
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.

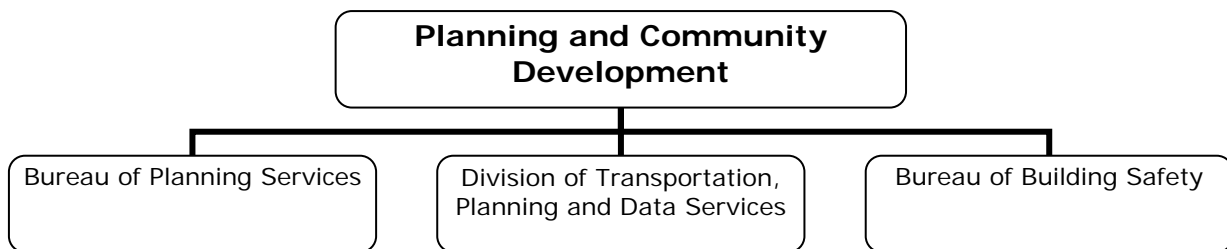
DEPARTMENT OVERVIEW

The Department is responsible for ensuring that Norfolk’s plans reflect goals and policies that are advocated by residents, approved by City Council and appropriately implemented. The department fulfills three primary functions: provision of comprehensive planning services; oversight of construction and building safety; and access to housing and neighborhood services.

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.

Building Safety: Ensures building safety by reviewing plans, issuing permits, inspecting construction work, managing elevator inspections, verifying cross connections to ensure water safety and enforcing the Virginia Uniform Statewide Building Code. Additionally, Building Safety ensures compliance with the zoning ordinance during the permit and inspection process, to ensure technical compliance of construction projects with the City’s various codes and ordinances.



BUDGET HIGHLIGHTS

The total FY 2009 budget for the Department of Planning and Community Development is \$4,912,000. This is a \$170,500 increase over the FY 2008 approved budget. This 3.6 percent increase is attributable to personnel increases which include healthcare, retirement, group life insurance, and mandated advertising costs.

The Planning department includes an efficiency adjustment which eliminates the Pretty Lake Office and a Senior Permit Specialist. An additional position has been defunded but will be reevaluated and reauthorized when permit activity picks back up. These actions are consistent with one of the citywide cost containment strategies used to balance the FY 2009 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 to 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 and designers to achieve their desired construction, alterations, repairs and enhancements to buildings and structures within the City of Norfolk, while ensuring building safety through compliance with all applicable building codes and local ordinances.
- 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.
- 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.
- Increase the public's awareness about the value of design in revitalizing older neighborhoods, building new ones, and in protecting historic resources through lectures, tours, forums, seminars, a resource library and demonstration projects.

PRIOR YEAR ACCOMPLISHMENTS

- 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.
- Provided over 400 residents, developers and builders assistance with architectural design and consultation services, to include plan reviews for Special Exceptions, Tax Abatement Program and new construction building permits for single family properties.
- Sponsored a Home Renovation Fair that attracted around 100 residents. The event included lectures, lender exhibits and distribution of financial and technical resources.
- Achieved and maintained 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 in achieving building safety.
- Established membership for three City of Norfolk staff on International Code Committees; International Property Maintenance Code and the International Residential Code. In addition, the Code Official served as Vice President for the Virginia Building and Code Official's Association.
- Promoted changes in the Virginia Uniform Statewide Building Code that positively addresses the blighted conditions of buildings undergoing renovations.
- Conducted two successful damage assessment practice drills to ensure our ability to assess and report damage estimates from a hurricane or other natural event, to the Virginia Department of Emergency Management within 72 hours.
- Led a regional effort to achieve and maintain uniformity in procedures for Special Inspections. This was significant because Special Inspections are intended to provide safety in critically important structures. Uniformity across the region increases safety for the entire region as well as improves coordination with engineers in community.
- Created and maintained uniform checklists for plan review and inspections to increase consistent level of safety for all building safety personnel.
- Developed and maintained a procedure that allows plumbing, mechanical and electrical permits to be issued with an application via facsimile machine with credit card information as payment to improve customer service.
- Coordinated a City-wide effort to establish a policy for "green building" practices and sustainable design methods.

Expenditure Summary

	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED
Personnel Services	4,059,129	3,807,531	4,467,890	4,630,597
Materials, Supplies and Repairs	134,803	144,592	117,021	128,722
General Operations and Fixed Costs	180,585	201,994	154,589	150,681
Equipment	20,392	33,686	2,000	2,000
All Purpose Appropriations	98,529	0	0	0
TOTAL	4,493,438	4,187,803	4,741,500	4,912,000

Programs & Services

	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED	POSITIONS
DIRECTOR'S OFFICE				
Management, Administration and Operations	205,994	302,986	235,378	4
Provides 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	328,930	274,964	344,256	2
Prepares 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	101,092	276,394	251,637	5
Manages the process of updating the General Plan of Norfolk. Provides leadership, analyses, support and coordination for area planning initiatives. Participates and supports plan implementation activities.				
Zoning Services	600,696	634,981	767,854	11
Administers and enforces 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 manages the zoning public hearing process. Provides staff to the Board of Zoning Appeals and administers that process. Assists residents, developers and institutions with their proposed development projects.				

