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# Strategic Goals and Objectives

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## STRATEGIC GOALS AND OBJECTIVES

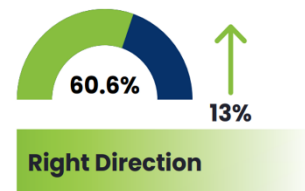
In FY 2022, seven broad service objectives were defined to better understand how city funds are allocated across different functional areas:

- Resilient Norfolk
- Infrastructure and Connectivity
- Economic Opportunity for Residents and Businesses
- Learning and Enrichment Opportunities for Residents and Visitors
- Safe, Engaged, and Informed Community
- Community Support and Well-Being
- Efficient and Responsive Government

The objectives broadly capture common services in local government and Norfolk in particular. To demonstrate the alignment of resources allocated in the budget to these strategic objectives, each program in the Department Program Pages section of the document is mapped to one of the seven service objectives. Mapping programs to service objectives provides context to understand the city's priorities as they are expressed in the budget through the allocation of funds.

In the fall of FY 2023, the city undertook a resident survey in partnership with ETC Institute. This was the first resident survey conducted by the city since 2014. The survey results regarding resident priorities and satisfaction with city services served as the basis for strategic funding decisions for the FY 2024 and FY 2025 budgets. The city undertook its second resident survey in the spring of 2024, the results of which provided invaluable data that helped to shape the adopted FY 2026 budget. The city will continue to conduct a resident survey every two years.

The results of the survey were very encouraging, with over 60% of respondents indicating that the city is going in the right direction overall, an increase of 13% from the 2022 survey.



This section highlights adopted FY 2026 enhancements, Capital Improvement Plan (CIP) projects, and other initiatives that are tied to the service objectives. Spring 2024 Resident Survey data is displayed in graphs. Additional performance measures related to the city's Strategic Objectives and Goals, as well as data stories related to these metrics can be viewed on the city's open data portal.

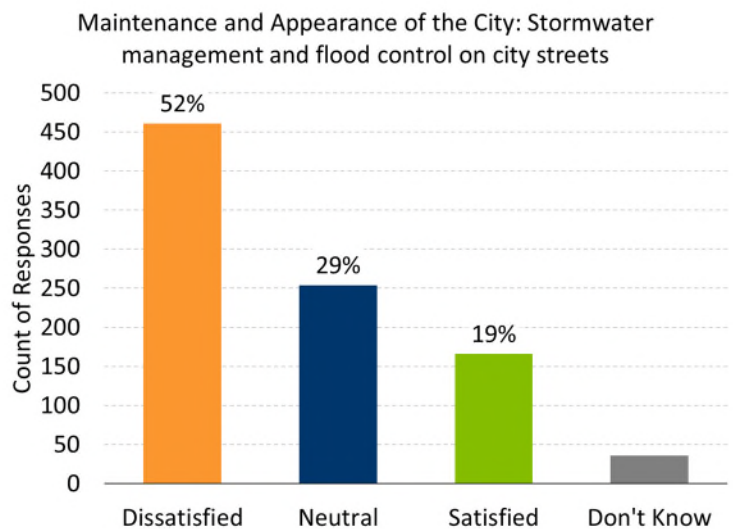
## RESILIENT NORFOLK

Intentional planning and community investment that creates a desirable, inclusive community with a lasting built and natural environment, memorable places, and experiences that bring people together.

### FY 2026 Adopted Highlights

#### Coastal Storm Risk Management (CSRM) Project

The CSRM project includes a large-scale extension of the Downtown Norfolk Floodwall and the design and construction of storm surge barriers, levees, and pump stations to be completed in five phases over the next several years. Our ability to pay the required non-federal match is dependent on the state's support. There are currently no funds included in the state's upcoming budget for the CSRM project. Funds are included in the FY 2026 CIP to continue efforts on the current phases of the project. As federal and state funding decisions change, the city will continue to modify assumptions for funding and specifics of the project.

