

Executive Summary

What is Multimodal Norfolk?

Multimodal Norfolk is the City of Norfolk's first multimodal transportation master plan. It's a plan to improve the City's transportation system for everyone, particularly for walking, bicycling, scooter riding, and transit – modes that have been historically underrepresented in prior planning efforts.

Norfolk envisions a city where walking, riding a bicycle or scooter, and taking transit are safe and easy.

For decades, Norfolk's streets have been designed to move as many automobiles as quickly as possible. Decisions about how to improve transportation in Norfolk have typically considered the efficient movement of vehicles as the highest priority.

Multimodal Norfolk focuses primarily on pedestrians (including those who use mobility devices), bicyclists, scooter riders, and transit passengers. These modes have been historically underrepresented in past transportation planning and decision-making processes, and their users are most likely to be injured or killed in a crash. In 2019, the Norfolk City Council adopted a Vision Zero policy with a goal to eliminate all traffic-related fatalities, with a special emphasis on the most vulnerable road users – pedestrians and bicyclists.

The future of transportation in Norfolk has safe and affordable choices for everyone to meet their daily needs for mental, physical, and financial health and well-being without having to step into their own car.

Multimodal Norfolk represents a shift in priorities

Instead of focusing primarily on moving as many cars as fast as possible, our transportation system should first make sure everyone gets where they're going safely. Our transportation decisions should put our most vulnerable users – pedestrians and bike/scooter users – first. Our transportation system should provide choices and opportunities for everyone, especially those in our disadvantaged communities and communities of color.



The future of transportation in Norfolk has safe and affordable choices for everyone to get around without having to step into their own car.



Multimodal Norfolk is about providing safe options for riding a bicycle or scooter, walking, or taking transit, regardless of age or ability.

Multimodal Norfolk represents a clear direction for the future.

This new plan is built on a substantial platform of public and community input that built a new vision and values for transportation. It contains policies for making decisions in line with that vision and values. It provides maps that show future connected networks for all modes to guide future decisions about transportation investments and to guide coordinated planning with land use changes and policy decisions.

Multimodal Norfolk defines a new process for designing transportation improvements.

It provides detailed frameworks, standards and criteria for designing and evaluating projects to further Norfolk's goals and values.

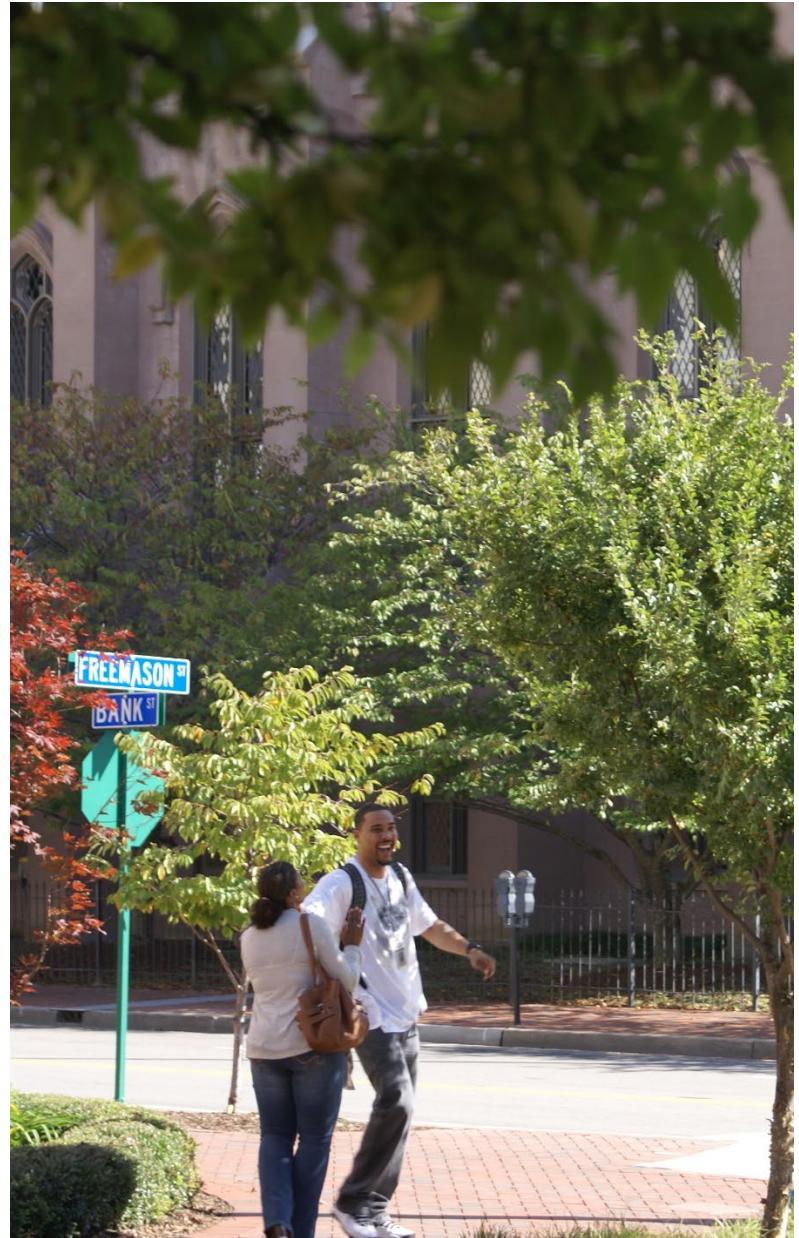
Multimodal Norfolk represents a strategic rethinking of how to best use available resources.

It includes a redesign of the Hampton Roads Transit bus network in Norfolk and identifies the most important multimodal improvement investments needed in the short, medium, and long term to most fully realize the vision within available resources.

What is in the plan?

The Multimodal Norfolk transportation master plan contains 14 chapters and nine appendices. This executive summary provides a high level overview of the plan content, including:

- What the Master Plan is and why it is needed (Chapter 1)
- Guiding vision goals, and objectives (Chapter 2)
- Public and stakeholder engagement (Chapter 3)
- Multimodal System Plan (Chapter 4)
- Bicycle and Pedestrian Master Plan (Chapter 5)
- Designing and Evaluating Multimodal Transportation Projects (Chapters 6, 7, and 8)
- Curb Space Management (Chapter 9)
- Data and Technology (Chapter 10)



- Transit System Redesign (Chapter 11)
- Multimodal Needs Assessment (Chapter 12)
- Program of Projects and Resource Allocation Plan (Chapters 13 and 14)

Vision and Values

Multimodal Norfolk is a blueprint for linking all travel modes to support the safety, connectedness, and prosperity of the people of Norfolk and the region.

The above vision statement guided the development of the Multimodal Norfolk transportation master plan. It is based on input from Norfolk's citizens and stakeholders, who affirmed this vision statement through a series of meetings in the public engagement process.

Guiding Values

Three overarching values embodied in the vision statement above have guided the process and have been affirmed throughout each phase of stakeholder and public engagement:

Safety - make sure everybody is safe on Norfolk's streets.

Freedom - give everyone freedom to get where they need to go.

Equitable Prosperity - give equitable and viable choices for getting around and accessing opportunities to work, learn, play, and gather.

Community Engagement

The Multimodal Norfolk Transportation Master Plan is built on a foundation of robust community and stakeholder engagement throughout the two year process.

Residents and other members of the public were engaged through four rounds of input, with a variety of input opportunities, including in-person and virtual meetings, surveys, interactive maps, email and voicemail input. Thousands of flyers were distributed throughout the city. Traditional media and social media posts informed the public of what was happening. Throughout the process, the Multimodal Advisory Committee provided input representing a variety of stakeholder interests.



Values of safety, freedom, and equitable prosperity guided the development of the Multimodal Norfolk transportation master plan.



Community engagement activities included public meetings, surveys, online mapping activities, town hall meetings, presentations local civic league meetings, and others.

