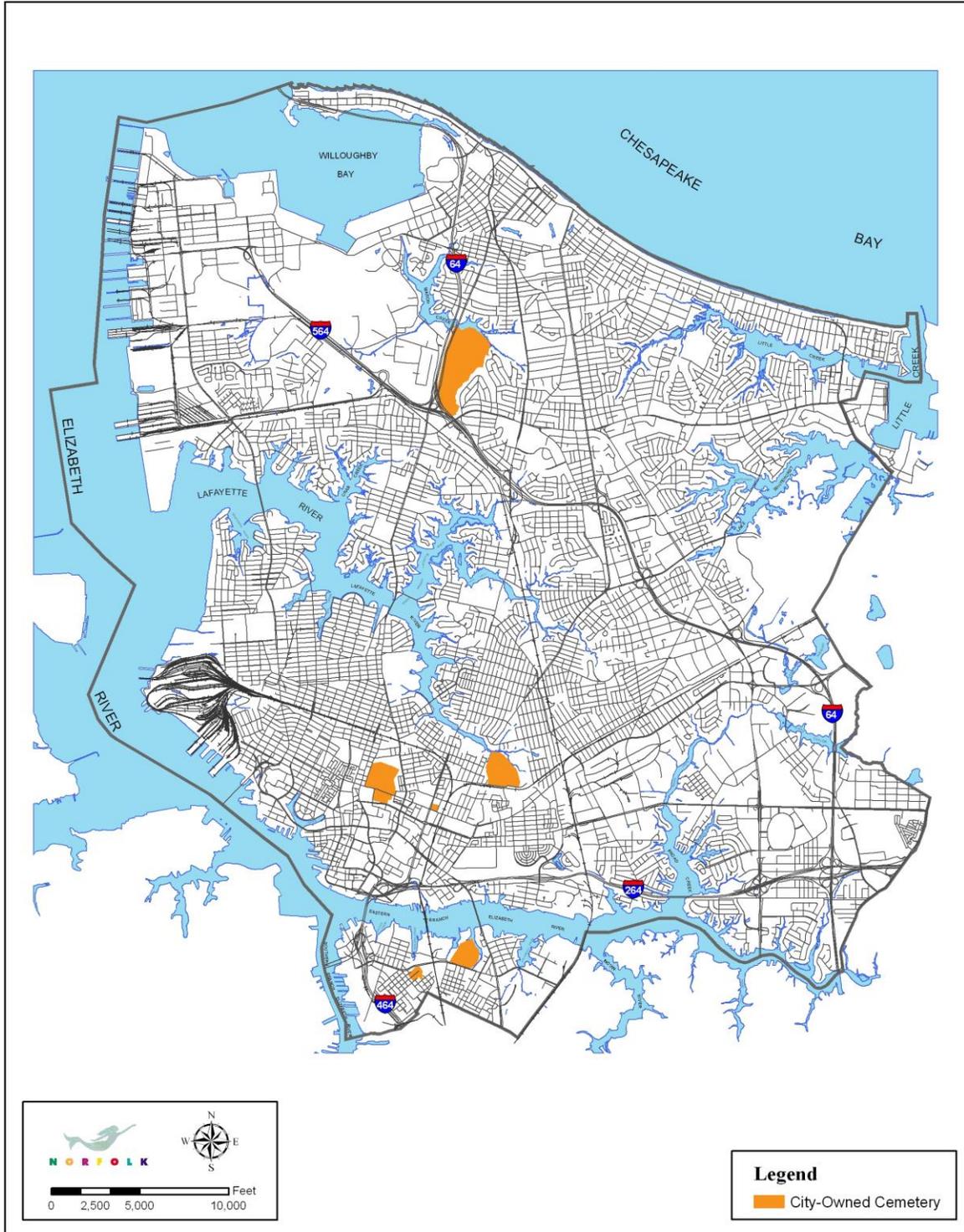
Solid waste collection, including the operation of recycling and street sweeping programs, is the responsibility of the Department of Public Works, which collects more than 100,000 tons of solid waste annually. The City recycles a significant portion of the solid waste it collects, amounting to approximately 19% of the solid waste collected in 2011. The City delivers the solid waste it collects to transfer stations and landfills, operated by the Southeastern Public Service Authority, throughout the region.

CEMETERIES

The City of Norfolk has operated cemeteries since 1825, when the first public cemetery, Cedar Grove, was established. Today, the City owns and operates eight cemeteries (see Map CS-2): Cedar Grove, Elmwood, West Point, Magnolia, Riverside, Hebrew, Calvary, and Forest Lawn. One of these cemeteries, West Point, is listed on the National Register of Historic Places. The Department of Recreation, Parks, and Open Space is responsible for maintaining the City's public cemeteries. A private membership organization – Friends of Norfolk's Historic Cemeteries – promotes and helps the City maintain these facilities.



MAP CS-2. CITY-OWNED CEMETERIES



KEY ISSUES

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

1. Maintaining safe and effective facilities.
2. Increasing the efficiency of service delivery.
3. Ensuring continued high quality service provision.

IMPORTANT LINKAGES

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

- Identifying Land Use Strategies
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Promoting Environmental Sustainability
- Supporting Lifelong Learning
- Enjoying Daily Life
- Fostering Responsible Regional Cooperation

Community Services Goal 1. Ensure the availability of community facilities and services to meet the needs of the public, both daily and during times of shock or stress.

Outcome CS1.1. Resilient, safe, adaptable, and well maintained city facilities.

Metrics:

- *Change in the number of days city facilities are offline due to lack of maintenance.*

Action CS1.1.1. Locate new city facilities on sites that are accessible to the population being served and on sites that can increase efficiency by accommodating multiple public uses, while also serving as community and neighborhood focal points (see Supporting Lifelong Learning chapter).

Comments: There are many instances in the City where recreation centers or libraries are co-located with school buildings, allowing those facilities to share parking and recreation fields. Such co-locations can improve efficiency, reduce operating costs, and provide environmental benefits.

Action CS1.1.2. When evaluating potential sites for the location or relocation of a city facility, consider vulnerability to flood damage or isolation due to flooding.



Action CS1.1.3. Design new city facilities to adapt to changing technologies and to include flexible meeting spaces that can host multiple users.

Action CS1.1.4. Continue to maintain existing city facilities, extending their useful life through repairs and renovations, including appropriate upgrades.

Action CS1.1.5. Develop a long term strategy for the replacement of aging city facilities, including as part of that strategy consideration of the feasibility of consolidation and the co-location of multiple facilities on one site.

Action CS1.1.6. Ensure that the City's Emergency Operations Plan addresses public and private infrastructure and service needs during times of emergency, but also serves as a daily planning document to address mitigation, preparation, response and recovery from threats.

Outcome CS1.2. Improved access to services through enhanced technology.

Metrics:

- *Percent of complete, non-administrative land use applications posted online within 72 hours of receipt.*
- *Percent of land use applications received online.*
- *Percent of building permits processed online.*

Action CS1.2.1. Explore opportunities for expediting development processes, such as encouraging online submittal of applications.

Comments: A simplified fee schedule approach, reflecting the labor it takes to review applications, would be necessary to permit applications to be submitted online.

Community Services Goal 2. Provide a safe environment for residents, workers, and visitors.

Outcome CS2.1. Police protection and service that are responsive to the needs of the City’s residents, visitors, and businesses.

Metrics:

- *Percent change in the average response time to Priority 1 calls.*
- *Percent change in the number of property and violent crimes reported.*

Action CS2.1.1. Maintain average emergency response times of 6½ minutes or less for Priority 1 calls.

Action CS2.1.2. Continue to explore alternatives that may reduce response times throughout the City, such as the relocation of existing facilities and the addition of new facilities.

Outcome CS2.2. Fire and rescue services that protect life, property, and the environment.

Metrics:

- *Percent change in the average response time to fire and emergency medical calls.*

Action CS2.2.1. Maintain average emergency response times of no more than 4 minutes for the deployment of the first fire unit to the scene of a fire or medical emergency, and no more than 8 minutes for the deployment of the balance of a first alarm assignment or an ambulance to the scene of a medical emergency.

Action CS2.2.2. Develop a long term strategy for improving and expanding fire training spaces within the City, and work to expand the number of facilities available for shared regional training.



Comments: The Norfolk Fire Department presently has limited training spaces. The department currently utilizes facilities in neighboring jurisdictions to conduct non-classroom training.

Action CS2.2.3. Maintain an International Insurance Services Office (ISO) rating for fire safety of 2 or better.

Action CS2.2.4. Continue to provide fire and life safety education programs in the public schools and elsewhere in the community.

Outcome CS2.3. Effective response to emergency situations.

Metrics:

- *Percent of declared emergencies for which required responses to FEMA are submitted in a timely manner.*

Action CS2.3.1. Maintain and update the *Emergency Operations Plan*, and continue to coordinate emergency planning efforts with other local governments in the region, non-profit organizations, and State and federal agencies.

Action CS2.3.2. Annually undertake emergency operations drills, simulating the City's response to various emergency situations.

Action CS2.3.3. Evaluate the City's response following any declared emergency.

Action CS2.3.4. Improve the City's ability to provide residents with timely information on changing conditions during emergency situations.

Outcome CS2.4. Animal care facilities that provide safe haven for animals in need of care.

Metrics:

- *Percent change in the total number of volunteer hours at Norfolk Animal Care Facilities.*
- *Percent change in the number of adoptable animals euthanized.*

Action CS2.4.1. Continue to assess the behavioral characteristics of surrendered and found animals to identify all suitable candidates for adoption.

Action CS2.4.2. Improve the ability of the Norfolk Animal Care Center to identify animal ownership so that animals can be returned to their homes whenever possible.

Action CS2.4.3. Encourage special events to promote the adoption of animals housed at the Norfolk Animal Care Center.

Action CS2.4.4. Continue to encourage volunteerism and donations to help support the operations of the Norfolk Animal Care Center.

Community Services Goal 3. Provide quality public utility services that meet the current and future needs of residents and businesses.

Outcome CS3.1. Clean, safe drinking water provided at the best possible value to all customers of the Norfolk water system.

Metrics:

- Gallons of water produced per day.
- Percent of water produced meeting Safe Drinking Water Act standards.

Action CS3.1.1. Maintain the ability to treat 100 million gallons of drinking water per day.

Action CS3.1.2. Ensure compliance with the requirements of the Safe Drinking Water Act by continuing to perform regular testing and maintenance of the City’s drinking water system.



Action CS3.1.3. Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the water treatment and delivery system.

Comments: During FY2010, 11 miles of water mains were replaced while 49 new fire hydrants were installed under this program.

Action CS3.1.4. Maintain, and expand where appropriate, regional water production agreements in order to maximize the return on the City’s infrastructure investments.

Action CS3.1.5. Continue to promote watershed protection programs for people living within reservoir watershed areas.

Action CS3.1.6. Monitor upstream sources of pollutants that could impact Norfolk's water supply and intervene where appropriate.

Outcome CS3.2. A reliable and efficient system for the collection and management of wastewater from Norfolk homes and businesses.

Metrics:

- *Linear feet of wastewater collection system cleared.*

Action CS3.2.1. Maintain the ability to collect and transmit for disposal 20 million gallons of wastewater per day.

Action CS3.2.2. Continue to perform regular testing, cleaning, and maintenance of the City's wastewater collection system to ensure compliance with federal and State environmental regulations.

Action CS3.2.3. Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the wastewater collection and conveyance system.

Comments: During FY2010, nearly 13 miles of sewer mains were replaced under this program.

Action CS3.2.4. Continue support of HRSD improvements to the wastewater collection and treatment system.

Outcome CS3.3. A safe, reliable, and efficient system for the collection and management, including recycling, of Norfolk's solid waste.

Metrics:

- *Percent change in the number of complaints of missed collection stops reported.*
- *Percent of total tonnage of solid waste recycled annually.*
- *Participation rate in the curbside recycling program.*

Action CS3.3.1. Maintain the ability to collect refuse and recycling on the day scheduled and remove dead animals within one day of a report.

Action CS3.3.2. Increase participation in the curbside recycling program, to achieve a target of recycling 25% or more of all solid waste collected, through continued marketing and educational efforts.

Action CS3.3.3. Continue to support and promote household hazardous waste recycling opportunities.

Action CS3.3.4. Evaluate potential changes to yard waste disposal practices.

Action CS3.3.5. Continue to require the screening of dumpsters.

Action CS3.3.6. Establish screening requirements for smaller garbage disposal containers.

Outcome CS3.4. A stormwater management system that reduces the quantity and improves the quality of stormwater runoff.

Metrics:

- *Change in the water quality of receiving waters.*
- *Percent of street sweepings that take place on the scheduled day.*
- *Feet of drainage ditches cleared of debris.*
- *Number of drain structures cleared of debris.*

Action CS3.4.1. Clear debris from at least 120,000 linear feet of drainage ditches and 7,500 drain structures each year.

Action CS3.4.2. Maintain the ability to sweep streets of debris on the regularly-scheduled date.

Action CS3.4.3. Continue regularly inspecting all Best Management Practices (BMP) structures installed in the City, on both public and private property, to ensure proper maintenance and performance in accordance with the City’s Virginia Pollutant Discharge Elimination System (VPDES) permit requirements.

Comments: Norfolk operates a network of pipes and outfalls, called the municipal separate storm sewer (MS4) system, which collects rainwater from the streets and discharges it into local waterways. This system is permitted by the Virginia Department of Environmental Quality (DEQ) through a VPDES permit, which ensures that the level of pollutants entering the waterways is reduced to the maximum extent possible.



Action CS3.4.4. Develop and implement a stormwater master plan.

Action CS3.4.5. Continue to provide educational materials to Norfolk property owners on the importance of keeping the stormwater drainage system clean.

Outcome CS3.5. Reliable access to electricity, natural gas, and communication networks.

Metrics:

- *Percent of incidents in which procedures for identifying affected public utilities are in place and implemented.*

Action CS3.5.1. Continue to coordinate upgrades and replacement of non-City provided utilities, including electricity, natural gas and communication networks.

Action CS3.5.2. Work with our utility partners to ensure access to electricity, natural gas, and communication networks both daily and during times of shock or stress.

Community Services Goal 4. Maintain the City's cemeteries as places of honor and respect.

Outcome CS4.1. Well-maintained cemeteries.

Metrics:

- *Percent change in the number of complaints about maintenance of city-owned cemeteries.*

Action CS4.1.1. Ensure the continued maintenance and improvement of city-owned cemeteries.

Comments: Norfolk also has privately-owned cemeteries, the maintenance of which is addressed through existing property maintenance requirements.

Action CS4.1.2. Support the efforts of the Norfolk Society for Cemetery Conservation to preserve, protect, and promote Norfolk’s historic cemeteries.



CHAPTER 10: ENJOYING DAILY LIFE



"A wide variety of cultural and recreational opportunities that lead to a fun and healthy lifestyle for a diverse population."

Norfolk, as the urban center of the Hampton Roads region, provides an abundance of opportunities for people to relax and play. The availability of such opportunities is critical to the success of any vibrant city. The opportunities found in Norfolk include those provided by universities, museums, beaches, parks, libraries, and entertainment venues, as well as the uses that emerge around these locations, such as coffee shops, cafés, art studios, and bookstores. Together with the programs that occur at these places, they enhance the quality of life enjoyed by residents and visitors.

The diversity of Norfolk’s population demands a variety of recreational and cultural facilities and programs. Opportunities for youth are critical in any urban place. As Norfolk’s population ages, encouraging active living for older citizens will also become increasingly important.

In recent years, Norfolk has experienced increases in its population of professionals in creative careers such as science, engineering, education, computer programming, research, the arts, design, and media. This group, termed the “creative class” in a series

of books by University of Toronto public policy Professor Richard Florida, has worked independently of City efforts to enhance the experience of living in Norfolk. Their efforts have included initiating events and festivals, supporting entertainment venues, and opening new media and creative business ventures. They have also lobbied the City to remove barriers to the provision of facilities and activities that are attractive to their group. Groups such as the Greater Norfolk Corporation have launched initiatives such as “Brain Drain to Brain Gain” to attract and retain young professionals.

PARKS AND RECREATION

Among the opportunities Norfolk residents have for daily enjoyment is the wide array of recreational opportunities offered by the Department of Recreation, Parks, and Open Space. Norfolk is home to approximately 160 separately-designated public parks, totaling approximately 2,500 acres, and 27 community centers (see Map DL-1). This includes two festival parks – Town Point Park and Ocean View Park – capable of hosting large events, three golf courses, and six ten-acre-plus community parks. The City hosts a wide variety of recreation programs at these facilities, ranging from fitness classes to organized athletic leagues, and from art instruction to technology education. Linking these amenities, the City also has initiated development of a system of bicycle paths that is planned for expansion and includes both on- and off-road facilities (see Providing Transportation Options chapter).



Constant additions and upgrades are being made to the City’s parks and recreation centers. The Lamberts Point Community Center opened in 2010 and the City is constructing an aquatic center in Campostella scheduled to open in 2013.



The private sector also provides recreational facilities available to the public, some of which are in partnership with the City. A recreation center, funded through the Joan B. Kroc Foundation as a partnership between the City, the Norfolk Redevelopment and Housing Authority, and the Salvation Army, is planned for the Broad Creek area. A YMCA, to be developed in partnership with the City, is planned for the Park Place area.



Norfolk Public Schools operates multiple school sites that include some recreational amenities that are made available for public use. The City also offers opportunities for outdoor passive recreation. These include the Norfolk Botanical Garden, a site of over 155 acres showcasing numerous plant species, and the Virginia Zoo, housing 115 species of animals on 53 acres; both facilities charge admission for entry. The City’s eight

publicly-owned cemeteries, containing several miles of paved pathways suitable for walking, offer additional opportunities for passive recreation.

LIBRARIES AND CULTURAL FACILITIES

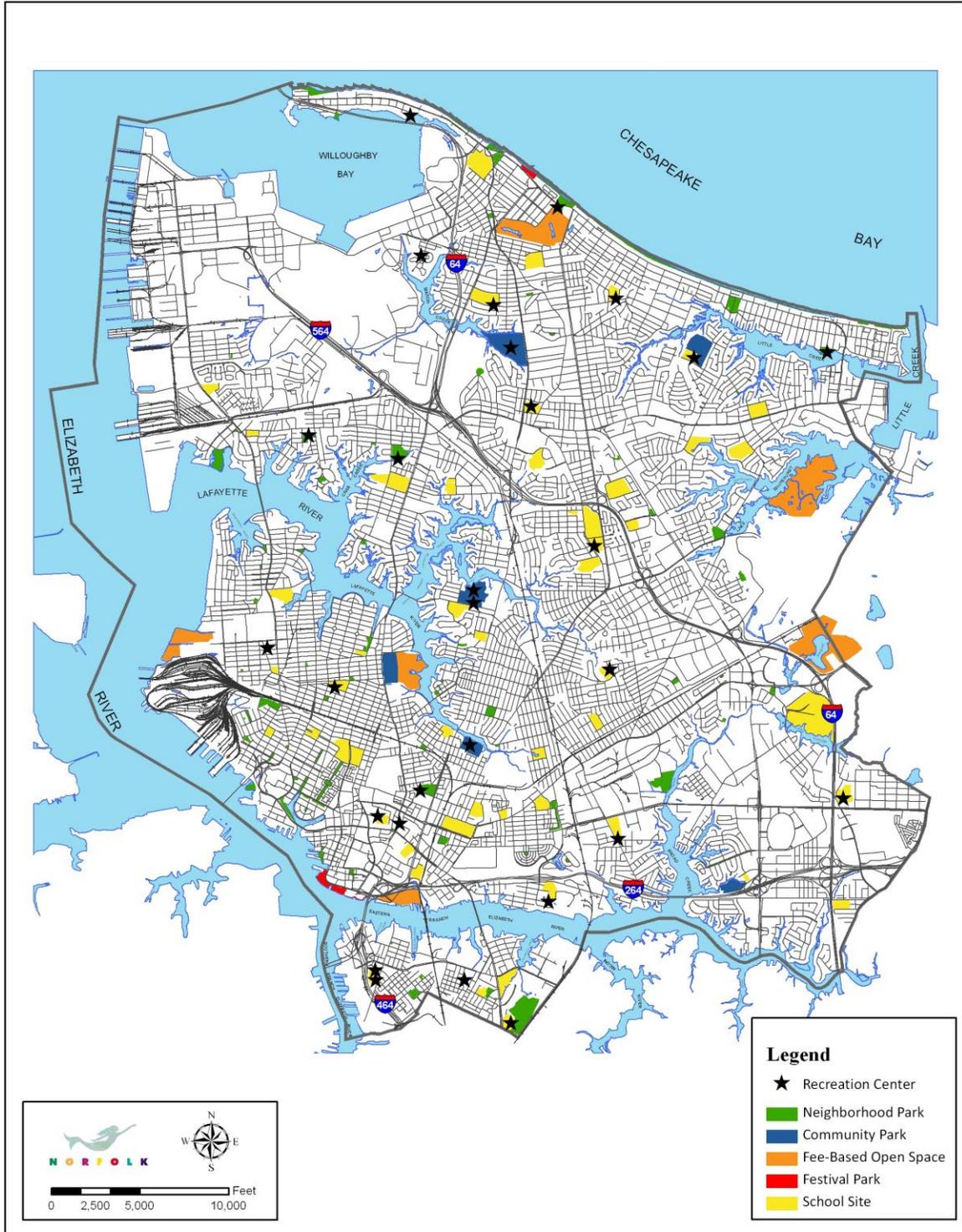
Libraries and cultural facilities are another area in which Norfolk – and regional – residents are provided with opportunities for daily enjoyment. Through twelve libraries (see Map DL-2) totaling more than 139,000 square feet and a bookmobile, Norfolk Public Library (NPL) provides free public access to more than 616,000 books and multimedia items, computers, meeting rooms, and a wide variety of programs and events. Utilization of library facilities has increased steadily in recent years, with more than 1.2 million visits made to a library facility in 2010. NPL is in the process of upgrading its facilities to respond to this increased utilization, constructing a new library in Ocean View that opened in 2008, and a new main library Downtown that is scheduled to open in 2014. NPL has also focused on upgrading technology and enhancing the public spaces in its facilities to better integrate them with the neighborhoods that surround them.



