

Richmond 300: A Guide for Growth

Draft Strategies for Public Comment
Community Consultation #2



Note to the Reader:

This is a DRAFT document. The ideas included here were developed by community members via Community Consultation #1 (read the [summary report](#)), Advisory Council members, Technical Team members, and Working Group members. Please provide your comments/edits on this draft content by using [this Excel sheet](#) and referencing the specific goal/objective/strategy you are commenting on.

If you need assistance, please contact us at richmond300@richmondgov.com. **Please provide comments by November 3, 2018.** The comments will be reviewed and reconciled by City staff as they prepare the draft *Richmond 300: A Guide for Growth* Master Plan document from November 2019 to January 2020. The full draft *Richmond 300: A Guide for Growth* city-wide Master Plan will be released in February 2020. The full draft will include maps, diagrams, photographs, charts, and other supporting imagery.

Introduction

Role of the Master Plan

***Richmond 300: A Guide for Growth* is the name of the City's new Master Plan.**

Richmond 300 will be our city's new Master Plan. The *Richmond 300* document has not yet been developed — we are just starting the update process now. *Richmond 300* will establish a 20-year vision for the city's growth and be developed with extensive community input.

Why is it called *Richmond 300*?

Richmond was founded in 1737. As we look forward to the city's 300th anniversary in 2037, how do we want Richmond to look and work? How do we want our city to feel and grow over the next 20 years so that when we celebrate our 300th anniversary we are proud of where we are? *Richmond 300: A Guide for Growth* will articulate our vision for Richmond in 2037 and outline recommendations to get us there.

Why does the City need a Master Plan?

The City is only 62.5 square miles and is not allowed to annex land. The Master Plan helps determine how to plan for growth within the limited footprint of the city. Furthermore, every jurisdiction in Virginia is required to prepare a master plan (also known as the comprehensive plan) per the Code of Virginia (§ 15.2-2223) and review it every five years. The last city-wide Master Plan was adopted in 2001.

Master Plan Legislation

The Code of Virginia § 15.2-2223 states that "the local planning commission shall prepare and recommend a comprehensive plan for the physical development of the territory within its jurisdiction and every governing body shall adopt a comprehensive plan for the territory under its jurisdiction." The plan shall "be made with the purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the territory." The comprehensive plan shall include a transportation plan. The comprehensive plan, "with the accompanying maps, plats, charts, and descriptive matter, shall show the locality's long-range recommendations for the general development of the territory covered by the plan. It may include, but need not be limited to:"

- Designation of areas for public and private development (different kinds of residential, industrial, business, agricultural, conservation, recreation, public services, flood plain and drainage, and other areas);
- Designation of a system of community service facilities;
- Designation of historical areas;
- Designation of areas for the implementation of ground water protection measures;
- A capital improvements program;
- Location for recycling centers, military installations, and electric transmission lines; and
- Designation of areas for the construction, rehabilitation, and maintenance of affordable housing.

In addition to the requirements listed in the Code of Virginia, the Richmond City Charter, Chapter 17 states that the City Council and the City Planning Commission shall have the power to adopt by ordinance a master plan for the physical development of City, which shall include the items required by the Code of Virginia, and may include, but shall not be limited to:

- Location, character, and extent of roads, walkways, playgrounds, recreational facilities, parks, squares, stadiums, swimming pools, arenas, waterways, and other public places or ways;
- Location, character, and extent of all public buildings and public property;
- Location, character, and extent of slum clearance, and housing and neighborhood rehabilitation projects; and
- A general plan for railways, streetcars, buses, and all other vehicular traffic.

City-Wide Vision

In 2037, Richmond is a welcoming, inclusive, diverse, innovative, and equitable city of thriving neighborhoods; ensuring a high quality of life for all.

The city-wide vision (stated above) is a wide reaching vision that touches on all aspects of city management – not just land use management – but also social and cultural aspects of city life that are not in the scope of this Master Planning document. This document focuses on land and place-based strategies to achieve the city-wide vision. Other City initiatives, including, but not limited to, the Office of Community Wealth Building’s plan, will seek to achieve the non-land strategies need to achieve the city-wide vision.

Vision Values

The city-wide vision includes several values that are worth defining:

- Welcoming:** Feeling accepted and comfortable despite age, gender, race, sexuality, or income
- Inclusive:** Accepting differences and intentionally involving diverse opinions, attitudes, and behaviors
- Diverse:** Intentionally creating a state of mixed people, institutions, and mixed-use places
- Innovative:** Nurturing new ideas, methods, devices, or businesses
- Equitable:** Providing equal or equivalent access to goods, services, status, rights, power, and amenities
- Thriving:** Energizing communities with opportunities for and support of cultural, civic, and economic involvement

Vision Story

The city-wide vision story helps to illustrate how the city-wide vision could be realized in the lives of Richmonders in 2037. What vision story would you tell?

