

**TESTIMONY OF HARRIET TREGONING
DIRECTOR, OFFICE OF PLANNING**

**BEFORE
THE COUNCIL OF THE DISTRICT OF COLUMBIA
COMMITTEE ON LIBRARIES, PARKS, RECREATION AND PLANNING
TOMMY WELLS, CHAIR**



**FISCAL YEAR 2011-2012 AGENCY PERFORMANCE
BY THE OFFICE OF PLANNING**

**THURSDAY, FEBRUARY 9, 2012
10:00 AM**

**ROOM 412
1350 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C.**

Good morning Chairperson Wells and members of the Committee on Libraries, Parks, Recreation and Planning. I am Harriet Tregoning, Director of the Office of Planning. I am pleased to be here to share with the Committee the progress, accomplishments, and aspirations of the Office of Planning during fiscal year 2011 and the first quarter of fiscal year 2012. I am happy to have this opportunity to present the work of the Office of Planning and highlight some critical issues that we are facing.

The Office of Planning is the Mayor's designated entity for planning in the District, providing resources, innovative solutions, community engagement, and technical expertise. We help shape the future of our city as a network of distinctive, healthy, and economically vital neighborhoods through the Comprehensive Plan, corridor and small area planning and via economic development strategies, sustainability principles, capital improvement planning, statistical and spatial analysis, urban design, land use regulation, and the preservation of historic assets. We also perform demographic analysis and long range and facilities planning, for example, related to schools, recreation, and public safety services.

The goal of our neighborhood and citywide planning initiatives, historic preservation and development review services, plan implementation, and data analysis is simply this: to ensure that the District remains a world-class, creative, green, cosmopolitan city that offers a wealth of quality amenities to its residents, workers and visitors. Planning gives us the ability to examine and capitalize on the District's unique

assets and identify and promote new opportunities for community development, neighborhood revitalization and a stronger economy that nurtures residents who will contribute their talents and resources to this city's future. Our studies over the last few years—the strong creative economy that brings jobs, artistic energy and cultural amenities, the analysis of the city's unmet retail needs and burgeoning retail innovations and opportunities, and the potential of a new streetcar system to triple the number of Washingtonians within a ¼ mile of rail transit and better connect residents to jobs and amenities—have shown that the District is continuing its transformation as a globally-competitive, sustainable and growing city.

Washington, D.C.: City of the Future

Population and demographic data from U.S. Census Bureau from the 2010 Census, the 2010 American Community Survey and new population estimates for July 2011 all tell a consistent story: Washington, D.C. has been growing over the last ten years, and it continues to grow. Not only is our city growing, we are already seeing here demographic changes that are predicted for the rest of the country, such as smaller household sizes, more single-person households and greater diversity.

The 2010 Census showed the District's population at 601,723, an increase of 29,600 persons or 5.2 percent over Census 2000. These results represented the highest rate of growth since World War II. The largest gains in population were in Ward 2 (+11,046 or 16%) and Ward 6 (+8,563 or 12.6%). This growth has been accompanied by

an increasingly diverse population. The District's white population grew by 55,370 (31.4%), while the largest percentage increase was in the asian population, which grew by 5,867 (38.6%). While the number of black residents in the District has declined since Census 2000 (-38,187 or -11.1%), they still hold a slight majority (50.7%). As was the case at the national level, hispanics were major contributors to the total population growth in the District. Hispanics now comprise 9.1 percent (54,749 people) of the District's population, up from 7.9 percent (44,953 people) in 2000.

The Census Bureau recently released 2011 population estimates which are derived from natural increase (births minus deaths) and net domestic and international migration. These estimates tell us that the District's population stood at 617,996 in July 2011, a 2.7 percent growth since the completion of the 2010 Census fifteen months earlier. DC gained 16,273 residents from April 2010 to July 2011. Most of this growth, 66 percent over those fifteen months is due to net domestic and international migration (people who are moving to DC from other states or other countries). From April 2010 to July 2011 total net migration increased by 10,794 residents (8,334 domestic; 2,460 international).

So not only is the overall population increasing, but net domestic migration has also been increasing since 2008. This is a significant trend because it reverses years of net out migration. According to the Census Bureau, net domestic migration for the District increased by 4,454 people in 2008-2009 and 6,907 people in 2010-2011. While

Maryland and Virginia were the main origin and destination for migrants to and from the District, more residents from New York, California, Illinois and Massachusetts migrated to DC than the number of DC residents who moved to those states. This positive net domestic migration along with international migration and increased births have all helped boost the District's population well beyond 600,000 people.