General Input Themes

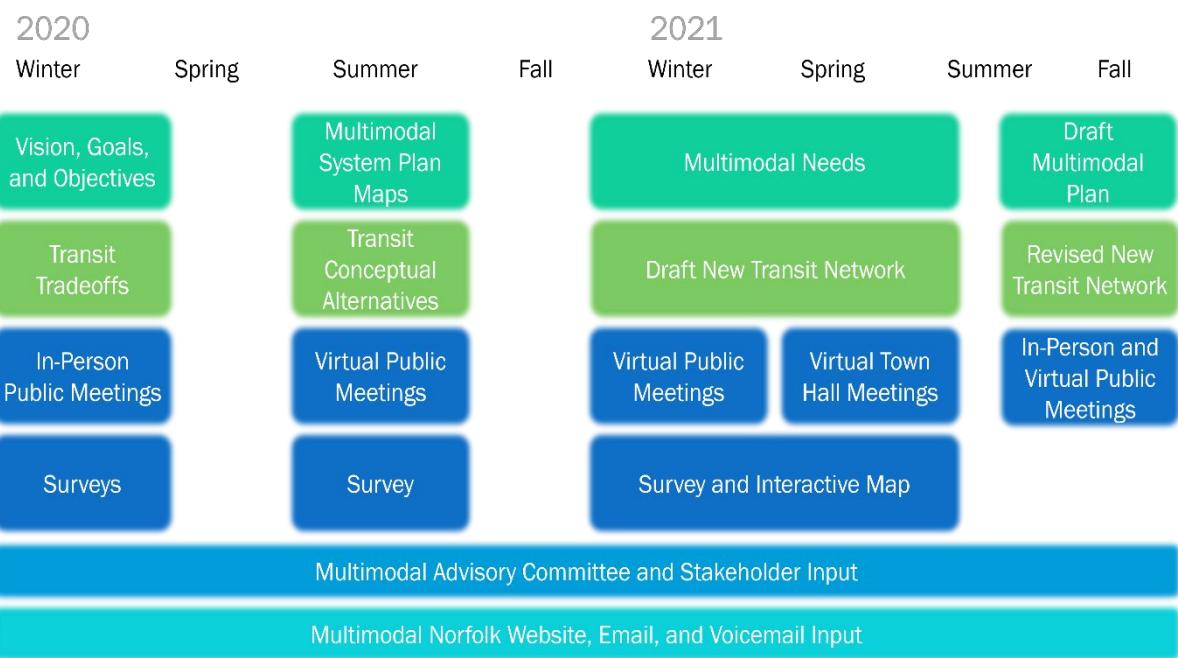
General themes that recurred throughout the public and stakeholder engagement process included:

- Safer connections for bicyclists
- Transit connections to major destinations
- Prioritizing vulnerable street users
- Shorter waits for bus service, even if it meant a longer walk
- Reducing speeding
- Improving safety for people who walk, bike or use a wheelchair

These themes were crucial in guiding the development of the Multimodal Transportation Master Plan.

There were four rounds of public and stakeholder engagement. In each round, the majority of respondents expressed support for the Multimodal Master Plan and the Transit Redesign.

More detailed descriptions of the community engagement activities and results are provided in Chapter 3.



The public and stakeholder process to develop the Multimodal Norfolk Transportation Master Plan and redesign Norfolk's bus system consisted of four major rounds of public and stakeholder input with multiple other meetings and discussions occurring throughout the process as well.



Residents and others participated in virtual public meetings and town hall meetings to give input, voice concerns, and ask questions throughout the development of the plan.

Norfolk's Multimodal System Plan

A Multimodal System Plan is a comprehensive look at the transportation system to ensure all modes have a safe and connected network to get people to where they need to go.

Multimodal Norfolk uses a *multimodal system planning approach* to make sure that each incremental improvement works toward achieving a connected future system. Norfolk's Multimodal System Plan, as described in Chapter 4, shows the location of multimodal centers and the multimodal corridors that connect them. The Multimodal System Plan identifies gaps for each mode and proposes connections to close those gaps.

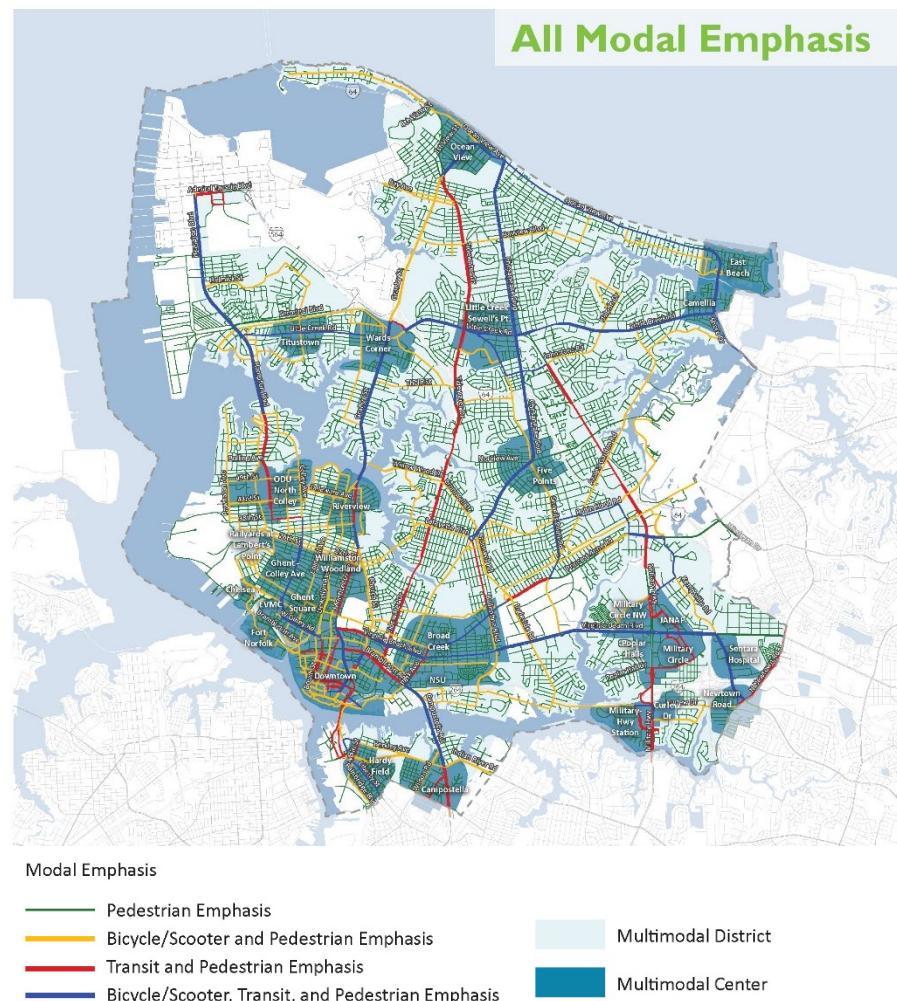
The Multimodal System Plan depicted in the image on the right is the future vision for a comprehensive connected transportation system for all modes across the entire city.

The Multimodal System maps presented in this plan represent a snapshot in time. They are based on the input and analysis conducted over the past two years. However, they are intended to be a living document as well. The maps and recommendations will evolve over time as new information is developed and projects are implemented.

Chapter 4 explains the individual components of the Multimodal System Plan and how they work together.

Bicycle and Pedestrian Master Plan

Chapter 5 represents the Bicycle and Pedestrian Master Plan for the City of Norfolk, built on the foundation of the 12 key corridors from the Bicycle and Pedestrian Strategic Plan that was adopted by City Council in 2015.



The three **Modal Emphasis** networks, **Multimodal Centers**, and **Multimodal Districts** shown here, together with the **Transect Zones** and **Multimodal Corridor** types described in Chapter 4 comprise the Multimodal System Plan for Norfolk. Higher resolution and zoomed in versions of this map are available in Appendix A.

Norfolk's Bicycle Network Vision

Norfolk's future transportation system will include a connected network of low-stress facilities for bicyclists of all ages and abilities.

