

Chapter 14: Implementation and Next Steps

Where to Now?

Transportation is the lifeblood of any city. However, transportation is about much more than traffic. It is about building connections, it is about keeping people safe, and it is about providing access to opportunities. It is also about bringing new life to communities whose roadways have become barriers instead of safe pathways for the most vulnerable residents.

Multimodal Norfolk represents a new direction for transportation in Norfolk. As the city's first-ever multimodal master plan, it is a blueprint for a safer, more equitable and sustainable transportation network for the future – one for all people to have access to the roads, sidewalks, busways and bike and scooter networks to get where they need to go safely.

This plan is the result of two years of planning, strong public input, and dedicated discussions among leaders to move Norfolk into a new era of multimodal transportation. But the next steps go far beyond planning; they need to involve a redesign and reorganization of the way our city builds and funds its transportation system, including a new need-based approach to funding the most important transportation projects first.

Implementing the Plan

Implementing the framework established by Multimodal Norfolk required several initial steps to translate the broad list of candidate projects (Program of Projects) into built improvements that improve the quality of life of Norfolk's citizens. Broadly this process involved three steps:

1. **Funding Estimates** - Estimating an anticipated level of available funds for transportation projects in the near to mid term
2. **Cost Estimates** - Creating planning level cost estimates of the candidate projects
3. **Priority Project List** - Using the needs ranking of candidate projects to define a shorter list priority of projects for funding in the near- to mid-term timeframe (Resource Allocation Plan).



With a list of priority projects that is scaled to anticipated funding availability and that takes into account staff capacity in the coming years, city staff can proceed with funding applications for projects in a systematic manner, knowing that they are prioritized according to the greatest needs as outlined in this plan.

Each step in this process is described below in more detail:

Funding Estimates

Projecting funding for the future is an imperfect science. Funding programs regularly change their criteria and application requirements, and state, federal and city budgets are always subject to change. However, some rough estimates of future funding can be gleaned from looking at past funding levels of existing programs.

Table 14-1 shows an analysis of past funding levels that Norfolk has received from state federal and city funding programs for transportation. It should be noted that this funding includes all modes and not just bicycle, pedestrian, and transit modes and the majority of the funding in prior years has been for automobile-related improvements. However, it is a starting point and an order of magnitude projection to be able to estimate possible future funding levels within which to fit a list of priority projects.

Table 14-1 shows both an annualized estimate of funding levels and a projection of that annualized estimate over 10 years. The timeframe of 10 years was chosen as a planning horizon for near- and mid-term projects. Since some of these funding programs take several years from the time of the application to the time that funds are actually disbursed, it is necessary to go out 10 years in order to capture all but the long term project timeframes.

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TABLE 14-1: GENERALIZED ESTIMATES OF FUNDING FROM TRANSPORTATION PROGRAMS

GENERALIZED ESTIMATES OF FUNDING FROM TRANSPORTATION PROGRAMS (1)		
PROGRAM	Estimate of Annualized Funding from Past Years	10 Year Projection Based on Annualized Funding
Capital Improvement Program (2)	\$12.4 m	\$124 m
State Funding Programs (3)	\$9.7 m	\$97 m
Specialized Federal Funding Programs (4)	0.3 m	\$3 m
TOTAL	\$22.4 m	\$224 m
(1) This analysis was done from available records of City Capital Improvement Program and State Six Year Improvement Program funding. No representation is made as to its accuracy		
(2) From the General Capital Fund allocated to Dept. of Transit for the years 2021 - 2026		
(3) Includes VDOT Highway Safety Improvement Program (HSIP), VDOT Smart Scale, VDOT Transportation Alternatives, and VDOT Revenue Sharing		
(4) Taken from VDOT FY 2021-22 to FY 2026-27 Six Year Improvement Program		

Cost Estimates

Understanding the time horizon, funding, and staff capacity constraints, city staff developed order-of-magnitude cost estimates for each potential project in the Resource Allocation Plan, according to the general cost categories shown to the right.

Cost Categories



The project cost estimates at this stage are necessarily rough and did not involve preliminary design or engineering. They involved estimating the linear feet and/or square feet of improvements needed and comparing them to nationally recognized cost estimating tables by type of improvement.

This process of developing planning level cost estimates was done for the entire list of pedestrian, bicycle, scooter, and other new infrastructure candidate priority projects. Potential funding sources for each project were also identified.

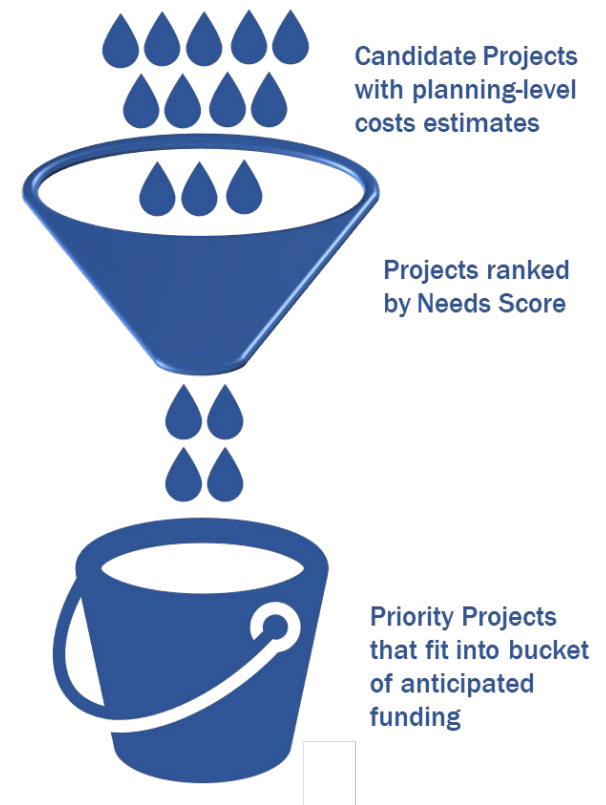
Funding for operations and maintenance comes from different funding sources, usually local City funding. Operations and maintenance funding for new projects will need to be addressed in the City's ongoing maintenance allocation budget.

Priority Project List: The Resource Allocation Plan

Once the planning level cost estimates were developed for each of the candidate priority projects, they were used to develop a list of priority projects for the next five to 10 years. This process involved considering the need rankings of each project, the project costs, and staff capacity for project development.

The process to apply for project funding requires resources to study, define, and develop a scope for a proposed project before funding can be sought. Given staff, funding, and other resource constraints, a shorter list of projects that can realistically be advanced to project development and applied for funding was prepared, based on the needs analysis described in earlier chapters. This process included fitting as many projects as realistically possible into an anticipated budget while using their need rankings to filter the top ranked projects.

The Resource Allocation Plan in Appendix H reflects the current list of near term projects for various funding sources that are ready for potential funding applications in upcoming funding cycles. Their



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advancement in funding applications will also depend on funding source eligibility criteria over the next 10 years.

The graphic to the right shows a simplified version of how this prioritization process worked. Candidate priority projects that have planning level cost estimates attached to them were ranked according to their needs score. Then they were fitted into the bucket of anticipated available funding over the next five to 10 years. The result is a shorter list of projects that might be fundable over the next decade. This is the City's current list of Resource Allocation Plan projects. It should be noted, however, that funding sources, eligibility criteria, and timeframes frequently change. This list of projects to identify funding for will be updated periodically to adjust to the changing circumstances.

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.

