
COMMUNITY DEVELOPMENT



PLANNING & COMMUNITY DEVELOPMENT

MISSION STATEMENT

The Department of Planning and Community Development applies the highest quality planning and regulatory principles to preserve, protect and enhance Norfolk's developed and natural environments.

DEPARTMENT OVERVIEW

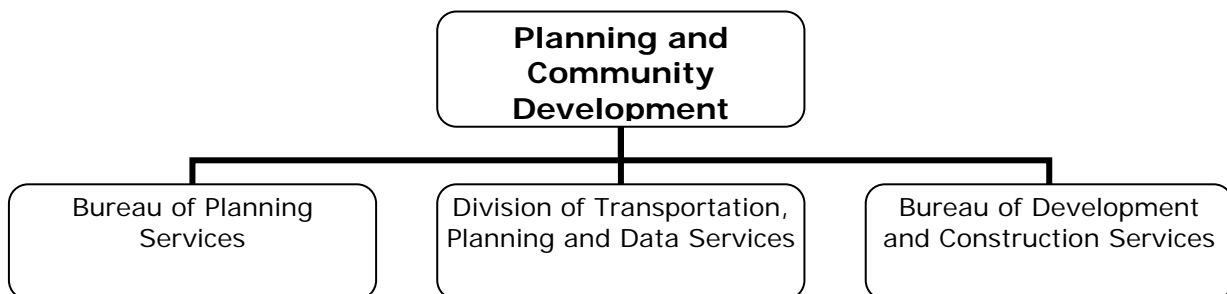
The Department is responsible for ensuring that Norfolk's plans and implementation activities reflect goals and policies advocated by residents and approved by City Council. The department fulfills three primary functions: provision of comprehensive planning services; development of transportation policy and plans; and oversight of construction and building safety.

Planning Services: Develops and coordinates guidance and policy direction, through the General Plan and other plans, in the following areas: land use policies; transportation; economic development; neighborhood planning; community development activities; location of facilities; protection and enhancement of coastal resources; and compliance with the Chesapeake Bay Protection Act. The department also maintains the zoning ordinance regulating land use and development practices throughout the City and coordinates the site plan review process, which ensures the technical compliance of construction projects with the City's various codes and ordinances.

Transportation Planning and Data Services: Ensures development and application of transportation policy and practices reflect consideration of the full range of City goals and objectives focused on making Norfolk a high quality environment for living, working and visiting.

Construction and Building Safety Services: Enforces the Virginia Uniform Statewide Building Code and is responsible for ensuring building safety by reviewing requests, issuing permits, inspecting new construction and renovation work, managing elevator inspections, and conducting the cross connections water quality safety program. Departmental personnel also conduct damage surveys of structures when conditions warrant.

The department also staffs various commissions, boards, and committees including the Planning Commission and provides advice to property owners and developers on the development of parcels of land in the City while remaining in compliance with various regulatory programs.



BUDGET HIGHLIGHTS

The total FY 2008 budget for the Department of Planning and Community Development is \$4,741,500. This is a \$29,000 increase over the FY 2007 budget. This less than 1 percent increase is attributable to increased personnel costs.

Also included is a 3 percent efficiency goal adjustment to non-personnel costs. This reduction is consistent with one of the citywide expenditure strategies used to balance the FY 2008 approved budget.

KEY GOALS AND OBJECTIVES

- Ensure through systematic review that all activities undertaken by the department contribute to the continued growth and revitalization of Norfolk as a most desirable community to live, and work, and reinforce the role of Norfolk as the economic and cultural hub of Hampton Roads.
- Manage the process of updating the Norfolk General Plan in terms of visioning, functional planning, design studies and plans, marshaling of resources, coordination of supporting information, policy analyses and recommendations, and development of appropriate implementation strategies.
- Assist citizens, contractors, property owners, architects, engineers, designers to achieve their desired construction, alterations, repairs and enhancements to buildings and structures within the City of Norfolk in compliance with all applicable codes and ordinances.
- Maintain and nurture appropriate liaisons and relationships with citizens, City departments and agencies, City administration and City Council, as well as state and federal officials, in order to better carry out the mission of the department.
- Encourage through planning and zoning activities new investment and reinvestment in the community so as to maintain and help property values grow.
- Improve land use regulations and processes to guide and ensure that new and infill development supports and enhances existing neighborhoods through use of compatible architectural styles and housing types.
- Improve access to current land use and zoning information and development requirements for interested parties.
- Facilitate the review and approval of development projects consistent with approved plans in the downtown and other revitalizing sections of the City such as Ocean View and those projects sponsored by the local institutions of higher learning and the Medical Center institutions.
- Manage the City's design review process as spelled out in the City code for maximum effectiveness in approving projects with high quality urban design in harmony with their settings.
- Continue to be responsive to citizens, developers, City Council and City departments in all areas of coastal resource regulation. Transition and integrate the permits and inspections tracking system for the wetlands program, erosion and sediment control, Chesapeake Bay Preservation Area oversight, and site plan review to ensure code compliance.