This tremendous population growth can be attributed to a number of factors including job opportunities, vibrant neighborhoods, a growing range of transportation choices, an abundance of neighborhood and regional arts and culture offerings, a lively entertainment scene, and other amenities. Young professionals ages 25-34 are one group in particular who are attracted by what DC has to offer. This segment of DC's population grew by 10.8% between 2000 and 2009. They are drawn to the jobs and educational opportunities and vibrant mixed use neighborhoods such as the 14th and U Street corridor where they can find housing and retail amenities that appeal to young professionals. Growing employment sectors such as tech start-ups that frequently recruit young professionals recognize that they need to be where these potential employees are—in DC.

I wanted to briefly note that in addition to leading the successful 2010 Census Count for the District, OP assisted the Council during FY11 and early FY12 in conducting statutorily-required redistricting for Wards, Advisory Neighborhood Commissions (ANC) and Single Member Districts (SMD) after the 2010 Census. OP's State Data Center and

Geographic Information Systems (GIS) staff provided population data, customized Ward redistricting software, mapping and other technical assistance to the Council and extensively supported the ward Redistricting Task Forces as they developed their recommendations. We created a redistricting data/map website, on-line forms, and tracking systems to manage information and mapping requests.

Housing Outlook

While the District's population is growing, household sizes are shrinking. The average household size in DC in 2010 stood at 2.11, compared to 2.16 in 2000. In comparison, average household size in the U.S. was 2.58 in 2010, barely changed from 2.59 in 2000. Smaller household sizes combined with more and younger new residents have resulted in a burgeoning market for smaller housing units and more multi-family housing options. While DC like other cities was affected by the bursting of the housing market bubble, interest in creating new housing has resurged. Construction permits for 4,726 new residential units were issued in CY 2011. These units represent 25% of the region's new housing supply. Most of the housing units permitted in DC last year, 4,528, are part of development projects that ultimately will deliver a total of 8,300 housing units in the District.

Although this seems like a large supply of new housing, our recent population growth continues to put pressure on housing prices, and we will need to make greater efforts to ensure that residents of all income levels can afford to live in DC. Of the

296,719 existing housing units in DC, 44,489 units, or approximately 15%, are subsidized as affordable. The majority of these units are affordable to households earning less than \$64,500. To put this in a larger context, these 44,000 units amount to 41% of the region's entire stock of subsidized affordable units. Maintaining and creating more affordable housing units for the District and the region is clearly a challenge to address as the District's population continues to grow and the housing market reinvigorates.

Of the total 8,300 planned housing units (projects with ten or more units) in the pipeline, about 19%, or 1,617, will be affordable to households earning less than \$86,000 for a family of four. In many cases the units will be targeted to much lower incomes. We are seeing, however, that projects that went through the Planned Unit Development (PUD) or Board of Zoning Adjustment (BZA) process are a major source of new affordable units. Development projects that went through the PUD or BZA process account for:

- 58% of the 4,528 units (part of projects with ten or more planned units) for which construction permits were issued in 2011;
- 67% of the total 8,300 planned project units; and
- 88% of 1,617 new affordable units.

We are at a unique moment in our city's history – we are a growing city in the center of a region that is a relatively bright spot in the national economy. I would also call the District an island of livability within the region, but many of our surrounding

jurisdictions have projects underway or in the planning stages to bring “live-work-play” neighborhoods, served by transit, to parts of the region that were better known as paragons of sprawl. Some examples are:

- **Tysons Corner:** Fairfax County has embarked on the transformation of Tysons Corner from a traffic-choked commercial and employment center into a walkable, sustainable, mixed use urban center that will house 100,000 residents and host 200,000 jobs. WMATA is currently building four new Metrorail stations to serve this area as part of the Dulles Corridor extension.
- **White Flint:** Montgomery County is redeveloping White Flint, another traffic-choked, car-oriented commercial area, into an urbanized, sustainable, mixed-use center that takes full advantage of its close proximity to Metro and creates a new pedestrian- and bike-friendly transportation network around Rockville Pike.
- **Columbia Pike Transit Initiative:** An effort by Arlington County and Fairfax County to create five miles of streetcar service along Columbia Pike, between the Bailey’s Crossroads/Skyline area in Fairfax County and Pentagon City in Arlington County. This initiative will link residences and commercial areas along Columbia Pike to activity centers and regional connections in Bailey’s Crossroads/Skyline and Pentagon City.

