

100 RESILIENT CITIES

NORFOLK RESILIENT CITY

Agenda

1. Our Strategy Process & Strategy Tenets
2. Challenges, Goals, Strategies & Actions
3. What's Next?
4. The Power Behind Our Resilience
5. Why Our Resilience Work Matters



Thank You
100RC



MELBOURNE
AUSTRALIA



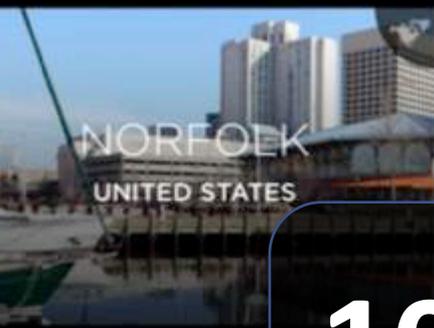
MEXICO CITY
MEXICO



NEW ORLEANS
UNITED STATES



NEW YORK CITY
UNITED STATES



NORFOLK
UNITED STATES



OAKLAND
UNITED STATES

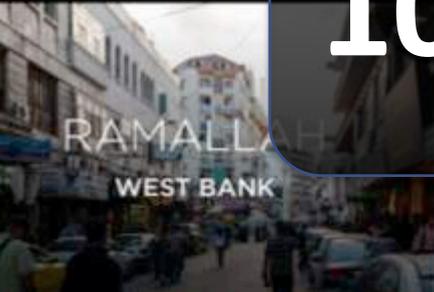


PORTO ALEGRE
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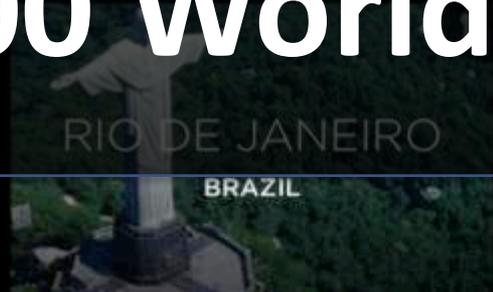


QUITO
ECUADOR

100 World-Class Cities



RAMALLAH
WEST BANK



RIO DE JANEIRO
BRAZIL



ROME
ITALY



ROTTERDAM
THE NETHERLANDS



ATHENS
GREECE



BANGALORE
INDIA



BANGKOK
THAILAND



BARCELONA
SPAIN



4
BELGRADE



BERKELEY



BOSTON



BOULDER

Man * New York City * Quito
Melbourne * Boston * Bangalore
Rotterdam * Athens * Paris
Dakar * Juarez * Phnom Penh
Thessaloniki * Norfolk, Virginia
Medellín * Bangkok * Rio de
Janeiro * Barcelona * Los Angeles
Rome * Chicago * Da Nang * New
Orleans * Cali * Kigali * Huangshi
Singapore * Mexico City * Lisbon
Santiago de los Caballeros * San
Francisco * Belgrade * Ramallah



**Our
Strategy
Process &
Tenets**

Collaborative Process

- 100 Resilient Cities kickoff workshop, February 2014
- Conducting a baseline economic analysis
- Interviews and surveys
- Convening other cities in the 100RC network
- Collaborating with local leaders to better understand social & economic issues across Norfolk's diverse neighborhoods

Our Strategy Tenets

1. Celebrating and building on existing work
2. Aspirational
3. Proactive
4. Fair and equitable
5. Community-driven and connected
6. Actionable and practical
7. Informed
8. Long-lasting



**Challenges,
Goals,
Strategies &
Actions**

Challenges

Sea Level Rise, Poverty, New Economy



Goal 1:
**Design the coastal
community of the future.**

Goal I: Design the Coastal Community of the Future

Strategy I— Collectively Create A Vision for the City's Future

Actions:

1. Collectively create a vision for the future - Vision 2100
2. Assess, identify and implement innovative water management infrastructure
3. Redesign tools and regulations to achieve our vision

