

High-quality Places

Richmond 300: A Guide for Growth

Term Definitions:

Vision: A statement articulating what we want our city or look and feel like in the future.

Goal: Broad, long-term aim that defines fulfillment of the vision.

Objective: Specific, quantifiable, realistic targets that measure the accomplishment of the goal.

Strategy: Broad activity required to achieve an objective, create a critical condition, or overcome a barrier.

VISION

Richmond is a well-designed city of communities interconnected by a network of activity centers, public facilities, and open space providing services to residents, businesses, and visitors. As the Capital of the Commonwealth, Richmond leads the region in high-quality business and residential growth. Richmond's unique neighborhoods and districts, both historic and new, allow for a diversity of uses, the equitable accommodation of all phases of life, and the efficient use of land to promote sustainable lifestyles.

GOAL 1: Establish a city of complete neighborhoods that have access to a network of activity centers connected by major corridors.

Objective 1: Rezone the city in accordance with the Future Land Use Plan (see Future Land Use Plan).

- a. Prioritize rezoning parcels in Emerging Activity Centers (see Activity Center Definitions – to be developed).
- b. Re-write the zoning ordinance
- c. Rezone parcels in activity centers with design requirements that encourage walking – such as providing sidewalks, street trees, shade structures, pedestrian-level lighting, street furniture, and street-level windows and doors; prohibiting parking facing the street; and limiting driveway entrances.
- d. Evaluate zoning districts in areas that were developed prior to Euclidean zoning regulations to ensure new construction similar in form to pre-Euclid construction is allowed.
- e. Allow accessory dwelling units in all R districts.

Objective 2: Increase placemaking features within activity centers to accentuate their unique qualities.

- a. Utilize public art and the public realm to create unique features within activity centers (see strategies in Goal 4).
- b. Develop marketing plans including signage, graphics, and branding to differentiate the activity centers from one another and retain, create, and attract, retain businesses (see strategies in Diverse Economy).

Objective 3: Cluster community-serving public facilities and maintain high-quality efficient public facilities at activity centers and along major corridors to increase accessibility for the communities they serve.

- a. Co-locate, consolidate, and modernize community-serving public facilities, and locate them in activity centers (see strategies in Goal 2).

- b. Coordinate public and private investments to create innovated mixed-used developments.

Objective 4: Strengthen activity centers by developing viable commercial corridors.

- a. Rezone commercial corridors in accordance with the Future Land Use Plan.
- b. Establish business improvement districts and encourage the development of business associations (see strategies in Diverse Economy).
- c. Limit the development of auto-oriented commercial centers.
- d. Prohibit parking lots as primary uses along pedestrian-oriented commercial corridors.

Objective 5: Strengthen activity centers by prioritizing infrastructure projects that encourage multi-modal accessibility at activity centers and along major corridors.

- a. Increase the number of transportation options viable at each activity center by utilizing a Complete Streets approach to allocating space in the right of way (see Activity Center Definitions for transportation improvement ideas for each activity center and strategies in Equitable Transportation)

Objective 6: Increase housing choice as activity centers develop.

- a. Implement housing strategies that increase housing at all income levels along corridors and at activity centers (see strategies in Inclusive Housing)

Objective 7: Maintain and improve primarily residential areas by increasing their linkages to activity centers and corridors, and maintaining high-quality design standards.

- a. Implement urban design and architecture strategies that maintain and enhance the unique character of Richmond's residential districts (see strategies in Goal 3 and 4 in High-Quality Places)
- b. Implement transportation strategies that increase access between residential areas, activity centers, and corridors (see the Future Transportation Map and strategies in Equitable Transportation)

GOAL 2: Efficiently manage City-owned land and facilities.

Objective 1: Improve existing City-owned facilities and align new facilities with the Future Land Use Plan.

- a. Develop and maintain a facility assessment inventory of all City-owned facilities to track the longevity and maintenance of major systems (building envelope, plumbing, HVAC, roof, etc) and plan for repair and replacement.
- b. Analyze police station and fire precincts within the context of the Future Land Use Plan and determine if there are needs for creating and/or closing police and fire stations to align with population projections.
- c. Develop a schools facility master plan based within the context of the Future Land Use Plan to determine if there are needs for creating and/or closing schools to align with population projections.
- d. Develop a parks and community facilities master plan based within the context of the Future Land Use Plan to determine if there are needs for creating and/or closing community centers to align with population projections.
- e. Implement programs to improve the energy efficiency of City-owned buildings (see strategies in Thriving Environment).
- f. Finish implementing the Libraries Master Plan by renovating the Main Library and then explore creating a new Libraries Master Plan to plan facilities improvements for the next generation of library users.

Objective 2: Create a real estate acquisition and disposition strategy, prioritizing increasing access to parks, jobs, housing, and other basic needs of low-income and traditionally-marginalized communities.

- a. Create and implement a real estate disposition strategy that aligns disposition with helping to reach Richmond 300 goals, and includes redeveloping surplus school facilities, the Diamond site, and the Coliseum.
- b. Create and implement a real estate acquisition strategy that includes key reasons for acquiring land, such as, assembling parcels for economic development, parks, affordable housing, and public facilities.

GOAL 3: Support growth that preserves the historic urban fabric and enhances understanding of Richmond's multi-faceted past.

Objective 1: Preserve culturally, historically, and architecturally significant buildings, sites, structures, and neighborhoods.

- a. Develop and regularly update a citywide preservation plan to establish near and long-term preservation priorities and to identify proactive and innovative strategies to protect the character, quality, and history of the city and its' neighborhoods
- b. Restore and maintain existing cobblestone stone roads.
- c. Complete a comprehensive rewrite of the Commission of Architectural Review's Guidelines to improve the clarity and usability and regularly update the Guidelines to respond to new technologies and market demand.
- d. Develop stronger enforcement tools for violations in City Old and Historic Districts.
- e. Evaluate potential zoning changes needed to ensure compatibility with historic character of the city's historic neighborhoods.
- f. Complete and maintain a historic resources inventory that is current, comprehensive, and cost-effective. Establish priorities for areas to survey.
- g. Utilizing the city historic resources inventory, identify additional districts for varying levels of protections.
- h. Establish controls to assure that archaeological sites and subsurface materials are properly identified, evaluated and mitigated.
- i. Require preservation best practices be used for city-owned resources to prioritize historic preservation and reuse activity more heavily than new construction or demolition of historically and culturally significant resources.
- j. Evaluate the City's tax abatement program to prioritize preservation.
- k. Lobby the General Assembly to maintain the historic rehabilitation tax credits.
- l. Expand the City's façade improvement program.