- Provide leadership and expertise in assisting the City to maintain and replenish its beaches to protect personal and property investment and limit storm damage associated with hurricanes and other storms.
- Participate in building code development to improve the overall safety of the public.
- Maintain a state of training and preparedness to provide prompt, accurate preliminary damage assessment to all levels of government so as to accelerate recovery response in the event of disaster.

PRIOR YEAR ACCOMPLISHMENTS

- Managed a number of completed consultant studies including the Ghent Business District Economic and Market Study, the Military Highway Corridor, and the Central Hampton Boulevard Area as well as the on-going study of the St. Paul's Quadrant.
- Guided a number of major development initiatives in different sections of the city through the various review and approval processes including various zoning approvals, design review approval and engineered site plan approval.
- Led Norfolk's participation in the recently completed and approved required update to the region's Long Range Transportation Plan.
- Supported all needed work efforts and programs culminating in the recent Federal Transportation Administration approval to begin Final Engineering on the Norfolk Light Rail project.
- Realigned staff assignments to bolster construction site compliance with erosion and sediment control regulations and to comply with Chesapeake Bay Protection Act development regulations.
- Laid the groundwork to bolster during FY '08 the storm protection function of our bayfront sand dune system.
- Achieved an ISO rating of "2". This rating places the City of Norfolk in the top 2% of all building permit and inspection offices in the nation for effectiveness for achieving building safety.
- Created a new codes inspector classification that will lead to establishment of Combination Residential Inspectors thus improving customer service while reducing costs.

Expenditure Summary

	FY 2005 ACTUAL	FY 2006 ACTUAL	FY 2007 APPROVED	FY 2008 APPROVED
Personnel Services	3,931,366	4,059,129	4,403,692	4,467,890
Materials, Supplies and Repairs	138,939	134,803	140,675	117,021
General Operations and Fixed Costs	143,378	180,585	148,133	154,589
Equipment	18,654	20,392	20,000	2,000
All Purpose Appropriations	197,066	98,529	0	0
TOTAL	4,429,403	4,493,438	4,712,500	4,741,500

Programs & Services

	FY 2006 ACTUAL	FY 2007 APPROVED	FY 2008 APPROVED	POSITIONS
DIRECTOR'S OFFICE				
Management, Administration and Operations	514,522	343,327	302,986	4
Provide leadership and guidance to all service areas and operating and budgetary support for the department's activities.				
DIVISION OF TRANSPORTATION AND DATA SERVICES				
Transportation and Data Services	358,898	294,954	274,964	2
Prepare analyses and recommendations pertaining to all transportation modes and oversee the department's geographic information systems and related data bases.				
BUREAU OF PLANNING SERVICES				
Advance Planning	117,428	276,616	276,394	5
Manage the process of updating the General Plan of Norfolk. Provide leadership, analyses, support and coordination for area planning initiatives. Participate and support plan implementation activities.				
Zoning Services	608,027	592,449	634,981	10
Administer and enforce the Zoning Ordinance and land use regulations and propose City-sponsored amendments to the Zoning Ordinance and Zoning Map. Process proposed changes to the Zoning Text/Zoning Map as proposed by the public. Staff and manage the zoning public hearing process. Provide staff to the Board of Zoning Appeals and administer that process. Assist residents, developers and institutions with their proposed development projects.				
Environmental Services	160,209	148,534	154,031	2
Provide land use guidance in areas of coastal resources. Ensure adherence to the Chesapeake Bay Preservation Act; administer erosion and control program; and analyze environmental issues. Coordinate/secure regulatory approvals for the City's beach replenishment programs.				
Planning Administrative Services	159,250	167,687	177,881	3
Support Bureau activities.				

