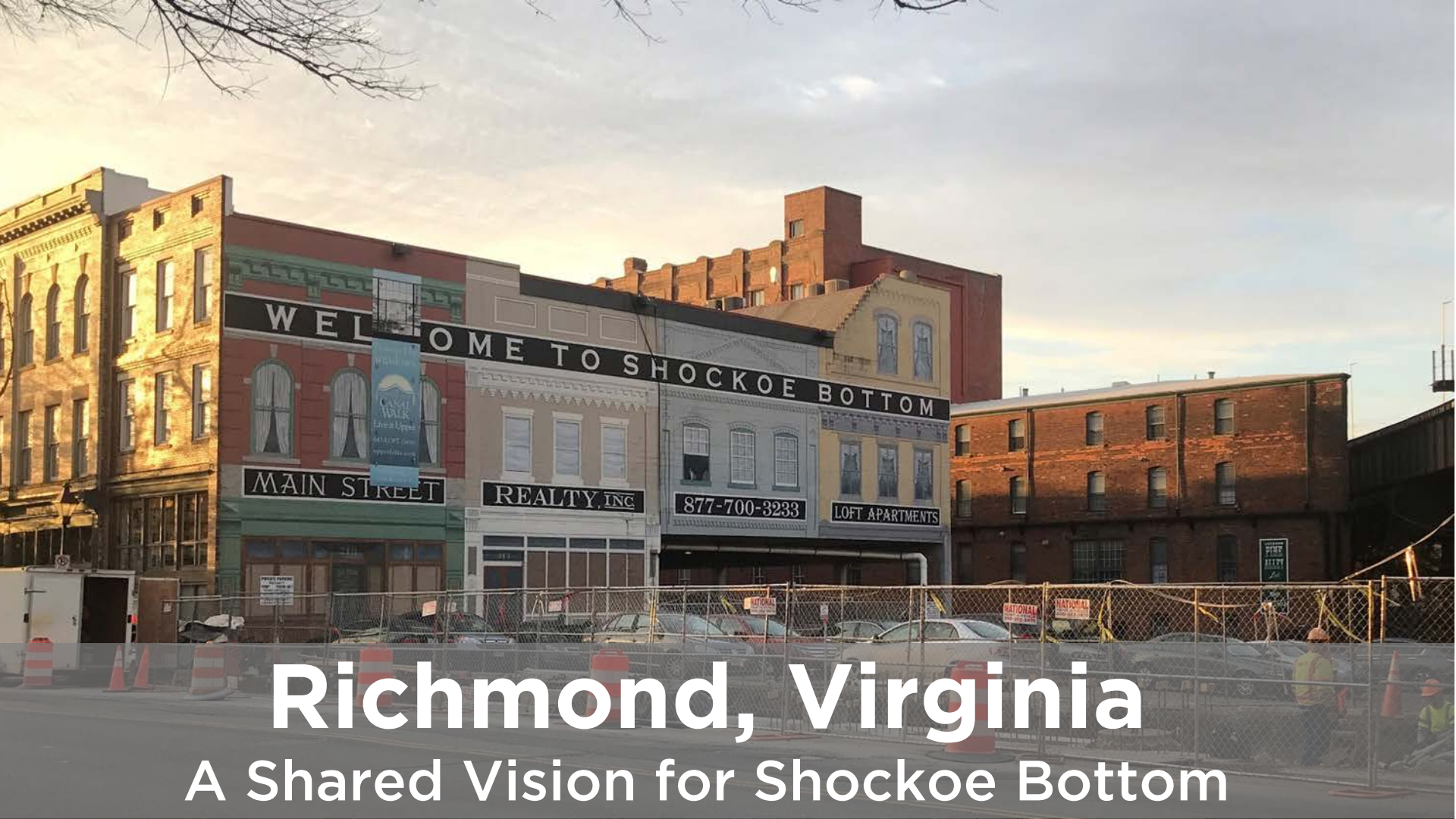


Thanks to the following people for their support in making this panel possible:

- The Honorable Levar Stoney, Mayor
- City Councilmember Cynthia Newbille
- Robert Steidel, Deputy Chief Administrative Officer of Operations
- Jane Ferrara, Department of Economic & Community Development
- Ellyn Parker, Public Art Coordinator
- Jane Milici, Jeffrey Geiger, ULI Virginia



Richmond, Virginia

A Shared Vision for Shockoe Bottom



Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose

Mission:
Helping city leaders build better
communities



Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences

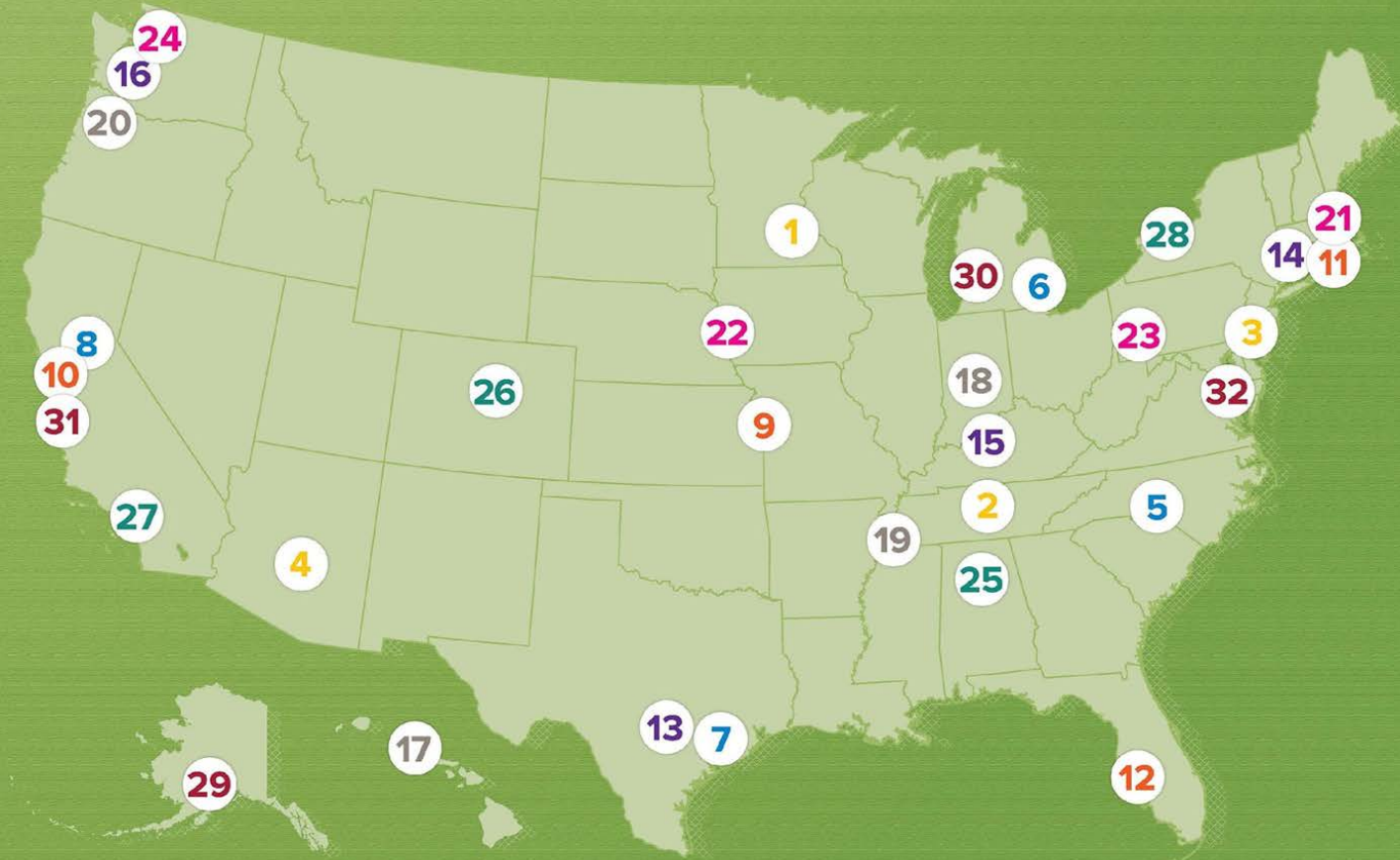
A group of approximately 15 people are seated around a large, polished wooden conference table in a meeting room. The room features blue curtains, potted plants, and the official seal of the City and County of Honolulu, State of Hawaii, mounted on the wall. The table is set with water bottles, papers, and several trays of food, including bread and pastries. The participants are dressed in business casual attire and appear to be engaged in a meeting or discussion.

Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and project manager

The **DANIEL ROSE**
LAND USE FELLOWSHIP

alumni cities 2009-2017



The **DANIEL ROSE**
LAND USE FELLOWSHIP

class of 2018 cities



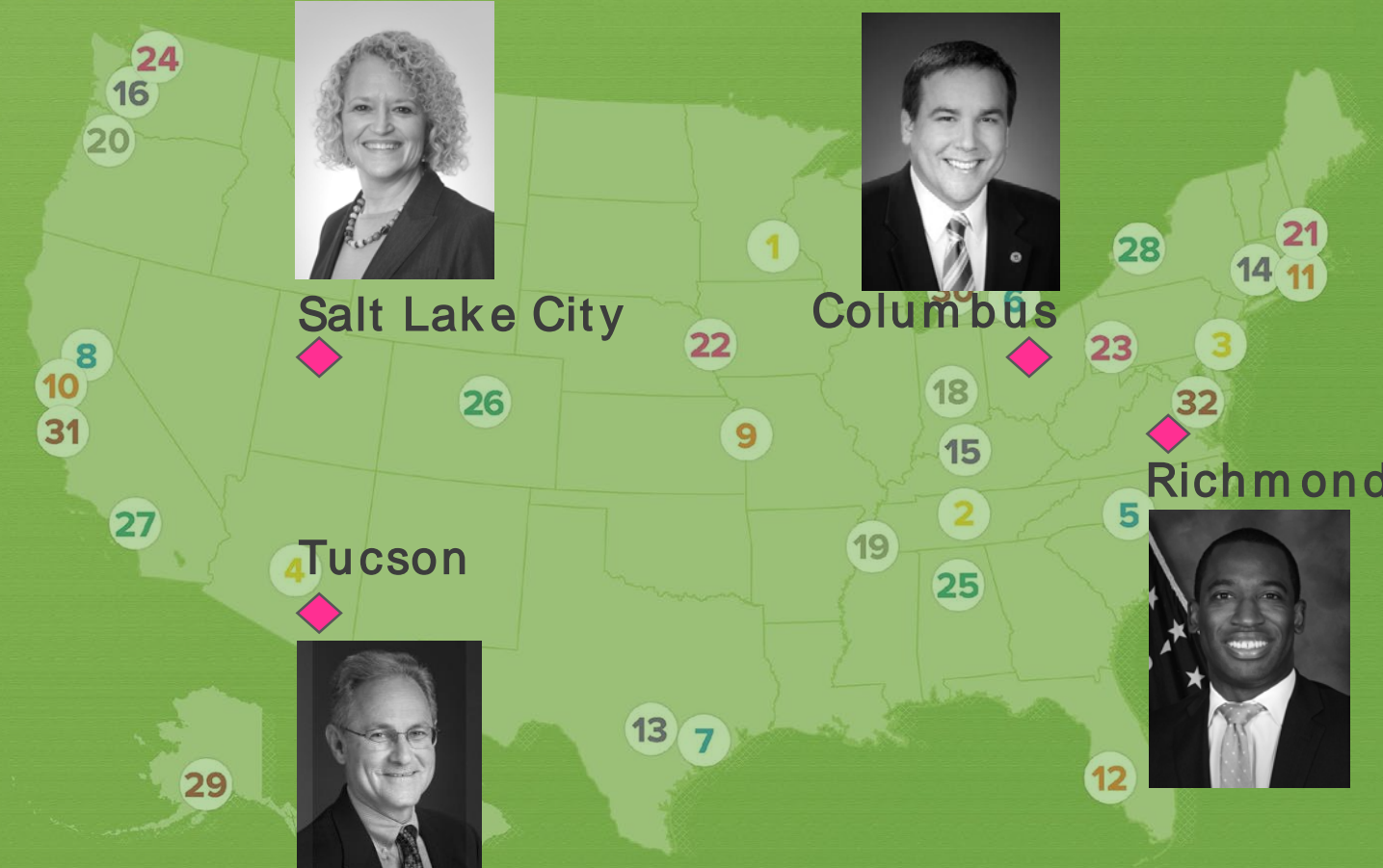
Salt Lake City



Columbus

Tucson

Richmond



Peer Exchange Panel Visit

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

The Panel

- Co-Chair: Andre Brumfield, Gensler, Chicago, IL
- Co-Chair: Colleen Carey, The Cornerstone Group, Minneapolis, MN
- Karen Abrams, The Heinz Endowments, Pittsburgh, PA
- Michael Akerlow, Community Development Corporation of Utah, Salt Lake City, UT (Rose Fellow)
- Lisa Beyer, Alta Planning + Design, Oakland, CA
- Daniel Bursuck, Planning & Development Services Department, City of Tucson, AZ (Rose Fellow)
- Christopher Coes, LOCUS: Responsible Real Estate Developers and Investors, Smart Growth America, Washington, DC
- Martine Combal, JLL, Washington, DC
- Bryan C. Lee, Jr., Colloqate, New Orleans, LA
- Federico Maisch, Civil Engineer, Northbrook, IL
- Brent Sobczak, CASTO Communities, Columbus, OH (Rose Fellow)
- Ashley Wilson, National Trust for Historic Preservation, Washington, DC

The Challenge



How can Richmond leverage the assets and investments in Shockoe Bottom to create a destination that protects its cultural and historic heritage, encourages economic development, and is sustainable?