This is the kind of competition we want to be in – a race to have the most convenient, transit-served, livable neighborhoods in the region, but it might mean that our recent success in attracting an unusually large share of the region’s population growth won’t go on forever.

Sustainable DC

As you know, Chairperson Wells, the Mayor launched his citywide sustainability initiative, Sustainable DC, to make the District the most sustainable city in the nation. He wants to build on the District's existing leadership in areas such as green building, multi-modal transportation and green energy purchasing to create a comprehensive sustainability strategy for the city. Led by OP and the District Department of the Environment (DDOE), Sustainable DC will develop a vision and goals in nine topic areas: Climate, Energy, Water, Waste, Transportation, the Built Environment, Nature, Food, and the Green Economy. We kicked off with "Start in September," an invitation to the public to give us their ideas on how to make DC greener, healthier and more livable. Residents posted and voted on over 400 unique ideas on www.sustainable.dc.gov. More than 1,400 residents participated in 27 meetings and discussions during September 2011. OP and DDOE held a Sustainable DC Twitter Town Hall in November 2011, and Mayor Gray launched topic area Working Groups later that month. In addition to the working groups, which are open to the public, the Mayor created two committees with key public and private stakeholders whose buy-in to Sustainable DC is critical to its success. The Mayor created a "Green Cabinet" of District agencies that are guiding the development of the city's sustainability goals and will be tasked with implementing them. Among the agencies on the Green Cabinet are the Deputy Mayor for Planning and Economic Development (DMPED), the District Department of Transportation (DDOT), the Department of General Services (DGS), the Department of Parks and Recreation (DPR), the Department of Public Works (DPW), the Department of Health (DOH) and DC

Public Schools (DCPS). The Mayor also created a Green Ribbon Commission comprised of local experts and advocates in the topic areas who will advise the Mayor on achievable policies, actions and financing options towards implementation and serve as ambassadors for Sustainable DC in their peer communities. This public-private and multi-disciplinary initiative will result in the creation of the District's sustainability plan later this spring.

Streetcar Land Use Study

OP testified last week on our recently completed Streetcar Land Use Study that examines what land use and fiscal benefits and challenges are anticipated as the District develops its proposed 37-mile citywide streetcar system. We launched this study in 2010 to understand the land use impacts of the streetcar system for the District on access to and the attraction of jobs; quality of life; housing affordability; potential fiscal benefits; and the potential impact on real estate development. As I noted last week this study is just the first phase of land use analysis for streetcar and makes no land use recommendations. Later phases will focus on specific proposed corridors, targeting three to four blocks on either side of the corridors.

The goal of the Streetcar Land Use Study is to ensure that the city maximizes this important transportation and community investment and to provide a resource to District agencies, the community and other stakeholders as further design, land use and operational planning takes place over the next several years. Here are some brief highlights of the findings of that study:

- At full build out nearly 50% of D.C. households will be within walking distance to rail transit and approximately 85% of D.C. jobs will be located within streetcar corridors.
- As the system grows, we estimated that streetcar could attract additional 6,000-7,700 jobs to the District.
- More opportunities to create new Inclusionary Zoning housing units will be generated by improving access to major development sites.
- Case studies from around the country show that the permanence of streetcar infrastructure such as rails, stations, and other facilities serve as a powerful attraction for private real estate investment.

Streetcar service in the District will be the latest addition to what I like to call the “luxury of choices” we have for transportation in this city. Transportation options for this city and region are broad, they connect to each other, and their riderships are growing: Metrorail and Metrobus; regional rail such as MARC and VRE; Circulator bus; Capital BikeShare; and now streetcar. Residents have the option to take whatever service is closest to where they are and connect to another in order to get where they need to go. Having multiple options to get around the city and region generate numerous benefits in addition to reducing gridlock and greenhouse gases. Residents can more easily access jobs, services and amenities across the city. Transit trips create opportunities for fitness, as people often walk or bike to or from transit stops.

Accessible transportation choices also help households be more economically resilient

because they can live car-free or “car-light.” Finally, transportation is a one of the topic areas being explored to determine what future goals and actions we need to take to make DC sustainable.

