



Goal: Grow and Diversify  
Norfolk's Economy.



**ATTRACT AND GROW HIGH-PAYING  
INDUSTRIES:**

**Attract and grow specialized  
industries like biotech and medical  
that offer well-paying jobs and  
accessible training opportunities.**

Comments:



# NFK2050

## Appendix III: Implementation



# How We'll Get There

## IMPLEMENTATION MATRIX

With all final recommendations, we must set a realistic path to implementation. Every idea in NFK2050 has a champion—within City Hall or with a committed partner—to ensure that we can build our ideas into reality and track our progress along the way, holding ourselves and each other accountable.



# Implementing the Plan

## Planning to Action

NFK2050 contains hundreds of actions and strategies to achieve the goals under each Pillar, as well as the overall vision of the Plan. These actions and strategies, built upon a foundation of extensive community engagement, provide guidance for City staff, external partners and agencies, local businesses, the development community, and the public to use as Norfolk continues to grow and thrive over the next 25 years.

A variety of tools can be used to implement the Plan – most notably, the Zoning Ordinance, the Capital Improvement Plan, and Subdivision Regulations, all of which should be developed or amended using NFK2050’s guidance.

Over time, zoning and development regulations should become fully consistent with the actions and recommendations of NFK2050, as they are primary tools used to implement the vision, goals, and actions defined by any Comprehensive Plan.

For Norfolk to succeed and thrive, collaboration between City departments and partnerships between City government and external groups must be built and sustained to fully realize the vision and goals of the Plan. NFK2050 should be used by City departments to help develop internal work plans and budget requests, as well as support grant applications that are consistent with the goals and actions of the Plan. External groups can also use NFK2050 to support their own efforts to align with the vision and goals of the Plan.

Although NFK2050 guides land use policy and growth within Norfolk city boundaries, in reality these planning issues transcend

jurisdictions. Frequent and collaborative consultation with our neighboring cities will be crucial to enhance the quality of life of all residents and stakeholders who live, work, and play across city lines.

 **BEST PRACTICES:**  
**UNIFIED DEVELOPMENT ORDINANCE (UDO), CHARLOTTE, NC**

An emerging implementation tool Norfolk may consider is a Unified Development Ordinance (UDO), which merges various land use and development regulations into one – typically the zoning, subdivision, and stormwater ordinances – to create clearer and simpler land use regulations and review processes.

Charlotte, NC’s UDO was adopted in 2022 as a mechanism to enact the vision of Charlotte Future 2040 Comprehensive Plan policies. Charlotte combined 8 different land development ordinances, including the Zoning Ordinance, into one clear, illustrated, public-facing document.

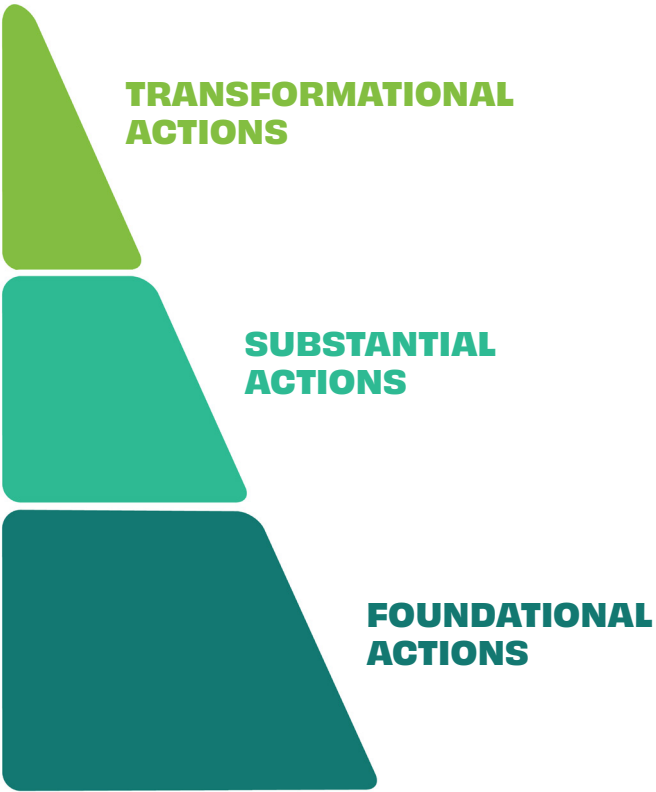
## Implementation Approach

Comprehensive Plans are a complex and multidimensional endeavor. Bringing these ideas to action will involve a wide range of partners and strategies. Additionally, the expansive scope of Comprehensive Plans can make them difficult to organize and execute; typically, an implementation matrix is used to keep all the goals and actions in one place and to help identify action types, time frames, and responsible departments or agencies.

NFK2050 utilizes an Implementation Matrix and includes a category called **Scale of Impact** to acknowledge the level of impact each action will have in achieving the overall Plan goals and how they can build on one another to achieve a truly transformative, long-term impact in the city.

### SCALE OF IMPACT

- **Transformational:** Long-term, and as the name suggests, transformational actions that define the community’s vision for 2050. Achieving these will often require a foundation of both Foundational and Substantial actions.
- **Substantial:** Actions that significantly contribute to achieving the 2050 vision. While some may require preliminary Foundational actions, they are generally implemented within a medium-term timeframe.
- **Foundational:** Actions based on existing City efforts that should be expanded or continued. It also includes short-term and ongoing low-cost actions that lay the groundwork for Substantial and Transformational actions.





TYPE

- **Regulations:** Development codes, ordinances, etc. to support plan implementation.
- **Infrastructure:** Physical improvements implemented by both the public and private sectors.
- **Administrative:** Internal activities that help guide departmental work programs and decision-making by the City administration.
- **External Partnerships:** Initiatives and programs that require cross-sectoral partnerships and resources for implementation.

TIMEFRAME

- **Ongoing:** Routine and continuous with no specified end date
- **Short-Term:** Up to 8 years to complete
- **Medium-Term:** Up to 15 years to complete
- **Long-Term:** Up to 25 years to complete, or the life of the plan

*Note that the timeframes are for completion of an action, not its initiation. Many actions will begin sooner but will likely not be completed for several years.*

LEAD/SUPPORT

- City departments or agencies required for effective implementation of each action.

DEPARTMENT/AGENCY SHORTHAND	DEPARTMENT/AGENCY
Budget	Department of Budget and Strategic Marketing
City Assessor	Office of the Real Estate Assessor
City Clerk	Office of the City Clerk
City Planning	Department of City Planning
Cultural Facilities	Department of Cultural Facilities, Arts, and Entertainment
CMO	City Manager's Office
Communications	Department of Communications and Marketing
CSB	Norfolk Community Services Board
Development	Department of Economic Development
Diversity	Office of Diversity, Equity, and Inclusion
Emergency Management	Office of Emergency Management
Finance	Department of Finance
Fire-Rescue	Norfolk Fire-Rescue
General Services	Department of General Services
Housing	Department of Housing and Community Development
HRT	Hampton Roads Transit
HR	Department of Human Resources
Human Services	Department of Human Services
IGR	Office of Intergovernmental Relations
IT	Department of Information Technology
Libraries	Norfolk Public Library/ The Slover
Military	Office of Military and Community Affairs
Nauticus	Nauticus
Neighborhoods	Department of Neighborhood Services
Norfolk Arts	Norfolk Arts
NRHA	Norfolk Redevelopment and Housing Authority
Parks and Recreation	Department of Parks and Recreation
Police	Norfolk Police Department
Public Health	Norfolk Public Health
Public Works	Department of Public Works
Resilience	Office of Resilience
Schools	Norfolk Public Schools
Transportation	Department of Transportation
Utilities	Department of Utilities



(City of Norfolk)





Celebrating Our Community

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
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Goal 1: Celebrate and Preserve Neighborhood Identity, Character, and Histories

**Action 1:** Highlight city neighborhoods and showcase several neighborhoods per year, raising awareness of the wide range of diverse communities in the city.

<b>a.</b> Inventory and document all methods by which neighborhoods are currently highlighted and branded throughout the city.	Administrative	Foundational	Short-Term	Neighborhoods	Communications
<b>b.</b> Prioritize neighborhoods not traditionally served by preservation or placemaking initiatives to collect and tell new stories.	Administrative	Foundational	Short-Term	Neighborhoods	City Planning; Communications; Diversity
<b>c.</b> Identify “community champions” and empower them to help prepare and implement community engagement strategies, building on the NFK2050 Champions program and the Neighbors Building Neighborhoods Academy.	External Partnerships	Substantial	Short-Term	Neighborhoods	City Planning; Communications; Diversity
<b>d.</b> Incorporate neighborhood-specific wayfinding, branding, and history campaigns by Ward, on a rotational basis.	Administrative; Infrastructure	Substantial	Medium-Term	Neighborhoods	City Planning; Communications; Libraries
<b>e.</b> Continue to support community-led block parties, Open Streets, or other pop-up events across the city to build social cohesion, especially in highlighted neighborhoods.	External Partnerships	Foundational	Ongoing	Neighborhoods	City Planning; Communications; Development; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
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**Action 2:** Collect, preserve, and distribute oral histories and incorporate innovative storytelling and emerging technologies in preservation work to broaden audiences.

<b>a.</b> Continue and expand City-sponsored historic survey and designation initiatives by including oral histories, particularly when surveying unknown or underrepresented histories.	Administrative; Regulations; External Partnerships	Substantial	Medium-Term	City Planning	Communications; Diversity; Libraries
<b>b.</b> Establish a digital storytelling platform where residents can contribute photos, stories, and historical insights to share with each other.	Administrative	Foundational	Short-Term	Libraries	City Planning; Neighborhoods
<b>c.</b> Create storytelling events in Norfolk’s neighborhoods to encourage intergenerational sharing and to build cross-cultural empathy.	External Partnerships	Substantial	Medium-Term	Neighborhoods	City Planning; Communications; Diversity
<b>d.</b> Support scholarship and City-sponsored historic surveys of the recent past (e.g., the past 30 years).	Administrative	Foundational	Short-Term	City Planning	Libraries; Neighborhoods
<b>e.</b> Support programs that include immersive experiences such as reenactments, interactive exhibits, or virtual reality (VR) experiences at historic and maritime sites.	Administrative; External Partnerships	Foundational	Ongoing	Libraries	City Planning; Communications; Cultural Facilities; Nauticus; Neighborhoods
<b>f.</b> Create and maintain digital maps and other georeferencing applications to connect the public with local history, currently designated historic sites, eligible historic sites, and other preservation initiatives.	Administrative	Foundational	Short-Term	City Planning	Communications; Libraries



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>g. Georeference</b> aerial images, Sanborn maps, and other digitized resources to support innovative programming and research.	Administrative	Foundational	Short-Term	Libraries	City Planning
<b>Action 3:</b> Update the City's <b>Local Historic District Guidelines</b> and establish a process for ongoing reviews and updates.					
	Administrative; Regulations	Foundational	Short-Term	City Planning	
<b>Action 4:</b> Update the City's Architectural Survey Update Work Plan, and fund recommended survey and designation initiatives.					
<b>a.</b> Conduct an <b>audit</b> of currently designated and surveyed resources and prioritize underrepresented narratives and resources in future survey and designation initiatives.	Administrative	Foundational	Short-Term	City Planning	Diversity; Libraries
<b>Action 5:</b> Support the promotion, and in some cases, designation, of <b>historic neighborhoods and landmarks</b> , prioritizing communities whose histories have not been widely told.					
<b>a.</b> Include more diverse stories and broader representation of narratives by revisiting and updating Norfolk's National Register of Historic Places nominations.	Administrative	Foundational	Short-Term	City Planning	Diversity; Libraries; Neighborhoods
<b>b.</b> Pursue and expand funding to support preservation and celebrate heritage in Norfolk's marginalized and underrepresented communities.	Administrative	Substantial	Medium-Term	City Planning	Communications; Diversity; Libraries; Neighborhoods
<b>c.</b> Acknowledge and memorialize historical injustices in situ (e.g., sites of Norfolk's former slave trade, etc.).	External Partnerships; Infrastructure	Substantial	Medium-Term	City Planning	Communications; Diversity; Libraries

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>d.</b> Explore local historic designation for neighborhoods experiencing redevelopment and growth pressures to help preserve their unique character.	Regulations	Transformational	Long-Term	City Planning	Development; Housing; Neighborhoods
<b>e.</b> Explore different kinds of local designations, including types that focus on important intangible cultural histories.	Regulations	Substantial	Medium-Term	City Planning	Diversity; Libraries; Neighborhoods
<b>Action 6:</b> Share historic sites and stories broadly, ensuring accessibility for all.					
<b>a.</b> Incorporate barrier-free urban design, landscape, and architectural measures into the City's Historic District Design Guidelines, to expand seamless physical access at historic sites open to the public.	Regulations	Substantial	Short-Term	City Planning	Diversity
<b>b.</b> Incorporate user-friendly measures (e.g., 502-compliant measures) into all online and digital historic resources.	Administrative	Foundational	Short-Term	Communications	Diversity; City Planning; Libraries
<b>Action 7:</b> Establish an ongoing program that maintains existing historic trails and markers (e.g., the Cannonball Trail), and provides a mechanism for expanding and connecting historic trails.					
	Administrative; External Partnerships	Foundational	Ongoing	Parks and Recreation	City Planning; Communications; Diversity; Neighborhoods



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 8:</b> Encourage the use of "deconstruction" practices during the removal of historic buildings and structures, as opposed to demolition, focusing on salvaging materials for reuse.					
	Administrative	Foundational	Short-Term	City Planning	Communications; Development; Housing; Neighborhoods; Public Works
<b>Action 9:</b> Promote purposeful infill development to adhere to existing neighborhood form and character.					
<b>a.</b> Promote the awareness and relevance of pattern books and guidelines for developers (e.g., Missing Middle Pattern Book, Design Principles for Multifamily Development) about the range of housing types that are unique to Norfolk and complement housing options in the region.	Administrative; External Partnerships	Foundational	Short-Term	City Planning	Communications; Housing; Neighborhoods
<b>b.</b> Evaluate if additional pattern books may be needed to ensure new infill development and renovations are consistent with neighborhood character, and update regulations accordingly.	Regulations	Foundational	Short-Term	City Planning	Development; Housing; Neighborhoods
<b>c.</b> Explore further revisions to zoning regulations to ensure that infill development is compatible with surrounding properties, using the Future Land Use Plan and its Place Types for guidance.	Regulations	Foundational	Short-Term	City Planning	
<b>d.</b> Develop specific architectural guidelines for maintaining and updating houses in any newly designated historic or cultural district.	Regulations	Foundational	Short-Term	City Planning	Housing; Neighborhoods

