

Community Consultation #1

Draft Report – 2/26/19



Community Consultation #1 (CC#1) was the first round of public engagement focused on obtaining community input on the vision for the future of Richmond and the big ideas to achieve this vision which will be used to develop the vision and goals for *Richmond 300*. This effort was focused on engaging the community at open houses held throughout the city and through an online survey.

Promotion

The open houses and survey were promoted at in-person events, online, and through the media.

- From August through October, Planning and Development Review (PDR) staff attended over **40 community meetings and events** to promote the open houses and the online survey. This round of outreach kicked off with staff attending multiple National Night Out events throughout the city in early August to talk about *Richmond 300* and to share a flyer announcing the open house dates.
- The Office of the Press Secretary for the Mayor announced the open house dates through a [press release](#) on 9/5/18. The media release was shared in the local press including the *Richmond Times Dispatch* and the *Free Press*. The Office of the Press Secretary coordinated with PDR staff throughout Community Consultation #1 period by sharing the online visioning survey and encouraging City of Richmond employees to participate.
- The *Richmond 300* email list has over **2,300 subscribers** as of October 31, 2018. Beginning in August and continuing through October, emails were sent to the email list announcing the open house dates and the release of the online survey and encouraging participation.
- *Richmond 300* has a robust social media presence through [Instagram](#) and [Facebook](#). The *Richmond 300* open houses and online survey have been promoted on both platforms through Facebook events and Instagram posts as well as the *Richmond 300* website. Additionally, members of the *Richmond 300* Advisory Council (AC) have promoted the open houses and survey through their social media and by email.
- City Councilmembers have been active in promoting *Richmond 300* events at their district meetings and through social media, email, and newsletters. PDR staff presented at the Council's Organization Development Standing Committee on September 4, 2018, to share information about the open houses and survey with the Council. PDR staff has coordinated with the Councilmembers and their liaisons to ensure they are informed of the process and engagement opportunities. This included one Councilmember co-hosting a *Richmond 300* open house.
- PDR staff and *Richmond 300* AC members staffed informational tables at **4 festivals and other public events**. The purpose of this outreach was to introduce *Richmond 300* to diverse populations who may not typically participate in a planning process and encourage participation in the online survey. Staff attended the following events:
 - [2nd Street Festival](#), held on October 6-7, 2018, celebrating the culture of the historic Jackson Ward neighborhood which was “the heart and soul of Richmond’s African American Community”.
 - [Richmond Folk Festival](#), held on October 12-14, 2018. The Festival engages “the entire community, bringing together diverse groups and drawing visitors from across the country.”

- o The Imagine Festival was hosted by the [City of Richmond's Office of Multicultural Affairs \(OMA\)](#) on October 20, 2018. The purpose of this multicultural festival is to celebrate a cultural exchange of the many diverse groups that make up the city and showcase community resources and services.
- o 3rd District Community Resource Fair was held on October 25, 2018. Councilman Hilbert held this fair to share information about City and community services with 3rd District residents.

Open House Summary

PDR staff hosted visioning open houses at 7 locations throughout the city. The open house format allowed participants to arrive at any time and to stay as long as they chose in order to provide input. All open houses had the same content so participants were encouraged to go to the one that worked best for their schedules even if it was not located in their neighborhood. The meetings were scheduled primarily on weeknights and Saturday mornings with one weekday meeting at City Hall. City staff, *Richmond 300* Advisory Council (AC) members, and *Richmond 300* Ambassadors, who are volunteers helping with this process, staffed the open houses. **258 people attended the open houses.**

***Richmond 300* Open House Attendance**

Location	Date	City Staff	Advisory Council & Ambassadors	Public Officials & Staff	Public*	Total
MLK Middle School 1000 Mosby St.	Thursday 9/20/18 6-8:30pm	12	7	2	28	49
City Hall Lobby 900 E. Broad St.	Friday 9/21/18 11am -1:30pm	12	8	1	55	76
South Side Community Service Center 4100 Hull St. Rd.	Saturday 9/22/18 9:30am-12pm	13	8	2	19	42
Bellemeade Community Center 1800 Lynhaven Ave.	Tuesday 9/25/18 6-8:30pm	9	6	1	10	26
Hotchkiss Community Center 701 E. Brookland Park Blvd.	Wednesday 9/26/18 6-8:30pm	9	7	1	45	62
Huguenot HS Community Center 7945 Forest Hill Ave.	Thursday 9/27/18 6-8:30pm	9	1	2	55	67
Thomas Jefferson HS 4100 W. Grace St.	Saturday 9/29/18 9:30am-12pm	11	6	2	46	65

*Approximately 20 additional people participated in the open houses and provided input but chose not to register.

Open House Content and Prompts

Each open house had 6 stations in addition to having a kids' corner.

- **Registration:** PDR staff asked participants to provide demographic information to give a sense of the diversity of opinions that are being collected in the Master Plan update process. Providing this information was optional. Staff provided participants with a guide to show the format of the open house and directed to spend as much time as needed at the various stations.
- **Background Information:** This station included information describing the *Richmond 300* process, the existing Master Plan and other City plans, and a timeline which provided an abbreviated history of Richmond. Participants viewed information on how the population has grown since the last time the Master Plan was updated and were asked: "Richmond has added 30,000 people in the last 18 years, in what ways has that affected your life?"
- **Big Ideas:** As the Master Plan includes policy recommendations related to a variety of topic areas, PDR staff invited participants to engage with boards that included facts, data, and maps taken from the *Insights Report* about the following topic areas: Urban Design & Land Use, Housing, Transportation, Employment & Income, Economic Development, Historic Preservation, Parks & Recreation, Natural Resources, Utilities, Sustainability & Resiliency, Public Health, Public Facilities, Public Safety, and Culture & Tourism. At each board participants provided their big ideas to include in the Master Plan related to the topic.
- **Big Map:** Participants drew on a map of the City of Richmond where they thought 30,000 new residents could live in 2037. In 2017 the City's population was approximately 227,000. By 2037 will the population hit 260,000 (0.76% growth rate), 300,000 (1.57% growth rate) or 340,000 (2.5% growth rate)? Between 2010 and 2015, Richmond's annual growth rate was 1.5%. No one truly knows how much the city's population will grow in the next 20 years, but this exercise allowed participants to join the conversation on how the city will grow to help plan for the orderly harmonious growth of the city.
- **Vision:** In 2037, Richmond will be celebrating its 300th birthday as a platted city. Participants were asked to think about when the city turns 300 years old, how they want it to look and feel. PDR staff asked participants to provide a vision statement for *Richmond 300* by completing the sentence "In 2037, I want Richmond to be..." Staff shared examples of vision statements from other cities and the existing Master Plan.
- **Evaluation:** PDR staff asked participants to evaluate the meetings and to provide general comments.

Online Survey Summary

In addition to the open houses, the community had an opportunity to participate in the visioning process by completing an online survey which was open from September 17, 2018, until October 31, 2018. The interactive survey was a virtual version of the content presented at the open houses and was used to collect input and ideas from people who are unable to attend the open houses. **752 people completed the survey.**

Respondent Profile

1,030 respondents provided responses to the survey questions in Community Consultation #1 (752 via an online survey and 278 via in person open houses). The survey included demographic information which is summarized below:

What do you do in Richmond?*

	#	%
Live	792	77%
Work	715	69%
Play	710	69%
Own property	508	49%
Own a business	150	15%
Skipped	3	0.3%

**respondents were allowed to choose multiple categories*

Age

	#	%
Under 18	3	0.3%
18-24	49	5%
25-29	109	11%
30-39	224	22%
40-49	175	17%
50-59	208	20%
60-69	176	17%
70-79	69	7%
80+	11	1%
Skipped	12	1%

Race/Ethnicity*

	#	%
American Indian/Alaska Native	14	1.4%
Asian	19	2%
Black/African American	207	20%
Hawaiian or Pacific Islander	2	0%
Latino	47	5%
White	744	72%
Some Other Race	42	4%
Skipped	22	2%

**respondents were allowed to choose multiple categories*

First time participating in a planning process?

	#	%
Yes	639	62%
No	377	37%
Skipped	14	1%

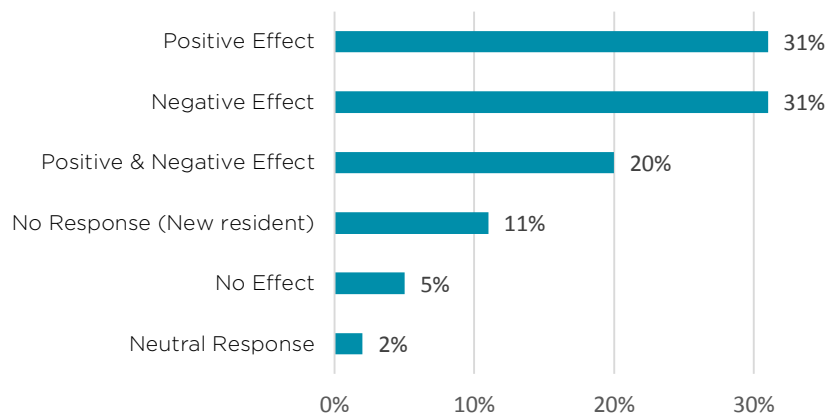
Summary of Open House and Survey Responses

Below is a brief summary of the responses PDR received during Community Consultation #1. A full appendix with all the responses received will be available by the end of November 2018.

