Agenda

1. Our Strategy Process & Strategy Tenets
2. Challenges, Goals, Strategies & Actions
3. What’s Next?
4. The Power Behind Our Resilience
5. Why Our Resilience Work Matters
Thank You
100RC
100 World-Class Cities
The Real Force Behind Norfolk's Resilience City Initiative
Our Strategy Process & Tenets
Collaborative Process

• 100 Resilient Cities kickoff workshop, February 2014

• Conducting a baseline economic analysis

• Interviews and surveys

• Convening other cities in the 100RC network

• Collaborating with local leaders to better understand social & economic issues across Norfolk’s diverse neighborhoods
Our Strategy Tenets

1. Celebrating and building on existing work
2. Aspirational
3. Proactive
4. Fair and equitable
5. Community-driven and connected
6. Actionable and practical
7. Informed
8. Long-lasting
Challenges, Goals, Strategies & Actions
Challenges
Sea Level Rise, Poverty, New Economy

Goals
Strategies
Actions
Goal 1:
Design the coastal community of the future.
Goal 1: Design the Coastal Community of the Future

Strategy 1—Collectively Create A Vision for the City’s Future

Actions:

1. Collectively create a vision for the future - Vision 2100
2. Assess, identify and implement innovative water management infrastructure
3. Redesign tools and regulations to achieve our vision
Goal 1: Design the Coastal Community of the Future

Strategy 2 — Assess & Identify Innovative Infrastructure for Water Management

Actions:

1. Innovate to combine hard and natural systems to better control flooding
2. Establish a global practice on water innovation
3. Explore design ideas for the future
4. Partner with the USACE on a comprehensive flood risk study
Goal 1: Design the Coastal Community of the Future

Strategy 3 — Create A Place Where People Want To Live, Work and Play

Actions:
1. Brand the city
2. Focus on retaining talent
3. Enliven commercial corridors with new local businesses
Goal 1: Design the Coastal Community of the Future

Strategy 4 — Redesign Tools and Regulations To Achieve Our Vision for the Future

Actions:
1. Develop the most resilient zoning code in America
2. Partner with academia and diverse cities on the future of land use
3. Use Better Block demonstration to test design ideas
4. Update the Long-Term Recovery Plan
5. Develop a new rapid housing recovery model
Goal 2: Create economic opportunity by advancing efforts to grow existing & new industry sectors.
Goal 2: Create Economic Opportunity

Strategy 1 — Create A Multi-Pronged Economic Development Strategy

Actions:

1. Understand & articulate Norfolk’s unique economic importance
2. Craft an economic development plan for a resilient future
3. Cultivate new capital for job creation
4. Better leverage the export market for local economic growth
Goal 2: Create Economic Opportunity
Strategy 2 — Nurture The City’s Entrepreneurial Ecosystem

Actions:
1. Launch a new Resilience Lab/Accelerator
2. Create and sustain a vibrant business community
Goal 2: Create Economic Opportunity

Strategy 3 — Strengthen the Workforce Development Pipeline

Actions:
1. Create a career pipeline for low-income residents
2. Open the region’s first career pathways school
3. Provide early interventions as part of a robust early childhood education system
Goal 2: Create Economic Opportunity

Strategy 4 — Reinvest & Revitalize Neighborhoods

Actions:

1. Increase homeownership & de-concentrate poverty
2. Implement targeted, placed-based revitalization efforts
3. Grow the capacity of local CDCs to build resilient neighborhoods
4. Launch a new Affordable Housing Trust Fund
5. Help stabilize families to build stronger neighborhoods
Goal 2: Create Economic Opportunity

Strategy 5 — Explore Innovative Financing Methods

Actions:
1. Pioneer the creation of catastrophe bonds
2. Investigate using social impact bonds to finance programs to advance social and economic resilience
3. Create new investment funds for local business
Goal 3:
Advance initiatives to connect communities, de-concentrate poverty, & strengthen neighborhoods.
Goal 3: Advance Initiatives to Connect Communities, De-concentrate Poverty and Strengthen Neighborhoods

Strategy 1 — Improve Citizen Access to Information

Actions:
1. Launch a state-of-the-art Resilience Dashboard
2. Raise awareness of risks and resources to keep persons and property safe during storms
3. Involve citizens in budget development
4. Reduce barriers to banking and financial mainstream
Goal 3: Advance Initiatives to Connect Communities, De-concentrate Poverty and Strengthen Neighborhoods

Strategy 2 — Support Community-Building Efforts Through Technology

Actions:
1. Develop new technology to help residents support those in need
2. Connect the faith community with emergency responders
3. Use technology to support local giving
Goal 3: Advance Initiatives to Connect Communities, De-concentrate Poverty, and Strengthen Neighborhoods

Strategy 3 - Connect The Community Through Conversation

Actions:
1. Collaborate with residents to map neighborhood assets
2. Create new dialogues between the police and the community leaders
3. Outreach through community events
4. Engage diverse voices through Norfolk Senior Pastors’ Roundtable
www.NFKresilientcity.org
What’s Next?
What’s Next?

1. Establish a global practice on water innovation
2. Partner with other 100RC network cities to create innovations in resilience
3. Hold the second Norfolk Resilient City Builder Summit event in July 2016
4. Measure the city’s resilience performance and institutionalize new practices by creating a resilience program performance dashboard
5. Develop an ongoing communications system that will institutionalize resilience planning and implementation for centuries to come
The Power Behind Our Resilience
What’s the real force behind Norfolk’s resilience?
Norfolk's Resilient City Builders
Let’s meet our first wave of Norfolk’s Resilient City Builders
Let’s hear from two of our Resilient City Builders
We want your help to identify more Resilient City Builders
Why Our Resilience Work Matters
Reinforces Our Unique DNA

Norfolk’s Story: Our Brand Message Architecture

We are creating an amazing community where people desire to live, work, and play.

Positioning Statement:
Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

Brand Promise:
Whether you are a resident, worker, or visitor, Norfolk is an amazing place where you feel welcomed, connected, and fulfilled. Here you quickly become part of a dynamic and authentic urban waterfront community.

What makes Norfolk unique?
What three words describe Norfolk when compared to other cities? Diversity, History, and Water. This Wordle chart shows the words mentioned most often by residents, workers, and visitors in a recent survey. The larger the word, the more times it was mentioned.

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

- We are actively creating an amazing place . . .
- We are a city of doers and makers . . .
- The most dynamic and authentic urban waterfront community in America.
Helps Shape Our Future
Puts Norfolk On A National Stage

“Norfolk’s resilience planning has also put the city at the cutting edge of urban innovation nationwide—which is especially important as Norfolk plays such a major role in the nation’s economy and national security.”

Michael Berkowitz
President
100 Resilient Cities
Allows Us To Contribute To World-Wide Wide Resilience
“Norfolk’s resilience work is having an impact far beyond America, too. Norfolk was one of the first members of 100 Resilient Cities (100RC), and has been helping us build a global practice ever since.”

Michael Berkowitz
President
100 Resilient Cities
Thank You!