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>e.</b> Explore programs and resources to provide design assistance for property owners complying with the best practices in pattern books.	Administrative; External Partnerships	Foundational	Short-Term	City Planning	Communications; Housing; Neighborhoods
<b>Action 10:</b> Encourage the use of the Elevating Homes Pattern Book to support cost-effective and resilient home modifications with design and construction guidance to help homeowners adapt to flood risks while maintaining the historic integrity and character of the home.					
	Administrative; External Partnerships; Regulations	Foundational	Short-Term	City Planning	Housing; Neighborhoods; Resilience
<b>Action 11:</b> Create Cultural Corridors throughout the city, where streets/districts are themed around the history/identity of the neighborhood (e.g., art installations, historical markers, and events). Prioritize areas that do not currently have these physical markers and elements.					
	External Partnerships; Infrastructure; Regulations	Transformational	Long-Term	City Planning	Diversity; Neighborhoods; Norfolk Arts
<b>Action 12:</b> Conduct a hazard and disaster vulnerability analysis of historic resources that includes recommendations for adaptation strategies.					
	Administrative	Foundational	Short-Term	City Planning	Emergency Management; Resilience
<b>Action 13:</b> Incorporate hazard mitigation and recovery for historic and cultural resources into local hazard mitigation planning efforts.					
	Administrative	Foundational	Short-Term	Emergency Management	City Planning; Resilience



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 14:</b> Preserve and research Norfolk’s historic cemeteries, especially in underrepresented communities or those with fewer historic resources.					
<b>a.</b> Explore funding resources for using tools like Ground Penetrating Radar (GPR) to support archaeological research.	Administrative	Foundational	Short-Term	City Planning	Parks and Recreation
<b>b.</b> Work with libraries/archives to document findings.	Administrative	Foundational	Short-Term	Libraries	City Planning; Parks and Recreation
<b>c.</b> Survey known historic cemeteries, particularly those related to underrepresented communities or those threatened by climate change hazards.	Administrative	Foundational	Short-Term	City Planning	Libraries; Parks and Recreation
<b>Action 15:</b> Create and brand a unified Norfolk identity to align outreach efforts across the city, using the current City of Norfolk branding as a basis.					
	Administrative; External Partnerships	Foundational	Short-Term	Communications	
<b>Action 16:</b> Launch a “Welcome to Norfolk” brand/identity program that positions Norfolk as a welcoming city for new residents, immigrants, and military families.					
<b>a.</b> Coordinate between City departments and external partners to manage orientation for new arrivals with available housing, small business support, education, healthcare, language assistance, and local services.	Administrative; External Partnerships	Foundational	Ongoing	Communications	Development; Diversity; Housing; Human Services; Military; Neighborhoods; Public Health; Schools

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>b.</b> Explore incentives and programs to attract remote workers and entrepreneurs to move to Norfolk.	Administrative; External Partnerships	Foundational	Short-Term	Development	Communications; HR
<b>Action 17:</b> Guide and support new heritage tourism strategies, highlighting and celebrating lesser-known historic and cultural sites in partnership with local organizations and community champions.					
	External Partnerships	Substantial	Medium-Term	City Planning	Communications; Development; Diversity; Libraries; Neighborhoods
<b>Action 18:</b> Leverage Norfolk’s Downtown waterfront as a gateway for tourism by developing a unique Norfolk experience around the water.					
<b>a.</b> Connect cruise ship visitors to tourist attractions and tours, especially in and around Downtown.	External Partnerships	Foundational	Ongoing	Communications	Development
<b>b.</b> Promote longer tourism visits by linking sites of interest, creating communication or programmatic alignments.	External Partnerships	Foundational	Ongoing	Communications	
<b>c.</b> Develop a plan to ensure the continued vitality of Norfolk’s historic waterfront and pursue funding mechanisms to support maintenance and improvements.	Administrative; External Partnerships	Substantial	Medium-Term	City Planning	Development; Parks and Recreation; Public Works
<b>Action 19:</b> Promote and enhance the natural and recreational resources that provide tourism-related economic advantages (e.g., the Elizabeth River Trail).					
	Administrative; External Partnerships	Foundational	Ongoing	Parks and Recreation	City Planning; Communications; Development



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 20:</b> Develop a Sustainable Tourism Plan focused on economic, environmental, and social sustainability in partnership with interested stakeholders (e.g. transportation agencies, hotels, museums, etc.).					
	Administrative; External Partnerships	Substantial	Medium-Term	Development	City Planning; Communications; Cultural Facilities; Parks and Recreation
<b>Action 21:</b> Continue to host regional, national, and international events and attract new events to the city.					
<b>a.</b> Attract niche and growing sporting events (e.g., criterium bike races, pickle ball tournaments, etc.) that do not require a large structural capacity but have a large benefit in the local economy.	External Partnerships; Infrastructure	Substantial	Medium-Term	Parks and Recreation	City Planning; Communications; Development
<b>b.</b> Work with other cities in the region to identify and pursue opportunities to attract large events with mutual economic and cultural benefits.	External Partnerships	Transformational	Long-Term	Cultural Facilities	Communications; Development; Parks and Recreation
<b>Action 22:</b> Leverage city events and its tourism attraction to promote existing local businesses.					
Distribute travel vouchers that can be used in local small businesses to promote local tourism.	Administrative; External Partnerships	Foundational	Ongoing	Development	Communications; Diversity

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 2: Support Complete and Healthy Neighborhoods</b>					
<b>Action 1:</b> Identify districts, in accordance with the Future Land Use Plan, to promote mixed-use development with active ground floors, community amenities, and pedestrian-friendly streetscape improvements.					
<b>a.</b> Assess current commercial districts and their amenities to understand where key uses are missing (e.g., grocery stores, pharmacies, libraries, coffee shops, laundromats, banks, plazas/seating areas, etc.) and what is accessible for pedestrians and cyclists in adjacent neighborhoods (e.g., conduct a walking audit, etc.).	Administrative	Foundational	Short-Term	City Planning	Development; Diversity; Housing; Neighborhoods; Transportation
<b>b.</b> Develop a list of areas with missing amenities as a focus for targeted physical and economic improvements.	Administrative	Foundational	Short-Term	City Planning	Development; Housing; Neighborhoods; Public Works; Transportation
<b>c.</b> Encourage shared use parking, especially in Community Mixed-Use, Corridor Mixed-Use, Regional Activity Center, and Sustain – Traditional Character Place Types, so that excess space in business parking lots can be used by neighboring business patrons or residents who live in the area, opening up on-street parking for other uses (e.g., bike lanes, rain gardens, etc.).	Administrative; External Partnerships	Foundational	Ongoing	City Planning	Development; Neighborhoods; Transportation
<b>d.</b> Target streetscape improvements in these districts for green infrastructure, seating areas, tree planting, wayfinding, and other placemaking initiatives.	Infrastructure	Transformational	Long-Term	Transportation	City Planning; Development; Neighborhoods; Public Works



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>e.</b> Promote adaptive reuse, façade and signage improvements, and vacant building reuse in target districts to accommodate new business types.	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	City Planning	Development; Neighborhoods
<b>f.</b> Continue to provide grants for strategic commercial corridors, focusing on areas within the Community Mixed-Use and Corridor Mixed-Use Place Types, to improve facades, support small businesses, and target streetscape improvements.	Administrative	Foundational	Ongoing	Development	City Planning; Diversity; Neighborhoods; Public Works; Transportation
<b>g.</b> Support existing City programs, such as the Capital Access Program (CAP) and Commercial Corridor Program, and explore creating new programs to help fill financial gaps in the marketplace for entrepreneurs to either start or expand their business and revitalize commercial corridors.	Administrative	Foundational	Ongoing	Development	City Planning; Diversity; Neighborhoods
<b>Action 2:</b> Streamline and reform regulations, form guidelines, and zoning in target areas to encourage a range of commercial and community uses and ground-floor storefronts.					
<b>a.</b> Support and accommodate outdoor seating and “streeteries” in designated areas to bring commercial activity into public and private spaces, utilizing the Norfolk Outdoor Spaces Guidelines.	Infrastructure; Regulations	Substantial	Medium-Term	Public Works	City Planning; Development; Transportation
<b>b.</b> Encourage code changes to allow food trucks in public spaces and to incentivize pop-up eating establishments.	Regulations	Substantial	Medium-Term	Public Works	City Planning; Development; Diversity; Neighborhoods; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>c.</b> Allow street vendors and on-site produce sales in designated public areas to supplement larger commercial businesses.	Regulations	Substantial	Medium-Term	Public Works	City Planning; Development; Diversity; Neighborhoods; Transportation
<b>d.</b> Consider a “Livable Communities Initiative” to streamline by-right development of mixed-use projects, integrating walkable and transit-oriented streets that are easily accessible by surrounding neighborhoods.	Administrative; Regulations	Substantial	Medium-Term	City Planning	Development; Housing; Neighborhoods; Transportation
<b>Action 3:</b> Leverage longer redevelopment timelines to test public amenities, programming, infrastructure, and sites, gathering data and community buy-in for permanent improvements.					
<b>a.</b> Implement tactical urbanist initiatives like pop-up plazas, food truck parks, and parklets in parking spaces to test out the configuration and location of public activities in key districts.	Infrastructure	Substantial	Medium-Term	City Planning	Development; Neighborhoods; Public Works; Transportation
<b>b.</b> Co-locate pop-up uses at existing social infrastructure (community centers, rec centers, etc.) to incorporate more “daily needs” for local residents (e.g., groceries, food, coffee, etc.) in a “one-stop-shop”.	Administrative; Infrastructure	Substantial	Medium-Term	City Planning	Development; Diversity; Neighborhoods; Parks and Recreation



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 4:</b> Evaluate the city’s current providers of fresh food (grocery stores, produce markets, farmers’ markets, community gardens) to assess food deserts, working with existing entities such as the Norfolk Food Policy Council.					
<b>a.</b> Support public-private partnerships to improve access to healthy food and eliminate food deserts within the city.	Administrative; External Partnerships	Transformational	Long-Term	Resilience	City Planning; Development; Diversity; Neighborhoods; Public Health; Development
<b>b.</b> Incentivize affordable, healthy food grocers within food desert areas through partnerships and financial or regulatory tools.	Administrative; External Partnerships; Regulations	Substantial	Medium-Term	Development	City Planning; Diversity; Neighborhoods; Public Health; Resilience
<b>c.</b> Partner with Norfolk Public Schools to develop creative ways to encourage healthy eating at school and at home.	External Partnerships	Substantial	Ongoing	Public Health	Schools
<b>d.</b> Consider zoning changes for uses that do not provide some level of fresh produce.	Regulations	Foundational	Short-Term	City Planning	
<b>Action 5:</b> Encourage community gardens and urban agriculture to help meet the need for equitable fresh food access in collaboration with grassroots community leaders and support existing programs (e.g., Grow Norfolk).					
<b>a.</b> Evaluate and define agricultural uses in the Zoning Ordinance, specifically to allow for small-scale community-focused food production.	Regulations	Foundational	Short-Term	City Planning	Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>b.</b> Target regulation reform and incentives to encourage community gardens and urban agriculture in underserved areas.	Regulations	Substantial	Medium-Term	City Planning	Development; Diversity; Neighborhoods; Resilience
<b>c.</b> Make publicly-controlled vacant land available for community-facing agricultural uses.	Administrative	Substantial	Medium-Term	Resilience	City Planning; Parks and Recreation; Development
<b>d.</b> Collaborate with Parks/Recreation facilities and local School facilities to use open space for teaching gardens.	External Partnerships	Foundational	Short-Term	Parks and Recreation	Diversity; Neighborhoods; Schools; Resilience
<b>e.</b> Assess and revise codes to allow for rooftop farming.	Regulations	Foundational	Short-Term	City Planning	
<b>Action 6:</b> Support the efforts of the Norfolk Department of Public Health and other industry partners to improve the health and quality of life in the city.					
<b>a.</b> Evaluate whether zoning regulations or land use policy changes can be made to mitigate contributions to Norfolk’s key public health issues, as listed in the Department’s Community Health Needs Assessment.	Regulations	Foundational	Short-Term	City Planning	Public Health
<b>b.</b> Support the Norfolk Department of Public Health in its development of a Community Health Improvement Plan (CHIP) and assist with implementation.	Administrative; External Partnerships	Substantial	Medium-Term	Public Health	City Planning; CMO; Diversity; Neighborhoods; Parks and Recreation; Resilience



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 7:</b> Consider a Health in all Policies (HiAP) approach, which integrates community health into all significant policy decisions and documents.					
	Administrative	Transformational	Long-Term	City Planning	CMO; Diversity; Parks and Recreation; Resilience
<b>Action 8:</b> Consider representation from health professions on City boards and commissions.					
	Administrative	Foundational	Short-Term	City Clerk	City Planning; Diversity; Public Health
<b>Action 9:</b> Invest in programs, such as Neighbors Building Neighborhoods, that build capacity and social capital among residents to work together to identify and mobilize the positive attributes of their neighborhood (assets), invest through improvements to their homes and neighborhood blocks, and position them as excellent places to live.					
	Administrative	Foundational	Short-Term	Neighborhoods	City Planning; Development; Diversity; Housing, Parks and Recreation
<b>Action 10:</b> Continue to support home maintenance and other home improvement programs and initiatives.					
	Administrative	Foundational	Ongoing	Housing	Neighborhoods