Programs & Services

	FY 2006 ACTUAL	FY 2007 APPROVED	FY 2008 APPROVED	POSITIONS
DIVISION OF HOUSING AND NEIGHBORHOODS				
Housing Services*	148,627	-	-	0
The Housing Services Bureau is responsible for the development and implementation of programs to enhance the quality, design, marketability and affordability of Norfolk's existing and new housing stock.				
BUREAU OF BUILDING CONSTRUCTION SERVICES				
Construction Inspections	1,582,104	1,905,803	1,930,019	29
Inspect all permit-regulated work to ensure compliance with approved plans and the Virginia Uniform Statewide Building Code. Inspect all projects numerous times to provide for buildings safety.				
Construction Operations	553,512	649,164	657,733	12
Review and approve all permit applications and review construction documents for compliance with Uniform Statewide Building Code and numerous model building codes.				
Building Construction Administrative Services	290,861	333,966	332,511	7
Provide administrative support, documentation preparation and records retention for all services.				
TOTAL	4,493,438	4,712,500	4,741,500	74

Strategic Priority: Economic Development

TACTICAL APPROACH

To improve the overall aesthetic impression of the City of Norfolk, and guide new development in line with City policies.

Program Initiatives	FY 2005	FY 2006	FY 2007	FY 2008	Change
Design Review Items	132	141	99	105	6
Zoning Public Hearing Items	200	202	185	195	10
Building Plans Review-Detailed	3,293	3,304	3,321	3,350	29
Building Permits Issued	12,315	12,347	12,409	12,500	91

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2007 Positions	Change	FY 2008 Positions
Accounting Technician	OPS07	25,368	40,558	1		1
Administrative Assistant II	MAP03	31,840	50,898	1		1
Administrative Secretary	OPS09	29,671	47,438	2		2
Administrative Technician	OPS08	27,422	43,838	2		2
Assistant Director of Planning	SRM06	62,670	110,299	1		1
Business Manager	MAP08	43,051	68,820	1		1
City Planner I	MAP06	38,071	60,862	2		2
City Planner II	MAP08	43,051	68,820	2		2
City Planning Manager	SRM03	52,247	91,957	3		3
City Planning Technician	OPS10	32,134	51,369	2		2
Code Official	SRM06	62,670	110,299	1		1
Codes Enforcement Team Leader	MAP08	43,051	68,820	5		5
Codes Records & Research Manager	MAP10	48,828	78,058	1		1
Deputy Code Official	MAP11	52,061	83,229	1		1
Director of Planning	EXE03	83,179	143,838	1		1
Environmental Engineer	MAP09	45,831	73,270	1		1
Environmental Services Manager	SRM05	58,900	103,664	1		1
Permit Technician	OPS08	27,422	43,837	2		2
Permits Specialist	OPS11	34,834	55,690	4		4
Principal Codes Specialist	OPS 13	41,044	65,617	2		2
Principal Planner	MAP 11	52,061	83,229	1		1
Senior City Planning Technician	OPS11	34,834	55,690	1		1
Senior Planner	MAP10	48,828	78,058	2		2
Senior Codes Specialist	OPS12	37,794	60,417	20		20
Senior Permits Specialist	OPS13	41,044	65,617	5		5
Support Technician	OPS06	23,489	37,550	4		4
Zoning Enforcement Coordinator	MAP09	45,831	73,270	1		1
Zoning Enforcement Specialist II	OPS11	34,834	55,690	2		2
Zoning Enforcement Specialist III	OPS13	41,044	65,617	2		2
TOTAL				74		74

DEVELOPMENT

MISSION STATEMENT

The Department of Development strives to create wealth for the City with a customer driven approach that promotes wealth growth and wealth importation. It is wealth creation that will allow the Department of Development to contribute positively to the City of Norfolk's status as a great place to live, work, learn, and play.

DEPARTMENT OVERVIEW

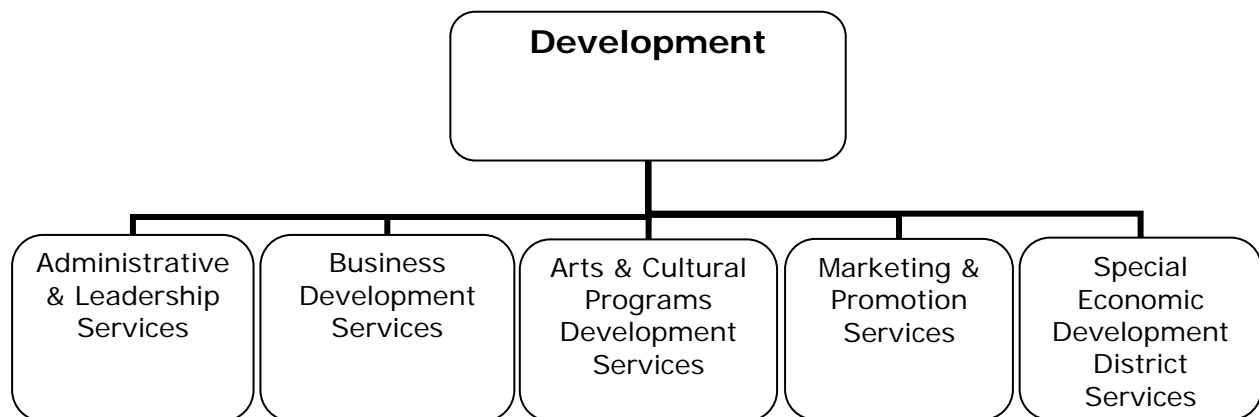
The Department of Development focuses on the attraction, retention, and expansion of businesses in the City. The Department has adopted an industry specific approach to grow the existing business base, thereby increasing revenues for the City and creating new employment opportunities for citizens.

