



## Office of Planning OP (OP)

### MISSION

The mission of the Office of Planning (OP) is to guide development of the District of Columbia, including the preservation and revitalization of our distinctive neighborhoods, by informing decisions, advancing strategic goals, encouraging the highest quality development outcomes, and engaging all communities.

### SUMMARY OF SERVICES

OP performs planning for neighborhoods, corridors, historic preservation, public facilities, parks and open spaces, and individual sites. In addition, OP engages in urban design, land use, and historic preservation review. OP also conducts historic resources research and community visioning, and manages, analyzes, maps, and disseminates spatial and US Census data.

### ACCOMPLISHMENTS

#### ✓ Creation and Implementation of Small Area Plans

During FY 2011 OP launched or completed several small area plans that offer innovative approaches for revitalization and future economic development for the District's neighborhoods  
OP:

- Completed and obtained Council approval for the Mt. Pleasant Street Small Area Plan, *December 2010*
- Completed draft Small Area Plans for Maryland Avenue SW and 14<sup>th</sup> Street Corridor Vision Plan & Revitalization Strategy, *September 2010*
- Initiated the St. Elizabeth's East Campus Master Plan (*April 2011*) and the Walter Reed Army Medical Center Base Reuse Plan and Small Area Plan after the Army's notice of new boundaries/surplus property (*August 2011*)

Since the success of completed small area plans depends upon implementation of plan recommendations by a variety of stakeholders, OP planned, developed, and managed Mayor Gray's Ward 8 Community Summit in July 2011, in partnership with DMPED and other agencies.

- Ward 8 has been the focus of previous and ongoing planning efforts by OP and other agencies
- Nearly 600 Ward 8 residents, business owners, District officials, and guests joined Mayor Gray and Councilmember Barry at the event and used keypad polling to register their views and engaged in facilitated discussions about the future of their neighborhoods. A preliminary report was created and distributed at the end of the event.
- OP also worked with District agencies to plan and hold the first Summit follow-up meeting, in September 2011
- OP gave attendees progress reports from various agency directors at the event
- OP and other lead agencies continue to strategize with EOM on the FY 2013 budget initiative and how to move implementation projects forward
- A Summit follow-up community meeting is being planned for FY12

#### **Fiscal Stability and Job Creation**



✓ **Completion of Streetcar Land Use Study (Phase I)**

OP completed Phase 1 of a Streetcar Land Use Study. OP initiated the study to ensure that the city and its residents gain the greatest possible benefits from the new 37-mile streetcar system planned by DDOT, and that the overarching vision and goals for the District are furthered by the new system. The Study provides an assessment of the citywide benefits of the system in terms of access to jobs and schools, quality of life, transportation costs for households, job growth, and the real estate market. The study also considers challenges of the introduction of streetcar service, such as the impact on historic and cultural resources, housing costs, and small business retention. The report examines the benefits and challenges along each proposed corridor and proposes alterations to phasing and small segments to maximize mobility and economic development of the investment. The Streetcar Land Use Study serves as baseline information which OP, DDOT, and other involved agencies may use to make recommendations regarding the District's streetcar system. [September 2011]

**Fiscal Stability and Job Creation**

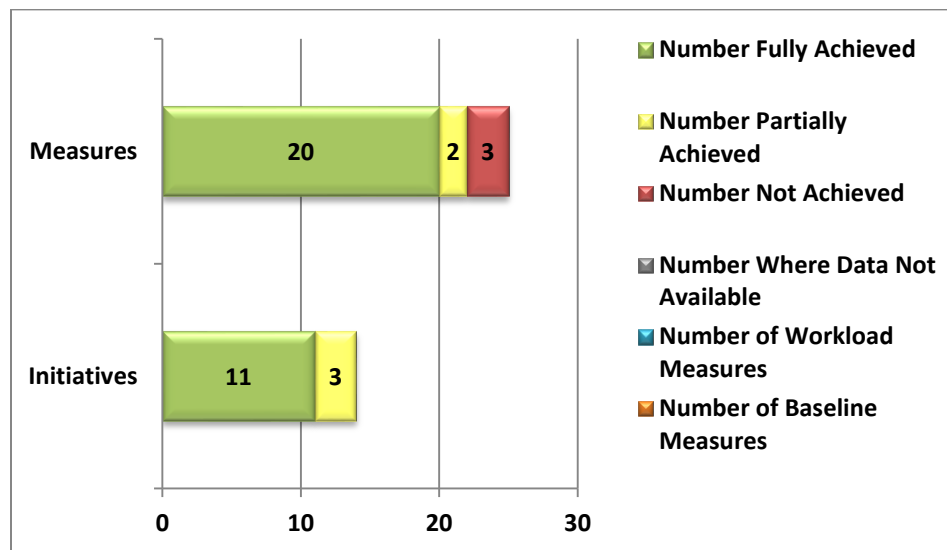
✓ **Launch of Sustainable DC**

In conjunction with DDOE and the Mayor, OP launched *Sustainable DC*, the Mayor's initiative to create a comprehensive sustainability strategy for the District. The Mayor's vision for Sustainable DC is to make the District the most sustainable city in the nation. Sustainable DC is a multi-agency and multi-stakeholder initiative that will create the District's sustainability vision in nine topic areas including the built environment, climate, and the green economy, and develop recommendations for implementation. The initiative kicked off with "Start in September," using a website ([www.sustainable.dc.gov](http://www.sustainable.dc.gov)) to allow residents to share their ideas on how to make DC a greener, healthier, more livable place. More than 1,400 residents participated in 27 meetings/discussions during the month of September, and more than 300 suggestions were logged in on the website. [July–September 2011]. [Note on continuing progress: OP also held a "Twitter Town Hall Meeting" and Mayor Gray launched nine topic area working groups in November 2011.]