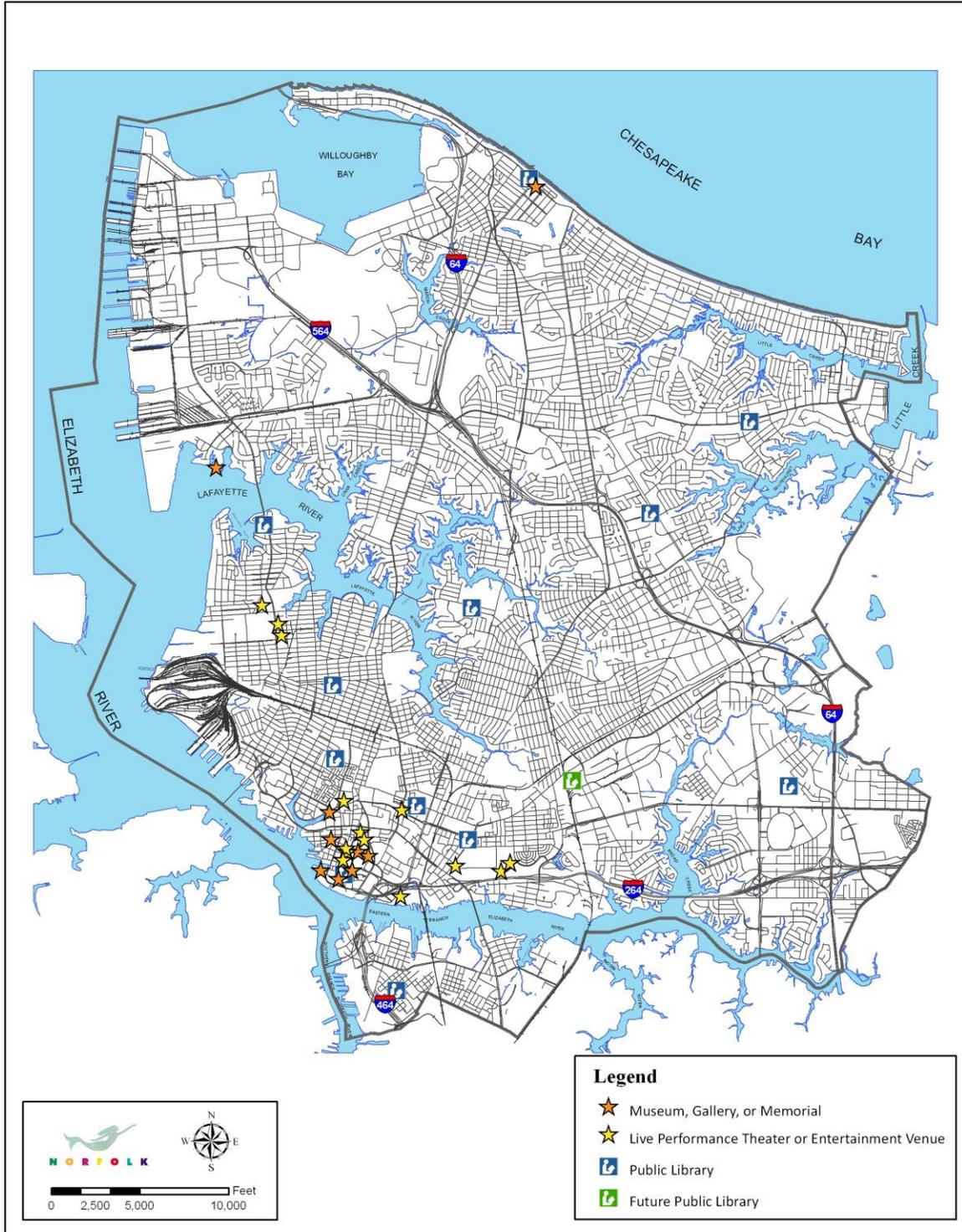
Norfolk is also home to a diverse collection of museums, performance venues, and cultural facilities (see Map DL-2), including the Attucks Theater, Chrysler Hall, the Chrysler Museum of Art, Harbor Park, Harrison Opera House, the MacArthur Memorial, Nauticus, and the Norfolk Scope Arena. In addition to these facilities, there are numerous other facilities operated by private organizations, universities, and other institutions. Norfolk also maintains a partnership with Norfolk FestEvents, a not-for-profit organization charged with hosting and promoting festivals, special events, concerts, and other events at various locations Downtown and in Ocean View, including Town Point Park and Ocean View Beach Park, as well as venues like Waterside, MacArthur Center, and the Half Moone Cruise and Celebration Center.



MAP DL-1. PUBLIC PARKS AND RECREATION CENTERS



MAP DL-2. LIBRARIES AND CULTURAL FACILITIES



KEY ISSUES

Based on existing conditions and trends, following are the key issues in the enjoyment of daily life in Norfolk:

1. Providing Norfolk residents with a variety of parks and recreational opportunities.
2. Providing Norfolk and regional residents with a variety of cultural opportunities.
3. Fostering the development of a more vibrant, dynamic city.

IMPORTANT LINKAGES

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

- Identifying Land Use Strategies
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Promoting Environmental Sustainability
- Supporting Lifelong Learning
- Delivering Quality Community Services
- Fostering Responsible Regional Cooperation

Daily Life Goal 1. Provide Norfolk residents with a rich variety of parks and recreational opportunities.

Outcome DL1.1. A variety of recreational programs and facilities at convenient locations.

Metrics:

- *Percent of households located within the distances established in Action 1.1.1 from a recreational facility.*
- *Acres of recreational land per 1,000 residents.*

Action DL1.1.1. Locate parks and recreation facilities throughout the City in proximity to residential areas, applying the standards below:

- Neighborhood parks: ½ mile
- Gymnasiums: 1 mile
- Bicycle paths: 2 miles
- Water access: 2 miles
- Recreation centers: 2 miles
- Baseball fields: 2 miles
- Soccer/football fields: 2 miles
- Indoor swimming pools: 4 miles

Action DL1.1.2. Provide recreational facilities to maintain a standard of 15 acres of recreational land per 1,000 residents.

Comments: The 2010 Recreation Parks and Open Space Master Plan identifies 13 locations for new neighborhood parks and recommends enhancements to several dozen parks and playing fields.

Action DL1.1.3. Seek partnership opportunities with private sector entities, including civic leagues, schools, religious institutions, and other organizations to assist in maintaining and operating parks and recreation centers.

Action DL1.1.4. Ensure that outdoor recreational facilities that share sites with schools are open and accessible to residents outside school hours (see Supporting Lifelong Learning chapter).



Action DL1.1.5. Design parks and recreational facilities to maximize flexibility, so that they can be easily adapted to changes in demographics.

Action DL1.1.6. Enhance public access to parks and recreational facilities by making needed infrastructure improvements to access roads, parking areas, sidewalks, bikeways, boat ramps, and beach access ways.

Action DL1.1.7. Ensure that one public water access point is provided for every ¼ mile of waterfront by maintaining existing access points, particularly those that provide parking and those along the Southeast Coast Paddling Trail, and adding new access points, with a priority given to physical access at existing parks, where none are presently available.

Action DL1.1.8. Provide a variety of programs at parks and recreational facilities designed to meet the needs of Norfolk’s residents through all stages of life, from childhood to the retirement years.

Action DL1.1.9. Periodically survey parks and recreation customers to identify desired changes in facilities and programming.

Action DL1.1.10. Provide learn-to-swim and boater safety programs for children and adults at community centers, public schools, and other providers of community services.

Action DL1.1.11. Continue to work with the U.S. Army Corps of Engineers to maintain navigation channels in the City's waterways through maintenance dredging and other channel improvement projects, in order to ensure access for recreational boaters.

Daily Life Goal 2. Provide the residents of Norfolk and the region with a variety of cultural opportunities.

Outcome DL2.1. Libraries that provide access to information for all residents, and support lifelong learning, cultural enrichment, and intellectual stimulation.

Metrics:

- *Percent of households located within 2½ miles of a library.*

Action DL2.1.1. Ensure that public library facilities are located throughout the City so that no resident lives more than 2½ miles from a library.

Action DL2.1.2. Create comfortable and inviting common spaces within libraries to invite users to interact with others in the community.

Action DL2.1.3. Periodically survey library customers to identify necessary changes in hours of operations and services offered, as well as in the collections of books, multimedia, and other materials.

Action DL2.1.4. Regularly re-evaluate technology and computer resources to ensure the service demands and technology needs of library customers are met.

Action DL2.1.5. Continue to provide library programs that celebrate Norfolk's cultural diversity and history.



Action DL2.1.6. Continue to enhance programmatic offerings such as early childhood literacy, after-school care, local history and genealogy, and job search programs.

Outcome DL2.2. A variety of cultural and entertainment opportunities.

Metrics:

- *Percent change in admissions to cultural and entertainment facilities.*

Action DL2.2.1. Continue to recognize the importance of the arts as an economic tool by coordinating with and promoting the activities of arts organizations such as the Virginia Arts Festival, the Virginia Opera, the Virginia Stage Company, and the Virginia Symphony Orchestra, as well as arts programs offered by Norfolk State University, Old Dominion University, and Tidewater Community College.

Action DL2.2.2. Continue to provide Norfolk and regional residents with access to cultural and entertainment opportunities through support of facilities such as the Attucks Theater, Chrysler Hall, the Chrysler Museum of Art, Harbor Park, Harrison Opera House, the MacArthur Memorial, Nauticus, the Norfolk Botanical Garden, the Norfolk Scope Arena, Ocean View Park, Town Point Park, and the Virginia Zoo, as well as facilities located at Norfolk State University, Old Dominion University, and Tidewater Community College.



Action DL2.2.3. Explore opportunities for collaborating across jurisdictional boundaries in order to reduce competition among regional cultural facilities and entertainment venues.

Daily Life Goal 3. Foster the development of a more vibrant, dynamic city.

Outcome DL3.1. A city that retains and attracts the creative class.

Metrics:

- *Percent change in employment in the fields of science, engineering, education, computer programming, research, the arts, design, and media.*

Action DL3.1.1. Support the efforts of the “creative class” as they work to enhance the vibrancy of Norfolk’s culture.

Action DL3.1.2. Utilize new technologies to more effectively promote events and activities throughout the City.

Action DL3.1.3. Support the provision of art in public spaces throughout the City.

Comments: The City of Norfolk’s Public Art Commission is charged with installing public art throughout the City. Private efforts, such as the Downtown Norfolk Council’s “Art Everywhere” event, where Granby Street storefronts are transformed into art installations, are also supported.

Action DL3.1.4. Revise regulations to reduce restrictions on activities that add “life” to the street in appropriate locations, such as street vending, parades, festivals, road races, and other events.



Action DL3.1.5. Enhance pedestrian activity in appropriate locations to encourage the development of a desired mix of uses.

Comments: The City encourages pedestrian activity in a variety of locations, including Downtown, the Pedestrian Commercial Overlay zoning districts, and the Transit Supportive Areas. See the Identifying Land Use Strategies and Providing Transportation Options chapters for more information.

Action DL3.1.6. Support the creation of one or more “arts districts” in Norfolk by making needed regulatory changes to facilitate their development.

Comments: Citizen groups have been pursuing the creation of arts districts in at least two locations – the 35th Street corridor in Park Place and the area north of Brambleton Avenue between St. Paul’s Boulevard and the Chrysler Museum. Regulatory changes may be required to facilitate the appropriate mix of uses, including live/work spaces.

Action DL3.1.7. Revise the Zoning Ordinance to encourage bicycle and pedestrian travel.

Action DL3.1.8. Revise the Zoning Ordinance to require provisions for bicycles in the design of new facilities.



CHAPTER 11: PRESERVING OUR HERITAGE



Norfolk has a long and rich history that is reflected in its architecture and cultural resources. This legacy creates a sense of place and contributes to the unique character of the City. Currently, Norfolk has four locally designated historic districts: East Freemason, Ghent, Hodges House, and West Freemason. There is one local overlay district, the Downtown Historic Overlay District (see Map H-1). There are also 14 National Register historic districts (see Map H-2). Table H-1 lists all of Norfolk’s historic districts. Table H-2 details Norfolk’s National Register Historic Districts, including the year each district was designated and the number of contributing structures in each.



TABLE H-1
HISTORIC DISTRICTS
 Source: City of Norfolk

Area	National Register Historic District	Local Historic District
Berkley North	✓	
Ballentine Place	✓	
Chesterfield Heights	✓	
Colonial Place	✓	
Downtown	✓	✓*
East Freemason	**	✓
Ghent	✓	✓
Hodges House		✓
Lafayette Residence Park	✓	
Norfolk Auto Row	✓	
North Ghent	✓	***
Park Place	✓	
Riverview	✓	
West Freemason	✓	✓
Williamston/Woodland	✓	
Winona	✓	

* - The Downtown Local Historic District is an overlay zoning district

** - The historic structures in the East Freemason Local Historic District are all individually listed on the National Register

*** - Included in the Ghent Local Historic District

TABLE H-2
NATIONAL REGISTER HISTORIC DISTRICTS

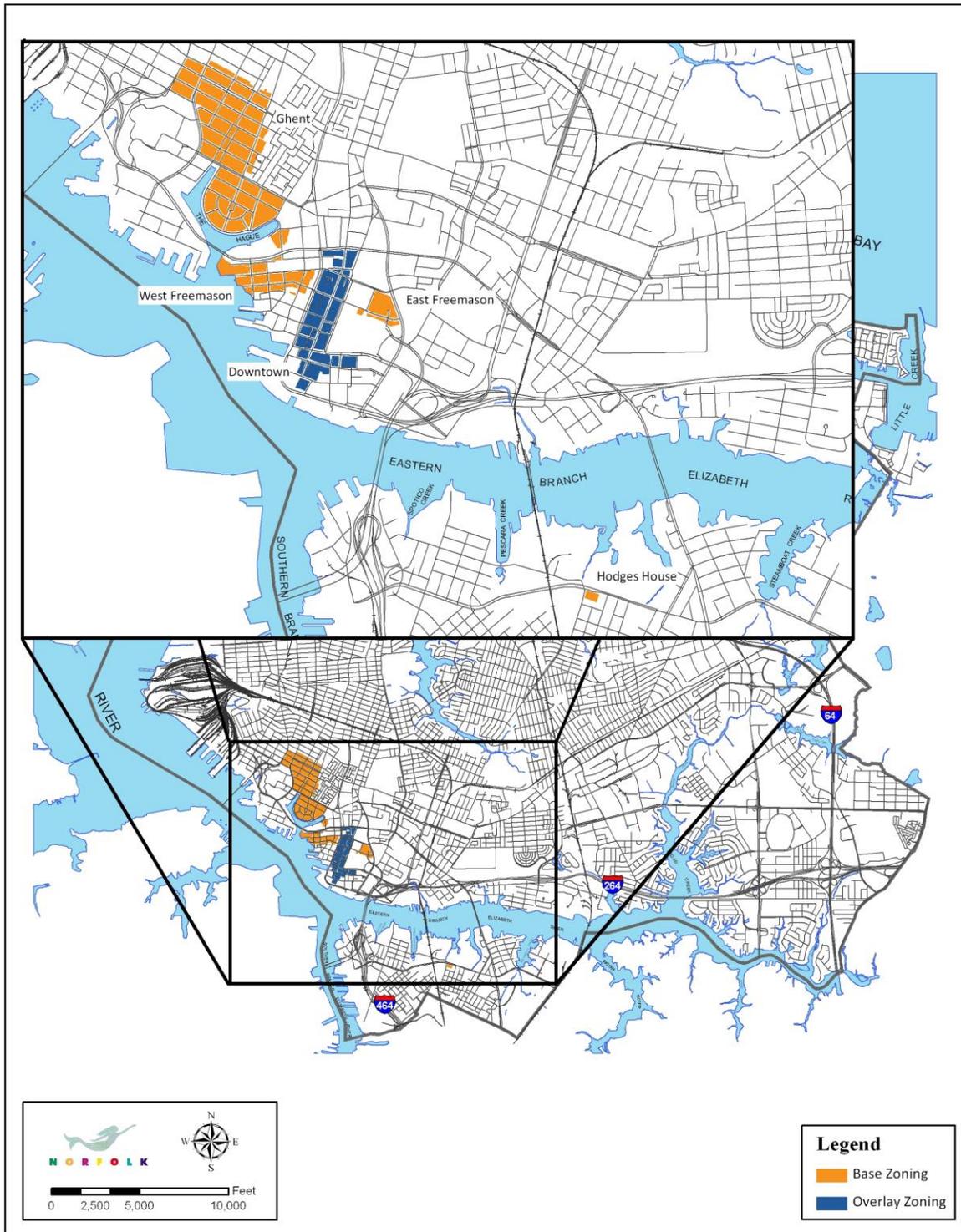
Source: City of Norfolk

Historic District	Year Designated	Contributing Structures*
Berkley North	2000	255
Ballentine Place	2003	862
Chesterfield Heights	2003	404
Colonial Place	2002	1,094
Downtown	1987 (2001)	n/a**
Ghent	1980	n/a**
Lafayette Residence Park	1998	284
Norfolk Auto Row	2014	52
North Ghent	1999	321
Park Place	2006	1,532
Riverview	1999	200
West Freemason	1972	n/a**
Williamston/Woodland	2014	38
Winona	2001	203

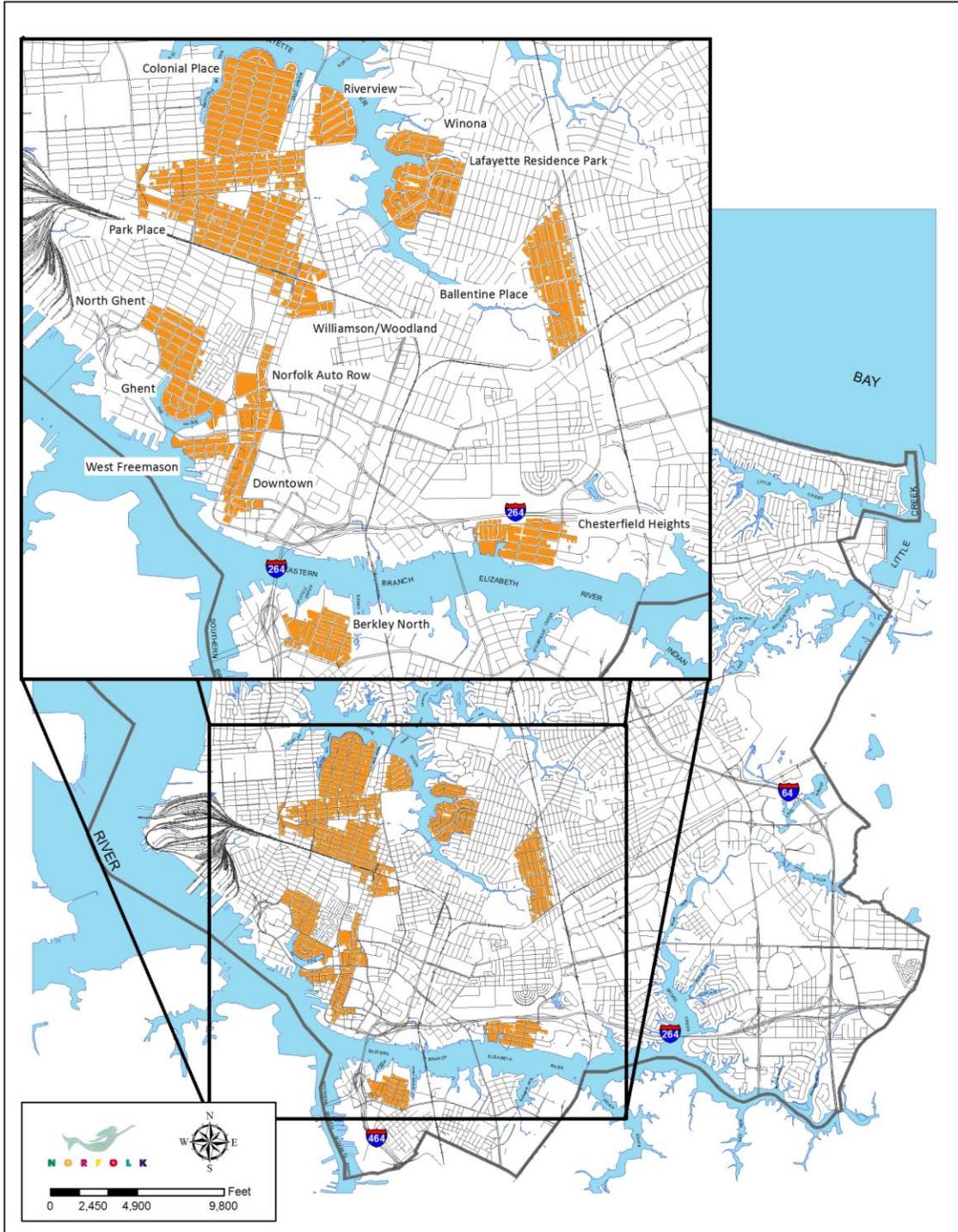
* - At the time of historic district nomination

** - Nomination forms did not include a list of contributing structures

MAP H-1. LOCAL HISTORIC DISTRICTS



MAP H-2. NATIONAL REGISTER HISTORIC DISTRICTS



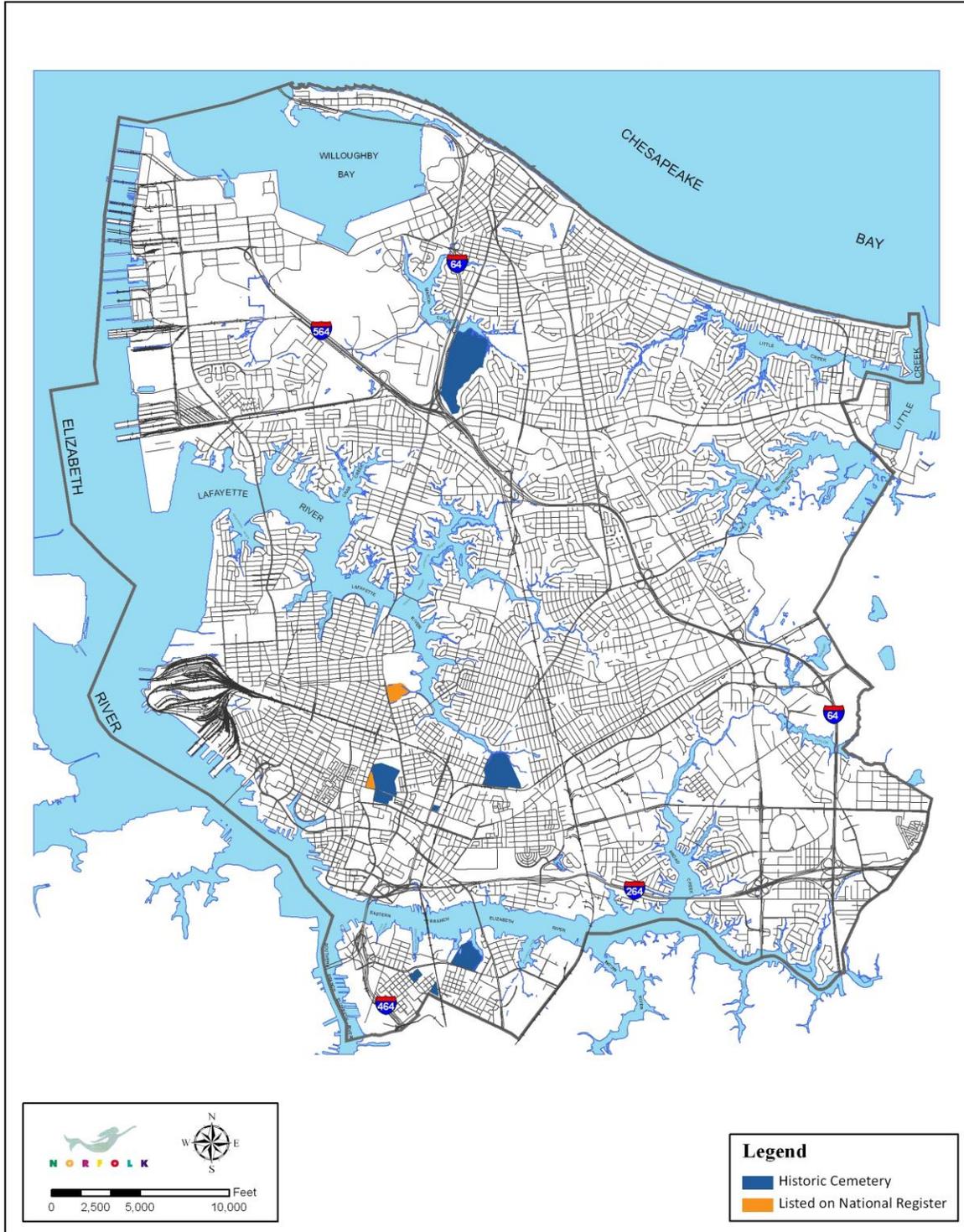
Though Norfolk boasts a fine collection of historic buildings and areas, much has been lost over the centuries due to war and natural causes, as well as the extensive urban renewal efforts that began shortly after World War II. During this time Norfolk received generous funding from the federal government and implemented sweeping redevelopment initiatives. This resulted in a loss of some of the City's material heritage. Despite these events and the lasting alteration they made to the built environment, many historic resources still remain in Norfolk. Many of these resources are near the central business district, though there are significant historic resources distributed throughout the City. Major arteries exiting Downtown, such as Monticello Avenue and Granby Street, are still lined with historic commercial and industrial buildings. North of the Ghent Historic District, there are more historic residential and commercial resources. Wartime housing and related buildings, such as Merrimac Park, are also significant, reflecting the important military influence in Norfolk. Norfolk is also home to several historic cemeteries (see Map H-3) and monuments that add to the City's historic character.