NORFOLKVISION2100



**Building
a Better
Norfolk**

a zoning ordinance
for the 21st century



Goal 1: Design the Coastal Community of the Future

Strategy 2 — Assess & Identify Innovative Infrastructure for Water Management

Actions:

1. Innovate to combine hard and natural systems to better control flooding
2. Establish a global practice on water innovation
3. Explore design ideas for the future
4. Partner with the USACE on a comprehensive flood risk study



**US Army Corps
of Engineers®**



Goal 1: Design the Coastal Community of the Future

Strategy 3 — Create A Place Where People Want To Live, Work and Play

Actions:

1. Brand the city
2. Focus on retaining talent
3. Enliven commercial corridors with new local businesses



Goal 1: Design the Coastal Community of the Future

Strategy 4 — Redesign Tools and Regulations To Achieve Our Vision for the Future

Actions:

1. Develop the most resilient zoning code in America
2. Partner with academia and diverse cities on the future of land use
3. Use Better Block demonstration to test design ideas
4. Update the Long-Term Recovery Plan
5. Develop a new rapid housing recovery model



Goal 2:
**Create economic
opportunity
by advancing efforts to
grow existing & new
industry sectors.**



Goal 2: Create Economic Opportunity

Strategy I — Create A Multi-Pronged Economic Development Strategy

Actions:

1. Understand & articulate Norfolk's unique economic importance
2. Craft an economic development plan for a resilient future
3. Cultivate new capital for job creation
4. Better leverage the export market for local economic growth

NORFOLKFIRST



**Sandia
National
Laboratories**



Goal 2: Create Economic Opportunity
Strategy 2 — Nurture The City's Entrepreneurial Ecosystem

Actions:

1. Launch a new Resilience Lab/Accelerator
2. Create and sustain a vibrant business community



Goal 2: Create Economic Opportunity

Strategy 3 — Strengthen the Workforce Development Pipeline

Actions:

1. Create a career pipeline for low-income residents
2. Open the region's first career pathways school
3. Provide early interventions as part of a robust early childhood education system

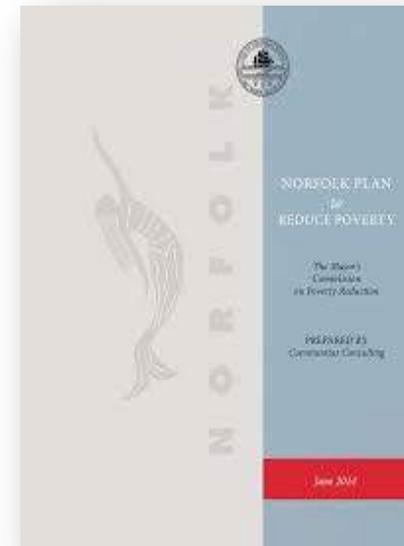


Goal 2: Create Economic Opportunity

Strategy 4 — Reinvest & Revitalize Neighborhoods

Actions:

1. Increase homeownership & de-concentrate poverty
2. Implement targeted, placed-based revitalization efforts
3. Grow the capacity of local CDCs to build resilient neighborhoods
4. Launch a new Affordable Housing Trust Fund
5. Help stabilize families to build stronger neighborhoods



Goal 2: Create Economic Opportunity

Strategy 5 — Explore Innovative Financing Methods

Actions:

1. Pioneer the creation of catastrophe bonds
2. Investigate using social impact bonds to finance programs to advance social and economic resilience
3. Create new investment funds for local business



Rebound: Building a More Resilient World



Goal 3:

**Advance initiatives to
connect communities,
de-concentrate poverty,
& strengthen
neighborhoods.**



**Goal 3: Advance Initiatives to Connect Communities,
De-concentrate Poverty and Strengthen Neighborhoods**

**Strategy I — Improve Citizen
Access to Information**

Actions:

1. Launch a state-of-the-art Resilience Dashboard
2. Raise awareness of risks and resources to keep persons and property safe during storms
3. Involve citizens in budget development
4. Reduce barriers to banking and financial mainstream