Richmond has added 30,000 people in the last 18 years, in what ways has that affected your life?

PDR staff received **746 responses** to this question which required participants to think about how the growth over the last 18 years has affected their lives. Staff reviewed the comments and categorized them based on whether participants thought the growth had a positive effect, negative effect, both positive and negative effects, or no effect or no response was provided at the participants are new residents. Participants noted both positive and negative effects.

Impact of Growth from 2000 to 2018



Participants noted the positive effects of the growth were:

- The revitalization of neighborhoods and vacant buildings
- The city is more vibrant with more things to do including new restaurants, retail, businesses, and events
- The population is diverse, younger, and creative and includes families.
- The expansion of public transit
- The city is safer

Participants noted the negative effects of the growth were:

- Increased traffic and stress on roadways
- Limited parking
- Decrease in housing affordability
- Gentrification and displacement

Examples:

“I’m very glad to have all the new people - it has revitalized areas that were derelict when I moved here 20 years ago. Richmond’s infrastructure was designed to support much more population than we have now.”

“Traffic more congested, parking in fast-growing areas is more and more difficult.”

“This has brought in more businesses, more restaurants, and more activities. It has also raised housing prices and one worries about the impact that this may have. Bringing people in is good but is there also a process of displacement?”

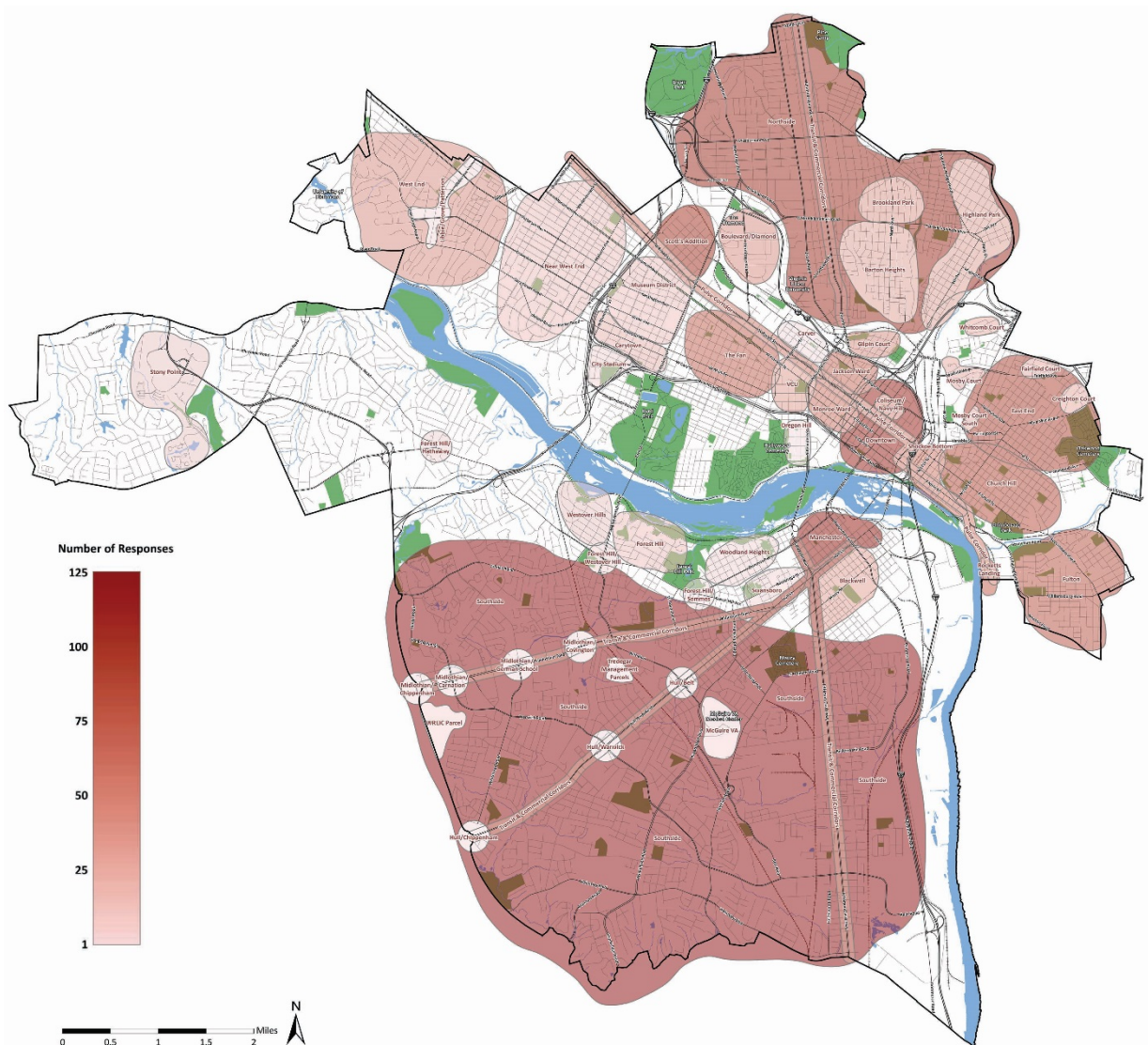
“It has attracted more young people who have helped to fuel the redevelopment of Shockoe Bottom, Church Hill and Scotts Addition. This has brought new restaurants and development and fueled the need to address public rapid transit through the PULSE.”

“Less affordable housing, greater traffic, social/economic inequity more visible.”

“Both positively and negatively. On the positive side, the increase in population has led to the increase in Richmond venues such as restaurants and microbreweries, bike lanes, and activities such as festivals, runs, and shows. On the negative side, traffic has increased, parking within areas of the city has gotten much worse, and trash and pollution has increased. All matters the city doesn’t seem to want to address.”

If Richmond were to add 30,000 new residents by 2037, where within the city would they live?

PDR staff received **633 responses** to this question. Nearly 40% of the responses were either not spatial in nature, reflected general concerns and opportunities associated with growth, or were too general or broad to be mapped. PDR staff mapped the remaining answers that cited specific areas. Darker colored areas of the map indicate a neighborhood was cited more frequently as an area where future residents might live. Where an area sits atop another on the map, it represents a smaller, more specific neighborhood that happens to be within a larger area that was also cited. PDR staff made some assumptions in the geography of responses, such as what geography accurately represents large areas of the city such as North Side,



South Side, and West End. Also, while there might not be a distinction to some between the areas of “Church Hill” and “East End,” these were mapped as separate areas. Respondents mentioned commercial corridors often, either in general terms or by name, and these were grouped together into a common “Transit & Commercial Corridors” geography that includes Chamberlayne Parkway, Midlothian Turnpike, Hull Street, and Jefferson Davis Highway.

In 2037, I want Richmond to be...

PDR staff received **987 vision statements** from community members, City staff, and City elected officials. Below are a few examples of the vision statements PDR staff received:

- ...a thriving, safe, innovative, accepting and culturally rich city that welcomes ALL PEOPLE that visit or reside here. - *submitted online*
- ...a livable city, a great place to live, work, and play, one that embraces all ages and races. - *submitted at the MLK Middle School Open House*
- ...a better living lifestyle. We need more stores, homes, parks, and schools. An improvement in Richmond would help a lot over the years - *submitted at the Hotchkiss Open House*
- ...a city that accommodates people of all ages and backgrounds. Housing for people during all phases of their lives. They don't need to move out to have kids if the schools are good and housing is relatively affordable. - *submitted during small group interviews with City staff*
- ...a great place to raise children, with top-notch schools, parks, walkable/bikeable streets, and safe communities with interacting neighbors. - *submitted at the Bellemeade Open House*
- ...inclusive, vibrant, diverse, tolerant, equitable, sustainable, safe. - *submitted at the City Hall Open House*
- ...Diverse, sustainable, multi-modal transit based, vibrant, with an entire spectrum of housing types and costs, and a varied economy. - *submitted at the Thomas Jefferson Open House*
- ...a city where everyone has easy access to a wealth of activities and opportunities, no matter what neighborhood you live in, what income level you have, or what race you are. - *submitted online*

PDR staff created a word cloud to visually display the most commonly used words in submitted vision statements. The largest words were used the most.



What are your big ideas related to 14 topic areas to include in the Master Plan?

PDR staff received **6,485 big ideas** to be included in *Richmond 300*. Participants provided the most ideas in the Transportation, Housing, Parks & Recreation, and Urban Design & Land Use, topic areas. PDR staff has read all of the big ideas that have been submitted and has summarized the ideas per topic area on the following 22 pages. This input will be used by the *Richmond 300* Working Groups which are topic-specific groups charged with creating the initial recommendations for Richmond 300, which will be vetted and amended by the community at-large during public meetings in September and October 2019. The summarized ideas have been grouped based on the five Working Group topic areas which are:

- **Land Use** (including historic preservation, public facilities, urban design)
- **Economic Development** (including employment and income, culture and tourism)
- **Housing**
- **Transportation**
- **Environment** (including parks & recreation, natural resources, utilities, sustainability & resiliency)

Topic Area	Number of Big Ideas
Transportation	715
Housing	669
Parks and Recreation	615
Urban Design and Land Use	539
Sustainability and Resiliency	477
Economic Development	459
Culture and Tourism	451
Historic Preservation	417
Utilities	397
Public Safety	390
Public Health	372
Public Facilities	362
Employment and Income	331
Natural Resources	291
Total	6,485

Big Ideas Summary | Urban Design and Land Use

PDR staff received **539 big ideas** related to Land Use and Urban Design. The ideas included both location specific and city-wide recommendations

Urban Design and Land Use Location Specific Big Ideas

Participants provided **84 location specific big ideas** which included ideas for revitalizing neighborhoods and nodes, maintaining neighborhood character, incorporating green spaces, and preserving the view shed. The neighborhoods and ideas included:

- **Areas surrounding the Diamond and the Coliseum:** Redevelop these City-owned parcels with creativity and consideration of neighborhood character.
- **Downtown:** Revitalize Downtown with density and a street level retail.