**Fiscal Stability and Job Creation**



## OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

-  Fully achieved     Partially achieved     Not achieved     Data not reported

### Citywide Planning

#### OBJECTIVE 1: Use data to inform planning.

- **INITIATIVE 1.1: Link comprehensive planning; capital budgeting and investment; and master facilities planning.** (fully achieved)

After the Census Bureau released population data by geography from the 2010 Census, OP analyzed the data and developed demographic profiles on the neighborhood level, and shared it with other District agencies and the public to assist stakeholders make capital investments and plan the future of the District neighborhoods. OP conducted CIP/facilities visioning sessions in FY 2011. OP coordinated a work session with Deputy Mayor for Education cluster agencies (DME, DCPS, OPEFM, DRES, and OSSE) in July, and is now serving on the Public Education Facilities Task Force and providing input into the revision of DCPS's Master Facilities Plan and providing mapping and demographic analysis. Note that although OP planned to work with FEMS and DPR this year, those agencies declined mid-year, explaining that their capital programs are moving over to the new Department of General Services. OP expanded its temporary urbanism program and partnered with District agencies to activate two underutilized properties. For the first time, OP issued grants under its temporary urbanism program, to two organizations which developed successful "Temporiums" that activated underutilized space and brought foot traffic to streets in Shaw and Mt. Pleasant. OP also applied for and won a \$250,000 ArtPlace grant that will fund temporary urbanism projects to activate more underutilized properties in FY 2012. And finally, OP worked with DMPED staff to identify and assist in implementing at two unfunded CIP projects through the PUD process: 1) Parkside – OP made major modifications to a previously-approved PUD to facilitate a campus of the Community College of DC, a private health clinic (the only one in Ward 7), and a new public park, and 2) West End Library/Fire Station – a new replacement library and new replacement fire hall in Ward 2.

- **INITIATIVE 1.2: Support redistricting activities based on results of the 2010 decennial Census.** (fully achieved)

OP prepared for FY 2011 redistricting activities by prototyping geographic database tools in anticipation of the final Census data files and maps delivery. Once final Census data arrived, OP worked with Council members and their staff and the Board of Elections and Ethics to graphically represent political boundaries, including wards, Advisory Neighborhood Commissions, Single Member Districts, and voting precincts, and showed how those changes affect population numbers. On July 12, 2011, OP delivered new ward maps based on new Census information to the Council and BOEE, as required by District Code.



- **INITIATIVE 1.3: Use multiple channels to improve communications.** (fully achieved)  
OP leveraged social media outlets and its web site in FY 2011 to improve the ability of citizens to participate in the planning process. OP launched a Facebook page and a Twitter account during the year, in an effort to bring new populations into the planning process. OP updates its Facebook page regularly, and posts often on its Twitter account to its 943 followers (and counting). OP also launched its new web site ([planning.dc.gov](http://planning.dc.gov)) in Fall 2011, using OCTO's second-generation content management system to completely rework content and features. The public now has greater access to OP's recommendations, strategies, data, and reports, and can more easily provide feedback on draft small area plans and other planning documents.

**OBJECTIVE 2: Better inform decisions about public and private investments.**

- **INITIATIVE 2.1: Make the most of the District's planned growth and competitive strengths.** (partially achieved)  
To build on the District's future growth and competitive strengths, OP accomplished the following implementation items contained in the city's Comprehensive Plan. OP encouraged business incubation, entrepreneurship, temporary urbanism, and creative space by financially supporting and promoting two Temporiums (or, temporary/pop-up retail units), in the underserved retail neighborhoods of Mt. Pleasant and Shaw; and facilitated the development of a "space finder" tool for the creative economy industry, which links needs for space with available space in city-owned and other underutilized spaces. Note that OP was not able to prepare a feasibility report on building a "digital garage" (a marketplace where providers of creative products and services can be matched with those in need of those products and services) in FY 2011 due to a lack of *staffing availability*. In December 2010 OP coordinated the production of an online/digital progress report on Actionomics DC activities and projects. OP drafted an innovation cluster strategy for the St. Elizabeths Campus that leverages the consolidation of the U.S. Department of Homeland Security and promotes incubation and small business development. OP and its partners will finalize and announce the strategy in FY 2012. OP drafted a Streetcar Land Use Study to coordinate land use planning along the 37-mile citywide streetcar route proposed by DDOT. The study explores how to leverage the potential of the new transit investment to revitalize neighborhoods, expand economic development opportunities, and bring more walkability and amenities to communities citywide. In August OP published a Housing/Transportation Affordability Index study that examines the cost of living for residents of the Washington area looking through the lenses of housing and transportation. The study shows the benefits of living closer to work and closer to public transportation, and highlights how improving transportation options can help families realize overall household cost savings. OP has used the study's web-based modeling tool to test the impact of forecasted growth and transit infrastructure investments to estimate future changes in household transportation cost. And OP also created a new Live Near Your Work pilot program in FY 2011: OP will partner with two DC-based institutions to support home purchases by their employees near their office and/or near public transportation to help increase District population, reduce traffic, improve air quality, and activate neighborhoods.