Special District Programs, such as the Empowerment Zone, Enterprise Zone, and HUB Zone programs provide federal, state, and local incentives for new and existing businesses located in targeted areas throughout the City.

The Department also provides support to local cultural organizations to facilitate community outreach to enrich cultural amenities and enhance the quality of life for citizens. Activities of the department include:

- Promote the competitive advantages of a Norfolk location, its business parks and special districts to businesses expanding and/or relocating to the area.
- Continue to update, innovate and promote utilization of our free to the public website, www.norfolknavigator.com, which provides custom demographic and business profile data on-line. This GISplanning.com software subscription enables the site selection of properties throughout the city that are available for lease and sale. The site is enhanced by data layers, additional search tool application and the ability to continuously add new properties.
- Enhance the selection of profile and research information available on the www.norfolkdevelopment.com website. Promote usage of the photo gallery.
- Produce Norfolk Development Special Reports on a variety of current topics in order to track progress reflecting business segment and investment. Provide analyses, statistic data and marketing materials in general.
- Promote and advance the collaboration of businesses with regional university research initiatives for applied technologies.
- Promote, advance and utilize the role of the arts, cultural programming throughout the city, encouraging businesses and citizens to recognize the impact that results in a positive quality of life and stimulates innovation.

- Attract minority businesses and investment. Participate in programming that serves the minority and women small business segment with networking, seminars and trade show events such as Black Expo, Virginia Minority Purchasing, and other events.
- Serve as City Liaison for developers and owners on new projects or expansions of existing businesses.
- Conduct tours showcasing current development projects and development sites. Trade show participation includes information about Norfolk's Special Districts and Programs.
- Make presentations to community groups, key contacts to business corridor associations.



BUDGET HIGHLIGHTS

The total FY 2008 budget for the Department of Development is \$2,103,600. This is a \$304,600 decrease from the FY 2007 budget. This 12.6 percent decrease is due to the removal of one-time funding to support work associated with the loss of the Ford automobile plant. Also included is a 3 percent efficiency goal adjustment to non-personnel costs. This reduction is consistent with one of the citywide expenditure strategies used to balance the FY 2008 approved budget.

KEY GOALS AND OBJECTIVES

Work with existing businesses, local business organizations, and neighborhood civic leagues to enhance the business and neighborhood commercial corridors.

- Assist local arts and cultural organizations that promote the arts throughout the community.
- Continue to develop our Small, Minority, and Women-Owned Business Program.
- Increase the tax base by attracting new businesses to the City that complement existing industrial and business strengths and assisting existing businesses with their expansion needs.
- Identify and facilitate land redevelopment opportunities.
- Promote City business parks.

- Encourage collaboration with medical, university, port-related programs and initiatives.

PRIOR YEAR ACCOMPLISHMENTS

Exceeded \$820 million in expansions and new development including: The Wachovia Center, The Spectrum at Willoughby Point, Fort Norfolk Plaza, Commander Corporate Center, 201 Twenty-One, Granby Tower, Hilton Hotel and Conference Center, Franklin Building
Continued to fill in and expand beyond the traditionally defined core area.