In 2037, a 6 yr-old named Isabella lives in a home that is affordable to her single-parent, Alex. Her 1-yr-old sibling, Miguel, attends a nearby daycare and Isabella attends a high-rated socio-economically diverse public elementary school. Alex has a job that pays a living wage and has the option to commute by transit. Isabella’s uncle, Jack, and his fiancé, Mel, just moved to Richmond from D.C. to work in the robust start-up scene. Jack and Mel live in an apartment close to their niece and nephew. Isabella’s grandparents, Jerome and Tonya, recently downsized and now live in an apartment above Isabella’s garage. All members of Isabella’s family thrive in Richmond because they can easily walk, bike, take transit, or drive to see friends and family, shop at stores, go to work, play in parks, and go to school.

Topic Visions

The city-wide vision applies to all aspects of the city – not just land management. Therefore, the Richmond 300 Working Groups developed 5 topic visions that speak to how the city should physically grow over the next 20 years.

Topic	Vision
High-Quality Places	<p>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.</p> <p>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.</p>
Equitable Transportation	<p>Richmond prioritizes the movement of people over the movement of vehicles through a safe, reliable, equitable, and sustainable transportation network.</p> <p>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</p>
Diverse Economy	<p>Richmond is home to a variety of businesses and industries that offer opportunities for quality employment and capital investment.</p> <p>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.</p>
Inclusive Housing	<p>Richmond is a city where all people can access quality housing choices.</p> <p>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.</p>
Thriving Environment	<p>Richmond is a sustainable and resilient city with healthy air, clean water, and a flourishing ecosystem.</p> <p>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.</p>

Richmond 300 Plan Structure

The *Richmond 300: A Guide for Growth* Vision is implemented via the Activity Center Map, the Future Land Use Map, the Future Connections Map and proposed policy recommendations for land use, transportation, economic development, housing and environment.



The *Richmond 300: A Guide for Growth* uses four key terms, which are defined here:

- 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.

The *Richmond 300: A Guide for Growth* Master Plan has six sections:

1. **Core Concept:** includes descriptions of three maps – Activity Centers, Future Land Use, and Future Connections – that are referenced throughout the document. These maps are described and shared in this section.
2. **High-Quality Places:** includes recommendations related to land use, public facilities and land, historic preservation, urban design, and public engagement.
3. **Equitable Transportation:** includes recommendations related to transportation planning, vision zero, bike/pedestrian/transit infrastructure, streets, and emerging mobility.
4. **Diverse Economy:** includes recommendations related to growing, retaining, and attracting businesses, tourism, and anchor institutions.
5. **Inclusive Housing:** includes recommendations related to providing housing at all income levels.
6. **Thriving Environment:** includes recommendations related to clean air, clean water, and resilient communities.

Core Concept: Activity Centers

The core concept of *Richmond 300: A Guide for Growth* is to promote strong and well-balanced Activity Centers throughout Richmond connected by viable commercial corridors. The Master Plan seeks to strengthen Activity Centers by aligning future land use, future connections, and public policy (related to land use, transportation, economic development, housing, and environment) to increase the vitality of these critical places within Richmond.

Activity Centers

Activity Centers are places in Richmond that are “nodes” or “hubs” in the community. Activity Centers can be employment centers, commercial hubs, residential nodes, and/or public convening places. The Activity Centers are called out because they are important places in Richmond and deserve special attention in the Master Plan to ensure that land use planning, transportation planning, and public policy align to make thriving crossroads in Richmond’s communities. The Activity Center Map (see Map 1: Activity Centers) depicts the location, scale, and typology for the Activity Centers found throughout Richmond.

Activity Center Scales

Downtown: A national and state-level node with significant cultural, entertainment, government, and business destinations.

Regional Center: A regional node for employment, shopping, housing, and unique place-based attractions located near major transportation infrastructure.

Neighborhood Center: A local crossroads typically within or next to large residential areas that offers goods and services to nearby residents, employees and visitors.

Micro Center: A notable place in a neighborhood that provides goods and services to the immediate residents and may attract visitors.

Activity Center Typologies

Established: Low vacancy, very few empty parcels, some things may change in the next 20 years but generally, this activity center will be exactly as it is in 20 years.

Emerging: Some vacancy, several opportunities to redevelop vacant land and buildings, a good deal could change in the next 20 years if zoning and infrastructure supports the changes and the market remains strong.

Not Established: High vacancy, buildings in disrepair, the market has not moved much in this area in the past 20 years and the area may fall into greater disrepair in the next 20 years

Note to the Reader:

After receiving input from the community during Community Consultation #2, PDR staff will add a section here describing the future vision, land use, and connections specific to the each of the downtown, regional, and neighborhood Activity Centers.

Future Land Use

Future land use designations are visionary and include language about how the area should look and feel in the future, but does not specify what an owner can or cannot legally do with their property. Future land use is an important tool in helping communities envision the future of a place without getting into the implementation of how, specifically, the buildings, streets, public spaces, and parks will be designed and built. Once a future land use map is adopted, the City begins the process of implementing various tools (zoning, streetscape projects, park and open space projects, transportation improvements, and economic development programs) to achieve its vision.