## **Revitalization/Design & Neighborhood Planning**

**OBJECTIVE 1: Catalyze improvements in neighborhoods and central Washington to continue economic competitiveness, enhanced livability, and environmental harmony.** (partially achieved)

● **INITIATIVE 1.1: Complete four plans and initiate two plans/projects.**

OP pledged to complete in FY 2011 four plans that were initiated in FY 2010. 1) OP drafted the 14<sup>th</sup> Street Corridor Revitalization Plan in September, and the plan is out now for public comment. 2) In September OP resumed the small area planning process for the Walter Reed Army Medical Center Small Area Plan, after a delay due to uncertainty in federal plans for the site, and changes not finalized by the feds until August regarding what property will become the District's and what property will not. 3) OP completed the Benning Terrace Recreation Center Site Plan in January. And 4) OP completed the Chinatown Public Realm Plan in September. OP also initiated the Maryland Avenue SW Corridor Plan in October, and initiative and finished the Center City East End Reconnection Plan. The benefits of doing these plans include: the removal of significant physical barriers in their respective parts of the city and laying the ground work for connecting disconnected and isolated areas; the enhancement of the real estate value of the areas; the identification and packaging of sites for redevelopment; improvements to the functionality of the public realm for walking, biking, driving, and transit; and raising awareness of opportunities for sustainable approaches to development.

● **INITIATIVE 1.2: Lead coordination with federal partners for major planning and development projects.** (partially achieved)

In FY 2011 OP, in partnership with other District agencies, continued to lead coordination efforts with the federal government on critical planning and development projects. OP coordinated District participation in two federal working groups for the St. Elizabeths Campus. Successes included identifying pilot projects for federal/local collaboration and providing input on the GSA's Draft Environmental Impact Statement for St. E's.

OP planned to complete an innovation cluster strategy and phase 1 site plan for the East Campus in FY 2011, but the complexity of the projects slowed progress. Regarding the strategy, OP worked on it throughout the year, but ended the year without a final product given the unexpected need for additional stakeholder engagement and loss of the OP project manager to maternity leave. OP anticipates completion in FY 2012. For the site plan, OP is coordinating this master planning effort in concert with DDOT's Environmental Assessment (EA) for the roads on the East Campus. The master plan and EA are interrelated, and at year end the EA was still under development to establish a preferred alternative for the roads. Once the EA is complete in FY 2012, OP will finalize the master plan and draft zoning text for the site. OP will also host one more public meeting in FY 2012.

OP planned to complete a draft Poplar Point Small Area Plan in FY 2011, but the plan was unexpectedly on hold all year, and will continue to be until the U.S. National Park Service approves the Draft Environmental Impact Statement for public release.

OP participated in federally-initiated plans in Center City DC. OP participated in the 10<sup>th</sup> Street Corridor Task Force Initiative (which is run by the National Capital Planning Commission and is



now called the Southwest Ecodistrict Task Force Initiative). OP's director sits on the Task Force and OP staff attends regular Working Group meetings. OP staff worked with multiple federal partners and the Trust for the National Mall to develop a major design competition for the National Mall. OP served on the Steering Committee, participated in all meetings and workshops, was instrumental in shaping the way the competition is structured, and provided technical information to the federal government regarding the District and local community considerations.

OP worked with the National Park Service, NCPC, the U.S. Commission of Fine Arts, and the city's Department of Parks and Recreation on the implementation of CapitalSpace, including a Small Park Initiative pilot project. FY 2011 accomplishments include developing a Model Small Park Initiative, and developing a concept plan for implementing landscape improvements in Reservation 68 (that is, Edmund Burke Park, Massachusetts Avenue NW, and 11<sup>th</sup> Street NW) to include 1) the Downtown BID maintaining landscape improvements in the park, 2) DDOT making improvements to public space surrounding the park such as widening tree boxes and installing new tree boxes, and 3) Casey Trees providing ten trees for Spring 2012 planting.

● **INITIATIVE 1.3: Coordinate implementation of Small Area Plans, Revitalization Plans, and the Center City Action Agenda.** (fully achieved)

Since implementing plans is as important as creating plans, the following describes OP's activities implementing recent plans. OP worked with community groups to implement three successful projects: 1) Planned and held the 3<sup>rd</sup> annual Green Living Expo (NSIP), 2) Assisted two neighborhood businesses with applying for public space permits in Mt. Pleasant, and 3) Provided technical assistance to faith-based institutions and their related community development organizations to facilitate the redevelopment of their properties in Deanwood.

In FY 2011 OP published online implementation progress reports and brochures for plans OP completed between 2002 and 2006, capturing five years of implementation progress, investment to date, and remaining items to be completed. Areas covered: Anacostia, Convention Center Area/Shaw, Georgia Ave/Petworth, H Street NE, and Center City (including Chinatown and NoMa). OP's Neighborhood Planning division also coordinated plan implementation activities with OP's Temporary Urbanism by assisting in the selection of Shaw and Mt. Pleasant as the first "temporium" projects.

OP pursued new funding opportunities in FY 2011, with a pair of successes. OP applied for and was awarded an ArtPlace grant and a U.S. EPA "Greening America's Capitals" technical assistance award for work in Ward 8.

In February, OP also hosted a Center City forum to report on implementation progress and to further prioritize initiatives for emerging areas there.



