

PART I: Norfolk – Celebrating Life Daily

Section A:

In 2011 Norfolk's City Council developed six priority areas to establish vision and purpose for the city's future. These priorities lay the foundation for addressing challenges and opportunities for our community's future by utilizing and growing partnerships, technological innovation and transparency. Each is highlighted in the sections below.

Well-Managed Government

A well-managed government is a data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive and customer-focused. In these difficult economic times, our organizational focus has been on examining existing operations, identifying core services and looking for operational efficiencies. Through a Partnership Service Sharing pilot project, the city has worked with neighboring cities and corporate partners to identify areas of potential efficiencies. The City of Norfolk and the cities of Virginia Beach and Chesapeake are working together to combine services such as traffic sign creation and elevator inspections. The resultant savings are expected to be over \$500,000. Additional services are under review and greater savings may be achieved in future years.

Lifelong Learning

Lifelong learning ensures that residents of all ages are able to reach their full potential, achieve personal goals, and support a prosperous economy through the development of knowledge, skills, abilities and talents. Our partnership with and support of Norfolk Public Schools (NPS) is embedded in the fabric of our community. In an effort to strengthen this partnership, city employees were given the opportunity to perform four hours a year of community service with NPS. This opportunity for enhanced community service can make a difference in our ability as a community to help NPS staff achieve desired outcomes.

Another initiative is the Norfolk Emerging Leaders (NEL) Program which provides valuable work experiences in various city departments to promising young talent. The NEL program employs over 200 Norfolk high school students and 20 municipal college interns. In the past two years, seven NEL participants have been retained into permanent or fellow positions.

Safe, Healthy and Inclusive Communities

This priority seeks to ensure residents of diverse backgrounds and interests come together to assist in the development of safe and healthy neighborhoods that foster a sense of well-being, and make Norfolk a fun place to live, work and play. Residents often ask how they can take the lead in addressing issues facing their neighborhoods as well as the community at large. *Neighbors Building Neighborhoods* is a philosophy designed not only to build capacity through empowerment of residents, but also to help residents develop their own solutions and action plans for identified issues. For example, renovations of the Azalea/Fleet Park Little League Complex involved a joint effort between the city, the two leagues, parents, volunteers and businesses to devise a solution and create a viable action plan. Volunteers from both leagues worked to remove weeds and debris, prepare fields, and shovel gravel. Several local companies donated heavy equipment and free labor to install light poles and lights.

In order to create a better relationship with residents, five Neighborhood Development Specialists work closely with residents in specific Neighborhood Service Areas. The result of this staff-to-resident connection includes relationship building between a University and the surrounding neighborhood,

collaboration between neighborhoods with past conflict, and strategic community planning between neighborhoods. Nearly 300 youth have participated in specialized community conversations and over 200 landlords have taken best practices training provided by staff.

The Healthy Norfolk Initiative has undertaken a comprehensive, long-term strategy to promote health for a lasting impact. One successful Healthy Norfolk project is a pilot joint-use agreement between the city and Norfolk Public Schools wherein the public is now permitted to use the track at Norview High School in the evenings. City and school staff is also exploring additional sites for expanded use. This joint-use agreement not only better utilizes our community assets but also provides additional opportunities for physical activity.

Economic Vitality and Workforce Development

This priority focuses attention and resources on a growing and diversified economy that enhances the quality of life for residents through a wide range of housing, shopping, educational, cultural, business and employment opportunities. To ensure our local economy continues to grow and thrive, city staff is working with the business community on a project called "Smart Processing." Smart Processing is a project to ensure that the City's internal business processes are efficient, reliable, and responsive. The goal is to create a friendly climate for business retention and expansion.

Accessibility, Mobility and Connectivity

This priority focuses on instituting a comprehensive system of accessibility options, addressing all traditional transportation modes as well as new technologies, which connect people, goods and information. The opening of the new intermodal terminal at Harbor Park connects Norfolk to intercity passenger rail service, further solidifying our position as a major transportation hub and the most multi-modal city in the Commonwealth of Virginia. A new bus transfer station will improve the overall system-wide services provided by the Hampton Roads Transit. Lastly, a dedicated group of residents have worked collaboratively with the city to promote bicycling as a viable alternative mode of transportation and the city has invested in 13.4 lane miles of new bike facilities in the past 18 months.