Presentation Outline

1. **Observations**
2. Shared Vision
3. Public Realm
4. Development + Land Use
5. Education + Economic Opportunity
6. Governance
7. Conclusions + Homework



Observations: Opportunities

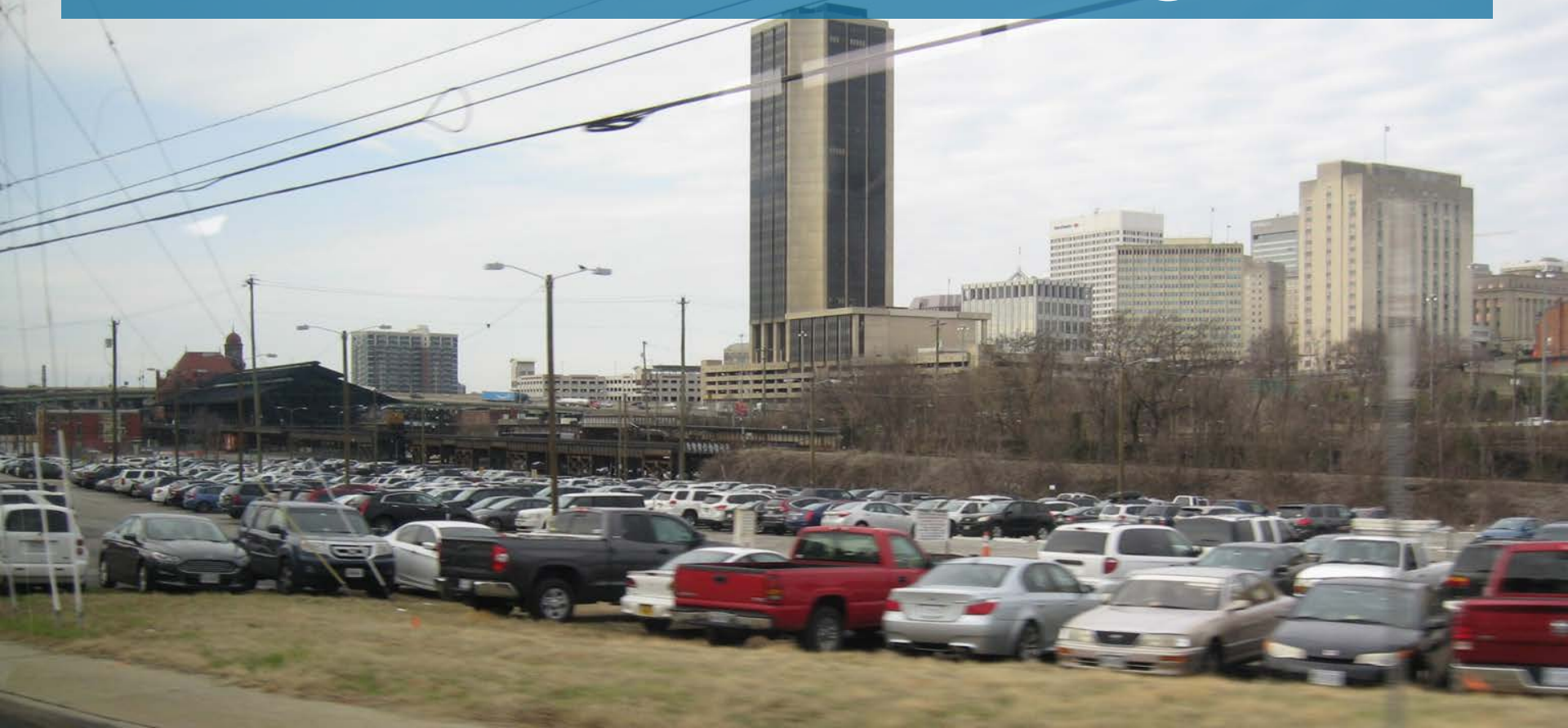
Observations: Opportunities

- Devil's Half Acre site offers opportunity to create an international cultural destination
- Main Street Station is an architectural gem that has been successfully saved and restored
- Richmond neighborhoods are experiencing new investment
- There is land available for development
- There is a lot of passion and engagement about the future of Shockoe Bottom
- Potential to partner with nearby institutions like universities and private entities
- New mayoral administration wants to find a common vision to balance the scales, right a wrong, acknowledge the past

Observations: Opportunities

- Finding a common vision is an opportunity for the community to build trust in a process continuing what has been begun here
- Opportunity to reveal and acknowledge all facets of Richmond's complete history
- Opportunity to use this effort as a truth and reconciliation process (e.g., New Orleans, South Africa, Northern Ireland)
- Opportunity to define Richmond's future and make it known for reconciliation and learning from the past
- History and culture should be an economic driver
- Public, private and philanthropic interest in investing here pending a common vision

Observations: Challenges



Observations: Challenges

- No shared vision, but lots of visions out there
- Some stakeholders have process fatigue; others feel they've never been listened to
- Private landowners and city are misaligned with development intentions
- Shockoe Bottom is physically cut off from other parts of the city
- Land use regulations are too fragmented, outdated
- Acknowledging a painful history is difficult
- Floodplain creates unique challenges for development
- Main Street Station is a large space to fill
- Uncertainty about future of high-speed rail funding and implementation



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The Need for a Shared Vision

- The process of unearthing the physical evidence of Richmond's role in the slave trade has elevated the question of how to reconcile its past, present and future
- The current public process has been constrained only to the Lumpkin's Jail site and what should happen there
- For Richmond to move forward as an inclusive community, all its citizens need to understand the complete story of its past or they risk being haunted by the weight of history
- To build trust, Richmond needs to have a conversation unto itself about truth and reconciliation without a site or project in mind
- Then a conversation about how to tell the story, memorialize the ground and redeem Shockoe Bottom for all of Richmond
- For Richmond to reach its full potential, all its residents much share in the success of the city

A Strategic Framework for Action

	Values & Outcomes	Reconciliation/ Equity	Protecting History	Equitable Prosperity	Health & Wellness	Arts & Culture
Strategies & Tools	Immediate (0-2 yrs) Mid-Term (2-5 yrs) Long-Term(5-10yrs)					
Development & Land Use						
Public Realm						
Education						
Economic Opportunity						
Infrastructure						
Connectivity & Access						
Governance						



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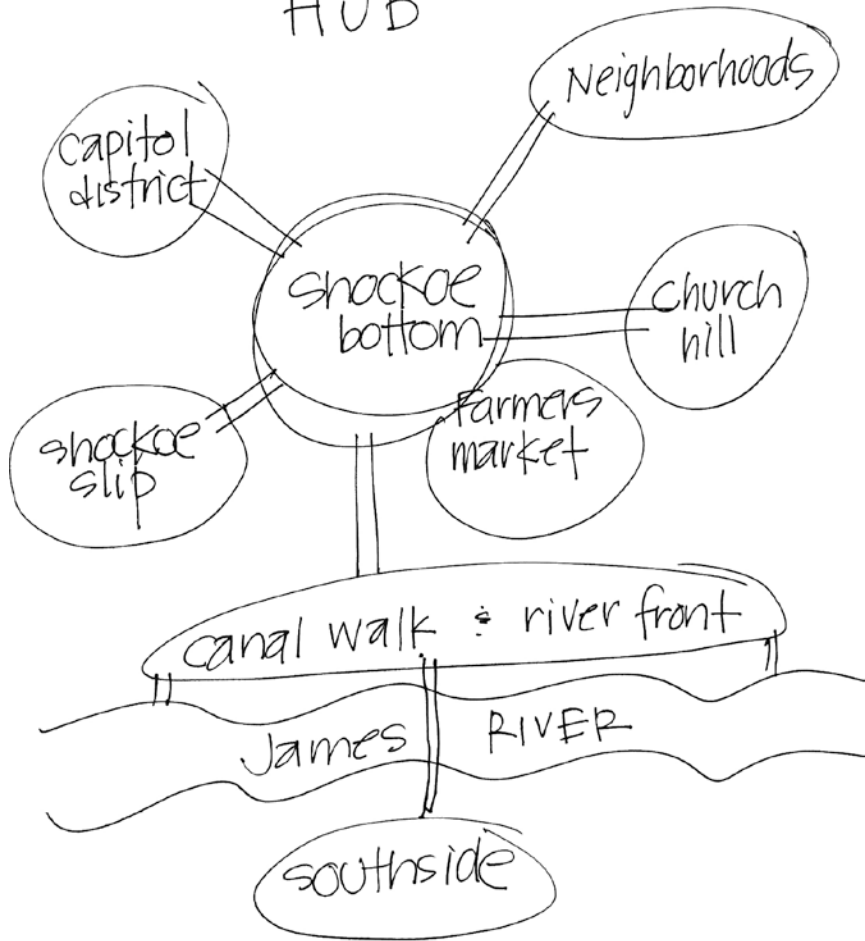
The Public Realm – Connectivity, Access, Infrastructure