**OBJECTIVE 2: Increase the transparency and predictability of the planning process to better engage stakeholders and to increase the dialogue around key planning tools and topics.**

- **INITIATIVE 2.1: Launch a Design Excellence Campaign to increase awareness and community interest in the importance of design and the public realm in achieving neighborhood livability and economic competitiveness.** (fully achieved)  
OP launched a *Citizen Planner* program that focuses on neighborhood livability, including design quality, walkability, and amenities. OP created an education series on public space, highlighted by 15 “Public Space 101” sessions conducted in FY 2011.

### ***Development Review and Historic Preservation***

**OBJECTIVE 1: Deliver resources, clarified regulations, and technical assistance to enhance the quality of the built environment.**

- **INITIATIVE 1.1: Improve transparency and public understanding of preservation processes.** (fully achieved)  
In FY 2011 OP took steps to make the preservation designation and review processes more transparent and predictable.

OP’s new historic preservation website became active in December 2010, and OP made further enhancements throughout 2011. OP created a new sustainability page, added more design guidelines and information sheets, and posts copies of all pending landmark applications. HP staff regularly updates the site with new feature items, staff reports, notices, and monthly reports, and developed an email interface for stakeholders to get easier delivery of public notices.

OP’s Historic Preservation Office (HPO) rewrote four informational handouts to improve the transparency of the review process for property owners seeking concept and permit review: 1) “Historic Preservation Review Process for Property Owners,” 2) “Historic Preservation Review Process Flow Chart,” 3) “Historic Preservation Review Application,” and 4) “Historic Preservation Filing Fees.” All four handouts have been posted on OP’s website and are available in hard copy form at the Permit Center.

The HPO also completed revised procedures outlining changes to the process for designating historic properties.

- **INITIATIVE 1.2: Ensure compatibility with historic resources.** (fully achieved)  
OP collaborated with a local preservation organization (DC Preservation League) to develop a web-based database for the public to obtain information on preservation services and products. OP also produced three new preservation design guidelines for historic property (for basement entrances, masonry maintenance, and window restoration and replacement), and posted them on OP’s website.
- **INITIATIVE 1.3: Capitalize on historic resources to promote economic development.** (fully achieved)  
OP collaborated with a local preservation organization (Cultural Tourism DC) to add 12 sites to and fully complete (at a total of 100 sites) the African American Heritage Trail. CTDC and the HPO



celebrated the 100<sup>th</sup> installation milestone with a press event in August. OP's HPO helped to integrate preservation and economic development goals by participating in OP's streetcar land use study to identify opportunities to strengthen the economic viability of historic neighborhoods and ways to accommodate additional growth in a manner compatible with historic resources.

- **INITIATIVE 1.4: Bring clarity and cohesiveness to the District's zoning regulations via a multi-year effort.** (fully achieved)

OP presented seven draft zoning chapters and amendments to the Zoning Commission for public hearing. The chapters are on parking, loading, bike parking, height, use text, new industrial zones, and low-density residential. OP will draft final regulations and begin roll out in FY 2012.

- **INITIATIVE 1.5: Provide timely and high-quality policy and technical analyses to applicants and recommendations to Boards and Commissions.** (fully achieved)

OP reviews all applications that go before the Board of Zoning Adjustment, Zoning Commission, and Historic Preservation Review Board. In FY 2011, OP created and used a new format for its reports, to include more maps and clearer regulation citations to improve the information available to board and commission members.

- **INITIATIVE 1.6: Create innovative zoning techniques to address the reuse of federal lands; coordinate implementation of Small Area Plans, Revitalization Plans, Action Agendas.** (fully achieved)

OP's Development Review division developed a strategy to coordinate implementation of completed plans with the zoning review, and prepared draft language for creating a livability element for the zoning of federal lands that will be transferred to private or municipal use. OP also worked with federal agencies (such as the National Capital Planning Commission on the Southwest Eco-District, and the U.S. General Services Administration on St. Elizabeths and the Walter Reed Army Medical Center) to coordinate federal urban policies and livability goals to include in draft zoning for the reuse of federal sites. OP also drafted zoning for the implementation of plans for St. Elizabeths and for the Green Area Ratio (a flexible, green, site design requirement where property owners may choose from a range of environmental landscaping practices to achieve the required GAR.)

**Office of the Director**

**OBJECTIVE 1: Efficiently manage the resources and operations of the agency.**

*No Initiative for this Objective*

Through the leadership of Director Harriet Tregoning, OP efficiently managed resources in FY 2011, including operational, capital, and grant funding, and the deployment of 70 positions.



## Key Performance Indicators – Details

### Performance Assessment Key:

● Fully achieved     
 ● Partially achieved     
 ● Not achieved     
 ● Data not reported

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.1	% of subgrantees' budget spent on programmatic costs	0	65%		77.35%	119%	AGENCY MANAGEMENT
●	1.2	% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award	0	100%		100%	100%	AGENCY MANAGEMENT
●	1.1	Develop facility plans, identify public-private partnerships or co-location opportunities, and conduct demographic analyses for targeted agencies	5	3		3	100%	CITYWIDE PLANNING
●	1.2	% of OP-responsible Comp Plan implementation items from the current plan and future amendments that are newly achieved during the fiscal year	36.71%	25%		36.81%	147.24%	CITYWIDE PLANNING
●	1.3	Change in retail indicators relative to the baseline, as measured by change in Gross Sales and Use Tax.	0	1		2.87%	287%	CITYWIDE PLANNING
●	1.4	Change in retail indicators relative to the baseline, as measured by change in Retail Trade Employment.	0.68	1		-3.34%	-334.29%	CITYWIDE PLANNING
●	1.5	% change in transit ridership	0	2.5%		0.82%	32.80%	CITYWIDE PLANNING