There are several other residential communities that contain historic resources, some of which may be eligible for National Register designation or placement in a local historic district. The 1992 *General Plan* identified several neighborhoods as potential locations for either National Register or local historic districts. Several neighborhoods have since been listed. The remaining neighborhoods identified are: North Ghent, West Ghent, Colonial Place, Riverview, and Lafayette/Winona. In 2009, the Historic and Architectural Preservation Committee updated this list, adding several neighborhoods that were not previously identified. These are: Algonquin Park, Ballentine Place, Berkley North, Campostella, Chesterfield Heights, Haynes Tract, Lamberts Point, Larchmont, Oakdale Farms, and Park Place.



MAP H-3. HISTORIC CEMETERIES



Together, Norfolk’s historic resources provide not only an interesting environment for residents and visitors to Norfolk, but demonstrate a visual passage of time and serve as reminders of our shared heritage.



KEY ISSUES

Based on the existing conditions and trends, the following are the key issues involving preservation of Norfolk’s heritage and culture:

1. Improving resident and visitor awareness of Norfolk’s heritage through a variety of mediums.
2. Increasing the number of historic resources that enjoy local zoning protection and improving awareness of the benefits that those designated areas enjoy.
3. Ensuring compatible development that preserves the character of Norfolk’s historic neighborhoods, respecting the size, massing, and lot placement of adjacent properties.
4. Streamlining review processes for applicants seeking to do work in local historic districts to enhance customer service and make local historic district designation more appealing to neighborhoods considering designation.

IMPORTANT LINKAGES

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

- Identifying Land Use Strategies
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Ensuring Housing Choices for All
- Delivering Quality Community Services
- Enjoying Daily Life

Heritage Goal 1. Foster a greater awareness of Norfolk’s heritage for residents and visitors.

Outcome H1.1. Increased information available to the public about Norfolk’s historic resources.

Metrics:

- *Number of communication methods utilized.*

Action H1.1.1. Utilize a variety of communications methods, ranging from printed materials, online information, and municipal television channels, to workshops and lectures, to raise awareness of Norfolk’s historic resources and inform property owners and design professionals about the need to maintain historic properties and opportunities to revitalize historic properties.

Comments: Increasing awareness of Norfolk’s historic resources and of available incentives, such as historic rehabilitation tax credits and tax abatement, could encourage property owners to rehabilitate historic structures.



Action H1.1.2. Provide information, including maps of routes between sites for walking, bicycling, or driving tours, highlighting Norfolk’s history and architecture, as defined by the Cannonball Trail, in a variety of forms such as brochures, websites, and mobile applications.

Action H1.1.3. Provide programs related to historic preservation, continuing to use those provided by the Norfolk Public Library and encouraging other City departments to develop programs celebrating Norfolk’s history.

Action H1.1.4. Continue to work with the Norfolk Society for Cemetery Conservation to increase awareness of the historic and cultural value of those resources.

Outcome H1.2. Improved identification of historic landmarks and districts.

Metrics:

- *Percent of known historic resources designated with a City-provided marker.*

Action H1.2.1. Develop a process for expanding Cannonball Trail markers.

Comments: The Cannonball Trail was created to focus on historic sites and buildings in downtown, and has been expanded to include more sites around the City of Norfolk.

Action H1.2.2. Identify new sites for Cannonball Trail markers.



Action H1.2.3. Develop a local plaque program to recognize contributing structures in historic districts or sites that have local landmark designation.

Action H1.2.4. Identify historic district boundaries through vintage or special street signs in historic districts.

Heritage Goal 2. Protect Norfolk’s historic resources.

Outcome H2.1. New and infill development that respects surrounding historic properties and reflects the established architectural pattern.

Metrics:

- *Percent of developable vacant lots in local and National historic districts subsequently developed with appropriate buildings.*

Action H2.1.1. Develop local historic district design guidelines utilizing professional standards, such as the Secretary of the Interior’s Standards for Rehabilitation, as the basis.

Action H2.1.2. Evaluate existing local historic district guidelines to determine the need for updates at least every ten years.

Action H2.1.3. Encourage the use of design guidelines and pattern books in National Register districts and other historic areas for new infill construction.



Outcome H2.2. An increased number of historic resources, including structures, neighborhoods, and cultural resources, that are protected.

Metrics:

- *Percent of the City’s identified historic buildings and neighborhoods with some level of protection.*

Action H2.2.1. Develop an up-to-date inventory of historic resources readily available on the City’s website.

Action H2.2.2. Update the inventory of historic resources at least every ten years, evaluating the historic significance of all buildings that are more than 40 years old.

Comments: As buildings and sites become 50 years old, they become potentially eligible for historic designation, necessitating regular surveys to ensure that potentially eligible resources are evaluated. Because it is not feasible to prepare a survey more often than every decade, evaluating all buildings more than 40 years old ensures that all potentially eligible resources have been evaluated.

Action H2.2.3. Identify funding sources for updates to the inventory of historic resources.

Comments: There are two sources of funding for such an update: the City budget and grant money through the Certified Local Government (CLG) program, a program administered through the Virginia Department of Historic Resources.

Action H2.2.4. Revise the Zoning Ordinance to provide for designation of local landmarks, including cultural resources.

Comments: There are single buildings, monuments, gardens, and cemeteries of particular significance in the City, which are not necessarily located within a larger historic district. Local landmark designation would create a method for those buildings to be recognized and offered local protection.

Action H2.2.5. Work with neighborhoods to gain support for new locally-designated historic districts and landmarks.

Action H2.2.6. Communicate regularly with property owners in neighborhoods that are designated local historic districts regarding the regulations and policies in those districts.

Action H2.2.7. Discourage the performance of work in a local historic district without a Certificate of Appropriateness (COA) through the implementation of programs such as a system of fees or fines for not obtaining a COA.

Action H2.2.8. Utilize historic district design guidelines to promote the appropriate maintenance and rehabilitation of existing structures in historic districts.



Action H2.2.9. Amend the Zoning Ordinance to permit the reuse of nonconforming historic structures.

Comments: Currently, many nonconforming structures exist in historic areas where the Zoning Ordinance does not allow for their continued use. Providing avenues for their continued use, if an applicant obtains a COA, could potentially save many historic buildings from demolition

Action H2.2.10. Promote reuse of historic structures through City marketing efforts about programs such as tax abatement.

Action H2.2.11. Pursue the statutory authority to prevent demolition by neglect in historic areas through heightened code enforcement.

Action H2.2.12. Preserve, protect, and promote Norfolk’s historic municipal cemeteries through active conservation, education, and advocacy.

Heritage Goal 3. Improve and streamline the Certificate of Appropriateness process.

Outcome H3.1. Expedited review of projects going through the Certificate of Appropriateness process.

Metrics:

- *Percent change in the average amount of time a project takes to go through the COA process.*

Action H3.1.1. Eliminate the duplicative process of review by two bodies, the Design Review Committee and the Planning Commission, in order to get a project approved.

Comments: Requiring applicants for a COA to have their application reviewed by multiple bodies adds time to the review process and introduces the potential for conflicting recommendations.



CHAPTER 12: FOSTERING RESPONSIBLE REGIONAL COOPERATION



Norfolk is located at the center of the Hampton Roads region of southeastern Virginia, which is home to approximately 1.7 million people, making it the largest metropolitan area between Washington, DC and Atlanta. As detailed in Map RC-1, the region covers over 2,600 square miles across ten cities and six counties, and is divided into two areas – the Peninsula and Southside – by the world’s largest natural harbor, located where the confluence of the Elizabeth, James and Nansemond Rivers flows into the Chesapeake Bay. Given this asset, much of the region’s history and wealth is linked to the sea with tourism, port operations and the military all continuing to be significant parts of the regional economy.

Vibrant metropolitan regions are expected to be key to growth and development in the future. The full array of amenities, resources, and facilities across an entire region will be compared to other metropolitan areas when attempting to attract or retain business investment. The quality of transportation facilities, cultural amenities, and educational and workforce development programs in a region, including university facilities and programs, are of particular importance in the evaluation of potential business locations.

MAP RC-1. HAMPTON ROADS REGION



Accordingly, continuing to work together as a region on these and other related issues will be more important than concentrating on internal boundaries when working to attract business investment, as well as the next generation of residents and workers. The idea that all benefit when one part of the region benefits needs to be advanced.

There are significant structural challenges in Virginia that must be overcome to further greater regional cooperation. Both the Dillon Rule, which limits the powers of local governments while also enforcing a heavy reliance on property taxes for local revenues, and the Independent City Statute, which removes a unifying governmental structure over multiple jurisdictions, have negatively impacted regional cooperation in the Commonwealth for decades. However, these hurdles are not insurmountable. The federally mandated regional transportation planning process in Hampton Roads has recently been strengthened to increase its effectiveness. Similar initiatives to improve other key areas related to regional competitiveness will need to be supported so that Hampton Roads can thrive in the global economy. Making regional cooperation proactive should ensure that it becomes an everyday practice rather than an issue that arises out of crisis.

Certain services and issues affecting all jurisdictions such as wastewater treatment and mass transit services can be more efficiently addressed on a region-wide basis. There are agencies providing many of these services that should be supported and strengthened. Other issues, such as affordable housing, may represent an opportunity to improve service effectiveness through a regional approach.



New challenges that have not previously been a major part of the regional dialogue, such as the impacts of sea level rise, are beginning to be identified. Hampton Roads will be tested to develop effective institutions to respond to these challenges as well.



The City of Norfolk should play a significant leadership role in addressing these regional issues.

KEY ISSUES

Based upon existing conditions and trends, the following are the key issues for Norfolk related to regional cooperation:

1. Improving economic competitiveness through the enhancement of regional amenities and services, especially related to education and transportation.
2. Ensuring the effective and efficient delivery of services best addressed on a region-wide basis.
3. Supporting regional approaches to emerging issues which cross jurisdictional boundaries.

IMPORTANT LINKAGES

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

- Providing Transportation Options
- Enhancing Economic Vitality
- Promoting Environmental Sustainability
- Supporting Lifelong Learning
- Ensuring Housing Choices for All
- Delivering Quality Community Services
- Enjoying Daily Life

Regional Cooperation Goal 1. Enhance regional economic competitiveness.

Outcome RC1.1. A vibrant and growing metropolitan region with the capacity to compete successfully with similarly-sized regions in the eastern United States.

Metrics:

- *Percent change in employment compared to other regions.*
- *Change in Hampton Roads average household income compared to other regions.*

Action RC1.1.1. Support development of a regional economic development strategy to coordinate and guide business development efforts.

Action RC1.1.2. Improve marketing, both collectively and individually, of regional assets to attract new business and investment to the region.

Action RC1.1.3. Explore opportunities for collaborations across jurisdictional boundaries in order to reduce competition.

Comments: Effective programs could serve to reduce the duplication in the development and maintenance of arts/entertainment venues and meeting space facilities across Hampton Roads. Such opportunities may take the form of new revenue sharing agreements that may require Commonwealth of Virginia approval.

Action RC1.1.4. Support the development of an efficient, multi-modal transportation network, including high quality connections to other metropolitan regions, to support new business investment and activity.

Action RC1.1.5. Support educational institutions, programs, and other related workforce development efforts to help create and maintain a well trained and qualified workforce.

Action RC1.1.6. Continue to work with all jurisdictions in Hampton Roads to strengthen major regional assets, including the military, ports, medical institutions, colleges and universities, and tourist destinations.



Action RC1.1.7. Encourage Norfolk’s water supply surplus to be marketed and utilized as a major regional asset to attract development.

Action RC1.1.8. Partner with Norfolk’s General Assembly members to develop consensus positions to enhance regional competitiveness.

Regional Cooperation Goal 2. Ensure efficient regional service delivery.

Outcome RC2.1. Efficient coordination of regional services.

Action RC2.1.1. Support continued development of regional approaches to addressing new federal and State requirements for both wastewater and stormwater management.

Action RC2.1.2. Study and adopt a new regional waste management structure for post-2018, when existing arrangements are due to expire.

Action RC2.1.3. Encourage a coordinated approach to the development of affordable housing, involving all affected agencies.

Action RC2.1.4. Work with agencies throughout the region to develop and implement policies and programs addressing special needs populations.

Action RC2.1.5. Continue to work in partnership with various levels of government and public agencies to address homelessness on a regional basis.

Action RC2.1.6. Explore possible efficiencies to be gained by coordinating the purchase of municipal goods and services.

Action RC2.1.7. Continue to improve regional emergency preparedness, responsiveness, and evacuation planning.

Comments: The region has recently completed an update to the Southside Hampton Roads Hazard Mitigation Plan to address potential hazards on a regional basis.

Regional Cooperation Goal 3. Support a regional approach to emerging issues that cross jurisdictional boundaries.

Outcome RC3.1. More effective regional approaches to emerging issues of concern.

Metrics:

- *Percent change in regional air quality.*
- *Percent change in linear feet of unbuffered lower intensity residential land and more intensive land uses along Norfolk's borders.*

Action RC3.1.1. Coordinate land use planning at jurisdictional boundaries to reduce land use conflicts.

Action RC3.1.2. Support the development of a regional greenhouse gas emissions inventory and emission reduction targets.

Action RC3.1.3. Coordinate with regional partners and programs working on issues related to sea level rise.

Action RC3.1.4. Continue to explore regional approaches, including partnerships with universities and other organizations, to address new and emerging region-wide issues and topics.

CHAPTER 13: IMPLEMENTING PLANORFOLK2030

Planorfolk2030 must be used in its entirety, including both text and maps, to guide decision making about physical development and public infrastructure. It is intended to be sufficiently flexible to respond to changes in development patterns with amendments made when determined to be necessary. For the plan to be useful, it should be regularly monitored and reviewed to ensure that it remains an effective tool to help achieve the vision for the City of Norfolk.

Implementation Goal 1. Ensure that *planorfolk2030* remains a valuable tool for decision-making.

Outcome IP1.1. *planorfolk2030* is used to guide decision making about physical development and public infrastructure.

Metrics:

- *Percent of approved land use changes, Capital Improvement Program (CIP) projects, NRHA funding requests, and Community Development Block Grant (CDBG) applications that are consistent with planorfolk2030.*

Action IP1.1.1. Review all land use applications for consistency with *planorfolk2030*.

Action IP1.1.2. Ensure that proposed capital improvement projects are consistent with the recommendations of *planorfolk2030* as required by the *Code of Virginia*.

Action IP1.1.3. Encourage City departments and outside agencies to develop work plans that are consistent with the recommendations of *planorfolk2030*.

Action IP1.1.4. Evaluate grant requests, including Community Development Block Grant applications, against the requirements of *planorfolk2030*.

Outcome IP1.2. Effective tools that support the implementation of *planorfolk2030*.

Metrics:

- *Percent of biannual implementation status reports on time.*
- *Percent of reviews of planorfolk2030 conducted within five years of adoption or the preparation of a review.*

Action IP1.2.1. Regularly evaluate City codes to ensure that the goals of *planorfolk2030* are being implemented effectively.

Comments: Tools for implementing planorfolk2030 include the Zoning

Ordinance, the Capital Improvement Program, and the subdivision ordinance, as well as other ordinances within the Code of the City of Norfolk.

Action IP1.2.2. Regularly review the best practices of local governments throughout the United States and amend Norfolk’s codes, where appropriate, to ensure that City codes are as effective as possible.

Action IP1.2.3. Prepare a report evaluating the status and effectiveness of *plaNorfolk2030* implementation at least every two years that includes the following elements:

- An evaluation of the data defined in the metrics.
- An outline of the obstacles or problems in plan implementation.
- Recommendations for new or modified goals, outcomes, metrics or actions.

Action IP1.2.4. Review *plaNorfolk2030*, in its entirety, every five years to determine if there is a need for any of the following types of amendments:

- Adjustments to specific goals, outcomes, metrics, or actions.
- Updates to entire chapters or added chapters.
- Preparation of a new plan.

Outcome IP1.3. *plaNorfolk2030* is amended whenever conditions warrant.

Metrics:

- *Number and type of amendments approved.*

Action IP1.3.1. Consider amending *plaNorfolk2030* when it is determined that there has been a change in conditions since adoption, when a plan or study evaluates an area at a greater level of detail, or when it is discovered that an error has been made.

Action IP1.3.2. Ensure newly completed area plans are adopted by reference into *plaNorfolk2030*, amending *plaNorfolk2030* to reflect the recommendations of the area plan, where appropriate (see Creating and Maintaining Healthy and Vibrant Neighborhoods chapter).

Action IP1.3.3. Process amendments to *plaNorfolk2030* according to requirements established by the *Code of Virginia* and the *Code of the City of Norfolk*.

Implementation Goal 2. Implement *plaNorfolk2030*.

The following matrix summarizes action items and the entities responsible for them. Its organization reflects the specific strategies outlined in this plan, and it includes

timeframes and approximate cost ranges for each action. In addition, the Comments column includes important cross-references among strategies that should be addressed in a coordinated manner.

The timeframe divides actions into four categories:

- Ongoing
Routine and continuous with no specified end date
- Immediate
Completed within 3 years
- Short-Term
Completed within 3 to 5 years
- Mid-Term
Completed within 5 to 8 years
- Long-Term
Will take longer than 8 years to complete

Note that the timeframes are for **completion** of an action, not its initiation. Many actions will begin sooner but will not be complete until the entire plan is complete.

Cost categories are:

- Existing resources
- Up to \$100,000
- \$100,000 to \$250,000
- \$250,000 to \$1 million
- Over \$1 million
- Several million

Glossary for Lead Responsibility:

<u>Abbreviation</u>	<u>Department or Agency</u>
Attorney	City Attorney
Budget	Budget and Strategic Planning
CF	Cultural Facilities, Art and Entertainment
CMO	City Manager's Office
COR	Commissioner of the Revenue
Communications	Communications
Development	Development
EM	Emergency Management
Finance	Finance
Fire	Fire
GS	General Services
HRT	Hampton Roads Transit
HS	Human Services

IGR	Intergovernmental Relations
IT	Information Technology
Libraries	Libraries
ND	Neighborhood Development
NPH	Norfolk Public Health
NPS	Norfolk Public Schools
NRHA	Norfolk Redevelopment and Housing Authority
OEH	Office to End Homelessness
Planning	City Planning
Police	Police
PW	Public Works
RPOS	Recreation, Parks and Open Space
Treasurer	Treasurer's Office
Utilities	Utilities