Objective 2: Reduce historic building demolition by **x%**.

- a. Create flexibility in the zoning ordinance for the adaptive reuse of historic buildings to deter demolition, such as changes to allow for compatible densities and uses in historic areas.
- b. Increase property maintenance code enforcement as a proactive tool to prevent demolition by neglect.
- c. Re-evaluate, fund, and utilize the City's spot blight property acquisition process, and prioritize disposition to non-profit housing developers.
- d. Re-evaluate and utilize the City's demolition by neglect ordinance to preserve "at risk" resources.
- e. Explore programs to reduce blight to include implementing a blight tax.
- f. Develop a city-wide demolition review policy to ensure historic resources are considered before any demolition can proceed.

Objective 3: Broaden the constituency for historic preservation.

- a. Increase education and outreach efforts regarding the preservation of neighborhood character and available incentive programs.
- b. Ensure that historic preservation values and interests are coordinated with economic development groups, affordable housing developers and advocates and ethnic and cultural groups.
- c. Strengthen programs and partnerships that engage the public in exploring community history and places of significance.
- d. Work with RPL to develop oral history projects.

GOAL 4: Establish a distinctive city connected by a network of walkable urban streets, open spaces, and an architecturally-interesting built environment.

Objective 1: Increase Richmond's walkability along all streets.

- a. Develop city-wide public realm standards to include shade trees, bike parking, bike share, signage, public art, screened parking, street furniture, pedestrian-level lighting and other elements in the public right of way that enhance walkability.
- b. Strengthen the streetscape connection between existing open spaces by installing pedestrian infrastructure such as sidewalks, crosswalks, pathway, and trails where such infrastructure is missing.
- c. Bury utilities underground where possible to promote more visually pleasant walking destinations.

Objective 2: Increase neighborhood access to and through well-designed network of open spaces.

- a. Develop a Park Master Plan that creates a network of open spaces (see Goal 15)
- b. Integrate natural features, history, culture and art to enhance public open spaces throughout the city.
- c. Provide connections between existing open spaces and new developments.
- d. Protect and restore natural resources (see strategies in Thriving Environment)
- e. Utilize conservation easements to expand the open space network (see strategies in Thriving Environment)
- f. Acquire land for new parks (see strategies in Goal 2)
- g. Encourage new development along the river and the canal to provide for public access.
- h. Provide for the continuing maintenance of common open space. Provision may include joint ownership by all residents in a homeowners association, donation of open space or conservation easements to a land trust or government entity or other measures.
- i. Develop a city viewshed study to preserve defining views of downtown skyline, historic view, etc. from publicly accessible locations.
- j. Reserve appropriate riverfront sites for river related development such as boating services, picnics, etc.
- k. Work with other stakeholders to improve, restore and maintain canal (see strategies in Equitable Transportation)
- l. Implement the Richmond Riverfront Plan.
- m. Develop a park plan and set up a goal to provide a public open space within a ten minutes' walk of every resident. (see strategies in Thriving Environment).
- n. Encourage the creation of parks that includes nature rather than hard landscape.

Objective 3: Create and preserve high-quality distinctive and well-designed neighborhoods and activity centers through the city.

- a. Evaluate the creation of character districts with guidelines for review of demolitions and to encourage context-sensitive infill development to protect and enhance neighborhood character
- b. Allow and encourage a variety of architectural styles.

- c. Require multiple buildings on development sites outside of the downtown core that encompass most of an entire block or block frontage to increase visual interest. On sites in the downtown core buildings that encompass an entire city block are encouraged to use massing that is responsive to the human-scale and provides pedestrian through-block connections through existing super blocks or to re-establish the street grid.
- d. Ensure that building materials are durable, sustainable, and create a lasting addition to the built environment.
- e. Require the screening of utilities, communication, transformers, and other service connections to buildings.
- f. Require adequate distribution of windows and architectural features in order to create visual interest.
- g. Consider design approaches that encourage creative solutions for transitions between varying intensities of building types and land uses.
- h. Apply design standards, guidance, and regulation consistently across the city regardless of market conditions or rent structure of development.
- i. Promote an attractive environment by minimizing visual clutter and confusion caused by a proliferation of signage; ensuring that signage is appropriately scaled to the pedestrian experience.
- j. Regulate the height and bulk of buildings as outlined in the Future Land Use Map and Activity Center Descriptions.
- k. Encourage roof lines and upper levels of tall buildings to be articulated with a distinguishable design.
- l. Require the podiums of tall buildings to reflect the human scale, with design elements and active uses on the ground level.
- m. Prohibit driveways for new small scale residential buildings on blocks that have alley access.
- n. Update the zoning ordinance in downtown districts and primary streets corridors to include form based elements such as scale, height, transparency and massing as well as context sensitive analysis (the relationship of proposed development to nearby buildings, the community, the street and the site) seeking to incentivize developers to enhance walkability.
- o. Increase building permeability by requiring new buildings to have functioning entrances from the sidewalk and restricting blank walls at ground level.
- p. Encourage development that respects and preserve the natural features of the site though sensitive site design, avoids substantial changes to the topography, and minimizes property damage and environmental degradation resulting from disturbance of natural systems.
- q. Encourage private land owners to include usable open space, small parks, playgrounds, green roofs, courtyards, etc. in their developments and link the open spaces to the city-wide open space network.
- r. Evaluate how building placement and massing design might reduce the heat island effect by varying building heights in neighborhoods to increase airflow.

Objective 4: Integrate public art into the build environment to acknowledge Richmond's unique history, neighborhood identity, and engage the creative community. (Public Art)

- a. Develop public art projects within Activity Centers to elevate the place's unique character through creative placemaking
- b. Utilize public art projects to preserve the cultural heritage of places, prioritizing areas that are experiencing major shifts in population.
- c. Link public art with major public facility initiatives (plazas, buildings, parks, etc.).
- d. Implement the Public Art Master Plan.