Programs & Services

	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED	POSITIONS
Environmental Services	160,559	154,031	160,273	2
Provides land use guidance in areas of coastal resources. Ensures adherence to the Chesapeake Bay Preservation Act; administers erosion and control program; and analyzes environmental issues. Coordinates/secures regulatory approvals for the City's beach replenishment programs.				
Planning Administrative Services	158,146	177,881	274,709	3
Support Bureau activities.				
DIVISION OF BUILDING SAFETY				
Building Safety Inspections	1,725,671	1,930,019	1,923,116	28
Inspects all permit-regulated work to ensure compliance with approved plans and the Virginia Uniform Statewide Building Code. Inspects all projects numerous times to provide for buildings safety.				
Building Safety Operations	594,796	657,733	585,077	11
Reviews and approves all permit applications and reviews construction documents for compliance with Uniform Statewide Building Code and numerous model building codes.				
Building Safety	311,909	332,511	369,700	8
Provides administrative support, documentation preparation and records retention for all services.				
TOTAL	4,187,803	4,741,500	4,912,000	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 2006	FY 2007	FY 2008	FY 2009	Change
Design Review Items	141	99	105	105	No CHANGE
Zoning Public Hearing Items	202	185	195	195	No CHANGE
Building Plans Review-Detailed	3,304	3,321	3,350	3,350	No CHANGE
Building Permits Issued	12,347	12,409	12,500	12,500	No CHANGE

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2008 Positions	Change	FY 2009 Positions
Accounting Technician	OPS07	25,622	40,964	1	1	2
Administrative Assistant II	MAP03	32,158	51,407	1		1
Administrative Secretary	OPS09	29,968	47,912	2		2
Administrative Technician	OPS08	27,696	44,276	2		2
Assistant Director of Planning	SRM06	64,848	114,132	1		1
Business Manager	MAP08	43,482	69,508	1		1
City Planner I	MAP06	38,452	61,471	2		2
City Planner II	MAP08	43,482	69,508	2		2
City Planning Manager	SRM03	54,063	95,153	3		3
City Planning Technician	OPS10	32,455	51,883	2		2
Code Official	SRM06	64,848	114,132	1		1
Codes Enforcement Team Leader	MAP08	43,482	69,508	5		5
Codes Records & Research Manager	MAP10	49,316	78,839	1		1
Deputy Code Official	MAP11	52,582	84,061	1		1
Director of Planning	EXE03	86,070	148,838	1		1
Environmental Engineer	MAP09	46,289	74,003	1		1
Environmental Services Manager	SRM05	60,947	107,266	1		1
Historic Preservation Officer / Senior Planner	MAP10	49,316	78,839	1		1
Permit Technician	OPS08	27,696	44,275	2		2
Permits Specialist	OPS11	35,182	56,247	4	-1	3
Principal Codes Specialist	OPS13	41,454	66,273	2		2
Principal Planner	MAP11	52,582	84,061	1		1
Senior City Planning Technician	OPS11	35,182	56,247	1		1
Senior Planner	MAP10	49,316	78,839	2		2
Senior Codes Specialist	OPS12	38,172	61,021	20		20
Senior Permits Specialist	OPS13	41,454	66,273	5	-1	4
Support Technician	OPS06	23,724	37,926	4		4
Zoning Enforcement Coordinator	MAP09	46,289	74,003	1		1
Zoning Enforcement Specialist II	OPS11	35,182	56,247	2		2
Zoning Enforcement Specialist III	OPS13	41,454	66,273	2		2
TOTAL				75	-1	74*

* Not included in this number is the freezing of a temporary Senior Permits Specialist position associated with the executive targeted reductions.

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

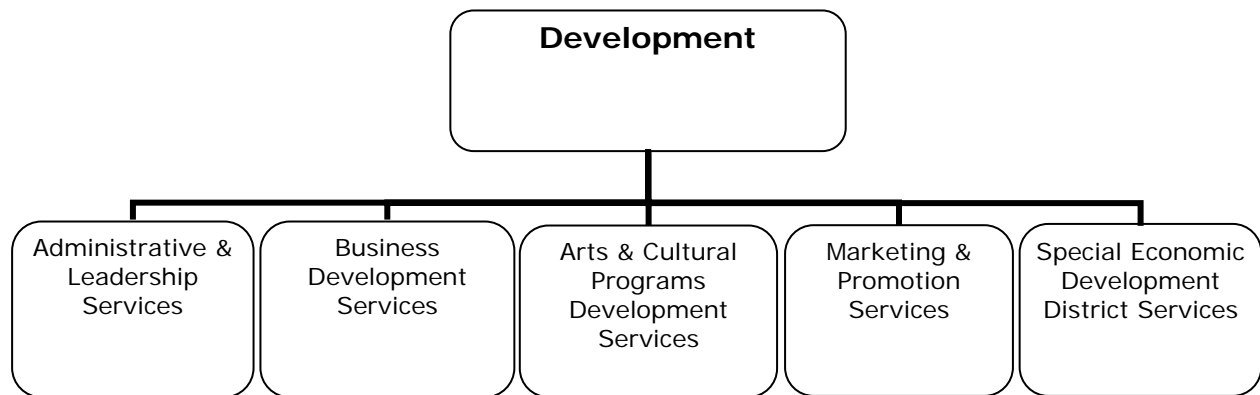
The Department of Development focuses on the attraction, retention, and expansion of businesses in the City. The Department has adopted an industry specific approach to grow the existing business base, thereby increasing revenues for the City and creating new employment opportunities for citizens.