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Land Use Goal 1. Ensure that the type and quality of land uses will complement or enhance the community's physical characteristics.						
Outcome LU1.1. Future land use map and categories that respect neighborhood characteristics and meet the demand for each type of use.	LU1.1.1	Use the Future Land Use Map, in conjunction with the text, to guide the location and character of development.	Planning	Ongoing	Existing Resources	
	LU1.1.2	Implement residential land use categories that reflect existing successful neighborhood patterns with regard to lot width, structure type, setback, and vehicular use areas.	Planning	Ongoing	Existing Resources	
	LU1.1.3	Implement non-residential land use categories to meet market demand while recognizing the importance of accessibility, infrastructure capacity, and the relationship in scale and use to the neighborhood.	Planning	Ongoing	Existing Resources	
	LU1.1.4	Support mixed use development in appropriate locations in Residential Mixed, Multifamily Corridor, Multifamily, Commercial, and Office designated areas provided that it includes a combination of two or more land uses, at least one of which is residential and the other is non-residential, it includes the use depicted on the Future Land Use Map as part of the mixed use development, and it includes complementary uses.	Planning	Ongoing	Existing Resources	
	LU1.1.5	Support the development of uses in Transit Supportive Areas (areas surrounding selected rail stations) that create opportunities for a mix of employment and residential activity that promotes transit, bicycle, and pedestrian activity, while discouraging low intensity auto-oriented uses.	Planning	Ongoing	Existing Resources	Related to T1.2.8.
	LU1.1.6	Utilize a series of Character Districts to establish differing development standards based on the existing predominant development character in an area.	Planning	Ongoing	Existing Resources	Related to LU1.2.3.
	LU1.1.7	Evaluate any potential changes in land use classification to Multifamily or Multifamily Corridor residential using the criteria as defined.	Planning	Ongoing	Existing Resources	
	LU1.1.8	Ensure that new multifamily housing is designed to meet the criteria as defined.	Planning	Ongoing	Existing Resources	
	LU1.1.9	Encourage the creation of new exclusively-commercial locations in nodes at the intersections of roads rather than at isolated mid-block locations.	Planning	Ongoing	Existing Resources	
	LU1.1.10	Identify potential areas for transition or intensification of land use.	Planning; Development	Ongoing	Existing Resources	Related to EV1.1.1.
	LU1.1.11	Evaluate reuse options for city-owned facilities that are planned for closure.	Development; Planning	Ongoing	Existing Resources	
	LU1.1.12	Apply the standards of an Urban Development Area (UDA), as defined by the Code of Virginia § 15.2-2223.1, to development, including infrastructure, in the Downtown character district and in Transit Supportive Areas.	Planning	Ongoing	Existing Resources	
	LU1.1.13	Ensure that new development in the Traditional and Coastal Character Districts fits with the predominant development character in those areas by incorporating more strict form standards into the Zoning Ordinance.	Planning	*	*	Part of work program for LU1.2.1.
	LU1.1.14	Develop pattern books to clearly establish the appropriate development form and style for all new development in the Traditional and Coastal Character Districts, and for new commercial and multifamily development in the Suburban Character District.	Planning	Short-Term	\$100,000 to \$250,000	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS
Outcome LU1.2. Development regulations and practices that support a quality built and natural environment.	LU1.2.1 Develop new zoning tools reflecting best practices to address lot width, building placement, building form, landscaping, stormwater, and vehicular uses areas (driveways, parking lots, and garages) to ensure that development is compatible with surrounding land uses.	Planning	Immediate	\$100,000 to \$250,000	Anticipates comprehensive revision of the Zoning Ordinance.
	LU1.2.2 Develop appropriate land use transitions between lower-intensity residential areas and other more intense land uses by amending the zoning ordinance to provide appropriate vegetated buffers to ensure meaningful separation of uses or by applying slightly more intense uses adjacent to lower-intensity uses, with the transition occurring at the rear property lines.	Planning; RPOS	*	*	Part of work program for LU1.2.1.
	LU1.2.3 Establish parking standards within the Character Districts based on the most current research on parking by the Institute of Traffic Engineers, and other professionally-recognized organizations.	Planning	Immediate	Existing Resources	Related to LU1.1.6.
	LU1.2.4 Update zoning regulations to ensure the adequate provision of open space in multifamily residential and planned development districts.	Planning	Immediate	Existing Resources	
	LU1.2.5 Revise zoning regulations, developing new commercial categories and appropriate regulations that better reflect the current function of commercial areas as neighborhood-serving, community-serving, or region-serving.	Planning	*	*	Part of work program for LU1.2.1.
	LU1.2.6 Encourage the use of design guidelines wherever possible to ensure compatible development.	Planning	Ongoing	Existing Resources	
	LU1.2.7 Ensure that all new development in designated flood-prone areas complies with the city's flood protection regulations.	Planning	*	*	Part of work program for ES2.1.8.
	LU1.2.8 Evaluate the impact of potential sea level rise when reviewing development proposals and future changes to development regulations.	Planning	*	*	Part of work program for ES2.1.1 and ES2.1.2.
	LU1.2.9 Continue enforcement of the Airport Safety Zone Overlay District, restricting heights in designated areas.	Planning	Ongoing	Existing Resources	
	LU1.2.10 Ensure that zoning regulations reflect noise zones and accident potential zones so that residents are aware of the impact of airport regulations on land use.	Planning	*	*	Part of work program for LU1.2.1. See Map LU-3 and Table LU-3.
	LU1.2.11 Do not support any proposed increase in intensity of uses located in incompatible noise and accident potential zones and seek opportunities to reduce the intensity of those incompatible uses.	Planning	Ongoing	Existing Resources	
	LU1.2.12 Coordinate land use planning with institutions, including the military, colleges and universities, and medical institutions, to ensure compatibility with surrounding neighborhoods.	Planning	Ongoing	Existing Resources	
	LU1.2.13 Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments.	Planning	Immediate	Existing Resources	
	LU1.2.14 Work to bring existing automobile sales or repair establishments into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.	Planning	Ongoing	Existing Resources	
	LU1.2.15 Ensure that the design and scale of public utility structures are in keeping with the surrounding uses and that the placement minimizes physical or visual obstructions and avoids environmentally sensitive areas.	Planning	Ongoing	Existing Resources	
	LU1.2.16 Develop design guidelines for public utility structures.	Planning	Short-Term	Existing Resources	
	LU1.2.17 Work to ensure that building codes continue to provide adequate protection from potential hazards.	Planning; ND	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Neighborhoods Goal 1. Enable neighborhood residents to take ownership of their neighborhoods.						
Outcome N1.1. Enhanced resident and civic organization capacity to shape their communities.	N1.1.1	Identify a core group of engaged neighborhood residents with the capacity to affect change, and work with them prepare and implement community engagement strategies.	ND; Communications	Ongoing	Existing Resources	
	N1.1.2	Continue to support citizen organizations in their efforts to improve their communities.	ND; Communications	Ongoing	\$250,000 to \$1 Million	
	N1.1.3	Support neighborhood activities and celebrations, such as picnics, festivals, and other similar events.	ND; Communications	*	*	Part of work program for N1.1.2.
	N1.1.4	Invest in programs, such as the Neighbors Building Neighborhoods Academy, that build capacity among residents to formulate and assume ownership of neighborhood values, standards, and goals.	ND; Communications	*	*	Part of work program for N1.1.2.
	N1.1.5	Foster the development of community partnerships, capitalizing on the energy and expertise of institutions such as universities and the faith-based community and the capabilities of neighborhood residents, to improve neighborhood character, maintenance, and safety while maximizing the effective use of city resources.	ND; Communications	Ongoing	Existing Resources	
	N1.1.6	Continue to involve neighborhood civic leagues, and other similar organizations, in the decision-making process for city actions such as land use changes.	ND; Communications; Planning	Ongoing	Existing Resources	
	N1.1.7	Expand civic outreach efforts to more effectively involve traditionally underserved individuals, such as youth.	ND; Communications	Immediate	Up to \$100,000	
	N1.1.8	Promote Norfolk's centralized call center to improve the City's effectiveness in responding to neighborhood needs.	ND; Communications	Ongoing	Up to \$100,000	
	N1.1.9	Develop a public outreach program to educate neighborhood residents regarding city programs available to them and their responsibilities related to accessing those services.	ND; Communications	Immediate	*	Part of work program for N1.1.2.
Neighborhoods Goal 2. Enhance the vitality of Norfolk's neighborhoods.						
Outcome N2.1. Improved maintenance of private property.	N2.1.1	Investigate reported code violations within 72 hours of an initial report and continue to address all related issues until they are resolved.	ND	Ongoing	Existing Resources	
	N2.1.2	Encourage the continuation of the landlord registration programs offered by some colleges and universities located in the City and the expansion of such programs to other institutions.	ND	Immediate	Existing Resources	
	N2.1.3	Continue to support home maintenance and other home improvement initiatives.	ND; NRHA	Ongoing	\$250,000-\$1 Million	
	N2.1.4	Promote maintenance of rental housing by educating tenants about their rights and responsibilities under the Virginia Residential Landlord and Tenant Act.	ND	Ongoing	Existing Resources	
	N2.1.5	Encourage the return of abandoned housing to safe and useful occupancy, through the Derelict Structures Program, employing demolition of structures that cannot be rehabilitated as a last resort.	ND	Ongoing	Several Million	Spend approximately \$500,000 annually on this program.
Outcome N2.2. Improved maintenance of public property and infrastructure.	N2.2.1	Simplify the manner in which information on infrastructure maintenance needs can be collected from residents by creating a single online reporting mechanism.	IT; GS	Short-Term	Up to \$100,000	
	N2.2.2	Encourage neighborhoods, businesses, and other organizations to take a larger role in cleaning and maintaining public spaces.	ND; RPOS	Ongoing	Existing Resources	
	N2.2.3	Evaluate the need for changes to the Residential Permit Parking Program to more effectively apply to neighborhoods that have high demand for on-street parking and a limited supply, particularly those neighborhoods near major institutions.	PW	Immediate	Existing Resources	
	N2.2.4	Evaluate the City's lighting standards and ensure that neighborhoods meet the standard by maintaining existing street lights and adding new lights where they are appropriate.	PW; Police	Mid-Term	Several Million	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	N2.2.5	Encourage civic leagues to invite owners of rental properties to join neighborhood organizations to promote improved property maintenance.	ND	Ongoing	Existing Resources	
Outcome N2.3. Strong and safe neighborhoods and neighborhood residents.	N2.3.1	Continue police outreach efforts, such as the Police Assisted Community Enforcement (PACE) program, that improve communications between neighborhoods and the Police.	Police	Ongoing	Existing Resources	
	N2.3.2	Continue to support programs such as Neighborhood Watch, Business Watch, and Citizen’s Police Academy, and initiatives such as Safer by Design, that increase neighborhood surveillance and reduce opportunities for crime to occur.	Police; Planning	Ongoing	Existing Resources	Related to N2.3.4.
	N2.3.3	Support after-school and other programs which provide youth with positive alternative activities.	RPOS; Libraries	Ongoing	\$250,000 to \$1 Million	
	N2.3.4	Evaluate development regulations to identify ways that the principles of “Crime Prevention Through Environmental Design” (CPTED) can be incorporated into the design of newly-developed and redeveloped areas.	Planning; Police; RPOS	*	*	Part of work program for LU1.2.1. Related to N2.3.2.
Outcome N2.4. Neighborhoods of choice that embrace people from a diversity of incomes and ethnicities.	N2.4.1	Encourage the creation of neighborhoods in which people choose to live by enabling residents to take ownership of their neighborhoods.	ND	*	*	Part of work program for N1.1.2.
	N2.4.2	Develop programs to prevent concentrations of poverty, while ensuring affordable housing is located in proximity to employment centers, service centers, and public transit.	Planning; NRHA	Short-Term	Existing Resources	
	N2.4.3	Support the efforts of the “creative class” as they work to enhance the vibrancy of Norfolk’s neighborhoods.	Planning; Development; Communications	Ongoing	Existing Resources	
	N2.4.4	Support the development of appropriately scaled and located neighborhood retail uses.	Development; Planning	Ongoing	Existing Resources	
Neighborhoods Goal 3. Enhance neighborhood character, design, and visual identity.						
Outcome N3.1. Neighborhoods with a well-defined sense of identity that reflects their history, architecture, and physical environment.	N3.1.1	Develop and prioritize a list of improvements to public spaces, including streets, which can serve to enhance visual character and improve the pedestrian environment.	PW; RPOS; Planning	Mid-Term	Existing Resources	
	N3.1.2	Develop a program for the establishment of gateways to residential neighborhoods that are behind commercial corridors.	PW; Planning	Short-Term	Existing Resources	Funding for implementation was historically provided up to \$250,000 annually.
	N3.1.3	Design new public buildings and spaces to enhance the character of the neighborhoods in which they are located and, where appropriate, design new public buildings and spaces to be iconic places (see the Delivering Quality Community Services chapter).	PW; RPOS	Ongoing	Existing Resources	
	N3.1.4	Continue to work with neighborhoods on the installation and maintenance of neighborhood identification signs.	PW	Ongoing	Up to \$100,000	
	N3.1.5	Encourage the use of pattern books and design guidelines, both within and outside the City’s historic districts, to achieve a higher level of architectural quality.	Planning; RPOS	*	*	Part of work program for LU1.2.6.
	N3.1.6	Evaluate the effectiveness of Pedestrian Commercial Overlay (PCO) zoning districts, and consider potential ordinance revisions to ensure that they serve the purpose for which they were intended.	Planning	*	*	Part of work program for LU1.2.1.
	N3.1.7	Evaluate the effectiveness of programs intended to revitalize Norfolk’s commercial corridors.	Planning; ND; Development	Immediate	Existing Resources	
	N3.1.8	Develop design guidelines for use in evaluating grant funding proposals for aesthetic improvements of commercial properties.	Planning	Short-Term	Up to \$100,000	
	N3.1.9	Revise development regulations to ensure that infill residential development is compatible with surrounding properties.	Planning	*	*	Part of work program for LU1.2.1.

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	N3.1.10	Identify locations where it may be appropriate and financially feasible to relocate above-ground utility lines underground.	PW; Planning	Immediate	Existing Resources	Does not include implementation.
	N3.1.11	Continue to promote the Real Estate Ambassadors Program to communicate the quality of Norfolk's neighborhoods to real estate professionals throughout the region.	ND	Ongoing	Existing Resources	
Neighborhoods Goal 4. Implement an area planning policy.						
Outcome N4.1. Plans are focused on areas experiencing or in need of change.	N4.1.1	Evaluate the need to prepare an area plan based on defined criteria.	Planning	Ongoing	Existing Resources	
	N4.1.2	Consider neighborhoods as a whole during the area planning process, as well as potentially-affected areas located just outside the neighborhood.	Planning	Ongoing	Existing Resources	
	N4.1.3	Present proposals for plan initiation to City Council in a formal setting for action.	Planning	Ongoing	Existing Resources	
	N4.1.4	Ensure that residents affected by a plan may actively participate in its development by forming an advisory committee and by conducting community meetings at appropriate times throughout the planning process.	Planning	Ongoing	Existing Resources	
	N4.1.5	Evaluate past plans prepared for an area prior to beginning a new planning effort, considering whether those plans achieved their stated goals and, if not, whether those goals are desirable.	Planning	Ongoing	Existing Resources	
	N4.1.6	Include in each plan clear, measurable statements of desired outcomes, supplemented by a series of attainable strategies, including proposed capital projects, program changes, and ordinance revisions, as well as lead responsibility, projected timeframes, and implementation costs for each.	Planning	Ongoing	Existing Resources	
	N4.1.7	Address the role of potential partners in the plan implementation process.	Planning	Ongoing	Existing Resources	
	N4.1.8	Submit completed area plans for formal action by City Council and rescind prior plans that are in conflict, to ensure a clear direction for the area.	Planning	Ongoing	Existing Resources	
	N4.1.9	Adopt area plans by reference into <i>plaNorfolk2030</i> , and amend <i>plaNorfolk2030</i> to reflect the recommendations of the area plan, where appropriate.	Planning	Ongoing	Existing Resources	
	N4.1.10	Submit a formal report on area plan implementation to City Council at least every three years, including an update on the status of implementation actions, an assessment of the plan's success at achieving the stated goals, and a recommendation on any revisions that may be needed.	Planning	Ongoing	Existing Resources	
Neighborhoods Goal 5. Continue the implementation of area plans.						
Broad Creek	N5.1.1	Continue to implement the following actions in the Broad Creek area.				
		N5.1.1(a). Support NRHA's continued development of new rental and homeownership units.	Budget	Mid-Term	Several Million	
		N5.1.1(b). Support NRHA implementation of the redevelopment plan for Moton Circle.	Planning; Budget	Short-Term	Several Million	
		N5.1.1(c). Continue to support the revitalization of Grandy Village.	Planning; Budget	Mid-Term	Several Million	
		N5.1.1(d). Work with NRHA on the development of a South Brambleton revitalization plan.	Development; Planning; PW; Utilities; RPOS	Immediate	Existing Resources	
		N5.1.1(e). Develop a new library facility for the Broad Creek community, possibly in conjunction with a new elementary school.	Libraries; PW	Mid-Term	Several Million	
		N5.1.1(f). Continue to support the Salvation Army's development of a Ray and Joan Kroc Community Center in the Broad Creek community.	Planning	Immediate	Existing Resources	
		N5.1.1(g). Prepare a master plan for Douglas Park and acquire properties, as appropriate, to assist in the implementation of the plan.	NRHA; Planning	Long-Term	Several Million	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS
Central Hampton Boulevard	N5.1.1(h). Initiate acquisition within the Spartan Village neighborhood in order to assist with the implementation of improved area-wide stormwater controls.	PW; GS	Long-Term	Several Million	City has begun implementation. Completion will take several million. Related to ES2.1.4.
	N5.1.1(i). Continue to evaluate and implement flood protection alternatives in the Spartan Village area as a city priority.	PW	*	*	Part of work program for ES2.1.4.
	N5.1.2	Continue to implement the following actions in the Central Hampton Boulevard area.			
	N5.1.2(a). Revise regulations to require that new non-residential buildings be at least two stories.	Planning	*	*	Part of work program for LU1.2.1.
	N5.1.2(b). Revise regulations to require that retail and commercial uses have strong ground-floor visual and access connections to the sidewalk, with walkability and sense of place as a priority.	Planning	*	*	Part of work program for LU1.2.1.
	N5.1.2(c). Continue to implement the Hampton Boulevard Improvement Project (HBIP) with lane and signal improvements, sidewalks, landscaping and burial of utilities.	PW; RPOS	Long-Term	Several Million	
	N5.1.2(d). Develop access management plans for Hampton Boulevard and the 26th Street industrial corridor in conjunction with property owners.	PW; Planning	Mid-Term	*	Part of work program for T1.1.9.
	N5.1.2(e). Require the installation of additional street trees, wider verges, and other planting strip vegetation, with streetscape improvements on Hampton Boulevard, Killam Avenue, and Colley Avenue a priority.	RPOS	Ongoing	Up to \$100,000	
	N5.1.2(f). Explore the possibility of on-street parking where absent.	PW	Short-Term	Existing Resources	
	N5.1.2(g). Evaluate traffic calming measures, such as neckdowns, to prevent cut-through traffic on neighborhood streets where needed.	PW	Ongoing	*	Part of work program for T1.1.8.
	N5.1.2(h). Study transit travel patterns and demand to identify potential service enhancements, including improved signage and bus shelters, and coordinate service timing, routes, stops and information between HRT and ODU shuttle services.	HRT	Ongoing	Up to \$100,000	
	N5.1.2(i). Revise development regulations to restrict the location of parking areas to the side or rear of buildings and ensure building entrances front onto a public right-of-way to ensure a pedestrian orientation.	Planning	*	*	Part of work program for LU1.2.1.
	N5.1.2(j). Revise development regulations to ensure active uses around parks and plazas, encourage retail awnings over sidewalks and street tree species that provide shade.	Planning	*	*	Part of work program for LU1.2.1.
	N5.1.2(k). Engage the local community in the development of gateway treatments at major entry points using public art, street trees and other landscaping elements.	CF; Planning; RPOS	Long-Term	Up to \$100,000	
	N5.1.2(l). Engage local artists to create unique enhancements to streets and parks, particularly at entrance points to the Central Hampton Boulevard area.	CF; RPOS	Ongoing	Existing Resources	
	N5.1.2(m). Encourage the development of a wayfinding program by ODU in the vicinity of the University and University Village.	PW; Planning	Short-Term	Existing Resources	
N5.1.2(n). Develop a PCO for North Colley Avenue.	Planning; Development	Short-Term	Existing Resources		
N5.1.2(o). Revitalize North Colley commercial areas by improving public infrastructure and providing grant funding for aesthetic improvements of commercial properties.	PW; ND	Ongoing	Several Million	Related to EV1.1.4.	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	N5.1.2(p). Develop a special purpose zoning district for Knitting Mill Creek, working with civic leagues, property owners, and businesses to identify preferred uses and standards.	Planning	Short-Term	Existing Resources		
	N5.1.2(q). Work with businesses to find appropriate relocation sites, preferably in the 26th Street industrial, research, and office district or elsewhere within Norfolk.	Development	Long-Term	Existing Resources		
	N5.1.2(r). Revise development regulations to ensure that buildings and landscaping contribute to the character of the neighborhoods and the form of public open spaces, including streets.	Planning; RPOS	*	*	Part of work program for LU1.2.1.	
	N5.1.2(s). Support ODU’s development of the southern phase of University Village, while encouraging retail uses in the area that appeal to the broader community.	Development; Planning		Short-Term	Existing Resources	
	N5.1.3. Implement the following actions in the Chelsea Business District area.					
	Chelsea Business District	N5.1.3(a). Create a pedestrian and bicycle friendly streetscape by improving sidewalks and lighting, installing new pedestrian-scale signage, benches, trash receptacles, and bike racks, and enhancing crosswalks and sharrows/bicycle lanes where appropriate.	PW	*	*	Part of work program for T1.3.1.
		N5.1.3(b). Focus short-term streetscape improvements on the west side of Orapax Avenue, emphasizing its role as the primary pedestrian corridor into the business district.	PW	*	*	Part of work program for T1.3.1.
		N5.1.x(c). Consider extending the Enterprise Zone to include the Chelsea Business District.	Development	Immediate	Existing Resources	
		N5.1.3(d). Consider zoning modifications to support the development of vendors and pop-up businesses.	Planning	*	*	Part of work program for LU1.2.1.
		N5.1.x(e). Encourage the re-use of existing vacant buildings.	Development	Ongoing	Existing Resources	
		N5.1.3(f). Consider changing the zoning designations of industrially-zoned properties utilized for commercial or residential purposes to better reflect current and potential uses.	Planning	*	*	Part of work program for LU1.2.1.
		N5.1.x(g). Support neighborhood efforts to make the Chelsea Business District a testing ground for innovative sustainability approaches, such as wind and solar energy installations, rain gardens, and other similar methods.	PW; RPOS; Planning	Ongoing	Existing Resources	
		N5.1.3(h). Support the placement of public art throughout the business district, with an emphasis on wayfinding.	CF	Ongoing	Up to \$100,000	
	N5.1.4. Continue to implement the following actions in the Colonial Place-Riverview area.					
	Colonial Place-Riverview	N5.1.4(a). Market the Riverview Village area as a location of specialty stores as a means of attracting small, independent retailers.	Development	Ongoing	Existing Resources	
		N5.1.3(b). Encourage the reuse of the Riverview Theater as a component of the redevelopment of the area along Granby Street south of 41 st Street.	Development	Ongoing	Existing Resources	
		N5.1.4(c). Continue to support improvements to the pedestrian environment in Riverview Village through zoning, such as the Pedestrian Commercial Overlay, incentives, and capital improvements.	ND; Planning; Development; PW	Ongoing	\$250,000 to \$1 Million	Related to EV1.1.4.
	N5.1.5. Continue to implement the following actions in the Cottage Line area.					
		N5.1.5(a). Encourage mixed use development along East Ocean View Avenue between Chesapeake Street and the Ocean View Golf Course.	Development; Planning	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	Cottage Line	N5.1.5(b). Revise development regulations to ensure that new buildings maintain the continuity of the street face.	Planning	*	*	Part of work program for LU1.2.1.
		N5.1.5(c). Develop streetscape standards for East Ocean View Avenue appropriate for its intended purpose as a residential boulevard.	RPOS; PW; Planning	Mid-Term	Up to \$100,000	
		N5.1.5(d). Develop a gateway overlay zoning district for East Ocean View Avenue, between Cape View Avenue and Chesapeake Boulevard.	Planning	Short-Term	Existing Resources	
		N5.1.5(e). Develop a system of pedestrian and bicycle paths to improve connections to Community Beach Park, Ocean View Golf Course, and Lake Modoc.	PW; RPOS	Long-Term	*	Part of work program for T1.3.5. Related to N5.1.22(d).
	N5.1.6	Continue to implement the following actions in the Downtown area.				
	Downtown	N5.1.6(a). Improve pedestrian crossings of Waterside Drive, Brambleton Avenue, and St. Paul's Boulevard.	PW	Mid-Term	*	Part of work program for T1.3.5.
		N5.1.5(b). Extend the esplanade from Town Point Park to Harbor Park and ensure that the design accommodates bicycles.	PW; RPOS	Long-Term	Several Million	Related to T1.3.7.
		N5.1.6(c). Reconfigure Civic Plaza to include new driveway access from St. Paul's Boulevard, a memorial to commemorate the End of Massive Resistance, and enhanced landscaping.	PW; CF; RPOS	Short-Term	Over \$1 Million	
		N5.1.6(d). Develop the new Col. Samuel Slover Norfolk Main Library, the new Courthouse Complex, and the Multi-Modal Transfer Station at Harbor Park.	PW	Short-Term	Several Million	Related to T2.1.1 and DL2.1.1.
		N5.1.6(e). Support the expansion of the Chrysler Museum.	Planning	Immediate	Existing Resources	
		N5.1.6(f). Revise parking regulations in the area north of Brambleton Avenue.	Planning	Immediate	Existing Resources	
		N5.1.6(g). Support the creation of an "Arts District" in the area north of Brambleton Avenue, between St. Paul's Boulevard and the Chrysler Museum, by making regulatory changes to encourage the appropriate mix of uses.	Planning	*	*	Part of work plan for DL3.1.6.
	N5.1.7	Implement the following actions in the Downtown Arts District area.				
	Downtown Arts District	N5.1.7(a). Create a pedestrian and bicycle friendly streetscape by improving sidewalks, installing new pedestrian-scale lighting and landscape planting areas, enhancing crosswalks and sharrows/bicycle lanes, and reducing speed limits where appropriate.	PW	*	*	Part of work program for T1.3.1.
		N5.1.7(b). Consider converting two travel lanes of W. Virginia Beach Boulevard between Granby Street and Boush Street to on-street parking defined by landscaping.	PW	Mid-Term	Over \$1 Million	
		N5.1.7(c). Evaluate options for re-configuring or redeveloping the Harrison Opera House parking lot to create a more active, green street edge along W. Virginia Beach Boulevard.	CF	Mid-Term	Over \$1 Million	
		N5.1.7(d). Consider re-configuring Monticello Avenue to create new on-street parking areas that could potentially double as spaces for pop-up retail or a farmer's market.	PW	Mid-Term	Over \$1 Million	
		N5.1.7(e). Create gateways to the district at the intersections of Granby Street with Brambleton Avenue and Virginia Beach Boulevard, Llewellyn Avenue with W. Virginia Beach Boulevard, and E. Olney Road with Monticello Avenue and St. Paul's Boulevard.	ND; RPOS	Short-Term	\$250,000 to \$1 Million	
		N5.1.7(f). Explore the possibility of transforming Magazine Lane into a small-scale market street and central square for the district.	PW	Mid-Term	Over \$1 Million	
		N5.1.7(g). Encourage the re-use of existing buildings and the development of new buildings on excess surface parking.	Development	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS
East Little Creek Road Corridor	N5.1.7(h). Support the development of innovative art installations.	CF	Ongoing	Up to \$100,000	
	N5.1.7(i). Consider zoning modifications to support the development of artist studios and arts entertainment venues, vendors and pop-up businesses, and artist housing.	Planning	*	*	Part of work program for LU1.2.1.
	N5.1.8	Continue to implement the following actions for the East Little Creek Road Corridor.			
	N5.1.8(a). Establish an East Little Creek Road Task Force to guide future organizational, regulatory, marketing, and financial decisions along the corridor.	Development	Immediate	Up to \$100,000	
	N5.1.8(b). Work with the East Little Creek Road Task Force to explore the development of a branding theme that could be applied throughout the corridor to define it as a place.	ND; RPOS	Short-Term	Up to \$100,000	
	N5.1.8(c). Work with the East Little Creek Road Task Force to identify areas for appropriately scaled commercial uses consistent with action LU1.2.5.	Planning; Development	Short-Term	Existing Resources	Related to LU1.2.5.
	N5.1.8(d). Revitalize the East Little Creek Road commercial areas by continuing to provide grant funding for aesthetic improvements of commercial properties.	ND	Ongoing	*	Part of work plan for EV1.1.4.
	N5.1.8(e). Encourage redevelopment of the commercial area between Chesapeake Boulevard and Sewells Point Road.	Planning; Development	Ongoing	Existing Resources	Related to LU1.1.10.
	N5.1.8(f). Identify and pursue acquisition and demolition of targeted properties on both sides of East Little Creek Road.	Development; GS; Planning	Long-Term	Several Million	
	N5.1.8(g). Develop a streetscape plan for the East Little Creek Road corridor between Meadow Creek Road and Sewells Point Road.	RPOS; PW; Planning	Short-Term	Up to \$100,000	
	N5.1.8(h). Encourage stronger transit, bicycle, and pedestrian linkages throughout the East Little Creek Road commercial areas and along Chesapeake Boulevard between East Little Creek Road and Fishermans Road.	PW; RPOS	Ongoing	Existing Resources	
	N5.1.8(i). Ensure that Tarrallton Park is accessible to both pedestrians and bicyclists from the intersection of East Little Creek Road and Halprin Drive.	RPOS; PW	Ongoing	*	Part of work plan for DL1.1.6.
	N5.1.8(j). Explore options for improving access to the L. C. Page Branch Post Office.	PW	Short-Term	Existing Resources	
	N5.1.8(k). Develop a gateway overlay zoning district for the intersection of Shore Drive and East Little Creek Road.	Planning	Short-Term	Existing Resources	Related to N5.1.8(f).
	N5.1.8(l). Improve pedestrian and bicycle crossings of East Little Creek Road at its intersection with Halprin Drive.	PW	*	*	Part of work program for T1.1.11 and ES1.1.5.
	N5.1.8(m). Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments along E. Little Creek Road.	Planning	Immediate	Existing Resources	
	N5.1.8(n). Work to bring existing automobile sales or repair establishments along E. Little Creek Road into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.	Planning	Ongoing	Existing Resources	
	N5.1.9	Continue to implement the following actions in the East Ocean View area.			
	N5.1.9(a). Encourage neighborhood-oriented commercial activities along Shore Drive and the shores of Pretty Lake east of the Shore Drive Bridge.	Development; Planning	Ongoing	Existing Resources	
	N5.1.9(b). Encourage redevelopment of the shopping center at Shore Drive and Pretty Lake Avenue.	Development	Short-Term	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
East Ocean View	N5.1.7(c). Encourage development of commercial uses on Shore Drive south of Pretty Lake that are compatible with and complement the adjacent waterfront uses.	Development	Ongoing	Existing Resources		
	N5.1.9(d). Acquire the large parking lot east of Shore Drive and south of Pretty Lake so that it may be redeveloped as a waterfront marina.	Development	Mid-Term	Over \$1 Million		
	N5.1.9(e). Revise development regulations governing building height and separation to ensure maintenance of views to the Chesapeake Bay and Pretty Lake, and to provide opportunities for access to the water.	Planning	*	*	Part of work program for LU1.2.1.	
	N5.1.9(f). Develop a gateway overlay zoning district for the intersection of Shore Drive and Little Creek Road.	Planning	Short-Term	Existing Resources		
	N5.1.9(g). Revise development regulations to encourage the development of affordable infill housing, utilizing appropriate design criteria, in the area north of Pretty Lake.	Planning	Immediate	Existing Resources		
	N5.1.9(h). Develop streetscape standards for East Ocean View Avenue appropriate for its intended purpose as a residential boulevard.	RPOS; PW; Planning	Short-Term	Up to \$100,000		
	N5.1.9(i). Develop streetscape standards for Shore Drive, south of Pretty Lake, appropriate for its intended purpose as a waterfront commercial area.	RPOS; PW; Planning	Short-Term	Up to \$100,000		
	N5.1.9(j). Revitalize Shore Drive commercial areas by improving public infrastructure and providing grant funding for aesthetic improvements of commercial properties.	ND	Immediate	Several Million	Related to EV1.1.4.	
	N5.1.9(k). Continue to evaluate and implement flood protection alternatives in the East Ocean View area as a city priority.	PW	*	*	Part of work program for ES2.1.4.	
	N5.1.9(l). Consider potential waterway conflicts with military operations when evaluating development proposals in the Little Creek/Fisherman's Cove area.	Planning	Ongoing	Existing Resources		
	N5.1.9(m). Improve public infrastructure on streets west of Shore Drive, evaluating the need for sidewalks, stormwater facilities, and street improvements.	PW	*	*	Part of work plan for ES2.1.4.	
	N5.1.10	Continue to implement the following actions in the Fairmount Park area.				
		N5.1.10(a). Support paper street closures to provide for side yards and opportunities for infill.	Planning	Ongoing	Existing Resources	
	N5.1.10(b). Encourage local banks and lending institutions to develop community partnerships to provide special support to residents and buyers.	ND	Ongoing	Existing Resources		
	N5.1.10(c). Consider restricting on-street parking to one side of the street to reduce the impact of parking on traffic flow.	PW	Immediate	Existing Resources		
	N5.1.10(d). Work with the Army Corps of Engineers to develop a plan for improving the area at the end of Somme Avenue for pedestrian enjoyment as a part of a wetlands mitigation project.	Planning	Short-Term	Up to \$100,000		
	N5.1.10(e). Develop special recreational programming targeted to residents in and around Fairmount Park.	RPOS	Immediate	Existing Resources		
	N5.1.10(f). Explore the feasibility of developing a pedestrian connector linking Shoop and Barraud Parks, including walkways along the Lafayette River.	PW; RPOS	Long-Term	\$250,000 to \$1 Million		