The future land use map (see Map 2: Future Land Use) depicts the city with 10 different future land use designations:

Downtown

Central business district of the Richmond region features high-density development with office buildings, residential buildings, and a mix of complementary uses, including regional destinations in a highly-walkable urban environment.

Development Style: Higher-density pedestrian- and transit-oriented development encouraged on vacant or underutilized sites; new development should be urban in form and may be of larger scale than existing context. Plazas and setbacks create an engaging street life. Many buildings are vertically mixed-use.

Ground Floor: Ground floor uses that engage with and enliven the street. Monolithic walls are discouraged, while windows, doors, storefronts and other features that allow transparency and interaction between building and street are encouraged. Active commercial ground floor uses required on Street-Oriented Commercial Frontages.

Access: Driveway entrances required to be off alleys whenever possible; new driveways prohibited on Priority Street and Principal Street frontages. Surface parking prohibited as a principal use; when surface parking is provided as an accessory use, it should be located to the rear of buildings and screened by shade trees. Parking requirements are substantially less in these areas than other areas of the city and are largely eliminated. Bicycle, pedestrian, and transit access are prioritized and accommodated.

Density/Height: High density, buildings typically a minimum height of 5 stories.

Primary Uses: Diverse mix of office, retail, personal service, multi-family residential, and cultural uses.

Secondary Uses: Institutional and governmental uses, and open space.

Nodal Mixed-Use

Transit-oriented district located immediately adjacent to the Pulse BRT or other frequent transit service, and/or planned transit improvements at key gateways and prominent places in the city in order to provide for significant, urban-form development in appropriate locations.

Development Style: Higher-density pedestrian- and transit-oriented development encouraged on vacant or underutilized sites; new development should be urban in form and may be of larger scale than existing context. Development should enhance the public realm and create a sense of place. Many buildings are vertically mixed-use.

Ground Floor: Ground floor uses that engage with and enliven the street. Monolithic walls are discouraged, while windows, doors, storefronts and other features that allow transparency and interaction between building and street are encouraged. Active commercial ground floor uses required on Street-Oriented Commercial Frontages.

Access: Driveway entrances required to be off alleys whenever possible; new driveways prohibited on Priority Street and Principal Street frontages. Surface parking prohibited as a principal use; when surface parking is provided as an accessory use, it should be located to the rear of buildings and screened by shade trees. Parking requirements are reduced to allow more market-based parking strategies, including shared parking.

Density/Height: High density, buildings typically a minimum height of 5 stories.

Primary Uses: Office, retail, personal service, multi-family residential, and cultural uses.

Secondary Uses: Institutional and governmental uses, and open space.

Corridor Mixed-Use

Found along major commercial corridors and envisioned to provide for medium-density pedestrian- and transit-oriented development.

Development Style: The building size, density, and zoning districts for these areas will vary depending on historic densities and neighborhood characteristics; new development should be in scale with existing context or respond to unique site characteristics and opportunities for redevelopment. Uses are mixed horizontally in several buildings on a block or vertically-mixed within the same building.

Ground Floor: Ground floor uses that engage with and enliven the street. Monolithic walls are discouraged, while windows, doors, storefronts and other features that allow transparency and interaction between building and street are encouraged. Active commercial ground floor uses required on Street-Oriented Commercial Frontages.

Access: Driveway entrances required to be off alleys whenever possible; new driveways prohibited on Priority Street and Principal Street frontages. Parking lots and areas are located to the rear of buildings and require screening; shared parking requirements are encouraged to allow for commercial development while ensuring adequate residential parking. Bicycle, pedestrian, and transit access are prioritized and accommodated.

Density/Height: Medium density, buildings generally ranging from 2 to 10 stories, stepping down near residential areas.

Primary Uses: Office, retail, personal service, multi-family residential, and cultural uses.

Secondary Uses: Single-family attached, institutional and governmental uses, and open space.

Neighborhood Mixed-Use

Cohesive highly-walkable urban neighborhoods that are predominantly residential but have a mix of retail, office, personal service, and institutional uses, which are usually found on major roads and at corner sites.

Development Style: The building size, density, and zoning districts for these areas will vary depending on historic densities and neighborhood characteristics. New development

should be in scale with existing context. These areas feature a variety of building types. Setbacks, plazas and parks create a sense of place and community gathering areas.

Ground Floor: Regardless of use, buildings should have street-oriented facades with windows and door openings along street frontages. Appropriate setbacks and open space should be provided for residential uses.

Access: New driveways prohibited on Priority Street and Principal Street frontages. Vehicular access to parcels should use alleys wherever possible. Parking lots and parking areas should be located to the rear of street-facing buildings. Bicycle, pedestrian, and transit access are prioritized and accommodated.