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 11:</b> Pursue incentives for building improvements to encourage property owners to invest in their buildings, storefronts, and houses.					
<b>a.</b> Implement the Healthy Housing Initiative and other programs to improve neighborhood health and safety by addressing unhealthy housing conditions and expanding rehabilitation programs to include rentals.	Administrative	Substantial	Ongoing	Housing	Neighborhoods
<b>b.</b> Provide clear technical assistance and explore incentives to existing and new residents to maintain and modernize properties.	Administrative	Foundational	Short-Term	Housing	Development; Neighborhoods
<b>c.</b> Prioritize efforts to reinvest in neighborhoods with high home repair needs through available state and federal programs.	Administrative	Substantial	Ongoing	Housing	Neighborhoods
<b>Action 12:</b> Incentivize and educate landowners and developers to develop underutilized parcels or vacant buildings to enhance neighborhood revitalization.					
<b>a.</b> Consider enhancements or modifications to the vacant building registry program to further incentivize property owners to address and maintain abandoned residential and non-residential buildings.	Administrative	Foundational	Short-Term	Neighborhoods	Development; Housing
<b>Action 13:</b> Support the efforts of the Department of Neighborhood Services to regulate and enforce overgrown shrubs, trees, and other vegetation, as well as derelict buildings, returning abandoned housing to safe and useful occupancy (e.g., Derelict Structures Program).					
	Administrative	Foundational	Ongoing	Neighborhoods	City Planning; Housing



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 14:</b> Support the efforts of the Department of Human Services to advance rapid rehousing with case management, positive youth development programming, and senior focused activities through the Program for Improving Capacity and Capability (PICC).					
	Administrative	Foundational	Ongoing	Human Services	Diversity; Housing; Neighborhoods; Parks and Recreation
<b>Action 15:</b> Support the activities of the Community Engagement Street Team (CEST) to improve resident access to benefits programs, assistance, and support services due to a lack of transportation.					
	Administrative; External Partnerships	Foundational	Ongoing	Human Services	Diversity; Neighborhoods; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 3: Support Safe and Vibrant Places</b>					
<b>Action 1:</b> Consider developing a strategic arts and culture plan to address all arts and cultural aspects of Norfolk (e.g., music, arts, entertainment) and set the tone for arts and culture policy within the city, such as where and when to install public art.					
	Administrative; External Partnerships	Substantial	Medium-Term	Norfolk Arts	City Planning; Cultural Facilities; Development; Diversity; Neighborhoods; Parks and Recreation
<b>Action 2:</b> Sustain and equitably expand public art opportunities in every neighborhood.					
<b>a.</b> Support and encourage private efforts to create and maintain temporary artwork such as murals, mermaids, utility box art, and billboards.	External Partnerships	Foundational	Ongoing	Norfolk Arts	City Planning; Development; Diversity; Neighborhoods
<b>b.</b> Explore funding opportunities to leverage new development to support art in public spaces (e.g., parks, plazas, waterfronts, rights-of-way, etc.).	Administrative	Substantial	Medium-Term	Norfolk Arts	City Planning; Cultural Facilities; Development; Diversity; Neighborhoods; Parks and Recreation; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>c.</b> Consider sites for public art on bridges and infrastructure, in our airport, at transit stops, and in other public places around the city.	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Norfolk Arts	City Planning; Cultural Facilities; Development; Diversity; General Services; Neighborhoods; Parks and Recreation; Public Works; Transportation
<b>d.</b> Continue efforts by Norfolk Arts to map all public art in the city and communicate with residents and artists through their robust social media presence.	Administrative; External Partnerships	Foundational	Ongoing	Norfolk Arts	Communications; IT
<b>Action 3:</b> Incentivize arts and cultural programming in neighborhood-wide development, and for arts-based commercial corridor revitalization.					
	Administrative; External Partnerships	Transformational	Long-Term	Norfolk Arts	Cultural Facilities; Development; Diversity; Neighborhoods
<b>Action 4:</b> Support artists, makers, and cultural producers to be able to live and work in Norfolk.					
<b>a.</b> Provide event-based opportunities for artists and makers to increase exposure.	Administrative; External Partnerships	Foundational	Short-Term	Norfolk Arts	Cultural Facilities; Development; Diversity; Neighborhoods

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>b.</b> Work with affordable housing developers to equitably incorporate live/work spaces for artists and makers, particularly from underrepresented communities.	Administrative; External Partnerships	Substantial	Medium-Term	Housing	City Planning; Diversity; Neighborhoods; Norfolk Arts
<b>c.</b> Support affordable work and performance spaces for local and emerging artists, musicians, and makers, in order to lower the barrier to entry.	Administrative; External Partnerships	Substantial	Medium-Term	Norfolk Arts	Development; Diversity; Cultural Facilities; Neighborhoods
<b>Action 5:</b> Build on existing cultural arts districts (e.g., NEON District) to ensure local artists and makers have access to affordable studio spaces, live/work options, and exhibition venues.					
	Administrative; External Partnerships; Regulations	Substantial	Medium-Term	Norfolk Arts	Development; Diversity; Cultural Facilities; Neighborhoods
<b>Action 6:</b> Continue to advocate for Norfolk’s nightlife and entertainment industry to be vibrant and safe.					
<b>a.</b> Consider creating/enhancing a position within the City of Norfolk to help stakeholders navigate permitting, guidelines, and other requirements.	Administrative; External Partnerships	Foundational	Short-Term	City Planning	Development; Diversity
<b>d.</b> Collaborate with the Downtown Norfolk Council to highlight and promote efforts like “A Safe Night Out,” promoting safe, inclusive, and accessible entertainment and events.	Administrative; External Partnerships	Foundational	Short-Term	Communications	



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 7:</b> Consider zoning amendments to Neighborhood Protection standards to include protections for higher density residential uses.					
	Regulations	Foundational	Short-Term	City Planning	Housing; Neighborhoods
<b>Action 8:</b> Support the efforts of the Department of Cultural Facilities, Arts, and Entertainment to maintain and expand the programs and operations of Seven Venues and the MacArthur Memorial, recognizing and celebrating these venues as the cultural and placemaking anchors that they are.					
	Administrative; External Partnerships	Foundational	Ongoing	Cultural Facilities	
<b>Action 9:</b> Explore funding options and tools to fund public realm improvements, walkability and placemaking efforts, transforming Norfolk’s neighborhoods into vibrant destinations for local residents and tourists alike.					
	Administrative	Transformational	Long-Term	City Planning	Development; Neighborhoods; Public Works; Transportation
<b>Action 10:</b> 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.					
	Regulations	Foundational	Short-Term	City Planning	Development; Neighborhoods; Police; Public Works; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 11:</b> Engage neighborhoods in the development and updating of policing strategies, building on existing programs of NPD’s Community Services Division.					
	Administrative; External Partnerships	Foundational	Short-Term	Police	Communications; Diversity; Neighborhoods
<b>Action 12:</b> Explore the creation of an ongoing “community walk” program that includes neighborhood residents, City Council members, and an interdisciplinary group of City staff including police, fire, EMS, city planners, code enforcement, and neighborhood engagement staff.					
	Administrative; External Partnerships	Substantial	Ongoing	Neighborhoods	City Planning; Communications; Development; Fire-Rescue; Parks and Recreation; Police
<b>Action 13:</b> Consider installing “blue light” emergency phones in select areas with high crime rates.					
	Infrastructure	Substantial	Medium-Term	Police	Communications; Neighborhoods
<b>Action 14:</b> Consider the creation of a Project Safe Neighborhood Program that will work to address crime including gun violence among youth.					
	Administrative; External Partnerships	Substantial	Medium-Term	Police	Communications; Neighborhoods

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 15:</b> Consider the development of a music audit to better define the role that music plays in Norfolk and proactively manage how music and its related elements interact with the wider community.					
<b>a.</b> Map music and wider cultural assets (e.g., public spaces, businesses, tourism assets, educational assets, community assets, number of artists, etc.) and overlay onto other data sets.	Administrative	Foundational	Short-Term	Cultural Facilities	City Planning; Development; Diversity; Norfolk Arts
<b>b.</b> Engage stakeholders and community members through interviews, roundtable discussions, and surveys to help identify gaps in access and other challenges that music can be a part of addressing, such as a lack of cultural spaces or places in disadvantaged communities.	Administrative; External Partnerships	Foundational	Short-Term	Norfolk Arts	City Planning; Communications; Cultural Facilities; Development; Neighborhoods; Diversity
<b>c.</b> Conduct a comprehensive analysis to determine the economic impact of music, especially on the nighttime economy.	Administrative	Foundational	Short-Term	Cultural Facilities	Diversity; Development
<b>d.</b> Assess zoning and city code regulations and implement reforms to help achieve the goals of the music audit	Regulations	Foundational	Short-Term	City Planning	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 4: Support and Strengthen Community Facilities and Services</b>					
<b>Action 1:</b> Work with Norfolk Public Schools to begin closing and consolidating schools to better align facilities with projected school populations and needs, and evaluate the potential for repurposing closed buildings into new spaces for community benefit (e.g., community centers, housing, senior facilities, co-working spaces, etc.).					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Schools	City Planning
<b>Action 2:</b> When evaluating potential sites for the location or relocation of a city facility or school, consider vulnerability to flooding and other resilience factors, using the Future Land Use Plan and Vision 2100 as guides, and review noise and accident potential from aircraft operations using AICUZ.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	General Services	City Planning; Emergency Management; Schools; Resilience
<b>Action 3:</b> Monitor school facility readiness, ensuring buildings are well-maintained, safe, and accessible to residents of all abilities for both learning and public use.					
	Administrative; External Partnerships; Infrastructure	Substantial	Medium-Term	Schools	



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 4:</b> Evaluate schools to be designated as emergency response centers, increasing facility efficiency and raising public awareness of these sites as safe spaces for their surrounding communities.					
	Administrative; External Partnerships; Infrastructure	Substantial	Medium-Term	Schools	Emergency Management; Fire-Rescue; Police; Resilience
<b>Action 5:</b> Continue to coordinate with Norfolk Public Schools and Parks and Recreation to pursue shared recreational and park facilities to increase access of public resources outside of school hours (e.g., an “open schoolyard” program).					
	Administrative; External Partnerships; Infrastructure	Foundational	Short-Term	Schools	Parks and Recreation
<b>Action 6:</b> Connect existing and future city facilities to their surrounding neighborhoods using safe and fully accessible multimodal networks.					
<b>a.</b> Connect any new public facility or site to the surrounding neighborhood through sidewalk or trail infrastructure and ensure safe access for community residents of all ages.	Infrastructure	Transformational	Long-Term	General Services	City Planning; Parks and Recreation; Public Works; Transportation
<b>b.</b> Incorporate best practices from Safe Routes to Schools or similar methodology to highlight the safest routes for surrounding communities to access schools and other facilities.	Administrative; External Partnerships	Substantial	Medium-Term	Schools	City Planning; Neighborhoods; Public Works; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>c.</b> Ensure comfort and safety for pedestrians and cyclists visiting city facilities through amenities like bus shelters (built new only when accessible by sidewalks) and bike parking.	Infrastructure	Substantial	Medium-Term	General Services	HRT; Transportation
<b>Action 7:</b> Develop and maintain an inventory and assessment of all City-owned facilities to track the longevity and maintenance of buildings and their major systems (building envelope, plumbing, security, HVAC, roof, etc.) to help plan for repair and replacement.					
	Administrative	Foundational	Short-Term	General Services	
<b>Action 8:</b> Develop a Library Facilities Master Plan to help plan facility improvements for the next generation of library users, and to holistically incorporate other community-facing services.					
<b>a.</b> Analyze libraries, community centers, and recreation centers to determine the need for creating, relocating, and/or consolidating facilities given the larger context of projected development and demographics.	Administrative	Substantial	Medium-Term	Libraries	City Planning; General Services; Parks and Recreation
<b>Action 9:</b> Analyze police precincts and fire stations to determine the need for creating, relocating, and/or consolidating or closing stations given the larger context of projected development, creating equitable system-wide coverage and minimizing response times.					
<b>a.</b> Decrease the average response time of emergency services (fire, police, and ambulance) during service calls.	Administrative	Substantial	Medium-Term	Police; Fire-Rescue	
<b>b.</b> Develop a long-term strategy for expanding training spaces within Norfolk and shared regional facilities for use.	Administrative	Substantial	Medium-Term	Police; Fire-Rescue	Emergency Management; General Services

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>c.</b> Consider incorporating community amenities like recreation and affordable housing into any new fire or police station, in order to foster cross-community relationships and maximize public benefits.	Administrative; Infrastructure	Transformational	Long-Term	Police; Fire-Rescue	City Planning; Housing; Parks and Recreation
<b>Action 10:</b> Support the implementation of the Parks and Rec Master Plan as it relates to facility needs and improvements.					
<b>a.</b> Assess the current park and trail system for opportunities to add fitness equipment, lighting, water stations, seating, shade, etc.	Administrative; Infrastructure	Foundational	Short-Term	Parks and Recreation	
<b>b.</b> Assess facility operating hours to ensure buildings are open at times that best fit community needs.	Administrative	Foundational	Short-Term	Parks and Recreation	
<b>c.</b> Develop a maintenance plan for existing parks and facilities.	Administrative	Foundational	Short-Term	Parks and Recreation	
<b>d.</b> Assess current recreation centers for service overlaps and potential repurposing for fewer, larger ones.	Administrative	Foundational	Short-Term	Parks and Recreation	
<b>e.</b> Build larger, regional recreation centers for intergenerational and multipurpose use.	Infrastructure	Transformational	Long-Term	Parks and Recreation	
<b>f.</b> Geographically align parks, pools, and recreation centers better to equitably meet the needs of community.	Administrative; Infrastructure	Transformational	Long-Term	Parks and Recreation	City Planning

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>g.</b> Make necessary repairs and improvements to community parks, prioritizing those with the highest percentage of issues as depicted in the Parks and Rec Master Plan.	Administrative; Infrastructure	Substantial	Medium-Term	Parks and Recreation	
<b>h.</b> Design parks, waterfront access, and facilities to be accommodating and inclusive for all populations.	Administrative; Infrastructure	Substantial	Medium-Term	Parks and Recreation	City Planning; Diversity
<b>i.</b> Consider partnerships with non-profit and private sector organizations to assist in maintaining and operating facilities.	External Partnerships	Substantial	Medium-Term	Parks and Recreation	
<b>j.</b> Design parks and recreational facilities to maximize flexibility of uses, adapting to meet evolving needs of nearby residents.	Administrative; Infrastructure	Transformational	Long-Term	Parks and Recreation	
<b>Action 11:</b> Support Norfolk Parks & Recreation’s efforts to increase programming for youth and seniors.					
	Administrative; External Partnerships	Foundational	Ongoing	Parks and Recreation	Diversity
<b>Action 12:</b> Continue support of and consider enhancements to the Norfolk Real Time Crime Data Center, leveraging technology and advanced analytics to provide critical information to first responders, and assist with criminal investigations and community safety.					
	Administrative	Foundational	Ongoing	Police	