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome N5.1. Support for the following actions in designated areas.	Fairmount Park	N5.1.10(g). Develop gateway treatments for the Lafayette Boulevard Triangle, Cromwell Drive at Tidewater Drive, Tidewater Drive at Shoop Avenue, and Lafayette Boulevard at Tidewater Drive.	PW; RPOS	Mid-Term	\$250,000 to \$1 Million	
		N5.1.10(h). Support the organization of an area business association.	Development; ND	Immediate	Existing Resources	
		N5.1.10(i). Market the commercial areas of the neighborhood to new community oriented retailers and service interests.	Development	Ongoing	Existing Resources	
		N5.1.8(j). Support NRHA acquisition of land necessary for new development opportunities.	Planning	Ongoing	Existing Resources	
		N5.1.10(k). Support NRHA acquisition of underutilized properties on the southeast corner of Tidewater Drive and Lafayette Boulevard for potential conversion to retail uses.	Planning	Ongoing	Existing Resources	
		N5.1.10(l). Develop an attractive community gathering place in the vicinity of the intersection of Lafayette Boulevard and Brest Avenue.	ND; Planning; RPOS	Immediate	Existing Resources	Defining "community gathering place" will be done with existing resources. Additional resources may be needed for implementation.
		N5.1.10(m). Support rehabilitation of residential developments along Lafayette Boulevard.	Planning	Ongoing	Existing Resources	
	N5.1.11	Continue to implement the following actions for the Fort Norfolk-Medical Center area.				
	Fort Norfolk-Medical Center	N5.1.11(a). Revise development regulations to require building heights to step down to the water to maintain views.	Planning	*	*	Part of work program for LU1.2.1.
		N5.1.11(b). Ensure that the waterfront area is accessible to both pedestrians and bicyclists.	Planning; PW; RPOS	Long-Term	Several Million	Related to T1.3.7.
		N5.1.11(c). Encourage stronger transit, pedestrian, and bicycle connections from Fort Norfolk to Ghent.	PW; HRT; RPOS	Ongoing	Existing Resources	
	N5.1.12	Continue to implement the following actions for the Greater Ghent area.				
	Greater Ghent	N5.1.12(a). Create an promenade linking Harrison Opera House with the Chrysler Museum.	PW; RPOS; Planning	Long-Term	Several Million	Related to T1.3.5.
		N5.1.12(b). Explore the feasibility of a Business Improvement District (BID).	Development	Short-Term	Existing Resources	
		N5.1.12(c). Encourage stronger transit, bicycle, and pedestrian linkages from Ghent to Downtown Norfolk and Fort Norfolk.	PW; RPOS	Ongoing	Existing Resources	
		N5.1.12(d). Utilize historic district design guidelines to ensure the development of appropriately designed new buildings, and promote the appropriate maintenance and rehabilitation of existing structures in the Ghent historic district.	Planning	Ongoing	Existing Resources	Related to H2.1.1.
		N5.1.12(e). Continue to evaluate and implement flood protection alternatives in the Hague area as a city priority.	PW	*	*	Part of work plan for ES2.1.4.
	N5.1.13	Continue to implement the following actions for the Greater Norview/Five Points area.				
		N5.1.13(a). Work to attract new businesses to the district that would improve pedestrian use of Sewells Point Road, as indicated by an area market study.	Development	Ongoing	Existing Resources	
		N5.1.13(b). Encourage the improvement of the existing post office and its parking lot.	IGR	Ongoing	Existing Resources	
		N5.1.13(c). Evaluate the traffic pattern at the interchange of Chesapeake Boulevard with Interstate 64.	PW	Mid-Term	\$250,000 to \$1 Million	
		N5.1.13(d). Working with property owners, create opportunities for commercial redevelopment in Five Points through land assembly and acquisition.	Development	Long-Term	Several Million	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS		
	Greater Norview/Five Points	N5.1.13(e). Study and implement traffic circulation improvements on Chesapeake Boulevard, north of the Five Points intersection, to improve safety, access, and circulation for commercial properties.	PW	Mid-Term	Several Million		
		N5.1.13(f). Implement the streetscape plan for Sewell's Point Road to improve pedestrian safety and provide an attractive environment for development of neighborhood serving commercial establishments, such as lighting, plantings, and signage.	PW; RPOS	Mid-Term	Over \$1 Million		
		N5.1.13(g). Evaluate the effectiveness of the PCO to and amend as needed to best fit the needs of future neighborhood development.	Planning	Short-Term	Existing Resources		
		N5.1.13(h). Evaluate the need and potential locations for a city parking facility to provide additional parking for area businesses.	PW; Development	Short-Term	Several Million		
		N5.1.13(i). Consider modifying code requirements to encourage economic development and the reuse of vacant structures.	Planning	*	*	Part of work program for LU1.2.1.	
		N5.1.13(j). Evaluate the potential for converting Hugo Street from a one way to a two way street.	PW	Mid-Term	Several Million		
	N5.1.14	Continue to implement the following actions for the Greater Wards Corner area.					
	Greater Wards Corner	N5.1.14(a). Identify and pursue acquisition and demolition of properties on both sides of East Little Creek Road.	Development; GS; ND	Long-Term	Several Million		
		N5.1.12(b). Ensure proper maintenance of City acquired properties.	RPOS	Ongoing	Existing Resources		
		N5.1.12(c). Pursue opportunities for passive and active recreation in partnership with the community on City-owned properties in Denby Park for short term use.	RPOS; ND	Immediate	Existing Resources	Private partners would be asked to bring resources	
		N5.1.14(d). Encourage townhomes and market-rate rentals in residentially-designated areas along East Little Creek Road.	Planning	Ongoing	Existing Resources		
		N5.1.12(e). Evaluate land use changes fully considering current and future transportation opportunities.	Planning; Development	Ongoing	Existing Resources		
		N5.1.14(f). Support relocation of the head-in parking in the Titustown retail area in order to facilitate streetscape improvements and the use of the parking lots located at the rear of the retail buildings.	PW; Planning	Ongoing	Existing Resources		
		N5.1.14(g). Support the redevelopment of commercial properties at the intersection of Granby Street and Little Creek Road.	Development; Planning	Immediate	\$250,000 to \$1 Million		
		N5.1.14(h). Continue to monitor traffic conditions at the intersection of East Little Creek Road and Virginian Drive to ensure that appropriate traffic conditions are maintained.	PW	Ongoing	Existing Resources		
		N5.1.14(i). Consolidate and relocate points of access in the commercial areas along Granby Street and Little Creek Road.	PW; Planning	Ongoing	Existing Resources		
		N5.1.14(j). Improve pedestrian and bicycle connections throughout Wards Corner, especially to and in the commercial areas.	PW; Planning	Immediate	*	Part of work program for T1.3.5.	
		N5.1.12(k). Pursue opportunities to add passive and active recreation space, landscaping, and trees throughout the Wards Corner area.	RPOS	Ongoing	\$250,000 to \$1 Million		
		N5.1.15	Continue to implement the following actions for the Huntersville area.				
		Huntersville	N5.1.15(a). Develop and implement a streetscape plan to improve the appearance of Tidewater Drive.	RPOS; PW; Planning	Mid-Term	Several Million	
	N5.1.15(b). Evaluate possible alternatives for extending light rail from Downtown to the north along Church Street.		PW; Planning; HRT	Mid-Term	\$250,000 to \$1 Million		

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	N5.1.16	Continue to implement the following actions for the Mid-Town Industrial Area.				
	Mid-Town Industrial	N5.1.16(a). Explore making Fawn and Gazel Streets two-way streets.	PW	Mid-Term	Existing Resources	
		N5.1.16(b). Market underutilized warehouse spaces for reuse.	Development	Ongoing	Existing Resources	
	N5.1.17	Continue to implement the following actions for the Military Highway Corridor.				
	Military Highway Corridor	N5.1.17(a). Establish a Military Highway Corridor District Task Force to guide future organizational, regulatory, marketing, and financial decisions along the corridor.	Development	Immediate	Up to \$100,000	
		N5.1.17(b). Work with the Military Highway Corridor District Task Force to explore the development of a branding theme that could be applied throughout the corridor to define it as a place.	ND; RPOS	Short-Term	Up to \$100,000	
		N5.1.17(c). Support the redevelopment of the shopping center at the southwest corner of North Military Highway and Poplar Hall Drive, the shopping center at the northeast corner of North Military Highway and Norview Avenue, and the flea market site on the east side of North Military Highway near Lynn Street.	Development	Ongoing	Existing Resources	
		N5.1.17(d). Develop a streetscape plan for the Military Highway corridor that can be implemented in conjunction with roadway improvements.	RPOS; PW; Planning	Short-Term	Several Million	
		N5.1.17(e). Revitalize Military Highway commercial areas by providing grant funding for aesthetic improvements of commercial properties.	ND	Immediate	*	Part of work program for EV1.1.4.
		N5.1.17(f). Support the continued roadway improvements to North Military Highway from Lowery Road to Interstate 64.	PW	Short-Term	Several Million	
		N5.1.17(g). Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments along Military Highway.	Planning	Immediate	Existing Resources	
		N5.1.17(h). Work to bring existing automobile sales or repair establishments along Military Highway into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.	Planning	Ongoing	Existing Resources	
	N5.1.18	Continue to implement the following actions for the Monticello-Granby Corridor.				
	Monticello-Granby Corridor	N5.1.18(a). Promote the transition of the Monticello-Granby Corridor from predominantly industrial and automobile-oriented uses to a higher intensity of mixed use development, including residential.	Planning; Development	Ongoing	Existing Resources	
		N5.1.18(b). Ensure that all new development projects provide an active streetscape for Granby Street and Monticello Avenue by constructing buildings with active first floor uses, with façades built to the right-of-way line, and with at least 50% first floor transparency.	Planning	Ongoing	Existing Resources	
		N5.1.18(c). Ensure that new development does not negatively impact the residential and institutional character of the surrounding neighborhoods by providing adequate parking for all uses and adequate open space for residential uses.	Planning	Ongoing	Existing Resources	
		N5.1.18(d). Consider expansion of the G-1 zoning district, or the creation of one or more additional zoning districts throughout the corridor to ensure appropriate development form.	Planning	Immediate	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS		
	N5.1.19	Continue to implement the following actions for the Park Place area.					
	Park Place	N5.1.19(a). Do not permit fast food restaurants with drive-throughs and businesses that sell alcohol for off-premise consumption.	Planning	Ongoing	Existing Resources		
		N5.1.19(b). Evaluate the potential conversion of Llewellyn and Colonial Avenues to 2-lane roadways with raised medians.	PW	Mid-Term	Over \$1 Million		
		N5.1.19(c). Develop and implement streetscape plans for 35th Street Granby Street, Colonial Avenue, and Llewellyn Avenue that support enhanced pedestrian activity and safety.	RPOS; PW; Planning	Short-Term	Several Million		
		N5.1.19(e). Promote the transition of Colonial Avenue between the railroad tracks and W. 26th Street from predominantly industrial uses to a mixture of commercial, office, and residential uses.	Planning; Development	Ongoing	Existing Resources		
		N5.1.19(f) Ensure that all new development and substantial redevelopment along Colonial Avenue between the railroad tracks and W. 26th Street provides an active streetscape by providing buildings set back no more than 10 feet from the right-of-way line with substantial first floor transparency, locating parking areas to the side or rear of buildings and screening parking areas that must be located adjacent to the right-of-way, and by limiting uses to those of a pedestrian-oriented nature.	Planning	Ongoing	Existing resources		
		N5.1.19(g) Promote the transition of Granby Street between the railroad tracks and 29th Street from predominantly industrial uses to a mixture of commercial, office, and residential uses.	Planning; Development	Ongoing	Existing Resources		
		N5.1.19(h) Ensure that all new development and substantial redevelopment along Granby Street between the railroad tracks and 29th Street provides an active streetscape by providing buildings set back no more than 10 feet from the right-of-way line with substantial first floor transparency, providing building facades of at least two stories along Granby Street, locating parking areas to the side or rear of buildings and screening parking areas that must be located adjacent to the right-of-way, by providing street trees or other similar landscaping between the sidewalk and the road, and by limiting uses to those of a pedestrian-oriented nature.	Planning	Ongoing	Existing resources		
		N5.1.19(i). Continue efforts to promote economic development by supporting business education and networking opportunities.	PW	Ongoing	Existing Resources		
		N5.1.19(j). Monitor the availability and location of automobile parking on the 35th Street Corridor.	PW; Planning	Ongoing	Existing Resources		
		N5.1.19(k). Evaluate the need for traffic calming measures along the 35th St. Corridor.	PW	Short-Term	Up to \$100,000		
		N5.1.20	Continue to implement the following actions for the St. Paul's area.				
			N5.1.20(a). Replace public housing units in Tidewater Gardens on a one-for-one basis.	NRHA	Long-Term	Several Million	
	N5.1.20(b). Ensure tenant relocation that is sensitive to resident needs.		NRHA	Immediate	\$250,000 to \$1 Million		
	N5.1.20(c). Provide a housing mix matching the anticipated demographic profile of future public housing households in St. Paul's.		NRHA	Immediate	Existing Resources		
	N5.1.20(d). Develop partnerships to facilitate the implementation of redevelopment in the St. Paul's area.		Development; NRHA	Immediate	Existing Resources		
	N5.1.20(e). Create a development program that outlines necessary infrastructure for redevelopment of the St. Paul's area and determine funding needs.		PW; Utilities; NRHA	Immediate	Up to \$100,000	Related to N5.1.20(g).	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
St. Paul's	N5.1.20(f). Create a feasible financing strategy for the redevelopment of the St. Paul's area.	NRHA; Development	Ongoing	Up to \$100,000		
	N5.1.20(g). Develop a feasible phasing strategy for the redevelopment of the St. Paul's area.	NRHA; Development; PW; Utilities; RPOS; Planning	Ongoing	*	Part of work program for N5.1.20(e).	
	N5.1.20(h). Develop St. Paul's as a mixed-use, mixed-income neighborhood.	NRHA; Planning	Long-Term	Several Million	Related to N5.1.20(l), N5.1.20(m), N5.1.20(n).	
	N5.1.20(i). Create a human capital plan, family-based case management, a workforce development strategy, an education and youth development initiative, and comprehensive health programs.	NRHA	Immediate	Over \$1 Million		
	N5.1.20(j). Provide recreation and open space opportunities throughout St. Paul's.	RPOS; Planning	Long-Term	Several Million		
	N5.1.20(k). Develop necessary stormwater infrastructure, utilizing green design wherever possible, while coordinating with citywide stormwater initiatives.	PW	Long-Term	Several Million		
	N5.1.20(l). Improve community form in St. Paul's through site placement, massing, and other design aspects of buildings that address their urban setting, while embracing churches and civic buildings as landmarks, providing a network of complete streets, and incorporating public art throughout.	Planning; PW; RPOS; CF	Long-Term	*	Part of work program for N5.1.20(h).	
	N5.1.20(m). Reconnect the missing links in the transportation infrastructure of the St. Paul's area, including improved connections at the perimeter and improved bicycle and transit access.	PW; HRT; Planning	Long-Term	*	Part of work program for N5.1.20(h).	
	N5.1.20(n). Remove barriers to pedestrian mobility in the St. Paul's area and ensure a safe and inviting walking environment throughout.	PW; Planning	Long-Term	*	Part of work program for N5.1.20(h).	
	N5.1.21	Continue to implement the following actions for the Southside area.				
	Southside	N5.1.21(a). Evaluate the reuse of the Campostella Landfill site as a potential recreational amenity.	RPOS	Immediate	Several Million	Does not include implementation.
		N5.1.21(b). Support the redevelopment of the salvage yard on East Indian River Road as a new industrial park.	Development; Planning	Mid-Term	Several Million	
		N5.1.21(c). Remove the damaged Steamboat Creek (Springfield Avenue) Bridge.	PW	Short-Term	Over \$1 Million	
		N5.1.21(d). Ensure public access to the water by incorporating public walking trails in the redevelopment of the land on the east and west sides of the Campostella Bridge.	Planning; RPOS	Ongoing	Up to \$100,000	Related to DL1.1.7.
		N5.1.21(e). Study the feasibility of creating a walking trail linking the neighborhoods south of East Indian River Road to the Indian River Creek.	Planning; PW; RPOS	Short-Term	Up to \$100,000	
		N5.1.21(f). Develop a streetscape plan for the Campostella Road and Wilson Road corridors, paying special attention to the intersections of Campostella Road and Wilson Road, and Wilson Road and Indian East Indian River Road.	RPOS; PW; Planning	Short-Term	Up to \$100,000	
		N5.1.21(g). Develop streetscape plans for the portion of South Main Street north of Berkley Avenue.	RPOS; PW; Planning	Short-Term	Up to \$100,000	
		N5.1.21(h). Revitalize Campostella Road commercial areas by providing grant funding for aesthetic improvements of commercial properties.	Development	Immediate	*	Part of work program for EV1.1.4.
		N5.1.21(i). Facilitate the organization of a business association in Southside to promote retail development.	Development	Immediate	Up to \$100,000	
N5.1.21(j). Continue to support the annual Berkley Neighborhood Reunion and other community-based activities.		RPOS	Ongoing	Existing Resources		