OP Accomplishments

During FY11 the Office of Planning launched or completed a number of plans through which we pursued our mission of guiding the development of the District by preserving and revitalizing our distinctive neighborhoods. In addition we provided capital planning assistance to other District agencies; completed innovative research and analysis; funded two pilot programs; and supported the District’s redistricting efforts. Here are some examples of OP’s accomplishments in FY11 and ongoing activities in FY12:

Neighborhood-Scale Plans/Initiatives

- Completed and obtained Council approval for the Mt. Pleasant Street Small Area Plan, *December 2010*.
- Completed two major implementation projects from the Chinatown Cultural Development Strategy: Chinatown Public Realm Plan and revised Chinatown Design Guide, *September 2011*
- Completed four public space and livability projects in Center City: 1) Center City Urban Park Strategy, *August 2011*; 2) NoMa Public Space & Water Management Study, *August 2011*; 3) East End Livability & Reconnection Study, *May 2011*; and 4) Mount Vernon Square District Design Project, *December 2010*.

- Planned, developed, and managed Mayor Gray's Ward 8 Community Summit in July 2011, in partnership with DMPED and other agencies. Nearly 600 Ward 8 residents, business owners and District officials attended. Participants used keypad polling to register their views and engaged in facilitated discussions about the future of their neighborhoods. Participants received a preliminary report at the end of the summit. The first Summit follow-up meeting was held in September 2011 where attendees received progress reports from District agencies. *July 2011-September 2011*
- Launched three small area plans: 14th St Revitalization Strategy; Maryland Avenue, SW Small Area Plan; and the Walter Reed Army Medical Center Small Area Plan. Draft plans for 14th Street and Maryland Avenue have been released for public comment.
- Planning for St. Elizabeths redevelopment & workforce development: OP is completing Phase 1 site planning; coordinating with DDOT on transportation and infrastructure; leading an interagency planning effort for Congress Heights, Anacostia and St. Elizabeths; and developing an innovation cluster strategy for the campus that leverages the Department of Homeland Security consolidation and promotes small business incubation and development.

Citywide Initiatives

- Public Space*: in FY11 OP completed the Public Realm Design Manual and published a pamphlet, *Sidewalk Cafes: An Overview of Regulations & Permitting Process*, in conjunction with the 50th Anniversary of sidewalk cafes in the District.

- *Capital & Facilities Planning*: OP completed demographic reports and maps for DC Public Schools; served on the Public Education Facilities Task Force under the Deputy Mayor for Education and provided information on revising DCPS's Master Facilities Plan; and completed for Fire and Emergency Medical Services (FEMS) a "Rapid Response Planning Project," a conceptual report and technical analysis, to assist in the potential development of an underutilized FEMS site. *October 2010 – September 2011*
- *Temporary Urbanism*: OP awarded two grants of \$15,000 each to Mt. Pleasant Main Street and Shaw Main Streets to successfully launch two Temporiums in February and March 2011. These grants are part of OP's initiative to transform vacant spaces into vibrant destinations through innovative cultural and neighborhood-enlivening uses. Temporiums transform vacant street-level spaces into unique temporary retail spaces for local entrepreneurs, designers, and artists to exhibit and sell their work. OP also won a \$250,000 grant from the national ArtPlace initiative to create Arts and Culture Temporiums in four emerging creative neighborhoods. Vacant and/or underutilized storefronts and/or empty lots will be transformed into artist showcases/villages for three to six months. Target neighborhoods are: Anacostia, Brookland, Deanwood, and Central 14th Street, NW. The first project, LUMEN8Anacostia, is expected to open this spring.
- *Live Near Your Work*: OP launched the pilot Live Near Your Work (LNYW) Program, which offers matching grants to DC-based employers that encourage

their employees to purchase homes near their jobs or transit. The District will match up to \$6,000 in employer contributions (or a total of \$12,000 per employee) for down payment and closing cost assistance. LNYW will help to attract new DC residents, expand the tax base, reduce traffic congestion, and make it easier for employees to get to work on time. OP announced the selection of Gallaudet University and American University for the first round of grants in December 2011.