Density/Height: Medium density, 2 to 8 stories. Lots generally less than 5,000 sq. ft. Residential density of 10 to 20 housing units per acre.

Primary Uses: Single-family attached and detached homes, and multi-family residential.

Secondary Uses: Retail, office, personal service, cultural, institutional and governmental uses, and open space.

Industrial

Manufacturing and production areas that primarily feature processing, research and development, warehousing, and distribution.

Development Style: The arrangement of structures, parking and circulation areas, and open spaces shall recognize the unique needs of industrial users.

Ground Floor: Industrial uses.

Access: Parking lots and parking areas should be located to the rear of street-facing buildings. Vehicle entrances should be located off of alleys or secondary streets.

Density/Height: 1 to 3 stories with exceptions for unique building features relating to that industrial use.

Primary Uses: Industrial

Secondary Uses: Office and open space.

Industrial Mixed-Use

Traditionally industrial areas that are transitioning to mixed-use due to their proximity to growing neighborhoods, but may still retain some light industrial uses.

Development Style: Non-industrial use buildings should have street-oriented facades with windows and door openings along street frontages. New light industrial uses are compatible with residential and office uses.

Ground Floor: Ground floor uses that engage with and enliven the street. Monolithic walls are discouraged, while windows, doors, storefronts and other features that allow transparency and interaction between building and street are encouraged. Active commercial ground floor uses required on Street-Oriented Commercial Frontages.

Access: New driveway entrances prohibited on Priority Street and Principal Street frontages and minimal driveway entrances allowed on secondary streets. Vehicular access

to parcels should use alleys where possible. Loading for trucks must be provided for off-street. Parking lots and parking areas should be located to the rear of street-facing buildings. Bicycle, pedestrian, and transit access are prioritized and accommodated.

Density/Height: Medium to high density, 3 to 8 stories.

Primary Uses: Industrial, multi-family residential, office, retail, and personal service.

Secondary Uses: Cultural, institutional and governmental uses, and open space.

Institutional

Public and quasi-public entities, such as local, state, and federal government, hospitals, universities, and schools.

Development Style: Several buildings owned by an institution often connected by an engaging public realm that create a campus-like environment.

Ground Floor: Active commercial ground floor uses required on Street-Oriented Commercial Frontages. Residential uses may be permitted on the ground floor in certain sections of the area. Regardless, ground floor residential units should still have street-oriented facades with setbacks, front yards, and balconies where appropriate.

Access: New driveway entrances prohibited on Priority Street and Principal Street frontages and minimal driveway entrances allowed on secondary streets. Ground floor parking prohibited on Principal Street frontages. Bicycle, pedestrian, and transit access are prioritized and accommodated.

Density/Height: Varies.

Primary Uses: Institutional and governmental uses, community centers, libraries, museums, police and fire precincts, hospitals, and schools.

Secondary Uses: Retail, office, personal service, cultural, multi-family residential, and open space.

Public Open Space

Public and quasi-public parks, recreation areas, open spaces, and cemeteries.

Development Style: Includes passive and active recreation, natural habitats, cemeteries, and large plazas.

Ground Floor: not applicable

Access: Designed in a manner to allow access by all modes of transportation, while emphasizing connections to bicycle and pedestrian amenities, such as sidewalks, bike lanes, and shared-use paths. Bicycle parking and other such amenities provided as well.

Density/Height: not applicable

Primary Uses: Open Space

Secondary Uses: Cultural, institutional and governmental uses

Medium-Density Residential

Predominantly single-family neighborhood with other forms of residential uses, such as duplexes, triplexes, and quads. Limited retail and personal service businesses can be found along major corridors and at key intersections.

Development Style: Houses and other buildings are relatively close to one another on small and medium-sized lots. The built environment is walkable but still requires a car for most major trips.

Ground Floor: Residential houses that are setback from the street in accordance with zoning requirements and/or consistency with neighboring houses.

Access: Driveways usually off alleys and seldom off the main road. Many homes have garages or parking areas at the rear of the property, while others utilize on-street parking.

Density/Height: Height limited to 35 feet. Lot sizes generally less than 10,000 sq. ft. Residential density of 4 to 8 housing units per acre.

Primary Uses: Single-family detached and attached houses

Secondary Uses: Duplexes and triplexes, accessory dwelling units, live/work uses, schools, libraries, open space, other civic uses, and limited retail or personal service businesses.

Low-Density Residential

Low-density residential neighborhood of single-family detached houses.

Development Style: Houses are generally spaced far apart on large lots in an auto-dependent built environment.

Ground Floor: Residential houses that are setback from the street in accordance with zoning requirements and/or consistency with neighboring houses.

Access: Driveways usually off the main road, but occasionally off alleys. Most homes have driveways and/or garages.

Density/Height: Height limited to 35 feet. Lot sizes generally ranging from 10,000 to 20,000+ sq. ft. Residential density of 1 to 3 housing units per acre.