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	N5.1.22	Continue to implement the following actions for the West Ocean View area.				
	West Ocean View	N5.1.22(a). Support the application of mixed-use zoning in the area on the south side of West Ocean View Avenue, between 1 st View Street and Mason Creek Road, in order to encourage the development of a pedestrian-friendly "town center".	Planning	Ongoing	Existing Resources	
		N5.1.22(b). Explore opportunities to modify the existing Tidewater Drive terminus in order to create a park setting west of Mason Creek Road.	PW; RPOS	Long-Term	Several Million	
		N5.1.22(c). Improve the entrances to Community Beach Park and Sarah Constant Park.	RPOS	Short-Term	\$250,000 to \$1 Million	
		N5.1.22(d). Explore opportunities to provide connections between the Ocean View Golf Course and Community Beach Park, such as redevelopment of the "senior center" site.	PW; RPOS	Long-Term	Existing Resources	Related to N5.1.5(e).
	N5.1.23	Continue to implement the following actions for the Willoughby area.				
	Willoughby	N5.1.23(a). Support renovation of traditional cottages.	Planning	Ongoing	Existing Resources	
		N5.1.23(b). Revise development regulations in the area south of West Ocean View Avenue, restricting building heights to no more than three stories except along the West Ocean View Avenue frontage.	Planning	*	*	Part of work program for LU1.2.1.
		N5.1.23(c). Improve the intersection of West Ocean View Avenue and 4 th View Street.	PW	Long-Term	Several Million	
		N5.1.23(d). Enhance truck movements from the I-64 interchange at 15 th View Street by improving Bayville Street and the intersection of West Ocean View Avenue and 13 th View Street.	PW	Long-Term	Several Million	
N5.1.23(e). Work with the Navy to evaluate potential reuse opportunities of the federally-owned land at 4 th View Street.		Planning	Mid-Term	Existing Resources		
Transportation Goal 1. Connect residents and visitors with business, employment, shopping, educational, and activity centers through a safe and efficient multi-modal regional transportation system.						
Outcome T1.1. A street and highway system that allows people and goods to be moved safely, conveniently, and efficiently.	T1.1.1	Monitor congestion levels and strive for low or moderate congestion on all roadway segments at peak times and prioritize improvements on those roads that are rated severe congestion.	PW; Planning	Ongoing	Existing Resources	
	T1.1.2	Consider revising the Zoning Ordinance to require submission of a traffic impact analysis for new projects that are projected to generate over 5,000 new daily trips.	Planning	Immediate	Existing Resources	
	T1.1.3	Support efforts to address existing congestion at entry points to the City through the development of additional bridges and tunnels.	PW; Planning	Long-Term	Several Million	
	T1.1.4	Optimize the operation of the existing roadway network through signal timing and technological advances.	PW	Ongoing	Several Million	
	T1.1.5	Use the Long Range Roadways Improvements Map to assist in decision making on major roadway improvements.	PW	Ongoing	Existing Resources	
	T1.1.6	Coordinate new roadway projects with civic leagues, business associations, and institutions in order to mitigate roadway construction impacts.	PW; ND; Development	*	*	Part of work program for N1.1.6.
	T1.1.7	Improve access to neighborhoods and employment centers with traffic sign and signal enhancements, as well as roadway condition and intersection improvements.	PW	Ongoing	Several Million	
	T1.1.8	Evaluate and implement traffic calming strategies such as pedestrian bulbouts, speed bumps, and stop signs, where appropriate, in conjunction with transportation improvements or with spot efforts to protect residential areas and other sensitive land uses from the impacts of inappropriate volumes of through traffic or excessive speed.	PW	Ongoing	Several Million	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	T1.1.9	Evaluate and implement access management strategies such as reductions in curb cuts or the addition of medians, where appropriate, as part of any transportation improvement or development proposal to improve traffic operations and safety.	PW	Ongoing	Over \$1 Million	
	T1.1.10	Continue to seek funding for the implementation of roadway safety improvements in high crash rate areas and rail crossings.	PW; Budget	Ongoing	Existing Resources	
	T1.1.11	Ensure roads, bicycle facilities, sidewalks, and bridges are upgraded and maintained at adequate levels.	PW	Ongoing	Several Million	
	T1.1.12	Continue to support the use of Traffic Demand Management strategies and programs such as ridesharing, telecommuting, and staggered work hours to increase the efficiency of existing transportation systems.	CMO, Communications	Ongoing	Up to \$100,000	
Outcome T1.2. A comprehensive transit system that promotes efficient transportation options that are environmentally sensitive.	T1.2.1	Work with Hampton Roads Transit (HRT) to improve transit connections to major Norfolk employers, such as the Naval Base and hospitals, and other activity centers, including universities, retail centers, the Virginia Zoo and Norfolk Botanical Gardens, as well as to Norfolk International Airport, the Port of Virginia, and other transportation centers.	Planning	Ongoing	Existing Resources	
	T1.2.2	Work with HRT to improve transit service so that it is more comfortable, convenient, and reliable.	Planning	Ongoing	Existing Resources	
	T1.2.3	Work with HRT to ensure the placement of bus shelters at all stops serving at least 50 passengers a day in order to provide seating, weather protection, and information to riders.	PW; Planning	Ongoing	\$250,000 to \$1 Million	
	T1.2.4	Explore the potential for a transit ridership incentive program that offers reduced fares and yearly incentive bonus.	Planning; Budget	Short-Term	Existing Resources	
	T1.2.5	Use the Long Range Transit Improvements Map to assist in decision making on future expansion of light rail, high speed rail, ferry services, and other modes.	PW; Planning	Ongoing	Existing Resources	
	T1.2.6	Continue planning for a Multi-Modal Transportation Center at Harbor Park to connect passenger rail, light rail, regional bus, and ferry services.	Planning; PW; GS	Mid-Term	\$250,000 to \$1 Million	
	T1.2.7	Continue seeking State and federal funds to improve and expand the existing transit network.	Planning; Budget	Ongoing	Existing Resources	
	T1.2.8	Encourage land use patterns designed to support transit, including compact, walkable, mixed use developments.	Planning	Ongoing	Existing Resources	Related to LU1.1.5.
	T1.3.1	Implement the Complete Streets Policy (Appendix B) in order to develop, operate and maintain an integrated, connected network of streets that are safe and accessible for all people or chosen mode of travel, in a balanced, responsible and equitable manner consistent with and supportive of the surrounding community.	Planning; PW	Ongoing	Several Million	
	T1.3.2	Utilize regulatory standards for building placement to create pedestrian-oriented environments in Downtown, the Transit Oriented Development zoning districts, and designated Pedestrian Commercial Overlay zoning districts.	Planning	Ongoing	Existing Resources	
	T1.3.3	Add sidewalks and bicycle facilities to reduce gaps between segments in established neighborhoods and developed areas, with particular focus around schools, hospitals, parks, and transit stops.	PW; Planning; RPOS	*	*	Part of work program for T1.3.1.
	T1.3.4	Continue to remove obstacles to handicapped accessibility throughout the City.	PW	Ongoing	Several Million	
	T1.3.5	Improve pedestrian and bicycle crossings of major streets where necessary.	PW	Ongoing	Several Million	Related to N5.1.12(a) and N5.1.1.14(g).
	T1.3.6	Revise the Zoning Ordinance to encourage bicycle and pedestrian travel including provisions for bicycle parking in the design of new facilities.	Planning	Immediate	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome T1.3. An expanded pedestrian and bicycle network that promotes improved public health and provides opportunities for alternative forms of transportation.	T1.3.7	Develop and maintain a map of safe bicycle routes in the city, considering the recommendations of Norfolk's officially designated bicycle advisory panel and provide the map to entities such as HRT for distribution and inclusion in city and regional wayfinding materials.	PW; RPOS	Immediate	Up to \$100,000	
	T1.3.8	Continue to fund and implement the recommendations of the City of Norfolk Bicycle and Pedestrian Strategic Plan (Appendix B).	PW; RPOS	Mid-Term	Several Million	
	T1.3.9	Implement recommended proposed bicycle facilities from the bicycle facilities map (Map T-7) in conjunction with any transportation improvements in the identified corridors and also through stand-alone programs and funds made available for such purposes.	PW; RPOS	Mid-Term	Several Million	
	T1.3.10	Seek funding from State and federal sources to aid implementation of the bicycle map (Map T-7) recommendations with priority given to the proposed strategic corridors.	PW; Budget	Ongoing	Existing Resources	
	T1.3.11	Work with neighboring jurisdictions to ensure that bicycle facilities extend across boundaries where feasible.	Planning	Ongoing	Existing Resources	
	T1.3.12	Ensure bicycle facilities are adequately maintained.	PW; RPOS	*	*	Part of work program for T1.1.11.
	T1.3.13	Encourage, among motorists and bicyclists alike, a culture of respect and shared usage by developing informational materials and programs to be distributed and made available in a variety of formats to help educate cyclists and drivers about the rights and responsibilities of cyclists and drivers in Virginia.	RPOS; Communications	Short-Term	Up to \$100,000	
	T1.3.14	Provide additional training for police in order to increase enforcement of laws related to pedestrians and bicyclists.	Police	Short-Term	Existing Resources	
	T1.3.15	Continue to support early education and access to bicycle and pedestrian options through programs such as Safe Routes to School.	RPOS	Ongoing	Existing Resources	
	T1.3.16	Continue to explore the feasibility of re-using former rail lines and former or underutilized rights-of-way for trails and connections.	Planning; RPOS	Ongoing	Existing Resources	
T1.3.17	Explore innovative programs that offer expanded transportation choices, such as bicycle or car share, in Norfolk and in cooperation with other jurisdictions and institutions.	RPOS	Ongoing	Existing Resources		
Transportation Goal 2. Support the continued development of transportation linkages connecting Norfolk to the larger region, nation, and world.						
	T2.1.1	Support development of the Multi-Modal Transportation Center at Harbor Park to connect passenger rail, light rail, regional bus, and ferry services.	Planning; PW; GS	*	*	Part of work program for T1.2.6. Related to N5.1.6(d).
	T2.1.2	Evaluate the inclusion of multi-modal options in all planning for new facilities crossing the waters surrounding the City.	PW; Planning	*	*	Part of work program for T1.2.6.
	T2.1.3	Cooperate with State and regional officials on improvements to the highway network linking Norfolk to the region and the nation.	IGR; PW	Ongoing	Existing Resources	
	T2.1.4	Support improvements at congested key entrance points to Norfolk to reinforce the City's role as the historic and economic center of Hampton Roads.	PW; Planning	*	*	Part of work program for T1.1.3.
	T2.1.5	Support the maintenance and potential expansion of intercity bus services connecting to Norfolk.	Planning	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome T2.1. Improved and increased regional, national, and international connections for both people and goods.	T2.1.6	Support the re-establishment of intercity passenger rail service to Norfolk with increased service frequencies above the initial single daily train that is currently proposed.	CMO	Short-Term	Existing Resources	
	T2.1.7	Support the establishment of high speed passenger rail service in the US Route 460 corridor.	CMO; IGR	Long-Term	Existing Resources	
	T2.1.8	Support the implementation of the Norfolk International Airport Master Plan to ensure its continued role as the primary air travel facility for the Hampton Roads region, while also working to protect its unique natural environment and setting.	Planning	Ongoing	Existing Resources	
	T2.1.9	Support the implementation of the Virginia Port Authority's Master Plan for Norfolk International Terminals, while also working to ensure that the overall impacts of port operations on adjacent communities are mitigated.	Development; PW; Planning	Ongoing	Existing Resources	
	T2.1.10	Identify potential improvement projects in Norfolk that will assist with efficient goods movement, while minimizing impacts on affected communities by monitoring regional studies of freight movements and needs.	Development; PW; Planning	Ongoing	Existing Resources	
	T2.1.11	Support the implementation of harbor channel and rail improvement projects that could serve to increase cargo traffic through Norfolk.	Development; PW; Planning	Ongoing	Existing Resources	
Economic Vitality Goal 1. Enhance economic health and increase employment opportunities through business retention and expansion and business attraction.						
Outcome EV1.1. An enhanced environment and resources to support business expansion and investment.	EV1.1.1	Support the intensification of land use in the Strategic Economic Development Areas that have infrastructure capacity and access (including transit) and underutilized land based on its economic value.	Planning; Development	Ongoing	Existing Resources	Related to LU1.1.10.
	EV1.1.2	Invest in infrastructure to attract and maintain businesses.	PW; Utilities; Development	Ongoing	*	See the Providing Transportation Options, Delivering Quality Community Services, and Enjoying Daily Life chapters.
	EV1.1.3	Explore creative financing resources, such as Tax Increment Financing and Business Improvement Districts, for economic development activities.	Development; Finance	Ongoing	Existing Resources	
	EV1.1.4	Continue to encourage the revitalization of Norfolk's commercial corridors and nodes by improving public infrastructure and promoting available grant funding for aesthetic improvements of commercial properties.	Development; PW	Ongoing	Several Million	Related to N5.1.2(o), N5.1.4(c), N5.1.8(d), N5.1.9(j).
	EV1.1.5	Continue to support the designation of Norfolk as an Enterprise Zone as well as the hosting of several Historically Underutilized Business Zones (HUBzone) to allow Norfolk businesses to have access to the financial and tax incentives provided by these programs.	Development	Ongoing	Existing Resources	
	EV1.1.6	Continue to support the Norfolk Economic Development Authority's (EDA) efforts to provide assistance to eligible businesses.	Development	Ongoing	Existing Resources	
	EV1.1.7	Provide technical assistance to businesses by guiding them through city processes, hosting education and training workshops on how to start or expand a business, and coordinating financial options.	Development	Ongoing	Existing Resources	
	EV1.1.8	Evaluate the impact of city processes on doing business, including zoning, permitting, and other requirements, and modify where appropriate to support business investment.	Planning	Immediate	Existing Resources	
	EV1.1.9	Expand online City services to include permitting.	Planning; IT	Short-Term	Over \$1 Million	

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Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	EV1.1.10	When evaluating proposals to implement tolls or to modify fees, consider the impact of the changes on existing and future businesses and potential investment.	Budget; Development	Ongoing	Existing Resources	
	EV1.1.11	Update the Comprehensive Economic Development Strategy (CEDS) at least every 10 years to ensure that the City remains current in its economic development efforts and is able to respond to shifting macroeconomic trends.	Development	Ongoing	\$250,000 to \$1 Million	
	EV1.1.12	Continue to pursue major corporate headquarters.	Development	Ongoing	Existing Resources	
Outcome EV1.2. Expanded economic activity that capitalizes on Norfolk's locational advantages and economic assets.	EV1.2.1	Forge a closer relationship with the military to capitalize on its presence in Norfolk and capture more exiting military personnel by coordinating long term comprehensive planning with the Navy.	Planning; CMO	Ongoing	Existing Resources	
	EV1.2.2	Continue coordinating with the Virginia Port Authority in long range planning, including intermodal infrastructure advances and improvements, to support Norfolk's role as the leader in the maritime industry.	Planning; Development	Ongoing	Existing Resources	
	EV1.2.3	Capitalize on opportunities for additional port-related investment, including import-export firms.	Development	Ongoing	Existing Resources	
	EV1.2.4	Coordinate long range planning with the universities, colleges, and medical institutions to attract spinoff investment in research and development and provide opportunities for training.	Planning; Development	Ongoing	Existing Resources	
	EV1.2.5	Support and promote Downtown Norfolk as the business, financial, and cultural center of the Hampton Roads region through continued marketing and recruitment activities.	Development	Ongoing	Existing Resources	
	EV1.2.6	Develop a plan to ensure the continued vitality of Norfolk's historic waterfront, capitalizing on its role as an economic catalyst.	Planning; Development	Mid-Term	\$250,000 to \$1 Million	
	EV1.2.7	Support the implementation of the Norfolk International Airport Master Plan.	Planning	*	*	Part of work program for T2.1.8.
	EV1.2.8	Support the efforts of the Norfolk Convention and Visitors Bureau to promote Norfolk as a tourist, boating, and convention destination.	Development	Ongoing	Existing Resources	
	EV1.2.9	Encourage the marketing of Norfolk's beaches and the beachfront communities.	Development (Visit Norfolk)	Ongoing	Up to \$100,000	
	EV1.2.10	Promote the Half Moone Cruise and Celebration Center as a gateway for cruise ships as well as a venue for events.	Nauticus	Ongoing	Existing Resources	
	EV1.2.11	Work with other jurisdictions in the region to develop and market a regional approach to tourism and convention promotion and facility planning.	Development	*	*	Part of work program of RC1.1.6.
	EV1.2.12	Continue to recognize the importance of the arts as an economic tool by coordinating with and promoting the activities of arts organizations such as the Virginia Arts Festival, the Virginia Opera, the Virginia Stage Company, the Norfolk Botanical Garden, and the Virginia Symphony Orchestra.	CF; Development	*	*	Part of work program of DL2.2.1.
	EV1.2.13	Support the recruitment and expansion of "Green" businesses and manufacturers.	Development	Ongoing	Existing Resources	
	EV1.2.14	Encourage Norfolk's water supply surplus to be marketed and utilized as a major regional asset to attract development.	Utilities; Development	Ongoing	Existing Resources	
Outcome EV1.3. Lifelong learning opportunities that are responsive to changing economic needs.	EV1.3.1	Work with educational partners, both within and outside of Norfolk, including universities, colleges, and trade schools, to tailor their educational programs to the changing opportunities presented by Norfolk's economy.	Development	Ongoing	Existing Resources	Related to LL1.3.1.
	EV1.3.2	Support Norfolk Public Schools in efforts to provide both college-track and trade education that is responsive to economic opportunities.	Budget	Ongoing	Several Million	Related to LL1.3.2.
	EV1.3.3	Identify and provide opportunities for career training and development of Norfolk residents that can lead to jobs in Norfolk industries.	Development	Ongoing	Over \$1 Million	Related to LL1.3.3.

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Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
EV1.3.4	Ensure that updates to the CEDS reflect the importance of the City's higher education and institutional partners as engines of economic development.	Development	*	*	Part of work program for EV1.1.11.	
Environmental Sustainability Goal 1. Ensure high quality natural resources.						
Outcome ES1.1. Enhanced water quality in the City's waterways and reservoirs, including the Chesapeake Bay and its tributaries.	ES1.1.1	Reaffirm the <i>City of Norfolk Chesapeake Bay Preservation Area Program Supplement</i> .	Planning	Immediate	Existing Resources	
	ES1.1.2	Revise metrics for water quality based on meeting Total Maximum Daily Load (TMDL) standards, once established.	PW; Planning	Short-Term	Up to \$100,000	
	ES1.1.3	Continue to work with research institutions, such as Old Dominion University and the Virginia Institute of Marine Science, and environmental organizations, such as the Elizabeth River Project and the Chesapeake Bay Foundation, to improve water quality in Norfolk waterways.	PW; Planning	Ongoing	Existing Resources	
	ES1.1.4	Support implementation of the <i>Lafayette River Watershed Master Plan</i> .	Planning; PW; Budget	Mid-Term	Over \$1 Million	
	ES1.1.5	Develop and implement a stormwater master plan.	PW; Planning	Long-Term	Several Million	
	ES1.1.6	Encourage the use of Best Management Practices (BMPs) reflective of Norfolk's urban character in order to reduce and filter stormwater runoff.	PW; Planning	Ongoing	Existing Resources	
	ES1.1.7	Consider revisions to development regulations to require enhanced on-site storage and filtration of stormwater for larger developments.	Planning; PW	*	*	Part of work program for LU1.2.1.
	ES1.1.8	Incorporate bio-retention facilities, such as rain gardens, in municipal landscaping for passive treatment of stormwater using native plant species.	RPOS	Ongoing	Over \$1 Million	
	ES1.1.9	Encourage State action to update the <i>Virginia Erosion and Sediment Control Handbook</i> to recognize advances in erosion and sediment control techniques.	IGR; Planning	Short-Term	Existing Resources	
	ES1.1.10	Increase the extent of natural areas along the waterfront, using shoreline restoration projects such as living shorelines, and consider incentives that could encourage their use.	Planning; RPOS; PW; Budget	Ongoing	Several Million	
	ES1.1.11	Develop criteria for defining environmentally sensitive areas that can be mapped to assist in selecting locations for shoreline restoration projects.	Planning	Short-Term	Existing Resources	
	ES1.1.12	Work with community partners to explore potential designation of Norfolk's waterways as "No Discharge Zones."	PW; Planning	Immediate	Existing Resources	
	ES1.1.13	Encourage all marinas in Norfolk to seek designation as "Virginia Clean Marinas."	CMO	Immediate	Existing Resources	
	ES1.1.14	Continue support of Hampton Roads Sanitation District (HRSD) and City of Norfolk improvements to the wastewater and stormwater systems.	PW; Utilities	Ongoing	Several Million	
	ES1.1.15	Install and maintain animal waste clean-up stations at community centers, beaches, schoolyards, and other community gathering places.	RPOS; GS	Short-Term	Up to \$100,000	
	ES1.1.16	Continue public outreach and education regarding the responsible use of fertilizer, proper disposal of animal waste, and other potential water quality improvement actions.	PW; Communications; RPOS	Ongoing	Existing Resources	
ES1.2.1	Support the development of a regional greenhouse gas emissions inventory and emission reduction targets.	CMO	*	*	Part of work program for RC3.1.2.	
ES1.2.2	Support regional efforts to increase travel by alternative modes, including the development of "Complete Streets."	Planning; PW; CMO	*	*	Part of work program for T1.1.12 and T1.3.1.	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome ES1.2. Clean, healthy air that supports plant, animal, aquatic, and human life.	ES1.2.3	Encourage the use of alternative commuting patterns such as remote workplace opportunities.	CMO; Communications	*	*	Part of work program for T1.1.12.
	ES1.2.4	Implement policies that discourage vehicle idling periods greater than five minutes in any hour, and encourage similar improvements in the private sector.	GS; NPS; CMO; Communications	Immediate	Existing Resources	
	ES1.2.5	Acquire City equipment and vehicles that utilize alternative fuels or exhibit high fuel efficiency, when feasible, in order to reduce carbon emissions.	GS	Ongoing	Several Million	
Outcome ES1.3. An ecosystem that supports a diversity of plant and animal life.	ES1.3.1	Increase the quantity, density, and diversity of trees to achieve a goal of 40% tree canopy cover through a combination of regulatory actions and City-provided trees.	RPOS; Planning	Mid-Term	Over \$1 Million	
	ES1.3.2	Revise landscaping regulations to require the placement of shade trees in parking lots.	Planning; RPOS	*	*	Part of work program for LU1.2.1.
	ES1.3.3	Encourage the use of native species, for sustainability and drought resistance purposes, wherever possible.	RPOS	Ongoing	Existing Resources	
	ES1.3.4	Identify and control invasive species that threaten natural ecosystems.	RPOS; Planning	Ongoing	Over \$1 Million	
	ES1.3.5	Encourage connections of open green spaces throughout the City through the development of pedestrian and bicycle corridors.	RPOS; Planning	*	*	Part of work program for T1.3.3.
	ES1.3.6	Protect and enhance dunes through continued enforcement of the Coastal Primary Sand Dune Protection Ordinance.	Planning	Ongoing	Existing Resources	
	ES1.3.7	Implement the Sand Management Plan (SMP) Guidance Document (Appendix B) to promote sand dune and beach stability, functionality, and resiliency while promoting the economic vitality and ecological resiliency of the Ocean View urban beach community and recognizing that the bayfront has a variety of distinct physical and geographic characteristics, each with unique preservation and maintenance issues.	PW	Ongoing	Over \$1 Million	
	ES1.3.8	Ensure that former waste disposal sites are safe while continuing to explore suitable reuse options.	PW; GS; Planning	Ongoing	Over \$1 Million	
	ES1.3.9	Support the recruitment and expansion of "Green" businesses and manufacturers.	Development	*	*	Part of work program for EV1.2.11.
Environmental Sustainability Goal 2. Prepare for the consequences of natural hazards.						
Outcome ES2.1. Reduced risk and increased resilience to gradual and catastrophic natural events.	ES2.1.1	Evaluate the impact of potential sea level rise when reviewing development proposals and in the preparation of budgets.	Planning; Budget	Ongoing	Existing Resources	Related to RC3.1.3.
	ES2.1.2	Revise development regulations to respond to the impact of potential sea level rise.	Planning	Ongoing	Existing Resources	Related to ES2.1.7 and RC3.1.3.
	ES2.1.3	Continue to monitor changes in tide data and its effect on flooding throughout the City.	PW	Ongoing	Existing Resources	
	ES2.1.4	Evaluate options to mitigate the impact of natural hazards, including flooding.	PW	Immediate	Several Million	Related to N5.1.1(h), N5.1.1(i), N5.1.9(k), N5.1.12(e).
	ES2.1.5	Develop a stormwater master plan that includes consideration of issues of water volumes and rates of discharge.	PW	*	*	Part of work program for ES1.1.5.
	ES2.1.6	Continue to implement wetland design changes, such as the use of living shorelines that allow for the landward migration of wetlands, for resilience to sea level rise.	Planning	*	*	Part of work program for ES1.1.10.
	ES2.1.7	Improve the City's rating in the National Flood Insurance Program's Community Rating System (CRS).	Planning	Immediate	Existing Resources	Related to ES2.1.2.