The Public Realm

- Connectivity:
 - Networks, transportation and pedestrian linkages
- Access:
 - Move safely between Public Realm sites
- Infrastructure
 - Supports the Public Realm

Reconciliation
Hub



Public Realm Vision

Create interconnected public realms in the city to promote reconciliation, preservation of history, celebration of diversity, healing, and resolve

Public Space treated as Site of Conscience

HISTORY IS NOW

The International Coalition of Sites of Conscience is the only global network of historic sites, museums and memory initiatives that connect past struggles to today's movements for human rights. We turn memory into action.

[Discover More](#)



Reconciliation/Equity

Immediate:

- Provide a physical space for the conversations

Mid-Term:

- Interpretation and public education; community design and stewardship

Long-Term:

- Sustainable community engagement; let's-not-forget-and-let's-move-forward; shared space









Supporting Infrastructure

Immediate:

- Community Design Process (Public Engagement)

Mid-Term:

- Urban Landscape, Complete Streets, Trails and Paths, Green Infrastructure, Flood Warning System

Long-Term:

- Open Space/Parks, Watershed Management, Connection to James River



Protecting History

Box Brown Plaza, Canal Walk

Protecting History

Immediate:

- Memorialize balanced version of history;
Enhancing the existing markers and identifiers;

Mid-Term:

- Protect archaeological resources and uncover the authenticity of this place

Long-Term:

- Implement Heritage Hub Vision; Site of Conscience and Empowerment

Equitable Prosperity



Civil Rights Heritage, Birmingham



Cite Memoire, Montreal

Equitable Prosperity

Immediate:

- Encouraging people to get together and have the conversation in the public realm

Mid-Term:

- Transit, Safety, Access; Connection to workforce development; attraction of money and people; Housing access

Long-Term:

- Economic Driver, Cultural Tourism. (e.g., Amsterdam – markets, Birmingham trail and museum example; Atlanta – MLK, Civil Rights Heritage Trail; City Memory, Indianapolis Cultural Trail,

Arts and Culture



Arts and Culture

Immediate:

- Reveal the Buried Narrative

Mid-Term:

- Select Local Artists to create art pieces and install them

Long-Term:

- Interpretation without walls. Annual art and cultural events. Consider progressive events that move from site to site to include all neighborhoods

Health and Wellness



Health and Wellness

Immediate:

- Connect existing trail system and sidewalks (Capital Trail to Slave Trail to Cannon Creek Trail); Pop Up clinics, markets, food; lighting enhancements

Mid-Term:

- Festivals, exercise programs, races....

Long-Term:

- Annual events, festivals....



Presentation Outline

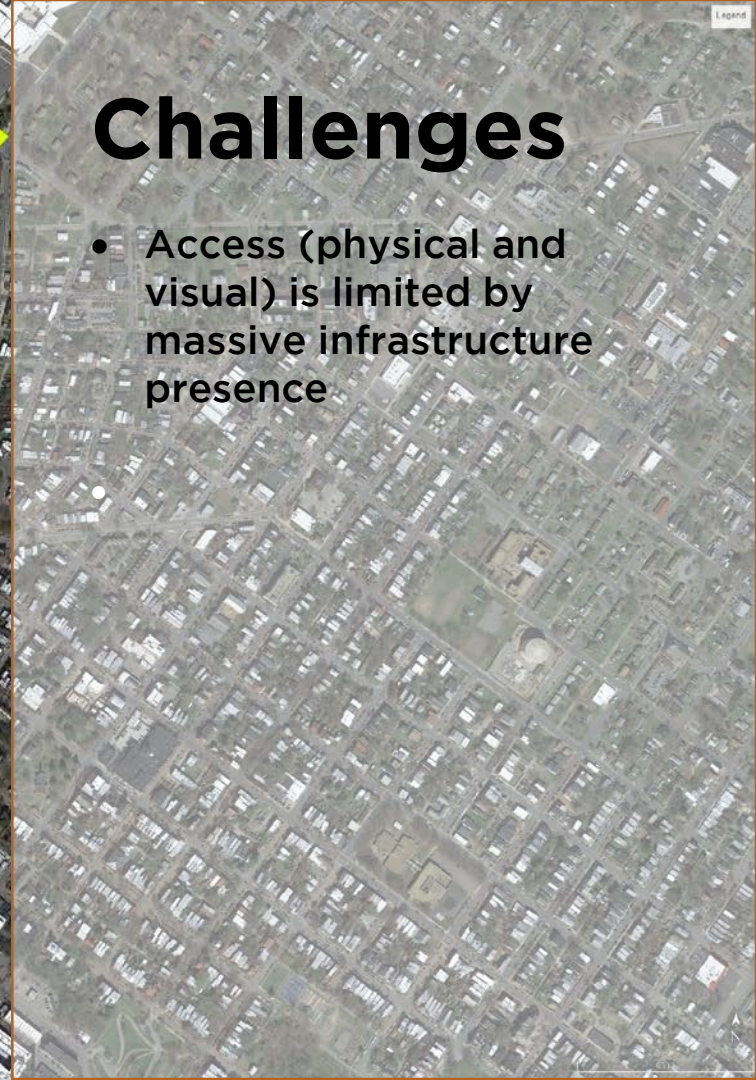
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Challenges