Note: The big ideas summaries are summaries of the community-generated big ideas provided during CC#1. Not all the community-generated big ideas are policy ideas that are appropriate to include in the city-wide master plan.

- **Design Overlays and Neighborhood Plans:** Create design overlays for Ginter Park, Stratford Hills, Shockoe Bottom, and the Riverfront. Develop neighborhood plans to the Libbie/Grove/Patterson Area, Shockoe Bottom, and the residential areas on Chamberlayne Avenue north of Brookland Park Boulevard.
- **James River Park and View Shed:** Maintain the green space surrounding the James River. Preserve the view of the river from Libby Hill. Participants also supported the BridgePark concept to create a park on a bridge across the river.
- **Oregon Hill Neighborhood:** Oregon Hill should remain a single-family (medium-density) residential neighborhood like the Fan with mixed-use limited to Cary Street. Historic areas should not be destroyed with new development and VCU's expansion should be limited.
- **New Parks:** Develop new parks in South Side and in Scott's Addition.
- **North Side Neighborhoods:** Continue the redevelopment of the residential neighborhoods of Highland Park and Barton Heights, revitalize the commercial corridors of Brookland Park Boulevard and North Avenue, and maintain the green space at Westwood Avenue and Loxley Road.
- **South Side Commercial Corridors and Nodes:** Prioritize revitalizing the Jefferson Davis Corridor, Hull Street, Midlothian Turnpike, Southside Plaza, and Manchester to include a grocery store, a mix of uses, and the redevelopment of vacant properties.
- **South Side Neighborhoods:** Upgrade the post-war suburbs to include sidewalks, drainage improvements, and community centers. Opportunities for additional density and housing exist in the South Side.

Urban Design and Land Use City-wide Big Ideas

Participants provided **455 city-wide policy recommendations**. The largest number of recommendations involved green space with **115 big ideas** addressing providing green space in parks and in site and building design. The second most prominent big idea was discussed density with **69 big ideas**. Below is a summary of the city-wide big ideas.

- **Green Space:** Provide accessible green spaces that are well maintained. Create new parks. Incorporate green space in new developments.
- **Density:** Encourage higher density, increased height and a mix of uses. Focus increased density near transit and the city center.
- **Right-of-Way Improvements:** Provide more bike lanes. Improve pedestrian safety with sidewalks and other pedestrian accommodations.
- **Walkable Neighborhoods:** Create walkable neighborhoods with a mix of uses.
- **Better Design:** Encourage better design with the emphasis on quality materials and architecture. The architecture should complement the character of the city.
- **Parking:** Remove parking minimums and encourage redevelopment of parking garages and parking lots. Require adequate parking in new developments. (Please note that the comments regarding parking varied greatly though the most prevalent comment was to remove the parking minimums and redevelop parking lots)
- **Commercial Uses:** Create pedestrian-friendly commercial nodes.
- **Affordable Housing:** Lobby the General Assembly to allow for inclusionary zoning.
- **Accessory Dwelling Units:** Allow accessory dwelling units in single-family areas.
- **Brownfields:** Encourage the redevelopment of brownfields.
- **Green Infrastructure and Design:** Require climate resilience in building/development design.

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- **Public Process:** Provide for more community input in planning decision making process. Prioritize neighborhood interests over economic development. Increase planning staffing levels to have increased public involvement.
- **Historic Preservation:** Protect the historic fabric of the city's neighborhoods. Tell the story of the African-American history of the city. Preserve archeological resources.
- **Street Grid:** Maintain the street grid, and reopen streets to remove the superblocks.
- **Vacant Properties:** Prioritize redeveloping vacant properties. Encourage affordable housing at these sites
- **Zoning:** Update the Zoning Code. Suggestions include having flexible zoning, a form based code, or zoning that does not prioritize parking and setbacks over context.

Big Ideas Summary | Historic Preservation

PDR staff received **417 big ideas** related to Historic Preservation. The ideas included both city-wide and location specific recommendations

Historic Preservation Location Specific Big Ideas

Participants provided **47 location specific** big ideas which included ideas for new historic district, preservation of city facilities, and developing a plan for Shockoe Bottom. The neighborhoods and ideas included:

- **New City Old and Historic Districts or Design Overlays:** Preserve historic neighborhoods and structures by creating new City Old and Historic Districts, Design Overlays or other tools to encourage preservation in the Fan, Ginter Park, McGuire Cottage, Cary Street Road, Seminary Road, Museum District, Oregon Hill and South Side.
- **Shockoe Bottom:** Develop of plan for Shockoe Bottom and the Devil's Half Acre that includes honoring the African American experience throughout Richmond's history, acknowledging the area as the birthplace of the city, and providing protections for the archeological resources in the area.
- **City Facilities:** Revitalize the City-owned historic structures including the Pump House and the historic school buildings.
- **Commercial Corridors:** Revitalize Brookland Park Boulevard and the commercial corridors in the South Side by reusing some of the older commercial structures including movie theaters and banks.

Historic Preservation City-wide Big Ideas

Participants provided **370 city-wide policy recommendations**. The largest number of recommendations involved the importance of historic preservation in Richmond and balancing preservation with development. Below is a summary of the city-wide big ideas.

- **Priority:** Historic preservation should be a priority in Richmond. Continue to preserve the city's historic structures to ensure the neighborhoods remain unique and desirable.
- **Balance Preservation and Development:** Acknowledge that not everything that is old should be preserved. Balance preservation with growth and economic development by allowing new development and changes in use.
- **Acknowledge All History:** Present a balanced view of Virginia's history including the city's dark periods.

Note: The big ideas summaries are summaries of the community-generated big ideas provided during CC#1. Not all the community-generated big ideas are policy ideas that are appropriate to include in the city-wide master plan.

- **African American History:** Preserve black history and culture in the city to include developing a plan for Shockoe Bottom and expanding the slave trail. Preserve the city's African American neighborhoods.
- **New Building Design:** Encourage the redevelopment of vacant parcels. (Please note that the comments regarding new building design varied though all comments encouraged better design)
 - **Compatible New Development:** Encourage new development that matches the character of the historic neighborhoods. The architecture should complement the character of the neighborhoods.
 - **Contemporary Buildings:** Encourage modern contemporary buildings while preserving the historic structures. Do not require new construction to match the style of the historic structures in a neighborhood.
- **Commission of Architectural Review (CAR):** Make the CAR process and guidelines easier to understand and flexible to modern designs. Increase enforcement of violations in City Old and Historic Districts.
- **Demolitions:** Prevent demolitions of historic structures. Encourage and incentivize the rehabilitation of structures in lieu of demolition.
- **Grants and Incentives:** Provide grants for façade improvements and for low-income residents to maintain their historic homes.
- **Monuments:** Address the Confederate monuments in the Master Plan. (Please note that opinions on what should be done with the monuments varied greatly and included removing all monuments, keeping all monuments, relocating monuments to museums, and providing interpretive signage. With 51 people commenting on the monuments, the disposition of the Confederate monuments appears to be something the public thinks the Master Plan can address.)
- **Preservation and Gentrification:** Address issues with gentrification in historic neighborhoods. Who benefits from historic preservation and tax incentives?
- **Promote History Through Tourism:** Promote the city's historic resources and neighborhoods for tourism through signage and connectivity among resources.
- **Tax Incentives:** Maintain tax incentives for historic preservation including historic tax credits and the City's tax abatement program. Concerns were expressed about who benefits from these incentives (developers or residents).
- **Trolley Cars:** Emphasize Richmond's tie to trolley cars.
- **View Shed:** Preserve the views of the River.

Big Ideas Summary | Public Facilities

PDR staff received **362 big ideas** related to Public Facilities. The ideas included both city-wide and location specific recommendations

Public Facilities Location Specific Big Ideas

Participants provided **55 location specific big ideas** which primarily addressed the redevelopment of existing sports venues and potential locations for new facilities:

- **Coliseum and Boulevard Redevelopment:** Redevelop both the Coliseum and the Boulevard including the baseball stadium. Prioritize fixing schools over these large projects. Create state-of-the-art sports and entertainment facilities. Include a bus

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transfer center in the Coliseum redevelopment. Comments varied on how this redevelopment should be funded.

- **Libraries:** Construct new libraries in the Huguenot area, Stratford Hills (vacant storefronts), South Side Community Center and the Greater Fulton area. Expand and improve the Broad Rock Library and the Main Library.
- **Community Centers:** Construct new community centers in Battery Park, in Stratford Hills, and at the new Elkhardt Middle School. Improve Humphrey Calder Community Center and develop the old Elkhardt Middle School as a City welcome center. Create a City Services Facility in South Side.
- **Growing Neighborhoods:** Plan for new facilities in neighborhoods with growing residential populations including Scott's Addition, Church Hill, and South Side.
- **Fire Stations:** Construct a new fire station or hire more fire fighters for the #25 Station in the Huguenot area. Improve the maintenance on Fire Station #12 on W. Cary Street.
- **Grocery Stores:** Encourage grocery stores on the Boulevard and in South Side.