GOAL 5: Foster a planning engagement culture that effectively and equitably builds people's capacity to organize to improve the city and their neighborhoods.

Objective 1: Increase public knowledge of planning processes.

- a. Create the Richmond Planning Institute for everyday Richmonders to learn about the planning process and understand how their voices can be incorporated into the planning decision-making process.
- b. Issue an annual Richmond 300 report that tracks how the City is implementing Richmond 300 strategies.
- c. Host annual events about Richmond 300 to ensure Richmond's existing and new residents are aware of the visions, goals, objectives, and strategies outlined in the plan.
- d. Maintain and market the Civic Association database to city residents and City staff.
- e. Create a process to officially register Civic Associations with the City.
- f. Review and update Richmond's Guide to Neighborhood Associations.

Objective 2: Continuously engage city staff, appointed commissioners, and elected officials in the planning process.

- a. Develop on-boarding training materials about Richmond 300 for Human Resources to share with new City employees.
- b. Present the Richmond 300 annual report at the City Council's Organizational Development Standing Committee to continue to educate new and existing councilmembers about the Master Plan.

Equitable Transportation

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VISION

Vision (revised): Richmond prioritizes the movement of people over the movement of vehicles through a safe, reliable, equitable, and sustainable transportation network. Walking, biking, and transit options are the most convenient and used forms of transportation in Richmond; thereby improving the natural environment and our health. Richmond's multi-modal transportation system is easy for all people to use and seamlessly connects Richmond neighborhoods and attractions to each other, the region, and the nation.

Vision (previous): Richmond prioritizes the movement of people over the movement of vehicles through a safe, reliable, equitable, and sustainable transportation network. Develop and consistently update and improve upon a multi-modal transportation system that anyone can easily use. Enhance walking, biking, and transit options so they are the most convenient and used forms of transportation in Richmond; thereby improving the natural environment and our health. Expand multi-modal connections to the region and the nation. Enhance walking, biking, and transit infrastructure in a safe network.

GOAL 6: Align future land use and transportation planning.

Objective 1: Increase number of residents and jobs at Activity Centers and major corridors in a land development pattern that supports multi-modal transportation options.

- a. Rezone Activity Centers and major corridors to align with the Future Land Use Plan (see strategies in High-quality Places).
- b. Develop housing at all income levels in and near Activity Centers and major corridors (see strategies in Inclusive Housing).
- c. Support the retention, creation, and attraction of businesses in and near Activity Centers and major corridors (see strategies in Diverse Economy).
- d. Encourage collaboration across PDR, DED, HCD, and DPW to focus infrastructure improvements and zoning at Emerging Activity Centers to position them for future transit stops (make them pre-TOD ready).
- e. Update the Richmond Connects Plan in collaboration with PDR, DED, HCD, DPW, VDOT and the general public, to include a specific project list to develop more multimodal transportation options in a safe network.

GOAL 7: Systemically change infrastructure to ensure that individuals are not killed or seriously injured on city streets.

Objective 1: Reduce all traffic-related deaths and serious injuries to zero.

- a. Perform an evaluation of current design speeds on high injury street network, considering context, and explore ways to make physical engineering changes (per the Vision Zero Action Plan).
- b. Identify and evaluate advanced tools and techniques to reduce speeding, such as automated speed enforcement, and where necessary, work with the General Assembly to expand local authority on the ability use these tools (per the Vision Zero Action Plan).
- c. Implement safety treatments on the high injury street network (per the Vision Zero Action Plan).
- d. Provide safe access to transit stops in high priority areas as determined by the Greater Richmond Transit Company (GRTC) (per the Vision Zero Action Plan).
- e. Conduct engineering surveys to determine the appropriate level of traffic control required for pedestrians to cross at intersections.
- f. Expand the Safe Routes to Schools program to all schools and conduct formal audits.

GOAL 8: Enhance walking, biking, and transit infrastructure in a safe network, prioritizing low-income areas, areas within 1/4 mile of bus lines and elementary schools, and areas within the high-injury network.

Objective 1: Improve pedestrian experience by increasing the miles of sidewalks and improve pedestrian level streetscapes.

- a. Conduct and maintain a sidewalk inventory.
- b. Require developers to construct sidewalks as part of their development projects.
- c. Construct ADA compliant sidewalks
- d. Designate roadway typology and overlays for sidewalk requirements tied to the Better Streets classification system.
- e. Improve street furniture, plant shade trees, install pedestrian-level lights and other streetscape improvements (see strategies to improve walkability in Goal 4).
- f. Consider permanent or temporary street closures such as weekend closures of Riverside Drive for bicycle and pedestrian use.
- g. Implement strategies to increase connectivity (see strategies in Goal 9).

Objective 2: Increase the miles of shared-use paths and trails in an interconnected, regional network.

- a. Develop greenways throughout the city, especially in South Side by converting abandoned rails into trails (see Future Transportation map).
- b. Develop the Ashland to Petersburg shared-use path.
- c. Develop the James River Branch shared-use path.
- d. Explore the creation of a Kanawha Canal shared-use path.

Objective 3: Expand and improve on-street networks and amenities serving bicyclists.

- a. Expand and improve on-street networks as shown in the Bike Master Plan using “level of stress” prioritization, and amended in the Pulse Corridor Plan and this plan (see Future Transportation map).
- b. Expand the bike sharing program to include more stations in a larger footprint adjacent to high priority transit stops.
- c. Install amenities (shelter, benches, parking, maintenance tools, restrooms, water fountains with bottle-refill stations) along priority routes and at priority transit stops (See Tourism section in Diverse Economy as well).

Objective 4: Increase transit service to serve existing and new riders.

- a. Increase high frequency transit service to serve existing and new riders where density of jobs and housing are high.
- b. Improve and maintain priority transit stops
- c. Implement park and ride areas.
- d. Extend service hours along all routes.
- e. Design and implement a North-South BRT line running down Chamberlayne Avenue to Belvidere Street to Hull Street
- f. Ask GRTC to report on the efficiency of the transit network plan every three years.
- g. Create frequent service transit stops to the riverfront and airport with additional lines if needed.
- h. Evaluate opportunities to incorporate on-demand transit into the transit network.
- i. Explore the creation of coverage transit networks to serve neighborhoods south of the River.
- j. Develop a process for determining where park and ride areas are appropriate.
- k. Extend service hours along all routes, prioritizing routes that serve underserved and poorly connected communities.
- l. Ask GRTC to review the efficiency of the transit network at least every three years.
- m. Evaluate creating infill BRT station at or near Hamilton/Broad, Lombardy/Broad, and Belvidere/Broad.
- n. Coordinate seamless transit with the surrounding localities.