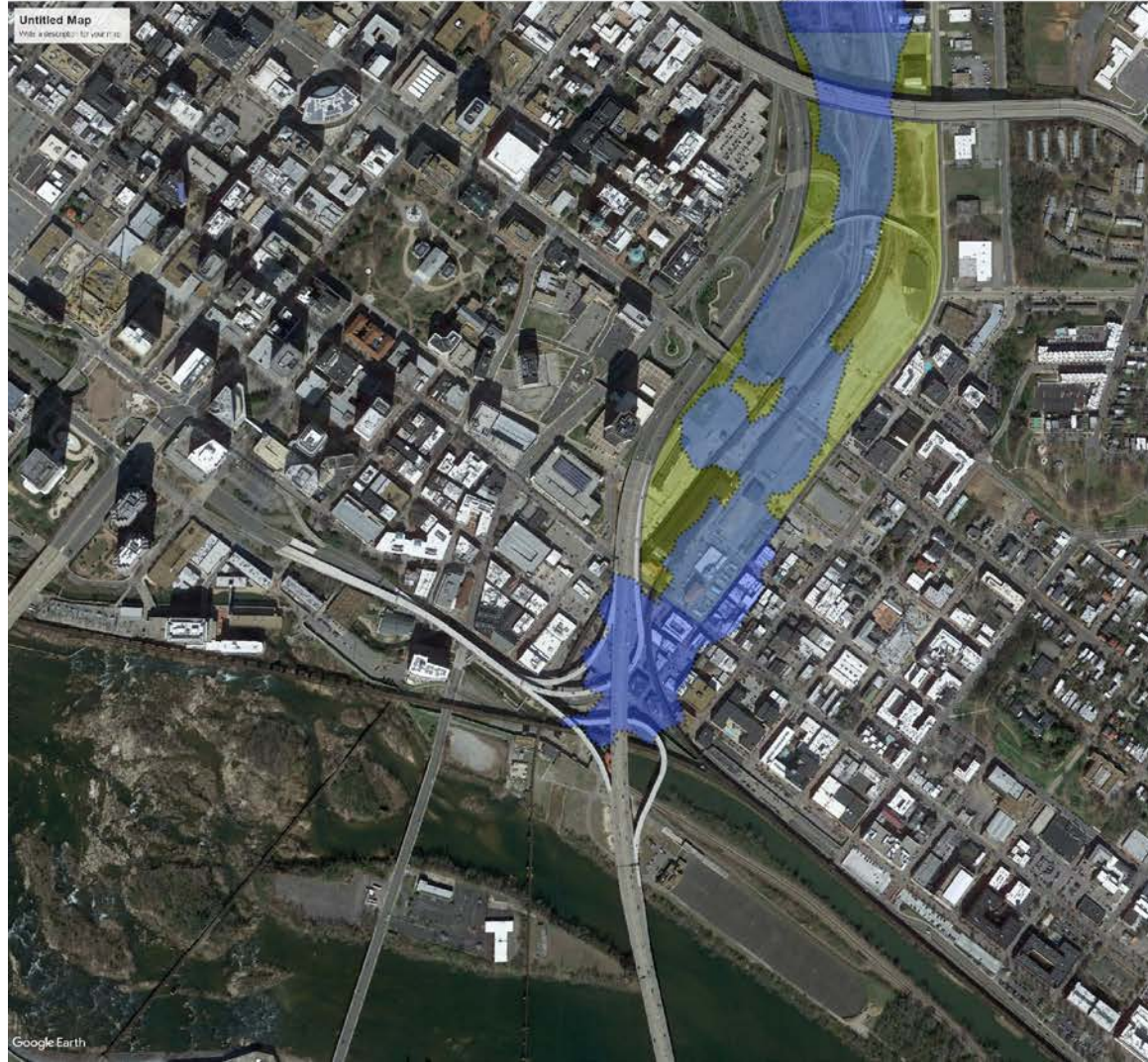
- Access (physical and visual) is limited by massive infrastructure presence





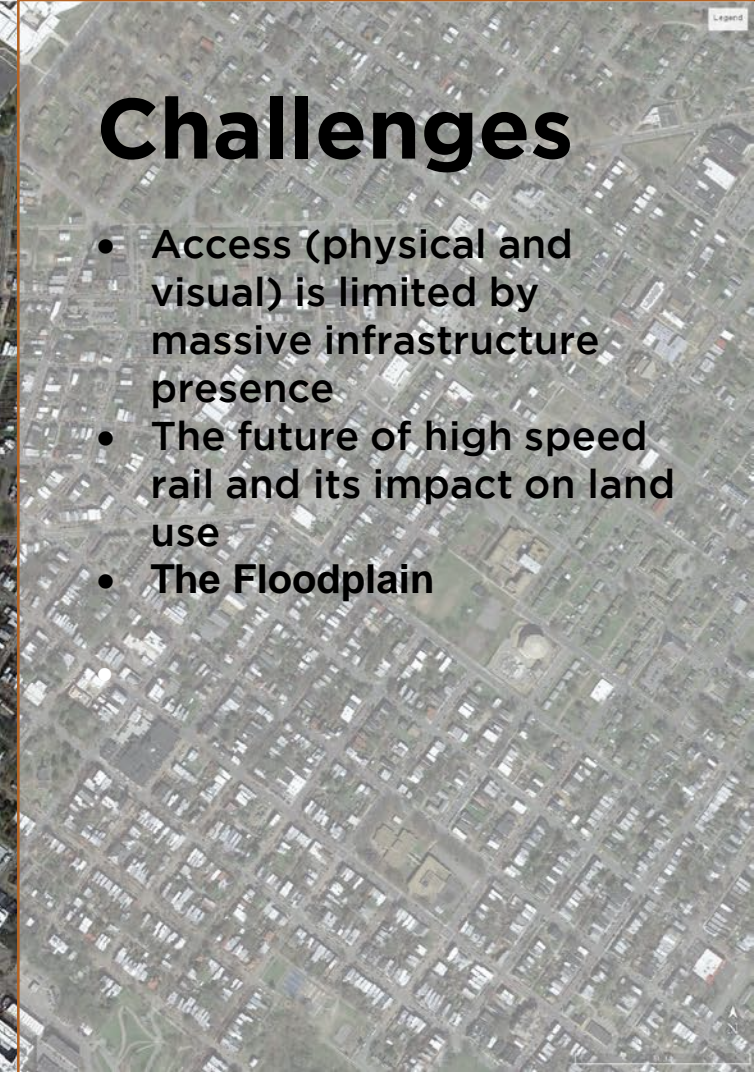
Challenges

- Access (physical and visual) is limited by massive infrastructure presence
- The future of high speed rail and its impact on land use