Public Facilities City-wide Big Ideas

Participants provided **307 city-wide policy recommendations**. The largest number of recommendations involved improving City schools. Below is a summary of the city-wide big ideas.

- **Schools: 101 big ideas** were related to this topic.
 - **Priority:** Fixing City schools must be a priority. Invest in Richmond Public Schools.
 - **Facilities Plan:** Develop a facilities plan that includes upgrading existing schools, constructing new schools, and closing schools that are underutilized. Sell underutilized schools to fund RPS. Consider new schools in order to reduce class sizes.
 - **Maintenance:** Maintain existing school buildings. Adequately fund maintenance of facilities.
 - **Community Spaces:** Allow the community to use school buildings and athletic fields for other activities when school is not in session.
 - **Specialty Schools:** Create more charter and specialty schools that include schools that teach trade skills and entrepreneurship.
- **Accessibility:** All City facilities must accessible for people with disabilities. Facilities should be safely accessible by multiple modes include biking, walking, and transit.
- **Building Design:** Public facilities should set the standard for private development by incorporating green building design include incorporating solar and green roofs and storm water management, by employing architecture that reflects the character of the neighborhood, and by incorporating elements to promote street level activity.
- **Community Centers:** Locate community centers in every neighborhoods within walking distance to housing to allow more families access to resources for healthy lifestyles. Co-locate community centers at schools. Provide more opportunities for affordable child care.
- **Homeless Services:** Develop a plan to provide homeless services including temporary housing and a new cold weather overflow shelter.
- **Libraries:** Upgrade libraries to allow evolution to support the community's need to include improved technology and co-working spaces. Expand hours of operation to include Sunday hours at all libraries.

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- **Maintenance:** Improve the maintenance of all City facilities to ensure they are clean and attractive.
- **Parks and Green Spaces:** Develop more green spaces and parks throughout the city. Construct more public pools with extended hours of operation.
- **Police Stations:** Create smaller police stations. Provide better connections to the community by co-locating police stations are community centers and having more interactive events
- **Restrooms:** Provide public restrooms and water fountains throughout the city including in parks.
- **Streetscape:** Improve the streetscape by incorporating more plantings. Provide transit amenities including benches and protections from the wind and rain. Implement Complete Streets in all neighborhoods
- **Underutilized and Vacant Facilities:** Consolidate services to allow the closing of underutilized facilities. Allow the redevelopment of facilities for other uses. Sell vacant properties at market rate to fund schools.
- **Upgrade Facilities:** Modernize existing facilities.

Big Ideas Summary | Economic Development

PDR staff received **459 big ideas** related to Economic Development. The ideas included both city-wide and location specific recommendations

Economic Development Location Specific Big Ideas

Participants provided **60 location specific big ideas** which primarily addressed areas that should be the focus of new economic development initiatives:

- **Historic Commercial Corridors and Commercial Nodes:** Encourage revitalization of the city's historic commercial corridors by attracting new business and retail along these corridors: Broad Street in Downtown, Grace Street in Downtown, Chamberlayne Avenue, Jefferson Davis, Hull Street, Midlothian Turnpike, Fulton Business District, South Side Plaza, and Stony Point Fashion Park.
- **City-owned Land:** Redevelop the City's property on the Boulevard, at the Coliseum, and at City Stadium. Include an arena and a ballpark in this redevelopment.
- **Destinations:** Develop and market Carytown, Jackson Ward, Shockoe Bottom, and the Riverfront as tourist, shopping, and entertainment destinations
- **Downtown:** Return downtown to being a retail center to include more shopping options and a grocery store.

Economic Development City-wide Big Ideas

Participants provided **399 city-wide policy recommendations**. The largest number of recommendations involved incentivizing small and local business and improving City schools. Below is a summary of the city-wide big ideas.

- **Encourage Small and Local Businesses:** Focus on providing incentives to small and local businesses instead of large corporations. Provide incubators and resources for start-ups. Invest in the existing small businesses in the city.

Note: The big ideas summaries are summaries of the community-generated big ideas provided during CC#1. Not all the community-generated big ideas are policy ideas that are appropriate to include in the city-wide master plan.

- **Improve City Schools:** Invest in Richmond Public Schools. Provide high-quality public education to create an educated workforce, retain families, and attract large corporations who are looking to attract employees that have families.
- **Affordable Housing:** The City's economic development deals should include a commitment to providing affordable housing.
- **Annex Land:** Lobby the General Assembly to allow the City to annex land.
- **Art-related Industries:** Encourage art-related industries including visual performance arts and other arts and cultural entities.
- **Attract Big Businesses:** Attract big businesses from outside of Richmond. Lure businesses from the counties. Attract businesses that provide well-paying jobs.
- **Better City Investment Choices:** Provide less public subsidies to large corporations like football teams, for-profit hospital systems, and breweries.
- **Clean and Attractive Neighborhoods:** Keep the city clean and attractive which will increase the appeal of the city to retailers and businesses. Bury power lines wherever possible.
- **Equity in Economic Development:** Economic development equity is a must. Focus investment in depressed areas and providing benefits to low-income residents.
- **Financial Incentives:**
 - **CARE Areas and Enterprise Zones:** Fund and expand CARE and Enterprise Zones. Create a CARE area in the Oakwood neighborhood.
 - **Opportunity Zones:** Develop a plan for how to best capitalize on Opportunity Zones.
 - **Façade Improvement Grants:** Expand the Façade Improvement Grant Program to other neighborhoods in the city including Hull Street.
 - **Historic Rehabilitation Tax Credits and Tax Abatements:** Maximize the use of Historic Rehabilitation Tax Credits and the City's Tax Abatement Program. Reduce or eliminate the Tax Abatement Program. (Please note that opinions varied on this topic.)
- **Payment In Lieu of Taxes (PILOT):** Require VCU and the state government buildings to pay their full share of PILOT.
- **Retail, Grocery Stores, and Restaurants:** Bring more retail to the city. Encourage the development of grocery stores in the city's food deserts. Modify laws to not require bars to sell a certain percentage of food.
- **Housing:** Creating housing should be a part of economic development.
- **Industrial Base:** Maintain and expand the industrial base. Focus industrial development along the Commerce Road and Deepwater Terminal Road corridors with infrastructure improvements along with Port improvements.
- **Minority Businesses:** Encourage and incentivize minority businesses.
- **City Hall Processes and Permitting:** Limit barriers to small business development. Improve the permitting processes. Create a one stop shop to allow new small businesses to navigate all City processes in one place (taxes, licenses, permitting).
- **Regional Efforts:** Coordinate regionally on economic development and attracting big businesses to the area.
- **Sustainability in Economic Development:** Incentivize businesses that promote sustainability and renewable energy. Utilize green construction methods.
- **Taxes:**
 - **Enforcement:** Collect delinquent taxes.

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- **Business, Professional and Occupational License (BPOL) Tax:** Reduce the BPOL to prevent businesses from leaving the city to go to the counties.
- **Tax Rate:** Comments were received that both encouraged lowering and increasing the current tax rate.
- **Technology Industry:** Bring technology companies to town.
- **Tourism:** Continue to focus on attracting visitors with tourism and events.
- **Transit:** Connect jobs to transit.
- **Vacant Buildings:** Encourage the redevelopment of vacant buildings.

Big Ideas Summary | Employment & Income

PDR staff received **331 big ideas related** to Employment & Income.

- **Job Creation & Attraction: 94 big ideas** are related to this topic:
 - **Attract more companies:** Continue to make the city a desirable destination for companies to locate to bring more jobs.
 - **Create more jobs and businesses:** Create more employment opportunities through strategies such as job incubators, small business incentives, and co-working spaces.
 - **Create green energy jobs:** Incentivize and promote the growing green energy sector to create more jobs in this industry.
 - **Support services:** Provide child care and other support services so single-parents can participate more fully in the workforce.
 - **Regulation and tax reform:** Reduce taxes and relax regulation of businesses to spur more business and job creation.
 - **Mixed-use zoning:** Promote more mixed-use development so that residents can support businesses while also providing commercial and office space in mostly-residential buildings.
 - **Retain commercial and industrial land:** Preserve land for commercial and industrial uses.
 - **Improve Richmond Public Schools:** Improve the condition of Richmond Public Schools so that businesses, employers, and employees continue to locate to Richmond.
- **Living Wage & Wealth Creation: 116 big ideas** are related to this topic area:
 - **Raise the minimum wage:** Raise the minimum wage to \$15/hour to provide living wages to all employees in the public and private sectors.
 - **Cost of living increases:** Encourage all employers to provide cost of living salary increases so that employees can continue to be able to afford to live in the city.
 - **Increase pay for public sector employees:** Increase the pay of City workers, teachers, police officers, and fire fighters.
 - **Equity:** Focus on equity issues, especially regarding the discrepancy of pay for women and minorities.
 - **Access to jobs:** Improve the transit system to provide access to jobs, especially from neighborhoods with low automobile ownership.
 - **Inclusionary zoning:** Promote policies that create affordable housing options and mixed-income projects and neighborhoods.
 - **Improve Richmond Public Schools:** Improve Richmond Public Schools to increase education outcomes and potential future earnings.
- **Workforce Development: 60 big ideas** are related to this topic area:

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- **Apprenticeships and mentorships:** Expand or create new apprenticeship and mentorship programs specifically targeted for those with lower-incomes or lower-levels of education.
- **Job preparation:** Focus on training programs to prepare low-income and under/unemployed individuals for employment.
- **Vocational training:** Create more vocational training programs, starting in high school, that focus on job skills that do not require a college or advanced degree.
- **STEM and technology jobs:** Focus on training programs to prepare individuals for potential future STEM and technology jobs.
- **More job training:** Provide a variety of new and creative job training programs, such as partnerships with small businesses and direct training to jobs pathways, while utilizing public facilities such as schools, libraries, and community centers.