Objective 5: Increase the number of intercity travel options connecting the Richmond region to other regions and cities.

- a. Expand and maintain passenger rail service to Main Street Station, including exploring the creation of regional rail service to Charlottesville.
- b. Implement the Washington, D.C. and Richmond Southeast High Speed Rail project and other high speed rail projects to Raleigh and Hampton Roads.
- c. Continue to offer regional bus service and ensure multi-modal options are available near regional bus stations to included better transit connections with amenities.

Objective 6: Increase the number of employers implementing Transportation Demand Management strategies to shift individuals from single-occupancy-vehicles to biking, walking and transit for daily tasks.

- a. Develop and maintain a database of employers with Transportation Demand Management plans
- b. Develop a menu of tools to incentivize businesses. Determine which incentives and/or requirements to implement including reduced parking requirements and increased transit, carpool, vanpool, bicycle amenities including tax abatements.
- c. Advertise and promote TDM benefits.
- d. Explore tax breaks for individuals who participate in a TDM program.
- e. Continue to implement and grow the City's TDM program and work with the State agencies to implement TDM programs.
- f. Leverage technology to share travel time by all modes of transportation with users.

GOAL 9: Build and improve roadways to expand connectivity for all users.**Objective 1:** Improve streets for all users by aligning future land use categories with complete street recommendations, prioritizing low-income areas, areas within 1/4 mile of bus lines and elementary schools, and areas within the high-injury network

- a. Improve streets to align with the Better Street classifications shown in the Future Transportation Map and incorporating bike, transit, and pedestrian improvements listed in Goal 8.

Objective 2: Improve and create bridges to strive for a high level of reliability, access, and safety.

- b. Develop and implement a plan to rehabilitate and repair city bridges less than 10% of our bridges are rated as structurally deficient and no bridges are older than 50 years.
- c. Develop and implement a plan for replacing the Mayo Bridge
- d. Develop and implement a plan for replacing the Nickel Bridge to accommodate busses and increase space for pedestrians and cyclists
- e. Develop and implement a plan for connecting Norfolk Street to Hamilton Street
- f. Explore capping highways to re-establish connections between disconnected areas, focusing first on the Downtown Expressway between 2nd and 7th, and 1-95 at Jackson Ward
- g. Improve pedestrian crossing experiences on bridges over barriers (James River, the Downtown Expressway, I-195, and I-95/I-64, CSX, NS Rail lines)

Objective 3: Increase the miles of alleyways and improve existing alleyways to manage circulation.

- a. Maintain and improve existing alleyways.
- b. Encourage developers to utilize existing alleyways in their development site plans or create new alleyways.
- c. Expand the green alleyway program.

Objective 4: Strengthen the road network by preventing superblocks and encouraging gridded street networks and two-way streets.

- a. Require new large developments to connect to existing neighborhoods and develop a gridded street network.
- b. Seek to reduce cul-de-sacs by connecting roads where possible.
- c. Where feasible, convert one-way streets to two-way streets.

Objective 5: Improve 80% of streets to a pavement condition index of good or better.

- a. Maintain the pavement condition inventory.
- b. Develop and implement a plan to maintain roadways and also seek to reduce urban heat by investigating pavement options that reflect light (see strategies in Thriving Environment).

Objective 6: Implement the recommendations in the Parking Study report.

- a. Discourage the creation of new surface parking lots along pedestrian friendly and transit accessible corridors (see High-Quality Places section)

GOAL 10: Incorporate emerging technology into the transportation network in ways that seek to reduce single-occupancy-vehicle use and reduce greenhouse gas emissions.

Objective 1: Expand and maintain the Richmond Signal System for better managed and safer transportation options.

- a. Continue to implement technology that improves traffic signal timing for all users.
- b. Capture and share movement data within the city to help people make transportation decisions.
- c. Accelerate the deployment of Intelligent Transportation Systems.
- d. Collaborate with other jurisdictions to create regional ITS.
- e. Leverage new technologies to accommodate individuals with visual impairments.

Objective 2: Expand the existing Shared Mobility Division to manage new mobility and emerging shared transportation technologies.

- a. Develop a new mobility policy to manage TNCs and other emerging programs.
- b. Charge a fee for AVs and TNCs that drive without paying passengers.
- c. Require TNCs and AVs to share data with the City to help shape future policy.
- d. Develop programs to ensure equitable access to new mobility for individuals who are un-banked and/or do not have smart phones.

- e. Establish a vision for how the City wants AVs to fit in the built environment (i.e. should the City cede ROW for dedicated AVs space?).
- f. Create a policy to encourage car-sharing programs to locate in Richmond to help reduce car ownership rates.
- g. Encourage addition of micro-mobility, etc. in new developments.

Objective 3: Utilize technology to manage and monetize the curb to reduce VMT related to circling the block

- a. Inventory curb management data and evaluate curb use and then consider equitable pricing models to ensure space availability.
- b. Create permitting process for new mobility services and other users (commercial vehicles in loading zones) to access the curb.
- c. Create a real time, demand-based on-street pricing program and guiding cars to empty spots.

Objective 4: Increase the number of vehicles that do not emit greenhouse gas.

- a. Develop curbside charging stations.
- b. Support the expansion of electric vehicle charging network on privately owned land.
- c. Shift the City's vehicle fleet to non-fossil fuel sources.
- d. Develop incentives for residents and visitors to use electric vehicles, such as free street parking and vehicle personal property tax discounts.

Diverse Economy

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VISION

Vision (revised): **Richmond is home to a variety of businesses and industries that offer opportunities for quality employment and capital investment.** Richmond is a first choice location for businesses and investment because the city's transportation, housing, cultural, outdoor, commercial, and institutional amenities create a vibrant city. Richmonders of all income levels have opportunities for life-long learning and skill-building.