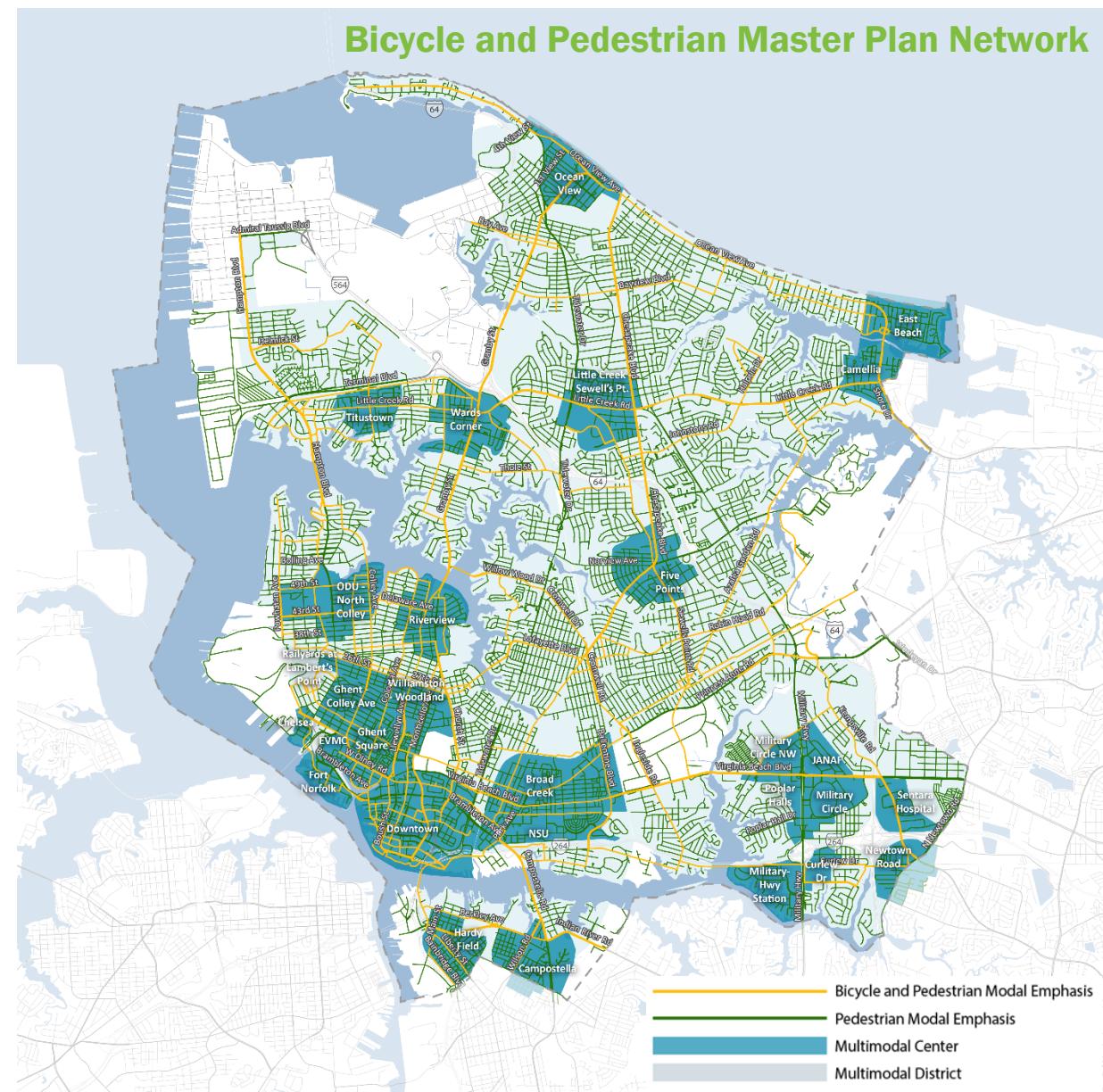
This vision for Norfolk's future bicycle network is consistent with the overarching vision and values of Multimodal Norfolk and the goal of zero traffic deaths embodied in the City's Vision Zero policy.

Bicycle and Pedestrian Master Plan Network

The map to the right represents the Bicycle and Pedestrian Master Plan. It shows a robust long-term network for bicyclists, scooter riders, and pedestrians across the entire city. It connects all of the Multimodal Centers and major destinations throughout Norfolk.

This map should guide design decisions and ensure that the incremental changes to improve Norfolk's transportation system work towards achieving the envisioned network for non-motorized modes.

By referring to this part of the plan as the City implements corridor improvement project, the City of Norfolk can work towards its vision of a future transportation system that has safe and affordable choices for everyone to meet their daily needs without having to rely on a car.



The Bicycle/Scooter Modal Emphasis Network together with the Pedestrian Modal Emphasis Network represents the long-term vision for these modes, providing connections across the entire city and between all Multimodal Centers and major destinations. More detail is provided in Chapter 5.

A New Framework for Designing and Evaluating Multimodal Projects

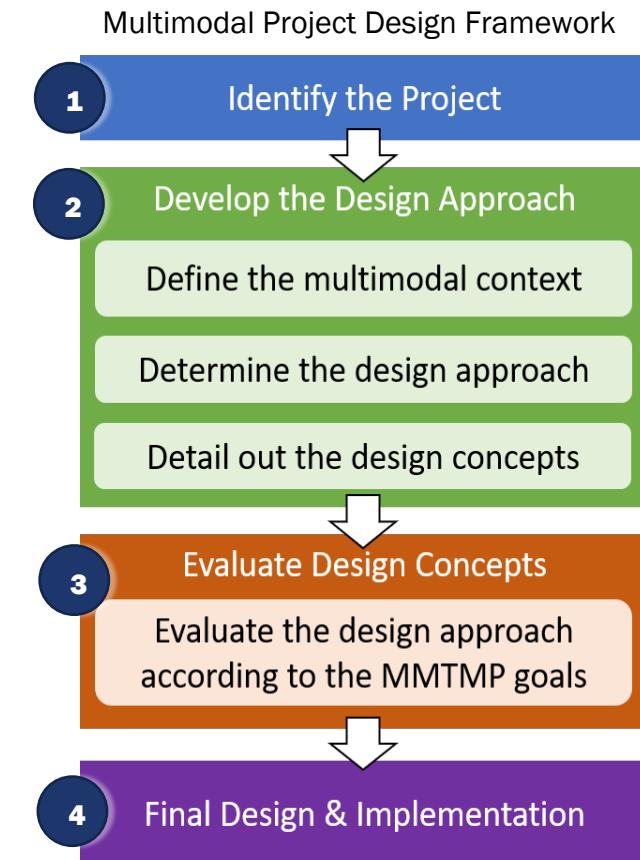
Chapters 6, 7, and 8 present the Multimodal Project Design Framework - a process for designing and evaluating projects on multimodal corridors so that they work toward the future vision of the Multimodal System Plan.

Designing Multimodal Projects

These chapters detail a new process for designing Multimodal projects, organized around a framework called the Design Approach. The *Design Approach* determines how each mode will be accommodated and what type of facility will be provided. The Design Approach depends upon the Modal Emphasis that has been designated for a corridor, as well as a variety of other factors, as further explained in Chapters 6 and 7.

Design Approaches for bicyclists, scooter riders, and buses will vary depending on the modal emphasis and context, and could include:

- General vehicle travel lanes
- Conventional bicycle lanes
- Separated bicycle lanes
- Targeted transit-priority elements
- Dedicated transit lanes
- Combined bus and bicycle lanes
- Separate bus and bicycle lanes



The Multimodal Project Design Framework is a four-step process for selecting, designing, and implementing a project on a multimodal corridor.