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	ES2.1.8	Ensure that all new development in designated flood-prone areas complies with the City's flood protection regulations.	Planning	Ongoing	Existing Resources	
	ES2.1.9	Ensure that residents and property owners in flood prone areas are notified of the threat to their properties.	Planning	Ongoing	Up to \$100,000	
	ES2.1.10	Identify areas of the City that are particularly susceptible to inundation and develop a communication strategy to notify residents in advance of and during flood events.	EM; IT; Communications	*	*	Part of work program for CS2.3.4.
	ES2.1.11	Continue to participate in the development and implementation of the <i>Southside Hampton Roads Hazard Mitigation Plan</i> to address potential hazards on a regional basis.	EM	*	*	Part of work program for RC2.1.7.
Environmental Sustainability Goal 3. Incorporate sustainability into daily living.						
Outcome ES3.1. Reduced energy consumption due to the application of energy efficient design features and technologies.	ES3.1.1	Develop criteria for constructing new city facilities to LEED or ICC International Green Construction Code standards.	Planning; PW; RPOS	Short-Term	Up to \$100,000	
	ES3.1.2	Develop criteria for applying LEED Existing Building standards to renovations and rehabilitations of City facilities.	Planning; GS	Short-Term	Existing Resources	
	ES3.1.3	Encourage the use of alternative energy through supportive code changes to permit the use of new technologies.	Planning	Short-Term	Existing Resources	
	ES3.1.4	Identify city-owned properties where alternative energy sources could be utilized.	CMO; GS; NRHA	Ongoing	Existing Resources	
	ES3.1.5	Promote "Green" municipal projects as models for the private sector.	Communications; CMO; NRHA; RPOS	Ongoing	Existing Resources	
	ES3.1.6	Promote the use of "Green" building technologies, including weatherization, to provide energy conservation benefits through programs such as the Norfolk Green Home Choice Program.	Planning; Communications	Ongoing	Existing Resources	
	ES3.1.7	Continue to offer incentives to encourage energy efficient design and building, while evaluating the feasibility of additional incentives for both new construction and renovation projects.	Planning; NRHA	Ongoing	Existing Resources	
	ES3.1.8	Continue to monitor changes in technology and legislation to identify opportunities for implementing new "Green" building programs and enhancing existing ones.	Planning	Ongoing	Existing Resources	
Outcome ES3.2. Residents who take responsibility for reducing their impact on the environment and take steps towards improving it.	ES3.2.1	Continue to offer, or sponsor in cooperation with local institutions, environmental education and volunteer stewardship opportunities.	CMO; PW	Ongoing	Existing Resources	
	ES3.2.2	Encourage the use of "environmentally-friendly" building practices, such as green roofs, white roofs and pervious pavers, in private development.	Planning	Ongoing	Existing Resources	
	ES3.2.3	Continue to support and promote household waste recycling opportunities in both single family and multifamily housing and evaluate potential changes to yard waste disposal practices.	PW; Communications	Ongoing	Up to \$100,000	
	ES3.2.4	Encourage citizens, neighborhoods, and businesses to take a larger role in cleaning and maintaining public spaces.	Communications	Ongoing	Existing Resources	
	ES3.2.5	Promote the reuse of water through strategies such as rain barrels, rain gardens, and grey water recycling.	CMO; PW	Ongoing	Up to \$100,000	
	ES3.2.6	Support the development of community gardens on vacant or underutilized parcels as a way to encourage urban agriculture.	CMO; ND	Ongoing	Existing Resources	
Housing Choices Goal 1. Ensure housing of high quality and sustainability.						
	HC1.1.1	Identify areas in which technical support and tax or other incentives available from the City will assist owners to maintain or modernize their properties.	ND	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome HC1.1. Conservation of existing housing, through restoration and rehabilitation, as a physical asset that contributes to the value and marketability of the City.	HC1.1.2	Continue to make residential pattern books available to property owners seeking to renovate or rehabilitate their homes.	Planning	Ongoing	Existing Resources	
	HC1.1.3	Improve the effectiveness of code enforcement in preventing deteriorated, unsafe, and unhealthy housing conditions, especially in areas with persistent enforcement problems, by educating residents and landlords on code requirements.	ND	Ongoing	Existing Resources	
	HC1.1.4	Encourage the return of abandoned housing to safe and useful occupancy through the Derelict Structures Program, with demolition utilized as a last resort.	ND	*	*	Part of work program for N2.1.5.
	HC1.1.5	Monitor code enforcement activity to identify potential areas in need of housing rehabilitation.	ND	Ongoing	Existing Resources	
	HC1.1.6	Regularly assess housing conditions in Conservation Areas and Special Service Districts to determine where rehabilitation efforts have been successful.	NRHA	Ongoing	Existing Resources	
	Outcome HC1.2. Increased usage of sustainable technology, design, and materials.	HC1.2.1	Promote the use of "Green" building technologies, including weatherization, to provide energy conservation benefits.	Planning; Communications	*	*
HC1.2.2		Continue to offer incentives to encourage energy efficient design and building, while evaluating the feasibility of additional incentives for both new construction and renovation projects.	Planning	*	*	Part of work program for ES3.1.7.
Outcome HC1.3. Reduced threats of property loss due to flooding.	HC1.3.1	Improve the City's rating in the National Flood Insurance Program's Community Rating System (CRS).	Planning	*	*	Part of work program for ES2.1.7.
	HC1.3.2	Ensure that all new development in designated flood-prone areas complies with the City's flood protection regulations.	Planning	*	*	Part of work program for ES2.1.8.
	HC1.3.3	Ensure that residents and property owners in flood prone areas are notified of the threat to their properties.	Planning	*	*	Part of work program for ES2.1.9.
	HC1.3.4	Continue to pursue funding to raise or acquire homes that have experienced repetitive loss due to flooding.	Budget; EM	Ongoing	Existing Resources	
Housing Choices Goal 2. Provide a range of housing choices that are accessible both in terms of geography and affordability.						
Outcome HC2.1. An increased rate of home ownership.	HC2.1.1	Ensure that the real estate community is informed about the diversity of housing types, and the other attributes of housing, available in Norfolk.	ND	Ongoing	Existing Resources	
	HC2.1.2	Continue to support NRHA in the creation of new home ownership opportunities in Conservation and Redevelopment Areas.	Planning	Ongoing	Existing Resources	
	HC2.1.3	Seek opportunities to acquire vacant properties that are potential candidates for foreclosure, through use of federal programs such as the Neighborhood Stabilization Program, so that these properties can be renovated for sale to potential home buyers.	NRHA; Budget	Ongoing	Over \$1 Million	
	HC2.1.5	Utilize GEM parcels to encourage the development of owner-occupied affordable housing.	Development; NRHA; Planning	Ongoing	Existing Resources	
	HC2.1.6	Continue to work with local lenders, non-profit organizations, and housing providers to provide education programs for financial counseling and assistance in buying a home.	ND	Ongoing	Existing Resources	
	HC2.1.7	Continue to provide first-time homebuyers purchase assistance and counseling services.	NRHA	Ongoing	Existing Resources	
	HC2.1.8	Develop and implement programs to enable firefighters, teachers, police officers, nurses, city workers, and other applicable public service professionals to purchase homes.	NRHA	Ongoing	Existing Resources	
	HC2.1.9	Continue the tax relief program to assist low-income homeowners faced with rising property taxes.	COR; Budget	Ongoing	Existing Resources	
	HC2.1.10	Work to prevent foreclosures in coordination with other governmental and non-profit organizations that assist at-risk homeowners with financial and foreclosure counseling.	NRHA	Ongoing	Existing Resources	

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Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome HC2.2. A variety of housing types that are affordable and responsive to the needs of owners and renters.	HC2.2.1	Ensure that the Zoning Ordinance permits a variety of residential densities and housing types.	Planning	*	*	Part of work program for LU1.2.1.
	HC2.2.2	Consider the use of density bonuses as a means of promoting the production of affordable housing to meet current and future demand.	Planning	*	*	Part of work program for LU1.2.1.
	HC2.2.3	Develop programs to discourage concentrations of poverty, while ensuring affordable housing is located in proximity to employment centers, service centers, and public transit.	Planning	Immediate	Existing Resources	
	HC2.2.4	Continue to support the efforts of NRHA to provide and improve the quality of housing for low- and very low-income residents.	Planning	Ongoing	Existing Resources	
	HC2.2.5	Utilize State and federal programs offering funding for mixed-income and mixed-use projects, to leverage private sector development interest and partnerships for assistance in redevelopment actions.	NRHA; ND	Ongoing	Existing Resources	
	HC2.2.6	Support the creation of a stable source of housing development funds at the federal, State, and local levels.	IGR	Ongoing	Existing Resources	
	HC2.2.7	Encourage compatible infill housing on vacant or underutilized parcels to minimize the impact of land costs on housing.	Planning	Ongoing	Existing Resources	
	HC2.2.8	Regularly assess the effects of City policies and regulations on housing development costs and overall affordability while considering the impact of housing affordability on other objectives.	Planning; Budget	Ongoing	Existing Resources	
	HC2.2.9	Provide leadership to create a balanced regional supply of affordable housing.	OEH; IGR	Ongoing	Existing Resources	
	HC2.2.10	Encourage a coordinated approach to the development of affordable housing, involving all affected agencies.	OEH; NRHA; Planning	*	*	Part of work program for RC2.1.3.
	HC2.2.11	Ensure information on the rights of tenants under the Virginia Residential Landlord and Tenant Act is available to renters.	ND	Ongoing	Existing Resources	
Outcome HC2.3. Elimination of discriminatory housing practices.	HC2.3.1	Continue to work with federal, State, and local agencies to ensure that fair housing legislation is enforced.	ND	Ongoing	Existing Resources	
	HC2.3.2	Ensure that landlords, property managers, real estate agents, lenders, and other housing-related professionals are aware of their responsibilities with regards to fair housing regulations.	ND	Ongoing	Existing Resources	
Housing Choices Goal 3. Ensure that the housing needs of the special needs populations are met.						
Outcome HC3.1. An adequate supply of housing to meet the needs of special needs populations.	HC3.1.1	Work with agencies throughout the region to develop and implement policies and programs addressing the needs of special needs populations.	HS; OEH	*	*	Part of work program for RC2.1.4.
	HC3.1.2	Support home modifications and rental and utility assistance to aid special needs populations with remaining in their homes.	HS; OEH	Ongoing	Over \$1 Million	
	HC3.1.3	Revise the Zoning Ordinance to permit residents to remain in their communities throughout the different stages of life, by allowing a range of innovative and non-traditional housing types.	Planning	*	*	Part of work program for LU1.2.1.
	HC3.1.4	Encourage the development of housing for special needs populations near neighborhood centers, shopping centers, public transportation, schools, parks, and open space.	OEH; Planning; NRHA	Ongoing	Existing Resources	
	HC3.1.5	Continue to support NRHA in its efforts to expand the supply of assisted housing units for the elderly to meet increasing demand for such units.	Planning	Ongoing	Existing Resources	
	HC3.1.6	Support the development of a continuum of housing, ranging from emergency shelters to transitional housing to permanent housing, in order to assist the homeless in regaining stable, permanent housing.	OEH	Ongoing	Several Million	
	HC3.1.7	Continue to support and develop strategies to prevent homelessness among families with children and unaccompanied youth.	OEH	Ongoing	Existing Resources	

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Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	HC3.1.8	Continue to work in partnership with various levels of government and public agencies to address homelessness on a regional basis.	OEH	*	*	Part of work program for RC2.1.5.
Lifelong Learning Goal 1. Provide learning opportunities that are responsive to the changing needs of Norfolk's population.						
Outcome LL1.1. Efficient public schools, appropriately sized to meet the needs of the school-aged population.	LL1.1.1	Continue to regularly evaluate the utilization of existing public school facilities to determine the need for adjustments to attendance zones or for the construction, renovation, or closure of facilities.	NPS	Ongoing	Existing Resources	
	LL1.1.2	Locate new school facilities on sites that are accessible to the population being served and on sites that can increase efficiency by accommodating multiple public uses, while also serving as community and neighborhood focal points.	NPS; Planning	Ongoing	Existing Resources	Tied to CS1.1.1
	LL1.1.3	Respond to socioeconomic needs and shifts in public school enrollment through innovative techniques, such as the use of the K-8 school model.	NPS	Ongoing	Existing Resources	
	LL1.1.4	Ensure that outdoor recreational facilities that share sites with public schools are open and accessible to residents outside school hours.	NPS; RPOS	*	*	Part of work program of DL1.1.4.
Outcome LL1.2. Children who are prepared for success in school.	LL1.2.1	Identify and monitor programs to improve the quality of learning within daycare centers.	HS	Immediate	Up to \$100,000	
	LL1.2.2	Continue to implement programs designed to improve readiness for school such as Norfolk Ready By 5 and After the Bell.	HS	Ongoing	\$100,000 to \$250,000	
	LL1.2.3	Increase access to libraries, recreation centers, and other community facilities to better utilize programs such as early childhood literacy and after school care.	HS; Libraries; NPS; RPOS	Immediate	\$100,000 to \$250,000	Related to LL1.3.5
	LL1.2.4	Increase the number and accessibility of high quality child care homes and centers by removing regulatory barriers.	HS	Immediate	Up to \$100,000	
	LL1.2.5	Connect families with early intervention and support services by implementing a universal newborn screening and referral system.	HS	Short-Term	\$250,000 to \$1 Million	
	LL1.2.6	Develop a focused outreach effort in the community and education settings to increase awareness of the importance of early childhood development.	HS; NPS	Short-Term	\$100,000 to \$250,000	
Outcome LL1.3. A well-trained, qualified workforce.	LL1.3.1	Work with educational partners, both within and outside of Norfolk, including universities, colleges, and trade schools, to tailor their educational programs to the changing opportunities presented by Norfolk's economy.	Development	*	*	Part of work programs for EV1.3.1.
	LL1.3.2	Support Norfolk Public Schools in efforts to provide both college-track and trade education that is responsive to economic opportunities.	Budget	*	*	Part of work programs for EV1.3.2.
	LL1.3.3	Identify and provide opportunities for career training and development of Norfolk residents that can lead to jobs in Norfolk industries.	Development	*	*	Part of work programs for EV1.3.3.
	LL1.3.4	Support the availability of adult basic education and GED programs.	HS	Ongoing	Existing Resources	
	LL1.3.5	Increase access to libraries, recreation centers, and other community facilities to better utilize programs aimed at increasing literacy and job readiness, and assisting with job searches.	RPOS; Libraries	*	*	Part of work program of LL1.2.3.
	LL1.3.6	Identify and address the most significant barriers to employment for the underemployed, unemployed and those living in poverty.	Development	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome LL1.4. Partnerships and community resources that provide opportunities for training and continuing education.	LL1.4.1	Partner with the universities, colleges, medical institutions, businesses, corporate entities, and the military to provide opportunities for training and continuing education.	CMO	Ongoing	Existing Resources	
	LL1.4.2	Develop and implement a pilot program using schools as neighborhood centers to offer lifelong learning opportunities.	NPS; RPOS	Short-Term	\$100,000 to \$250,000	
	LL1.4.3	Develop a database of lifelong learning resources, building on any existing databases, to better connect residents with available opportunities.	HS; Development	Short-Term	Up to \$100,000	
	LL1.4.4	Continue to work with the military, colleges and universities to develop skills and enhance job opportunities for veterans.	CMO	Ongoing	Existing Resources	
Community Services Goal 1. Ensure the availability of community facilities and services to meet the needs of the public, both daily and during times of shock or stress.						
Outcome CS1.1. Resilient, safe, adaptable, and well maintained city facilities.	CS1.1.1	Locate new city facilities on sites that are accessible to the population being served and on sites that can increase efficiency by accommodating multiple public uses, while also serving as community and neighborhood focal points.	GS; Planning	Ongoing	Existing Resources	Related to LL1.1.2.
	CS1.1.2	When evaluating potential sites for the location or relocation of a city facility, consider vulnerability to flood damage or isolation due to flooding.	Planning; PW	Ongoing	Existing Resources	
	CS1.1.3	Design new city facilities to adapt to changing technologies and to include flexible meeting spaces that can host multiple users.	GS; PW	Ongoing	Existing Resources	
	CS1.1.4	Continue to maintain existing city facilities, extending their useful life through repairs and renovations, including appropriate upgrades.	GS	Ongoing	Several Million	
	CS1.1.5	Develop a long term strategy for the replacement of aging city facilities, including as part of that strategy consideration of the feasibility of consolidation and the co-location of multiple facilities on one site.	GS; Budget	Immediate	\$100,000 to \$250,000	
	CS1.1.6	Ensure that the City's Emergency Operations Plan addresses public and private infrastructure and service needs during times of emergency, but also serves as a daily planning document to address mitigation, preparation, response and recovery from threats.	EM	Ongoing	Existing Resources	
Outcome CS1.2. Improved access to services through enhanced technology.	CS1.2.1	Explore opportunities for expediting development processes, such as encouraging online submittal of applications.	Planning; IT	*	*	Part of work program of EV1.1.9.
Community Services Goal 2. Provide a safe environment for residents, workers, and visitors.						
Outcome CS2.1. Police protection and service that are responsive to the needs of the City's residents, visitors, and businesses.	CS2.1.1	Maintain average emergency response times of 6½ minutes or less for Priority 1 calls.	Police	Ongoing	Existing Resources	
	CS2.1.2	Continue to explore alternatives that may reduce response times throughout the City, such as the relocation of existing facilities and the addition of new facilities.	Police; GS	Ongoing	Several Million	
Outcome CS2.2. Fire and rescue services that protect life, property, and the environment.	CS2.2.1	Maintain average emergency response times of no more than 4 minutes for the deployment of the first fire unit to the scene of a fire or medical emergency, and no more than 8 minutes for the deployment of the balance of a first alarm assignment or an ambulance to the scene of a medical emergency.	Fire	Ongoing	Existing Resources	
	CS2.2.2	Develop a long term strategy for improving and expanding fire training spaces within the City, and work to expand the number of facilities available for shared regional training.	Fire	Ongoing	Over \$1 Million	
	CS2.2.3	Maintain an International Insurance Services Office (ISO) rating for fire safety of 2 or better.	Planning; Fire	Ongoing	Existing Resources	
	CS2.2.4	Continue to provide fire and life safety education programs in the public schools and elsewhere in the community.	Fire; NPS; Communications	Ongoing	Existing Resources	

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Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome CS2.3. Effective response to emergency situations.	CS2.3.1	Maintain and update the <i>Emergency Operations Plan</i> , and continue to coordinate emergency planning efforts with other local governments in the region, non-profit organizations, and State and federal agencies.	EM	*	*	Part of work program of RC2.1.7.
	CS2.3.2	Annually undertake emergency operations drills, simulating the City's response to various emergency situations.	EM	Ongoing	Existing Resources	
	CS2.3.3	Evaluate the City's response following any declared emergency.	EM	Ongoing	Existing Resources	
	CS2.3.4	Improve the City's ability to provide residents with timely information on changing conditions during emergency situations.	EM; IT	Immediate	\$250,000 to \$1 Million	
Outcome CS2.4. Animal care facilities that provide safe haven for animals in need of care.	CS2.4.1	Continue to assess the behavioral characteristics of surrendered and found animals to identify all suitable candidates for adoption.	GS	Ongoing	Existing Resources	
	CS2.4.2	Improve the ability of the Norfolk Animal Care Center to identify animal ownership so that animals can be returned to their homes whenever possible.	GS; Police; Treasurer; IT	Immediate	Up to \$100,000	
	CS2.4.3	Encourage special events to promote the adoption of animals housed at the Norfolk Animal Care Center.	GS; Communications	Ongoing	Existing Resources	
	CS2.4.4	Continue to encourage volunteerism and donations to help support the operations of the Norfolk Animal Care Center.	GS; Communications	Ongoing	Existing Resources	
Community Services Goal 3. Provide quality public utility services that meet the current and future needs of residents and businesses.						
Outcome CS3.1. Clean, safe drinking water provided at the best possible value to all customers of the Norfolk water system.	CS3.1.1	Maintain the ability to treat 100 million gallons of drinking water per day.	Utilities	*	*	Part of work program for CS3.1.3.
	CS3.1.2	Ensure compliance with the requirements of the Safe Drinking Water Act by continuing to perform regular testing and maintenance of the City's drinking water system.	Utilities	*	*	Part of work program for CS3.1.3.
	CS3.1.3	Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the water treatment and delivery system.	Utilities	Ongoing	Several Million	
	CS3.1.4	Maintain, and expand where appropriate, regional water production agreements in order to maximize the return on the City's infrastructure investments.	Utilities	Ongoing	Existing Resources	
	CS3.1.5	Continue to promote watershed protection programs for people living within reservoir watershed areas.	Utilities	Ongoing	Existing Resources	
	CS3.1.6	Monitor upstream sources of pollutants that could impact Norfolk's water supply and intervene where appropriate.	Utilities	Ongoing	Existing Resources	
Outcome CS3.2. A reliable and efficient system for the collection and management of wastewater from Norfolk homes and businesses.	CS3.2.1	Maintain the ability to collect and transmit for disposal 20 million gallons of wastewater per day.	Utilities	*	*	Part of work program for CS3.2.3.
	CS3.2.2	Continue to perform regular testing, cleaning, and maintenance of the City's wastewater collection system to ensure compliance with federal and State environmental regulations.	Utilities	*	*	Part of work program for CS3.2.3.
	CS3.2.3	Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the wastewater collection and conveyance system.	Utilities	Ongoing	Several Million	
	CS3.2.4	Continue support of HRSD improvements to the wastewater collection and treatment system.	Utilities; GS	*	*	Part of work program for ES1.1.14.
	CS3.3.1	Maintain the ability to collect refuse and recycling on the day scheduled and remove dead animals within one day of a report.	PW	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome CS3.3. A safe, reliable, and efficient system for the collection and management, including recycling, of Norfolk's solid waste.	CS3.3.2	Increase participation in the curbside recycling program, to achieve a target of recycling 25% or more of all solid waste collected, through continued marketing and educational efforts.	PW; Communications	Mid-Term	\$100,000 to \$250,000	
	CS3.3.3	Continue to support and promote household hazardous waste recycling opportunities.	PW; Communications	Ongoing	Existing Resources	
	CS3.3.4	Evaluate potential changes to yard waste disposal practices.	PW	Immediate	Existing Resources	
	CS3.3.5	Continue to require the screening of dumpsters.	Planning; NPH	Ongoing	Existing Resources	
	CS3.3.6	Establish screening requirements for smaller garbage disposal containers.	Planning	*	*	Part of work program for LU1.2.1.
Outcome CS3.4. A stormwater management system that reduces the quantity and improves the quality of stormwater runoff.	CS3.4.1	Clear debris from at least 120,000 linear feet of drainage ditches and 7,500 drain structures each year.	PW	Ongoing	Existing Resources	
	CS3.4.2	Maintain the ability to sweep streets of debris on the regularly-scheduled date.	PW	Ongoing	Existing Resources	
	CS3.4.3	Continue regularly inspecting all Best Management Practices (BMP) structures installed in the City, on both public and private property, to ensure proper maintenance and performance in accordance with the City's Virginia Pollutant Discharge Elimination System (VPDES) permit requirements.	PW	Ongoing	Over \$1 Million	
	CS3.4.4	Develop and implement a stormwater master plan.	PW; Planning	*	*	Part of work program for ES1.1.5.
	CS3.4.5	Continue to provide educational materials to Norfolk property owners on the importance of keeping the stormwater drainage system clean.	PW; Communications	Ongoing	Up to \$100,000	
Outcome CS3.5. Reliable access to electricity, natural gas, and communication networks.	CS3.5.1	Continue to coordinate upgrades and replacement of non-City provided utilities, including electricity, natural gas and communication networks.	PW	Ongoing	Existing Resources	
	CS3.5.2	Work with our utility partners to ensure access to electricity, natural gas, and communication networks both daily and during times of shock or stress.	EM	Ongoing	Existing Resources	
Community Services Goal 4. Maintain the City's cemeteries as places of honor and respect.						
Outcome CS4.1. Well-maintained cemeteries.	CS4.1.1	Ensure the continued maintenance and improvement of city-owned cemeteries.	RPOS	Ongoing	Over \$1 Million	
	CS4.1.2	Support the efforts of the Norfolk Society for Cemetery Conservation to preserve, protect, and promote Norfolk's historic cemeteries.	RPOS; Planning	Ongoing	Existing Resources	Related to H1.1.4.
Daily Life Goal 1. Provide Norfolk residents with a rich variety of parks and recreational opportunities.						
	DL1.1.1	Locate parks and recreation facilities throughout the City in proximity to residential areas, applying the set standards.	RPOS; Planning	Ongoing	Several Million	
	DL1.1.2	Provide recreational facilities to maintain a standard of 15 acres of recreational land per 1,000 residents.	RPOS	*	*	Part of work program for DL1.1.1.
	DL1.1.3	Seek partnership opportunities with private sector entities, including civic leagues, schools, religious institutions, and other organizations to assist in maintaining and operating parks and recreation centers.	RPOS; Communications	Ongoing	Existing Resources	
	DL1.1.4	Ensure that outdoor recreational facilities that share sites with schools are open and accessible to residents outside school hours.	RPOS; NPS	Ongoing	Existing Resources	Related to LL1.1.4.
	DL1.1.5	Design parks and recreational facilities to maximize flexibility, so that they can be easily adapted to changes in demographics.	RPOS	Ongoing	\$250,000 to \$1 Million	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Outcome DL1.1. A variety of recreational programs and facilities at convenient locations.	DL1.1.6	Enhance public access to parks and recreational facilities by making needed infrastructure improvements to access roads, parking areas, sidewalks, bikeways, boat ramps, and beach access ways.	RPOS; PW	Ongoing	Over \$1 Million	Related to N5.1.8(i).
	DL1.1.7	Ensure that one public water access point is provided for every ¼ mile of waterfront by maintaining existing access points, particularly those that provide parking and those along the Southeast Coast Paddling Trail, and adding new access points, with a priority given to physical access at existing parks, where none are presently available.	RPOS; Planning	Ongoing	Over \$1 Million	Related to N5.1.21(d).
	DL1.1.8	Provide a variety of programs at parks and recreational facilities designed to meet the needs of Norfolk's residents through all stages of life, from childhood to the retirement years.	RPOS	Ongoing	Several Million	
	DL1.1.9	Periodically survey parks and recreation customers to identify desired changes in facilities and programming.	RPOS	Ongoing	Up to \$100,000	
	DL1.1.10	Provide learn-to-swim and boater safety programs for children and adults at community centers, public schools, and other providers of community services.	RPOS	Ongoing	Up to \$100,000	
	DL1.1.11	Continue to work with the U.S. Army Corps of Engineers to maintain navigation channels in the City's waterways through maintenance dredging and other channel improvement projects, in order to ensure access for recreational boaters.	PW; Planning	Ongoing	Over \$1 Million	
Daily Life Goal 2. Provide the residents of Norfolk and the region with a variety of cultural opportunities.						
Outcome DL2.1. Libraries that provide access to information for all residents, and support lifelong learning, cultural enrichment, and intellectual stimulation.	DL2.1.1	Ensure that public library facilities are located throughout the City so that no resident lives more than 2½ miles from a library.	Libraries; Planning	Ongoing	Existing Resources	Currently meet standards. Related to N5.1.6(d).
	DL2.1.2	Create comfortable and inviting common spaces within libraries to invite users to interact with others in the community.	Libraries; GS	Ongoing	\$100,000 to \$250,000	
	DL2.1.3	Periodically survey library customers to identify necessary changes in hours of operations and services offered, as well as in the collections of books, multimedia, and other materials.	Libraries	Ongoing	Up to \$100,000	
	DL2.1.4	Regularly re-evaluate technology and computer resources to ensure the service demands and technology needs of library customers are met.	Libraries; IT	Ongoing	Several Million	
	DL2.1.5	Continue to provide library programs that celebrate Norfolk's cultural diversity and history.	Libraries	*	*	Part of work program for H1.1.3.
	DL2.1.6	Continue to enhance programmatic offerings such as early childhood literacy, after-school care, local history and genealogy, and job search programs.	Libraries	Ongoing	\$100,000 to \$250,000	
Outcome DL2.2. A variety of cultural and entertainment opportunities.	DL2.2.1	Continue to recognize the importance of the arts as an economic tool by coordinating with and promoting the activities of arts organizations such as the Virginia Arts Festival, the Virginia Opera, the Virginia Stage Company, and the Virginia Symphony Orchestra, as well as arts programs offered by Norfolk State University, Old Dominion University, and Tidewater Community College.	CF; Development	Ongoing	Existing Resources	
	DL2.2.2	Continue to provide Norfolk and regional residents with access to cultural and entertainment opportunities through support of facilities such as the Attucks Theater, Chrysler Hall, the Chrysler Museum of Art, Harbor Park, Harrison Opera House, the MacArthur Memorial, Nauticus, the Norfolk Botanical Garden, the Norfolk Scope Arena, Ocean View Park, Town Point Park, and the Virginia Zoo, as well as facilities located at Norfolk State University, Old Dominion University, and Tidewater Community College.	CF; CMO	Ongoing	Several Million	