Vision (previous): *Richmond is an economically diverse city with a variety of employers that offer all people fulfilling jobs where everyone thrives. Foster an innovative environment that develops, retains, and attracts businesses, institutions, and investment throughout the city. Nurture and support life-long learning and skill-building for all. Make Richmond a first choice location for businesses and investment with accessible transportation connections between home and work. Prioritize initiatives and actions that lift residents out of poverty.*

GOAL 11: Foster an environment that supports the growth of existing and new small, medium, and large businesses, focusing on Activity Centers, major corridors, and industrial centers.

Objective 1: Increase the areas of appropriately zoned land near various transportation modes and housing to retain, create, and attract employers.

- a. Support rezonings in alignment with the Future Land Use Plan (see High-quality Places).
- b. Strategically acquire land for economic development in Activity Centers (see strategies in Goal 2 of High-quality Places).
- c. Encourage the development of a variety of quality housing types to house employees across the economic spectrum (see strategies in Inclusive Housing).
- d. Support infrastructure projects that transportation options to connect individuals from their homes to their jobs, specifically focused on low-income areas, low car-ownership areas, and areas in the high-injury network (see Equitable Transportation).

Objective 2: Develop an Economic Development Strategic Plan that establishes equitable economic development strategies.

- a. Identify target industries to attract and grow businesses.
- b. Develop metrics to evaluate economic development proposals.
- c. Evaluate existing economic development incentives (Opportunity Zones, Enterprise Zones, CARE districts) and how they align with the Activity Centers, major corridors, and industrial centers as part of the Economic Development Strategic Plan.

- d. Explore the creation of new economic development incentives (e.g. technology zone) that align with the Activity Centers, major corridors, and industrial centers as part of the Economic Development Strategic Plan.
- e. Develop a marketing campaign to explain how economic development efforts improve the quality of life for all Richmonders.

Objective 3: Determine the amount of acres of land and location needed for industrial uses.

- a. Examine zoning, parking ratios and height limits for industrial zones to be accommodating to current needs.
- b. Implement strategies to support the Richmond Marine Terminal.
- c. Capitalize on fiber speed internet infrastructure being developed along 95 and 64 by identifying land that could serve as data centers.
- d. Provide environmental remediation programs and funding for industrial site assemblage (to create development-ready sites).

Objective 4: Increase the number of jobs in Activity Centers by branding and marketing the Activity Centers.

- a. Continue to support Venture Richmond as the Downtown Business Improvement District.
- b. Create new Business Improvement Districts to help market Activity Centers.
- c. Support existing and help establish new business associations in Activity Centers.
- d. Develop marketing materials for Activity Centers that highlight the uniqueness of the Activity Center, the forthcoming zoning and infrastructure improvements, and information on economic development incentives that are available in that area.

Objective 5: Increase the number and support the growth of small businesses and start-ups.

- a. Create a business guide to help new and small businesses navigate city incentive programs and permitting, building code, zoning and licensing processes.
- b. Institute policies and practices that facilitate business formation in the City.
- c. Explore the creation of a small business program within DED dedicated to supporting the development, growth and retention of small businesses, prioritizing business development by people of color, women, and those with low incomes.
- d. Encourage the creation of new businesses and growth of small businesses by promoting and identifying smaller spaces (typically found along historic commercial corridors) for small businesses to start and grow.

GOAL 12: Develop tourism to attract visitors and further elevate Richmond's image.

Objective 1: Maintain, grow, and market Richmond's tourism attractions.

- a. Fully implement the Riverfront Plan and the Jame River Park System's Master Plan.
- b. Expand the number of tourism sites that tell stories that have not yet been shared.
- c. Develop Activity Centers as destinations through creative place making and branding (see strategies in Goal 4).
- d. Develop a city-wide marketing strategy.
- e. Preserve and enhance Richmond's beauty and unique community character, cultural resources, and public art (see strategies in Goals 3 and 4).

Objective 2: Host regional, national, and international events.

- a. Implement the Visit Richmond Tourism Plan.
- b. Promote performance venues of varying sizes to attract acts and visitors.
- c. Promote the region as a location for sports events like the UCI Bike Race and the Monument Avenue 10K.

Objective 3: Increase the availability and options for lodging in the city.

- a. Encourage the development of hotel rooms.
- b. Adopt Short-term Rental legislation to allow legal operation.

Objective 4: Improve hospitality and visitor facilities and services.

- a. Improve wayfinding signage throughout the city.
- b. Include accessible public restrooms throughout the city included at City facilities and parks.
- c. Develop of visitor centers to include a visitor center at Main Street Station to be co-located with the Virginia Welcome Center.

GOAL 13: Leverage institutions to strengthen job sectors and collaborate on land planning.

Objective 1: Create cooperative relationships between institutions and neighborhoods.

- a. Encourage higher education institutions to create neighborhood partnerships for improvement of K-12 schools, public safety, neighborhood amenities, housing, and mentorship/apprentice programs.
- b. Adapt the educational and skill training offered by local institutions to match the current and future needs of local companies.

Objective 2: Encourage institutional development and expansion through policy and careful consideration of land resources.

- a. Work collaboratively with institutions to ensure that master plans for their campuses are presented to the Planning Commission for review.
- b. Explore creation of a PILOT for institutions.

Inclusive Housing

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Strategy: Broad activity required to achieve an objective, create a critical condition, or overcome a barrier.

VISION

Vision (revised): *Richmond is a city where all people can access quality housing choices.* By preserving and increasing housing, Richmond supports existing and new residents, regardless of income. As the city grows, Richmond provides options to existing residents, preventing involuntary displacement and reducing housing disparities. Housing is the foundation of inclusive Richmond neighborhoods that are walkable with adequate linkages to services, goods and open spaces.

Vision (previous): *Richmond is a city where all people can access quality housing choices. Increase and maintain housing throughout Richmond to support new and existing Richmonders, regardless of income. Minimize involuntary displacement of Richmonders as the city grows and reduce housing disparities. Support housing as the foundation of equitable and inclusive neighborhoods that are walkable with adequate linkages to services, goods, and open spaces.*

GOAL 14: Ensure the preservation of mixed income communities, by preserving existing affordable housing units and developing new ones—both rental and owner occupied—throughout the city.