A combined lane for buses and bicyclists, such as this one in Philadelphia, PA, is one possible design approach. Image Source: NACTO



Queue jumps and transit signal priority are two types of targeted transit priority elements that can be implemented at high congestion spots along a corridor. Queens, New York. Image Source: NYCDOT

- Various levels of separating bus and bicyclist/scooter conflicts at bus stops

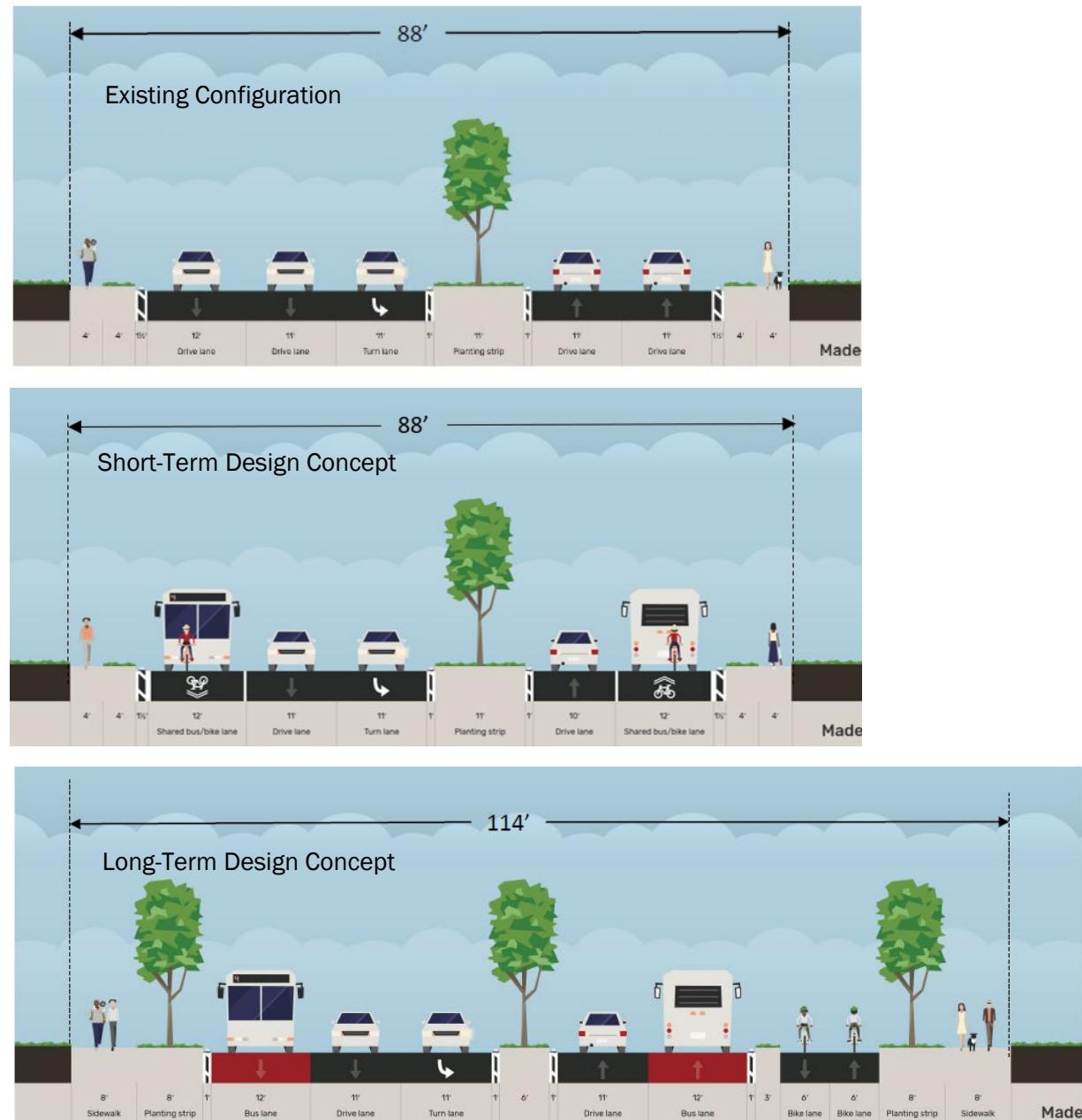
Design considerations for determining the Design Approach include:

- Traffic speed
- Traffic volume
- Right-of-way and other space constraints
- Availability of alternative low-stress bicycle/scooter routes
- Bus frequency
- Bus reliability and delays

A hypothetical example in Chapter 7 and illustrated here shows how to use the Multimodal Project Design Framework to develop two design concepts:

- A near-term concept that is constrained within the existing curbs
- A long-term concept that expands beyond the existing right-of-way

MULTIMODAL CORRIDOR DESIGN EXAMPLE – DESIGN CONCEPTS SHOWN TOGETHER



The outcome of the Multimodal Project Design Framework is one or more design concepts with specific dimensions for each element in the corridor cross-section.

Evaluating Multimodal Projects

Chapter 8 describes a new framework for evaluating potential multimodal concepts to reflect the City's goals of safety, connectivity, and prosperity for all. The purpose of this framework is to be able to evaluate new candidate projects and ensure that they address the Multimodal Norfolk goals and objectives. Traditionally, simple mobility metrics such as Level of Service or travel time have been the only metrics used to evaluate transportation projects.

This new framework moves beyond typical vehicular Level of Service metrics, which neither factor in mobility of other modes nor account for other key goals like safety, freedom of travel choice, access to opportunities, overall quality of life, environmental sustainability, and resilience.

The new framework prompts careful examination of how improving safety for one mode may affect the safety and accessibility of other modes, and how this safety balance varies depending on the function of the street, the characteristics of the surrounding land uses, and network connectivity.

Gradually redesigning Norfolk's streets to move more people safely and efficiently will not just improve safety and equity. It will position Norfolk for accommodating more growth and prosperity in the future. The new evaluation framework communicates the benefits and tradeoffs of making changes to improve multimodal transportation.

MULTIMODAL PROJECT EVALUATION FRAMEWORK

	Does the potential design concept:	Yes	No
Connect	Increase overall person-throughput of the street?	<input type="checkbox"/>	<input type="checkbox"/>
	Increase modal options or create dedicated space in the right of way for a new mode?	<input type="checkbox"/>	<input type="checkbox"/>
	Form, enhance, or strengthen a link in a non-automobile modal network?	<input type="checkbox"/>	<input type="checkbox"/>
	Provide non-automobile access to new parts of the city?	<input type="checkbox"/>	<input type="checkbox"/>
	Introduce low-cost mobility options?	<input type="checkbox"/>	<input type="checkbox"/>
	Increase the efficiency of the public right of way?	<input type="checkbox"/>	<input type="checkbox"/>
Protect	Slow down vehicle traffic?	<input type="checkbox"/>	<input type="checkbox"/>
	Provide physical protection to vulnerable road users?	<input type="checkbox"/>	<input type="checkbox"/>
	Shorten pedestrian crossings?	<input type="checkbox"/>	<input type="checkbox"/>
	Decrease curb radii?	<input type="checkbox"/>	<input type="checkbox"/>
	Provide refuge islands?	<input type="checkbox"/>	<input type="checkbox"/>
	Facilitate low or no carbon emission travel?	<input type="checkbox"/>	<input type="checkbox"/>
	Accommodate sea-level rise and flooding events?	<input type="checkbox"/>	<input type="checkbox"/>
	Include green infrastructure to improve resilience?	<input type="checkbox"/>	<input type="checkbox"/>
Prosper	Increase travel choice for residents and workers?	<input type="checkbox"/>	<input type="checkbox"/>
	Add new options for accessing business locations?	<input type="checkbox"/>	<input type="checkbox"/>
	Enhance a local sense of place?	<input type="checkbox"/>	<input type="checkbox"/>
	Contribute to an attractive public realm?	<input type="checkbox"/>	<input type="checkbox"/>
	Support the economic viability of adjacent land uses and the city as a whole?	<input type="checkbox"/>	<input type="checkbox"/>
	Include green infrastructure or recreational opportunities, or improve access to parks or open spaces?	<input type="checkbox"/>	<input type="checkbox"/>