Big Ideas Summary | Culture and Tourism

PDR staff received **451 big ideas** related to Culture and Tourism.

- **Focus on Richmond's History: 94 big ideas** are related to this topic:
 - **African American Story:** Highlight black history and culture in the city to include developing a plan for Shockoe Bottom, expanding the slave trail, and honoring the contributions of African Americans in the city.
 - **Promote All History:** Present a balanced view of city's history including the city's dark periods. Ensure all stories are told by historic tourism including the Revolutionary War, the Civil War, the African American story, and Native American history and culture.
 - **Highlight Historic Sites:** Promote, maintain, and connect the city's historic sites and neighborhoods as they attract tourists.
 - **Monuments:** Address the Confederate monuments in the Master Plan. (Please note that opinions on what should be done with the monuments varied greatly and included removing all monuments, keeping all monuments, relocating monuments to museums, and providing interpretive signage.)
 - **Change the Narrative:** Emphasize and promote the city as more than the Capital of the Confederacy.
- **Focus on the Arts: 43 big ideas** are related to this topic:
 - **Encourage and Fund Public Art:** Fund public art and encourage more murals and public art in the city.
 - **Art Programs for Youth and Underserved Communities:** Fund non-profits that bring art and art spaces to youth and underserved communities.
 - **Film Industry:** Encourage more television and movie filming in the city.
- **Focus on Hosting Events: 41 big ideas** are related to this topic area:
 - **Encourage More Festivals:** Host more festivals including cultural festivals, music festivals, and family-oriented festivals.
 - **International Events:** Host more international events like the UCI 2015 Bike Race.
 - **Conventions:** Increase the number of conventions coming to the Convention Center.

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- **Sustainable Event Policy:** Require events which use public space to follow a sustainable event policy which includes recycling, composting, water refill stations, etc.
- **Advertising and Promotion of the City:** Invest in advertising and tourism promotion. Effectively communicate to tourist and residents about events and the history of Richmond.
- **Clean Up the City:** Maintain and clean up the city with special attention to the city's gateways, the Convention Center, and along the River and the Canals.
- **Increase the Commercial Opportunities:** Create commercial corridors like Carytown on Forest Hill Avenue in Westover Hills, Hull Street in Manchester, and 2nd Street in Jackson Ward. Encourage restaurants, breweries, farmers markets, and grocery stores. Encourage retail in downtown.
- **Promote the Diversity of the City:** Grow the city's cultural presence to include stories from all cultures. Continue to celebrate and foster diversity and inclusion.
- **Improve the City for the Existing Residents:** Improve the city for the existing residents, and tourism will grow too. Focus on making Richmond a great place for all to live.
- **Provide Lodging Options:** Increase the number of hotel rooms within the city. Encourage the development of hostels. Develop legislation to regulate short-term rentals (Airbnb, etc.) that allows for the use while preserving neighborhoods.
- **Promote the City's Museums:** Promote, expand, and invest in the city's museums.
- **Parks and Natural Resources:** Promote the City's park system especially the James River Park System (JRPS). Highlight the city's natural and recreational resources including recreation on the water. Improve access to the waterfront and implement the Riverfront Plan. Create more green and public spaces throughout the city. Connect the city throughout networks of trails like the Virginia Capital Trail.
- **Regional Cooperation:** Pursue regional cooperation to promote tourism for the region.
- **Signage:** Improve signage including informative, interpretive, and directional signage.
- **Sports Teams and Venues:** Accommodate sports teams including baseball, hockey, and basketball by renovating or rebuilding the Coliseum and the baseball diamond.
- **Sports Tourism:** Encourage sports tourism to compete with the counties.
- **City Tourism Office:** Adequately fund the City's Tourism Office.
- **Encourage Multi-modal Transportation:** Increase access to Amtrak by providing more service to Main Street Station. Improve public transit throughout the city including connections to the airport. Reintroduce trolleys and provide a tram for tourists to move around the city.
- **Performance Venues:** Provide performance venues of all sizes including the development of a new arena to attract a range of performers.
- **View from Libby Hill Park:** Do not block the view from Libby Hill Park as this view is a part of historic tours of the city because it is a unique and important view of the River.
- **Visitor's Center:** Develop a visitor's center to be located at a gateway like Leigh and Belvidere.

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Big Ideas Summary | Housing

PDR staff received **669 big ideas** related to Housing.

- **Create mixed-income, mixed-use neighborhoods: 93 big ideas** are related to this topic area; deconcentrate poverty, allow affordable housing in higher-income areas.
- **More affordable housing: 150 big ideas** simply stated that we need more affordable housing.
- **Abandoned/vacant properties and code enforcement:** make owners sell or fix up their vacant/tax delinquent properties, tear down unsafe vacant housing, reduce number of vacant properties, improve response to housing violations.
- **Accessory dwelling units:** change zoning to allow “granny flats” and tiny houses.
- **Accessibility:** more housing for disabled individuals.
- **Define affordability:** the Richmond median income is lower than the regional area median income.
- **Design:** new designs should complement city’s character.
- **Economic Development:** need more jobs so people have higher income and can afford housing.
- **Elderly housing:** better affordable housing for the elderly, allow elderly to remain in homes via tax relief.
- **Energy efficiency/sustainability:** implement building codes that encourage new housing to be energy efficient and use sustainable materials, require multi-family buildings to provide recycling.
- **Eviction:** create a plan to address high eviction rates.
- **Gentrification/displacement:** concerns that new residents are displacing existing community members in East End and North Side; desire for measures to allow residents the option to stay in the neighborhood.
- **Green space:** need more green space and trees in developments.
- **Tax abatements:** tax abates should support homebuyers and not developers, rehabilitation tax abatement is great; only give abatements if new construction is sustainably built; provide abatements to elderly and low-income; tax freezes for those who have lived in their home for 20 years; require homes over 2000 sq. ft. to pay more taxes on sq. ft. above 2,000 to pay for more affordable housing.
- **Homelessness:** more housing options for homeless.
- **Jeff Davis Corridor:** redevelop housing along this stretch.
- **Housing trust fund and land bank:** increase the housing trust fund and increase the land bank; increase property tax to fund the affordable housing trust fund to at least \$10 million.
- **Schools:** improve schools so people want to stay in the City Of Richmond.
- **Inclusionary zoning:** mandate the creation of affordable housing in new developments.
- **Increase density:** allow more density so the housing supply increase; upzone desirable neighborhoods; more density on the corridors, allow “granny flats” and conversion of single-family to multi-family.
- **Infill housing:** allow infill in Downtown, Jackson Ward, Carver; increase infill housing in areas without historic homes; rezone parking lots between the Fan and Downtown
- **Less density:** do not allow more multi-family, add more single-family homes.
- **Middle housing:** increase options for middle-income earners.
- **Mobile homes:** replace mobile home parks.

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- **More housing choice:** townhomes, condos, small single-family (not just mansions), in-law suites, shared living.
- **More single-family, less multi-family:** too many apartment buildings, need more single-family houses.
- **Preserve unique character:** respect established neighborhoods and preserve their unique character, preserve historic buildings.
- **Parking:** some comment saying too much parking, some saying not enough.
- **Public housing:** redevelop public housing; provide mixed-income, mixed-use communities; provide access to transit and amenities; decentralize public housing; more Section 8 choices throughout the city; redevelop Gilpin.
- **Riverfront:** do not allow development along the riverfront.
- **Rent control:** consider a rent control law.
- **Reuse existing structures:** adapt buildings for housing; renovate existing homes instead of tearing them down.
- **Short-term rentals:** allow short-term rentals.
- **Transit-oriented housing:** provide affordable housing near transit and sidewalk infrastructure.
- **Unrelated individuals:** allow unrelated individuals to live in the same property.

Big Ideas Summary | Transportation

PDR staff received **715 big ideas** related to Transportation.

- **Transit: 272 big ideas** are related to this topic:
 - **Expand local bus system:** Provide more routes to more places in the city and the region, including to the Airport and into the surrounding counties.
 - **Expand the BRT network:** Create more high-frequency bus systems with dedicated lanes, especially connecting the north and south sides of the city, and to Short Pump.
 - **Free/reduced transit fares:** Provide free or reduced transit fares, at least for low-income riders, which could increase ridership.
 - **Bus stop amenities:** Increase and maintain the amenities of local bus stops, including shelters, seating, maps, and lighting.
 - **Park 'n Ride:** Provide Park 'n Ride facilities at both ends of the Pulse BRT.
- **Bicycle and Pedestrian Infrastructure: 155 big ideas** are related to this topic area:
 - **Build more bike lanes:** Build more bike lanes and other bike amenities throughout the city and into the counties, to encourage the use of this mode of transportation. Ensure an equitable distribution of bicycle amenities.
 - **Bike system connectivity:** Make bike lanes connect to one another for a more holistic system, and don't end bike lanes abruptly.
 - **Expand the bike share:** Expand the bike share to with the addition of more stations.
 - **Bike Master Plan:** Implement the City's Bike Master Plan.
 - **Sidewalks:** Build sidewalks where missing such as in South Side and maintain them where they exist.
 - **Car-free zones:** Create "car-free zones" in locations like Carytown.
 - **Universal access:** Provide universal access for those that may use a wheelchair, especially near and around transit stops/stations.