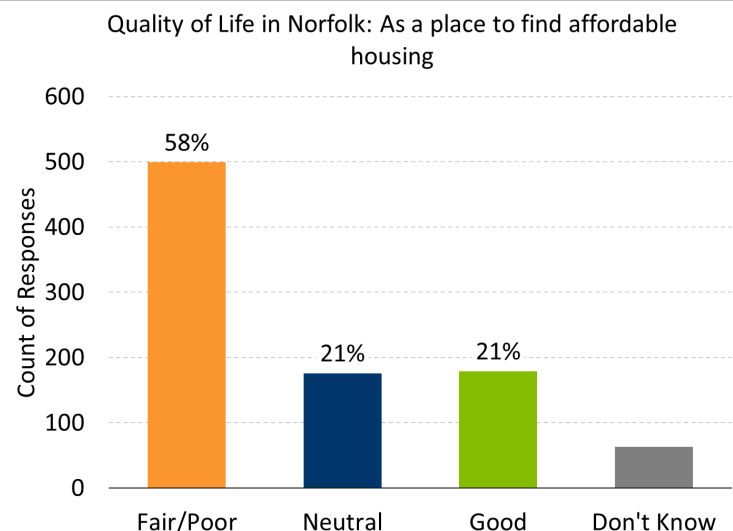


#### Flooding and Drainage Concerns

- Improve drainage at 10<sup>th</sup> Bay Street and Chesapeake Boulevard
- Reconstruct and rehabilitate the Hague bulkhead
- Replace the Bute Street bulkhead

#### Investments in Housing

- Demolish existing buildings at the Globe Iron site to allow for redevelopment
- Improve infrastructure at the John T. (J.T.) West site to support future housing development in the Olde Huntersville neighborhood
- Continue the revitalization of the St. Paul's/Kindred community
- Broaden the purpose of the existing Inclusive Development Opportunity reserve to support housing initiatives



## INFRASTRUCTURE AND CONNECTIVITY

To design, construct, and maintain city facilities and infrastructure to provide workable, livable, and sustainable space with a multi-modal transportation network that provides for the safe, efficient, inclusive, and reliable movement of people, goods, services, and information.

### FY 2026 Adopted Highlights

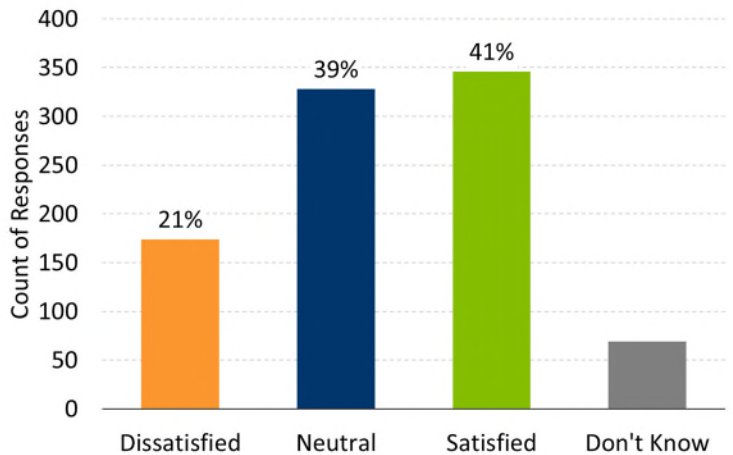
#### Public Facilities

- Maintenance of fire stations and municipal facilities
- Improvements to elevators citywide and installation and replacement of emergency generators
- Upgraded security at city facilities
- Enhanced MacArthur Memorial maintenance
- Various jail improvements and repairs, funded through the sale of the Hampton Roads Regional Jail