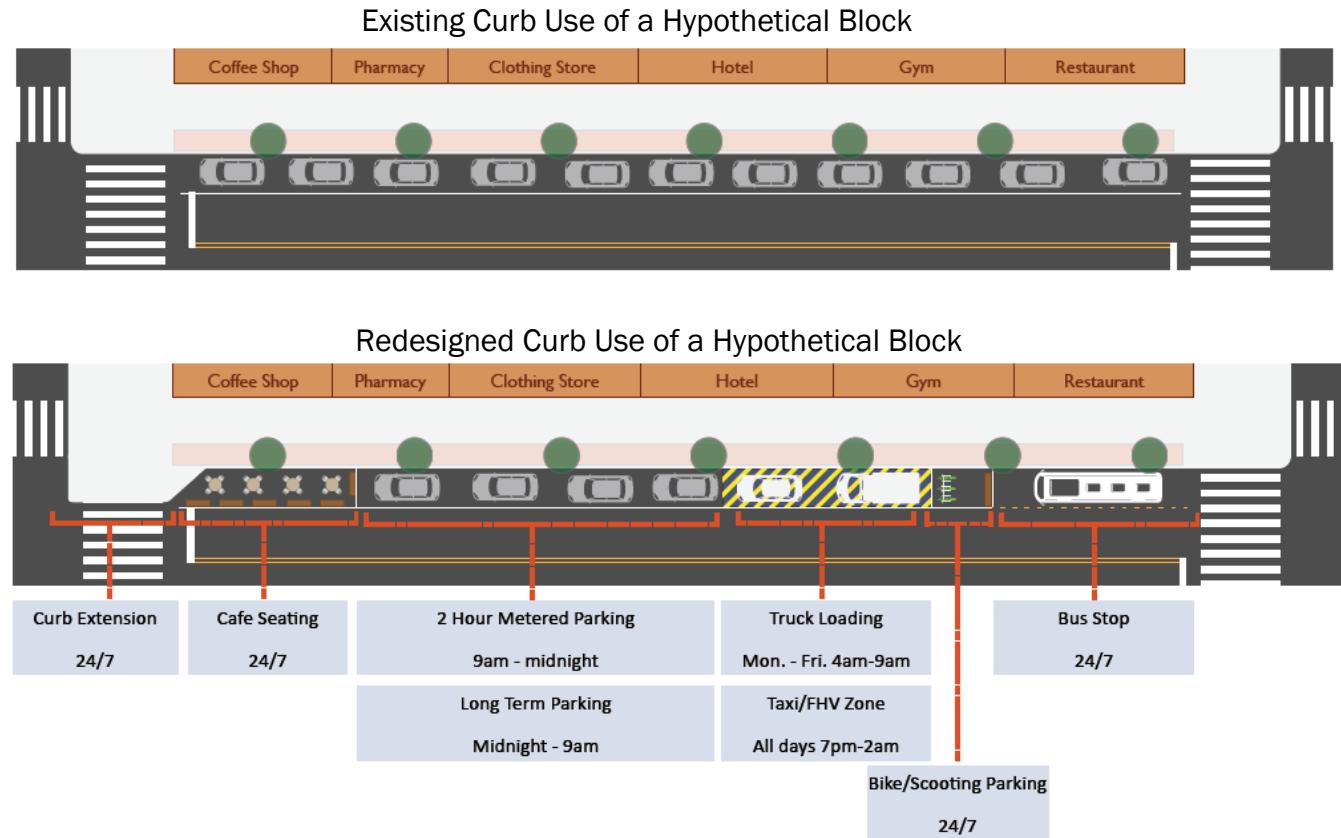
A New Framework for Maximizing Limited Curb Space

Curb space in Norfolk is a limited asset. Chapter 9 deals with the issue of how we can efficiently manage the multiple demands for use of curb spaces on Norfolk's streets.

As Norfolk continues to grow, the city needs to explore more space-efficient use of its curbsides to maximize the value of this asset and balance multiple, sometimes competing goals.

This chapter presents a framework for managing curb space that sets priorities based on land use context. It proposes open and frequent collaboration with business owners, residents, other stakeholders, and amongst various City departments as curb spaces are designated over time.

This approach involves understanding the benefits and drawbacks and balancing competing demands. It proposes a series of flexible elements to accommodate a mix of curb demands that vary by hour. The graphic on this page shows how this approach could be applied to a hypothetical city block, allowing adaptable use of curb spaces to serve the highest priority needs of the block and improve multimodal transportation.



This hypothetical example, described in Chapter 9, shows how the existing curb uses of daytime metered parking and long-term overnight parking (top) can be transformed to balance various multimodal transportation needs and priorities of different businesses and residents through flexible uses (bottom).

Data and Technology

Chapter 10 provides guidance and insights on potential technological solutions that can help the City of Norfolk address its current and future multimodal transportation system needs. It establishes a framework for evaluating new technologies that is informed by data and can address the concerns of different types of technology adopters. Potential technological solutions and example applications are provided.

Infrastructure Management

Infrastructure management applications can extend the life cycle of existing facilities by using automated monitoring and sensor technology, as well as applying artificial intelligence, machine learning, and business intelligence applications and tools.

Potential infrastructure management solutions for Norfolk include:

- Smart Cities
- Electric Vehicle Charging Stations
- SMART GRID Enabled LED Streetlights

System Integration

Technology related to system integration can more effectively manage connected infrastructure systems. Potential system integration solutions for Norfolk include:

- Active Traffic and Congestion Management
- Parking and Curb Space Management
- Mobility-as-a-Service

Data Aggregation

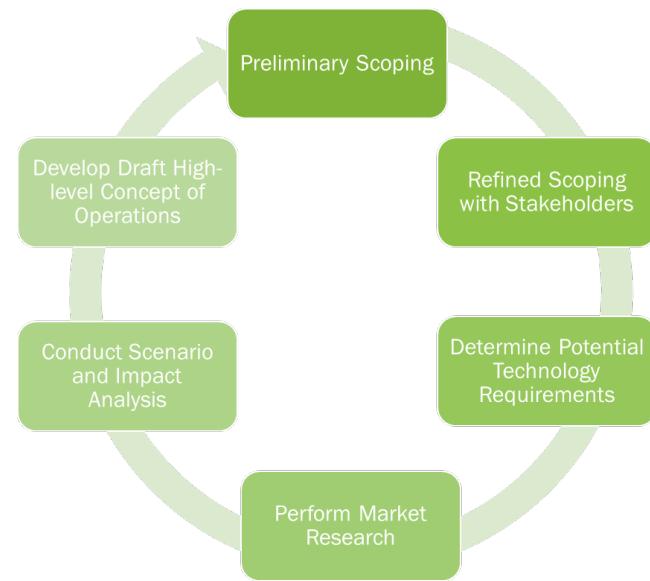
Data aggregation allows for the compiling of information from disaggregate databases and combining those databases for processing. Data is the foundational building block supporting infrastructure management and system integration.

Potential data aggregation solutions for Norfolk include:

- Data Sources and Collection
- Data Management
- Incident Management



Emerging technologies such as Connected Vehicles and Automated Vehicles (CV/AV) will generate new opportunities to collect and analyze data to optimize transportation infrastructure management.



Chapter 10 outlines a framework for evaluating technology solutions, from preliminary scoping to the development of a Concept of Operations.

Transit System Redesign

Chapter 11 describes the process and recommendations for redesigning Hampton Roads Transit's (HRT) bus service in Norfolk. This transit system redesign represents a major step in implementing the Multimodal Norfolk transportation master plan.