Mixed Use and Housing Initiatives

- The Wachovia Center – Mixed use development with 22-story office tower with integral garage, 50,000 sf of retail, approximately 175 luxury apartments, and a central garage
- Harbor Heights – Mixed use development of 99 residential condominium units, Tidewater Community College administrative offices, and urban market with structured parking
- Brambleton & Duke Sts. – Transit oriented development with 250 mixed apartments and townhouse units and integral garage
- Granby Towers – Mixed-use, predominantly residential high rise condominium with ~300 residential units
- Spectrum at Willoughby Point – Mixed use development with 300 condominium units, restaurant, marina, and retail
- Madison Hotel – Condominium conversion 45 units, 2 penthouses
- 201 Twenty-One – Mixed use development with 244 upscale rental units, parking and retail space
- Fort Norfolk Plaza- Mixed use development with a ~150,000 sf medical office tower, 126-room extended stay hotel, retail and integral garage

Participated in Diversity Business Initiatives

- Small Minority & Woman Owned Business Program
- VECTEC (Virginia Electronic Commerce Technology Center)
- ODU-TAC (Technology Applications Center)
- Participated in Black Enterprise Magazine Conference/Black Hoteliers/community outreach

Completed Studies and Comprehensive Plan Areas City-wide

- Work with businesses for updates to plans and share programs available.
- Assist in providing property information to developers.
- Act as liaison to task forces and at public presentations.

- Promote investment awareness of catalytic projects.

Expenditure Summary

	FY2005 ACTUAL	FY2006 ACTUAL	FY 2007 APPROVED	FY 2008 APPROVED
Personnel Services	1,423,814	1,433,169	1,533,067	1,555,298,
Materials, Supplies and Repairs	21,204	32,577	16,119	11,797
All Purpose Appropriations	0	0	0	35,000
General Operations and Fixed Costs	472,493	446,078	859,014	501,505
TOTAL	1,917,511	1,911,824	2,408,200	2,103,600

Programs & Services

	FY2006 ACTUAL	FY 2007 APPROVED	FY 2008 APPROVED	POSITIONS
Administrative & Leadership Services	906,288	1,274,699	962,093	8
Provide leadership, coordination and management of the economic development programs of the City of Norfolk.				
Business Development Services	566,647	641,392	666,188	9
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
Arts & Cultural Programs Development Services	68,380	68,622	72,479	1
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
Special Economic Development District Services	91,438	118,812	85,525	1
Coordinate and administer work directed to the department to assist in the delivery of Empowerment Zone initiatives. Provide support, as needed to the Enterprise Zone programs.				
Marketing & Promotion Services	279,071	304,675	317,315	1
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
Total	1,911,824	2,408,200	2,103,600	20

Strategic Priority: Economic Development, Community Building, Regional Partnerships

TACTICAL APPROACH

Increase the City's economic base over the prior business tax base

PROGRAM INITIATIVES	FY 2005	FY 2006	FY 2007	FY 2008	CHANGE
Businesses attracted to City	32	30	32	30	-2
Business expansions in City	26	28	30	34	4
Increase business tax base	3.0%	4.0%	3.0%	3.0%	NO CHANGE

TACTICAL APPROACH

Increase the utilization of Norfolk's real estate

PROGRAM INITIATIVES	FY 2005	FY 2006	FY 2007	FY 2008	CHANGE
Expand commercial tax base	3.0%	3.0%	3.0%	3.0%	NO CHANGE

TACTICAL APPROACH

Promote regional, national and international awareness of Norfolk's strategic advantage as a culture and business center of the southeastern coastal region.

PROGRAM INITIATIVES	FY 2005	FY 2006	FY 2007	FY 2008	CHANGE
Technical assistance to arts organizations	45	42	48	50	2
Arts Within Reach average attendance	142	115	125	125	NO CHANGE
Sustain growth in major arts organizations' cumulative budgets	7.2%	1.7%	-2.0%	2.0%	4%

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2007 Positions	Change	FY 2008 Positions
Administrative Analyst	MAP08	43,051	68,820	1		1
Administrative Secretary	OPS09	29,671	47,438	1		1
Administrative Technician	OPS08	27,422	43,837	2		2
Arts Manager	SRM01	46,611	82,035	1		1
Assistant Director of Marketing	SRM06	62,670	110,299	1		1
Assistant Director of Development	SRM06	62,670	110,299	1		1

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2007 Positions	Change	FY 2008 Positions
Business Development Manager	SRM02	49,313	86,793	6		6
Director of Development	EXE03	83,179	143,838	1		1
Manager of Special Districts & Programs	SRM01	46,611	82,035	1		1
Office Assistant	OPS03	18,751	29,980	1		1
Senior Projects Manager	SRM01	46,611	82,035	1		1
Senior Business Development Manager-Commercial	SRM02	49,313	86,793	1		1
Senior Business Development Manager-Maritime	SRM02	52,247	91,957	1		1
Senior Business Development Manager-Finance	SRM03	51,223	90,154	1		1
TOTAL				20		20