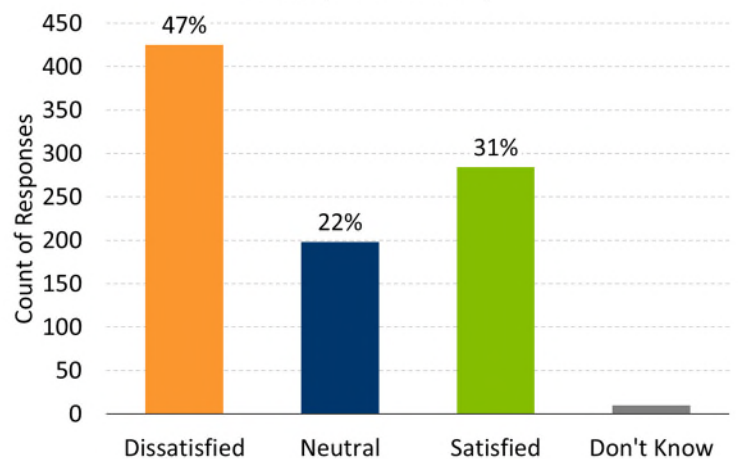
#### Traffic Flow

- Funds for enhanced traffic signals and intersections citywide in 2026 with additional new and replacement signals planned in the future years of the CIP
- Installation of traffic signals at the intersection of Tidewater Drive and Marvin Avenue
- Improved traffic flow at Harbor Park through additional signage and traffic mitigation for Tides home games

Maintenance and Appearance of the City: Maintenance of public buildings and facilities

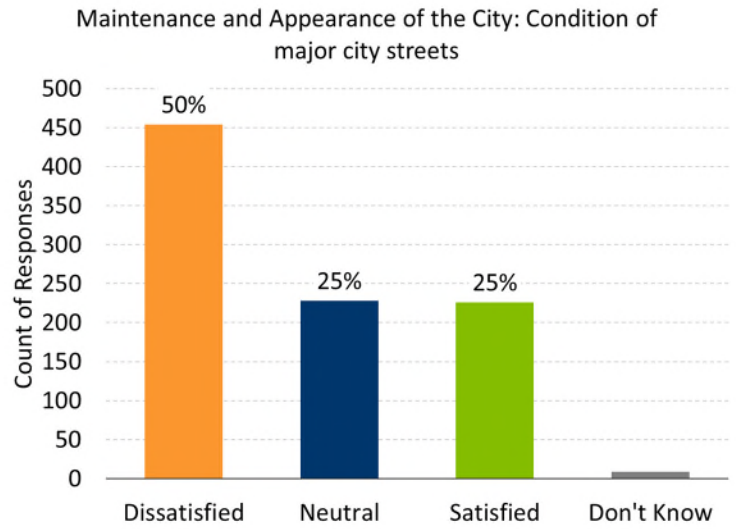


Major City Services: Overall flow of traffic on Norfolk streets (not interstates)