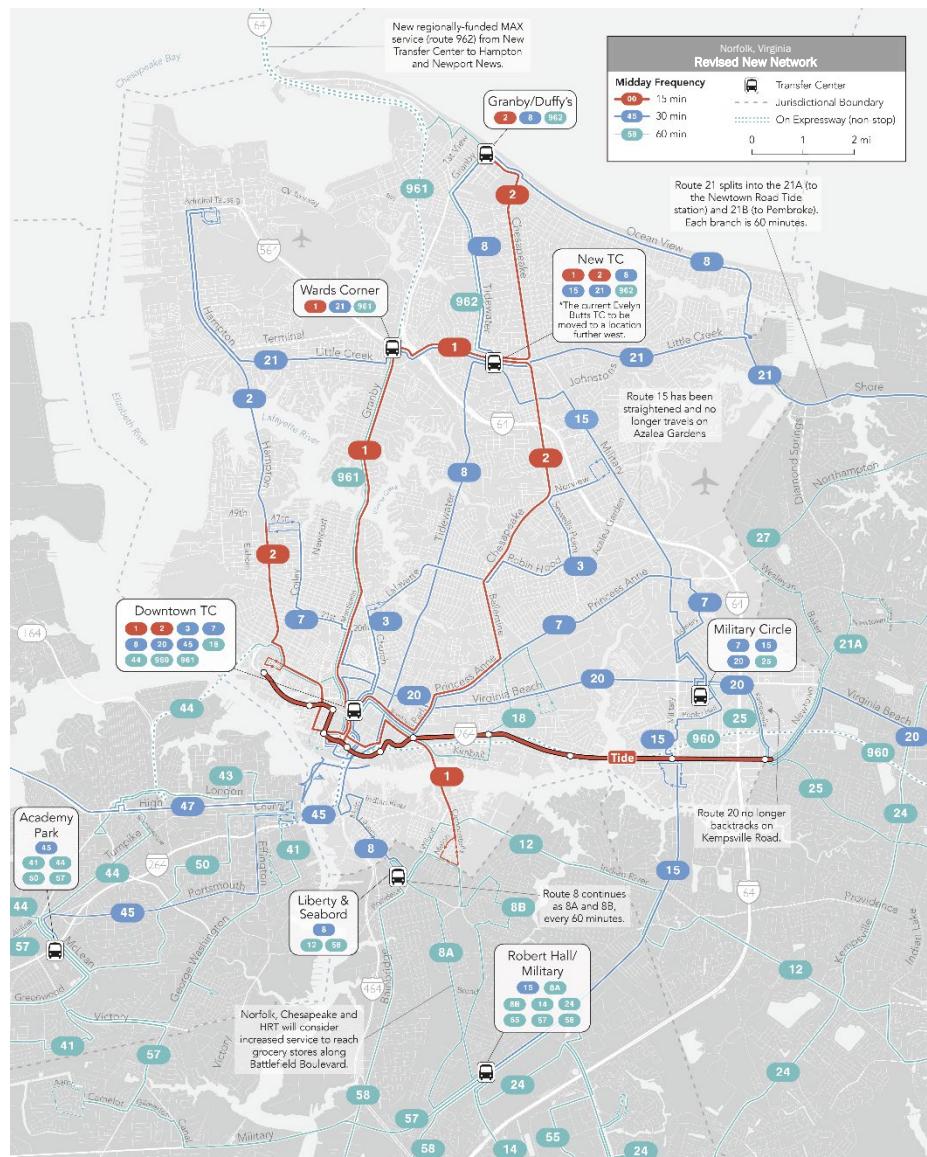
This process used a wealth of public and stakeholder input and, in collaboration with HRT, designed a new bus network to balance the competing goals of coverage and ridership in a way that reflects the City's current goals, priorities, and needs.

The process to design the new network consisted of three rounds of engagement with the public and stakeholders.

- In Round 1, we explored [Key Choices](#) such as Ridership versus Coverage and Walking versus Waiting.
- In Round 2, the City and the project team produced two contrasting [Transit Network Concepts](#) to highlight the difference between a network designed for Higher Ridership and Access versus a network designed for Higher Coverage.
- In Round 3, the City and the project team released the [Draft New Network](#) and asked the public, stakeholders, and transit riders for feedback about the new design. That feedback was incorporated into a [Revised New Network](#) presented in this plan.

The Revised New Network is anticipated to be implemented in 2023.

The City and project team also designed a Long-Term Network that increases service levels by nearly 40 percent over the next 10 years, using funding from the newly created Hampton Roads Regional Transit Fund.



The Revised New Bus Network increases the number of jobs the average Norfolk resident could reach by walking and transit in 45 minutes by 23 percent over the existing network. Access to jobs would increase by 27 percent for the average minority resident, and by 34 percent for the average resident in poverty. A higher resolution image can be viewed on the www.MultimodalNorfolk.com website.

Multimodal Needs Assessment

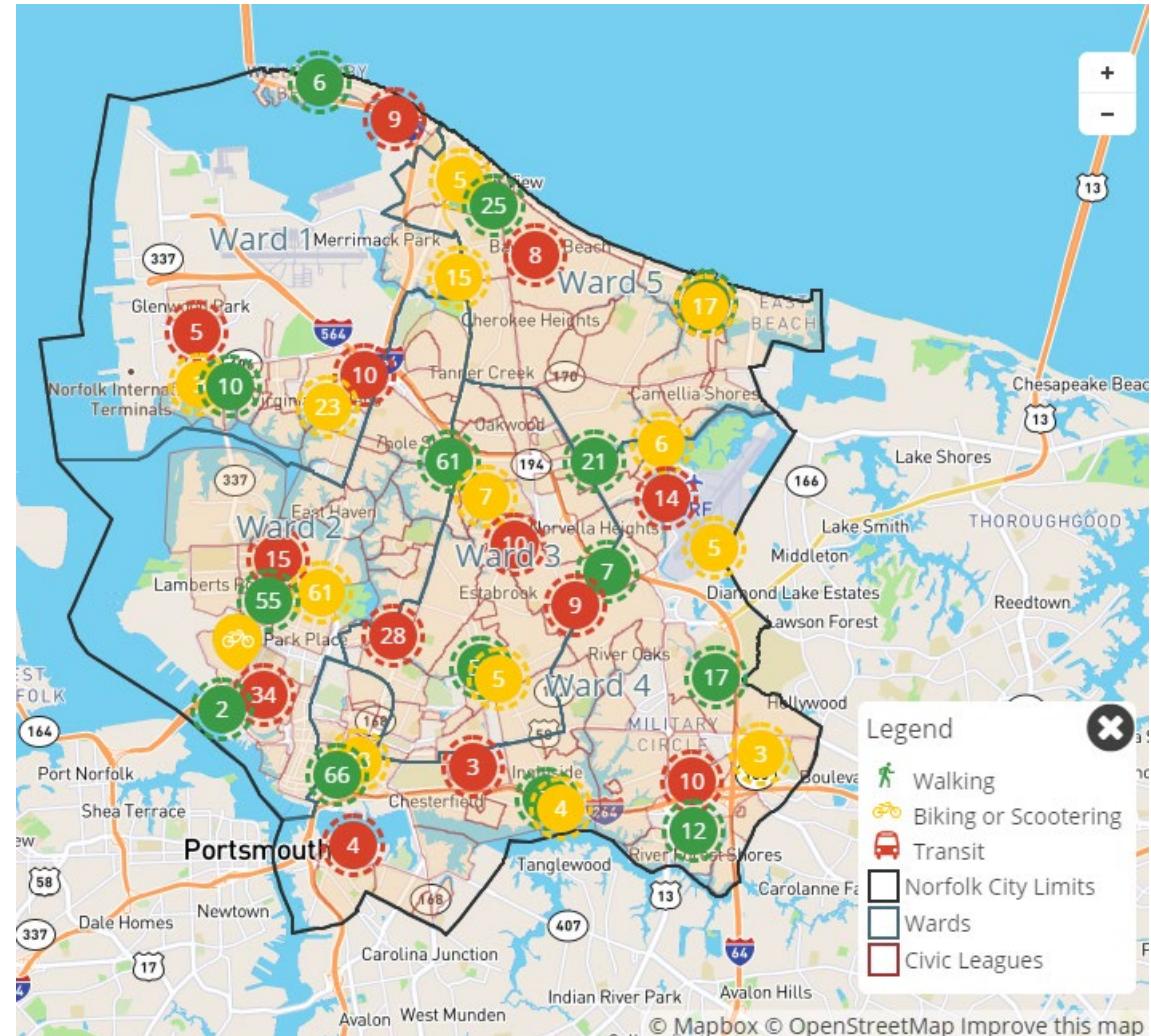
Norfolk's current and future multimodal transportation needs were identified through a combination of data-driven analysis and robust community input.

The data-driven analysis of needs is detailed in Chapter 12 and resulted in two needs maps – one for pedestrian needs, and another for bicycle/scooter needs – as shown on the next page. The data used to identify pedestrian and bicycle/scooter needs relate to the three goals of this plan - Safety, Connectivity, and Equitable Prosperity.

Transit needs were identified based on a combination of public comments and technical assessments. Transit service needs are described in Chapter 11. Needs for transit infrastructure are described in Chapter 12, and include shelters and amenities at bus stops, dedicated bus lanes at key choke points, and improved or relocated transit centers.