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- **Crosswalks:** Improve and install more crosswalks to increase pedestrian safety when crossing streets. Consider increasing crossing times.
- **Multi-Modal Transportation System:** 107 big ideas are related to this topic area which echoed comments regarding Transit and Bike/Pedestrian Infrastructure, and promoted a system of non-automobile transportation options:
 - **Complete streets:** Invest in complete streets infrastructure that provides a means for pedestrians, cyclists, buses, and automobiles to commute and travel safely.
- **Rail: 64 big ideas** are related to this topic area:
 - **Light Rail/Streetcar/Trolley:** Build a light rail/streetcar/trolley system throughout the city similar to what once existed.
 - **High-speed rail:** Build high-speed rail between Richmond and D.C., or as far as New York and N.C. if possible.
 - **Train service to Charlottesville:** Provide train service to Charlottesville, V.A.
- **Roadways, Parking, and Infrastructure: 106 big ideas** are related to this topic area:
 - **Safety:** Improve the safety of roadways by reducing speed limits, enforcing speeding, better lighting, elimination of traffic circles, and introducing traffic calming elements.
 - **Signage and wayfinding:** Improve the signage and wayfinding system so that residents and tourists can navigate the city more easily.
 - **Pavement and potholes:** Better maintain the existing roadways with more frequent re-paving and fixing of potholes.
 - **Two-Way Street Conversions:** Convert one-way streets to two-way streets to increase connectivity and decrease speeding.
 - **Parking:** More parking downtown and at major destinations and employers. Pursue parking decks when surface parking is scarce.
 - **Electric Vehicles and Green Infrastructure:** Provide for the use of electric vehicles with charging stations and incentives for their use. Plant more street trees to provide more shade and reduce the urban heat island effect. Pursue other green infrastructure technology and initiatives.

Big Ideas Summary | Parks and Recreation

PDR staff received **615 big ideas** related to Parks and Recreation.

- **Create New Parks and Green Space:** 111 big ideas are related to this topic:
 - **Parks in Every Neighborhood:** Make parks accessible to all by ensuring a park is located within a 10-minute walk from all housing. New parks are needed in Downtown, in the Fan, near Hull and Warwick, near the Jeff Davis Corridor, in Manchester, in Scott's Addition, in the Westhampton area, and throughout the South Side. Focus on developing new parks in low-income areas and areas affected by the urban heat island.
 - **City Purchase Land:** The City should purchase land now to be developed as parks in the future; include the Westwood Tract.
 - **Pocket Parks:** Create pocket parks throughout the city.
 - **Private Green Space:** Incentivize developers to include open space in private development.
 - **Green Roofs:** Encourage green roofs in development.

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- **Vacant Property:** Create parks on vacant parcels. Develop parks on underutilized City properties.
- **Maintenance of Parks and Facilities: 96 big ideas** are related to this topic:
 - **Better Maintenance:** Improve the maintenance of the City's parks and facilities.
 - **Grass and Plants:** Cut the grass consistently. Eliminate invasive plant species.
 - **Volunteer stewardship:** Incorporate volunteers and park associations in the maintenance of parks and facilities.
 - **Trash:** Keep parks free of trash by providing additional trash and recycling receptacles. Create a campaign to discourage littering.
- **James River Park System (JRPS): 71 big ideas** are related to this topic:
 - **Access to JRPS:** Improve access to the waterfront. Create ADA compliant access to the riverbank especially on the south side of the River. Provide multi-modal access to the River.
 - **Riverfront Plan and JRPS Master Plan:** Fully implement the Riverfront Plan. Coordinate with the Friends of the JRPS in the development of the JRPS Master Plan.
 - **New Parks and Green Space:** Expand the JRPS. Purchase the "Echo Harbor" property to develop as park and preserve the views from Libby Hill Park.
 - **Park Design:** Keep JRPS natural with limited hardscaping and buildings.
 - **Support Parks:** Adequately fund JRPS to allow for improvement, maintenance, and adequate staffing.
 - **Trails:** Develop greenways to connect the riverfront neighborhoods. Create riverside trails on the south bank from Ancarrow's Landing to the county line. Incorporate more pedestrian bridges like the T. Tyler Potterfield Memorial Bridge.
- **Amenities at Parks: 53 big ideas** are related to this topic area:
 - **Dog Parks:** Improve the existing dog parks and create new dog friendly spaces.
 - **Playgrounds:** Improve and create new playgrounds. Upgrade the Whitcomb Court Playground.
 - **Pools and Splash Pads:** Provide additional City pools and reopen the pool at the Calhoun Center. Incorporate splash pads in park design.
 - **Sports Facilities:** Create soccer fields including smaller futsal courts and baseball fields. Provide facilities for social sports (horse shoes, disc golf, petanque, etc.) and for exercise. Create a BMX course.
 - **Restrooms and Other Facilities:** Provide restrooms, benches, water fountains, and adequate lighting in parks.
- **Trails and Access to Parks: 50 big ideas** are related to this topic area:
 - **Connecting Parks:** Connect parks through bikeways, trails and greenways. Connect to the Virginia Capital Trail.
 - **Pedestrian and Bike Safety:** Improve pedestrian and bike safety on major routes to parks and community centers.
 - **Greenways:** Create greenways throughout the city including along waste water corridors, by closing one lane of Riverside Drive.
 - **Network of Trails:** Create a more robust trail system to connect neighborhoods and landmarks in the city. Provide parking at trail heads.
- **Programs: 42 big ideas** are related to this topic area:
 - **Accessible:** Provide programs that are accessible to all including low-income residents and residents of all ages.

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- **After School Care:** Expand the after school programs offered at City parks and community centers. Provide tutoring.
- **Older Youth:** Provide programs that are targeted to older youth including sports leagues for high school students.
- **Seniors:** Provide programs for seniors in locations that are accessible to seniors.
- **Coordinate with City Departments:** Coordinate with Richmond Public Schools and Richmond Public Libraries to provide programming.
- **Operations and Management: 39 big ideas** are related to this topic area:
 - **Management of Monroe Park:** Do not allow a conservancy to operate a City park.
 - **Staffing:** Adequately staff City parks and community centers to include park rangers at larger parks.
 - **Recreational Center Rental:** Improve the process for recreational center rental to allow for more community use of these facilities.
 - **Fees for Parking:** Implement fees for parking and use of parks for non-city residents.
 - **Expand Hours:** Expand hours for parks and pools to allow youth to use the facilities in the evening.
- **Park Design: 26 big ideas** are related to this topic area:
 - **Accessible Design:** Incorporate accessible design to include ADA compliant playgrounds, and walkways.
 - **Natural Areas:** Maintain natural areas in parks to enhance bio-diversity.
 - **Trees:** Incorporate more trees in parks and preserve the forest canopy. Provide street trees.
- **Other Related Big Ideas:**
 - **Events:** Encourage a wide range of events that cater to various communities across the region and to families.
 - **Improve Existing Parks and Facilities:** Upgrade existing parks and facilities including Byrd Park, Bryan Park, Dogwood Dell, Hotchkiss Community Center, Pocosham Park, and the Pump House.
 - **New East End Community Centers:** Create new modern community centers in the East End.
 - **Preserve Open Space:** Preserve and protect existing open space including the City's cemeteries and the River access.
 - **Promotion:** Promote the City's parks and recreational opportunities through wayfinding and signage, advertising, and program guides.
 - **Regional Plan:** Collaborate with the counties to develop a regional bike path plan. Focus on regional parks.
 - **Support City Parks:** Make parks a priority. Continue the good work the Department of Parks, Recreation, and Community Facilities is doing, and increase funding for these efforts. Consider public/private partnership to increase funding for parks.

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Big Ideas Summary | Sustainability & Resiliency

PDR staff received **477 big ideas** related to Sustainability & Resiliency.