Goal 3: Advance Initiatives to Connect Communities, De-concentrate Poverty and Strengthen Neighborhoods

Strategy 2 — Support Community-Building Efforts Through Technology

Actions:

1. Develop new technology to help residents support those in need
2. Connect the faith community with emergency responders
3. Use technology to support local giving



**Goal 3: Advance Initiatives to Connect Communities,
De-concentrate Poverty, and Strengthen Neighborhoods**

Strategy 3 - Connect The Community Through Conversation

Actions:

1. Collaborate with residents to map neighborhood assets
2. Create new dialogues between the police and the community leaders
3. Outreach through community events
4. Engage diverse voices through Norfolk Senior Pastors' Roundtable



THE CITY OF
NORFOLK
POLICE DEPARTMENT



www.NFKresilientcity.org

NORFOLK RESILIENT CITY

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Who is behind Norfolk's Resilience Strategy?

Norfolk's Resilient Planning Efforts

Our resilience strategy centers on the ability of individuals, systems, and our neighborhoods to survive, adapt, and, when conditions require it, transform in the face of shocks and stresses. At its core, our resilience strategy is a commitment, by each citizen, organization, and municipal system, and by leadership from all sectors, to acknowledge our stresses and vulnerabilities and to work proactively to find solutions.

Our collective goal is not only to survive, but also to innovate and transform our city in a systematic way, embracing new ways of thinking and managing and thriving in conditions that require continuous innovation.

Download the Norfolk Resilience Strategy
The official public report and strategy

**What's
Next?**

What's Next?

1. Establish a global practice on water innovation
2. Partner with other 100RC network cities to create innovations in resilience
3. Hold the second Norfolk Resilient City Builder Summit event in July 2016
4. Measure the city's resilience performance and institutionalize new practices by creating a resilience program performance dashboard
5. Develop an ongoing communications system that will institutionalize resilience planning and implementation for centuries to come



**The Power
Behind Our
Resilience**

**What's the
real force
behind
Norfolk's
resilience?**



Norfolk's Resilient City Builders



Let's meet our first wave of Norfolk's Resilient City Builders



Matty Kaszowski has been working to build a support system for entrepreneurs for over a decade. His latest venture is Old Dominion University's Norfolk Innovation Center opening on South Street in downtown Norfolk.



Rodney Jenkins working with his community partners with the city to create the Greater Park Place Visioning and Engagement Process, the impetus for the city's Neighbors Building Neighbors initiative.



Antipio Pimental helping to start Bank On Norfolk, through which local churches will support unbanked or underbanked residents to free or low-cost starter bank accounts and financial education.



Jake Stewart led the grassroots Lajoyles Wetlands Partnership in restoring over 12,000 square feet of wetlands, creating a string of "jewels" along the river.



Dave Richards launched We Feed Norfolk, making local Sea Scout troops 24 and 1 to collect food donations from area residents using reusable grocery bags and an innovative smartphone app.



Drew Ungewisy is spearheading the Downtown Norfolk Council/Volunteer Success program, connecting local retail businesses with street-level workers at a steep discount.



Joe Radick brings together government, the private sector, nonprofits, the faith community, higher education, and the military to build collective efforts in addressing all threats, including sea level rise. Jupyter Wetlands Partnership is restoring over 12,000 square feet of wetlands, creating a string of "jewels" along the river.



Alison Andrews, Cheryl Sumner, Mike Biles, and Blake Greenleaf worked with their community and partners to develop innovative water management practices that curbed flooding in the historic coastal neighborhood of Crossfield Heights.



Sam McNeill connected the city with Dale Morris from the Royal Netherlands Embassy and David Waggoner, a New Orleans-based architect, to bring the Virginia Dutch Dialogue "Life at Sea Level" workshop to Norfolk.



Janice Ragan and his team, through the soon-to-be-launched Rent Ready program, will connect landlords and renters to information that improves outcomes for both.



Karen Schaefer and Mary Miller created the Norfolk Collaboratory's groundbreaking approach to formulate a brand message architecture that is helping Norfolk's organizations advance a more seamless image of what makes Norfolk a special place.