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.
- Serve as City Liaison for developers and owners on new projects or expansions of existing businesses.
- 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.
- 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.
- Conduct tours showcasing current development projects and development sites. Trade show participation includes information about Norfolk's Special Districts and Programs.
- 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.
- Make presentations to community groups, key contacts to business corridor associations.



BUDGET HIGHLIGHTS

The total FY 2009 budget for the Department of Development is \$2,137,400. This is a \$33,800 increase over the FY 2008 approved budget. This 1.6 percent increase is attributable to personnel increases which include healthcare, retirement, and group life insurance.

KEY GOALS AND OBJECTIVES

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

- 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.
- Continue to develop our Small, Minority, and Women-Owned Business Program.
- Assist local arts and cultural organizations that promote the arts throughout the community.
- 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, Fort Norfolk Plaza, Commander Corporate Center, 201 Twenty-One, Granby Tower, 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 162 luxury apartments, and a 1800 space garage
- Harbor Heights – Mixed use development of 99 residential condominium units, Tidewater Community College administrative offices, and urban market with structured parking
- Belmont at Freemason. – Transit oriented development with 241 mixed apartments and townhouse units and 510 space garage
- Granby Towers – Mixed-use, predominantly residential high rise condominium with ~300 residential units
- 201 Twenty-One – Mixed use development with 244 upscale rental units, parking and retail space
- Fort Norfolk Plaza- Mixed use development with a ~ medical office tower, retail shops, jazz club and parking 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

	FY2006 ACTUAL	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED
Personnel Services	1,433,169	1,445,010	1,555,298	1,588,999
Materials, Supplies and Repairs	32,577	35,708	11,797	11,896
General Operations and Fixed Costs	446,078	779,013	501,505	501,505
All Purpose Appropriations	0	0	35,000	35,000
TOTAL	1,911,824	2,259,731	2,103,600	2,137,400

Programs & Services

	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED	POSITIONS
Administrative & Leadership Services	1,322,225	962,093	911,171	8
Provide leadership, coordination and management of the economic development programs of the City of Norfolk.				
Business Development Services	542,416	666,188	742,078	9
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
Arts & Cultural Programs Development Services	72,300	72,479	75,978	1
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
Special Economic Development District Services	47,183	85,525	87,690	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	275,607	317,315	320,483	1
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
Total	2,259,731	2,103,600	2,137,400	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 2006	FY 2007	FY 2008	FY 2009	CHANGE
Businesses attracted to City	30	32	30	30	No CHANGE
Business expansions in City	28	30	34	32	-2
Increase business tax base	4.0%	3.0%	3.0%	3.0%	No CHANGE

TACTICAL APPROACH

Increase the utilization of Norfolk's real estate

PROGRAM INITIATIVES	FY 2006	FY 2007	FY 2008	FY 2009	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 cultural and business center of the southeastern coastal region.

PROGRAM INITIATIVES	FY 2006	FY 2007	FY 2008	FY 2009	CHANGE
Technical assistance to arts organizations	42	48	48	50	2
Arts Within Reach average attendance	115	128	140	150	10
Sustain growth in major arts organizations' cumulative budgets	1.7%	14.0%	-10.0%	2.5%	12.5%

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2008 Positions	Change	FY 2009 Positions
Administrative Analyst	MAP08	43,481	69,509	1		1
Administrative Secretary	OPS09	29,968	47,912	1		1
Administrative Technician	OPS08	27,697	44,276	2		2
Arts Manager	SRM01	48,231	84,885	1		1

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2008 Positions	Change	FY 2009 Positions
Assistant Director of Marketing	SRM06	64,848	114,132	1		1
Assistant Director of Development	SRM06	64,848	114,132	1		1
Business Development Manager	SRM02	51,027	89,809	6		6
Director of Development	EXE03	86,070	148,838	1		1
Manager of Special Districts & Programs	SRM01	48,231	84,885	1		1
Office Assistant	OPS03	18,939	30,279	1		1
Senior Projects Manager	SRM01	48,231	84,885	1		1
Senior Business Development Manager-Commercial	SRM02	51,027	89,809	1		1
Senior Business Development Manager-Maritime	SRM02	51,027	89,809	1		1
Senior Business Development Manager-Finance	SRM03	54,063	95,153	1		1
TOTAL				20		20