



City Planning Commission

2022 Report to City Council

Planning Commission

Kevin Murphy, Chair

Kim Sudderth, Vice-Chair
Dr. Ramona Austin
Larry Pendleton

Scott Bateman
Jeremy McGee
Kathryn Shelton

Approved: February 23, 2023
Department of City Planning

Chair's Message

February 23, 2023

To the Honorable Mayor and Council
City of Norfolk, Virginia

Ladies and Gentlemen:

On behalf of the City Planning Commission, I am pleased to share with you a summary of the Commission's activities for 2022. It was a busy year, with 130 planning and zoning items and 14 design review items forwarded by the Architectural Review Board. It was also a year of lively discussion and debate, particularly around the topic of short-term rentals. These lively discussions are vital to our success as a Commission. While we do not always come to a consensus, I am confident that these debates bring a better result in the end.

As proud as we are of our accomplishments in 2022, the Planning Commission is even more excited for what 2023 will bring as we continue to develop *plaNorfolk2050*, the City's new comprehensive plan. The plan will guide City decisions about where we locate housing and jobs, how to protect natural and environmental features, and where we invest in transportation, utilities, parks, and other community facilities and services, all through the lenses of equity, economic mobility, and resilience.

I would like to take this opportunity to thank Mr. Earl Fraley, Jr., a long serving member and former Chair, who decided to retire at the end of 2022. Mr. Fraley served as an exemplary model for leadership and public service.

We continue to be thankful for the opportunity to serve this great city and for the trust placed in us to advise the City and City Council. We look forward to continuing our service in 2023 and thank you for your support and confidence in us.

Sincerely,



Kevin R. Murphy
Chair

CC: Dr. Larry H. Filer II, City Manager
Paula Shea, AICP, Acting Planning Director

Norfolk City Planning Commission

The Norfolk City Planning Commission (henceforth referred to as the “Planning Commission” or “CPC”) is a seven-member body, appointed by City Council, responsible for the review of land use and zoning matters for the City of Norfolk. The Planning Commission makes recommendations on various matters to City Council, which is ultimately responsible for making a final decision on those matters. The Planning Commission is also responsible for the development and implementation of the City’s General Plan, *plaNorfolk2030*.

Planning Commission members in 2022 were: Kevin Murphy, Chair; Kim Sudderth, Vice-Chair; Dr. Ramona Austin; Kathryn Shelton; Earl Fraley, Jr.; Jeremy McGee; Scott Bateman; Dr. Amanda Lloyd (January-June); and Matthew Hales (January-February);. George Homewood, Planning Director, served as Executive Secretary.

The CPC met on 24 separate occasions in 2022, convening the second and fourth Thursday of each month except November and December, where only one meeting was held each month due to the holidays. In addition to these, the Commission also held a joint public hearing with City Council and met for an all-day retreat, both in September. The table below illustrates each member’s attendance for the year. Note that 9 of the 24 meetings were held virtually due to the Coronavirus pandemic.

Member Name	Meetings in Attendance	Meetings Absent
Kevin Murphy, Chair	23	1
Kim Sudderth, Vice-Chair	22	2
Dr. Ramona Austin	20	4
Kathryn Shelton	15	9
Earl Fraley, Jr.	21	3
Jeremy McGee*	12	0
Scott Bateman*	19	0
Dr. Amanda Lloyd**	11	1
Matthew Hales**	4	0

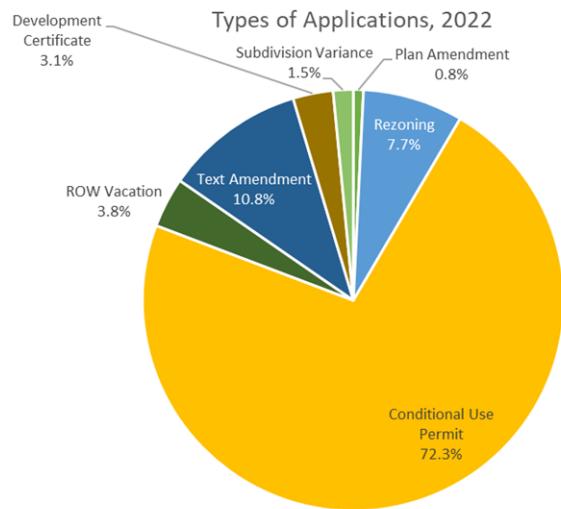
* Joined the commission during 2022 calendar year.

** Left the commission during 2022 calendar year.

In 2022, the Planning Commission processed 130 planning and zoning applications. Additionally, the Planning Commission considered presentations on many other topics throughout the year, including outdoor dining, Risk Rating 2.0, City-owned residential property auctions, short-term rentals, Midtown Plan, Downtown Retail Market Analysis, development of industrial land, historic resources surveying, and Saint Paul’s update.

Planning & Zoning Applications Reviewed – 2022

Of the 130 planning and zoning applications submitted to the Planning Commission in 2022, Conditional Use Permits (CUPs) once again represent the lion's share. 94 of the 130 applications were CUPs, which is 72.3% of all applications. Text Amendments represents the second largest percentage, followed, in order, by Rezonings, Right-of-Way (ROW) Vacations, Development Certificates, Plan Amendments, and Subdivision Variances. The following table illustrates the disposition of all applications processed in 2022.

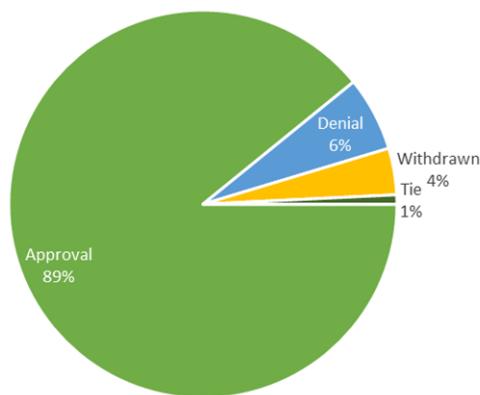


CPC Items & Recommendations, 2022

Application Type	Number	%	Approval	Denial	Withdrawn	Tie	% Approved
Plan Amendment	1	0.8%	1	0	0	0	100.0%
Rezoning	10	7.7%	9	0	1	0	90.0%
Conditional Use Permit	94	72.3%	82	8	3	1	87.2%
ROW Vacation	5	3.8%	5	0	0	0	100.0%
Text Amendment	14	10.8%	13	0	1	0	92.9%
Development Certificate	4	3.1%	4	0	0	0	100.0%
Subdivision Variance	2	1.5%	2	0	0	0	100.0%
Totals	130	100%	116	8	5	1	95.7%