Primary Uses: Single-family detached houses

Secondary Uses: Accessory dwelling units, live/work uses, schools, libraries, open space, and other civic uses.

Future Connections

The Future Connections Map (see Map 3: Future Connections) depicts the envisioned transportation networks that will provide access to and between the Activity Centers. The elements in the Future Connections Map are described here.

Great Streets

Great Streets are significant entrances to the city and serve as major connectors between city destinations. Great Streets are roadways that require robust attention to make them prominent promenades to the city. Some parts of the Great Streets shown on the Future Connections Map are quite beautiful and should be replicated in other parts of the city. For

instance, Ashe Boulevard as it runs through the Museum District is a beautiful promenade with wide sidewalks, street trees, and buried power lines; however as the street travels north toward I-95/I-64, its splendor is diminished. As the areas around Ashe Boulevard near the Diamond Site are redeveloped, it is envisioned that the street would be beautified and become a truly Great Street.

Enhanced Transit Routes

The Enhanced Transit Routes shown on the Future Connections Map are transit corridors that envisioned in this Master Plan to have high frequency service (ideally every 10 minutes, but likely 15 minutes) and longer services hours (ideally 24/7, but likely not quite so long). The Future Land Use Map shows a mix of residential and commercial uses along these Enhanced Transit Routes to accommodate a higher number of future riders (residents, visitors, and employees) within close proximity of the Enhanced Transit Route.

On-Street Bicycle Facilities

The Future Connections Map depicts existing and proposed On-Street Bicycle Facilities, which were adapted from the Bike Master Plan and the Pulse Corridor Plan. The intent of the On-Street Bicycle Facilities is to provide infrastructure for bicycles and other users traveling at slow speeds (less than 15 miles per hour, to include scooters, electric bikes, segways, and other emerging micro-mobility devices). The Richmond 300 Master Plan does not specify the exact type of On-Street Bicycle Facility (i.e. buffered bike lane, protected bike-lane, cycle track, bike/walk boulevard, etc.) but rather by show these lines on the Future Connections Map, this Plan is stating that some sort of bike infrastructure (not sharrows) should be included on this road.

Shared-Use Paths

The Richmond 300 Master Plan envisions creating a network of Shared-Use Paths that are universally accessible and intended for pedestrians, cyclists, and other users traveling at slow speeds (less than 15 miles per hours). The Shared-Use Paths are separate from the streets (but sometime adjacent).

Street Connections

Urban Planners and Transportation Planners have long argued in favor of created gridded street networks. Gridded street networks allow all users to easily traverse an area without getting lost in dead ends and being funneled to congested main roads. Gridded street networks also increase the connectivity of an area and make it easier to reach key destinations. The Future Connections Map shows areas of the city where there are large scale opportunities to introduce a gridded street network, such as the Ashe/Hermitage site.

Interchanges and Bridges

The Future Connections Map identifies several locations for highway interchange improvements, bridge rehabilitation or replacement, and new bridge connections.

High-quality Places

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.

Goals, Objectives, and Strategies

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).
- b. Re-write the zoning ordinance to achieve the objectives set forth in the Land Use Goals.
- 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 historic areas that were developed prior to the advent of zoning regulations to ensure new construction similar in form to the historic context is allowed.
- e. Allow accessory dwelling units in all R districts.
- f. Develop Small Area Plans for Emerging and Not Established Activity Centers to evaluate and suggest specific opportunities for rezoning, placemaking, connectivity, mixed-income housing, economic development, and open space. Prioritize creating Small Area Plans for Southside Plaza, Ashe/Hermitage, Hermitage/Broad, and the Riverfront Pulse Station Area.

Objective 2: Increase placemaking features within activity centers to accentuate their unique qualities and authentic sense of place.

- 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 innovative mixed-used developments.

Objective 4: 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 descriptions for future connections improvements and see strategies in Goals 6-10)

Objective 5: 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 6: Maintain and improve primarily residential areas by increasing their linkages to Activity Centers and corridors, parks, and open space, 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: Align new facilities with the Future Land Use Plan and improve existing City-owned facilities.

- 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, relocating, 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, relocating, 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 that seeks to ensure all Richmonders live within a 10-minute walk of a park (see Goal 15, Objective 4).
- 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 public facilities, including, but not limited to, 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, 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, neighborhoods, and landscapes.

- 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. Review and revise 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 code enforcement tools for violations in City Old and Historic Districts.
- e. Complete and maintain a historic resources inventory that is current, comprehensive, and cost-effective. Establish priorities for areas to survey.
- f. Utilizing the city historic resources inventory, identify additional districts for varying levels of protections.
- g. Establish controls to assure that archaeological sites and subsurface materials are properly identified, evaluated and mitigated.
- h. Utilize historic preservation best practices for City-owned resources to prioritize preservation and reuse activity more heavily than new construction or demolition of historically and culturally significant resources.
- i. Review and revise the City's tax abatement program to prioritize preservation projects and projects providing affordable housing.
- j. Lobby the General Assembly to maintain historic rehabilitation tax credits.
- k. Expand the City's façade improvement program.