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Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
	DL2.2.3	Explore opportunities for collaborating across jurisdictional boundaries in order to reduce competition among regional cultural facilities and entertainment venues.	CMO; CF	Ongoing	Existing Resources	
Daily Life Goal 3. Foster the development of a more vibrant, dynamic city.						
Outcome DL3.1. A city that retains and attracts the creative class.	DL3.1.1	Support the efforts of the “creative class” as they work to enhance the vibrancy of Norfolk’s culture.	CMO	Ongoing	Existing Resources	
	DL3.1.2	Utilize new technologies to more effectively promote events and activities throughout the City.	IT; Communications	Ongoing	\$100,000 to \$250,000	
	DL3.1.3	Support the provision of art in public spaces throughout the City.	CF; RPOS	Ongoing	Several Million	
	DL3.1.4	Revise regulations to reduce restrictions on activities that add “life” to the street in appropriate locations, such as street vending, parades, festivals, road races, and other events.	Planning; PW	Short-Term	Existing Resources	
	DL3.1.5	Enhance pedestrian activity in appropriate locations to encourage the development of a desired mix of uses.	Planning; PW	Ongoing	Several Million	
	DL3.1.6	Support the creation of one or more “arts districts” in Norfolk by making needed regulatory changes to facilitate their development.	Planning	Immediate	Existing Resources	
	DL3.1.7	Revise the Zoning Ordinance to encourage bicycle and pedestrian travel.	Planning	*	*	Part of work program for T1.3.6.
	DL3.1.8	Revise the Zoning Ordinance to require provisions for bicycles in the design of new facilities.	Planning	*	*	Part of work program for T1.3.6.
Heritage Goal 1. Foster a greater awareness of Norfolk’s heritage for residents and visitors.						
Outcome H1.1. Increased information available to the public about Norfolk’s historic resources.	H1.1.1	Utilize a variety of communications methods, ranging from printed materials, online information, and municipal television channels, to workshops and lectures, to raise awareness of Norfolk’s historic resources and inform property owners and design professionals about the need to maintain historic properties and opportunities to revitalize historic properties.	Planning; Communications; IT	Ongoing	\$100,000 to \$250,000	
	H1.1.2	Provide information, including maps of routes between sites for walking, bicycling, or driving tours, highlighting Norfolk’s history and architecture, as defined by the Cannonball Trail, in a variety of forms such as brochures, websites, and mobile applications.	Planning; IT	*	*	Part of work program for H1.1.1.
	H1.1.3	Provide programs related to historic preservation, continuing to use those provided by the Norfolk Public Library and encouraging other City departments to develop programs celebrating Norfolk’s history.	Libraries; RPOS	Ongoing	Existing Resources	
	H1.1.4	Continue to work with the Norfolk Society for Cemetery Conservation to increase awareness of the historic and cultural value of those resources.	RPOS; Communications	Ongoing	Existing Resources	Related to CS4.1.2.
Outcome H1.2. Improved identification of historic landmarks and districts.	H1.2.1	Develop a process for expanding Cannonball Trail markers.	Planning	Immediate	Existing Resources	Related to H1.2.3.
	H1.2.2	Identify new sites for Cannonball Trail markers.	Planning	Ongoing	\$250,000 to \$1 Million	
	H1.2.3	Develop a local plaque program to recognize contributing structures in historic districts or sites that have local landmark designation.	Planning	Mid-Term	\$250,000 to \$1 Million	Related to H1.2.1 and H2.2.4.
	H1.2.4	Identify historic district boundaries through vintage or special street signs in historic districts.	PW	Long-Term	Over \$1 Million	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	
Heritage Goal 2. Protect Norfolk's historic resources.						
Outcome H2.1. New and infill development that respects surrounding historic properties and reflects the established architectural pattern.	H2.1.1	Develop local historic district design guidelines utilizing professional standards, such as the Secretary of the Interior's Standards for Rehabilitation, as the basis.	Planning	Immediate	Existing Resources	Related to N5.1.12(d).
	H2.1.2	Evaluate existing local historic district guidelines to determine the need for updates at least every ten years.	Planning	Ongoing	Existing Resources	
	H2.1.3	Encourage the use of design guidelines and pattern books in National Register districts and other historic areas for new infill construction.	Planning	Ongoing	Existing Resources	
Outcome H2.2. An increased number of historic resources, including structures, neighborhoods, and cultural resources, that are protected.	H2.2.1	Develop an up-to-date inventory of historic resources readily available on the City's website.	Planning; Libraries; IT	Long-Term	Up to \$100,000	
	H2.2.2	Update the inventory of historic resources at least every ten years, evaluating the historic significance of all buildings that are more than 40 years old.	Planning; Libraries; IT	Long-Term	Up to \$100,000	
	H2.2.3	Identify funding sources for updates to the inventory of historic resources.	Planning; Budget	Long-Term	Existing Resources	
	H2.2.4	Revise the Zoning Ordinance to provide for designation of local landmarks, including cultural resources.	Planning	Immediate	Existing Resources	Related to H1.2.3.
	H2.2.5	Work with neighborhoods to gain support for new locally-designated historic districts and landmarks.	Planning	Ongoing	Existing Resources	
	H2.2.6	Communicate regularly with property owners in neighborhoods that are designated local historic districts regarding the regulations and policies in those districts.	Planning	Ongoing	Existing Resources	
	H2.2.7	Discourage the performance of work in a local historic district without a Certificate of Appropriateness (COA) through the implementation of programs such as a system of fees or fines for not obtaining a COA.	Planning; Budget	Immediate	Existing Resources	
	H2.2.8	Utilize historic district design guidelines to promote the appropriate maintenance and rehabilitation of existing structures in historic districts.	Planning	Ongoing	Existing Resources	
	H2.2.9	Amend the Zoning Ordinance to permit the reuse of nonconforming historic structures.	Planning	Immediate	Existing Resources	
	H2.2.10	Promote reuse of historic structures through city marketing efforts about programs such as tax abatement.	Planning	Ongoing	Existing Resources	
	H2.2.11	Pursue the statutory authority to prevent demolition by neglect in historic areas through heightened code enforcement.	IGR; Planning	Immediate	Existing Resources	
	H2.2.12	Preserve, protect, and promote Norfolk's historic municipal cemeteries through active conservation, education, and advocacy.	RPOS; Planning	Ongoing	Existing Resources	
Heritage Goal 3. Improve and streamline the Certificate of Appropriateness process.						
Outcome H3.1. Expedited review of projects going through the Certificate of Appropriateness process.	H3.1.1	Eliminate the duplicative process of review by two bodies, the Design Review Committee and the Planning Commission, in order to get a project approved.	Planning	Short-Term	Existing Resources	
Regional Cooperation Goal 1. Enhance regional economic competitiveness.						
	RC1.1.1	Support development of a regional economic development strategy to coordinate and guide business development efforts.	Development	Ongoing	Existing Resources	
	RC1.1.2	Improve marketing, both collectively and individually, of regional assets to attract new business and investment to the region.	Development	Ongoing	Existing Resources	
	RC1.1.3	Explore opportunities for collaborations across jurisdictional boundaries in order to reduce competition.	Development	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS
Outcome RC1.1. A vibrant and growing metropolitan region with the capacity to compete successfully with similarly-sized regions in the eastern United States.	RC1.1.4	Support the development of an efficient, multi-modal transportation network, including high quality connections to other metropolitan regions, to support new business investment and activity.	Planning; PW	*	*	Part of work program actions under Outcome T2.1.
	RC1.1.5	Support educational institutions, programs, and other related workforce development efforts to help create and maintain a well trained and qualified workforce.	Development; NPS	*	*	Part of work program for EV1.3.1.
	RC1.1.6	Continue to work with all jurisdictions in Hampton Roads to strengthen major regional assets, including the military, ports, medical institutions, colleges and universities, and tourist destinations.	Development	Ongoing	Existing Resources	
	RC1.1.7	Encourage Norfolk's water supply surplus to be marketed and utilized as a major regional asset to attract development.	Utilities; Development	*	*	Part of work program for EV1.2.12.
	RC1.1.8	Partner with Norfolk's General Assembly members to develop consensus positions to enhance regional competitiveness.	IGR	Ongoing	Existing Resources	
Regional Cooperation Goal 2. Ensure efficient regional service delivery.						
Outcome RC2.1. Efficient coordination of regional services.	RC2.1.1	Support continued development of regional approaches to addressing new federal and State requirements for both wastewater and stormwater management.	Utilities; PW; Planning	*	*	Part of work program for ES1.1.14.
	RC2.1.2	Study and adopt a new regional waste management structure for post-2018, when existing arrangements are due to expire.	PW	Mid-Term	\$100,000 to \$250,000	
	RC2.1.3	Encourage a coordinated approach to the development of affordable housing, involving all affected agencies.	OEH; NRHA; Planning	Ongoing	Existing Resources	
	RC2.1.4	Work with agencies throughout the region to develop and implement policies and programs addressing special needs populations.	HS; OEH; ND	Ongoing	\$250,000 to \$1 Million	
	RC2.1.5	Continue to work in partnership with various levels of government and public agencies to address homelessness on a regional basis.	OEH; NRHA	Ongoing	Existing Resources	
	RC2.1.6	Explore possible efficiencies to be gained by coordinating the purchase of municipal goods and services.	Finance; GS	Ongoing	Up to \$100,000	
	RC2.1.7	Continue to improve regional emergency preparedness, responsiveness, and evacuation planning.	EM	Ongoing	Existing Resources	
Regional Cooperation Goal 3. Support a regional approach to emerging issues that cross jurisdictional boundaries.						
Outcome RC3.1. More effective regional approaches to emerging issues of concern.	RC3.1.1	Coordinate land use planning at jurisdictional boundaries to reduce land use conflicts.	Planning	Ongoing	Existing Resources	
	RC3.1.2	Support the development of a regional greenhouse gas emissions inventory and emission reduction targets.	CMO	Mid-Term	\$250,000 to \$1 Million	
	RC3.1.3	Coordinate with regional partners and programs working on issues related to sea level rise.	Planning; PW	Ongoing	Existing Resources	Related to ES2.1.1 and ES2.1.2.
	RC3.1.4	Continue to explore regional approaches, including partnerships with universities and other organizations, to address new and emerging region-wide issues and topics.	Planning	Ongoing	Existing Resources	
Implementation Goal 1. Ensure that <i>plaNorfolk2030</i> remains a valuable tool for decision-making.						
Outcome IP1.1. <i>plaNorfolk2030</i> is used to guide decision making about physical development and public infrastructure.	IP1.1.1	Review all land use applications for consistency with <i>plaNorfolk2030</i> .	Planning	Ongoing	Existing Resources	
	IP1.1.2	Ensure that proposed capital improvement projects are consistent with the recommendations of <i>plaNorfolk2030</i> as required by the <i>Code of Virginia</i> .	Planning; Budget	Ongoing	Existing Resources	
	IP1.1.3	Encourage City departments and outside agencies to develop work plans that are consistent with the recommendations of <i>plaNorfolk2030</i> .	CMO	Ongoing	Existing Resources	
	IP1.1.4	Evaluate grant requests, including Community Development Block Grant applications, against the requirements of <i>plaNorfolk2030</i> .	Planning; Budget; ND	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS
Outcome IP1.2. Effective tools that support the implementation of <i>plaNorfolk2030</i> .	IP1.2.1 Regularly evaluate City codes to ensure that the goals of <i>plaNorfolk2030</i> are being implemented effectively.	CMO	Ongoing	Existing Resources	
	IP1.2.2 Regularly review the best practices of local governments throughout the United States and amend Norfolk’s codes, where appropriate, to ensure that City codes are as effective as possible.	CMO	Ongoing	Existing Resources	
	IP1.2.3 Prepare a report evaluating the status and effectiveness of <i>plaNorfolk2030</i> implementation at least every two years.	Planning	Ongoing	Existing Resources	
	IP1.2.4 Review <i>plaNorfolk2030</i> , in its entirety, every five years to determine if there is a need for any amendments.	Planning	Ongoing	Existing Resources	
Outcome IP1.3. <i>plaNorfolk2030</i> is amended whenever conditions warrant.	IP1.3.1 Consider amending <i>plaNorfolk2030</i> when it is determined that there has been a change in conditions since adoption, when a plan or study evaluates an area at a greater level of detail, or when it is discovered that an error has been made.	Planning	Ongoing	Existing Resources	
	IP1.3.2 Ensure newly completed area plans are adopted by reference into <i>plaNorfolk2030</i> , amending <i>plaNorfolk2030</i> to reflect the recommendations of the area plan, where appropriate.	Planning	Ongoing	Existing Resources	
	IP1.3.3 Process amendments to <i>plaNorfolk2030</i> according to requirements established by the <i>Code of Virginia</i> and City code.	Planning	Ongoing	Existing Resources	

* Cost for this action included in another action as noted under comments.

plaNorfolk2030 Amendments

AMENDMENT NUMBER	FILE NUMBER	COUNCIL ACTION	APPLICANT NAME	LAND USE FROM	LAND USE TO	LOCATION	NOTES	CPC ACTION DATE	COUNCIL ACTION DATE
1	130202A	45068	TowneBank	Residential Mixed	Commercial	1006 Colley Avenue		2/28/2013	4/24/2013
2	130703A	45251	BDC Princess Anne LLC	Industrial	Commercial	3350 E. Princess Anne Road		7/25/2013	10/8/2013
3	131103A	45398	EA's Little Blessings	Single Family Traditional	Commercial	956-960 Berkley Avenue Extended		11/14/2013	1/14/2014
4	131102A	45400	First Church of God	Institutional	Single Family Suburban	8620 Granby Street		11/14/2013	1/14/2014
5	131101A	45418	Chelsea Business Association	Industrial, Residential Mixed	Commercial, Residential Mixed	Chelsea Business Area		12/19/2013	2/11/2014
6	131201A	45419	Crossings at Campostella Station	Single Family Traditional	Residential Mixed	1050 Berkley Avenue Extended		12/19/2013	2/11/2014
7	140101A	45452	Christ's Sanctified Holy Church	Institutional	Single Family Traditional	4820 Beamon Road		1/23/2014	2/25/2014
8	130902A	45458	Tidewater Commerce Center	Industrial	Commercial	630-660 Tidewater Drive		9/26/2013	2/25/2014
9	131202A	45469	Church Street Station	Industrial, Single Family Urban, Utility/Transportation	Multifamily	2000 Church Street, 1816-1824 O'Keefe Street		12/19/2013	3/4/2014
10	140201	45498	City Planning Commission	NA	NA	NA	Text amendment to establish locational criteria and performance standards for automobile-related establishments, including the East Little Creek Road and Military Highway Corridors	2/27/2014	3/25/2014
11	140401	45549	City Planning Commission	NA	NA	NA	Text amendment to establish development criteria to encourage the transition of the Granby/Monticello Corridor from industrial and automobile-related uses to a higher intensity of mixed use development	4/24/2014	5/20/2014
12	140402	45550	City Planning Commission	NA	NA	NA	Text amendment to revise certain metrics and actions and to make typographical corrections	4/24/2014	5/20/2014
13	140402	45551	City Planning Commission	Single Family Suburban	Single Family Traditional	Glenrock South	Map amendment to correct Future Land Use in Glenrock South	4/24/2014	5/20/2014
14	140403A	45553	James Sheppard	Commercial	Residential Mixed	3921 E. Ocean View Avenue		4/24/2014	5/20/2014
15	140404A	45596	Talbot Hall West, LLC	Institutional	Single Family Suburban	600 Talbot Hall Road		4/24/2014	6/24/2014
16	140501	45593	City Planning Commission	NA	NA	NA	Text amendment to establish development criteria related to landscaping, setbacks, and parking to encourage a mix of uses and enhanced pedestrian activity along the southernmost sections of Colonial Avenue and Granby Street in the Park Place neighborhood	5/22/2014	6/24/2014
17	140601	45624	NRHA	Single Family Traditional	Multifamily Corridor	2800-2820 Church Street		6/26/2014	7/22/2014
18	140701A	45642	Norfolk Collegiate School	Single Family Traditional	Institutional	7307-7321 Woodfin Avenue		7/24/2014	8/26/2014
19	140301A	45646	Norfolk Premium Outlets	Office and Open Space/ Recreation	Commercial	6282 Northampton Boulevard		7/24/2014	8/26/2014
20	140801A	45695	The Hanson Company, LLC	Single Family Urban	Commercial	601-609 36th Street		8/28/2014	9/23/2014
21	140804A	45700	Edward McCullough	Industrial	Multifamily	200 E. 22nd Street		8/28/2014	10/14/2014
22	140803A	45742	Maplewood Plaza	Single Family Urban	Commercial	1402-1446 Church Street, 709-713 Washington Avenue		9/25/2014	10/28/2014
23	140902A	45745	Char-Mar Trucking	Single Family Traditional	Industrial	1250 E. Brambleton Avenue, 708 Cecelia Street		9/25/2014	10/28/2014
24	140901A	45799	NRHA	Open Space/Recreation	Multifamily	3321 Kimball Terrace		11/13/2014	12/9/2014

plaNorfolk2030 Amendments									
AMENDMENT NUMBER	FILE NUMBER	COUNCIL ACTION	APPLICANT NAME	LAND USE FROM	LAND USE TO	LOCATION	NOTES	CPC ACTION DATE	COUNCIL ACTION DATE
25	141201A	45842	Edward McCullough	Commercial	Multifamily	1235-1237 Courtney Avenue, 1140-1148 E. Princess Anne Road		12/11/2014	1/27/2015
26	150503A	45982	Captain's Landing, LLC	Commercial	Residential Mixed	923-929, 1001-1007 E. Ocean View Avenue and 9640 Chesapeake Street		5/28/2015	6/23/2015
27	150101	45985	City Planning Commission	NA	NA	NA	Text amendments to revise certain actions related to the 100 Resilient Cities Initiative and to make other minor updates and corrections	5/28/2015	6/23/2015
28	150701A	46020	City of Norfolk	Office	Commercial	6000 Northampton Boulevard		7/23/2015	8/25/2015
29	151101	46134	City Planning Commission	NA	NA	NA	Text amendments to adopt the Bicycle and Pedestrian Strategic Plan	11/12/2015	12/8/2015
30	150802A	46168	West Norfolk Marketplace, LLC	Multifamily Corridor	Commercial	1209 W. 26th Street		8/27/2015	12/15/2015
31	150802B	46169	West Norfolk Marketplace, LLC	Industrial	Commercial	2330 Bowdens Ferry Road		8/27/2015	12/15/2015
32	151201	46206	City Planning Commission	NA	NA	NA	Text amendments to add and modify actions in four "emerging districts"	12/10/2015	1/26/2016
33	151202	46207	City Planning Commission	NA	NA	NA	Text amendments to adopt the Complete Streets Policy	12/10/2015	1/26/2016
34	160101A	46260	City Planning Commission	NA	NA	NA	Text and map amendments to establish the coastal character district	1/28/2016	2/23/2016
35	160201A	46352	Pinewell Station	Open Space/Recreation and Commercial	Multifamily	600 and 719 E. Ocean View Avenue		2/23/2016	5/10/2016
36	160401A	46388	City of Norfolk	Institutional	Residential Mixed	2415 Ballentine Boulevard		4/28/2016	5/24/2016
37	160501A	46448	City of Norfolk	Institutional	Office	900 and 901 Asbury Avenue		5/26/2016	6/28/2016
38	160502	46446	Norfolk City Council	NA	NA	NA	Text amendments to adopt Sand Management Plan	5/26/2016	6/28/2016
39	160601	46486	City Planning Commission	NA	NA	NA	Text amendments to add and modify actions for the Greater Wards Corner area	6/23/2016	7/19/2016
40	160402A	46518	Norfolk Christian Schools	Single-Family Traditional	Institutional	260 Filbert Street		6/23/2016	8/23/2016
41	160901A	46634	East Beach Company	Commercial	Residential Mixed	9500 and 9510 30th Bay Street		10/27/2016	11/22/2016
42	160902A	46645	Royal Farms	Institutional	Commercial	5516 Raby Road		10/27/2016	11/22/2016
43	161001	46650	City Planning Commission	NA	NA	NA	Text amendments to adopt Vision 2100	10/27/2016	11/22/2016
44	161101A	46680	City Planning Commission	NA	NA	NA	Text amendments to incorporate new FIRM map	11/10/2016	12/13/2016