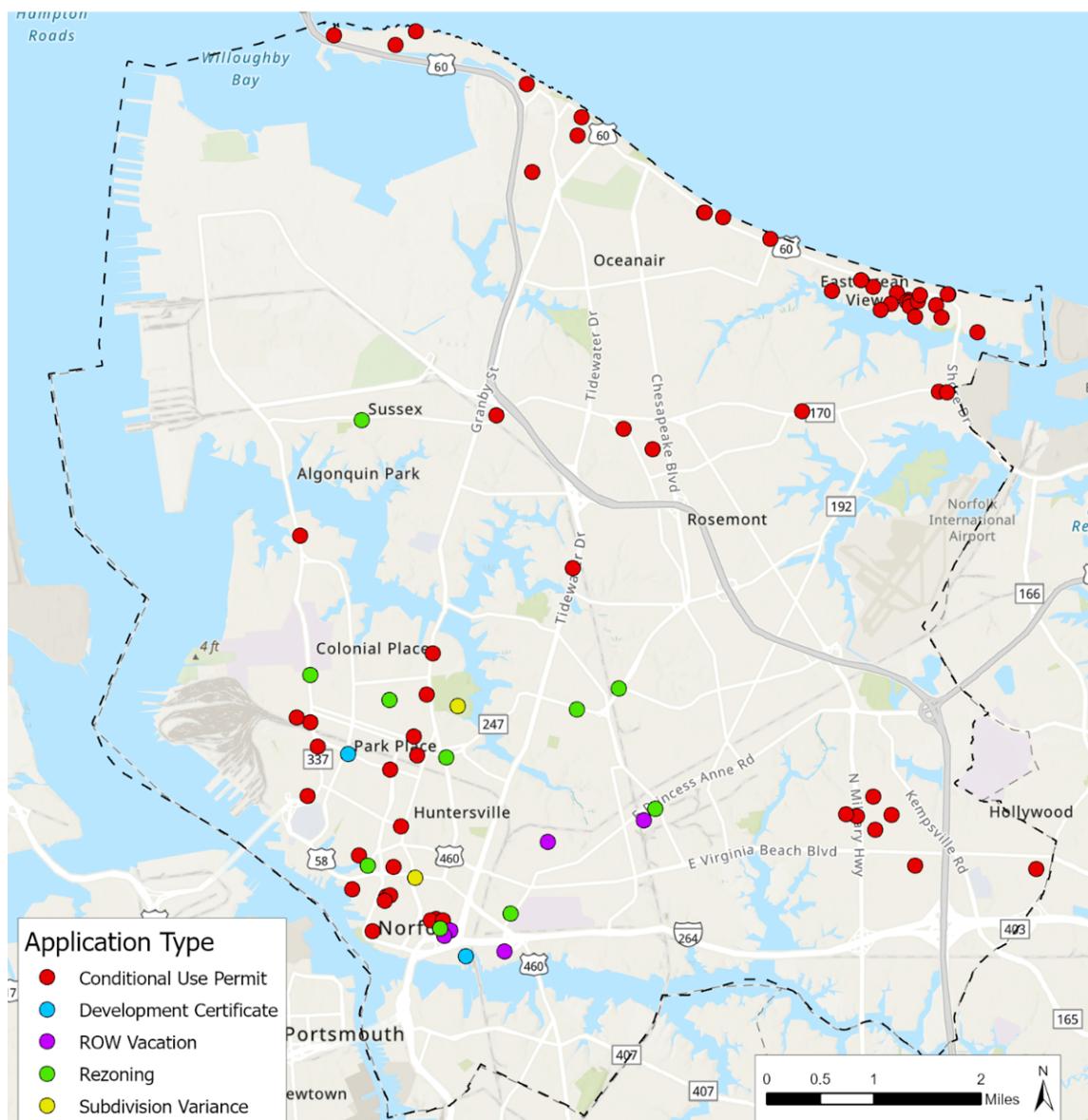
The Planning Commission recommended approval on 116 items, while voting to recommend denial of 8. Five items were withdrawn before the Commission vote and one item ended with a tie vote. The high approval rating from both the Planning Commission and the City Council (covered later) is due in large part to the efforts of staff to advise and guide applicants through the pre-approval process, assisting applicants in making improvements to their applications.

Recommended Actions, 2022



Planning & Zoning Applications Reviewed – 2022

The map below illustrates the geographic distribution of the types of applications reviewed by the Planning Commission in 2022. Each dot on the map represents one item or application reviewed by the Planning Commission in the year 2022.



Source: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

116 individual dots can be found on the map. Not reflected on this map are 14 items of the total 130 items reviewed by the Planning Commission in 2022 that are not specific to one location, but instead impact the entire city (Ex. Text amendments).

Conditional Use Permits Reviewed – 2022

CUPs are the most common type of application considered by the Planning Commission, representing 72.3% of all agenda items in 2022. This is higher than in prior years in which 68.3% of agenda items in 2021 and 61.4% of agenda items in 2020 were CUP applications. Of the 94 CUPs reviewed in total by the CPC in 2022, the single most reviewed item was short-term rental CUPs at 32 applications or 34.0% of all applications. This is a significant increase from 2021 and 2020, when only 20 and 7, respectively, short-term applications were considered.

In total, 89.7% of conditional use permit applications were recommended for approval which is down from 91.9% last year. This is also 2.6% less than the 10-year average of 92.3%.

CUPs by Type & CPC Recommendations, 2022

CUP Type	Number	Percent	Approved	Denied	Withdrawn	Tie	% Approved
ABC Off-Premises	3	3.2%	3	0	0	0	100.0%
ABC On-Premises	2	2.1%	2	0	0	0	100.0%
Alternative Signage	1	1.1%	1	0	0	0	100.0%
Auto Related *	1	1.1%	0	0	1	0	0.0%
Banquet Hall	3	3.2%	3	0	0	0	100.0%
Drive-through Facility	6	6.4%	6	0	0	0	100.0%
Expansion of Nonconforming Use	1	1.1%	1	0	0	0	100.0%
Extended Hours	8	8.5%	6	2	0	0	75.0%
Inn	1	0.0%	1	0	0	0	100.0%
Live Entertainment	12	12.8%	11	1	0	0	91.7%
Modify Alt. Dimensional Standards	1	1.1%	1	0	0	0	100.0%
Multifamily	10	10.6%	9	1	0	0	90.0%
Nightclub	2	2.1%	1	1	0	0	50.0%
Production of Craft Beverages	4	4.3%	4	0	0	0	100.0%
Restaurant with ABC	2	2.1%	2	0	0	0	100.0%
Short-Term Rental	32	34.0%	27	3	1	1	84.4%
Smoke or Vape Products	1	1.1%	1	0	0	0	100.0%
Smoke or Vape Shop	1	1.1%	1	0	0	0	100.0%
Temporary Casino	1	1.1%	1	0	0	0	100.0%
Veterinary Hospital or Clinic	2	2.1%	1	0	1	0	50.0%
Total	94	100%	82	8	2	1	87.1%

* The “Auto Related” field represents four different CUP types: Auto Storage, Auto Sales, Auto Repairs, and Car Wash.

In August, City Council adopted a new zoning text amendment, allowing for an expedited CUP process in certain circumstances. The new process allows restaurants with a CUP to change managers, nightclubs or banquet halls with a CUP to change managers if they convert to restaurant uses, and allows for restaurants to change or add outdoor dining. The expedited process eliminates the requirement for applicants to attend a Civic League meeting or appear before the City Planning Commission and reduces the application fee.

City Council granted 11 CUPs through this expedited process since adoption.

City Council also revoked the Conditional Use Permit or Special Exception of three downtown nightclubs for violations to one or more conditions contained in their permits.



Norfolk Mayor Kenneth Cooper Alexander, along with members of Norfolk City Council and Planning Commission honor Earl Fraley for his many years of service at the December 15th Public Hearing.

Norfolk City Council Disposition of CPC Items – 2022

The following table reflects Norfolk City Council's actions relative to the CPC's recommendations, by application type. Of the 130 items reviewed by the Planning Commission in 2022 (excluding withdrawn items), 98.6% were recommended for approval. 99% of the items considered by City Council were approved, though the specific items approved and denied differed slightly from Planning Commission recommendations.