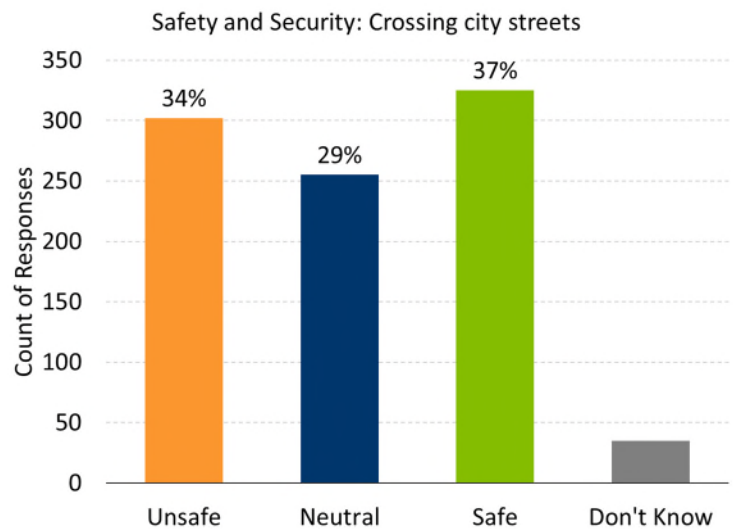
## Condition of City Streets

- Improvements to neighborhood streets and transportation infrastructure citywide
- Funding to complete the reconstruction of Westminster Avenue
- Improvements to road infrastructure in the St. Paul's/Kindred area
- A new Public Works vehicle for enhanced street maintenance
- Additional staff for transportation project management to increase capacity for capital project planning and execution
- Funds to enhance Virginia Department of Transportation (VDOT) project management and grant applications
- Funds to repair, replace, and maintain bridges including repairs to the Military Highway bridge over Virginia Beach Boulevard



## Pedestrian Safety and Multimodal Transportation

- Additional funding toward the Complete Streets Initiative to promote safe access for pedestrians, bicyclists, and transit users; this funding supports the city's Vision Zero program to eliminate all traffic fatalities and severe injuries
- Princess Anne Road lane repurposing to include bike lanes in each direction, a two-way left turn lane, and the reduction of the corridor from four lanes to two lanes; pedestrian accommodations and signage will also be added
- The Environmental Sustainability Team, formerly housed in the Department of General Services, will be shifted to the Department of Transportation to focus on the efforts to convert the city's streetlights to LED as well as the implementation of electric vehicle charging stations

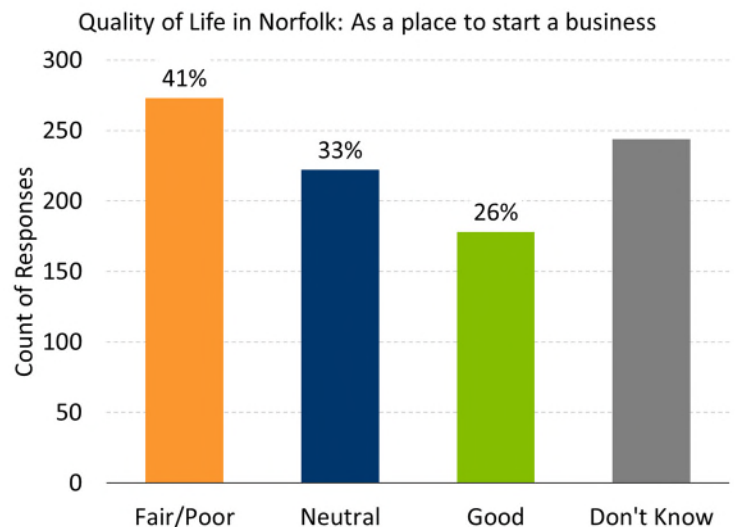


## ECONOMIC OPPORTUNITY FOR RESIDENTS AND BUSINESSES

A strong tax base, a diverse economy, and a straightforward regulatory environment that enable businesses to flourish and create good jobs for residents who have access to training and workforce development designed to equip them with the skills needed to compete in a 21st century economy.

### FY 2026 Adopted Highlights

The City Manager proposes to develop a strategy in collaboration with the City Attorney and the City Assessor and other appropriate agencies to develop Tax Increment Financing (TIF) districts in targeted locations including, St. Paul's, Harbor Park, MacArthur Mall, Military Circle, and Fort Norfolk. These TIFs would ensure that the revenue generated in these specific districts will be funneled directly to support greater public and private investments in these areas.