NORFOLK

**Let's hear from
two of our
Resilient
City Builders**



**We want your help
to identify more
Resilient
City Builders**





**Why Our
Resilience
Work
Matters**

Reinforces Our Unique DNA

Norfolk's Story: Our Brand Message Architecture

PURPOSE:

We are creating an amazing community where people desire to live, work, and play.

POSITIONING STATEMENT:

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

BRAND PROMISE:

Whether you are a resident, worker, or visitor, Norfolk is an amazing place where you feel welcomed, connected, and fulfilled. Here you quickly become part of a dynamic and authentic urban waterfront community.

This document is Norfolk's story. It was designed by and for all the organizations that are responsible for promoting Norfolk's greatest assets and attractions.

The brand message architecture serves two very important purposes. First, the message structure will define, empower, and inspire every organization to advance a more extensive story on why people want to live, work, and play in Norfolk. Second, the structure will help inform the development of Norfolk's future, identifying and product development initiatives, providing guidance on what aligns with and reinforces Norfolk's unique and competing story.

This document was created by the Norfolk Collaboratory, a cross-sectoring process that included the leaders, staff, and boards of dozens of Norfolk's leading organizations, the City Council, and over one thousand engaged stakeholders, people who live, work, and play in Norfolk. The Southwestern Institute of Research provided research and strategy development support.

THE NORFOLK COLLABORATORY

PERSONALITY:

Vibrant, Inclusive, Diverse, Creative, Innovative, Transformative, Urban, Hip, Nautical, Laidback, Fun, and Welcoming.

A NOTE ON TAGLINES:

"Life. Celebrated Daily." is Norfolk's current tagline. For this initiative, let's take a step back from using a tagline and see what emerges from Norfolk's creative culture, which has already developed community-inspired expressions like "NFR" and "We're not Norfolk'ing around."

Let's also take this opportunity to refresh and update Norfolk's mermaid, embracing different looks and uses.

Each word in this statement is significant:

- ▶ NORFOLK - The entire city, not just downtown
- ▶ VIBRANT AND HISTORIC PORT CITY - An active port for over 400 years
- ▶ AMAZING PLACE - Norfolk has surprises around every corner
- ▶ CULTURALLY DIVERSE CITIZENS - Living, working, playing together
- ▶ MILITARY AND BUSINESSES - With a shared passion to move Norfolk forward
- ▶ CREATING - Makers and doers actively investing in building something great
- ▶ DYNAMIC - Ever-evolving, growing as a community and city
- ▶ AUTHENTIC - Neighborhoods, port culture, architecture, parks
- ▶ URBAN WATERFRONT - A natural asset that sets Norfolk apart from other cities
- ▶ COMMUNITY - Making Norfolk a welcoming and accepting place for all
- ▶ IN AMERICA - An aspiration to become a most preferred city and destination

WHAT THREE WORDS DESCRIBE NORFOLK BEST?

What three words describe Norfolk when compared to other cities? Diversity, History and Water. This Wordle™ chart shows the words mentioned most often by residents, workers, and visitors in a recent survey. The larger the word, the more times it was mentioned.



POSITIONING STATEMENT:

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

- We are actively creating an amazing place . . .
- We are a city of doers and makers . . .
- The most dynamic and authentic urban waterfront community in America.