Objective 2: Reduce the demolition of historic buildings.

- a. Create flexibility in the zoning ordinance to incentivize the adaptive reuse of historic buildings and deter demolition, such as allowing 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 and/or the Land Bank.
- 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 by more equally representing preserving and sharing the sites related to African American history.

- a. Increase education and outreach efforts regarding the preservation of neighborhood character and available incentive programs for historic preservation, adaptive reuse and place-based economic development.
- 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 Richmond Public Library to develop oral history projects.

GOAL 4: Establish a distinctive city connected by a network of walkable urban streets, open spaces, and an architecturally-engaging 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 a well-designed network of open spaces.

- a. Develop a Park Master Plan that creates a network of open spaces (see strategies in Goal 2 and Goal 15)
- b. Integrate natural features, history, culture and art to enhance public open spaces throughout the city.
- c. Provide connections between new developments and existing open spaces.
- 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. Encourage any new development along the river and the canal to provide for public access (see strategies in Goal 2 and Goal 15).
- g. 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.

- h. Develop a city viewshed study to preserve defining views of the downtown skyline and historic view of the river from publicly accessible locations.
- i. Reserve appropriate riverfront and canal-facing sites for public amenities and river related development such as boating services, picnics, etc.
- j. Work with other stakeholders to improve, restore and maintain the historic canal system (see strategies in Equitable Transportation).
- k. Implement the Richmond Riverfront Plan and the James River Park Master Plan.
- l. Encourage the creation of nature rather than hard landscape in creating and improving parks.

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

- a. Evaluate the adoption of neighborhood design guidelines for review of demolitions and to encourage context-sensitive development to protect and enhance neighborhood character
- b. Allow and encourage a variety of architectural styles.
- c. On development sites that encompass most of city block or block frontage, require multiple buildings and/or façade articulation to increase visual interest, require massing that is responsive to the human-scale, and consider pedestrian through-block connections through existing super blocks to establish a street grid.
- d. Ensure that building materials are durable, sustainable, and create a lasting addition to the built environment, and provide maximum adaptability for environmental change and efficiency.
- 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. Encourage roof lines and upper levels of tall buildings to be articulated with a distinguishable design.
- k. Require the podiums of tall buildings to reflect the human scale, with design elements and active uses on the ground level.
- l. Prohibit driveways for new small scale residential buildings on blocks that have alley access.
- m. Increase building permeability by requiring new buildings to have functioning entrances from the sidewalk and restricting blank walls at ground level.
- n. 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.
- o. 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.

- p. Encourage building placement and massing design that reduces the heat island effect by varying building heights in neighborhoods to increase airflow.

Objective 4: Integrate public art into the built environment to acknowledge Richmond’s unique history, neighborhood identity, and engage the creative community.

- 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 changes in demographics and development.
- 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 and continuously engage civic associations and special interest groups in the planning process.

- a. Create a Richmond planning knowledge program administered by the Dept. of Planning and Development Review for everyday Richmonders to learn about the planning process and understand how their voices can be incorporated into the planning decision-making processes, such as special use permits, rezonings, City Old and Historic Districts, and other planning regulations.
- 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

Vision

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.

Goals, Objectives, and Strategies

GOAL 6: Align future land use and transportation planning.

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

- a. Rezone the city in accordance with the Future Land Use Plan (see Objective 1.1).
- 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 by implementing the Vision Zero Action Plan

- a. Implement safety treatments on the high injury street network (per the Vision Zero Action Plan).
- b. 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).
- c. Conduct engineering surveys to **determine the appropriate level of traffic control required for pedestrians to cross at intersections.**
- d. Expand the Safe Routes to Schools program to all schools and conduct formal audits.

GOAL 8: Enhance walking, biking, and transit infrastructure to provide universal access to all users, prioritizing low-income areas and areas within the high-injury network.

Objective 1: Improve pedestrian experience by increasing the miles of sidewalks and improving pedestrian crossings and 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 and street crossing, per federal requirements.
- d. Improve street furniture, plant shade trees, install pedestrian-level lights and other streetscape improvements (see strategies to improve walkability in Goal 4).
- e. Consider permanent or temporary street closures such as weekend closures of Riverside Drive for bicycle and pedestrian use.
- f. Implement strategies to increase connectivity (see strategies in Goal 9).

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

- a. Develop shared-use paths throughout the city connecting Activity Centers. Focus efforts specifically in Southside and including, but not limited to, the following proposed shared-use paths: Ashland to Petersburg, James River Branch, and Kanawha Canal (see Future Connections Map for the network of shared-use paths).
- b. Coordinated shared-use path development with adjacent jurisdictions to develop a regional network.

Objective 3: Expand and improve on-street networks and amenities serving bicyclists and slow moving vehicles (less than 15 miles per hour).

