Chapter 2: Vision and Values

A Guiding Vision for Multimodal Norfolk

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.

This vision statement guided the development of the Multimodal Norfolk transportation master plan. It is based on initial feedback 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 everyone viable choices for getting around and accessing opportunities to work, learn, play, and gather.

More information on the stakeholder and public engagement process is provided in Chapter 3: Public Engagement

Values of safety, freedom, and prosperity guided the development of the Multimodal Norfolk transportation master plan. Stakeholders, residents, businesses, and community advocates reiterated these values throughout the master plan process.

Goals

Using public input and under the guidance of the Multimodal Advisory Committee, goals and objectives for the Multimodal Norfolk transportation master plan were developed to align with the vision and values.

The need for connections was a resounding theme across the public feedback in the first round of engagement. Many participants voiced a need for better bicycle and transit connections across the City and to major destinations.

Improving safety, especially for the most vulnerable street users like pedestrians, bicyclists, and people who use wheelchairs and paratransit, was another common theme, as was the need to slow down cars.

Finally, research shows that geographic mobility is linked to economic mobility.[i,ii] To make sure everyone in Norfolk has access to opportunities for financial prosperity, Norfolk needs a transportation system that gives everyone the ability to get around at an affordable price.

Three goals and six objectives guided the development of the Multimodal Norfolk transportation master plan.

Objectives

Based on these overall goals, objectives were developed under each goal. The objectives provide more concrete clarity on desired outcomes from the master plan process.

Potential Performance Indicators

In addition, to help the City evaluate progress toward the goals and objectives, a set of potential performance indicators with desired performance trends and potential data sources was also developed for each objective. The indicators and potential data sources are listed on the following page under each objective. The intent of these indicators is for the City to gradually incorporate these or similar indicators in their operations and monitoring activities to be able to report progress toward the goals and objectives over time.

TABLE 1: OBJECTIVES AND POTENTIAL INDICATORS

Objectives	Potential Indicators	Desired Performance	Potential Data Sources
Enhance connectivity on all travel networks in the city.	Accessibility to key destinations by mode	Increase	This metric is affected by both network expansions and increases in population and employment. Network data by mode would come from city records. Population and employment data are available from the US Census American Community Survey and LEHD. Key destinations would be defined by the City but could include employment, activity, or education centers, or the multimodal centers in the multimodal system plan.
	Non-auto lane miles by mode	Increase	This metric would capture expansions in transit, bicycle and pedestrian networks over time. Network data by mode would come from city records.
Improve the travel choices for residents, businesses, and visitors.	Transit Ridership	Increase	Average Daily Boardings and Alightings at HRT transit stops within Norfolk; data from HRT. Also, Average Daily Tide Light Rail Boardings and Alightings.
	Pedestrian and Bicyclist Counts	Increase	VDOT has bicycle and pedestrian counters and has offered to install these at locations when requested by localities (including cities). The City of Norfolk has count stations too.
Improve safety and work toward zero fatalities on our streets.	Change in number of pedestrian/bike accidents & fatalities	Decrease	City and VDOT data on accidents and fatalities by mode
	Number of pedestrian safety improvements made	Increase	City data - this will include the number of signal enhancements for pedestrians (such as Leading Pedestrian Indicators) the number of upgraded crosswalks, mid-block crossings and pedestrian overpasses or other facilities installed.
Increase the resilience of the city's transportation networks.	Percent of network miles outside of recurrent flooding zones (by mode)	Increase	City data on network miles and on the preferred method for calculating recurrent flooding zones
	Population by distance to active transportation and transit	Increase	City data on bike/ped and transit networks. U.S. Census data on population locations. This metric would measure the percent of population within specified buffer distances to these networks
Promote economic development through enhanced multimodal connections.	Employment by distance to active transportation and transit	Decrease	City data on bike/ped and transit networks. U.S. Census data on employment locations. This metric would measure the percent of population within specified buffer distances to these networks
	Employment within Multimodal Centers	Increase	City data on Multimodal Centers. U.S. Census data on employment locations. This metric would measure the change over time in the percent of jobs within specified multimodal centers compared to total jobs in the city.
Enhance the comfort and beauty of Norfolk's public street system.	Streetscape improvements	Increase	City data on the linear miles or square feet of enhanced street treatments installed (decorative paving, street furniture, wayfinding signage, etc.), ADA curb ramps and sidewalks wider than 4 feet.
	Street trees installed	Increase	City data on the number of new street trees or low maintenance landscaping installed within the right-of-way that enhances the environment for walking and riding bicycles and scooters.

[i] Chetty, Raj, Nathaniel Hendren, Patrick Kline, and Emmanuel Saez. 2014. "Where is the Land of Opportunity: The Geography of Intergenerational Mobility in the United States." Quarterly Journal of Economics 129 (4): 1553-1623. Retrieved Nov 18, 2020 from https://scholar.harvard.edu/hendren/publications/economic-impacts-tax-expenditures-evidence-spatial-variation-across-us.

[ii] Kaufman, Sarah, Mitchell Moss, Jorge Hernandez, and Justin Tyndall. 2015. "Mobility, Economic Opportunity, and New York City Neighborhoods." Retrieved Nov 18, 2020 from https://wagner.nyu.edu/impact/research/publications/mobility-economic-opportunity-and-new-york-city-neighborhoods.