- **Renewable Energy: 71 big ideas** are related to this topic:
 - **Carbon neutrality:** Achieve carbon neutrality by switching to renewable sources of energy.
 - **Solar power generation:** Add solar panels to parking decks and other public buildings. Incentivize property owners to install solar panels on buildings, i.e. no permit fee for solar installation and tax abatement for such improvements, tax rebates/credits. Require corporations and other large businesses to use solar power. Work with Dominion Energy to incentivize solar power. Have streetlights powered by solar energy.
 - **Energy back to the grid:** Work with Dominion Energy to allow power generated from renewable sources to be returned to the electric power grid.
- **Waste Management: 59 big ideas** are related to this topic area:
 - **Recycling:** Expand the recycling program, including to larger multi-family developments. Create a bottle refund program.
 - **City-wide composting:** Create a city-wide composting program.
 - **Dog waste composting:** Create a city-wide dog waste composting program with stations around the city.
 - **Litter:** Reduce the amount of litter in the city by installing more garbage and recycling receptacles.
 - **Yard waste:** More integrated and sustainable management of yard waste.
 - **Plastic:** Ban plastic bags and other single-use plastics in the city.
- **Green Buildings: 47 big ideas** are related to this topic area:
 - **Green roofs:** Require or incentivize the creation of green roofs for new or existing buildings.
 - **LEED standards:** Require all City buildings to be LEED certified.
 - **Density bonuses:** Provide a density bonus for new project if green practices are incorporated.
 - **Energy efficiency:** Provide incentives, tax credits, etc. for making older buildings more energy efficient.
- **Built Environment: 82 big ideas** are related to this topic area:
 - **Plant more trees:** Plant more trees, whether on-street, in parking areas, or in neighborhoods. Incentivize private property owners to plant trees and require public property owners to plant more.
 - **Urban heat island effect:** Reduce the urban heat island effect by reducing paved surfaces, lightening the color of pavement/roofs, and planting trees.
 - **EV charging stations:** Install and promote EV charging stations.
 - **Access to parks:** Ensure for the equitable distribution of parks and open space.
 - **Green infrastructure:** Install more green infrastructure such as bioswales, permeable pavement, green alleys, etc.
- **Climate Change & Adaptation: 33 big ideas** are related to this topic area:
 - **Reduce emissions:** Reduce emissions from vehicles and other sources to help mitigate the effects of climate change.
 - **Resiliency:** New buildings and public projects built with resiliency to future climate, such as more rainfall and flooding.
 - **Carbon tax:** Tax carbon emissions.

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- **Climate refugees:** Prepare for the influx of people living in the highly-populated, low-lying coastal areas when sea-level rise forces the temporary evacuation or permanent relocation of large populations.
- **Stormwater & Wastewater Management: 15 big ideas** are related to this topic area:
 - **Green infrastructure:** Enhance green infrastructure to improve stormwater management and reduce flooding.
 - **Gray water:** Encourage gray water use for irrigation, vehicle washing, etc.
 - **RVA Clean Water Plan:** Implement the RVA Clean Water Plan.
 - **Reduce stormwater volume:** Reduce the volume of stormwater, and therefore the number of overflow events, by treating stormwater on-site and reducing the amount of impervious surface.
- **Multi-Modal Transportation: 33 big ideas** are related to this topic area:
 - **Bike infrastructure:** Provide more bicycle infrastructure, such as bike lanes, to encourage this mode of transport instead of autos.
 - **Commit funding:** Provide more funding for non-auto transportation infrastructure.
 - **Walkability:** Focus on improving walkability throughout the city.
 - **Less parking:** Less land devoted to parking, especially in the city's core. Reduce or eliminate minimum parking zoning requirements.
 - **Public transit:** Increase the amount of public transit with more bus routes, BRT's, etc.
- **Other Related Big Ideas:**
 - **Urban agriculture:** Promote urban agriculture through community gardens, vertical farms, and other innovative techniques.
 - **Education:** Educate citizens on the importance of sustainability and on small actions that can make a big difference.
 - **Environmental regulation:** Increase the amount of regulation regarding the environment and strengthen enforcement of existing regulations.
 - **Sustainability lens:** Filter all planning decisions through a sustainability lens.
 - **Staff capacity:** Hire more City employees related to sustainability to be able to more effectively achieve related goals.
 - **Reduce use of fertilizers/pesticides:** Use natural pest control methods and ingredients.

Big Ideas Summary | Utilities

PDR staff received **397 big ideas** related to Sustainability & Resiliency.

- **Fee Structure/Lower costs: 76 comments** related to lowering cost, restricting the fee system, and providing cost relief to low-income customers.
- **Online payment: 3 comments** about improving the online/mobile payment process
- **Renewable energy: 54 big ideas** related to renewable energy
 - Incorporate solar in government buildings, busses, streetlights, private residents, etc; tax credits for solar companies
 - Create incentives for developing renewable energy
 - Install a solar array on the East End Landfill
- **Bury Power Lines: 40 ideas** asking to bury power lines
- **Maintenance/Upgrading: 34 comments** related to this topic

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- Create a systemic plan for upgrading infrastructure
 - Concerns about lead in the old pipes, replace those pipes
 - Modernize infrastructure
 - Survey existing utilities
 - Eliminate water and methane leaks
 - Invest in new pressurized tank zone from Bellemeade to city limits along Route 1
- **Green infrastructure/stormwater: 31 comments** related to this topic
 - Green roofs on public buildings
 - Do not allow Dominion to “greenwash,” don’t allow corporate polluters to fund green infrastructure
 - Publicize the stormwater credit program more
 - Utilize permeable pavers on public parking lots
- **Streetlights: 24 big ideas** about streetlights – mainly focused on adding more streetlights throughout the city and switching all of them over to LEDs
- **Light pollution:** Several comments about reducing light pollution and using hooded streetlights
- **Potholes and Sidewalks:** A few comments about fixing potholes and improving sidewalks
- **Alleys:** Maintain alleys, keep clear of trees that could fall during a storm
- **Trash/Recycling:** improve trash removal (including bulk trash), require multifamily buildings to have recycling
- **Composting:** Start a city-wide composting program
- **Customer Service:** a few comments on customer service being great and a couple saying it’s not easy to reach DPU
- **Public Education:** A few comments about having more public education, awareness, events, conferences about stormwater and utilities in general
- **Staffing:** Add more staff at DPU and retain and attract staff
- **Dominion: 14 comments** specifically mention Dominion – related to keeping Dominion’s “money out of the system,” controlling their pollution, and requiring Dominion to buy back solar power generated by sites
- **Energy Efficiency:** update building codes to require more energy efficiency
- **Fulton Gas Works:** assess, remediate, and redevelop Fulton Gas Works
- **Gas:** Several comments related to gas – ranging from sell the gas utility to expand the gas system to the South Side
- **Gray water: 5 ideas** related to legalizing gray water systems
- **Incentives/token-ization:** Use token-ization (sort of like cryptocurrency) to incentivize behaviors. E.g. giving rewards for certain behaviors (biking, walking, etc....)
- **Telecommunications: 12 big ideas** related to the telecommunications network – more broadband/fiber options, upgrade to 5G, free public wifi in public areas
- **Trees:** Improve the tree canopy
- **Water fountains:** add more public water fountains throughout the city

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Big Ideas Summary | Natural Resources

PDR staff received **291 big ideas** related to Natural Resources

- **Stewardship & Conservation: 160 big ideas** are related to this topic area:
 - **Clean and maintain:** Maintain and improve the quality of the James River and surrounding waterways through a number of initiatives, such as partnering with non-profits, creating more conservation areas, cleaning up waste and litter, and implementing the RVA Clean Water Plan.
 - **Stormwater:** Improve the stormwater system to reduce the number of sewer overflow events into the James River.
 - **Erosion control:** Increase efforts to prevent erosion along the riverbanks of the James River.
 - **Pollution:** Increase regulation and enforcement of pollution laws, including the Chesapeake Bay Act.
 - **Funding:** Provide increased funding to the James River Park System (JRPS) to be able to hire additional staff and perform more services to keep up with increasing visitation to the park system.
 - **Invasive species:** Create a stronger initiative to remove invasive species from the JRPS and increase the planting of native species.
 - **Private development and views:** Restrict private development along the James River in order to maintain access and views.
 - **Trails:** Maintain and expand the trails network in the JRPS.
- **Improvement Projects: 8 big ideas** are related to this topic area:
 - **Daylight streams:** Daylight all streams and re-integrate them into the ecosystem to improve ecological functioning.
 - **Expansion of JRPS:** Expand the JRPS west of the Powhite Parkway, as well as on Mayo Island.
 - **Riverside improvements:** Continue with improvement projects along the Riverside, such as the Potterfield Bridge, to attract more visitors.
- **River Access: 19 big ideas** are related to this topic:
 - **Increase access:** Continue to improve access to the James River for all users. Increase access specifically from Manchester. Favor public access over private access.
 - **Improve signage:** Improve wayfinding and directional signage to the riverfront.
- **Promotion & Education: 11 big ideas** are related to this topic area:
 - **Education of youth:** Educate youth on the priceless qualities of our natural ecosystems, both in the classroom and in the field.
 - **Volunteer stewardship:** Integrate stewardship and environmental education, including active volunteerism, in Richmond schools and public programming.
 - **Public participation:** Find ways to encourage city residents to get outside and involved in the environment so they are more likely to take care of it.
 - **Promotion:** More promotion and highlighting of the natural resources that the city has.
 - **Marketing and tourism:** Market the James River to attract tourists and visitors to the riverfront and the city.
- **Tree Canopy: 48 big ideas** are related to this topic area:
 - **Plant more trees:** Plant more trees throughout the city, whether by incentivizing private property owners or requiring public property owners to do so.

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- **Maintain tree canopy:** Maintain existing trees and promptly replant trees if they must be cut down.
- **City arborists:** Hire additional City arborists/foresters to achieve goals relating to maintaining and improving the tree canopy.

Big Ideas Summary | Public Safety

PDR staff received **390 big ideas** related to Public Safety.