Environmental Sustainability

This priority focuses on maintaining the city's status of being a premier waterfront community that thrives economically and culturally, avoids detrimental environmental impacts while creating a positive, regenerative effect on its environment. In 2011, the Administration developed an action plan to address citywide tidal and precipitation flooding issues. The work plan has evolved into a four-pronged strategy: Plan, Prepare, Mitigate, and Communicate. The city and its partners, such as the Hampton Roads Planning District Commission and Old Dominion University, successfully received approval from the General Assembly for a study on recurring flooding in the region. City staff is also working collaboratively with the Army Corps of Engineers and our congressional delegation to have Norfolk included in federal studies on flooding.

Section B:

A city of over 200,000 residents and serving a diverse population, Norfolk has instituted practices and tactics that reach out to citizens with meaningful dialogue. The City of Norfolk has made significant progress towards being a well-managed, inclusive city by engaging residents through a variety of initiatives and programs. These programs and initiatives allow us to reach across diverse segments of our population to garner the perspectives of all Norfolk residents.

Budget Workshops

In February 2011, Marcus D. Jones became the City Manager of Norfolk and one of the first tasks to undertake was the annual budget development. The City Manager took a creative approach to building the budget by scheduling and arranging “community conversation” workshops. The location and the timing of the budget workshops were designed to ensure that citizens from all over the city would be able to attend. The City Manager held four budget outreach meetings in February and March which took place in the evening to accommodate citizens who worked during the day. The four meetings took place in different wards in order to be inclusive of citizens from all over the city. Regardless of income or demographics of the ward, all citizens who participated were given an equal voice in the development of the budget. The meetings drew over 1,000 participants and additional responses were received online through an “Open City Hall” application that allowed citizens to provide input electronically even if they were unable to attend one of the meetings. As a result, the Administration received thousands of budget reduction strategies and suggestions for developing city priorities.

Community Conversations

The budget workshops led to continued dialogue with the community on a variety of topics through Community Conversations. Using trained facilitators made up of city staff and residents, resident feedback on a specific topic is sought. Participants are broken into work sessions to address issues within the community. The conversations have been particularly helpful in engaging residents on hot topics such as flooding mitigation, major projects and other city initiatives.

Social Media

The City of Norfolk is also embracing social media as a way to engage residents and increase transparency. For years the city has had its own television station but to reach a wider audience created its own YouTube channel. Believing that the city could be even more transparent, the City Council approved the televising of City Council meetings. Residents are now able to watch the Manager and City Council hold discussions involving the budget and other city-related issues. Norfolk’s YouTube channel not only airs the Council meetings but also airs the TV station programming, community meetings and city-produced videos featuring events, neighborhood projects and pressing issues. To date, the city’s YouTube channel has well over 1 million views.

The City of Norfolk also has its own Facebook page which offers a means to provide instant communications on road closures, announcements and projects, and to get vital feedback from residents. The city has used Facebook to do polls and contests as well to further engage the public. Currently, the city’s Facebook page has close to 4,000 “likes.”

Most recently, the City of Norfolk launched a new website, featuring new customer service capabilities and mobile applications. Through the city site, residents will be able to track the progress of their requests online and find information from across the city.

Employ Norfolk

The Administration has begun a new workforce development initiative led by the Department of Development to “Employ Norfolk.” This new initiative is designed to build individual capacity and address readiness gaps including leveraging existing resources in collaboration with our workforce development partners from across the region to structure training to the specific needs of Norfolk’s employers. Employ Norfolk is working with all sectors of the workforce population: the unemployed, new entrants, under-employed and existing workers. The goal is to connect Norfolk’s residents with employment that offers not only financial stability, but career growth and development. In addition to strengthening the skill set of the civilian workforce, the city is working with veterans through a targeted approach by using a dedicated person to address the needs of those who have protected our freedom. This specialized assistance matches our talented veteran population with employment opportunities.

Norfolk Ready by 5

Norfolk Ready by 5 was launched in 2011 to elevate early childhood care and education to ensure school readiness for all of the children in our city. These early investments lead to substantial cost savings to both individuals and society later in life. Norfolk is committed to collaborating across the many sectors and programs that touch the lives of families to ensure that children of all ethnicities, incomes and abilities have the opportunities and support they need for success in school and in life.