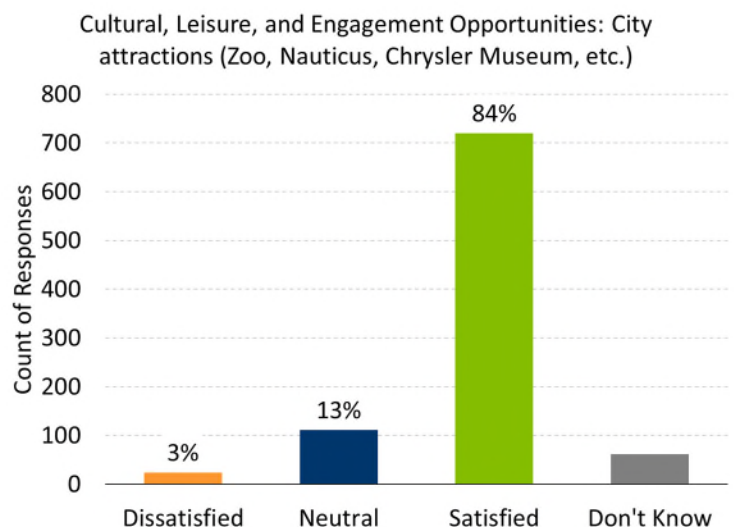


## LEARNING AND ENRICHMENT OPPORTUNITIES FOR RESIDENTS AND VISITORS

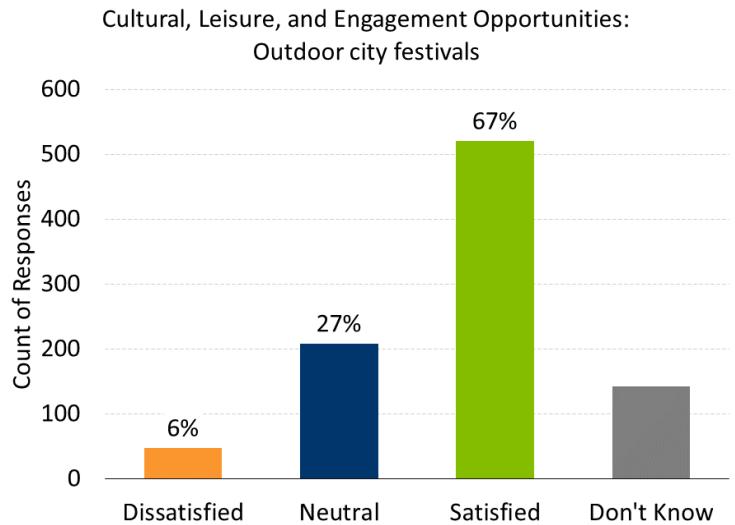
Opportunities for lifelong learning and diverse arts and culture offerings that enhance social inclusion, active citizenship, and personal development for residents and visitors.

### FY 2026 Adopted Highlights

- Two-hour free parking at city parking garages
- Free parking at MacArthur Mall parking garage along with free use of the light rail for Tides home games
- Improvements and maintenance for Harbor Park
- Significant investments in the renovations of Chrysler Hall and Scope Arena



- Funds for the renovation and expansion of the Jean MacArthur Research Center
- A new position in SevenVenues to enhance city event marketing
- Enhanced event production at Ocean View Beach Park and Five Points Park
- Improved animal care, facility maintenance, and visitor experience at the Virginia Zoo
- Enhanced security for cruise operations and funds to develop visitor initiatives and programs
- Additional funding for outside agencies to support unique events and festivals



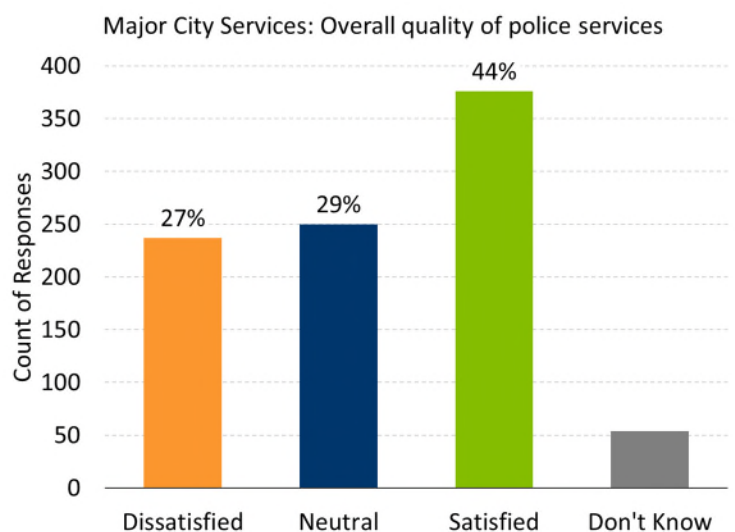
### SAFE, ENGAGED, AND INFORMED COMMUNITY

