

A Report To Our Citizens

Fiscal Year 2024

July 1, 2023—June 30, 2024

Introduction

The City of Norfolk is a vibrant, historic port city where diverse citizens, military branches, and businesses are building the economy, neighborhoods and culture into the most livable urban waterfront in America.

This report is designed to provide an overview of how the City has performed over the last fiscal year. Included is a breakdown of summary financial information and a look ahead at future initiatives and developments.

City Organization and Operation

The City operates under a council-manager form of government. The City Council, consisting of eight members, formulates policies that guide the administration of the City.

Norfolk provides a full range of governmental services to residents, including public health and social services, planning and zoning management, neighborhood preservation, public safety (police and fire), waste management, parks and recreation, and local street maintenance.



Norfolk Demographics¹

	2023	2022	2021
Population	238,112	237,770	238,102
Civilian Labor Force Estimates	115,016	109,445	107,879
Per Capita Income	\$ 51,434	\$ 47,898	\$ 46,923
Unemployment Rate	3.4%	3.9%	5.7%

¹The information provided in this chart is the most recent data available

City Council Values and Priorities

Through effective partnerships between City government and its constituents, Norfolk has emerged as a national leader in enhancing the quality of life for all of its citizens. The City is not only physically attractive, but also socially supportive and financially sound.

Values

- Accountability
- Integrity
- Innovation
- Respect

Priorities

- Accessibility/Mobility and Connectivity
- Economic Vitality and Workforce Development
- Lifelong Learning
- Safe, Healthy and Inclusive Communities
- Environmental Sustainability
- Well Managed Government

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Recent Accomplishments

Programs and services that support the City strategic priorities are at the forefront of funding decisions. Below are just a few of the City's recent accomplishments that align with City Council's priorities and underscore Norfolk's ongoing commitment to economic development, infrastructure resilience, and environmental sustainability:

- ⇒ In 2025, Norfolk will become the East Coast's newest year-round homeport for Carnival Cruise Line. As part of the expansion, the Half Moone Cruise Terminal and Celebration Center has undergone key modifications to improve passenger flow during embarkation and debarkation. Enhancements include an expanded walkway from Waterside Drive, a circular traffic lane for passenger drop-off and pick-up, and reconfigured bus lanes. This initiative is projected to generate a \$17.6 million economic impact, providing a significant boost to downtown businesses.
- ⇒ The City secured a \$2.4 million grant through the U.S. Department of Defense's Defense Community Infrastructure Program (DCIP) to support the Hampton Boulevard Drainage Improvement Project. This critical infrastructure project will reduce flooding at a low point along the corridor, helping prevent disruptions to the Navy's mission and the operations of the Port of Virginia, a federally designated Strategic Seaport. The improvements will also enhance access to essential facilities, including Sentara Norfolk General Hospital, the region's only Level 1 Trauma Center, and Children's Hospital of the King's Daughters.
- ⇒ In January 2024, Norfolk received the SolSmart Gold designation, becoming the only city in Hampton Roads and one of just six localities in Virginia to earn this recognition for advancing solar energy use. The Environmental Sustainability Team in the Department of General Services led efforts that included staff training, zoning and code updates, streamlining permitting processes, and launching an online resource for solar permitting. The City also expanded solar installations on public facilities, including two fire stations and a major eight-megawatt project at the former Campostella landfill site.



Key Measures

Performance Measures ¹	2024 Projected	2023 Actual
Roadway lane miles resurfaced	60	29
Library active customers (card holders)	53,700	51,158
Zoo visitors	388,500	348,844
Nauticus visitors	132,000	172,206
Cultural Facilities, Arts and Entertainment attendance	750,000	907,107
Historic properties surveyed	430	430
Percent of minority artists/organizations selected for art projects	50	37
Tons of curbside recycling collected	10,500	9,582
Percent of fire calls with total response time of 5 minutes and 20 seconds or less	90	96

City staff are continually assessing and refining performance measures to ensure they align with the priorities of the City Council and the community.

The Association of Government Accountants (AGA) developed guidelines for creating Citizen Centric Reporting to demonstrate accountability to residents and address the question, "Are we better off today than we were last year?" For more information about the association, visit the AGA website at www.agacgfm.org/citizen.