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 13:</b> Explore opportunities to collaborate with neighboring localities to integrate police, fire, and EMS dispatch systems in order to reduce response times across city lines.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Police; Fire- Rescue	Emergency Management
<b>Action 14:</b> Work with the Department of Human Services and community organizations to establish a center that provides language resources to community members, to include interpretation and translation, non-native English learning programs, and assistance in accessing City services and programs. The center may co-locate with other human service providers and facilities.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Human Services	Communications; Diversity; Neighborhoods
<b>Action 15:</b> Create a mentorship program for youth and/or young adults ages 14-25 to prepare them for adulthood by encouraging career exploration, team building, and goal setting.					
	Administrative	Substantial	Medium-Term	Human Services	Communications; Diversity; Neighborhoods; Parks and Recreation
<b>Action 16:</b> Ensure new public potable water supply infrastructure is designed to withstand groundwater impacts and risks, such as saltwater intrusion.					
	Infrastructure	Transformational	Long-Term	Utilities	Public Works; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 17:</b> Continue support of Hampton Roads Sanitation District (HRSD) and City of Norfolk improvements to the wastewater and stormwater systems.					
	Infrastructure	Foundational	Ongoing	Utilities	Public Works; Resilience
<b>Action 18:</b> Monitor revenue streams and identify opportunities for new sources of funding to support needed public facilities and services.					
	Administrative	Foundational	Ongoing	General Services	Public Works; Utilities

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 1: Support a Housing Market that Meets the Needs of All Residents</b>					
<b>Action 1:</b> Deconcentrate poverty and facilitate mobility to areas of opportunity to help Norfolk households access quality housing in high opportunity neighborhoods across the region and promote economic opportunity for Norfolk's low-income residents.					
<b>a.</b> Continue redevelopment of obsolete public housing (e.g., St. Paul's Transformation) and develop a coordinated, long-term strategy to address these communities.	Administrative; External Partnerships; Infrastructure; Regulations	Transformational	Short-Term	Housing	City Planning; Development; Diversity; Neighborhoods; NRHA; Public Works; Resilience; Transportation; Utilities
<b>b.</b> Continue to identify necessary infrastructure for redevelopment of the St. Paul's area and determine funding needs.	Administrative; Infrastructure	Foundational	Short-Term	Housing	City Planning; Development; Diversity; Neighborhoods; NRHA; Public Works; Resilience; Transportation; Utilities
<b>c.</b> Continue and expand the landlord incentive program to facilitate use of vouchers in areas of opportunity and emphasize and market a campaign to increase large household landlord participation in Housing Choice Voucher (HCV) programs.	Administrative	Foundational	Ongoing	Housing	NRHA

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>d.</b> Identify neighborhoods of opportunity throughout the region.	Administrative; External Partnerships	Foundational	Short-Term	Housing	City Planning; Neighborhoods
<b>e.</b> Create a user friendly, real time, searchable database of affordable housing options that includes other useful information, including proximity to transit, healthcare, grocery stores, and schools.	Administrative	Substantial	Medium-Term	Housing	
<b>f.</b> Create a housing resources guide that can be provided in libraries, recreation centers, places of worship, the Foodbank, and more.	Administrative	Foundational	Short-Term	Housing	Communications
<b>g.</b> Publicly praise or otherwise recognize financial institutions with a record of supporting fair housing initiatives.	Administrative; External Partnerships	Foundational	Ongoing	Housing	Communications
<b>h.</b> Fund and charge experienced local organizations to provide fair housing education, testing, and investigation as well as periodic review and analysis of lending data.	Administrative; External Partnerships	Foundational	Ongoing	Housing	
<b>i.</b> Promote HUD Property Appraisal and Valuation Equity (PAVE) training to home appraisers in Hampton Roads.	Administrative; External Partnerships	Foundational	Ongoing	Housing	City Assessor
<b>j.</b> Support tenants with vouchers to find homes in areas of opportunity and thrive once they move there by working with a strong nonprofit who can augment capacity and act as an intermediary between the voucher program and landlords.	Administrative; External Partnerships	Foundational	Ongoing	Housing	NRHA



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>k.</b> Continue landlord outreach and engagement efforts, as well as housing counseling services through People First and other non-profit partners	Administrative; External Partnerships	Foundational	Ongoing	Housing	Diversity; Human Services; Neighborhoods
<b>Action 2:</b> Preserve existing affordable housing and strengthen neighborhoods to maintain and improve the existing housing stock, promote housing quality, and ensure long-term affordability for existing renters and homeowners while strengthening neighborhood housing markets.					
<b>a.</b> Mitigate opportunities for for-profit LLCs to acquire multi-unit properties at the end of their affordability period (change loan documents).	Administrative	Substantial	Ongoing	Housing	NRHA
<b>b.</b> Explore a Right of First Refusal policy.	Administrative	Foundational	Short-Term	Housing	
<b>c.</b> Commission a preservation inventory to gather information about multifamily rental properties that can be used to identify and prevent the loss of properties at risk of becoming blighted.	Administrative	Substantial	Medium-Term	Housing	
<b>d.</b> Partner with the non-profit and faith community to increase options for property rehab.	External Partnerships	Substantial	Medium-Term	Housing	Diversity; Neighborhoods
<b>e.</b> Continue targeted owner-occupied and rental repair programs (e.g., Renovate Norfolk and Strengthening Neighborhoods) and evaluate opportunities to enhance these programs, such as pursuing partnerships with non-profits.	Administrative; External Partnerships	Foundational	Ongoing	Housing	Neighborhoods

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>f.</b> Create a rehab program open to landlord or owner-occupied applicants that provides tax incentives and/or subsidies to upgrade homes in exchange for a covenant that guarantees affordability for a minimum of 5 years.	Administrative	Substantial	Medium-Term	Housing	
<b>g.</b> Revise CDBG and HOME funding to focus on strengthening neighborhoods and deconcentrating poverty.	Administrative	Foundational	Short-Term	Housing	
<b>h.</b> Strengthen neighborhoods by giving existing housing programs a strategic geographic focus and introducing new programs to increase the impact.	Administrative	Substantial	Medium-Term	Housing	City Planning
<b>i.</b> Support efforts by the Department of Neighborhood Services to prevent evictions through the Eviction Prevention Center, providing financial assistance and other resources to eligible Norfolk renters who are facing evictions due to unforeseen hardships.	Administrative	Foundational	Ongoing	Neighborhoods	Communications; Housing; Human Services
<b>Action 3:</b> Create new affordable rental housing and homeownership opportunities to address increasing affordability challenges faced by Norfolk's residents.					
<b>a.</b> Support mixed-income development in areas of opportunity through the implementation of the recommendations of the Mayor's Housing Commission.	Administrative; External Partnerships; Infrastructure; Regulations	Transformational	Short-Term	Housing	City Planning

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>b.</b> Continue and enhance existing public land disposition processes, such as the disposition of vacant City-owned residential property (auction process).	Administrative	Foundational	Ongoing	Housing	
<b>c.</b> Work with NRHA to refine the Project Based Vouchers (PBV) award process to encourage projects that deconcentrate poverty.	Administrative	Foundational	Ongoing	Housing	NRHA
<b>d.</b> Create and implement a public education campaign on the benefits, best practices, and positive outcomes of affordable and mixed income housing.	Administrative	Foundational	Short-Term	Housing	Communications
<b>e.</b> Modify performance-based grant regulations to allow affordable housing developments.	Administrative; Regulations	Foundational	Ongoing	Housing	
<b>f.</b> Provide subsidies for the development of city-owned vacant residential property for multifamily development in neighborhoods of opportunity (Establish underwriting criteria and add capacity).	Administrative	Substantial	Medium-Term	Housing	Development
<b>g.</b> Use HUD Entitlement funding to help local nonprofits providing tenant-based rental assistance (TBRA), financial and housing counseling, and homebuyer assistance.	Administrative; External Partnerships	Substantial	Medium-Term	Housing	Human Services; Neighborhoods
<b>h.</b> Increase awareness and utilization of NRHA's HomeNet Ownership Center, which provides credit counseling, down-payment and closing cost assistance, and other tools to increase homeownership.	Administrative; External Partnerships	Foundational	Ongoing	NRHA	Communications; Housing

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>i.</b> Support the Rent Ready Norfolk program, which educates landlords, property managers, and renters about their rights and responsibilities and informs and educates about the misconceptions of renters.	Administrative	Foundational	Ongoing	Neighborhoods	Communications; Housing
<b>Action 4:</b> Build regional capacity and coordination around affordable housing and access to opportunity to ensure that the City and its partners are able to execute housing policies and programs with efficiency, scale, and significant impact.					
<b>a.</b> Collaborate with philanthropic, public and corporate entities to provide sustained funding for regional nonprofit capacity.	Administrative; External Partnerships	Substantial	Medium-Term	Housing	
<b>b.</b> Continue to work with regional partners to collectively address regional affordable housing needs.	Administrative; External Partnerships	Foundational	Ongoing	Housing	
<b>c.</b> Support the development of a regional housing plan by the HRPDC, including implementation strategies, to ensure an adequate supply of quality and affordable housing.	Administrative; External Partnerships	Substantial	Medium-Term	Housing	
<b>d.</b> Develop additional technical assistance to small developers about developing small properties and SWaM businesses for assistance with certifications.	Administrative; External Partnerships	Foundational	Short-Term	Housing	Diversity; Development
<b>e.</b> Create informational open houses for contractors and builders, with support from partners like the Virginia Department of Housing & Community Development and Coastal Virginia Building Industry Association.	Administrative; External Partnerships	Foundational	Short-Term	Housing	City Planning; Communications; Development; Neighborhoods



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>f.</b> Leverage Norfolk’s regional leadership to encourage regional partners to participate in attainable housing efforts, such as Single Room Occupancies (SROs), Permanent Supportive Housing, and Rapid Re-Housing (RRH) programs, including building them in their cities and accepting residents from all cities in the region.	Administrative; External Partnerships	Transformational	Long-Term	Housing	
<b>Action 5:</b> Secure dedicated, ongoing, and flexible funding for housing to meet Norfolk’s funding needs for existing programs and to unlock funding from private and mission-motivated partners for long-term implementation of the Strategic Plan.					
<b>a.</b> Establish a dedicated source of local funding and financing to build capacity to meet housing needs, such as scaling local programs, gap financing, creating new affordable and attainable housing, supporting mixed-income developments, improving current housing stock, acquiring at-risk properties, and supporting rental assistance initiatives and neighborhood improvements.	Administrative	Transformational	Long-Term	Housing	Finance; Budget
<b>b.</b> Establish eligible activities, focusing on assistance that covers gaps and also allows the City/partners to leverage significant state or federal funding.	Administrative; External Partnerships	Substantial	Medium-Term	Housing	
<b>c.</b> Encourage more lending institutions to include FHA loans and other affordable products in their portfolio and market more aggressively.	Administrative; External Partnerships	Foundational	Short-Term	Housing	
<b>d.</b> Encourage lenders to reinvest in areas with majority-minority populations	Administrative; External Partnerships	Foundational	Short-Term	Housing	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 6:</b> Forge partnerships with faith-based institutions, universities, and other community partners to foster an ecosystem that enables enduring affordable housing through partnerships with community land trusts (CLTs), especially in formerly redlined neighborhoods.					
	External Partnerships	Transformational	Long-Term	Housing	Diversity; Neighborhoods
<b>Action 7:</b> Incubate and support community development corporations (CDCs) and Community Housing Development Organizations (CHDOs) to lead neighborhood revitalization efforts and partner with local philanthropies to fund an emerging community-led ecosystem.					
	External Partnerships	Transformational	Long-Term	Housing	Diversity; Neighborhoods; NRHA
<b>Action 8:</b> Implement affordable and long-term homeownership programs tailored for public service professionals such as firefighters, teachers, police officers, nurses, military service members, and city workers, as well as more vulnerable populations (e.g., unhoused, elderly, disabled, income limited, etc.).					
	Administrative	Transformational	Long-Term	Housing	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 2: Increase Housing Production and Adapt Housing Options for a Changing Population</b>					
<b>Action 1:</b> Increase housing production for residents across all income levels using a combination of regulatory and non-regulatory efforts					
<b>a.</b> Continue to implement innovate zoning strategies to encourage and incentivize more flexible housing types, such as those incorporated into the Huntersville Neighborhood Resilience Overlay, the Broad Creek Refresh Overlay and the Norfolk and Western Historic Overlay.	Regulations	Transformational	Ongoing	City Planning	Housing
<b>b.</b> Consider reducing or eliminating minimum lot sizes.	Regulations	Foundational	Short-Term	City Planning	
<b>c.</b> Amend the Zoning Ordinance to permit manufactured housing in more zoning districts, recognizing it as a source of affordable housing, and encourage new manufactured home communities in resilient, amenity-rich, and walkable neighborhoods.	Regulations	Foundational	Short-Term	City Planning	Housing
<b>d.</b> Identify underutilized and vacant parcels that can be transformed into mixed use and mixed income neighborhoods with a range of amenities, diverse housing options, and areas easily accessible by the city's robust transit network, focusing on areas within the Community Mixed-Use, Corridor Mixed-Use, and Regional Activity Center Place Types.	Administrative	Foundational	Short-Term	City Planning	Development; Housing