- Objective 1:** Create or preserve 1,500 units for low-income households by the close of 2020
- a. Fund the Affordable Housing Trust Fund and prioritize funding projects within a ½ mile of transit and/or projects providing housing to very low-income individuals and families, including supportive housing.
 - b. Continue to allocate HOME and CDBG funds to non-profit affordable housing developers.
 - c. Analyze incentives needed to encourage for-profit developers to grant property to the Maggie Walker Community Land Bank.
 - d. Restructure the rehabilitation tax abatement program.
 - e. Actively engage non-profit and for-profit housing developers to understand their needs.
 - f. Lobby the General Assembly to allow Inclusionary Zoning (may exist).
 - g. Partner with VCU to open satellite affordable housing preservation policy program (see Diverse Economy section),
 - h. Coordinate with neighboring localities on affordable housing regional plan,
 - i. Revamp Neighborhoods In Bloom by establishing clear criteria for establishing new NIB districts,
 - j. Amend the zoning ordinance to have require an outside independent evaluation of supportive housing management plans to ensure supportive housing providers are meeting industry standards,
 - k. Reach out to mission-driven non-profits to explore creation of affordable housing units on their property,

Objective 2: Improve the livability of existing manufactured home parks,

- a. Develop an action plan to address the physical condition of the existing manufactured home parks.
- b. Promote non-profit investment and co-operative ownership in existing manufactured home parks.
- c. Modify the Zoning Ordinance to allow for the construction of new units in existing manufactured home parks under certain conditions.

Objective 3: Develop programs that allow homeowners to remain in their homes in high-quality structures.

- a. Expand programs to aid homeowners in implementing energy efficiency and storm water upgrades including establishing a Residential PACE (Property Assessed Clean Energy) Program (see strategies in Thriving Environment)
- b. Develop and fund programs to encourage continual investment in homes to allow people to age in place to include upgrades to improve the accessibility and health of homes and maintain critical home systems.
- c. Start a Green and Healthy Homes programs to promote the basic health homes principles of dry, clean, ventilated, free from pests and contaminants, well-maintained and safe.
- d. Partner with non-profits and other institutions to develop loan programs to assist existing low to moderate-income homeowners in renovating their homes.
- e. Develop programs to provide resources to residents to address building and property maintenance code violations.
- f. Prioritize public investments towards housing reuse and rehabilitation to ensure low to moderate-income individuals can maintain and rehabilitate their homes.

Objective 4: Increase the number of mixed-income communities along high-frequency transit corridors.

- a. Prioritize the development review process for mixed-income applications that are building => 20% of units at 80% AMI.
- b. Develop Small Area Plans for key Activity Centers (see High-Quality Places section).
- c. Coordinate with GRTC to develop new station locations and routes where development is occurring (see Equitable Transportation section).
- d. Adopt policy to designate a percent of State transportation funds for housing units near Pulse stations.
- e. Develop a program to waive some or all of the housing development fees for mixed-income projects (at least 20% at 80% AMI) within ¼ mile of Pulse stations.
- f. Develop a tax-increment finance (TIF) zone for land within ¼ mile of the Pulse stations and direct funds from the TIF to the Affordable Housing Trust Fund for funding mixed-income projects within the Pulse TIF zone. Establish similar TIF zones along future high-frequency transit corridors.
- g. Lobby VHDA to update the QAP to encourage more LIHTC projects near transit in urban areas.

Objective 5: Allow more housing types throughout the city and greater density along corridors and at activity centers.

- a. Rezone corridors and activity centers (see High-Quality Places section).
- b. Amend existing A.D.U. ordinance to make more attractive than SUP process. For instance, reduce number of affordability years required.
- c. Update zoning ordinance to allow for accessory dwellings in all residential zones.
- d. Update zoning ordinance to allow for two-family dwellings in all residential zones.
- e. Adapt obsolete municipal buildings into affordable and market rate housing (see High-quality Places).
- f. Encourage the development of "middle housing" (4 to 16 unit buildings) in neighborhoods throughout the city.

Objective 6: Redevelop RRHA properties into well-designed, walkable, and transit-adjacent communities.

- a. Identify revenue streams dedicated to the transformation of public housing.
- b. Develop small area plans with community input to plan for the redevelopment of mixed income neighborhoods on former public housing sites.

Objective 7: Increase awareness city-wide on the importance of providing housing at all income levels throughout the city.

- a. Develop and fund a housing policy training program for newly elected officials.
- b. Partner with employers, nonprofits and philanthropies to develop a communications strategy around the need for housing for all Richmonders.
- c. Develop and market a glossary of funding opportunities to create housing (leverage transportation and health care funding for housing).

Objective 8: Assist individuals who desire to age in their neighborhoods.

- a. Continue to market the tax relief for low income seniors to increase participation.
- b. Amend the zoning ordinance to allow accessory dwelling units (granny flats) in all R districts.
- c. Encourage the development of small multi-family buildings (2-4 units) within neighborhoods.
- d. Assist seniors with home maintenance via maintenance program (see Objective 3 in Inclusive Housing).

Objective 9: Prevent involuntary displacement.

- a. Update and monitor the Market Value Analysis to evaluate programs impact on housing markets and develop new programs as markets change.
- b. Explore the feasibility of creating a tax fund to help qualifying low-income residents remain in their homes as their assessments increase.
- c. Develop home repair and energy efficiency programs to assist individuals with deferred maintenance (see Objective 3 in Inclusive Housing).
- d. Expand access to eviction prevention legal resources.
- e. Strengthen emergency rental assistance programs.
- f. Support marketing efforts that encourage landlords to accept housing vouchers.
- g. Reduce the impediments to fair housing choice by implementing the first tier priorities outlined in the Analysis of Fair Housing Choice report (2017-2020).

Thriving Environment

Richmond 300: A Guide for Growth

Term Definitions:

Vision: A statement articulating what we want our city or look and feel like in the future.

Goal: Broad, long-term aim that defines fulfillment of the vision.

Objective: Specific, quantifiable, realistic targets that measure the accomplishment of the goal.

Strategy: Broad activity required to achieve an objective, create a critical condition, or overcome a barrier.

VISION

Vision (revised): *Richmond is a sustainable and resilient city with healthy air, clean water, and a flourishing ecosystem.* Carbon emissions are low, air and water quality are high, and city-wide solid waste production is minimal. The City is positively adapting to the effects of a changing climate, with a built environment that enhances and protects natural assets, including the James River. All residents have equitable access to nature and a healthy community.