We are a diverse city with culturally enriching neighborhoods and home to the world’s largest naval station, Naval Base Norfolk. Norfolk Ready by 5 is transforming our neighborhoods into opportunity-rich communities for our city’s youngest children by partnering with families, early education and care providers, various city, military and cultural institutions, the libraries, local dental and health providers, universities, the medical school, the United Way, and various community and faith-based nonprofit organizations to build community capacity to support school readiness, strengthen the quality of services, expand and create new programs and initiatives to meet demand, and measure progress to ensure accountability.

This section highlights several of the programs initiated by the city to engage our diverse population and provide inclusive and transparent government services. We continue to search for ways to engage residents from across the city on key issues and topics. Three additional programs will be highlighted in more depth in the following section.

PART II: DESCRIBE THREE COMMUNITY-DRIVEN PROJECTS

PROJECT 1: Supporting Veterans in a State of Wellness

The City of Norfolk has taken significant, measurable steps to provide support for active duty military, veterans and their families. Within the region, over 14,000 individuals transition from military service to the civilian sector each year. Unfortunately, many face significant hurdles as they transition, especially in their effort to find employment; the unemployment rate for veterans in the City of Norfolk currently stands at 8.3%. Over 28,000 veterans reside in Norfolk and over 200,000 reside in the region. The city desires to support these men, women and their families as they transition for two reasons:

- The city recognizes the sacrifices of the men and women who have served their country. It accepts the obligation to support, in a holistic manner, veterans and their families as they return to the private sector
- City leadership holds a strong belief that a skilled workforce is the fuel for the engine of economic development. From a workforce perspective, the city views veterans as a resource and desires to facilitate and enable the process where veterans serve as the nucleus of a labor force that will not only meet the needs of the existing employers in the Hampton Roads region, but also attract new businesses and industries. The city also believes that veterans strengthen the communities in which they reside

A. Challenge:

Study of veteran support requirements revealed the following gaps and/or shortcomings:

- Federal agencies that are tasked with supporting veterans have insufficient reach into the communities from which veterans come and to which they return
- There is no consistent guidance to the nongovernmental entities that support of veterans and their families. In addition, the support is based on what the entity can provide, rather than on a data-driven analysis of what veterans need
- Veteran transition stakeholders are not focused on holistic approaches to support
- There is no effective link between employers who desire to hire veterans and the veterans who are seeking employment

B. Actions Taken:

Creation of an executive level staff position dedicated to the support of veterans.

The City of Norfolk has created an executive level position dedicated to the support of veterans. This individual is focused on increasing city employment of veterans and serves as a facilitator and coordinator for veteran-focused support efforts of educators, non-profits organizations and governmental agencies in the City of Norfolk and the Hampton Roads region.

Establishment of the Hampton Roads Veteran Action Coalition

The City of Norfolk has partnered with Goodwill Industries of Central Virginia and Hampton Roads (GWI) and Dr. Barbara Van Dahlen's "Give an Hour" initiative to form the Hampton Roads Veteran Action Coalition (HRVAC). The HRVAC is a community-based reintegration model, structured to provide full-spectrum support to veterans as they transition from active service and return to the private sector.

The goal of the HRVAC is to involve all stakeholders in veteran transition and support and facilitate the transition of veterans to the private sector in a state of "wellness." "Wellness," in this context places equal emphasis on the interrelated and multidimensional domains of psychological and physical well-being and on aspects of life that extend beyond fitness for duty, such as personal relationships, satisfaction of material needs and a sense of daily purpose.¹

Participation in the Virginia Values Veterans (V3) program.

The V3 program is an initiative sponsored by the Commonwealth of Virginia that provides incentives for employers to hire veterans and is based on the premise that veterans make high-caliber employees in the civilian sector. Employers are evaluated on their ability to hire veterans and their ability to create a veteran-friendly work environment, therefore retaining veteran employees for at least one year. Since its inception, 45 employers have participated in this initiative and over 3,000 jobs have been committed to veterans. The City of Norfolk received an initial Bronze level certification based on a "Vet Friendly" assessment and on its commitment to make veterans at least 15% of new hires for fiscal year 2013.

C. Impacts

- Norfolk has committed to being a veteran friendly employer and is taking action to meet that commitment. A Veteran Hiring and Retention Team was formed to achieve the following objectives:
 - Leverage existing veteran employees to help in recruitment efforts through formal referrals.
 - Promote internships, job shadowing, and site visits to better understand the opportunities that the City of Norfolk offers to potential Veteran employees.
 - Develop the Norfolk Veteran Career Watch Program, where experienced veterans are paired with newly hired Veterans to help them grow and to identify career growth resources, provide guidance and share information.
 - Identify work roles within the City of Norfolk that require licensure or certification, and concurrently identify those military occupations that assume similar skills, training, and experience.
- Although the HRVAC is in the inception phase, the partnership with GWI in particular has already produced tangible results. Through the HRVAC, GWI has identified employers who desire to employ veterans and, using a case management approach, has facilitated the placement of veterans with those employers. To date, GWI has served over 850 veterans locally and placed 180 veterans into jobs in the Hampton Roads region.