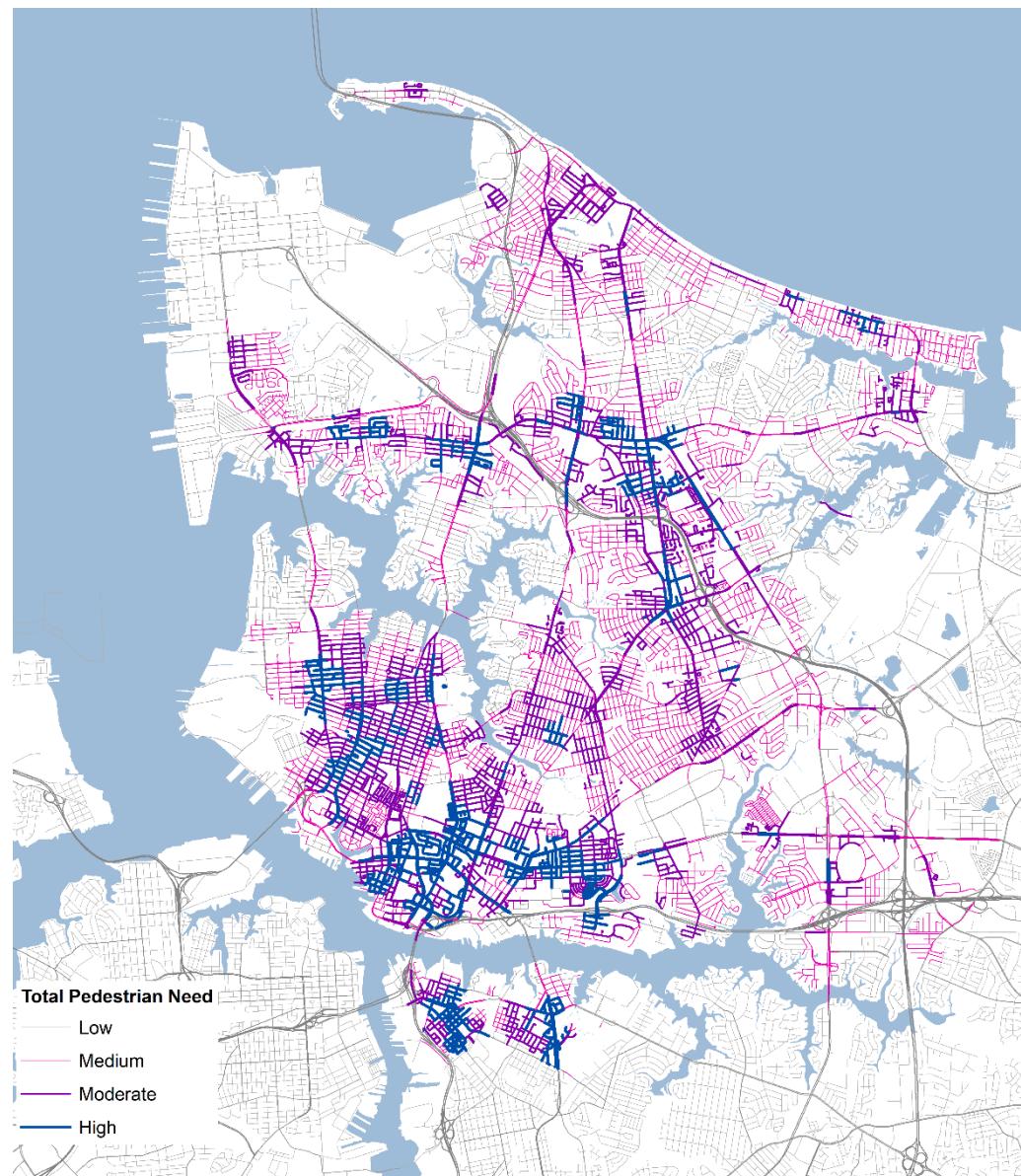
Public input on the multimodal transportation needs was solicited through a variety of in-person and online public meetings, mapping exercises (see image to the right), and input at civic league and task force meetings. Norfolk's residents submitted over 800 map comments identifying multimodal needs.

More information about the multimodal needs assessment is available in Chapter 12.

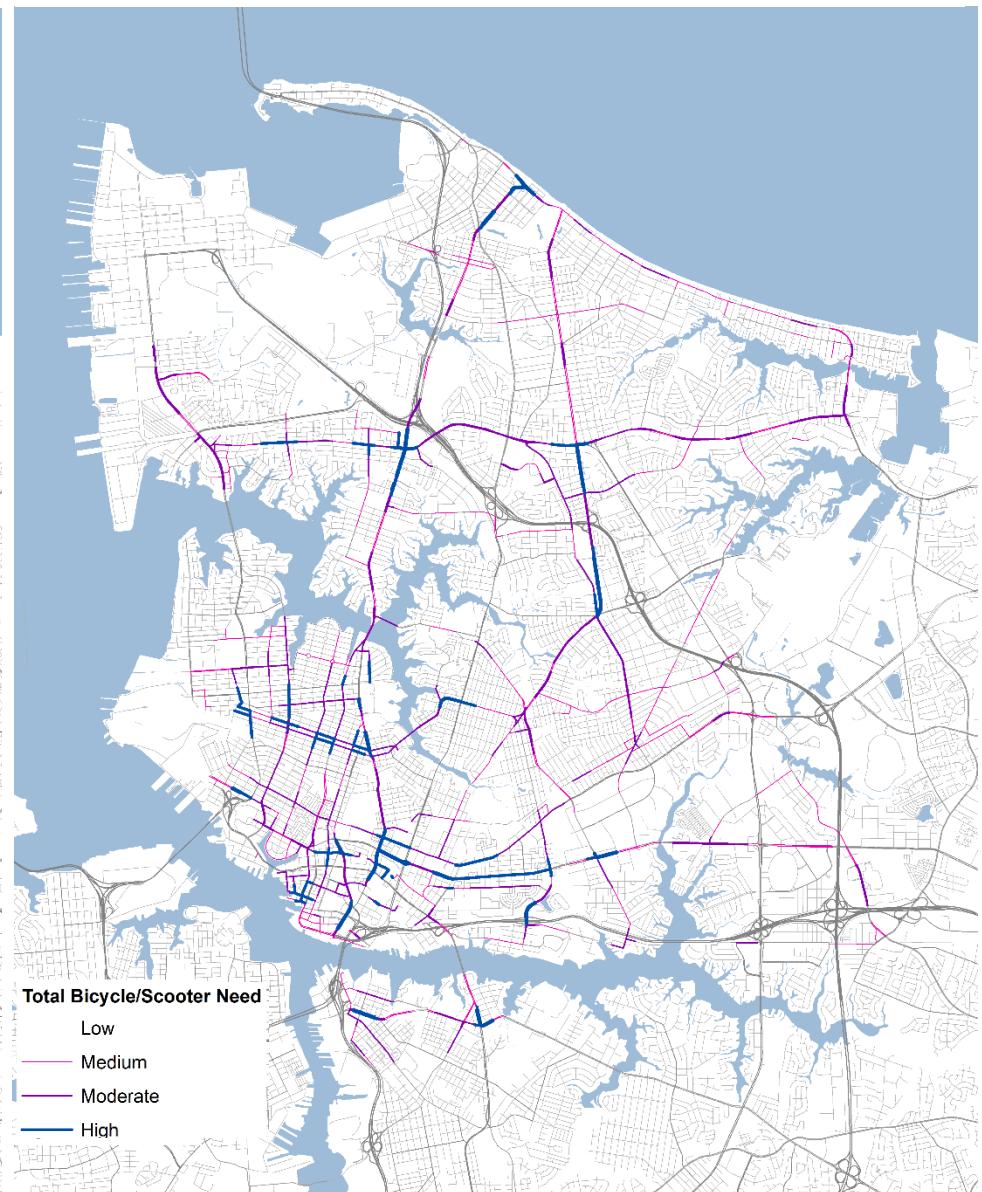


Norfolk's residents identified multimodal transportation needs through an interactive online map. This interactive map was one of several opportunities for residents and other stakeholders to give input and identify needs.

MAP OF PEDESTRIAN NEEDS ANALYSIS RESULTS



MAP OF BICYCLE & SCOOTER NEEDS ANALYSIS RESULTS



Program of Projects

The more than 800 comments represented a list of potential projects that is much greater than can be constructed with currently available funds. The process to obtain funding for improvement projects is complicated and not all of the identified needs can be met today.

Figuring out which projects can be funded by different funding sources is one key aspect of the process. Another is identifying which projects meet the highest needs.

The program of projects is a list of improvement projects that, if constructed, should meet the highest needs for safer walking, bicycling, scootering, and transit.