Planning Commission and City Council Actions, 2022

Application Types	CPC Recommendation		City Council Resolution			% App. by City Council	Pending*
	Approval	Denial	Approved	Denied	Withdrawn		
Plan Amendment	1	0	1	0	0	100.0%	0
Rezoning	9	0	10	0	0	100.0%	0
Cond. Use Permit	82	8	81	5	5	94.2%	0
ROW Vacation	5	0	4	0	1	100.0%	0
Text Amendment*	13	0	12	0	0	100.0%	1
Dev. Certificate	4	0	3	0	1	100.0%	0
Sub. Variance	2	0	0**	0	0	n/a	0
Total	116	8	111	5	7	99.0%	1

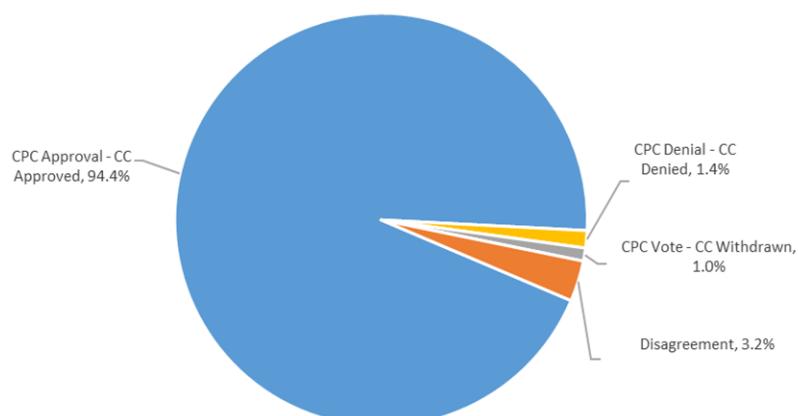
* Pending: Items that were voted on by CPC but have not been reviewed by City Council.

** Subdivision Variances only require Planning Commission approval and are therefore not included in these figures.

City Council generally agrees with the recommendations of the Planning Commission. Since 2013, City Council has agreed with Planning Commission's recommendation – for either approval or denial – 95.8% of the time. An additional 1.0% of

items were withdrawn prior to a vote from City Council. This means that the two bodies have disagreed on only 3.2% – 47 out of 1,472 – of all items reviewed by both bodies in nine years.

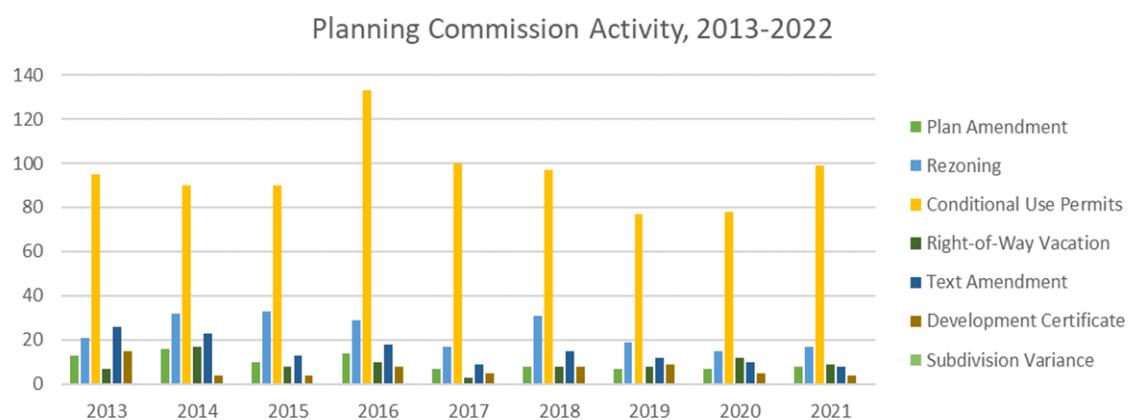
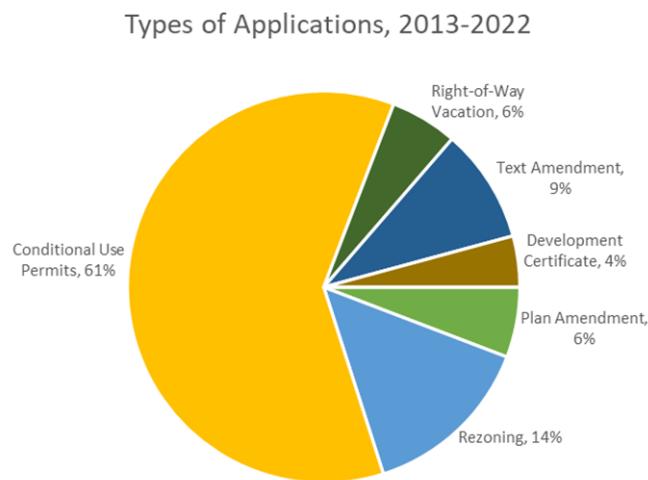
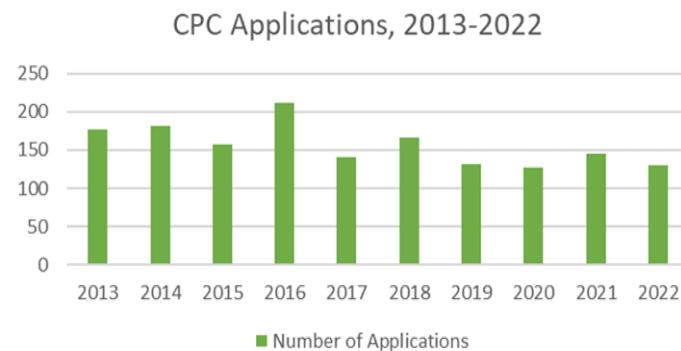
Planning Commission and City Council Actions, 2013-2022