Helps Shape Our Future



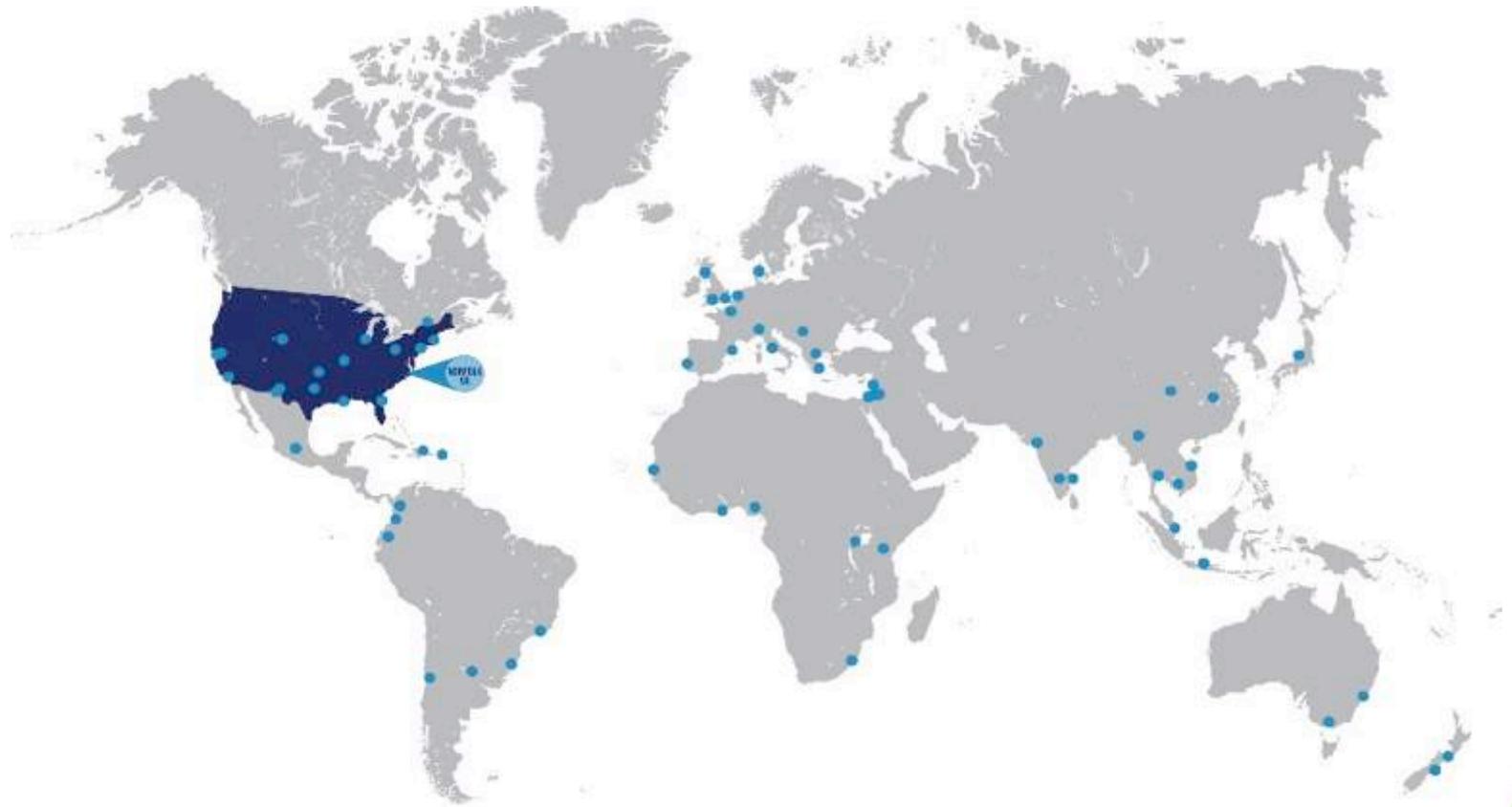
Puts Norfolk On A National Stage

“Norfolk’s resilience planning has also put the city at the cutting edge of urban innovation nationwide—which is especially important as Norfolk plays such a major role in the nation’s economy and national security.”

Michael Berkowitz
President
100 Resilient Cities



Allows Us To Contribute To World-Wide Resilience



“Norfolk’s resilience work is having an impact far beyond America, too. Norfolk was one of the first members of 100 Resilient Cities (100RC), and has been helping us build a global practice ever since.”

Michael Berkowitz
President
100 Resilient Cities





**Thank
You!**

100 RESILIENT CITIES

NORFOLK RESILIENT CITY