- a. Expand, improve, and maintain on-street bike networks as shown in the Future Connections Map, which amends the networks proposed in the Bike Master Plan and in the Pulse Corridor Plan.
- b. Expand the users of bike lanes to include other slow moving vehicles, such as scooters, electric bicycles, Segways, and other vehicles traveling at velocities less than 15 miles an hour.
- c. Expand the bike sharing program to include more stations in a larger footprint adjacent to high priority transit stops.
- d. Install amenities (shelter, benches, parking, maintenance tools, restrooms, bike parking, water fountains with bottle-refill stations) along priority routes and at priority transit stops (See Tourism section in Diverse Economy as well).
- e. Revise the zoning ordinance to require bike parking for more uses.
- f. Increase the number of bike racks on sidewalks and/or use the curb to provide on-street bike parking.

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 with amenities such as shelters, benches, trash cans, and bike racks.
- c. Implement park and ride areas adjacent to bus routes.
- 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. Extend service hours along all routes, prioritizing routes that serve underserved and poorly connected communities.
- k. Ask GRTC to review the efficiency of the transit network at least every three years.
- l. Evaluate creating infill BRT station at or near Hamilton/Broad and Lombardy/Broad.
- m. 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.
- d. Expand transit service to Richmond International Airport (see Objective 8.4)

Objective 6: Increase the number of employers implementing Transportation Demand Management (TDM) 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 employers to offer TDM plans. 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. Expand the City's TDM program.
- f. Leverage technology to share travel time by all modes of transportation with users.

GOAL 9: Build and improve streets 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 and areas within the high-injury network.

- a. In the revision to Richmond Connects, include a Better Street classifications map assigning Better Streets typologies that align with the future land use map

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

- a. Develop and implement a plan to rehabilitate and repair city bridges so that less than 10% of our bridges are rated as structurally deficient and all bridges have been substantially renovated and maintained.
- b. Implement the projects outlined in the I-95/I-64 Overlap Study.

- c. Develop and implement a plan for rehabilitating the Mayo Bridge.
- d. Develop and implement a plan for rehabilitating 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 I-95/I-64 at Jackson Ward
- g. Improve pedestrian crossing experiences on all bridges over barriers (e.g. James River, the Downtown Expressway, I-195, I-95/I-64, and rail lines). Pedestrian improvements include not only sidewalks but also shading and plantings that improve the walking experience.

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 and upgrade existing alleyways in their development site plans or create new alleyways.
- c. Expand the green alleyway program.
- d. Seek funding to maintain alleys via two potential methods – 1) Lobby General Assembly to change the funding structure of roadways to include funding maintenance of alleyways. And/or 2) Per the City Code, allocate city tax revenue to maintain alleys.

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 that incorporates bike and pedestrian facilities.
- b. Seek to reduce cul-de-sacs by connecting roads where possible. Where roadway connections are not possible, seek to provide bike and pedestrian connections at a minimum to establish greater connectivity.
- c. Where feasible, convert one-way streets to two-way streets in consultation with the City's Transportation Engineers, evaluating the balance of two-way conversion, on-street parking, and bicycle infrastructure.

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 Mobility Division to manage new mobility and emerging shared transportation technologies.

- a. Develop a new mobility policy to manage transportation network companies (TNCs) and other emerging programs.
- b. Charge a fee for autonomous vehicles (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. Prioritize improvements to efficient and useful public transit over accommodation of AVs.
- 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 (e.g. scooters and Segways) 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, slow moving vehicles (e.g. scooters, Segways, electric bicycles) 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 vehicles to empty spots.

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

- a. Support the expansion of electric vehicle charging network on privately owned land.
- b. Seek opportunities to install electric charging stations on publicly-owned land while also balancing the needs of pedestrians, cyclists, and transit users.
- c. Shift the City's vehicle fleet to non-fossil fuel sources.

Diverse Economy

Vision

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.

Goals, Objectives, and Strategies

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 with 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.

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, given that the needs of industrial users is shifting.

- 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, start-ups, and women-owned and minority-owned businesses.

- 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 and attractions to further elevate Richmond's image and to continue to delight existing and future residents, employees, and visitors.

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. Support heritage tourism and 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, natural, historic, and 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 new and support existing 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.
- c.

Inclusive Housing

Vision

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.

Goals, Objectives, and Strategies

GOAL 14: Preserve, expand, and create mixed income communities, by preserving existing housing units and developing new ones—both rental and owner occupied—throughout the city.

Objective 1: Create or preserve units for low-income households near transit and employment.

- 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 Trust.
- d. Review the rehabilitation tax abatement program to determine its usefulness and impact and revamp it if necessary.
- e. Lobby the General Assembly to allow Inclusionary Zoning.
- f. Partner with VCU to open satellite affordable housing preservation policy program (see Diverse Economy section).
- g. Coordinate with neighboring localities on the Richmond Regional Housing Framework.
- h. Revamp Neighborhoods In Bloom by establishing clear criteria for establishing new NIB districts.
- i. Reach out to mission-driven non-profits to explore creation of affordable housing units on their property.