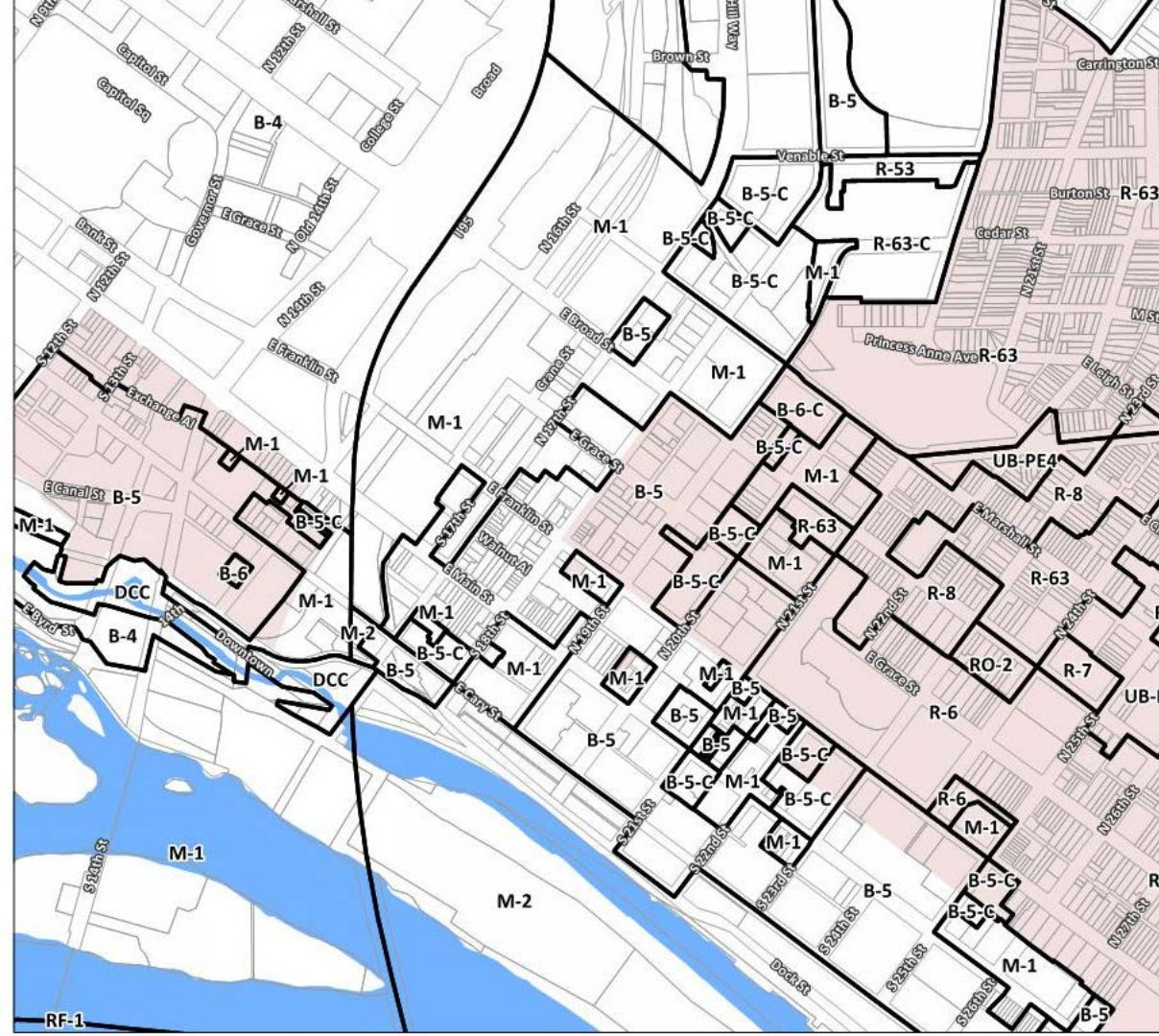
Challenges

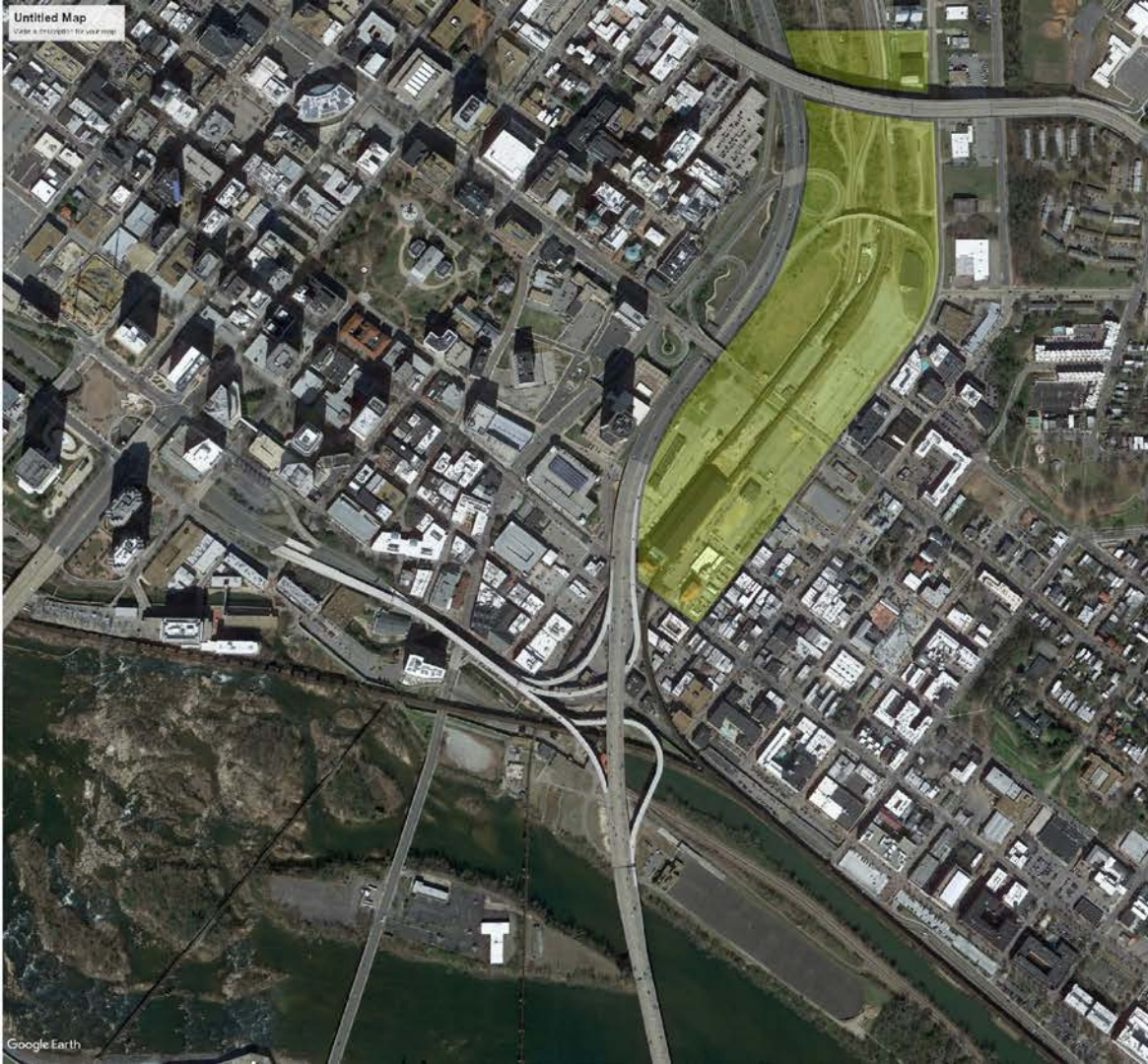
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- The Floodplain



Challenges

- Access (physical and visual) is limited by massive infrastructure presence
- The future of high speed rail and its impact on land use
- The Floodplain
- Fragmented zoning negatively impact development potential





Challenges

- Access (physical and visual) is limited by massive infrastructure presence
- The future of high speed rail and its impact on land use
- The Floodplain
- Fragmented zoning negatively impact development potential
- Need for Unified Vision - there needs to be a guide of development



Opportunities

- Expand study area to create a larger District/HUB





Opportunities

- Expand study area to create a larger District/HUB
- Prospect of forming partnerships with vital stakeholders to address parking in the area.
- Involve development community in vision planning for District
- Ability to address affordable and mixed income housing within the District/HUB



Immediate

- Establish a Physical Vision for the HUB/District
- Develop design guidelines
- Align with near term investments in infrastructure and public realm
- Explore a land acquisition strategy for strategic parcels





Immediate

- Economic Impact Study that shows positive impacts of public realm improvements on and values
- Identify “protected areas” for public realm improvement that celebrate historic culture
- Create a mixed-income housing strategy; inclusive development



Mid-Term

- Create an Overlay District
- Rezone select areas of the District
- Formally adopt design guidelines for future development

Long-Term

- Protect the integrity of the Vision
- Continue to update Vision



Reconciliation and Equity

- Inclusionary Housing
- Expand retail and commercial options

Protecting History

- Design guidelines that respect scale and character of the adjacent neighborhoods and city



Equitable Prosperity

- Strategies (and space) for local entrepreneurs
- Partnership with key institutions (VCU, Virginia Union, Reynolds Community College, MCV)
- Job training leading to real full-time employment opportunities (trades!!!)