¹ Taken from "Well After Service – Veteran Reintegration and American Communities" by Nancy Berglass and Margaret C. Harrell.

- Norfolk was the first municipality in the Commonwealth of Virginia to receive a V3 certification. To date, over 18% (67 of 363) of Norfolk's new hires have been veterans. It is significant to note that this number accounts for over seven percent of all the veterans hired via the V3 program for the current year.

D. Individual or Community Leadership

The Special Assistant for Veteran Services has taken a leadership role in the community's veteran support efforts, specifically in the area of veteran workforce development. He serves on the Board of Directors for Opportunity Inc. (the local Workforce Investment Board) and was selected as Chairman of the Virginia Employment Commission's Employer Advisory Council. In addition, he has been recently selected to serve on the Commonwealth of Virginia's Military Advisory Council.

Project Summary

The City of Norfolk has a long history of support for the military and veterans. It understands the sacrifice of those who have served and desires to offer a healthy, inclusive environment for veterans as they end their active service and return to civilian employment. The city has taken significant, measurable steps internally, as an employer, and externally, as a community leader, to facilitate support for veterans in a state of wellness. In short, the City of Norfolk has shown that it is a leader and not just a facilitator and is committed to this effort to provide education, employment, access to material needs, access to health care, and a social network for active duty military, veterans and their families.

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PROJECT 2: Flooding Mitigation

The City of Norfolk is located at the core of the Hampton Roads metropolitan area, where the Atlantic Ocean meets the Chesapeake Bay, the largest estuary in the United States. Norfolk is at the convergence of the Elizabeth River to the west and the Chesapeake Bay to the north. The city also incorporates the Hampton Roads Harbor, the Lafayette River, and several small lakes. This exceptional water access is one reason Norfolk is home to approximately 245,800 people, hosts the largest naval facility in the world, has the deepest shipping channels on the east coast of the U.S., and provides habitat for the wildlife that inhabit nearly 145 miles of shoreline.

A. Challenge

Norfolk is located on a low-lying physiographic region. Nearly all the city is below 15 feet of elevation and drainage gradients are limited. Consequently, Norfolk has a long history of flooding. Two major cases were during the 1933 Chesapeake-Potomac Hurricane and again in the 1960 Ash Wednesday Storm. More recently, Hurricanes Isabel in 2003, Irene in 2011, and Sandy in 2012 have caused significant amounts of residential and commercial property damage. In the late 1960's, the U.S. Army Corps of Engineers built the Downtown Floodwall, flood gates and pump station.

The frequency, extent and duration of flooding in the city have been documented over time and have been increasing due to both natural factors and man-induced conditions. In fact, four of the seven most significant tidal events in the past 80 years have happened in only the last ten years. More than half of the most significant tidal storm events since 1933 all have occurred since 2003.

Norfolk is fortunate to have long-term tide data at the National Oceanic and Atmospheric Administration's (NOAA) tide gauge at Sewells Point to help us understand these changes. The data shows that since 1930, the relative mean sea level has risen more than 14 inches.

Like other national and international communities dealing with recurrent flooding, Norfolk is addressing the following challenges:

- More frequent and more severe flooding
- Higher costs for flood insurance
- Transportation disruptions
- Environmental effects including loss of wetlands and wildlife habitats
- Reduction in suitable land for development
- Damage to public facilities and infrastructure

B. Actions Taken

Coastal flooding in Norfolk is the result of tidal flooding, precipitation flooding, or a combination of both. To deal with flooding, the City of Norfolk has developed a proactive, four-pronged approach to PLAN-PREPARE-MITIGATE-and-COMMUNICATE its flooding strategy. This strategy includes civil engineering and structural approaches, such as building flood walls, elevating roads, extending outfalls and installing pumping equipment. The Netherlands-based firm FUGRO Atlantic, Inc. and the Timmons Group are assisting the city with planning studies to determine the most cost-effective of these alternatives.