Vision (previous): *Richmond is a sustainable and resilient city with healthy air, clean water, and a flourishing ecosystem. Reduce carbon emissions and air pollution within the city, improve local water quality, and take steps to positively adapt to the effects of a changing climate. Manage the built environment to enhance and protect natural assets such as the James River. Ensure that all residents have equitable access to nature and a healthy community.*

GOAL 15: Positively adapt to the effects of a changing climate and ensure that all residents have equitable access to nature and a healthy community.

Objective 1: Increase and enhance biodiversity within Richmond.

- a. Implement strategies in Equitable Transportation to connect parks via shared use paths that could also serve as animal habitat corridors
- b. Increase the prevalence of native plant species and plants for healthy pollinator communities at public facilities and promote such planting on private lands.
- c. Implement RVA Clean Water strategy to use 80% native plants in new landscaping at public facilities by 2023
- d. Develop a strategy to integrate invasive plant management into existing city programs and reduce invasive plant coverage within the city.
- e. Discourage use of pesticides and herbicides and encourage organic practices to improve and maintain soil health and healthy habitat and ecosystems.
- f. Encourage use of bird-safe glass and other building materials and features that protect and enhance natural ecologies where appropriate.
- g. Encourage bird houses, bat houses, and other structures that provide important and safe shelters for wildlife.
- h. Revise the City's weed ordinance to allow for exemptions for native plant species and plants for healthy pollinator communities on private lands.

Objective 2: Reduce light pollution.

- a. Seek and develop strategies to achieve certification as an International Dark Sky Association (IDA) International Dark Sky Community.

- b. Install hooded light fixtures of on public ROW and buildings to reduce light pollution and reduce impact on nocturnal species

Objective 3: Expand access to local healthy food, prioritizing food deserts.

- a. Expand the community garden program and develop standards and guidelines for community gardens on public lands to ensure transparency, continuity of use, and community benefit
- b. Develop materials explaining where urban agriculture is permitted by right in the zoning ordinance and explore expanding where it is permitted as a by-right use
- c. Partner with local non-profits to expand opportunities, and provide technical support, tools, and processes for all residents to participate in urban agriculture
- d. Attract grocery stores to food deserts by increasing residential density and providing financial and technical support for grocery store expansion, remodeling, or equipment upgrades
- e. Expand where farmers' markets and grocery stores are permitted, especially in activity centers and along high-frequency transit corridors
- f. Implement programs to expand local healthy food options in schools

Objective 4: Increase the percentage of Richmonders within a 10-minute walk of quality open space to 100%, prioritizing areas low-income areas with a high heat vulnerability index rating.

- a. Utilize the Maggie L. Walker Land Bank to create public open space.
- b. Revise the zoning ordinance to include a green space/green amenity minimum (see strategies in Goal 4)
- c. Engage residents, developers, government, technical experts, and other stakeholders in defining and encouraging excellence in design of public open and green space.
- d. Develop a strategy for acquiring land for new parks and open spaces (see strategies in Goal 2).
- e. Implement strategies in the Equitable Transportation section to connect parks and increase access to parks.

Objective 5: Increase the tree canopy to 60%, prioritizing areas with a high heat vulnerability index rating and low tree canopy coverage.

- a. Develop education and incentive programs to encourage private land owners to plant trees and care for existing trees.
- b. Develop a tree management plan/strategy.
- c. Review the zoning ordinance increase the parking screening requirements.
- d. Explore incentives, programs, and requirements for new developments and additions to existing buildings to retain mature trees, replace lost trees, and plant more trees if none were there originally.
- e. Create and maintain a public digital street tree inventory and management system.
- f. Implement RVA Clean Water Plan strategy to increase tree canopy on City property by 5%.
- g. Reinstate the Urban Forestry Commission.

Objective 6: Reduce urban heat, prioritizing areas with a high heat vulnerability index rating.

- a. Encourage lighter colored surfaces for roads and roofs to reflect sunlight.
- b. Identify opportunities for green roofs on public facilities, and encourage green roofs in private development.
- c. Design neighborhoods with a variation in building heights to encourage air circulation
- d. Encourage redevelopment of surface parking lots into mixed use developments - potentially taxing properties with parking lots as a primary use at a higher rate.
- e. Increase the tree canopy and open spaces (see related strategies in Thriving Environment).
- f. Reduce parking minimums in the zoning ordinance

Objective 7: Reduce the impact from heavy rainfall events and sea level rise.

- a. Request for FEMA to update the flood plain maps.

- b. Encourage development in areas at lower risk of flooding.
- c. Evaluate the transportation investments needed to create emergency egress from areas at risk of flooding.
- d. Where possible, expand wetlands and other features that manage flooding identified in the RVA Clean Water Plan.
- e. Conduct a sea-level rise impact analysis to identify areas in Richmond that may be affected.
- f. Reduce impervious surfaces (see related strategies in Thriving Environment: Clean Water).
- g. Identify opportunities for acquiring land in the RMA and RPA at high risk of flooding to conserve, discourage development, and implement strategies to slow, spread, and infiltrate floodwater.

Objective 8: Increase the resiliency of infrastructure and community assets.

- a. Bury power lines and locate key energy network assets to enhance grid resilience.
- b. Establish assessment guidelines for public infrastructure that ensure resilience to current and future hazards.
- c. Increase renewable energy sources (see strategies in Goal 16).
- d. Evaluate transportation networks to ensure access and promote redundancy.
- e. Develop microgrids with on-site energy storage for critical public facilities.
- f. Develop microgrid communities with on-site energy storage.
- g. Support increased usage of energy storage technology, including small-scale storage systems in residential, commercial, and industrial buildings, vehicle-to-grid infrastructure, and larger stand-alone storage facilities where appropriate.
- h. Identify community facilities to serve as resilience hubs and update systems to be more resilient.

GOAL 16: Improve air quality within the city and the region, and reduce greenhouse gas emissions within the city by 80% by 2050.

Objective 1: Reduce air pollution related to transport.