The current program of pedestrian, bicycle, scooter, and other infrastructure improvement projects is a map and a list of projects. The current list is available in Appendix G. The online map is currently available at www.MultimodalNorfolk.com.

Appendix G: Program of Projects

The projects listed in this current program of projects are not listed in any particular order, rank, or priority. The map is available at www.MultimodalNorfolk.com.

ID	Project Name	Project Type	Project Source	Funding	Need Level
1	Curlew Drive Multi-Use Path	Bike/scooter facility projects	Committed projects with funding	Funded	Not scored
3	Granby Street Bridge Rehabilitation	Other	Committed projects with funding	Funded	Not scored
4	Campostella Bridge Rehabilitation	Other	Committed projects with funding	Funded	Not scored
5	Granby Street Bike Lanes - Willow Wood Drive to Admiral Taussig Boulevard	Bike/scooter facility projects	Committed projects with funding	Funded	Not scored
6	Virginia Beach Boulevard Improvements at Newtown Road	Sidewalk projects	Committed projects with funding	Funded	Not scored
7	Elizabeth River Trail at Fort Norfolk	Bike/scooter facility projects	Committed projects with funding	Funded	Not scored
8	Granby Bike Bypass at Lafayette Park and Columbus Avenue	Bike/scooter facility projects	Committed projects with funding	Funded	Not scored
9	Princess Anne Road Corridor Improvements between Tidewater Drive and Ballentine Boulevard	Other	Committed projects with funding	Funded	Not scored
10	Virginia Beach Blvd Widening - George St to Newtown Rd	Other	Committed projects with funding	Funded	Not scored
11	Granby Street - NEON District Streetscape Project	Other	Committed projects with funding	Funded	Not scored
12	Citywide Sidewalk Infrastructure Phase 2 - Little Creek Road (Chesapeake Boulevard to Carlton Street)	Sidewalk projects	Committed projects with funding	Funded	Not scored
13	Citywide Sidewalk Infrastructure Phase 1 - Princess Anne Road (Shelton Avenue to Fleetwood Avenue)	Sidewalk projects	Committed projects with funding	Funded	Not scored
14	Citywide Sidewalk Infrastructure Phase 1 - Easy Street and Tidewater Drive	Sidewalk projects	Committed projects with funding	Funded	Not scored
15	Citywide Sidewalk Infrastructure Phase 2 - Berkley Ave/Indian River Road (Wilson Road to Marsh Street)	Sidewalk projects	Committed projects with funding	Funded	Not scored
16	Citywide Sidewalk Infrastructure Phase 2 - Sewells Point Road (Princess Anne Road to Azalea Garden Road)	Sidewalk projects	Committed projects with funding	Funded	Not scored
17-46	St. Paul's Phase I/II	Other	Committed projects with funding	Funded	Not scored
47	Newtown Road Corridor Study	Other	Committed projects with funding	Funded	Not scored
48	Southside Bicycle Improvements	Bike/scooter facility projects	Committed projects with funding	Partially Funded?	High
49	Church Street Pedestrian Improvements	Pedestrian signals and crosswalk projects	Committed projects with funding	Funded	Not scored
50	Westminster Reconstruction	Other	Committed projects with funding	Funded	Not scored
51	Lake Taylor Sidewalk Improvements	Sidewalk projects	Committed projects with funding	Funded	Not scored
52	Ballentine Blvd Lane Improvements	Other	Committed projects with funding	Funded	Not scored
53	Tidewater Drive Sidewalk at I-64	Sidewalk projects	Committed projects with funding	Funded	Not scored
54	Traffic calming and pedestrian crossing safety treatments on Granby Street between Main Street and Charlotte Street	Traffic Calming	Candidate projects from 2021 needs assessment	Unfunded	High

The Program of Projects in Appendix G is a comprehensive list of projects that, if constructed, will meet the highest needs for safer walking, bicycling, scootering, and transit. It contains both projects that have committed future funding and projects whose funding has not yet been secured.

Resource Allocation Plan

The Resource Allocation Plan provided in Appendix H is a subset of projects from the Program of Projects that the City could realistically move forward with in the near term, likely over the next five to 10 years.

Given funding, staffing, and other resource constraints, the projects listed in the Resource Allocation Plan are potentially ready to be moved forward into project development and developed further for funding applications.

The Resource Allocation Plan is a shorter list of projects that might be fundable over the next decade. However, funding sources, eligibility criteria, and timeframes frequently change. This list will be updated periodically to adjust to the changing circumstances.

Appendix H: Multimodal Norfolk Resource Allocation Plan

Last Updated 4/14/2022

ID	Project Name/Description	Need Level	Project Readiness	Project Type	Cost Category	Primary Potential Funding Source
246	Install additional safety features at Boush St and Brooke Ave mid-block crossing. Widen the pedestrian refuge island.	High	Ready	Pedestrian signals and crosswalk projects	Low	CIP (ARPA?)
208.1	School Zone Flashing Beacon at Crossroads Elementary School on Tidewater Drive.	High	Ready	Pedestrian signals and crosswalk projects	Medium	ARPA
150	Complete missing sidewalks on Shoop Ave from Chesapeake Blvd to St Mihiel Ave	High	Ready	Sidewalk projects	Low	CIP
211	Pedestrian Signals on Granby St at Adm Taussig Blvd.	Moderate	Ready	Pedestrian signals and crosswalk projects	Medium	CIP/ARPA
174	Provide a facility for bicyclists and scooters that connects the current protected bike lanes along Llewellyn Avenue to the south along Boush Street to connect to Downtown.	High	Ready	Bike/scooter facility projects	High	CIP
237	Sidewalk and curb ramp replacements at Omohundro Ave and W 35th St	High	Ready	Pedestrian signals and crosswalk projects	Tactical	CIP
208.6	School Zone Flashing Beacon at Southside STEM Academy	High	Ready	Pedestrian signals and crosswalk projects	Tactical	CIP
154	Construct sidewalks on Whitehead Ave from E Berkley Ave to Fauquier St	High	Ready	Sidewalk projects	High	CIP
130	Install vertical barriers or separation on bike lanes on Ocean View Ave from Shore Dr to Inlet Rd	Moderate	Ready	Bike/scooter facility projects	Medium	CIP
206.2	Pedestrian Poles & Signals and ADA ramps on E Ocean View Ave at 13th Bay St.	High	Ready	Pedestrian signals and crosswalk projects	Low	CIP
205.2	Add pedestrian signals on Llewellyn Av at 26th St	High	Ready	Pedestrian signals and crosswalk projects	Low	CIP
120	Complete missing sidewalks on Pleasant Ave from Shore Drive to 5th Bay St	Moderate	Ready	Sidewalk projects	Very High	CIP
222	WB right turn overlap - 5 section signal on Tidewater Dr at Widgeon Rd.	Moderate	Ready	Pedestrian signals and crosswalk projects	High	CIP
125	Complete missing sidewalk on Norview Ave from Sedgefield Dr to Tide water Dr and improve railroad crossing	Medium	Ready	Sidewalk projects	Very High	CIP
212	Ped only phase on Granby St at Kingsley Ln.	Medium	Ready	Pedestrian signals and crosswalk projects	Tactical	CIP
245	Install a scooter corral on the Elizabeth River Trail at Warrington Ave	Medium	Ready	Bike/scooter facility projects	Tactical	CIP

The Resource Allocation Plan in Appendix H is a subset of projects from the Program of Projects that the City can realistically move forward with in the near term, likely over the next five to 10 years.

Facing Forward

The comprehensive Multimodal Transportation Master Plan for Norfolk provides a roadmap for action over time that builds on the input received from citizens, city staff and community leaders over the past two years. These voices have helped build this foundation for reshaping Norfolk's future transportation system. The transportation future of the City of Norfolk will include physical investments, service and operational improvements, and new policies to promote sustainable and equitable transportation.

Norfolk will need to progress on multiple fronts: expanding multimodal travel networks, improving safety, enhancing transit services, and designing streets that support connectivity for all. With a collective effort from leaders, citizens and city agencies working together, we can ensure that the future foundation for transportation projects in Norfolk can be based on transparency, equity, and public engagement towards the betterment of our whole community.