Planning & Zoning Applications Reviewed – Ten Year Review

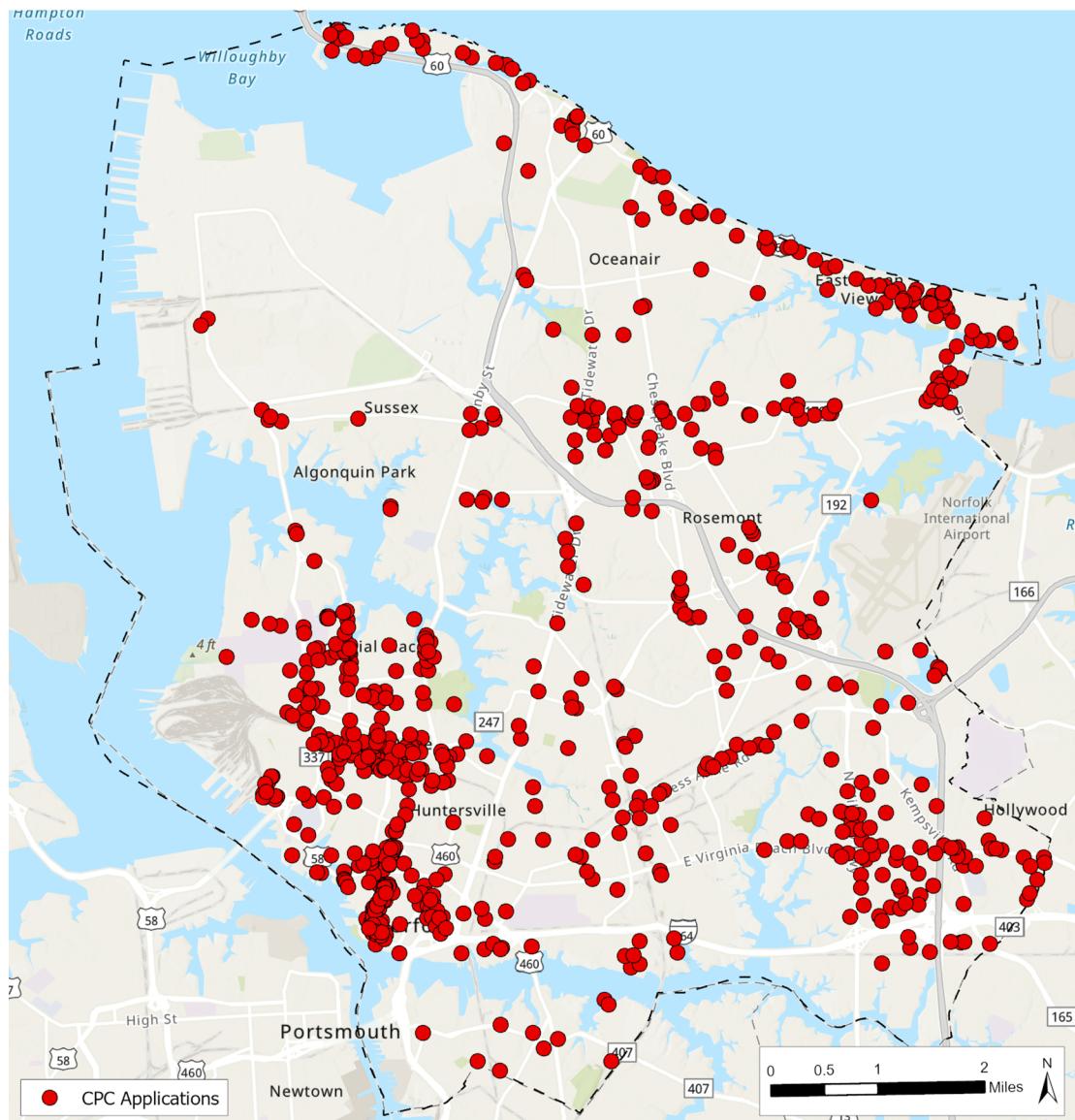
The number of applications to the Planning Commission has fallen drastically since the 10-year high of 212 seen in 2016. 2022 saw a slight decrease in the number of applications compared to 2021, and is about 19% less than the 10 year average of 157.1 applications. A total of 1,571 applications have been submitted to the Planning Commission since 2013.

The conditional use permit has remained the most common application type for the entire 10-year period, consistently making up at least half of all applications each year. All other types of applications vary greatly from year-to-year. There appear to be few obvious trends in the data, though there was a reduction in CUPs with the adoption of the 2018 Zoning Ordinance and an uptick in CUP activity since 2020 with the addition of CUPs for some short-term rentals.



Planning & Zoning Applications Reviewed – Ten Year Review

The map below illustrates the geographic distribution of applications reviewed by the Planning Commission between 2013 and 2022.

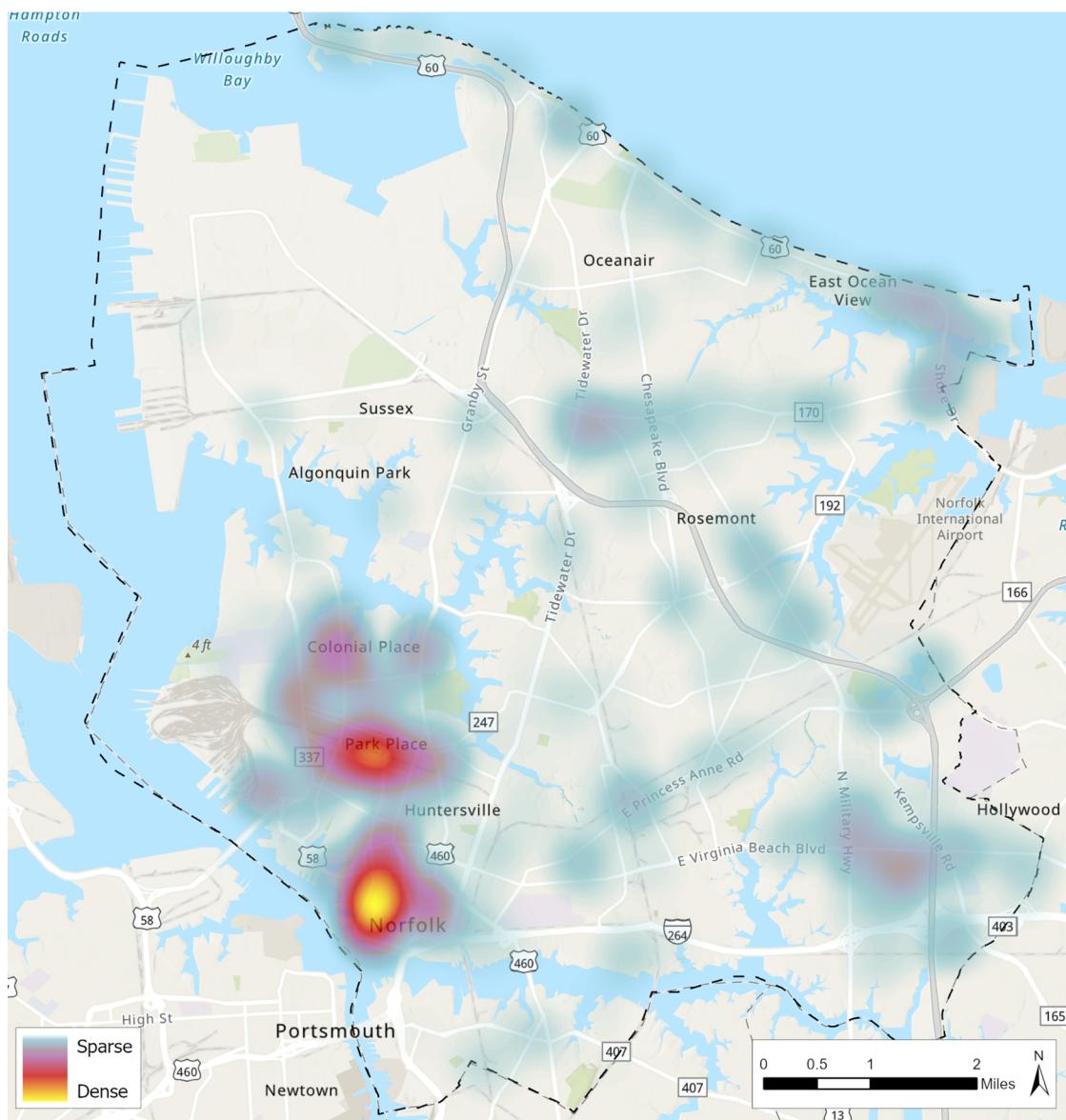


Disclaimer: The above map only accounts for applications with a specific location. Applications with a city-wide reach are not found within the data for this map.

As was the case for the map found in the “Planning & Zoning Applications Reviewed – 2022” section of this report, the dots in the above map represent applications with a specific location. These dots do not represent applications that affect the entire city.

Planning & Zoning Applications Reviewed – Ten Year Review

Like the map found on the previous page, the map below illustrates the geographic distribution of applications reviewed by the Planning Commission between 2013 and 2022. The map below, however, highlights where a greater concentration of the applications reviewed by the Planning Commission over the last 10 years are located. The yellow areas are where the highest concentration of applications is found. The areas with no color are where little to no application clustering is found.