People are safe anytime, anywhere in Norfolk. Our community is inclusive and welcoming to people of all backgrounds and beliefs. Residents connect in vibrant neighborhoods to build trust and a rich civic life. The city uses technology and rich community networks to share information, solicit feedback, and make it easy to utilize city services.

#### FY 2026 Adopted Highlights

##### Public Safety and Health

- Enhanced Emergency Medical Services (EMS) with the addition of 20 new paramedic positions and three captain positions within Fire-Rescue
- Funds to support the drug box exchange mandate for better tracking of certain medications; a change in federal regulations now requires the city to manage this process instead of partnering with local hospitals
- Replacement of Fire-Rescue personal protective equipment including self-contained breathing apparatuses
- Funds to purchase a new ladder truck and two pumper trucks





- Funds to begin the replacement of Fire Station 9
- Replacement of 18 police vehicles
- Improved jail security systems
- Shift the Ryan White program to the Public Health Department
- Create a new Department of Military and Community Affairs; this department will manage the Military Liaison Program as well as the Community Street Team for violence prevention
- Additional funding for Homeless Taskforce

### COMMUNITY SUPPORT AND WELL-BEING

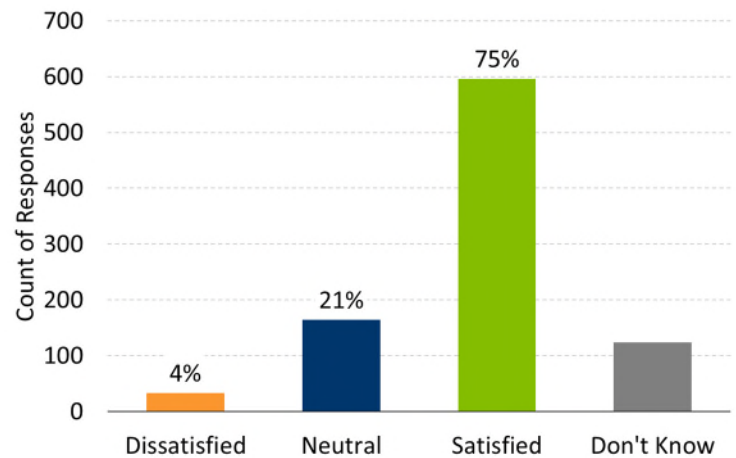
Access to recreation, health, social services, and basic utilities that create an active, healthy, socially thriving, and inclusive community that helps residents live a meaningful life, feel empowered to make change, and be happy, healthy, and connected to their community.