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.6	Use Walkscore to compare DC's walkability to other US cities	0	1		1	100%	CITYWIDE PLANNING
●	2.1	Positive change in neighb. indicator - Change in median single family home sales price	0	2.2%		3.20%	145.45%	CITYWIDE PLANNING
●	2.2	Positive change in neighb. indicator - Change in median household income	0	3%		2.72%	90.68%	CITYWIDE PLANNING
●	2.3	Positive change in neighb. indicator - Change in District population	0	0.5%		3.06%	611.65%	CITYWIDE PLANNING
●	2.4	% of customers who have the data and analysis needed to fulfill their role in planning the city & influencing quality neighborhood outcomes	94.26%	90%		95.11%	105.67%	CITYWIDE PLANNING
●	2.5	% change to citizens' access to fresh and healthy food relative to the baseline	0%	5%		0.80%	16%	CITYWIDE PLANNING
●	2.6	% change in number of green jobs in District	0%	1%				CITYWIDE PLANNING
●	2.7	Median number of hours needed to successfully complete a mapping request	2.3	2		1	200%	CITYWIDE PLANNING
<b>Revitalization/Design &amp; Neighborhood Planning</b>								
●	1.1	% of OP small area plans approved by the Council	100%	90%		100%	111.11%	REVITALZATN/ DESIGN & NEIGHBORHOO D PLANNG
●	1.2	% of plans completed in 18 months or less	100%	65%		100%	153.85%	REVITALZATN/ DESIGN & NEIGHBORHOO D PLANNG



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.3	Cost of consultant services per plan completed	\$104,595	\$250,000		\$198,373	126.03%	REVITALZATN/ DESIGN & NEIGHBORHOOD PLANNING
<b>Development Review and Historic Preservation</b>								
●	1.1	% of permit applications reviewed over the counter	94.54%	90%		93.77%	104.19%	DEVELOPMT REVIEW & HISTORIC PRESERVATION
●	1.2	\$ of historic homeowner grants issued	\$201,486	\$250,000		\$229,746	91.90%	DEVELOPMT REVIEW & HISTORIC PRESERVATION
●	1.3	% of historic landmark designations without owner objection	100%	85%		100%	117.65%	DEVELOPMT REVIEW & HISTORIC PRESERVATION
●	1.4	% of DC government project applications responded to within 5 business days	89.7%	90%		90.48%	100.53%	DEVELOPMT REVIEW & HISTORIC PRESERVATION
●	1.5	% of Dev. Rev. reports that meet the expectations of boards/commissions	93.84%	90%		94.31%	104.79%	DEVELOPMT REVIEW & HISTORIC PRESERVATION
●	1.6	Average cases reviewed per zoning review staff	41.06	20		37.3	186.50%	DEVELOPMT REVIEW & HISTORIC PRESERVATION
●	1.7	Average cases reviewed per historic preservation staff	0	500		634.86	126.97%	DEVELOPMT REVIEW & HISTORIC PRESERVATION



**FY 2012 PERFORMANCE PLAN  
Office of Planning**

**MISSION**

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**SUMMARY OF SERVICES**

OP performs planning for neighborhoods, corridors, district, historic preservation, public facilities, parks and open spaces, and individual sites. In addition, OP engages in urban design, land use, and historic preservation review. OP also conducts historic resources research and community visioning, and manages, analyzes, maps, and disseminates spatial and US Census data.

**PERFORMANCE PLAN DIVISIONS**

- Citywide Planning
- Revitalization/Design & Neighborhood Planning
- Development Review & Historic Preservation
- Office of the Director

**AGENCY WORKLOAD MEASURES**

<b>Measure</b>	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>
# requests for information (maps and demographics) received	523	756
# of permit applications submitted to Historic Preservation staff for approval	4,355	4,444
# of zoning cases referred to OP	350	364

## *Citywide Planning*

### **SUMMARY OF SERVICES**

The Citywide Planning division develops and monitors the District Elements of the Comprehensive Plan, as well as works with regional and other city agencies to create strategies for emerging employment sectors, meeting retail needs and coordinating the city's land use and transportation. The Division provides data analysis, information, and long-range planning services to OP staff, neighborhood stakeholders, citizens, businesses, other District and federal agencies, and other decision makers of the District so that they can have information needed to plan, develop, and preserve the city.

### **OBJECTIVE 1: Use data to inform planning.**

#### **INITIATIVE 1.1: Link comprehensive planning, capital budgeting and investment, and master facilities planning (Quality Education, Fiscal Stability).**

In part due to a highly successful 2010 Census campaign, the official District population number now stands at 617,996. With the addition of more than 40,000 residents over the past decade, OP's planning initiatives will help the District continue its upward movement toward greater fiscal health and economic vitality. OP will use new demographic data to assist the Office of the Deputy Mayor for Education (DME) in updating its Master Facilities Plan and Capital Improvement Plan. By March 2012, OP will complete initial data analysis and mapping for the DME that includes analysis of population, demographic changes, public facilities, and development activity with current school locations. By August 2012, OP will complete a more in-depth data analysis and mapping for DME that includes: housing analysis (i.e. housing density), mobility analysis (i.e. walkability and transit accessibility), access to Supermarket/fresh food versus fast food, and demographic analyses (i.e. population distribution, income distribution and trend analysis, fertility/birth rate by cluster, and mortality rate by cluster). In addition, OP will work with EOM's Budget Office and the newly created Department of General Services to identify strategies and processes that improve capital budgeting and planning efficiencies and promote cost savings for the District.