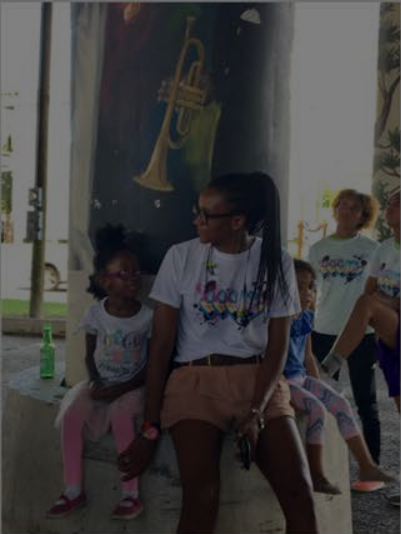
Health and Wellness

- Development to resolve food deserts
- Expand Farmers Market
- Partnership with key institutions



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Education & Economic Opportunity



Education & Economic Opportunity



Community and Public Education

Museum/Memorial/Education Hub

- Locate the museum within Main Street Station
- Develop a community education center—to be used as an educational facility with space for highest need area (K-12) but also to include early childhood learning, adult continuing ed learning, incubator space, Virginia Union satellite
 - Work with the Museum to create a curriculum around history, truth and reconciliation. mid term)
 - Develop community education curriculum to address health and wellness, arts and culture, financial literacy, and community development (like ULI Urban Plan).
- Develop urban ag curriculum and connect school with the farmer's market.

Education & Economic Opportunity



Community and Public Education

- Functions as an education hub that creates connections between this community and the other resources throughout Richmond
- Focus on opportunities to extend the idea of lifelong education in this space
- Use technology to allow ancestral genealogy research
- Provide incubator space and support for small businesses
- Develop regional public education campaign to raise the profile of this new school
- Work with partners to create early learning programs





Education & Economic Opportunity



Partnerships

- Work with University community to create community partnership that leads to economic development and workforce training and provide economic development loans to support small business creation.
- Partner with the local arts agency and community to curate and fund art related economic development with a focus on the black community
- Work with university and business community to train people in green infrastructure, creative economy, biotech jobs.

Arts NOLA - Vision

CREATIVE ECONOMY

Create sustained economic opportunity for the arts and cultural sectors through private and public strategies.

INNOVATIVE INFRASTRUCTURE

Focus on connecting the arts and cultural sector to neighborhood level infrastructural projects as a means to promote people-driven resilience.

STRENGTHENING ARTS + CULTURAL INSTITUTIONS

Supporting arts and cultural organizations that build the technical, economic and social capacity of artists around the city.

CREATIVE NEIGHBORHOOD INVESTMENT + ENGAGEMENT

Invest in creative opportunities for communities to directly shape their relationship to sustainability and resilience projects within their neighborhoods.

Resilient NOLA - Vision

CONNECT TO OPPORTUNITY

Creating an equitable city.

ADAPT TO THRIVE

Creating a city that embraces environmental change.

TRANSFORM CITY SYSTEMS

Creating a modern and prepared city.



Education & Economic Opportunity



Establish Opportunity Zone for Shockoe and adjacent neighborhoods

- Identify and support Micro(<50K)/small(>150k) Businesses
- Develop urban ag opportunity strategy
- Use crowdsourced placemaking/placekeeping for target and adjacent neighborhoods
- Develop a strategy and remove barriers to business acceleration
- Create tax abatement policy for new construction of community assets



Education & Economic Opportunity



Community Development

- Establish an entity responsible for attracting and managing community benefits—social equity, economic benefits, affordable housing, cultural assets, etc.
- Establish priorities for equitable, performance based community benefits
- Create a land trust to develop more affordable homeownership opportunities
- Find funding to support an African American artist sculpture park on sacred ground.
- Create a neighborhood investment fund for small-scale local investors to build wealth and equity in their neighborhood
- Establish small scale developer training program (e.g., ACRE in Milwaukee)
- Redevelopment of public housing to provide more mixed income housing options while creating job training opportunities



YOU WHO KNOW THE POTENTIAL, THE POSSIBILITIES
PULSING IN THE DARK, DELIVER US UNTO OUR GIFTS.
-CHIMAMANDA NGOZI ADICHIE





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Governance



The City has an opportunity to focus on improving and creating an infrastructure for community engagement and an environment to implement a range of recommendations

Equity and Inclusion & Project Management and Implementation

Equity and Inclusion:

- Fact-finding best practices for embedding racial equity into government operations
- Engage racial equity resources
- Office of Equity and Inclusion
- Create community engagement policies

Project Management and Implementation:

- Solidify vision for Shockoe
- Identify a project manager
- Build on suggestions in 2011 Shockoe Economic Revitalization Strategy Report
- Establish implementing entity

Equity & Inclusion

Short-Term:

Office of Equity and Inclusion

- Set example for desired outcomes in civil society and private sector
- Fact-finding best practices for embedding racial equity into government operations
 - Examples: Seattle WA, Asheville NC, Raleigh-Durham NC, Fairfax County VA
- Utilize guidance from Equity Resources, including -
 - The Government Alliance on Race and Equity (GARE)
 - PolicyLink
 - Center for Social Inclusion



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

PolicyLink



CENTER FOR SOCIAL INCLUSION

Equity & Inclusion

Mid-Long Term:

Create an Office of Equity and Inclusion

Purpose:

- Public officials are Choice Architects and the staff have major bearing on the quality of life of residents
- Office will be the foundation for the administration to eliminate biased processes established by previous generations
- Act as internal consultant to assist agencies
- Draw clear purpose between other government agencies to eliminate any real or perceived overlap of mission
- Creates new level of accountability, transparency and trust
- Informs larger community engagement infrastructure



Defining Community Engagement

There is a difference between community outreach and community engagement

- Community outreach does not allow for input and accountability
- Community engagement has a feedback loop that builds trust and allows for collective decisions

Community Engagement

Short-term:

For the Shockoe Hub, bring all the groups together for the solidification of a shared vision

- Build on and acknowledge engagement and concepts prepared to date
- The City needs to convene all of the parties involved to build trust
- The City should work with community organizers
- Engage a community engagement consultant to spearhead process
- The Convening should focus on the “Anchor” area of sites including Devil’s Half Acre and the Slave Burial Ground.
 - This is the first step of community engagement, but a larger process for the rest of the City is needed