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 2:</b> Explore options for gentle density where appropriate via accessory dwelling units (ADUs) and Missing Middle Housing.					
<b>a.</b> Modify the Zoning Ordinance to provide more by-right options for ADUs, especially in residential districts where they are only allowed by CUP, and loosen development and performance standards.	Regulations	Foundational	Short-Term	City Planning	Housing
<b>b.</b> Using the guidance from the Future Land Use Plan and Place Types, explore zoning changes to accommodate more Missing Middle Housing (e.g. allow by-right or by CUP in more zoning districts, create a new definition to distinguish from higher density multi-family uses, etc.).	Regulations	Substantial	Medium-Term	City Planning	Housing
<b>c.</b> Implement flexible zoning standards, such as reduced parking requirements, increased size allowances, height restrictions and owner-occupancy requirements, for ADUs and Missing Middle Housing.	Regulations	Substantial	Medium-Term	City Planning	Housing
<b>Action 3:</b> Explore reducing or eliminating minimum off-street parking requirements to devote more development space to housing, promote housing attainability, reduce impervious cover for better stormwater infiltration, and help reduce greenhouse gas emissions.					
	Regulations	Foundational	Short-Term	City Planning	
<b>Action 4:</b> Pursue missing middle housing demonstration projects to test the concepts in the Missing Middle Pattern Book, and prioritize when pursuing grant opportunities.					
	Infrastructure	Substantial	Medium-Term	Housing	City Planning



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 5:</b> Pursue educational efforts, such as an online and printed housing guide, to explain what can already be done in the city (e.g., zoning allowances and housing programs) to support affordable and attainable housing development.					
	Administrative	Foundational	Short-Term	Housing	City Planning; Communications
<b>Action 6:</b> Review the viability of inclusionary housing policies in the City of Norfolk.					
	Administrative; Regulations	Substantial	Medium-Term	Housing	City Planning
<b>Action 7:</b> Encourage and incentivize new housing, including low-income affordable housing, to be located near public transit to promote accessibility and to help reduce greenhouse gas emissions.					
	Administrative; Infrastructure; Regulations	Transformational	Long-Term	Housing	City Planning
<b>Action 8:</b> Utilize zoning and the Future Land Use Plan to support additional housing opportunities on higher ground and areas of low risk.					
	Regulations	Foundational	Short-Term	City Planning	Housing; Resilience
<b>Action 9:</b> Consider integrating universal design principles into new and existing housing to create accessible, adaptable living spaces that accommodate residents of all ages and abilities, enabling them to age in place.					
	Administrative; Regulations	Substantial	Medium-Term	City Planning	Housing

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 10:</b> Continue to support the efforts of the Norfolk Community Services Board to provide services to unhoused populations, including food, clinical and case management, and shelter resources (e.g., The Center).					
	Administrative; External Partnerships	Foundational	Ongoing	CSB	Housing; Human Services
<b>Action 11:</b> Consider policies to enhance services to the unhoused through additional assisted housing units or programs.					
	Regulations	Foundational	Short-Term	CSB	Housing
<b>Action 12:</b> Consider zoning amendments that would support and accommodate more flexible forms of housing, such as coliving, cohousing, and homesharing arrangements, to support multigenerational housing needs and opportunities.					
	Regulations	Foundational	Short-Term	City Planning	Housing

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 3: Grow And Diversify Norfolk's Economy</b>					
<b>Action 1:</b> Conduct a buildable lands analysis to determine Norfolk's physical capacity to meet current and projected future economic needs.					
	Administrative	Foundational	Short-Term	Development	City Planning
<b>Action 2:</b> Develop a list of land ready to be developed and appropriate options for development or redevelopment that are suitable for new industrial and manufacturing sectors, as well as access, trends, etc. needed for them to be successful.					
	Administrative	Foundational	Short-Term	Development	City Planning
<b>Action 3:</b> Evaluate how existing economic development tools (e.g., Opportunity Zones, Enterprise Zones, Tourism Zones, Technology Zones, etc.) align with the Future Land Use Plan and adjust those tools and/or create new ones to drive economic development.					
	Administrative; Regulations	Foundational	Short-Term	City Planning	Development
<b>Action 4:</b> Continue efforts to analyze Norfolk's existing economy; its strengths, weaknesses, opportunities, and threats; and how the city can capitalize on its assets to proactively create a more diverse, resilient economy, to better withstand and adapt to future shocks.					
	Administrative	Foundational	Ongoing	Development	Diversity; Resilience
<b>Action 5:</b> Develop and maintain robust relationships with companies in the City's current targeted business sectors, as well as new sectors identified by the Department of Economic Development.					
<b>a.</b> Evaluate offering new tax incentives or property tax deductions or exemptions for businesses that choose to invest in Norfolk (e.g., businesses that partner with defense institutions via a local defense production zone).	Administrative	Foundational	Short-Term	Development	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 6:</b> Facilitate the attraction and growth of new target industries, as identified by the Department of Economic Development and aligned with regional and state economic development targets, particularly those that provide living, or family-supported wages and on-the-job training.					
<b>a.</b> Pursue land use regulations that support businesses/industry expansion or relocation, especially within the Norfolk Innovation Corridor and Downtown Norfolk, as well as areas within the Innovation and Production, Regional Activity Center, and Corridor Mixed-Use Place Types, in tandem with the provisions and targets of existing location-based incentive programs (e.g., Technology Zones, Opportunity Zones, Enterprise Zones, etc.).	Regulations	Foundational	Short-Term	City Planning	Development
<b>b.</b> Dedicate resources to guide and provide support to new industries on relocation application processes, available development areas that are suitable for the intended use and creating synergies with already existing industry leaders.	Administrative	Foundational	Short-Term	Development	City Planning
<b>Action 7:</b> Empower and grow capacity and resources of the Economic Development Department to lead special projects that will impact the economic vitality of the city.					
	Administrative	Foundational	Ongoing	Development	
<b>Action 8:</b> Participate in and support efforts by regional entities, such as the Hampton Roads Alliance, to share information, challenges, and opportunities, and create regional strategies for the creation and retention of jobs and businesses.					
	External Partnerships	Foundational	Ongoing	Development	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 9:</b> Position Norfolk as a one-stop hub for defense and maritime industries by building a business ecosystem that attracts companies in related sectors such as shipbuilding, cybersecurity, and defense technology.					
<b>a.</b> Engage defense and associated industry clusters to understand future projections and develop sub-sectors or emerging business types that could be compatible with Norfolk's economic landscape.	External Partnerships	Foundational	Short-Term	Development	Military
<b>b.</b> Seek opportunities to concentrate or co-locate innovation and defense-focused businesses, attracting companies seeking proximity to defense assets for collaboration on technology and defense projects.	Administrative; External Partnerships	Substantial	Medium-Term	Development	Military
<b>Action 10:</b> Align City of Norfolk infrastructure investments with Port Authority and other stakeholder plans to promote clean and green redevelopment and resilience investments on working waterfronts.					
	Infrastructure	Transformational	Long-Term	Development	City Planning; Resilience
<b>Action 11:</b> Create an inventory of “opportunity sites” that includes vacant, underutilized, and environmentally sensitive properties (e.g., brownfields) and support the redevelopment of these sites to enhance the quality-of-life of the surrounding community, with an emphasis on areas that have experienced historical redlining.					
	Administrative	Foundational	Short-Term	City Planning	Development; Housing; Neighborhoods; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 12:</b> Support grassroots and external efforts to build district identities around local industries and explore financial incentives to attract, retain, and expand these industries.					
	Administrative; External Partnerships	Foundational	Ongoing	Development	City Planning
<b>Action 13:</b> Find ways to identify, promote, and support spaces for incubator opportunities, start-ups, and non-brick and mortar food and commerce industries conducive for small businesses to start and grow.					
	Administrative; External Partnerships	Foundational	Ongoing	Development	City Planning; Diversity
<b>Action 14:</b> Evaluate regulatory and use barriers for home-based businesses and consider changes to allow for more flexibility and allowances, especially for creative production or artisanal production uses.					
	Regulations	Foundational	Short-Term	City Planning	Development; Diversity
<b>Action 15:</b> Actively engage and support businesses, especially small, women-owned, and minority businesses and through advocacy groups, by providing technical assistance and informing them of resources available from the City and other partners for starting, marketing, and growing businesses, using innovative advertisement and outreach. Support and maintain existing programs and staffing resources (e.g., Business Navigator/concierge program and Biz Café and seminar programs).					
	Administrative; External Partnerships	Foundational	Ongoing	Development	Communications; Diversity
<b>Action 16:</b> Support Business Retention and Expansion (BRE) programs that assist existing, growing companies (especially those in traded sectors) to drive new capital investment into Norfolk.					
	Administrative; External Partnerships	Foundational	Ongoing	Development	Communications; Diversity



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 17:</b> Focus existing workforce development resources on underserved and high-unemployment communities, using the Norfolk Works program as a model.					
	Administrative; External Partnerships	Substantial	Medium-Term	Development	Diversity; Neighborhoods
<b>Action 18:</b> Develop a suite of services to support and upscale “disruptor” business models as a means of expanding opportunities for entrepreneurs and business owners, in partnership with outside agencies such as the NSU Innovation Center, ODU, and 757 Collab.					
	Administrative; External Partnerships	Foundational	Short-Term	Development	Diversity
<b>Action 19:</b> Explore the creation of a Legacy Business Register, which would honor local businesses that have been operating in Norfolk for 50 years or more and explore local mechanisms or programs for financial and/or infrastructure assistance for businesses on the register.					
	Administrative; External Partnerships	Substantial	Medium-Term	Development	City Planning; Finance
<b>Action 20:</b> Continue to implement equitable economic development strategies to expand inclusivity and opportunity throughout the City’s procurement and contract processes.					
	Administrative	Foundational	Ongoing	Development	Diversity
<b>Action 21:</b> Support efforts to provide affordable childcare in the city, to help foster diverse and equitable participation in the local economy.					
	Administrative; External Partnerships	Foundational	Ongoing	Human Services	Development; Diversity

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 4: Support Local Workforce Development and Build Strategic Pipelines</b>					
<b>Action 1:</b> Develop a “cradle-to-career” model for Norfolk to support the development of lifelong learning and continued educational opportunities leading to in-demand careers.					
	Administrative; External Partnerships	Substantial	Medium-Term	Human Services	Communications; Development; Diversity; Libraries; Parks and Recreation; Schools
<b>Action 2:</b> Work with Norfolk State University, Old Dominion University, and Tidewater Community College, vocational schools, and similar educational institutions to provide job training, job access, and research programs that meet the qualifications to enter the workforce in growing industries within the city.					
	Administrative; External Partnerships	Transformational	Long-Term	Development	Diversity
<b>Action 3:</b> Foster workforce development initiatives with local employers to better connect current and prospective Norfolk residents with well-paying jobs within the city.					

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>a.</b> Invest in expanding and establishing new retraining programs that focus on workforce development for the high-paying industries and fastest growing sectors within the city, in collaboration with educational, vocational, and industry partners.	Administrative; External Partnerships	Substantial	Medium-Term	Development	
<b>b.</b> Support and promote efforts by non-profits, NGOs, and other agencies to develop and implement workforce development programs for special needs populations and partner with these organizations to review the City's hiring policies related to these populations.	Administrative; External Partnerships	Substantial	Medium-Term	Development	Diversity; Human Services; Neighborhoods
<b>Action 4:</b> Explore opprotunities to incentivize local hiring for small- and medium-sized businesses, with special focus on residents living in underrepresented areas of the city.					
	Administrative; External Partnerships	Substantial	Ongoing	Development	Diversity
<b>Action 5:</b> Promote and support NRHA's youth and business enterprise programs to advance economic development for low-income communities.					
	Administrative; External Partnerships	Foundational	Ongoing	NRHA	Development; Diversity

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 6:</b> Work with Norfolk Public Schools to build awareness and interest for youth in growing and targeted industries in Norfolk. Use this partnership to train and provide fundamental skills and training efforts in the classroom (e.g., City staff seminars, discussions, or presentations to students).					
	Administrative; External Partnerships	Foundational	Ongoing	Schools	Development; Diversity
<b>Action 7:</b> Support the development and expansion of anchor institutions in the city, balancing growth with land availability and conservation, and work collaboratively with these institutions to ensure that their master plans are presented to the Planning Commission for review and information.					
	Administrative; External Partnerships	Foundational	Ongoing	Development	City Planning
<b>Action 8:</b> Explore “satellite” locations for anchor educational partners co-located for workforce training opportunities, in partnership with existing City programs such as Norfolk Works.					
	Administrative; External Partnerships	Substantial	Medium-Term	Development	City Planning
<b>Action 9:</b> Seek to identify service members who are separating from the defense industry and who may be candidates for employment with local businesses; encourage them, their spouses and dependents to remain in Norfolk after their service commitment terminates.					
	Administrative; External Partnerships	Substantial	Medium-Term	Development	Military
<b>Action 10:</b> Build relationships with employers, identify real-time and projected workforce needs, and connect businesses with Norfolk's education and training partners.					
	Administrative; External Partnerships	Foundational	Ongoing	Development	



# Embracing Nature

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 1: Preserve and Enhance Natural Systems</b>					
<b>Action 1:</b> Continue to protect and preserve water quality by implementing Chesapeake Bay Preservation Area (CBPA) regulations as outlined in the Code of Virginia, including maintaining existing zoning regulations and protections, and incorporating any new requirements or guidance from the Virginia Department of Environmental Quality.					
	Administrative; External Partnerships; Regulations	Foundational	Ongoing	City Planning	
<b>Action 2:</b> Continue to protect, enhance, restore, and maintain the viability of critical wetlands and fisheries, including the protection of waterfowl and wildlife habitats.					
	Administrative; Infrastructure; Regulations	Foundational	Ongoing	City Planning	Public Works; Resilience
<b>Action 3:</b> Reaffirm and support the policies contained in the City of Norfolk Chesapeake Bay Preservation Area Program Supplement.					
	Administrative; External Partnerships; Regulations	Foundational	Ongoing	City Planning	Public Works; Resilience
<b>Action 4:</b> Improve water quality through the reduction of existing pollution sources and the redevelopment of Intensely Developed Areas (IDAs) and other areas targeted for redevelopment.					
a. Catalog existing and potential water pollution sources, including nonpoint source pollution.	Administrative; External Partnerships	Foundational	Short-term	City Planning	Public Works; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
b. Encourage voluntary adoption of pollution prevention practices.	Administrative; External Partnerships	Foundational	Ongoing	Public Works	City Planning; Communications; Resilience
<b>Action 5:</b> Protect the potable water supply and groundwater from existing and potential sources of pollution.					
	Administrative; Infrastructure; Regulations	Foundational	Ongoing	Utilities	City Planning; Public Works
<b>Action 6:</b> Explore non-regulatory approaches for protection of the Resource Protection Area (RPA) buffer area, including expanded public education efforts and the use of conservation easements.					
	Administrative; External Partnerships	Substantial	Ongoing	Public Works	City Planning; Communications; Resilience
<b>Action 7:</b> Identify specific water quality improvement projects when neighborhood and commercial plans are prepared throughout the city to comply with the Federal Clean Water Act regulations for storm water discharges.					
	Administrative; External Partnerships	Substantial	Ongoing	Public Works	City Planning; Resilience
<b>Action 8:</b> Implement the Sand Management Plan (SMP) Guidance Document 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.					
	Infrastructure	Transformational	Long-Term	Public Works	City Planning; Resilience