- Completed *H+T in DC: Housing+Transportation Affordability in Washington, DC*, a report that investigates how neighborhood characteristics, such as proximity to jobs and access to transit, vary across the region and affect household transportation costs. The study, which OP completed in cooperation with the Chicago-based Center for Neighborhood Technology (CNT), found that average household transportation costs across the region ranged from \$8,500 to as much as \$25,000 per year for a typical household. The study highlights how land-use planning decisions, such as creating mixed-use developments and adding transit stops or streetcar lines, would affect household transportation costs for a neighborhood. *August 2011*
- Completed a Neighborhood Indicators report, *State of Washington, D.C.'s Neighborhoods 2010*, in conjunction with the Urban Institute. The report is a comprehensive look at a variety of different indicators that cover the economy, health, education, environment, transportation and others. The report updates and expands on the 2008 Neighborhood Indicators report by adding several new

measures including measures of environmental sustainability and access to public transportation. *November 2010*

Development in the District

Despite the slowdown in the economy, we are now seeing an increase in new development proposals in response to the greater availability of financing. OP's Development Review staff provides the Zoning Commission and the Board of Zoning Adjustment (BZA) with professional analyses of large and/or complex zoning cases that may involve variances, special exceptions, campus plans, or planned unit development proposals. Many larger projects are proposing modifications and second stage work, and the comprehensive review of the District's zoning regulations has added at least 20 hearings to the Commission's case load. In FY11, OP staff managed 148 Zoning Commission cases, 216 BZA cases and 75 other types of cases such as large tract reviews and street and alley closings. The major zoning cases managed by OP staff in FY11 that required extensive public coordination and the hearings before the Zoning Commission included:

- Campus plans for the University of the District of Columbia, Georgetown University and American University;
- Union Station Air Rights;
- Saint Elizabeths preliminary land use analysis;
- Zoning Text for the new code;
- Revisions to the H Street NE zoning;

- I-395 Air Rights PUD; and
- Southwest Waterfront PUD - First Stage

Among the major Zoning Cases we expect to see in 2012 are:

- Zoning Regulations text and map amendments;
- Campus plans for Howard University, Catholic University and Gallaudet University;
- Southwest Waterfront - Stage 2;
- Continued work at St Elizabeths; and
- West End Library PUD.

Zoning Rewrite

Zoning regulations are a critical tool in implementing the plans and policies of any great city. Our current zoning regulations were originally adopted in 1958, three years before District residents were granted the right to vote for President, fifteen years before the Home Rule Act and eighteen years before the first phase of Metrorail was in operation. These regulations also represent priorities from over 50 years ago that prioritized accommodating the personal automobile. The current code contains outdated terms such as “telegraph office” and “penny arcade”; concepts for antenna regulations are based on 1950s technology, and sustainable or transit-oriented development had not even been envisioned for zoning purposes.

The 2006 Comprehensive Plan called for a comprehensive overhaul of the zoning code, and OP has been undertaking the revision actively since late CY 2008. Moving towards finalizing the update of the District's zoning regulations is one of our biggest initiatives this year. This update will remove outdated terminology and uses and add innovative zoning strategies that will help us achieve important goals such as making our city more sustainable and walkable and ensuring new development works with the character of our neighborhoods.

The process has had many levels of public involvement throughout starting with two Zoning Commission public roundtables in 2008. OP has received guidance from 20 special topic working groups, a Task Force, the Zoning Commission and several District agencies (DDOT, DDOE, the Office of Zoning and the Office of the Attorney General). To date there have been over 190 public meetings.

We accomplished a great deal on the zoning rewrite during FY11, even though we lost a staff position due to budget cuts and had other staff transitions during the year. Some of our achievements during FY11 included:

- Presented concept recommendations at Zoning Commission public hearings for: PUD regulations; Commercial and Mixed Use zones; Apartment (R-5) zones; and Administration & Enforcement regulations.
- Submitted draft regulations on vehicle parking and loading and bicycle parking.

- Held Task Force meetings on: Green Area Ratio regulations; recommendations for Apartment (R-5) zones; Industrial (PDR) zone regulations; recommendations for Administration & Enforcement; a first draft of the Residential House (R-1 through R-4) zone regulations; and the Zoning Regulations Rewrite public involvement process, timeline, and staff transition issues.
- Held working group meetings on final Administration & Enforcement proposals and held five meetings of the Urban Design working group.
- Presented information to seven community organizations, ANCs and stakeholder groups, including Pro-DC, Citizens Association of Georgetown, Cleveland Park Citizens Association, ANC 6D, ANC 5C, ANC 2D, Penn-Branch Citizens/Civic Association, and representatives of the downtown development community.
- Completed an internal draft of the proposed code, and began internal staff review and quality control.