Disclaimer: The above map only accounts for applications with a specific location. Applications with a city-wide reach are not found within the data for this map.

Architectural Review Board Items – 2022

The Architectural Review Board (ARB) reviewed 76 items in 2022. ARB items are different from other items reviewed by the Planning Commission, in that the Planning Commission only reviews select items. ARB has the final say on all Certificates of Appropriateness (COAs) and on Determinations of Architectural Appropriateness. The Planning Commission only saw 14 of the 2022 ARB items. 98.7% of the items reviewed in 2022 received ARB approval, though many had to make multiple visits to the ARB before receiving approval.

ARB Item Types	Total	Percent	Approved*	Denied	Withdrawn	% Approved
Ghent COA*	13	17.1%	13	0	0	100.0%
West Freemason COA*	7	9.2%	7	0	0	100.0%
Downtown COA*	15	19.7%	15	0	0	100.0%
Norfolk & Western COA*	3	3.9%	3	0	0	100.0%
East Freemason COA*	1	1.3%	1	0	0	100.0%
Landmark COA*	2	2.6%	2	0	0	100.0%
Design Review	32	42.1%	31	0	1	96.9%
Determinations Of Arch. Appropriateness	3	3.9%	3	0	0	100.0%
Total	76	100.0%	75	0	1	98.7%

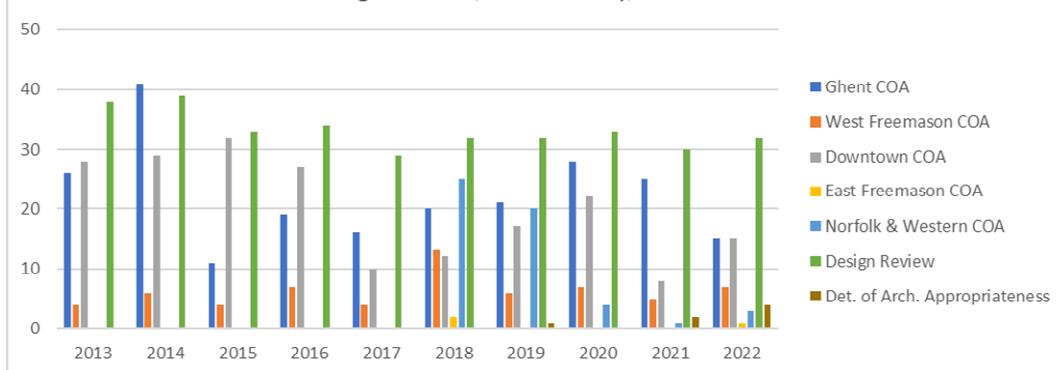
*Certificate of Appropriateness

Design Review items accounted for over 42% of applications reviewed, followed by Downtown COAs at nearly 20%, and Ghent COAs at 17%. Averaging nearly 90 items per year since 2013, the 76 items reviewed in 2022 puts this past year with the third lowest number of applications reviewed in the 10-year period.