Additionally, as required by the Implementation Element of Comprehensive Plan, OP will initiate the second biennial Progress Report on Plan action items by March 2012. The Progress Report assures accountability to the citizenry, documenting the District's progress in implementing the over 600 actions of the Comprehensive Plan.

#### **INITIATIVE 1.2: Support redistricting activities based on results of the 2010 decennial Census (Self Determination).**

The District must adjust its electoral boundaries in response to the 2010 Census. While OP played a leading role in assisting the Council with mapping and analysis for updated Ward boundaries, in FY 2012 OP will assist in the next step: making adjustments to the Single Member District (SMD) and Advisory Neighborhood Commission (ANC) boundaries. While the Ward redistricting was accomplished quickly with software created internally at

OP, we expect to work with commercial redistricting software to assist Council in evaluating the various options submitted by the Task Forces. OP will provide technical assistance to the Task Forces prior to their final report submission to Council, by October 2011. Through December 2011, OP will continue to work with the Council's Redistricting Subcommittee to generate digital maps of new ANC and SMD boundaries and ensure the legislative language defining these boundaries are correct.

**OBJECTIVE 2: Better inform public and private investment decisions.**

**INITIATIVE 2.1: Leverage the District's planned growth and competitive strengths (Fiscal Stability, Job Creation, Sustainability) to enhance livability, fiscal stability, and urban sustainability.**

OP will take action to build on the District's future growth and competitive strengths by carrying out the following policies and implementation items contained in the Comprehensive Plan.

- Using grant funds received from the national ArtPlace initiative, OP will create Arts and Culture Temporiums in four emerging creative neighborhoods, where vacant and/or underutilized storefronts and/or empty lots will be transformed into artist showcases/villages for three to six months. Target neighborhoods are: Brookland, Anacostia, Deanwood, and Central 14th Street, NW. This effort will leverage OP's completed Creative DC Action Agenda and Small Area Plans for those neighborhoods. OP will implement the first Temporium by March 2012 and the remaining three by September 2012.
- By April 2012, OP will complete three individual projects as Phase 2 of the Streetcar Land Use Study, which will coordinate land use planning along the 37-mile citywide streetcar route proposed by DDOT. The Phase 2 follow up assessments will focus on more detailed land use and zoning changes along proposed routes to overcome land use limitations and maximize benefits of the transportation system, for the population served by the new transit services and the economic development potential. The planning work will also develop more specific recommendations for streetscaping and creating complete communities along the corridor, with the goal of creating vibrant, walkable, streetcar-oriented communities along the proposed routes.
- By March 2012, OP will work with two Round 1 selected employers of the Live Near Your Work Pilot Program to have the employee-assisted programs fully operational. OP will work with the employers to ensure at least 20 employees have participated in the program by September 2012. Additionally, OP will issue a solicitation for a second round of funding to employers by April 2012.
- Building on its Healthy by Design initiative launched in FY 2008, OP will initiate a study by April 2012 to address economic development and community health issues around the "Eds and Med" sector.

### KEY PERFORMANCE INDICATORS – Citywide Planning

Metric	FY11 Actual	FY12 Target	FY12 Actual	FY13 Projection	FY14 Projection	FY15 Projection
Measure 1: Develop facility plans, identify public-private partnerships or co-location opportunities, and conduct demographic analyses for targeted agencies.	3	2		2	2	3
Measure 2: % of OP-responsible Comp Plan implementation items from the current plan and future amendments that are newly achieved during the fiscal year	37%	25%		25%	27%	29%
Measure 3: Change in retail indicators relative to the baseline, as measured by change in Gross Sales and Use Tax.	+2.87%	+1.00%		+1.00%	+1.00%	+1.00%
Measure 4: Change in retail indicators relative to the baseline, as measured by change in Retail Trade Employment.	-3.34%	0.00%		+1.00%	+1.00%	+1.00%
Measure 5: % change in transit ridership	+0.82%	4%		4%	4%	4%
Measure 6: Use Walkscore to compare DC's walkability to other US cities	Ranked #7	Remain in Top 10		Remain in Top 10	Remain in Top 10	Remain in Top 10
Measure 7: Positive change, in Change in median single family home sales price	(+3.20%)	+2.50%		+2.50%	+3.00%	+3.00%
Measure 8: Positive change, in Change in median household income	(+2.72%)	+2.00%		+3.00%	+3.00%	+3.00%
Measure 9: Positive change, in Change in District population	(+3.06%)	+1.50%		+2.00%	+2.50%	+3.00%
Measure 10: % of customers* who have the data and analysis needed to fulfill their role in planning the city & influencing quality neighborhood outcomes	95.11%	90%		90%	90%	90%
Measure 11: % change to citizens' access to grocery stores and farmers markets	0.8%	1%		1%	1%	1%
Measure 12: Median number of hours needed to successfully complete a mapping request	1.0	2.0		2.0	2.0	2.0

Note: \* - Includes District residents and other individuals, private organizations, and government agencies.

## ***Revitalization/Design & Neighborhood Planning***

### **SUMMARY OF SERVICES**

The Revitalization/Design & Neighborhood Planning division provides a broad range of plan development, implementation, and project coordination services for District neighborhoods, central Washington and the waterfront area. Neighborhood Planning's main areas of responsibility include developing small area plans and planning studies; and coordinating and tracking plan implementation. Revitalization and Design's main areas of responsibility include developing plans and projects for districts and development areas within center city, with a focus on design strategies and guidelines; coordinating and tracking plan implementation; managing the public space program; and incorporating environmentally-sound action into the ongoing development of the District.