This report and other City financial reports can be found at <https://www.norfolk.gov/325/Financial-Reports>

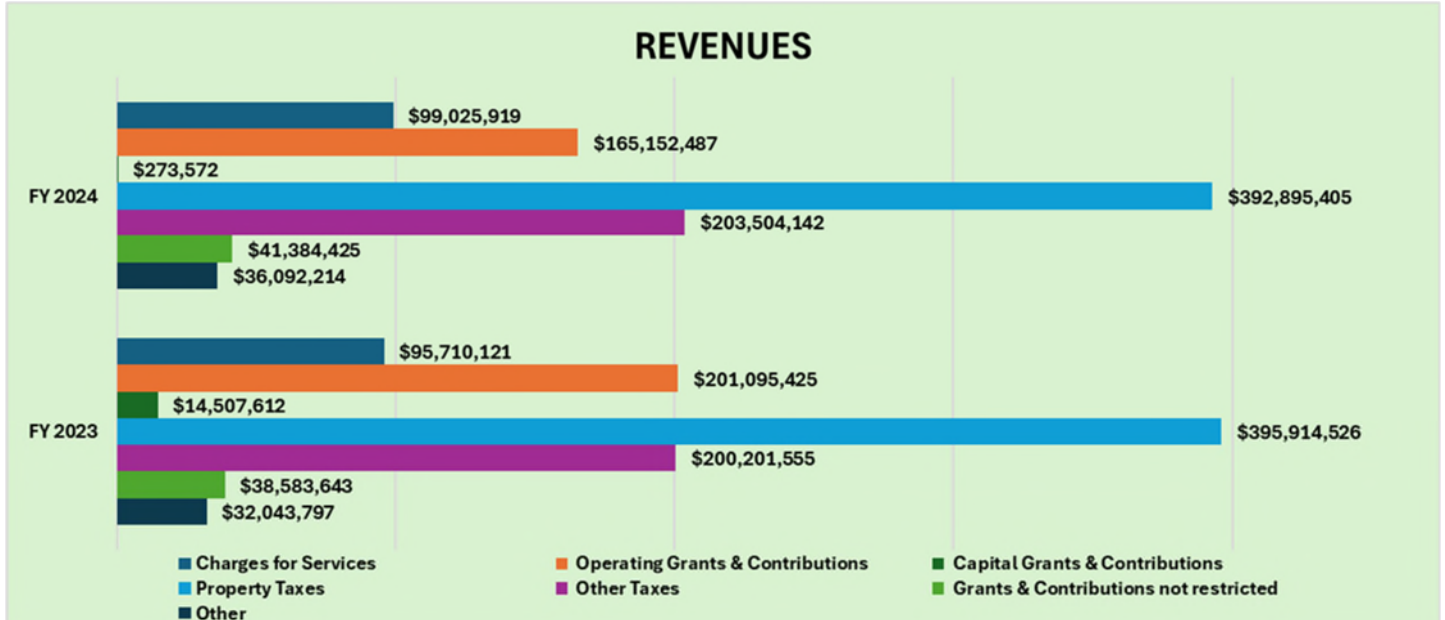
¹The information provided in this chart is the most recent data available

Norfolk Financials

Governmental activities capture the general revenues and ongoing expenses of primary governmental functions, including public safety, public works, parks and recreation, cultural affairs and general government operations.

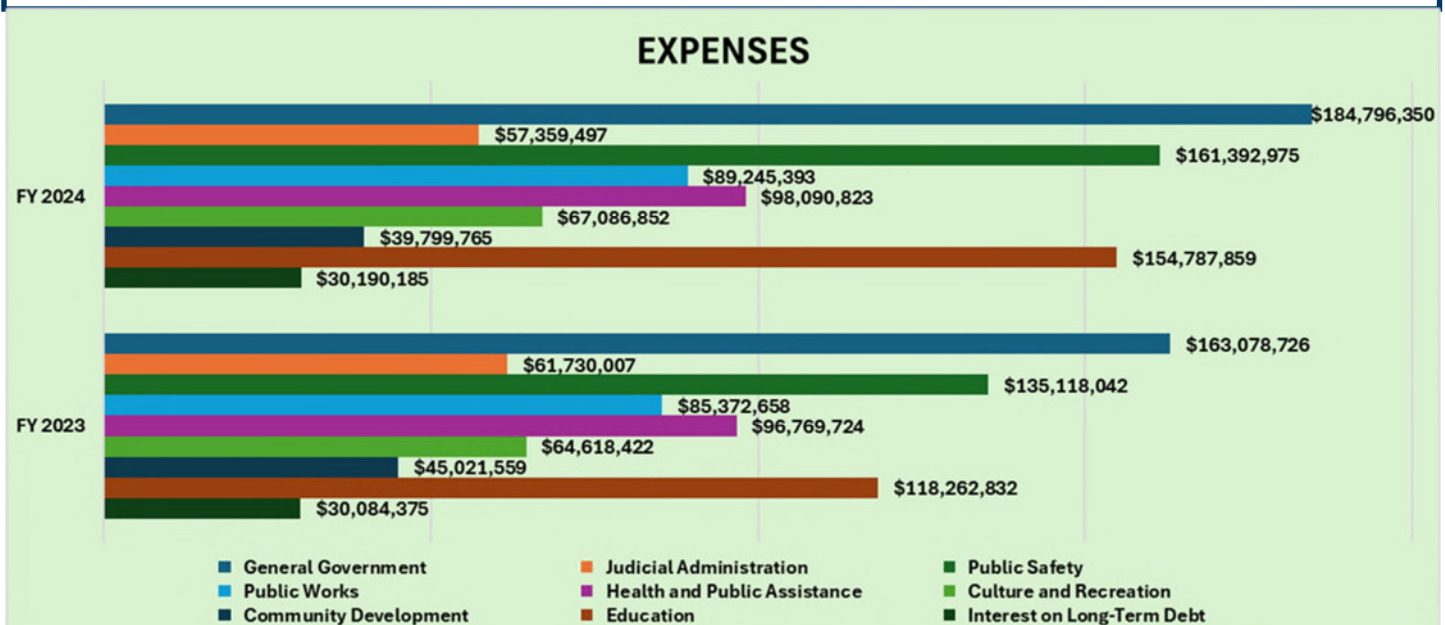
Where does the money come from?