ARB Applications, 2013-2022

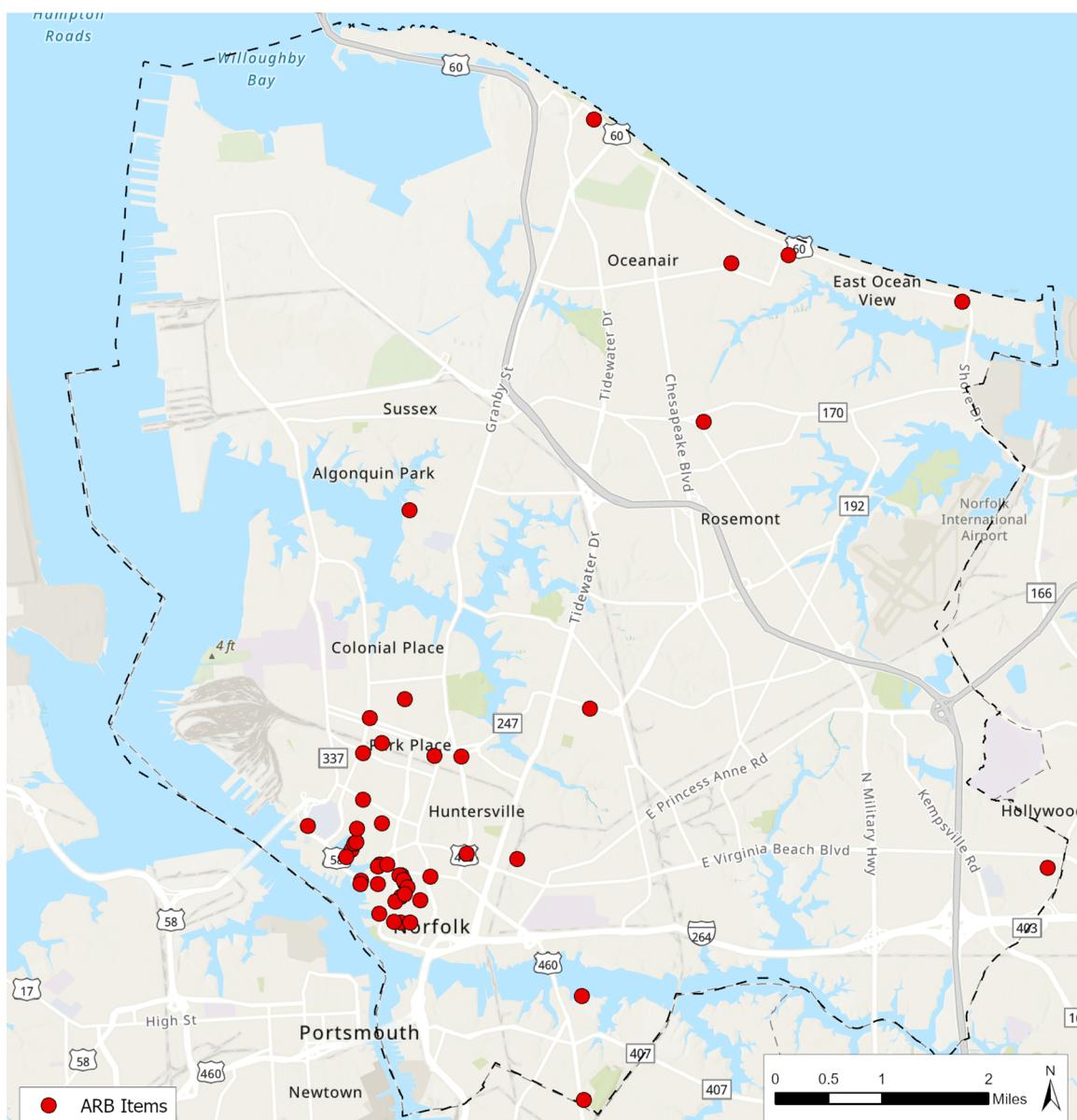


Design Review/ARB Activity, 2013-2022



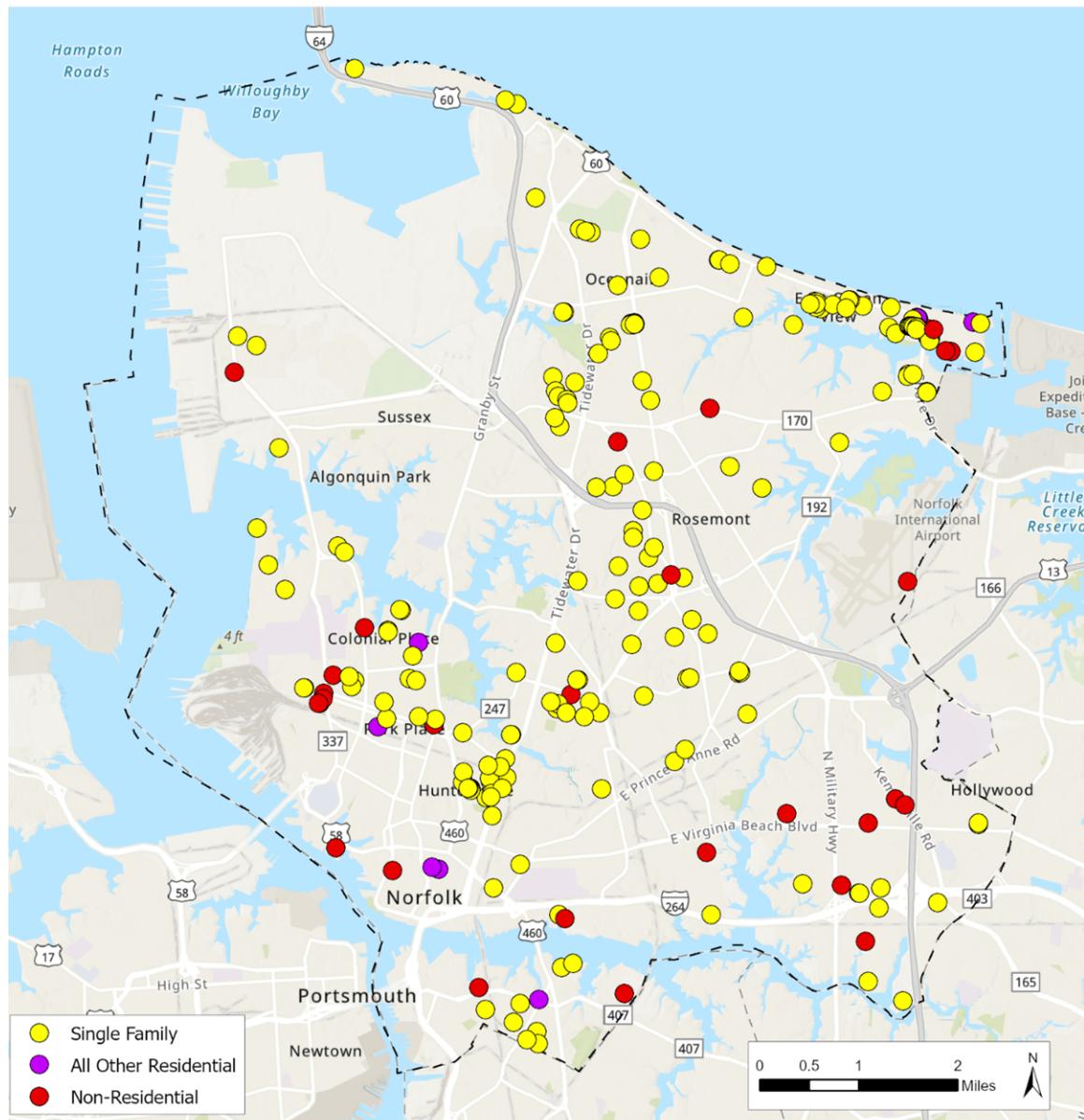
Architectural Review Board Items – 2022

As can be seen in map below, most of the items seen by the Architectural Review Board are concentrated in the Downtown and Ghent areas of the city (where there are local historic districts) and the Railroad District. A few outliers do exist, scattered around the city.



Building Permits – 2022

Many of the applications brought forth to Planning Commission result in new construction projects, reaching every part of Norfolk. The map below shows the location of building permits issued in 2022 for new construction. Single family home locations are shown in yellow; all other residential new construction is shown in purple; and non-residential new construction is shown in red. The highest concentrations of new construction were in East Ocean View and Olde Huntersville.



Building Permits – 2022

Impact on Planning Staff Workload

Each dot on the map from the previous page shows new construction building permits issued in 2022. Along with a building permit, each project requires a host of reviews and inspections. Each one of these building types reflects a significant workload on City Planning staff.

Below is a list of requirements for new construction:

Single-family home	Other Residential	Non-Residential
<ul style="list-style-type: none"> • Plan Review • Zoning Review • Permits <ul style="list-style-type: none"> ○ 5 minimum • Inspections <ul style="list-style-type: none"> ○ 17 minimum • Certificate of Occupancy 	<ul style="list-style-type: none"> • Site Plan Review • Plan Review • Zoning Review • Permits <ul style="list-style-type: none"> ○ 5 minimum • Inspections <ul style="list-style-type: none"> ○ 17 minimum • Certificate of Occupancy 	<ul style="list-style-type: none"> • Site Plan Review • Plan Review • Zoning Review • Permits <ul style="list-style-type: none"> ○ 5 minimum • Inspections <ul style="list-style-type: none"> ○ 17 minimum ○ Add 12+ for sprinklered buildings • Certificate of Occupancy

Other possible reviews: Chesapeake Bay Preservation Area, erosion & sediment control, stormwater, landscaping, fire protection, floodplain, design review, ROW (driveway), Utilities (water & sewer taps)

By the Numbers – 2022

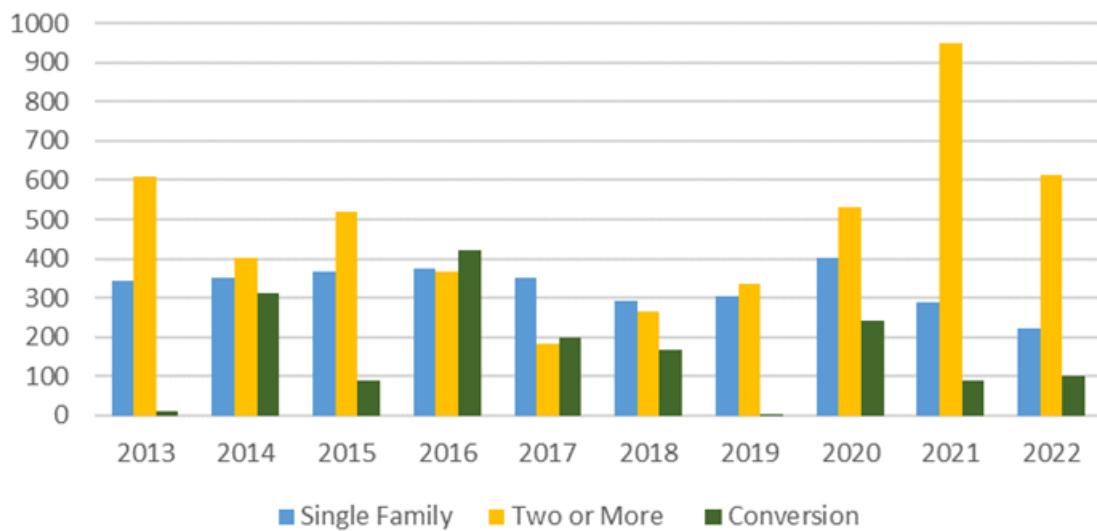
Below are some quantitative analysis of the efforts tied to support new development and business activity in Nofolk:

- Reviewed **3,159** building plan reviews
- Issued **11,441** permits (amusement, building, demolition, electrical, elevator, fire protection, mechanical, occupancy, plumbing, sign, and zoning permits)
- Completed **28,026** permit inspections
- Completed **1,004** zoning inspections
- Reviewed **1,844** business license requests
- Issued **389** zoning violation notices
- Approved **67** site plan review projects
- Completed **2,435** site plan review environmental inspections on **92** site plans
- Completed **2,178** single-family home environmental inspections on **208** new single-family homes

New Housing Units – 2022

2022 was a busy year for building permits. There were 613 new two or more-unit dwellings permitted in 2022. This is the second highest in the last 10 years, above the 10-year average of 501 units. Single family dwellings however, hit a 10-year low with 224 new units, below the 10-year average of 331.