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 9:</b> Continue to work with colleges and universities, such as Old Dominion University (ODU) and Norfolk State University (NSU), research institutions, such as the Virginia Institute of Marine Science (VIMS), and local environmental organizations to improve water quality in Norfolk’s waterways.					
	Administrative; External Partnerships	Foundational	Ongoing	Public Works	City Planning; Resilience
<b>Action 10:</b> Coordinate with the VIMS and local colleges and universities when conducting any studies involving marine sciences, industries and resources, problems pertaining to the maritime economy, marine pollution, the Chesapeake Bay and its tributaries, tidal waters, tidal shoreline erosion, and utilize the VIMS’ comprehensive guidance to foster the sustainability of shoreline resources.					
	Administrative; External Partnerships	Foundational	Ongoing	Resilience	City Planning; Public Works
<b>Action 11:</b> Consider further revisions to the Resilience Quotient to support conservation of water resources, protection of water quality and management of stormwater.					
	Regulations	Foundational	Short-Term	City Planning	Resilience
<b>Action 12:</b> Continue to implement wetland design changes that allow for the landward migration of wetlands for resilience to sea level rise.					
	Infrastructure	Transformational	Long-Term	Resilience	City Planning
<b>Action 13:</b> Pursue opportunities to daylight (re-surface) creeks that have been buried to expand channel capacity and provide natural amenities for communities.					
	Infrastructure	Transformational	Long-Term	Resilience	City Planning

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 14:</b> Encourage the use of native species, for sustainability and drought resistance purposes, on public and private lands wherever possible and develop programs to control invasive species.					
	Administrative; External Partnerships	Foundational	Ongoing	Resilience	City Planning; Parks and Recreation
<b>Action 15:</b> Develop an “existing biophilic conditions assessment” to understand the abundance and distribution of nature within the city, as well as gaps in infrastructure, and include an assessment of current community habitat projects and areas that need projects (e.g., via mapping).					
	Administrative	Foundational	Short-Term	City Planning	Parks and Recreation; Resilience
<b>Action 16:</b> Promote soil management best practices that enhance stormwater infiltration capacity.					
	Administrative; External Partnerships	Foundational	Ongoing	Public Works	Resilience
<b>Action 17:</b> Promote the reuse of water through strategies such as rain barrels, rain gardens, and grey water recycling.					
	Administrative; External Partnerships	Foundational	Ongoing	Resilience	Public Works
<b>Action 18:</b> Enhance existing forested areas through removal of invasive species and aggressive vines, allowing for improved viewsheds, walking trails, and native habitats.					
	Administrative; External Partnerships	Foundational	Ongoing	Parks and Recreation	Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 19:</b> Protect intact habitat patches in the city and connect or reconnect them with green pathways to support people, plants, and animals.					
	Infrastructure	Substantial	Medium-Term	Parks and Recreation	City Planning; Resilience; Transportation
<b>Action 20:</b> Identify major points of habitat fragmentation and opportunities for bridging fragmentation.					
	Administrative	Foundational	Short-Term	City Planning	Parks and Recreation; Resilience
<b>Action 21:</b> Consider developing bird-safe design standards or guidance that show how new and existing buildings can utilize tools like fritted glass and bird-safe window treatments.					
	Administrative	Foundational	Short-Term	City Planning	Parks and Recreation
<b>Action 22:</b> Update the Resilience Quotient to incorporate bird-safe building treatments.					
	Regulations	Foundational	Short-Term	City Planning	
<b>Action 23:</b> Consider creating a plan to manage and coexist with urban wildlife, to educate residents and businesses on the balance between animal control and coexistence.					
	Administrative	Foundational	Short-Term	Parks and Recreation	Communications; Neighborhoods; Public Health

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 24:</b> Support incentive programs that encourage the recycling and reduction of plastics and support legislation at the Virginia General Assembly allowing local governments to regulate the distribution, sale, or offer of disposable plastic bags and other single-use products (e.g., bottles, straws, and food or beverage containers).					
	Administrative; External Partnerships	Substantial	Ongoing	Public Works	IGR
<b>Action 25:</b> Support regional efforts to reduce greenhouse gas emissions and meet emission reduction targets.					
	Administrative; External Partnerships	Transformational	Ongoing	IGR	Development; Public Works; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 2: Build and Maintain a Network of Green and Blue Infrastructure</b>					
<b>Action 1:</b> Increase the quantity, density, and diversity of trees to achieve and maintain a goal of 30% tree canopy cover.					
<b>a.</b> Continue and expand existing street tree planting efforts (e.g., tree adoptions and right-of-way plantings), especially in neighborhoods where canopy is less than 30 percent.	Administrative; External Partnerships; Infrastructure	Foundational	Ongoing	Parks and Recreation	City Planning; Resilience
<b>b.</b> Pursue amendments to the Zoning Ordinance that enhance tree protection, conservation, planting, and replacement requirements to help meet stormwater requirements and pollution reduction targets.	Regulations	Foundational	Ongoing	City Planning	
<b>c.</b> Develop an Urban Forest Management Plan (UFMP) for the city.	Administrative	Substantial	Short-Term	Parks and Recreation	
<b>Action 2:</b> Support continued public access along shorelines and waterfronts.					
<b>a.</b> Review coastline/riverline projects for the appropriateness of adding shoreline/waterfront access in the form of promenades, piers, parks, or other public spaces.	Administrative; External Partnerships; Regulations	Transformational	Long-Term	Development	Housing; Parks and Recreation
<b>b.</b> Ensure fully accessible multiuse pathways along waterfronts to connect neighborhoods and offer bike, pedestrian, and wheelchair access.	Administrative; Regulations	Transformational	Long-Term	Parks and Recreation	City Planning; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 3:</b> Create a citywide waterfront access and enhancement plan to improve and maintain public access to city waterways using marinas, boat ramps, public beaches, parks, and natural areas while minimizing impacts to water quality.					
<b>a.</b> Identify and promote existing water access points, particularly those with parking, along the Southern Coast Paddling Trail or along the Elizabeth River Trail.	Administrative; External Partnerships	Foundational	Short-Term	Parks and Recreation	Communications; City Planning; Transportation
<b>b.</b> Add new water access points where needed, with priority given to existing parks without meaningful physical access.	Infrastructure	Substantial	Medium-Term	Parks and Recreation	Public Works; Transportation
<b>c.</b> Pursue opportunities to provide new boat ramps for motorized and non-motorized boats, including adequate parking and staging areas.	Infrastructure	Substantial	Medium-Term	Parks and Recreation	City Planning
<b>d.</b> Promote access points and expand fishing-related infrastructure (e.g., piers, signage with fishing regulations, etc.) and education for residents and visitors of all abilities, particularly in underserved neighborhoods.	Administrative; Infrastructure	Substantial	Medium-Term	Parks and Recreation	Communications; Diversity
<b>e.</b> Promote and enhance the legal rights-of-way (ROWS) where public waterfront access already exists while balancing habitat and conservation needs.	Administrative; Infrastructure	Foundational	Short-Term	Parks and Recreation	Public Works
<b>Action 4:</b> Encourage community amenities and interventions at waterfront ROWs, like lighting, benches, trash cans, and access piers/boardwalks.					
	Administrative; Infrastructure	Foundational	Short-Term	Parks and Recreation	Public Works



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 5:</b> Create and distribute accessible, public-facing publications (physical and virtual) for community champions and partner organizations to understand potential improvements and improve their access points as possible/fundable.					
	Administrative; External Partnerships	Foundational	Short-Term	Parks and Recreation	Communications
<b>Action 6:</b> Develop coastal infrastructure as a waterfront amenity, including blue parks, living shorelines, and waterfront trails.					
	Infrastructure	Transformational	Long-Term	Parks and Recreation	City Planning; Public Works; Resilience
<b>Action 7:</b> Pursue opportunities to develop natural blue and green corridors, such as a blue belts network of nature-based infrastructure in areas subject to chronic floods and Ecological Continuity Areas that prioritize native plants, habitat corridors, and wetland restoration, enhancing biodiversity.					
	Infrastructure	Transformational	Long-Term	Resilience	City Planning; Parks and Recreation; Public Works
<b>Action 8:</b> Explore locating new “spongy” parks and public spaces in areas prone to stormwater flooding so recreation spaces can provide additional storage for runoff, mitigating flooding during extreme rainfalls.					
	Infrastructure	Transformational	Long-Term	Resilience	City Planning; Parks and Recreation; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 9:</b> Explore updating the Resilience Quotient program to enhance natural systems and native vegetation, including green roofs and urban farming.					
	Regulations	Foundational	Short-Term	City Planning	Resilience
<b>Action 10:</b> Consider creating a pattern book/toolkit for developers and citizens to implement green infrastructure effectively and with appropriate context to the ecosystems and communities they inhabit, focusing on living shorelines and other resilience measures along waterfronts.					
	Administrative; External Partnerships; Regulations	Foundational	Short-Term	Resilience	City Planning; Public Works
<b>Action 11:</b> Develop an inventory of existing oyster resources and potential reef restoration sites in all tidal waterbodies, similar to ongoing work in the Lafayette River, and add areas for oyster habitat creation to shoreline restoration projects where possible.					
	Administrative; External Partnerships; Infrastructure	Substantial	Medium-Term	Resilience	City Planning; Public Works
<b>Action 12:</b> Utilize natural and biophilic design principles into street design wherever possible and integrate these principles into all subsequent updates to city and street design guides/manuals.					
	Administrative; Infrastructure	Substantial	Ongoing	Transportation	Public Works
<b>Action 13:</b> Expand the “Park Ranger” program with Parks & Recreation to include waterfront guides that help connect Norfolk residents to public access points, incorporating education, safety, and water-based events in recreation.					
	Administrative; External Partnerships	Foundational	Short-Term	Parks and Recreation	Communications

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 14:</b> Consider creating or supporting neighborhood-led “regattas” for fun boating competitions.					
	Administrative; External Partnerships	Foundational	Ongoing	Parks and Recreation	
<b>Action 15:</b> Create a widespread all-ages culture of stewardship and conservation of our water resources and recreation.					
	Administrative; External Partnerships	Foundational	Ongoing	Parks and Recreation	Communications
<b>Action 16:</b> Pursue opportunities to provide access and views of the water by creating new pocket parks, green spaces, or vistas, especially for those areas which will lose open spaces due to future sea level rise.					
	Infrastructure	Transformational	Long-Term	Parks and Recreation	City Planning; Resilience
<b>Action 17:</b> Continue to install and extend natural areas along the waterfront using shoreline restoration projects, such as living shorelines, and consider incentives that could encourage their use.					
	Infrastructure	Transformational	Ongoing	Resilience	Public Works
<b>Action 18:</b> Increase cultural cohesion through a public outreach program to share the environmental benefits of green infrastructure, best management practices for its maintenance, and learn from the residents how to improve the program.					
	Administrative; External Partnerships	Foundational	Short-Term	Resilience	Communications; Parks and Recreation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 19:</b> Explore sustainable funding mechanisms for water access and shoreline stabilization infrastructure, including construction and long-term maintenance.					
	Administrative; Infrastructure	Transformational	Long-Term	Resilience	Parks and Recreation; Public Works
<b>Action 20:</b> Promote the use of alternative energy through supportive code changes to permit and incentivize the use of new technologies, such as solar and wind power, while ensuring such technologies are compatible in established residential areas.					
	Administrative; Regulations	Substantial	Medium-Term	City Planning	General Services; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 3: Protect and Adapt Communities from Flooding and Other Risks</b>					
<b>Action 1:</b> Coordinate citywide emergency planning with regional, state, and federal agencies, in alignment with the Emergency Operations Plan and the Hampton Roads Hazard Mitigation Plan.					
<b>a.</b> Evaluate after-action reports to gauge response times and isolate areas for improvement following emergencies.	Administrative	Foundational	Ongoing	Emergency Management	Resilience
<b>b.</b> Enhance the City's ability to provide residents with timely information and mitigative actions, both prior to and during emergent events.	Administrative; External Partnerships	Foundational	Ongoing	Emergency Management	Communications
<b>c.</b> Support the Department of Emergency Management's efforts to implement its Short-Term/Intermediate Recovery Plan and Long-Term Pre-Disaster Recovery Framework, which provide an organizational framework and proactive guide by which the city and its partners can begin an effective recovery to any incident or catastrophic disaster in Norfolk.	Administrative; External Partnerships	Foundational	Ongoing	Emergency Management	Resilience
<b>Action 2:</b> Support the implementation of the Resilient Norfolk Coastal Storm Risk Management (CSRM) Project, which will reduce the city's risk from coastal flooding and damage from nor'easters, hurricanes, and other significant storm events.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Resilience	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 3:</b> Complete and implement strategies to manage urban water within the city, within the floodplain, and at the city edge through efforts such as the Stormwater Design and Construction Manual, Floodplain Management Plan, and the Coastal Storm Risk Management (CSRM) project.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Public Works	City Planning; Resilience
<b>Action 4:</b> Explore a range of options to address properties that are subject to recurrent flood events or future sea level rise.					
<b>a.</b> Programs may include a Transfer of Development Rights program, funds for voluntary buyouts, and elevating homes out of the floodplain, directing growth toward locations with reduced flood risk.	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Resilience	City Planning
<b>b.</b> Longer term strategies to explore include reinvesting revenue from new developments into climate initiatives, sustainable development, and transit.	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Resilience	City Planning; Development; Housing; Public Works; Transportation
<b>Action 5:</b> Continue to implement programs that maintain and further improve the City's rating in the National Flood Insurance Program's Community Rating System.					
	Administrative	Foundational	Ongoing	City Planning	