### **OBJECTIVE 1: Catalyze improvements in neighborhoods and central Washington to enhance economic competitiveness, livability, and environmental harmony.**

#### **INITIATIVE 1.1: Complete three plans and initiate three plans/projects (Fiscal Stability, Job Creation).**

By September 2012, OP will complete three plans that were initiated in FY 2010 and 2011: 1) Maryland Avenue SW Plan, 2) Walter Reed Army Medical Center Small Area Plan, and 3) St. Elizabeths East Master Plan. By September 2012, OP will initiate the Northwest One (NW1) Master Plan, an update to the 2006 redevelopment plan. This will be a joint project with the Office of the Deputy Mayor for Planning and Economic Development. OP will also initiate two projects funded by a HUD Community Challenge Planning Grant. The projects include a land use and development strategy for the Congress Heights-Anacostia-St. Elizabeths area of Ward 8, and an economic development strategy for the same area.

#### **INITIATIVE 1.2: Lead coordination with federal partners for major planning and development projects (Fiscal Stability, Job Creation).**

OP, in partnership with other District agencies, will continue to lead coordination efforts with the federal government for four critical planning and development projects:

1. Coordinate District participation in the federal working group for the St. Elizabeths Campus. Complete an innovation cluster strategy and phase 1 site plan for the East Campus by June 2012.
2. Participate in federally-initiated plans/initiatives in Center City to be conducted in FY 2012: the Pennsylvania Avenue NW Plan (which was not initiated in FY 2011 due to the priority to complete the National Mall Plan) and implementation of the National Mall Plan, including serving on the committee for the design competition for three prominent sites on the National Mall. Additionally, by June 2012, OP will work with the National Capital Planning Commission on "active street planning," including exploring the opportunity for District jurisdiction of public space between street curbs and building fronts.
3. Work with the National Park Service, National Capital Planning Commission, the U.S. Commission of Fine Arts, and the District's Department of Parks and Recreation

on the implementation of CapitalSpace, including completing two projects in the Small Park Partnership Program by September 2012.

**INITIATIVE 1.3: Coordinate implementation of Small Area Plans, Revitalization Plans, and the Center City Action Agenda (Fiscal Stability, Job Creation).**

In FY 2012, OP will employ a four-part strategy to coordinate implementation of completed plans:

1. Form an internal implementation team to organize, execute, and track implementation activities at the neighborhood level. By February 2012, the team will develop an action plan and identify strategic agency partnerships to guide activities.
2. Continue working with implementation task forces to spearhead community-led implementation items and coordinate effort. OP will work with community groups to implement three projects by September 2012.
3. Coordinate plan implementation activities with Actionomics, Temporary Urbanism, and Healthy by Design initiatives by pursuing three joint projects. Projects will be selected by February 2012.
4. Seek innovative funding opportunities and partnering for plan implementation including pursuing at least two grants or technical assistance opportunities by September 2012.

**OBJECTIVE 2: Increase the transparency and predictability of the planning process to better engage stakeholders and to increase the dialogue around key planning tools and topics.**

**INITIATIVE 2.1: Increase District residents' understanding of ways they can improve their own neighborhoods by launching a Citizen Planner program that focuses on neighborhood livability, including quality design, walkability and amenities (Sustainability).**

By March 2012, OP will work with local partners to hold a neighborhood design dialogue. By September 2012, provide on-line features, analysis, workshops, and other tools that will enhance citizen capabilities in making choices that affect their neighborhoods and articulating desired design qualities.

**INITIATIVE 2.2: Lead the Mayor's initiative to create a comprehensive sustainability strategy to drive the city's economic success and make it "the most sustainable city in the United States" (Sustainability).**

In conjunction with the District Department of the Environment (DDOE) and other District agencies, OP will develop the overall project structure, schedule, and various advisory roles for Sustainable DC. OP will develop a scope of work for the project by October 2011 and ensure procurement for consultants is completed by March 2011. In keeping with the Mayor's desire to use the FY 2013 budget process to focus and mobilize agency activity to support a more sustainable path for District operations, by February 2012 OP will work with partner agencies to develop a process where agencies would compete for funding by submitting budget enhancements proposals for specific projects. Building from the ideas and

input gathered from the 2011 “Sustainable September” campaign, by April 2012 OP, in coordination with District agencies, will develop a branding and communications strategy to reach all segments of the population, particularly traditionally hard to reach demographics. Traditional, technological, and social new media tools will be used. By July 2012, OP will provide draft plan recommendations. Throughout FY 2012, OP will staff the Green Cabinet, Green Ribbon Committee, and Working Groups.

**INITIATIVE 2.3: Advance the Mayor’s “One City” goals by linking communities on either side of the Anacostia River to a network of parks and recreation resources and improving health outcomes in neighborhoods (Sustainability).**

By February 2012, OP will undertake additional, more detailed feasibility and planning work for repurposing the 11<sup>th</sup> Street Bridge, as well as identify/foster the creation of a non-profit organization and enlist partners. By April 2012, OP will conduct a series of dialogues with the community, health organizations and active living/recreation stakeholders to propose and vet concepts for the adaption reuse of the Bridge. By June 2011, OP, in partnership with the Commission of Fine Arts, will sponsor a design/ideas competition.