New Housing Units by Type, 2013-2022



Residential conversion projects were down over previous years, with 103 recorded in 2022. This is the fourth lowest total of these types of projects over the last 10 years. Major residential developments that moved into the permitting stage during 2022 are shown in the table below.

Multifamily Building Permits Valued Over \$1 million (2022)

First Permits Issued	Project Name	Project Location
January	Front Street Apts - 80 units	533 Front Street
May	Twenty Wood - 120 units	451 Church Street
May	19 Wood - 70 units	501 Wood Street
June	Chenman - 95 units	601 W 24th Street
June	The Lafayette - 6 units	414 Delaware Avenue
August	Sycamore Plaza - 39 units	1025 Wilson Road
September	Lake Taylor Pointe - 35 units	1060 Kempsville Road
September	Lake Taylor Pointe - 35 units	1060 Kempsville Road
September	Lake Taylor Pointe - 34 units	1060 Kempsville Road
September	Lake Taylor Pointe - 34 units	1060 Kempsville Road

Completed Projects – 2022

2022 once again saw the completion of multiple major projects and the opening of many new or relocated businesses. Most of these projects received some form of Planning Commission approval over the past few years and, as major construction projects often take some time to finish, finally opened during the past year. Below are several projects that were completed in 2022.



*Village Square at East Beach –
9611 Nansemond Bay Street*



Aldi – 1600 E Little Creek Road



Tesla – 7520 N Military Highway



Mosaic Living – 3611 Colley Avenue



Riverside Station – Sellger Drive & Curlew Drive

Completed Projects – 2022



*Sentara parking garage –
Kempsville Road & Wellville Street*



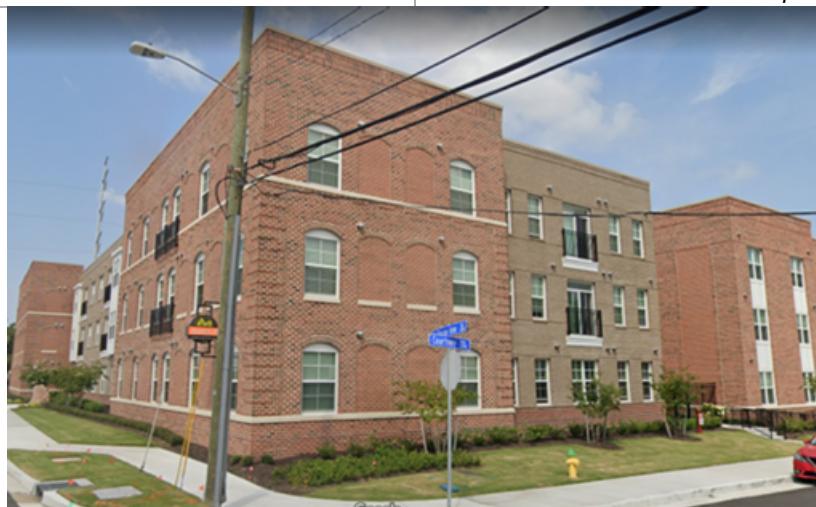
The OV Beach Tavern – 9659 1st View Street



CHKD Children's Pavilion – 400 Gresham Drive



River Tower – 801 Southampton Avenue

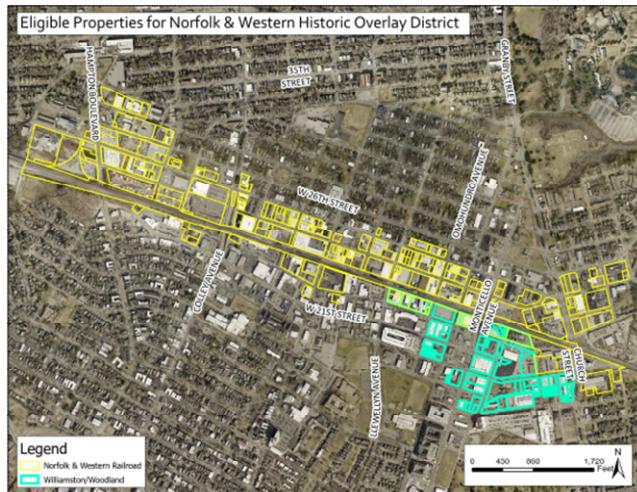


The Ashton – E Princess Anne Road & Courtney Avenue

Plans and Other Projects – 2022

2022 was another busy year in City Planning. Several significant planning projects were completed during the year, including the *City of Norfolk Midtown Plan* and the adoption of an ordinance eliminating minimum off-street parking requirements for certain uses within the Norfolk & Western Historic Overlay District.

The *City of Norfolk Midtown Plan* was adopted in August to provide a community-driven, long-range plan and implementation framework to create equitable development opportunities, build on the community work already happening in the neighborhood, and work with existing businesses and residents to prevent any future displacement. The location of Midtown within the city also acts as a nexus of key roadways and pathways for the city, giving it great potential to supplement the existing neighborhoods that surround it while developing its own character – bringing a sense of wholeness to this part of the city.



In April, the Norfolk & Western Historic Overlay district was amended to add an off-street parking exemption for all non-residential land uses and residential uses up to 24 units. The changes directly incentivize smaller, more inclusionary housing and associated homeownership opportunities. The changes also encourage more multi-modal opportunities and allows developments to decide how much parking they need based on market

conditions and locational demand. By incorporating these changes into the existing historic district, historic preservation benefits are two-fold: (1) properties that opt into the overlay district are subject to the other development standards of the district, including the requirement to obtain a Certificate of Appropriateness for alterations to historic structures and (2) removing this zoning barrier allows for further adaptive reuse opportunities.

Review of 2022 Work Program

The 2022 work program is included below, along with an indication of each project's status. Those projects shaded green are considered complete. Those shaded yellow are not complete but are underway and are on track for completion. Work has not begun on those shaded red.