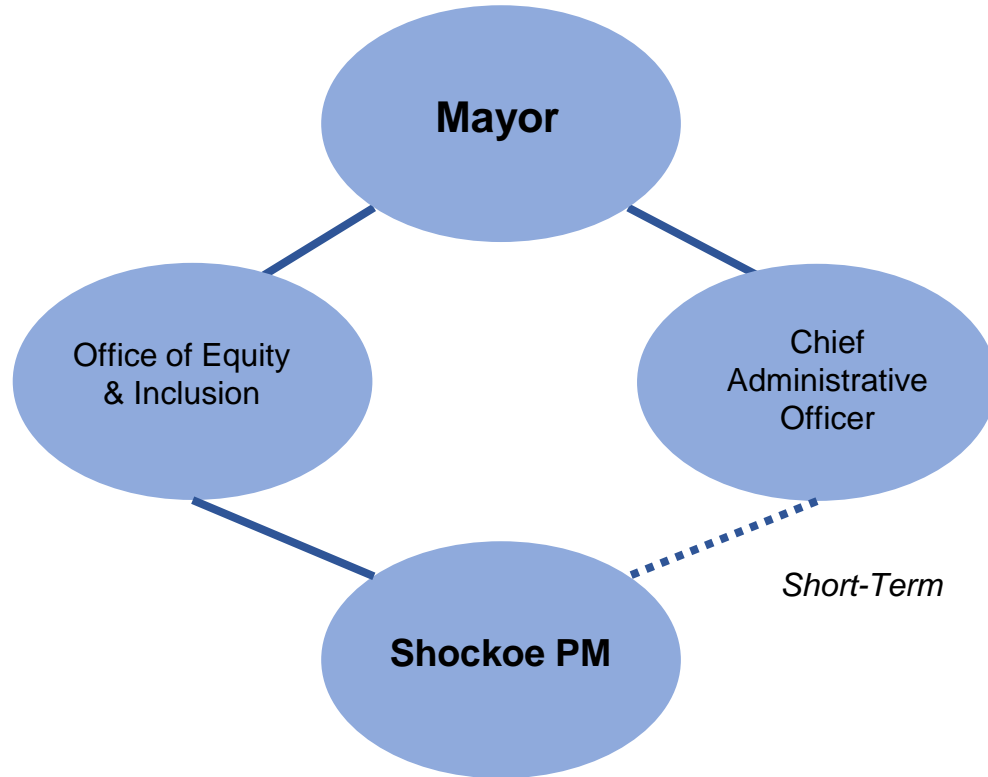
Community Engagement

Mid-Term:

Office of Equity and Inclusion

- Define larger community engagement policies (community engagement vs outreach)
 - *Define rules of the road for productive engagement across the city regardless of project size*
 - Reach out to community organizers, neighborhood groups, churches, etc.
 - Meet with people where they are
 - Hire a consultant to help facilitate conversations in the community who specializes in this work
 - What are the channels for engagement?
 - Offer meetings after work and weekends. Meet with community regularly.

Project Management & Implementation



Project Management & Implementation

Structure:

Short-Term:

- Shockoe Project Manager (PM)
 - Individual will have expertise in equitable development
 - Cross government silos
 - Quarterback resources and connect the dots
 - Incubate project and team in the Mayor's office and then possibly spin out to quasi-public agency
 - PM would hire outside consultant for Shockoe community engagement vision

Mid-Term:

- PM transitions to Office of Equity and Inclusion on implementation program
- Target programs to support equitable prosperity for businesses and city services in Shockoe and line up funding...

Project Management & Implementation

Mid-Long term:

- Build on suggestions in 2011 Shockoe Economic Revitalization Strategy Report
- Activate or expand existing economic development resources to implement the Shockoe project by leveraging public and private funds
 - New Special Assessment District;
 - Riverfront Special Assessment District;
 - Economic Development Authority; or
 - Community Development Corporation

Project Management & Implementation

Mid-Long term:

Purpose of Entity:

- Clean, safe, branding, programming for Main Street Station, Farmers' Market, and maintenance of slave trail in Shockoe
- Assist with funding museum and site improvements
- Quarterback resources and connect the dots
- Set up representative Board and regular community engagement to provide accountability and coordination on progress
- Ensure there is accountability, transparency, and enforcement of Community Benefit District commitments



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Conclusions

- Richmond has a unique opportunity to use this moment for reconciliation
- Need to synthesize and integrate a shared vision for Shockoe Bottom to achieve your goals
- Physically connecting the Shockoe Hub will unlock its potential, promote reconciliation, trust, and economic opportunity
- Land use planning needs to expand beyond the site
- Main Street Station should be leveraged in part by housing the museum
- Education should be a key use on the site
- There needs to be a manager in city government (who is accountable to the community) to ensure fulfillment of the vision
- There needs to be an inclusive table of representatives to champion the vision regardless of governmental change

Homework

1. Hire/ designate a full-time project manager for Shockoe Bottom
2. Synthesize all the existing plans, concepts and proposals to find shared elements and conflicts
3. Research examples of truth and reconciliation processes with local community, private sector and institutions
4. Create an archaeological do-no-harm policy until a vision is established
5. Develop an inclusive community engagement strategy
6. Begin conversations with potential funding partners to gauge interest and capacity

Next check-in:

**Rose Fellowship Retreat
Detroit, May 1**

Thank you to the following people; their assistance was essential to the panel's work:

Omari Al-Qadaffi, Leaders of the New South | Cat Anthony, Virginia Capital Trail Foundation | Kerri Barile, Dovetail Cultural Resource Group | Andrew Basham, Spy Rock Real Estate Group | Andy Beach, UrbanCore Construction | Jack Berry, Richmond Region Tourism | Anedra Bourne, Venture Richmond | Nathan Burrell, James River Park System | Maurice Campbell, Virginia Union University | Rev. Ben Campbell, Richmond Hill/ St. Paul's Episcopal Church | Bill Chapman, Bill Chapman, Inc. | Kimberly Chen, Planning & Development Review Department | Christy Coleman, American Civil War Museum | Cyane Crump, Historic Richmond | Lee Downey, Economic & Community Development Department | Jane duFrane, Highwoods Properties | Adel Edward, Public Works Department | Ana Edwards, Sacred Ground Historical Reclamation Project | Carmen Foster, Federal Executive Institute | Zac Frederick, Crescent Preservation & Development Co., LLC | Lynden Garland, KEi Architects | Meghan Gough, VCU Wilder School | Elizabeth Greenfield, Richmond Association of Realtors | Jennifer Hatchett, Public Utilities Department | John Hay, Public Utilities Department (retired) | David Herring, DMA Interactive Reserves | Mark Hourigan, Hourigan Group | Dr. Cheryl Ivey Green, First Baptist Church of South Richmond | Brian Jackson, Hirschler Fleischer | Chris Johnson, The Monument Companies, LLC | Kim Kacani, HHHunt Communities | M. Khara, Public Works Department | Gregg Kimball, Library of Virginia | Elizabeth Kostelny, Preservation Virginia | Mark Kronenthal, Roth Jackson | Loranett Lee, University of Richmond | Diane Linderman, VHB | Randy J. Marcus, CSX Transportation | Lory Markham, One South Realty/ One South Commercial | Bill Martin, The Valentine Museum | Charles McFarlane, MacFarlane Partners, LLC | Mike McIntyre, AECOM | Del. Delores McQuinn, Virginia House of Delegates | Robin Miller, Miller and Associates | Jennifer Mitchell, Virginia Department of Rail and Public Transportation | Andrew Moore, Glavé & Holmes Architecture | Sal Musarra, Kimley-Horn and Associates, Inc. | David Napier, Shockoe Bottom Neighborhood Association | James Nolan, Mayor's Office | Mark Olinger, Planning & Development Review Department | Max Page, University of Massachusetts at Amherst | Maritza Pechin, AECOM | Burt Pinnock, Baskervill | Cliff Porter, Porter Realty | Hon. Ellen Robertson, Richmond City Council | Carrie Roth, Activation Capital | Louis Salomonsky, Main Street Realty | Michael Sawyer, Public Works Department | Stewart Schwartz, Partnership for Smarter Growth | Jay Shah, Shamin Hotels | Emily Stock, Virginia Department of Rail and Public Transportation | John Sydnor, Enrichmond Foundation | Freda Thorton, FWL & Sons | Keith Van Inwegen, VCU Planning | Jeannie Welliver, Planning and Development Review Department | Brian White, Main Street Realty | Ralph White, James River Park System (retired) | David Wilkins, CBRE|Richmond | Alicia Zatcoff, Sustainability Department | Mariia Zimmerman, MZ Strategies