Revenues for governmental activities for fiscal year 2024 totaled \$938,328,164. This represents a \$39 million decrease from fiscal year 2023, primarily due to the conclusion of COVID-related grant funding. Property taxes and other taxes account for the majority of governmental revenues, making up 64 percent of total revenue.



How is the money spent ?

The majority of spending is directed toward City Council priorities, including public education and public safety. Total expenses for governmental activities in fiscal year 2024 were \$882,749,699, reflecting a 10 percent increase from fiscal year 2023. The largest expenditure was in general government, totaling \$185 million.



General Government expenses are related to the administration of the City's affairs. These expenses include the cost of elected officials, Departments of Finance, Human Resources and Law, among many others.

City Council and City Manager

As of June 30, 2024



City Manager
Patrick G. Roberts



Mayor
Kenneth Cooper
Alexander



Vice Mayor
Martin A. Thomas
Ward 1



Council Member
Courtney Doyle
Ward 2



Council Member
Mamie B. Johnson
Ward 3



Council Member
John E. Paige
Ward 4



Council Member
Thomas R. Smigiel, Jr.
Ward 5



Council Member
Andria P. McClellan
Superward 6



Council Member
Danica J. Royster
Superward 7

Upcoming Capital Projects

The City creates a comprehensive five-year Capital Improvement Plan (CIP) to prioritize and guide essential improvements throughout the community.



Coastal Storm Risk Management (CSRM) Project

A comprehensive initiative designed to protect the City from flooding caused by storm surges. The project includes nearly 9 miles of floodwalls and levees, 11 tide gates, and 10 pump stations, alongside non-structural measures like home elevations and commercial floodproofing. Additionally, nature-based solutions such as oyster reefs and living shorelines will be integrated to enhance resilience and environmental sustainability.

Recreation and Library Facility Improvements

Provide funding to construct a new combined recreation and library center at the current Norfolk Fitness and Wellness Center site (rendering to the right), featuring a library, fitness area, gym, game room, meeting rooms, and an indoor pool. In FY 2024, funding was also allocated to support improvements at the Titustown Recreation Center.



Improve Information and Technology

Enhance City IT infrastructure and citizen engagement through initiatives such as the launch of the MyNorfolk.org Citizen Services Portal, the installation of inmate computers, expanded public and zoo Wi-Fi, and the deployment of security cameras for various City parks.

Repair, Replace and Maintain Bridges

Replacing, repairing, upgrading, or demolishing deteriorating bridges as needed. Support the Bridge Preservation Program by prioritizing for general repairs based on bridge condition ratings assessments.

Moving Forward

The City is pursuing several initiatives aimed at increasing efficiency and ensuring long-term financial stability.

Affordable Housing and Community Development

Providing funding for affordable housing strategies aimed at strengthening neighborhoods, with a focus on promoting homeownership, revitalizing rental properties, and neighborhood cohesion. The project will focus on Ingleside and Monticello Village/

Resilience and Environmental Sustainability Initiatives

Projects to include: Implementation of a flood migration at Sylvan Street and Walnut Hill Street, Implementation of the Green Infrastructure Plan, Restore Riverside Memorial Park, and Improvement to Lake Whitehurst.

Support For Our Youth, as well as Norfolk Public Schools

Funding for the construction of a new Maury High School has been delayed by one fiscal year, pending decisions from the School Board regarding potential school consolidations. These changes are being considered to improve student services and optimize resources.

Want to Connect



We value your feedback on this report. Please share your thoughts by contacting the City's financial reporting team at fin-reporting@norfolk.gov or visiting at www.Norfolk.gov/Finance.

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