- **Enforcement: 38 big ideas** are related to this topic area:
 - **Targeted enforcement:** Target enforcement towards higher crime areas of the city such as North Side and the East End.
 - **Gun control:** Enact stricter gun control to reduce unregistered firearms.
 - **Loitering laws:** More strictly enforce loitering laws, especially around public housing courts and businesses.
 - **Truancy and curfews:** Enforce truancy and curfew laws related to youth.
 - **Panhandlers:** Reduce the number of panhandlers around the city.
 - **Nightclub violence:** Increase enforcement in the areas with nightclubs that generate violent crime, specifically those in Shockoe Bottom.
- **Personnel & Equipment: 93 big ideas** are related to this topic area:
 - **Hire more personnel:** Hire additional police, fire, and EMS personnel and focus on retaining personnel through better salaries, benefits, and working conditions.
 - **Better training:** Increase training programs of police officers to improve cultural sensitivity, public engagement, and reduce the number of police-involved shootings.
 - **Better equipment:** More funding to allow for emergency services to purchase the most effective equipment, including fleet vehicles.
 - **More police stations:** Build more police stations in areas of need such as the public housing courts and South Side (Blackwell, Manchester, Oak Grove, etc.).
- **Built Environment: 56 big ideas** are related to this topic:
 - **Eyes on the street:** Provide more “eyes on the street” to discourage criminal activity by generating more activity 24 hours a day. Have buildings and entrances face the street. Increase attendance of public open space to discourage criminal activity there. Redesign public housing courts to make them more visible and walkable.
 - **Code enforcement:** Continue to improve the enforcement of building code violations relating to the maintenance of private property.
 - **Vacant/abandoned buildings:** Encourage the redevelopment of properties that are vacant, abandoned, and/or blighted to increase activity and discourage criminality. Continue to improve the process for selling tax delinquent property.
 - **CPTED:** Utilize principles of CPTED (Crime Prevention Through Environmental Design) to naturally decrease criminal behavior.
 - **Better lighting:** Improve the lighting of streets, sidewalks, and alleys to improve the overall safety of neighborhoods.
 - **Surveillance:** Install CCTV cameras in high crime areas to monitor for any criminal activity and to identify suspects once a crime has taken place.
 - **Blue lights:** Provide “blue light” emergency call boxes in high crime areas.
- **Community Building: 12 big ideas** are related to this topic area:

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- **Homeownership:** Expand the number of homeowners to increase personal investment in neighborhoods.
- **Integration and diversity:** Promote integrated neighborhoods with diversity of income and race/ethnicity to increase community cohesion.
- **Youth activities/jobs:** Provide jobs and activities for youth to decrease the chance of any criminal involvement.
- **Homelessness:** More shelters and programs for the homeless.
- **Neighborhood watches:** Reinstitute neighborhood watches.
- **Community Policing: 22 big ideas** are related to this topic area:
 - **Community engagement:** Engage with higher crime communities to understand their concerns and open a two-way dialogue. Increase transparency between police and the community. Expand on events such as National Night Out.
 - **Innovate communications:** Provide more ways and opportunities to communicate with law enforcement, such as through email or social media.
 - **More bicycle and pedestrian police:** Have more police officers patrol areas on foot and bicycle where they can engage more directly with residents.
- **Reducing & Deconcentrating Poverty: 23 big ideas** are related to this topic area:
 - **Decrease poverty:** Decrease poverty and increase the opportunities for gainful employment to deter crime through a number of initiatives such as job training programs and improved public transit.
 - **Public housing courts:** Redevelop the RRHA-managed public housing courts into mixed-income communities.
 - **Affordable housing:** Provide affordable housing options in all neighborhoods of the city to deconcentrate poverty.
- **Innovation: 46 big ideas** are related to this topic area:
 - **Crime prevention:** Increase efforts that prevent crime from occurring, which is more effective than enforcement of a crime once it occurs.
 - **Youth activities:** Provide additional activities for youth to reduce the chance of them participating in crime, or being the victims of crime.
 - **Cross-sector relationships:** Build more cross-sector relationships and programs such as those with VDH (Virginia Dept. of Health) and RMHF (Richmond Memorial Health foundation).
 - **Justice reform:** Reform laws and sentencing guidelines that are overly draconian and do not produce positive community outcomes. Legalize marijuana and/or reduce the punishment for simple possession.
 - **Rehabilitation/intervention:** Reduce the focus on jail time for criminal offenses and focus more on rehabilitation and intervention of troubled individuals.
 - **Opioid epidemic:** Enact programs and policies to combat the opioid epidemic, relating both to treatment and prevention.
 - **Richmond Public Schools:** Improve the education outcomes of public school students to decrease the likelihood of them being involved in criminal activity.

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Big Ideas Summary | Public Health

PDR staff received **372 big ideas** related to Public Health.

- **Healthcare: 82 big ideas** are related to this topic area:
 - **Access to affordable healthcare:** Ensure that every residents has access to affordable or free, quality healthcare.
 - **Public health clinics:** Open additional public health clinics that provide basic checkups, blood work, and immunizations.
 - **Public health resources:** Provide additional funding to public health organizations.
 - **Equity in care:** Ensure that there is equity in the access to and availability of healthcare for all residents.
 - **Mental health:** Provide improved mental health services.
 - **Mobile healthcare:** Provide ways of delivering healthcare services to households and individuals that are mobility impaired or do not have reliable access to transportation.
 - **Vision care for students:** Ensure that all students in public schools have access to vision care so they can be productive learners.
- **Awareness & Education: 19 big ideas** are related to this topic area:
 - **Awareness of resources:** Promote general awareness of public health resources, including clinics and programs.
 - **Health expos:** Organize all available public health programs and resources in regularly-scheduled health expos.
 - **Fun health events:** Hold more fun health events such as 5K's.
 - **Health education:** Provide more education to the public about health risks and strategies to address them.
- **Food access: 63 big ideas** are related to this topic area:
 - **Eliminate food deserts:** Encourage the creation of new grocery stores in existing food deserts through incentives, partnerships, and other means.
 - **Community gardens:** Create more community gardens in areas underserved by grocery stores so residents have access to fresh, healthy foods.
 - **More density for better services:** Increase the residential density at key locations, such as at Hull Street and Jeff Davis Highway, in order to attract new grocery stores and other services.
 - **Transit access to grocery stores:** Ensure that those without access to automobiles or a local grocery store are able to reach grocery stores via public transit.
 - **Food policy staff person:** Have the City hire a food policy/food access coordinate to improve the availability of healthy foods.
- **Built Environment: 25 big ideas** are related to this topic:
 - **More trees, green space, and parks:** Provide more parks and green space to improve the environmental health of areas, such as air quality and urban heat. Focus especially on those neighborhoods with less access to parks and green space.
 - **Lead in homes:** Address issues of lead in older homes and public buildings, which most adversely affects children's health.
 - **Leaf collection:** Improve the leaf collection system as leaves can exacerbate breathing conditions such as asthma and allergies.
 - **Property maintenance:** Enforce the maintenance of property which can otherwise attract trash, rodents, and other nuisances if not properly maintained.

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- **Plastic bag ban:** Ban all single-use plastic bags in the city.
- **Active Transportation: 37 big ideas** are related to this topic area:
 - **Bike and pedestrian facilities:** Build more bike lanes, sidewalks, and other facilities to allow for and encourage residents to use active transportation methods.
 - **Walkable environment:** Through zoning and other tools, build more dense and walkable areas so that walking is a more viable mode of transportation.
 - **Vision Zero:** Support the City's Vision Zero commitment by making the transportation system safer, especially for pedestrians and bicyclists.
 - **Public transit:** Improve the public transit system.
- **Education & Schools: 19 big ideas** are related to this topic area:
 - **More funding and better outcomes:** Provide more funding to public schools that result in better education outcomes which will have a positive effect on the health of graduates well into their lives.
 - **Health education in the classroom:** Teach about healthy lifestyles in the classroom, such as cooking and fitness, as well as avoiding drugs, alcohol, and STI's.
- **Homelessness: 17 big ideas** are related to this topic area:
 - **Healthcare:** Provide healthcare and other health-related services to the homeless population.
 - **Homeless services:** Create a centralized homeless center for people to store belongings, bathe, access the internet, and receive mail.
 - **Housing first approach:** Pursue a "housing first approach" that helps the homeless find homes before addressing issues of mental health and drug dependency.
- **Other Related Big Ideas:**
 - **Ban public smoking:** Ban cigarette smoking in public areas.
 - **Trash receptacles:** Provide additional public trash receptacles.
 - **Affordable housing:** Provide more affordable housing.
 - **Air quality:** Improve air quality by encouraging alternative modes of transportation.
 - **Water quality:** Improve water quality, especially that of the James River, by reducing the amount of pollutants.
 - **Green infrastructure:** Install green infrastructure such as rain gardens.
 - **Gun violence:** Decrease gun violence and gun-related crimes and murders by reducing the number of guns on the street.
 - **Litter:** Reduce the amount of litter in the city.
 - **Marijuana:** Support the legalization of marijuana.
 - **Needle exchange:** Provide needle exchanges so users can safely dispose of needles while being provided clean needles, which reduces the spread of disease.
 - **Physical fitness:** Program public parks to more actively promote physical fitness, such as through gym equipment for adults and fitness classes.
 - **Reduce poverty:** Reduce poverty through increased employment opportunities.
 - **Sin taxes:** Tax items such as tobacco, alcohol, and sugar to reduce their use and put the funds towards public health initiatives.
 - **Universal access:** Ensure that there is universal access for all city residents who may be mobility impaired.

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