#### FY 2026 Adopted Highlights

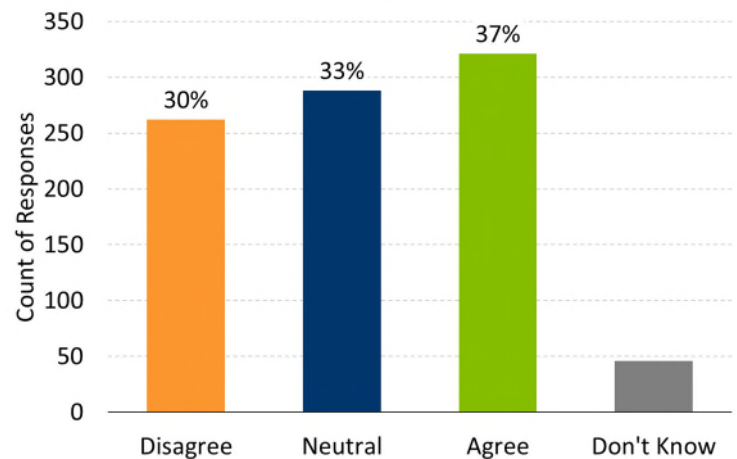
#### Recreation

- Continued funding for improvements to Ocean View Beach Park
- Funds toward beach renourishment in partnership with the U.S. Army Corps of Engineers; the city's required match will be supported in part by a dedication of vacation rental/homestay room taxes within the Coastal Character District
- Continued investments in community and neighborhood parks and community centers
- Improvements at Stockley Gardens and Stone Park

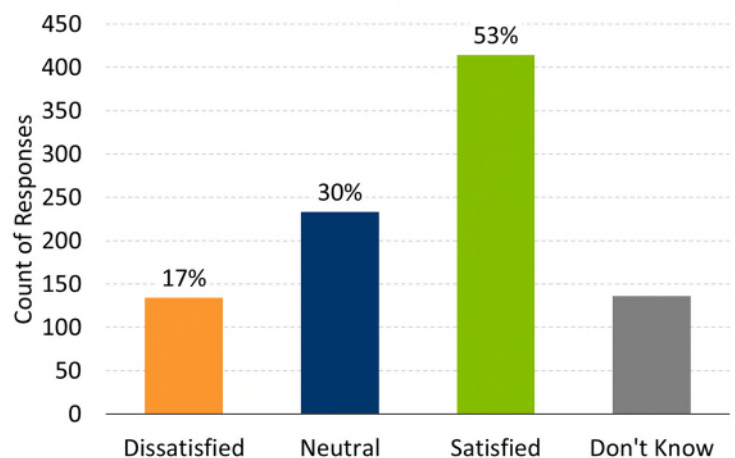
Major City Services: Overall quality of fire and ambulance services



Diversity, Equity, and Inclusion: The city has a strong sense of community and belonging.



Cultural, Leisure, and Engagement Opportunities: Condition of city beaches



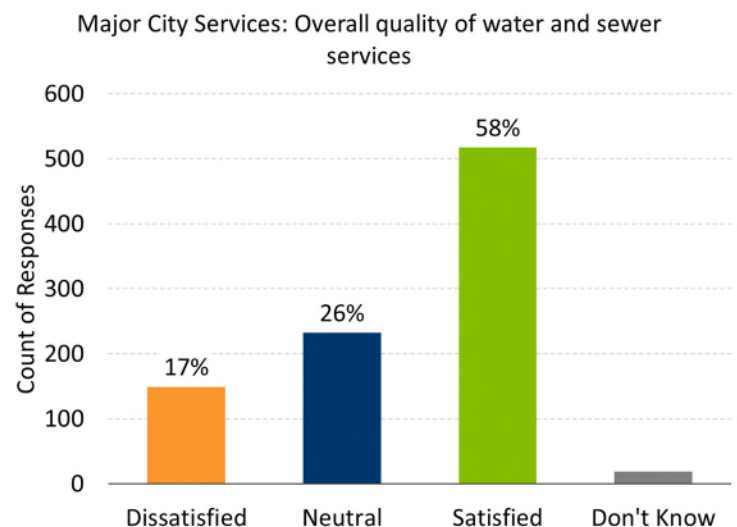
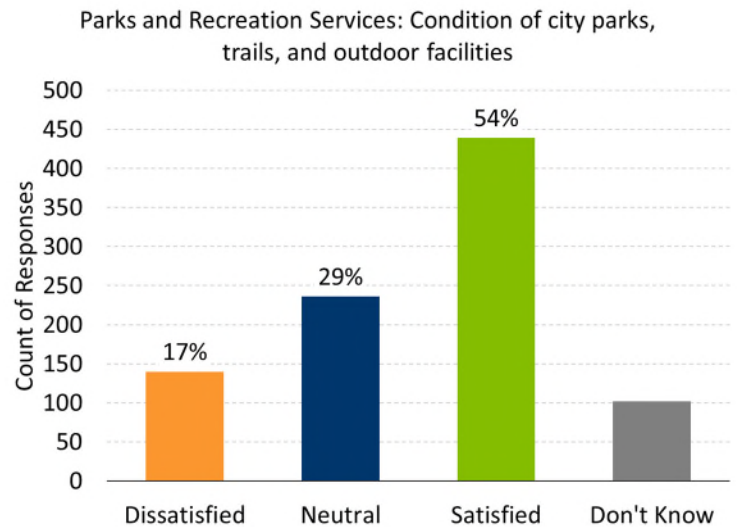
- Funds for improvements to tennis and pickleball courts at Larchmont Elementary School and Azalea Garden Middle School (based on the 2022 citywide tennis court assessment)
- Support for a Maritime Forest Disc Golf Course at Monkey Bottom Park in Ocean View
- Funds for a new playground at Crossroads School
- Dredging of the Pretty Lake Main Channel to support recreational boating
- As part of our partnership with the Elizabeth River Trail (ERT), the city will continue to maintain the ERT in addition to contributing \$150,000 for general operating support

