

CHAPTER 13: IMPLEMENTING PLANORFOLK2030

P*laNorfolk2030* 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	

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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	

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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.

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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.

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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.

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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	
	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.				
	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	

* 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	
	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.

* 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	
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	

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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	

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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	

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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	

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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	

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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	

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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