Equally important is developing appropriate regulations for land use development and re-development. The city has increased the number of Certified Floodplain Managers on staff, integrated sea level rise and flood mitigation into our long range comprehensive plan, PlaNorfolk 2030, and improved flood mapping.

The city also is integrating natural best management practices, or our “green infrastructure” of trees, rain gardens, wetlands and open spaces to allow water to slow down, soak in, and spread out. Norfolk has an award-winning program in place to help restore our tree canopy - “Celebrate Trees,” - which features planting of Living Legacy Groves throughout the city.

C. Impacts

The National Oceanic and Atmospheric Administration (NOAA) sites Norfolk as the second most vulnerable area of its size to sea level rise in the country, behind New Orleans. With the world’s largest naval base located in our city, mitigating these flooding concerns is of critical importance to the country’s national security.

In 2008, Norfolk began a citywide project to anticipate flooding scenarios, help prioritize problem areas, develop design criteria, and define objectives for various remediation flood defense improvements. Results of this work include, but are not limited to:

- Development of a GIS-based model to predict coastal flooding extents and depths throughout the city
- Completion of flood mitigation studies addressing both coastal and precipitation events, which identified infrastructure and mitigation projects with an estimated cost of more than \$1 billion
- Development of a flood barrier system, programs for elevating structures and flood proofing, and potential multi-use projects that could incorporate a combination of flood mitigation infrastructure and transportation or recreational facilities, such as roads, rail, bike paths, and utility conduits

The city has received media attention to its efforts, with features in the *New York Times* and the *Washington Post*, *Reuters*, *Bloomberg*, CBS and a full-length PBS “Need to Know” feature. Norfolk has developed tools for dealing with complex challenges that make a compelling case for continued state and federal investment in the city’s infrastructure and mitigation projects.

D. Individual or Community Leadership

The City of Norfolk has a tradition of involved and engaged civic leagues and neighborhood associations, plus solid support from business, academic, conservation and government partners. As a result, city officials and staff can rely on our Citizens Focus Group and the Experts Advisory Group as partners. We have had excellent support from our state and federal elected officials, agencies including NOAA, NASA, the Army Corps of Engineers, U.S. Navy, Coast Guard, and Virginia Department of Emergency Management, and from major universities. These strategic partnerships foster sophisticated levels of flood awareness, ensuring that the city’s residents and businesses understand the issue and its solutions.

The leadership by Norfolk’s Mayor, Paul D. Fraim, to recognize, acknowledge, and engage the reality of coastal flooding and sea level rise in Norfolk has been the basis for the city’s success. In the past two

years, \$14 million has been spent on storm water and flooding projects across the city. Recently, Mayor Fraim traveled to the White House and met with officials of the Office of Management and Budget to advise them that we will be seeking flood mitigation funding no later than the 2015 federal budget, most likely in the amount of \$1 billion.

Project Summary

Home to the largest naval facility in the world, the deepest shipping channels on the East Coast, and more than a quarter of a million people, the City of Norfolk is at the greatest risk from sea-level rise for a metro area its size in the country, behind only New Orleans.

Norfolk is a leader among coastal communities on how to adapt to sea level rise and flooding. The city understands that being proactive and making existing infrastructure more resilient before storms hit is much less expensive than being reactive to potentially catastrophic flooding events. The city has also received full media coverage of its actions, with features in the *New York Times*, *Washington Post*, *Chicago Tribune*, *Reuters*, *Bloomberg*, CBS and a full-length PBS "Need to Know" feature.

Norfolk has a tradition of involved and engaged civic leagues and neighborhood associations, in addition to solid support from business, academic, conservation, and government partners. These strategic partnerships foster sophisticated levels of flooding awareness, ensuring that the city's residents and businesses understand, and support, the issue of flooding and its solutions. Finally, the leadership by Norfolk's Mayor, Paul D. Fraim, to recognize, acknowledge, and engage the reality of coastal flooding and sea level rise in Norfolk has been the basis for the city's success.

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PROJECT THREE - Neighbors Building Neighborhoods

In June 2012, the City of Norfolk began a new neighborhood revitalization initiative. What makes it different from other city initiatives is that it is not just a program, but also a philosophy. Based on two effective community-building models, the Healthy Neighborhoods Approach and Asset-Based Community Development, Neighbors Building Neighborhoods (NBN) focuses on the positive attributes and successes in a neighborhood and builds upon those strengths. NBN is founded on principles of resident ownership and participation – that sustainable change occurs when neighbors work together and take control of their neighborhood.