Project	Status
<p><i>plaNorfolk2050</i> – multiyear project with plan completed in 2025</p> <p>2022 Action Items</p> <ul style="list-style-type: none"> • Secure resources (funding & consultants) • Existing conditions & <i>plaNorfolk2030</i> wrap-up • Public kickoff • Formation of committees 	In process
<p>Broad Creek Refresh Plan implementation</p> <ul style="list-style-type: none"> • Continue pursuit of brownfields grants for the Globe Iron sites • Continue implementation and/or pursuit of immediate and short-term actions 	In Process In Process
TIDE Light Rail Eastside Environmental Impact Study – final presentation	In Process
Citywide Multimodal Transportation Master Plan – final presentation and adoption into <i>plaNorfolk2030</i>	In Process
<p>Housing Policy Issues</p> <ul style="list-style-type: none"> • Missing Middle Demonstration Project—identify potential sites • Inclusionary Housing Policy—in support of Mayor's Commission on Social Equity and Economic Opportunity • Implement Missing Middle housing by pursuing additional regulatory changes and developing a model site plan • Single-family zoning district revisions –new/modified single-family zoning districts 	In Process In Process In Process Not Started
Undergrounding utilities—explore policy changes that could support future code amendments	In Process
Short-Term Rental ordinance revisions	Complete
Adopt changes to off-street parking requirements in the Railroad District	Complete
Parking Regulations Analysis – evaluation and consideration of revisions to parking regulations in the traditional character district based on outcome of Railroad District effort	Not Started

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Project	Status
Tree canopy pilot program (in concert with Parks & Recreation)	Not Started
Resilience Quotient Analysis and Updates <ul style="list-style-type: none"> • Preliminary findings of program impact / best practices / etc. (two-year program that commenced in Summer 2021) • Resilience quotient code revisions based on results of evaluation 	In Process In Process
Enhanced drainage review standards for single-family homes	In Process
Low Impact Design Manual	Not Started
Historic resources survey for North Berkley & West Freemason	Complete
Historic resources surveying—apply for funding to continue survey effort	Complete
Pattern Book for Home Elevations (dependent upon obtaining a grant)	In Process
Traditional Neighborhood Plan Book updates to incorporate new building code	Complete
Community Rating System (CRS) <ul style="list-style-type: none"> • Program for Public Information (PPI) annual report • 2021 flood insurance assessment update • 2021 Hazard Mitigation Plan annual report • 2022 Hazard Mitigation Plan update – conjunction with HRDPC (occurs every 5 years) 	Complete Complete Complete Complete
DEQ Five-Year Program Review – review of environmental program implementation and management (tied to DEQ schedule)	Not Started
Launch inspections dashboard	Complete
Midtown Norfolk Area Plan (WPA & Economic Development)	Complete
Outdoor dining guidelines	Complete
Update zoning regulations for industrial uses (with Economic Development)	Not Started
Update zoning regulations for downtown uses & signage (with DNC)	In Process
Convert legacy PDs to base zoning districts	Not Started
23 rd Street / Railroad District Plan	In Process
Revisions to East Beach Planned Development	Withdrawn
Revisions to Downtown-Saint Paul's (D-SP) zoning district	No longer applicable
“Inn” – create, define, and establish performance standards	Complete

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Project	Status
Improvements to online permitting system – finalize upgrades to support permit submittals and reviews through portal	In Process
Develop and adopt regulations for marijuana-related businesses	Complete
Military Highway/Circle UDA area – staff support for redevelopment effort	Ongoing
St. Paul's Redevelopment – staff support for the planning and implementation of St. Paul's vision	Ongoing
Disposition of vacant city owned property – staff support as necessary	Ongoing
Norfolk resilience efforts – staff support for the planning and implementation of resilience improvements	Ongoing
EPA Brownfields Grant opportunities	Ongoing
Zoning Ordinance maintenance – consideration of necessary revisions to Zoning Ordinance	Ongoing
Major development projects – staff support for various projects	Ongoing
Vision Zero – staff support	Ongoing
MacArthur Center repurposing – staff support	Ongoing
Joint Planning Commission/City Council meeting(s)	As needed
Joint Planning Commission/School Board meeting(s)	As needed
Joint Planning Commission/Economic Development Authority meeting(s)	As needed
Joint Planning Commission/Architectural Review Board meeting(s)	As needed
Joint Planning Commission/NRHA Board meeting(s)	As needed

2023 Work Program

As the Planning Commission transitions into another year, there are many projects currently underway or planned for initiation in 2023. Below is a list of projects Planning Department staff and the Planning Commission should be working on over the coming year. While this may not represent all projects and tasks, it is intended to be a snapshot at the beginning of the year of what activities are anticipated.

Project	Projected Project Timeframe
<i>plaNorfolk2050</i> – multiyear project with plan completed in 2025 2023 Action Items <ul style="list-style-type: none"> • Existing Conditions Report • Public kickoff and engagement sessions • Formation of committees, teams, and groups • Review and inventory of existing plans and documents 	Complete by late-2023
Broad Creek Refresh Plan implementation <ul style="list-style-type: none"> • Continue pursuit and implementation of brownfields grants for the Globe Iron sites 	Complete by late-2023
Housing Policy Issues <ul style="list-style-type: none"> • Implement Missing Middle housing by developing a model site plan • Missing Middle Demonstration Project – identify potential site • Inclusionary Housing Policy – in support of the Department of Housing and Community Development • Identify and pursue follow up actions from Inclusionary Housing Policy 	Complete by early-2023 Complete by mid-2023 Complete by mid-2023 Complete by late-2023
Undergrounding utilities—explore policy changes that could support future code amendments	Complete by mid-2023
Tree canopy pilot program (in concert with Parks & Recreation)	Complete by late-2023
Historic Resources survey for Campostella Heights, Central Park, and completing the National Register update for West Freemason	Complete by late-2023
Evaluation and consideration of revisions to parking regulations in the traditional character district	Complete by late-2023

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Project	Projected Project Timeframe
Resilience Quotient Analysis and Updates <ul style="list-style-type: none"> • Preliminary findings of program impact / best practices / etc. (two-year program that commenced in Summer 2021) • Resilience quotient code revisions based on results of evaluation 	Complete by mid-2023 Kickoff by mid-2023
Enhanced drainage review standards for single-family homes	Complete by mid-2023
Low Impact Design Manual	Complete by late-2023
Elevating Homes Pattern Book	Complete by mid-2023
Community Rating System (CRS) <ul style="list-style-type: none"> • Program for Public Information (PPI) annual report • 2022 Flood Insurance Assessment (FIA) update • 2022 Hazard Mitigation Plan annual report 	Complete by mid-2023 Complete by mid-2023 Complete by early-2023
DEQ Five-Year Program Review – review of environmental program implementation and management (tied to DEQ schedule)	Complete by mid-2023
Update zoning regulations for industrial uses (with Economic Development)	Complete by early-2023
Update zoning regulations for downtown uses & signage (with DNC)	Complete by mid-2023
Convert legacy PDs to base zoning districts	Kickoff by mid-2023
23 rd Street / Railroad District Plan	Complete by late-2023
Outdoor dining city code and zoning changes	Complete by early-2023
Floodplain Management Plan	Complete by early-2023
Redevelopment of Department website	Complete by late-2023
Acquire ArcGIS Urban, train staff, and incorporate into workflows	Complete by late-2023
Create “Eco-Districts” (overlay zoning districts) pending final Knitting Mill Creek Eco-Corridor Plan	Complete by late-2023

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Project	Projected Project Timeframe
Military Highway/Circle UDA area – staff support for redevelopment effort	Ongoing
St. Paul's Redevelopment – staff support for the planning and implementation of St. Paul's vision	Ongoing
Disposition of vacant city owned property – staff support as necessary	Ongoing
Norfolk resilience efforts – staff support for the planning and implementation of resilience improvements	Ongoing
EPA Brownfields Grant opportunities	Ongoing
Zoning Ordinance maintenance – consideration of necessary revisions to Zoning Ordinance	Ongoing
Major development projects – staff support for various projects	Ongoing
Vision Zero – staff support	Ongoing
Improvements to online permitting system – finalize upgrades to support permit submittals and reviews through portal	Ongoing
Joint Planning Commission/City Council meeting(s)	As needed
Joint Planning Commission/School Board meeting(s)	As needed
Joint Planning Commission/Economic Development Authority meeting(s)	As needed
Joint Planning Commission/Architectural Review Board meeting(s)	As needed
Joint Planning Commission/NRHA Board meeting(s)	As needed