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 6:</b> Continue improvements to the stormwater management system and provide regular maintenance of features; continue inspecting structures to ensure compliance with state permit requirements.					
<b>a.</b> Prioritize public spaces and large facilities for improved stormwater management, effectively reducing runoff.	Infrastructure	Substantial	Medium-Term	Public Works	Parks and Recreation; Resilience
<b>b.</b> Explore Stormwater Management Fee reduction credits for new developments that implement groundwater recharge at the individual site scale.	Administrative	Substantial	Medium-Term	Public Works	
<b>Action 7:</b> Protect the city's existing public potable water supply infrastructure by assessing and planning for groundwater impacts and risks, such as saltwater intrusion.					
	Administrative; Infrastructure	Transformational	Long-Term	Utilities	
<b>Action 8:</b> Incentivize development by reducing Resilience Quotient (RQ) requirements in low-risk areas.					
	Regulations	Foundational	Short-Term	City Planning	
<b>Action 9:</b> Explore funding mechanisms to implement neighborhood protection and flood improvements (e.g., dune management, beach replenishment/renourishment, channel dredging, benefit water quantity banking/market-based incentives, etc.).					
	Administrative; Infrastructure	Transformational	Long-Term	Public Works	City Planning; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 4: Integrate Resilience and Sustainability in Capital and Infrastructure Planning</b>					
<b>Action 1:</b> Strengthen infrastructure and apply best practices for long-term sustainability, diversity of energy, and redundance.					
<b>a.</b> Reduce energy consumption through the application and promotion of energy efficient design features and technologies.	Infrastructure	Transformational	Long-Term	General Services	Public Works
<b>b.</b> Encourage new infrastructure to be built to minimum requirements to ensure that it will meet the needs of communities during their entire lifespan, considering future climate conditions.	Administrative; Infrastructure	Transformational	Long-Term	General Services	Public Works
<b>c.</b> Continue to prioritize maintenance and upgrade needs of existing critical infrastructure and public utilities.	Infrastructure	Foundational	Ongoing	Public Works; Utilities	
<b>d.</b> Explore the incorporation of green and blue roofs and walls into public buildings wherever possible.	Infrastructure	Transformational	Long-Term	General Services	Schools
<b>e.</b> Encourage the use of solar on municipal and school facilities.	Infrastructure	Transformational	Long-Term	General Services	Schools

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 2:</b> Support the City’s Commercial Property Assessed Clean Energy (C-PACE) program, which enables owners of multifamily, commercial, and industrial properties to obtain low-cost, long-term financing for energy efficiency, renewable energy, water efficiency improvements, resiliency, and stormwater management projects.					
	Administrative; External Partnerships	Transformational	Ongoing	General Services	Public Works; Resilience
<b>Action 3:</b> Continue efforts to expand clean energy options and upgrades in city-owned buildings and facilities (e.g., Better Buildings Challenge), such as replacing city equipment with energy efficient upgrades when equipment is refreshed (LED lights, HVAC, etc.).					
	Infrastructure	Transformational	Long-Term	General Services	Resilience
<b>Action 4:</b> Advocate for policy changes in the building code that promote diversity of energy and redundancy of options.					
	Regulations	Transformational	Long-Term	IGR	General Services; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 5: Support a Comprehensive and Coordinated Approach to Building Resilience</b>					
<b>Action 1:</b> Continue to participate in the development and implementation of the Hampton Roads Hazard Mitigation Plan to address potential hazards on a regional basis as well as floodplain management planning at the local and regional levels.					
	Administrative; External Partnerships	Foundational	Ongoing	Emergency Management	City Planning; Resilience
<b>Action 2:</b> Continue to assess community needs for flood-related information and develop resources that convey information to residents, businesses, students, commuters, and other audiences in and around Norfolk (e.g., Norfolk’s Program for Public Information (PPI) & Flood Insurance Coverage Improvement Plan (CP)).					
	Administrative; External Partnerships	Foundational	Ongoing	City Planning	Communications; Resilience
<b>Action 3:</b> Evaluate whether existing public facilities, as well as clustered private businesses and facilities, can serve as “Resilience Hubs.”					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Resilience	City Planning; Development; General Services; Libraries; Neighborhoods; Parks and Recreation; Schools

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 4:</b> Consider designating “Resilience Districts” that can be eligible for targeted infrastructure and resilience projects to consolidate existing efforts.					
	Administrative; External Partnerships; Infrastructure: Regulations	Transformational	Long-Term	City Planning	Development; Resilience
<b>Action 5:</b> Provide citizens with pathways to adapt to changing risks at the parcel level (e.g., Retain Your Rain, Celebrate Trees, SolSmart, etc.).					
	Administrative; External Partnerships	Foundational	Ongoing	Resilience	Communications; General Services; Parks and Recreation
<b>Action 6:</b> Create incentives for tree planting by citizens and businesses.					
	Administrative; External Partnerships; Regulations	Foundational	Short-Term	Parks and Recreation	Development
<b>Action 7:</b> Expand existing recognition programs for community tree planting projects to include categories for businesses, religious institutions, schools, and others.					
	Administrative	Foundational	Short-Term	Parks and Recreation	Communications

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 8:</b> Seek new community partners to provide guidance, support, and grant cost-sharing to private property owners in areas of the city not served by current community environmental organizations.					
	External Partnerships	Foundational	Ongoing	Parks and Recreation	Diversity; Neighborhoods; Resilience
<b>Action 9:</b> Partner with local nonprofit groups to encourage residents to plant ‘3Bs’ (birds, bees, butterflies) pathways and add more information to the city website about the importance of habitat.					
	External Partnerships	Foundational	Short-Term	Parks and Recreation	Communications
<b>Action 10:</b> Use schools and parks as demonstration sites for low impact development, including constructed and natural green infrastructure, and continue to engage students as designers.					
	External Partnerships; Infrastructure	Substantial	Medium-Term	Resilience	Parks and Recreation; Schools
<b>Action 11:</b> Encourage building owners to retrofit existing roofs for stormwater treatment.					
	Administrative; External Partnerships	Transformational	Long-Term	Public Works	Communications; Resilience
<b>Action 12:</b> Expand or create volunteer programs to maintain the aesthetics and health of green infrastructure projects.					
	Administrative; External Partnerships	Substantial	Medium-Term	Public Works	Communications; Neighborhoods; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 13:</b> Work with local land trusts, such as the Coastal Virginia Conservancy, to champion the preservation of land for public recreation and education.					
	External Partnerships	Foundational	Ongoing	Parks and Recreation	Neighborhoods; Resilience; Schools
<b>Action 14:</b> Work with varied marine stakeholders (e.g. recreation and industrial users) to help resolve potential conflicts in waterways and along waterfronts.					
a. Consider, implement, and manage No Wake Zones in areas of public or ecological sensitivity.	Administrative; External Partnerships	Substantial	Medium-Term	Parks and Recreation	Development; Resilience
<b>Action 15:</b> Encourage residents and businesses to work with local nonprofit groups to protect or expand wetlands on private property.					
	Administrative; External Partnerships	Foundational	Short-Term	Resilience	City Planning; Neighborhoods
<b>Action 16:</b> Coordinate with Norfolk Public Schools to promote and facilitate opportunities to incorporate nature-based curriculum.					
	External Partnerships	Foundational	Short-Term	Schools	Parks and Recreation; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 17:</b> Explore opportunities for additional collaboration with the HRPDC to address regional energy and sustainability needs, such as the creation of a new committee.					
	External Partnerships	Foundational	Short-Term	Resilience	IGR
<b>Action 18:</b> Incentivize water reuse in private development to reduce the amount of water withdrawn from the Potomac Aquifer and bolster water supply reliability.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Utilities	City Planning; Public Works; Resilience





# Connecting the City

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
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## Goal 1: Enhance Multi-Modal Transportation throughout the City

<b>Action 1:</b> Promote, encourage, and incentivize transit-oriented development (TOD) by coordinating municipal transportation, housing, and the Future Land Use Plan to create a more connected and efficient built environment and reduce greenhouse gas emissions.					
<b>a.</b> Prioritize TOD near public transit stops and stations and within the Community Mixed-Use, Corridor Mixed-Use, and Regional Activity Center place types, as well as Transit Supportive Areas.	Administrative; External Partnerships; Infrastructure; Regulations	Transformational	Ongoing	City Planning	Development; Housing; Transportation
<b>Action 2:</b> Continue local outreach, educational campaigns, partnerships and community efforts with local advocacy organizations, as outlined in Norfolk’s Vision Zero strategy, to raise awareness about the benefits of multi-modal transportation and its role in increasing safety and mobility for all road users.					
<b>a.</b> Continue to promote the federal initiative Safe Routes to School Programs as outlined in the Vision Zero Strategies.	Administrative; External Partnerships	Foundational	Ongoing	Transportation	Schools
<b>b.</b> Offer programs to teach safe cycling practices and maintenance skills and promote cycling events such as bike-to-work days and community rides.	Administrative; External Partnerships	Substantial	Ongoing	Transportation	Parks and Recreation
<b>c.</b> Continue to regularly gather feedback from multimodal users through surveys and events.	Administrative; External Partnerships	Foundational	Ongoing	Transportation	Communications
<b>d.</b> Consider the establishment of a grant program to support community efforts that encourage bicycling as a mode of transportation.	Administrative	Substantial	Medium-Term	Transportation	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
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<b>Action 3:</b> Use interim design strategies to improve roadways and public spaces in the near-term and at a lower cost.					
<b>a.</b> Install short-term test improvements (e.g., parklets, striping to test shorter pedestrian crossings, etc.) to support a “proof of concept” approach to long-term construction projects or ideas and test new designs and amenities.	Infrastructure	Substantial	Short-Term	Transportation	City Planning; Parks and Recreation; Public Works
<b>Action 4:</b> Co-locate mobility options wherever possible, using the Future Land Use Plan for guidance (transit stops/stations, Lime bike/scooter stations) and work to provide seating, signage, and lighting.					
	Infrastructure	Transformational	Ongoing	Transportation	City Planning; HRT; Public Works
<b>Action 5:</b> Explore the creation of car-free zones in busy commercial areas to enhance safety and encourage travel for all non-vehicular users.					
	Administrative; External Partnerships	Transformational	Long-Term	Transportation	City Planning; Development; Public Works
<b>Action 6:</b> Support access to major entry points at key destinations (e.g., Norfolk International Airport, the Port of Virginia, and Downtown Norfolk) by creating clearly marked and inviting entry points, landmarks, and welcome and directional signage to guide people to multi-modal transportation options.					
	Infrastructure	Substantial	Medium-Term	Transportation	Public Works
<b>Action 7:</b> Continue to enhance existing transit stops to support the experience of riding public transit in coordination with Hampton Roads Transit.					
	Infrastructure	Foundational	Ongoing	Transportation	HRT

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 8:</b> Provide free, covered, and secure bicycle parking at key nodes throughout the city.					
	Infrastructure	Substantial	Medium-Term	Transportation	General Services; Public Works
<b>Action 9:</b> Explore the establishment of a curb space management program within the public realm that considers pedestrian and transit mobility, access for people, and access for goods, amenities, and storage.					
	Administrative	Foundational	Short-Term	Transportation	Public Works
<b>Action 10:</b> Continue to support Transportation Demand Management (TDM) efforts that encourage multi-modal transportation use and reduce barriers to mobility and transportation.					
	Administrative	Foundational	Ongoing	HRT	Transportation
<b>Action 11:</b> Identify potential funding sources for improvements and implement the recommendations for current projects and studies of Department of Transportation, based on funding availability.					
	Administrative	Transformational	Ongoing	Transportation	Public Works
<b>Action 12:</b> Improve access to bicycles, helmets, and bike locks, especially for lower-income families through subsidies or repair programs.					
	Administrative; External Partnerships	Substantial	Medium-Term	Transportation	Diversity; Parks and Recreation
<b>Action 13:</b> Work with the Department of Parks and Recreation to create learn-to-ride and safe biking classes.					
	Administrative; External Partnerships	Foundational	Short-Term	Parks and Recreation	Communications; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 2: Improve Safety and Reliability along Corridors</b>					
<b>Action 1:</b> Implement safer crossings at high volume intersections for all modes of transportation.					
	Infrastructure	Substantial	Medium-Term	Transportation	Public Works
<b>Action 2:</b> Continue to champion Vision Zero strategies under the three overarching themes: improve data collection & evaluation, create safe streets for all users, and foster a culture of safety.					
	Administrative; External Partnerships	Transformational	Ongoing	Transportation	Communications
<b>Action 3:</b> Support the implementation of the Department of Transportation’s Safety Action Plan, which aims to reduce roadway fatalities and serious injuries to zero, improve safety for all road users, enhance the safety of vulnerable road users, such as pedestrians, bicyclists, and older adults, and foster a collaborative approach to roadway safety among local governments, transportation agencies, and community stakeholders.					
	Administrative; External Partnerships; Infrastructure	Transformational	Ongoing	Transportation	City Planning; Communications; Public Works
<b>Action 4:</b> Optimize freight movement and minimize impacts on urban mobility.					
<b>a.</b> Develop freight and truck efficiency plans/ programs to improve the efficiency of freight movement, such as off-hour deliveries and dedicated freight lanes.	Administrative; External Partnerships	Transformational	Medium-Term	Transportation	City Planning; Development; Public Works
<b>b.</b> Explore measures to minimize noise from freight and truck traffic.	Administrative; External Partnerships; Infrastructure	Substantial	Medium-Term	Transportation	City Planning; Development; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>c.</b> Designate and improve critical vehicle freight routes. Coordinate with Virginia's statewide transportation plan, VTrans, to address freight system trends and needs.	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	City Planning; Development; Public Works
<b>d.</b> Create a city-oriented Designated Truck Route Map that expands on the Virginia Department of Transportation's regional map and reduces congestion on main corridors.	Administrative; External Partnerships	Foundational	Short-Term	Transportation	City Planning; Development; Public Works
<b>Action 5:</b> Support local, state, and national efforts to reduce the number of and mitigate the impacts of blocked railroad crossings within the city.					
	Administrative; External Partnerships	Transformational	Ongoing	Transportation	City Planning; Development; Public Works
<b>Action 6:</b> Develop zoning standards that protect land uses in proximity to rail facilities, including setbacks between buildings and the rail right-of-way, safety barriers, fencing, and noise mitigation.					
	Regulations	Foundational	Short-Term	City Planning	
<b>Action 7:</b> Continue the implementation of the Street Light Replacement Program and determine the best method to mitigate brightness and light intrusion.					
	Administrative; Infrastructure	Foundational	Ongoing	Transportation	