Objective 2: Improve the quality of housing in existing manufactured home parks

- a. Develop an action plan to stabilize and revitalize the physical condition of the existing manufactured home parks.
- b. Promote non-profit investment and co-operative ownership in existing manufactured home parks.

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

- a. Track funding that the City allocates to existing homeowners to fix their homes.
- b. Increase education/promotion of existing program and 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)
- c. 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.
- d. 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.
- e. Partner with non-profits and other institutions to develop loan programs to assist existing low to moderate-income homeowners in renovating their homes.
- f. Develop programs to provide resources to residents to address building and property maintenance code violations.
- g. 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% or more of units at 80% of the area median income (AMI).
- b. Develop Small Area Plans for key Activity Centers (see High-Quality Places section).
- c. Coordinate with the Greater Richmond Transit Company (GRTC) to develop new station locations and routes where development is occurring (see Equitable Transportation section).
- d. 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.
- e. 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.
- f. Lobby the Virginia Housing Development Authority (VHDA) to update the Qualified Allocation Plan (QAP) to encourage more Low-Income Housing Tax Credit (LIHTC) projects near transit in urban areas.

Objective 5: Continue to allow more housing types throughout the city and greater density along enhanced transit corridors and at Activity Centers.

- a. Rezone corridors and Activity Centers (see High-Quality Places section).
- b. Amend the existing Affordable Dwelling Unit ordinance to make it more attractive than the Special Use Permit process.
- 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 Richmond Redevelopment and Housing Authority (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.
- c. Ensure that all residents have quality housing and choice.

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. Encourage and facilitate 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. Create and fund new programs and coordinate existing programs that will reduce evictions, such as emergency rental assistance and tenant and landlord education and training.
- 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).

Objective 10: By 2025, create 300 units of permanent supportive housing to end chronic homelessness in Richmond.

- a. Amend the zoning ordinance to include permanent supportive housing as a permitted use in multifamily zoning with an administrative review of the management plan by the City's Director of Housing and Community Development.
- b. Continue to fund homeless services through and prioritize projects serving households at very low-income levels (less than 30 percent AMI) with the City's Affordable Housing Trust Fund.

- c. Base grants and contracts for City resources (CDBG, HOME, HOPWA, CIP, AHTF) on performance outcomes, data, and best practices as recommended by the City's Department of Housing and Community Development.
- d. Encourage and incentivize collaboration with the homelessness services, affordable housing, health care, and justice systems to combine and leverage resources to serve our most vulnerable neighbors.

DRAFT

Thriving Environment

Vision

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.

Goals, Objectives, and Strategies

GOAL 15: 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) and petition the General Assembly for the necessary enabling legislation to allow flexibility under the State Code.

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:
 - To transition from natural gas to electric.
 - 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.
- i. Lobby the General Assembly to encourage bottle deposit to decrease litter, especially near the river.

GOAL 16: 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 particularly in industrial areas along the James River south of downtown.
- 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.
- l. Reduce litter in the city by encouraging more trash/receptacles and more frequent cleaning/management of areas with a lot of litter, so the litter does not flow into waterways.

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.

GOAL 17: 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.
- i. Convert City-managed large non-recreational mown areas, such as floodwall impoundment areas, to native community wildflower/pollinator species meadows, mown or bush-hogged once or twice each year.

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 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 (particularly traditionally under-represented communities), 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, and develop a Parks Master Plan (see strategies in Goal 2).
- e. Implement strategies in the Equitable Transportation section to connect parks and increase access to parks.

Objective 5: Increase city-wide tree canopy to 60% and seek to achieve a 30% tree canopy in all neighborhoods, 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 that seeks to minimize the number of trees that are cut down.
- c. Revise the zoning ordinance to increase the parking screening requirements and require a 5% tree canopy coverage of surface parking lots.
- 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.
- h. Relocate overhead utilities to alleys or bury overhead utilities to accommodate mature canopy street tree planting.

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 Federal Emergency Management Agency (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 Resources Management Area (RMA) and Resource Protection Area (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.

Note to the Reader:**THANK YOU FOR READING THIS FAR!**

This is a DRAFT document. The ideas included here were developed by community members via Community Consultation #1 (read the [summary report](#)), Advisory Council members, Technical Team members, and Working Group members. Please provide your comments/edits on this draft content by using [this Excel sheet](#) and referencing the specific goal/objective/strategy you are commenting on.

If you need assistance, please contact us at richmond300@richmondgov.com. **Please provide comments by November 3, 2018.** The comments will be reviewed and reconciled by City staff as they prepare the draft *Richmond 300: A Guide for Growth* Master Plan document from November 2019 to January 2020. The full draft *Richmond 300: A Guide for Growth* city-wide Master Plan will be released in February 2020. The full draft will include maps, diagrams, photographs, charts, and other supporting imagery.