Our progress continues in FY12. Last week we presented draft text to the Zoning Rewrite Task Force on several elements. The draft text presented at that meeting is available on the Zoning Regulations Rewrite website (www.dczoningupdate.org).

We have considered many of the proposals through a sustainability lens. Sustainability in an urban context is a very broad concept and touches the many ways we regulate through zoning. To increase walkability, we are proposing to permit a limited number of non-residential uses in some low density residential zones, with

conditions. The number of such uses would be limited by conditions prohibiting them in locations close to mixed-use zones and restricting how close they can be to one another to avoid over-concentration. The types of proposed permitted non-residential uses fall in the Retail, Service, Arts Design & Creation, and Food & Alcohol Service categories. Allowing small non-residential uses increases the walkability of a neighborhood and brings retail and services closer to home, reducing reliance on vehicle trips. We also have proposed a Green Area Ratio (GAR) for multi-family and non-residential development. The GAR provides flexible but consistent regulation of environmental site design. A developer may choose from a menu of landscape elements to meet an established minimum score for new development. In addition to conventional landscape elements, the GAR menu includes green roofs, vegetated walls, pervious paving, and bonuses for public visibility. GAR increases the amount of landscaping required while also increasing design flexibility. We have worked closely with Professor Melissa Keeley at George Washington University in the creation of the GAR system. The Zoning Commission has already reviewed and approved the GAR text. Seattle is the only other city in the nation to use this innovative tool.

Other proposed changes we are proposing include: clarifying in the regulations that urban agriculture is permitted; allowing for roof-top gardens; removing parking minimums, and establishing design standards around Metro stations to ensure a safe and pedestrian-friendly environment. We have also monitored the variance patterns over the last ten years and proposed new levels of flexibility to development standards

to recognize the built patterns of historic DC neighborhoods, such as Capitol Hill and Dupont Circle where their development predate zoning. Many of our historic rowhouse neighborhoods also were built with narrow courtyard or “el” spaces to allow light and air to reach more of each house. Our current regulations make it very difficult to place rear additions on these houses, and actually in some cases encourage homeowners to fill in those courtyards. We’re proposing to revise the regulations to make modest additions easier, and eliminate perverse incentives to remove those courtyard spaces. We have also responded to the concerns of Task Force members and the public by revisiting and modifying some of our initial suggested changes. For example, we revised our changes to sideyard minimums, parking maximums, the concentration of non-residential uses in residential zones and the distance of these uses from commercial corridors.

We are continuing to roll out the draft regulations to the Task Force through this spring to obtain their feedback. Following this first set of reviews and further editing, we will present the draft regulations to the Zoning Commission for setdown. We also will embark on a series of OP-hosted public meetings in each ward to present the proposed changes to the zoning regulations. We will be happy to discuss the zoning rewrite at additional meetings held by ANCs, neighborhood organizations and other stakeholders. We anticipate this public outreach, completion of code revisions and preparation of the staff report to the Zoning Commission to take the remainder of this calendar year. The Zoning Commission will hold its own series of public hearings on the

proposed final regulations. Final steps will involve proposed action vote by the Commission, referral to the National Capital Planning Commission, and a final action vote. The zoning map will then be amended to reflect the new zones. At this point we are anticipating completion of the rewrite in calendar year 2013.

We look forward to continuing to work with the Task Force and residents of the District as we move forward with this update. The end result will be a zoning code that better implements the vision of the Comprehensive Plan, and is clearer, easier to use, and more relevant to the challenges faced by the District today and in the decades to come.

Conclusion

In conclusion, we are invigorated by the District's emergence as a leading city on the many fronts we have mentioned today, and look forward to energetically tackling the challenges that remain. We remain true to the Comprehensive Plan's vision of growing an inclusive, sustainable, economically vital and globally competitive city. We pledge to work to implement Mayor Gray's goals of achieving fiscal stability, job creation and economic development benefiting all District residents. We are dedicated to achieving the Mayor's goal of making the District the most sustainable city in the nation. The Office of Planning is excited to play such a critical role in these efforts. In all of our work we strive to give the District the strategies and tools to realize the amazing opportunities I have just described that will sustain our growing city.

I want to thank the Committee for this opportunity to discuss the work and initiatives of the Office of Planning. We look forward to working with you, Chairperson Wells, and the members of the Committee on continued progress for the District of Columbia. I would be happy to answer questions from the Committee at this time.