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 8:</b> Explore urban design strategies, such as street design changes, public art, inviting lighting, and landscape improvements, to enhance safety and comfort for all modes of transportation; better accommodate truck and bus turn movements along key corridors while continuing to allow safe pedestrian and bicyclist movement, with a particular focus on the pedestrian experience at crossings and beneath overpasses.					
	Infrastructure	Transformational	Long-Term	Transportation	City Planning; Parks and Recreation; Norfolk Arts; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 3: Improve Intracity Travel and Connections</b>					
<b>Action 1:</b> Support efforts to expand high-capacity transit within the city, especially to major nodes like Naval Station Norfolk and the Military Circle area, and use the Future Land Use Plan for additional guidance.					
	Infrastructure	Transformational	Long-Term	Transportation	City Planning; HRT; Public Works
<b>Action 2:</b> Continue to implement the expanded bicycle network in alignment with the City of Norfolk Bicycle and Pedestrian Strategic Plan to enhance connectivity within Norfolk.					
	Infrastructure	Transformational	Long-Term	Transportation	City Planning; Public Works
<b>Action 3:</b> Determine infrastructure needs and improvements, including significant new, expanded, or relocated facilities and roadways, in alignment with the Commonwealth Transportation Board’s Statewide Transportation Plan and Six-Year Improvement Plan and support implementation efforts.					
	Infrastructure	Foundational	Ongoing	Transportation	City Planning; Public Works
<b>Action 4:</b> Support the implementation and advancement of Norfolk’s Committed and Candidate Projects within the Hampton Roads Transportation Planning Organization (HRTPO)’s Long Range Transportation Plan (LRTP).					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	City Planning; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 5:</b> Support ADA accessibility by working to identify and remove obstacles.					
<b>a.</b> Connect with advocacy groups and local residents who identify as part of the disability community to understand existing challenges.	External Partnerships	Transformational	Ongoing	Transportation	City Planning; Communications; Diversity; Neighborhoods; Public Works
<b>Action 6:</b> Align transportation infrastructure and facilities with accessible housing and community services to enhance the integration of older adults and people with disabilities.					
	External Partnerships; Infrastructure	Transformational	Ongoing	Transportation	City Planning; Diversity; Housing; Neighborhoods; Public Works
<b>Action 7:</b> Design streets and associated infrastructure in alignment with the City’s Complete Streets Policy and develop, operate and maintain an integrated, connected network of streets that are safe and accessible for residents of all backgrounds and abilities.					
<b>a.</b> Incorporate Complete Streets principles into all plans, manuals, checklists, decision-trees, rules, regulations, and programs as appropriate.	Administrative	Foundational	Short-Term	Transportation	City Planning; Diversity; Public Works
<b>b.</b> Develop and maintain an inventory of sidewalks, street lanes and widths, bicycle facilities, and crosswalks.	Administrative	Foundational	Short-Term	Transportation	City Planning; Public Works
<b>c.</b> Actively seek funds necessary for improvements in the right-of-way in support of this policy.	Administrative; Infrastructure	Transformational	Ongoing	Transportation	City Planning; Public Works



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>d.</b> Develop a process to involve the private sector in implementing complete streets infrastructure.	Administrative; External Partnerships	Substantial	Medium-Term	Transportation	City Planning; Development; Public Works
<b>e.</b> Survey residents of varying ages and abilities to understand challenges in the current system.	Administrative; External Partnerships	Foundational	Short-Term	Transportation	Communications
<b>Action 8:</b> Improve sidewalk conditions and connections between residential areas and public spaces, major corridors, schools, medical facilities, parks, and transit stops.					
	Infrastructure	Transformational	Long-Term	Public Works	City Planning; Transportation
<b>Action 9:</b> Support the implementation of the Citywide Trails Master Plan to enhance connectivity, walkability, and access across the city.					
	Infrastructure	Transformational	Long-Term	Parks and Recreation	City Planning; Public Works; Transportation
<b>Action 10:</b> Develop greenways and link additional trails and pathways to the Elizabeth River Trail to create a complete system.					
	Infrastructure	Transformational	Long-Term	Parks and Recreation	City Planning; Public Works; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 11:</b> Connect meaningful and accessible destinations, including parks, schools, employers, shopping, hospitals, trails, to cultural and economic hubs, such as the Norfolk International Airport, Port of Virginia, Virginia Zoo, and Botanical Gardens.					
	Infrastructure	Transformational	Long-Term	Transportation	City Planning; Parks and Recreation; Public Works
<b>Action 12:</b> Seek funding to actively reverse historical injustices caused by highway and other infrastructure that divided neighborhoods and reconnect these areas.					
	Administrative; External Partnerships	Transformational	Ongoing	Transportation	City Planning
<b>Action 13:</b> Use micro transit to fill in the gaps in the transit system and ensure access to bike and scooter-sharing options is equitable throughout the city.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	HRT; Public Works
<b>Action 14:</b> Continue to explore the feasibility of reusing former rail lines and former or underutilized rights-of-way for trails and connections.					
	Administrative; External Partnerships; Infrastructure	Transformational	Ongoing	Transportation	City Planning; Parks and Recreation; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 15:</b> Identify and analyze Norfolk’s historic bridge connections and determine whether to restore them in order to support multimodal travel and reconnect neighborhoods.					
	Administrative; Infrastructure	Substantial	Long-Term	Public Works	City Planning; Libraries; Transportation
<b>Action 16:</b> Explore opportunities to integrate emerging transportation technologies to help bridge gaps in the transportation network and improve accessibility.					
	Administrative; Infrastructure	Substantial	Long-Term	Transportation	HRT; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 4: Protect and Enhance Transportation and Utility Infrastructure</b>					
<b>Action 1:</b> Raise and reinforce critical access roads and evacuation routes, as determined by the Department of Transportation, Department of Public Works, Office of Resilience, and Department of Emergency Management.					
	Infrastructure	Transformational	Long-Term	Transportation	Emergency Management; Public Works; Resilience
<b>Action 2:</b> Create a flood street network map highlighting streets that are more resilient and less prone to flooding; identify gaps of access in the map and potential mitigation strategies.					
	Administrative	Foundational	Short-Term	Resilience	Transportation
<b>Action 3:</b> Develop a strategic plan for flood mitigation improvements at key underpasses.					
	Administrative	Foundational	Short-Term	Resilience	City Planning; Public Works; Transportation
<b>Action 4:</b> Use technology and signage to provide residents and drivers with information about alternative modes of transportation during extreme weather events, train-crossing events, bridge lifts, and other frequently recurring incidents; indicate where crossing may not be possible using alternative modes during flood events.					
	Administrative; Infrastructure	Substantial	Medium-Term	Resilience	Public Works; Transportation

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 5:</b> Integrate flooding risks into transportation asset life cycle and/or transportation project planning processes.					
	Administrative	Substantial	Ongoing	Transportation	Public Works; Resilience
<b>Action 6:</b> Continue to provide quality public utility services that meet current and future needs of residents and businesses.					
<b>a.</b> Continue the implementation of the long-term infrastructure improvement plan to ensure regular maintenance and improvement of utilities.	Administrative; Infrastructure	Substantial	Ongoing	Utilities	
<b>b.</b> Coordinate with utility partners to maintain infrastructure and evaluate future requirements.	Administrative; External Partnerships; Infrastructure	Substantial	Ongoing	Utilities	
<b>c.</b> Monitor services such as the drinking water system, electricity, natural gas, and communications systems to ensure reliable output that serves the city.	Administrative; Infrastructure	Substantial	Ongoing	Utilities	Resilience
<b>d.</b> Continue support of Hampton Roads Sanitation District improvements to the wastewater collection and treatment system and monitor for safety.	Administrative; External Partnerships; Infrastructure	Substantial	Ongoing	Utilities	
<b>Action 7:</b> Support the implementation of the City's Electric Vehicle Charging Plan.					
<b>a.</b> Use the Highest Scoring Block Groups: Level 2 and DCFC Maps to implement charging infrastructure in areas of highest need.	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	Public Works
<b>b.</b> Electrify the City's fleet of vehicles.	Administrative; Infrastructure	Transformational	Long-Term	Transportation	General Services

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>c.</b> Establish partnerships for EV charging at municipal sites.	Administrative; External Partnerships; Infrastructure	Substantial	Medium-Term	Transportation	General Services; Public Works
<b>d.</b> Promote EV charging at workplaces and multi-family homes.	Administrative; External Partnerships	Foundational	Ongoing	Transportation	City Planning; Communications; Development; Housing
<b>e.</b> Streamline or modify permitting and zoning regulations to encourage and incentivize local investment, continuing to build and expand the city's EV charging network.	Regulations	Foundational	Short-Term	Transportation	City Planning
<b>f.</b> Assess EV charging in high-risk flood areas for reliability and redundancy.	Administrative	Foundational	Short-Term	Transportation	City Planning; Resilience
<b>g.</b> Integrate EV charging with renewable energy and energy storage.	Infrastructure	Substantial	Ongoing	Transportation	
<b>h.</b> Install EV chargers on evacuation routes and integrate EV charging into City emergency communications protocols.	Administrative; Infrastructure	Transformational	Long-Term	Transportation	Communications; Emergency Management; Resilience
<b>i.</b> Establish guidance for ROW charging.	Administrative	Foundational	Short-Term	Transportation	Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 8:</b> Expand broadband access, reliability, and speed to bridge Norfolk’s remaining digital divide in households and community hubs.					
<b>a.</b> Leverage opportunities to connect new infrastructure to the Southside Fiber Ring.	Infrastructure	Transformational	Long-Term	Public Works	Utilities
<b>b.</b> Create and expand strong public hotspots in public facilities, such as parks, schools, and libraries.	External Partnerships; Infrastructure	Substantial	Medium-Term	Public Works	General Services; HRT; IT; Parks and Recreation; Schools; Utilities
<b>c.</b> Increase public awareness of hotspot coverage through PSA campaigns and GIS mapping.	Administrative	Foundational	Short-Term	Public Works	Communications; IT
<b>d.</b> Raise awareness of existing broadband assistance programs and support the expansion of new programs.	Administrative	Foundational	Ongoing	Public Works	Communications; Utilities
<b>e.</b> Create a “dig-once” policy to promote the installation conduit for carrying fiber optic cable whenever trenches are opened, or during road work or capital construction.	Administrative	Substantial	Medium-Term	Public Works	Communications; Utilities
<b>Action 9:</b> Work with broadband providers to ensure that infrastructure will be sufficient to meet future needs of residents and businesses through 2050.					
	External Partnerships	Transformational	Ongoing	Public Works	
<b>Action 10:</b> In areas of low flood risk, identify and implement opportunities to bury overhead infrastructure.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Public Works	City Planning; Resilience

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Goal 5: Enhance Regional, National, and International Connections</b>					
<b>Action 1:</b> Continue to study and advocate for implementation of high-capacity transit expansions connecting Norfolk to the larger region.					
	External Partnerships	Transformational	Ongoing	HRT	City Planning; Development; IGR; Transportation
<b>Action 2:</b> Advocate for the completion of a holistic regional transportation network (sidewalks, bike paths, trails, complete streets, transit stops, etc.) to enhance redundancy and resilience across the region.					
	Administrative; External Partnerships; Infrastructure	Transformational	Ongoing	Transportation	City Planning; Development; HRT; Parks and Recreation; Public Works
<b>Action 3:</b> Support the expansion of passenger rail service and intercity bus service between Norfolk to both in-state and out-of-state locations.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	Development; IGR
<b>Action 4:</b> Support efforts (e.g., HRTPO’s Regional Connectors Study) to study and construct regional infrastructure that connects the Peninsula to the Southside, improving congestion relief, economic vitality, resiliency, accessibility, and quality of life.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	City Planning; IGR; Development



STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 5:</b> Support the Norfolk International Airport’s master planning efforts, while also working to protect the surrounding natural environment and adjacent communities.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	City Planning	Development; Transportation
<b>Action 6:</b> Support the Virginia Port Authority’s master planning efforts for Norfolk International Terminals, while also working to ensure that the overall impacts of port operations on adjacent communities are mitigated.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	City Planning	Development; Transportation
<b>Action 7:</b> Support the implementation and advancement of regional Committed and Candidate Projects that impact Norfolk within the LRTP, the state Six-Year Improvement Program (SYIP), and Regional Priority Projects within the Hampton Roads Transportation Accountability Commission (HRTAC)’s six-year funding program.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	City Planning; HRT; IGR
<b>Action 8:</b> Enhance existing mobility hubs (e.g., Downtown Transit Center) and implement new hubs to improve connectivity, focusing on accessibility and functionality, ensuring that they are designed to accommodate future mobility needs and technologies as they emerge.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	City Planning; HRT; Public Works

STRATEGY	TYPE	SCALE OF IMPACT	TIMEFRAME	LEAD	SUPPORT
<b>Action 9:</b> Advocate for a cohesive wayfinding and signage system across all modes of regional travel (e.g., Amtrak, public transit, and trails).					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	City Planning; HRT; Public Works
<b>Action 10:</b> Continue to support the use of Transportation Demand Management strategies and programs, such as ridesharing, telecommuting, and staggered work hours, to increase the efficiency of existing regional transportation systems.					
	Administrative; External Partnerships; Infrastructure	Substantial	Ongoing	Transportation	HRT
<b>Action 11:</b> Support efforts to study and conceptualize an Unmanned Autonomous Systems (UxS) route/corridor network within Norfolk and the greater region to improve the transport of goods, services, and travelers, utilizing air, ground, and maritime unmanned systems.					
	Administrative; External Partnerships; Infrastructure	Transformational	Long-Term	Transportation	City Planning; HRT
<b>Action 12:</b> Identify and evaluate new funding opportunities and support updates to funding mechanisms that encourage and incentivize regional public transit.					
	Administrative; External Partnerships	Transformational	Long-Term	HRT	IGR; Transportation



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