- a. Increase the number of Richmonders living in a development pattern that encourages density and reduces dependency on single-occupancy vehicles (see related strategies in High-Quality Places and Equitable Transportation).
- b. Locate jobs near residents (see related strategies in Diverse Economy and High-Quality Places).
- c. Transition public and private vehicles to vehicles that do not emit greenhouse gas (see strategies in Goal 10)
- d. Enforce the anti-idling policy for City vehicles.
- e. Adopt a Council resolution to encourage idling reduction community-wide.
- f. Increase use of mass and alternative transportation options (see related strategies in Equitable Transportation)
- g. Develop strategic plan for autonomous vehicles (see Equitable Transportation).

Objective 2: Reduce air pollution related to City infrastructure and facilities.

- a. Conduct an energy audit, publish grades for efficiency, and benchmark energy use for all City facilities.
- b. Develop an energy management program for City government to include:
 - specific reduction goals for municipal greenhouse gas emissions by sector,
 - a plan to retrofit all City buildings to improve efficiency,
 - installation of renewable energy (solar, wind, hydro, geothermal) on City buildings and land (methane-capture at landfill and wastewater treatment plant),
 - identification of opportunities to reduce wastewater energy use,
 - the purchase off-site renewable energy to cover remaining City demand after deployment of on-site solar and energy efficiency initiatives, and other strategies as appropriate.

- c. Convert street lights to LEDs or solar.
- d. Conduct study on local and upstream methane leakage from DPU operations.

Objective 3: Reduce air pollution related to private buildings.

- a. Evaluate creating grant incentives:
 - For "green" buildings (LEED, NZE-ready, Net Zero, Passive House, or Living Building Challenge, etc) through zoning such as a reduction in parking requirement or density bonus.
 - At time of permit and/or time of sale for deep energy efficiency retrofits.
 - To upgrade energy efficiency of industrial facilities.
 - To transition buildings from fuel oil to all electric.
- b. Work with local providers to market energy retrofit programs for low-income individuals
- c. Encourage industrial facilities to use Combined Heat and Power (CHP) to generate electricity and thermal energy.
- d. Create a CPACE (commercial property assessed clean energy) program.
- e. Advocate in the General Assembly for enabling legislation allowing jurisdictions to:
 - adopt residential PACE programs.
 - require energy benchmarking and public disclosure, and adopt local ordinance requiring benchmarking by large private buildings.
 - adopt stricter energy efficiency requirements in their building codes
- f. Advocate in the General Assembly to amend the statewide uniform building code to require greater energy efficiency.
- g. Review existing zoning and policy for impediments to renewable energy and revise them to reduce barriers.
- h. Evaluate creating incentives to encourage the installation of solar panels on private buildings.
- i. Develop guide to high-performance / net zero energy buildings to encourage their construction.
- j. Evaluate creating legislation to require stronger energy-efficiency and green-building standards of buildings requesting zoning variance and/or site plan approvals.

Objective 4: Develop and implement RVAgreen2050.

- a. As part of RVAgreen2050, explore achieving carbon neutrality by 2050.

Objective 5: Reduce the amount of waste going to landfills.

- a. Develop and implement a multi-family and commercial recycling program.
- b. Increase number of public recycling bins and increase the frequency that recycling is collected.
- c. Develop a city-wide composting program for residential, commercial, and industrial buildings.
- d. Create incentives for construction and demolition material recycling.
- e. Create pay as you throw program.
- f. Demonstrate sustainable consumption, sustainable building practices and zero-waste behaviors in the design and expansion of City operations.
- g. Require new construction projects to provide areas for dumpsters, recycling and composting.
- h. Advocate in the General Assembly for enabling legislation allowing cities to ban or tax plastic bags, single-use plastics, balloons.

GOAL 17: Improve local water quality and manage the built environment to enhance and protect natural assets such as the James River.

Objective 1: Restore all streams to healthy riparian areas.

- a. Reduce parking requirements and increase landscaping requirements.

- b. Replant stream buffers in riparian areas on city-owned property, encourage private property owners to do same.
- c. Prevent building in riparian areas.
- d. Create Watershed plans for each of the watersheds in the city, on both public and private land, including impervious reduction targets.
- e. Implement RVA Clean Water strategy to replace or restore 10 acres of riparian buffers according to state guidance.
- f. Implement RVA Clean Water strategy to restore 2,500 linear feet of stream.
- g. Explore programs to daylight streams and de-culvert streams.
- h. Implement strategies to reduce pollutants entering waterways such as encouraging the reduction of lawn chemicals and preventing debris from entering streams.
- i. Identify brownfields for redevelopment and explore programs to incentivize redevelopment of the brownfields into appropriate uses.
- j. Implement RVA Clean Water strategy to reduce contribution of pollutants to the MS4.
- k. Implement RVA Clean Water strategy to construct Long Term Control Plan (LTCP) projects.

Objective 2: Place an additional 100 acres under conservation easement, prioritizing conservation of land that creates connected green corridors.

- a. Identify strategic priorities of properties to acquire, set aside money to acquire
- b. Implement RVA Clean Water strategy to place an additional 10 acres under conservation easement.

Objective 3: Reduce water consumption by 10%.

- a. Implement RVA Clean Water Plan strategy to implement new water conservation technologies and promote water conservation efforts.
- b. Encourage on-site graywater uses in public and private facilities.
- c. Minimize drinking water waste through infrastructure improvements.
- d. Encourage planting of drought-resistant species.
- e. Adjust pricing to encourage conservation/utility bills reflective of use.
- f. Increase incentives for commercial/institutional water reduction.
- g. Benchmark water usage in utility bills by comparing usage to neighbors' usage.
- h. Benchmark water usage in all City facilities and develop plan to reduce consumption.

Objective 4: Increase green stormwater infrastructure throughout the city, prioritizing areas with a high heat vulnerability index score

- a. Explore creating incentives or requirements in zoning and development processes for green infrastructure on private property.
- b. Identify opportunities for green infrastructure on public lands and rights-of-way. Explore creating green infrastructure guidelines within the Better Streets manual.
- c. Continue funding programs to plant trees and educate public on importance of trees (see related strategies in Goal 2 of Thriving Environment)
- d. Develop guidelines for use of porous paving materials for alley re-paving projects.
- e. Market and expand the city's stormwater credit program.
- f. Implement the RVA Clean Water plan strategy to install or retrofit GI draining 104 acres of impervious surfaces in the MS4.
- g. Implement the RVA Clean Water plan strategy to install or retrofit GI draining 18 acres of impervious surfaces in the CSS.