**KEY PERFORMANCE INDICATORS – Revitalization/Design & Neighborhood Planning**

<b>Measure</b>	<b>FY11 Actual</b>	<b>FY12 Target</b>	<b>FY12 Actual</b>	<b>FY13 Projection</b>	<b>FY14 Projection</b>	<b>FY15 Projection</b>
Measure 13: % of OP small area plans approved by the Council	100%	90%		90%	90%	90%
Measure 14: % of plans completed in 18 months or less	100%	70%		75%	78%	80%
Measure 15: Cost of consultant services per plan completed	\$198,373	\$250,000		\$250,000	\$250,000	\$250,000

## *Development Review and Historic Preservation*

### **SUMMARY OF SERVICES**

The Development Review and Historic Preservation division assesses plans and projects that range from large, complex and precedent-setting in their potential to change the character of an area, to small individual building permits affecting individual property; promotes stewardship of the District's historic and cultural resources through planning, protection, and public education; administers the District's local preservation program under the DC Historic Landmark and Historic District Protection Act and acts as the certified state historic preservation program under the National Historic Preservation Act. The staff also provides recommendations to the Historic Preservation Review Board, the Board of Zoning Adjustment and the Zoning Commission.

### **OBJECTIVE 1: Deliver resources, clarified regulations, and technical assistance to enhance the quality of the built environment.**

#### **INITIATIVE 1.1: Improve transparency and public understanding of preservation processes.**

OP will take specific steps to make the preservation designation and review processes more transparent and predictable by: adding to the OP website new informational materials on preservation reviews of DC government projects and projects subject to Commission of Fine Arts review, partnering with a local nonprofit organization to provide internet access to information about cultural heritage assets east of the Anacostia River, and analyzing two quadrants within the original city boundaries to identify and map properties that may be eligible for historic designation—all to be completed by September 30, 2012.

#### **INITIATIVE 1.2: Ensure compatibility with historic resources.**

By April 1, 2012, OP will compile and publish a revised historic preservation plan for the District (in printed and internet formats) that identifies issues and action items for the next four years. By September 30, 2012, OP will produce three new preservation design guidelines, standards, or procedural regulations for historic properties.

#### **INITIATIVE 1.3: Capitalize on historic resources to promote economic development (Fiscal Stability).**

OP will promote preservation and economic development goals by coordinating with affordable housing providers and DHCD by June 30, 2012, to identify ways to promote rehabilitation of historic buildings for affordable housing. OP will also prepare draft legislation by September 30, 2012, for targeted financial incentives to support rehabilitation of historic residential and commercial buildings in the District.

#### **INITIATIVE 1.4: Bring clarity and cohesiveness to the District's zoning regulations via a multi-year effort (Fiscal Stability).**

The Comprehensive Plan calls for a comprehensive review of the existing zoning regulations. In response, OP created a zoning review taskforce to conduct a

comprehensive review of the regulations. In FY 2011, OP completed the focused topics and presented four chapters of the new zoning regulations to the taskforce and Zoning Commission for public hearing. The Zoning Commission asked for the remaining chapters to be submitted as part of a total new draft. By March 2012, OP will present the full draft zoning text to the zoning task force and by May 2012 to the Zoning Commission for its consideration. In addition, by September 2012 OP will hold an explanatory meeting in every ward prior to the Zoning Commission public hearing.

**INITIATIVE 1.5: Create innovative zoning techniques to address the reuse of federal lands; coordinate implementation of Small Area Plans, Revitalization Plans, Action Agendas (Fiscal Stability, Sustainability).**

By March 2012, OP will prepare a draft zoning plan for the implementation of the Saint Elizabeths East Campus framework plan. By September 2012, OP will draft zoning for the temporary reuse of the buildings on the Walter Reed site.

**KEY PERFORMANCE INDICATORS – Development Review & Historic Preservation**

Measure	FY11 Actual	FY12 Target	FY12 Actual	FY13 Projection	FY14 Projection	FY15 Projection
% of historic property permit applications reviewed over the counter	93.77%	90%		90%	90%	90%
\$ of historic homeowner grants issued	\$229,746	\$230,000		\$230,000	\$230,000	\$250,000
% of historic landmark designations without owner objection	100%	85%		85%	85%	85%
% of DC government project applications responded to within 5 business days	90.48%	90%		90%	90%	90%
% of Dev. Rev. reports that meet the expectations of boards/commissions	94.31%	90%		90%	90%	90%
Average cases reviewed per zoning review staff	37.30	20		20	20	20
Average cases reviewed per historic preservation staff.	634.86	500		500	500	500

*Office of the Director*

**SUMMARY OF SERVICES**

The Office of the Director provides leadership, administrative support, and other tools to achieve operational and programmatic results. Services include human resources management, training and employee development, performance management (individual and agency-wide), communications, and public information, legislative analysis and coordination, procurement, property management, financial management, risk management, fleet management, and customer service.

**OBJECTIVE 1: Efficiently manage the resources and operations of the agency.**

**PROPOSED KEY PERFORMANCE INDICATORS – Office of the Director**

<b>Measure</b>	<b>FY2011 Actual</b>	<b>FY2012 Target</b>	<b>FY2012 Actual</b>	<b>FY2013 Projection</b>	<b>FY2014 Projection</b>	<b>FY2015 Projection</b>
% of subgrantee's budget spent on programmatic costs <sup>1</sup>	77.35%	65%		65%	65%	TBD
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award <sup>2</sup>	100%	100%		100%	100%	TBD

<sup>1</sup> The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees' programmatic costs as a percentage of their overall costs.

<sup>2</sup> Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.