

# What We Will Achieve

## PLAN PILLARS, GOALS, ACTIONS, AND STRATEGIES

The heart of NFK2050 is in its policies around where and how to grow, and what actions to take to make a more equitable, resilient, and inclusive city.

Each of the four Plan Pillars feature broad, far-reaching Goals aimed to achieve the overall Plan Vision, along with Actions—and in some cases, specific Strategies—for how to get there. These Actions provide a clear direction toward 2050 while allowing flexibility in how the work is carried out, enabling the city to adapt to change and respond to a range of future scenarios.



# Goals, Actions, & Strategies

## How to Use This Section:

NFK2050’s **Goals, Actions,** and **Strategies** are where all the ideas for how to make forward progress in our city are collected. Some Actions continue and strengthen important work already underway, while others introduce new ideas—often supported by multiple Strategies for how to achieve them. Actions are listed by topic area rather than in order of priority.

**This is a GOAL. A Goal is an aspirational statement for what Norfolk will do.**

*Each Pillar has 4 or 5 big, ambitious Goals to accomplish by 2050, in order to help achieve the Plan Vision.*

**This is an ACTION. An Action is an idea for one thing we can do to help accomplish the Goal.**

*Each Goal and Action is numbered for ease of cross-reference with our Implementation matrix (App. III).*

**this icon means “Big idea!”**

**This is a BEST PRACTICE from another city or community, showing one way this idea has been accomplished elsewhere. They are meant to be inspirational and demonstrate a way to make the idea happen.**

**You'll also see some LOCAL SUCCESSES from around Norfolk that we want to celebrate and build on.**

**Each Goal also has some explanation of exactly how and where we see this Goal making the most impact in the city, and how it grew from what we found and what we heard.**

**These are STRATEGIES. Not every Action needs Strategies, but for some Actions, we have identified specific steps that should be taken in order to accomplish the Action.**

**GOAL i:**

**Celebrate and Preserve Neighborhood Identity, Character, and Histories**

Discover and promote the unique stories, histories, culture, and character of Norfolk’s neighborhoods; highlight and promote Norfolk’s **unique sense of place**, community, culture, and identity to benefit existing and future residents, employees, and visitors.

Norfolk is a city of neighborhoods, each with its own unique character, making up a vibrant melting pot of people, cultures, and ideas. With so many things to celebrate, it is paramount that Norfolk continues to market and spotlight these strengths to our own residents, while also attracting new residents and visitors to the city. Storytelling, wayfinding, and social events can all be harnessed to better highlight the variety and complexity of our places and our people, connecting residents to each other and rooting them in their unique places.

Norfolk’s landscapes and buildings have held space for countless lives and stories. Our efforts to preserve, share, and tell our histories can and should continue to evolve, incorporating equity, resilience, and accessibility into our historic preservation practices.

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

**a.** Inventory and document all methods by which neighborhoods are currently highlighted and branded throughout the city.

**b.** Prioritize neighborhoods not traditionally served by preservation or placemaking initiatives to collect and tell new stories.

**c.** 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.

**d.** Incorporate neighborhood-specific wayfinding, branding, and history campaigns by Ward, on a rotational basis.

**e.** 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.

**2. Collect, preserve, and distribute oral histories and incorporate innovative storytelling and emerging technologies in preservation work to broaden audiences.**

**a.** Continue and expand City-sponsored historic survey and designation initiatives by including oral histories, particularly when surveying unknown or underrepresented histories.

**b.** Establish a digital storytelling platform where residents can contribute photos, stories, and historical insights to share with each other.

**c.** Create storytelling events in Norfolk’s neighborhoods to encourage intergenerational sharing and to build cross-cultural empathy.

**d.** Support scholarship and City-sponsored historic surveys of the recent past (e.g., the past 30 years).

**e.** Support programs that include immersive experiences such as reenactments, interactive exhibits, or virtual reality (VR) experiences at historic and maritime sites.

**BEST PRACTICES**

**AUDIBLE’S “STORY BUS”, NEWARK, NJ**

Newark’s StoryBus is a colorful mobile hub for collecting and sharing the stories of the city’s diverse residents, piggybacking on community events and inviting stories, testimonials, and oral histories.

**f.** 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.

**g.** Georeference aerial images, Sanborn maps, and other digitized resources to support innovative programming and research.

**CELEBRATING OUR COMMUNITY | GOAL 1**

**112 | NFK2050 COMPREHENSIVE PLAN**

**? What does all this mean for me as a Norfolk resident?**

**? How do these ideas reference the Future Land Use Plan (Ch. 3)?**

**? Who will be responsible for these ideas, and when will they happen?**

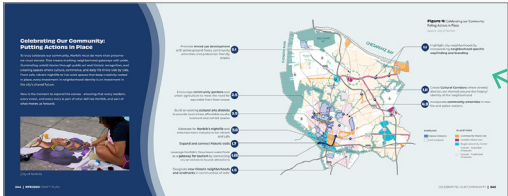
As a Comprehensive Plan, NFK2050 includes specific actions and strategies that need to be in this document for regulatory purposes. Some of them are more internal, for City of Norfolk Departments or partner agencies (see Chapter 5 for more details). **Norfolk residents also gave us feedback and ideas that we have incorporated into the body of this chapter.**

Some of the big ideas throughout the Pillar sections are denoted with a **“Big Idea” icon**, as seen below. Those ideas are also called out at the front of each Pillar in a brief summary of the **ideas that are likely to have the biggest positive impact on Norfolk residents, workers, or stakeholders.**

**!**

*this icon means “Big idea!”*

As you flip through the Plan Pillars, keep in mind that the Future Land Use Plan (Chapter 3) shows where and how we want to grow. Some of the Actions are citywide—e.g., regulatory or programmatic — but many of them are **place-specific**, and refer to areas in the city where they will be **most impactful**. All 4 Pillars end with a summary spread building on the Future Land Use Map and calling out some of the Actions we see as most rooted in specific types of places around the city. These spreads help to **“connect the dots” between what we will do — the Actions and Strategies — and where we will do it - the Future Land Use Map.**



Summary Pillar spreads combine key Actions with the Future Land Use Map

There are many partners who all work collaboratively to make change happen in Norfolk—both within and outside of City Hall. Each of NFK2050’s Actions and Strategies in this chapter will have a single department, agency, or organization responsible for ensuring the work is actually underway or complete by 2050. Some may be relatively quick to complete, and some may take all 25 years (or more), but in every Plan Goal, there is work we can begin right after the plan is adopted.

All of these details are outlined in **Appendix III - Implementation**, where you can find a breakdown of each Action and Strategy including timeframe, lead, partner, scale of impact, and other information about how, when, and who will make the idea happen. These are cross-referenced by Goal and Action number for tracking purposes.

In short, the Goals, Actions, and Strategies (Ch. 4) show **WHAT** we will do; the Future Land Use Plan (Ch. 3) shows **WHERE** we will do it; and the Implementation Matrix (Appendix III) shows **WHO** will lead and **WHEN** it might happen.