A. Challenge

Like other localities, Norfolk city government and residents all too often find themselves so focused on what is wrong with their communities, that they often ignore what is good. What Norfolk has discovered is that many of the problems facing neighborhoods cannot be solved by the city alone, and that by focusing on only the negatives, neighborhoods cannot attract new investment. In addition, the city has a history of stepping in with enormous resources to remake struggling neighborhoods. This method proves more difficult with fewer resources requiring the city and residents to work together to find feasible ways to stabilize and improve neighborhoods.

B. Actions Taken

To ensure residents are at the helm of community development, the City needed to lead by stepping back. Understanding employees may struggle with this paradigm shift, they have received training and held open conversations. This training focused on what it means to be inclusive, the importance of inclusiveness, employees' role and the need to focus on community strengths instead of weaknesses.

Five neighborhoods are participating in a pilot effort. Neighborhood Service Areas (NSAs) staff have worked with these neighborhoods to identify and promote their assets, recruit more residents to their committees and organize events. While this has been taking place, the City has worked to promote the NBN philosophy and put into place ways for all neighborhoods to practice its principles:

Neighborhood Grants

To further support NBN, Norfolk created its first neighborhood grant program. The program provides up to \$500 for a full grant or up to \$2,500 in matching funds for residents to make visible neighborhood improvements. The goal of the program is more than just the visible impact the projects will make, but the relationship building between neighbors, local businesses and other stakeholders.

NBN Experience Training

The NBN Experience is providing training, information and other educational resources to ensure the achievement of self-reliance and other expected neighborhood outcomes. While the NBN Experience is designed for residents, city staff has also received training on the NBN principles. City staff went through a series of workshops to open them up to a new way of thinking about neighborhood revitalization and in how they do “business” by focusing on being solution-driven rather than approval-based.

An NBN Steering Committee made up of residents and city staff is now working to take the training out into the neighborhoods by creating a curriculum that is focused heavily on peer-to-peer interaction.

Front Porch Neighborhood Summit

In September 2012, the City sponsored the first Front Porch Neighborhood Summit to foster relationships among residents and community leaders. It provided a forum for neighborhoods to share information, highlight projects and events and to be recognized for their accomplishments. The next summit is scheduled for October 19, 2013.

C. Impact

Through NBN, the city's conventional approach to measuring neighborhood revitalization success is changing. Where past success has been based on outputs, NBN is based on outcomes - measuring whether the neighborhood is improving as a place where neighbors invest, attract new good neighbors, build equity and build neighborly relations. Although any neighborhood revitalization initiative takes time for large-scale impact to take place, there have been many examples of the initiative's progress.

- A multi-cultural explosion at Bay Oaks Park neighborhood, attended by more than 300 people, resulted from a partnership between the East Ocean View Neighborhoods Committee, the City and Bon Secours Health System.
- Inspired by a Better Block video on YouTube, the Five Points Partnership – a community garden project – held a pop-up event on September 15th in a vacant lot.
- Through NBN, the Virginia Symphony is crafting a series of community concerts that will be planned by residents to celebrate their neighborhoods.
- In the Norview neighborhood, the NBN committee partnered with a local developer to bring residents, landlords, city codes staff, and police together to look at ways to help landlords improve their investment by reducing bad tenant behavior and violations. Meetings have continued as the community develops a plan of action.
- In the Park Place neighborhood, residents have spent more than two years working on neighborhood pride and beautification projects throughout their community. Recently, they focused their efforts around the Park Place Multipurpose Center with the civic league president requesting a meeting with key city departments to come up with a plan for “sprucing up” the center.

D. Individual or Community Leadership

The Southside community is one of the best examples of NBN in action. The Southside Coalition, representing three neighborhoods, has worked with its Neighborhood Development Specialist to move from complaints about minor issues to strategic planning. The Coalition presented a document to the city with short term priorities for their 2004 neighborhood plan. Around 80% of the priorities are consistent with the plan and have already begun to be implemented. The Southside community also has additional applications submitted for the next round of Block-by-Block Neighborhood Grants.

“At first I thought NBN was another typical city program, just with a different name,” said Bettye Potts, chair of the Campostella Heights NBN Steering Committee. “But I soon realized this was very different. Never before in all of my community work had I been presented with something that boils down to changing the mindset of neighbors to focus on the positive and being charged with creating our neighborhood's own plan.”

Project Summary

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