### Public Spaces and Thoroughfares

- Enhanced beach cleanliness and maintenance
- Funding to support a significant contractual increase for recycling
- Downtown waterfront infrastructure repairs
- Acquisition and demolition of blighted properties in Willoughby, Ward's Corner, and other target areas
- Façade improvements in the Sewell's Point and Church Street Commercial Corridors

### Utilities – Water and Wastewater

- Essential water and wastewater infrastructure upgrades and replacements of the wastewater collection system and water transmission and distribution mains
- Rehabilitation of the wastewater pump station in the Foxhall neighborhood
- Continued funding for the implementation of advanced metering infrastructure, upgrades to the billing system, and compliance with new Environmental Protection Agency (EPA) mandates for lead and copper
- Replacement of the Lake Smith culvert

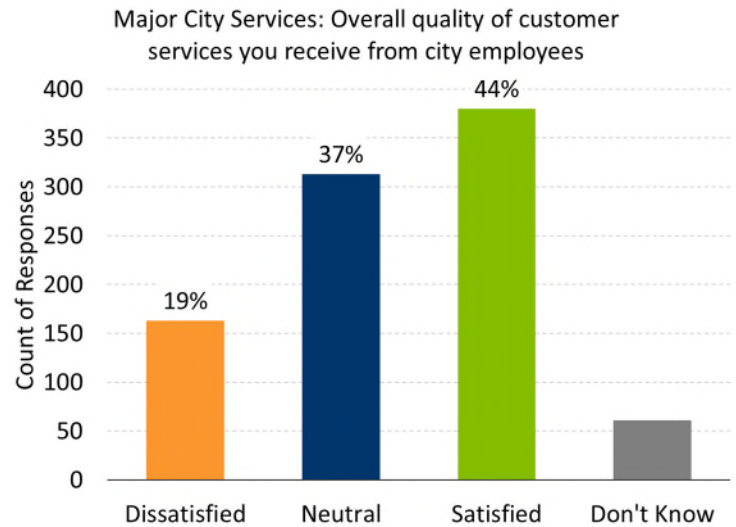


## EFFICIENT AND RESPONSIVE GOVERNMENT

A data-informed and innovative organization that delivers essential services efficiently and is responsive and accountable to the community. As good stewards of our resources, prudent budgeting and financial practices demonstrate fiscal responsibility and increase resilience to economic shocks.

### FY 2026 Adopted Highlights

- Increase Norfolk Cares in-person presence in City Hall through a fully staffed information desk to improve responsiveness to resident inquiries
- Improve efficiency of background checks to enhance employee onboarding and staffing levels
- Enhance advertisement and recruitment for city positions



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