

Volume 3 Implementation Element

Chapter 25



Implementation Element

Overview 2500

THE IMPLEMENTATION ELEMENT DESCRIBES HOW THE POLICIES AND actions in the Comprehensive Plan should be carried out. The element provides recommendations on improving the long-range planning process, enhancing links between the Comprehensive Plan and the Capital Improvement Plan (CIP), reporting on Comprehensive Plan progress, and updating and amending the Comprehensive Plan in the future. It also identifies recommended Comprehensive Plan actions, with links to zoning regulations to facilitate making zoning “not inconsistent with the Comprehensive Plan,” as required by District Code. 2500.1

This Element is divided into three sections:

- Administration of the Planning Process
- Strengthening Linkages to Capital Programming and Zoning; and
- Monitoring, Evaluating, and Updating the Comprehensive Plan. 2500.2

The Implementation Element also includes an “Action Plan” (Table 25.1, or the Implementation Table) summarizing all actions in the Comprehensive Plan. All of the actions listed in Table 25.1 are excerpted from Chapters 1-24 of the Comprehensive Plan; the reader is advised to consult the relevant chapter for more information and additional context for each action listed.

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Policies and Actions

IM-1 Administration of the Planning Process ²⁵⁰¹

This section of the Implementation Element addresses the manner in which land use planning policies are interpreted and applied on a day-to-day basis. This includes the development review, small area planning, zoning, long-range planning, and community involvement activities used to carry out Comprehensive Plan policies. These policies effectively define “standard operating procedures” (SOPs) for planning administration in Washington, DC. ^{2501.1}

An equitable District is one in which all residents have the same opportunities to thrive and prosper, where health outcomes are improved for all racial and ethnic groups, and environmental benefits are shared by everyone. Equity is critically important to achieving positive outcomes within the District’s communities. The goal of equity must go beyond closing the gap between different populations to establish conditions of well-being for all groups of people. ^{2501.2}

The Office of Planning (OP) will synthesize and align policies throughout the Comprehensive Plan that explicitly focus on advancing equity and present these in the form of an Equity Crosswalk. The crosswalk will highlight those occurrences where equity (both directly and indirectly) appears within each chapter to better understand existing Comprehensive Plan policies through a stronger equity focus and determine what is missing or needs to be strengthened. ^{2501.3}

Throughout the Comprehensive Plan elements, the term “racial equity lens” is used for activities ranging from preparing small area plans to evaluating development decisions. The intent is for District agencies to develop processes and tools tailored to various programs, activities, and decisions, that center and account for the needs of residents of color, to achieve these outcomes:

- Identify and consider past and current systemic racial inequities;
- Identify who benefits or is burdened from a decision;
- Disaggregate data by race, and analyze data considering different impacts and outcomes by race; and
- Evaluate the program, activity or decisions to identify measures, such as policies, plans, or requirements, that reduce systemic racial inequities, eliminate race as a predictor of results, and promote equitable development outcomes. ^{2501.4}

The Comprehensive Plan and specifically the Implementation Element includes various strategies that will be used by the District to incorporate equity, and particularly racial equity, considerations to prioritize and target public investments, policies, and programs, and make decisions that create measurable improvements in the lives of District residents, particularly those who have been most marginalized by systemic racism and structural inequity. A racial equity lens should be applied in these efforts that is explicit in naming and considering each representative community of color in the District, including African Americans, Hawaiian/Pacific Islanders, Asians, Indigenous populations, or members of the Latinx community. Further, implementation strategies should be targeted in proportion to the historical trauma and disproportionate outcomes experienced by those communities. This can best be accomplished by disaggregating data to track and analyze specific outcomes for each racial and ethnic group. ^{2501.5}

Along with consideration of the defining language on equity and racial equity in the Framework Element, guidance in the Citywide Elements on District-wide equity objectives, and the Area Elements should be used as a tool to help guide the equity interests and needs of different areas of the District. ^{2501.6}

Action IM-1.A: Equity Crosswalk

Prepare and maintain an Equity Crosswalk document that compiles, analyzes, and presents text, policies and actions that advance equity in the Comprehensive Plan as an accessible, publicly available document. Prepare other topical crosswalk documents as appropriate. ^{2501.7}

Action: IM-1.B Equity Tools for District Agencies, including the Zoning Commission

Prepare and implement tools, including training, to assist District agencies in evaluating and implementing the Comprehensive Plan's policies and actions through an equity, particularly a racial equity lens. This includes tools to use as part of the development review process, preparation of plans, zoning code updates, and preparation of the capital improvement program, that considers how to apply an equity analysis in these processes, including any information needed. This shall specifically include a process for the Zoning Commission to evaluate all actions through a racial equity lens as part of its Comprehensive Plan consistency analysis. ^{2501.8}

Action IM-1.C: Equity and Resilience Training

Provide regular training on equity, racial equity and resilience to development review decision makers and related staff, including the Zoning Commission, Board of Zoning Adjustment, and the Historic Preservation Review Board.

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IM-1.1 Development Review ²⁵⁰²

The development review process provides one of the most effective means of carrying out Comprehensive Plan policies. Projects requiring review by the Office of Planning or Zoning staff, the Board of Zoning Adjustment, and the Zoning Commission may be tied to findings of consistency with the Comprehensive Plan, or at least to evaluations that consider relevant Comprehensive Plan policies. Reviews by other agencies of development proposals also provides a means of evaluating the impacts of major projects on public services and the natural environment, consistency with policies related to achieving resilience and equity, including racial equity, and assessing the compatibility of proposed design with adjacent uses and neighborhood character. The latter assessment is particularly important in historic districts, where review by the Historic Preservation Review Board (HPRB) also may be required. In their areas of expertise, the views and recommendations of District agencies should be carefully considered, and, where called for by law or regulation, given great weight. As specified in DC code, the issues and concerns of ANCs should also be given great weight by the appropriate decision-making bodies. ^{2502.1}

Not all projects are subject to review prior to filing an application for a building permit. Much of Washington, DC's development is permitted as a matter-of-right under existing zoning, affording few opportunities for OP to review it for Comprehensive Plan consistency. In the future, increased scrutiny of matter-of-right projects will be needed, particularly with respect to urban design, environmental impacts, racial equity, and affordability. This could be included through adjustments to the thresholds for projects requiring Large Tract Review, implementation of a Site Plan Review process, changes to the District's Environmental Impact Screening Forms, and additional standards to ensure that new development addresses broader civic issues, including the District's commitments to housing and affordable housing, equity, and resilience, as well as open space, the transportation network, arts and culture, parking, infrastructure, the natural environment, public service needs, and affordability. ^{2502.2}

A variety of tools, which could include regulatory measures, incentives, or more efficient processes, should be explored and implemented to attract and encourage developers and property owners to provide development consistent with Comprehensive Plan goals that offer benefits to address District-wide and neighborhood needs. Recent zoning regulation proposals to expand inclusionary zoning - IZ Plus - are an example of carefully crafted regulations that expand applicability while offering incentives to provide more affordable housing. As public policy choices expand development potential, the benefits of development should be widely shared. At the same time, these tools should reflect the interest in keeping the District an attractive, competitive location for development and to conduct business. ^{2502.3}

Planned Unit Developments (PUDs) were originally conceived as a way to develop large tracts of land more creatively than was allowed by matter-of-right zoning. Creative design has been further incentivized through the granting of additional building height and density by the Zoning Commission in exchange for public benefits, such as affordable housing and open space. The zoning regulations establish minimum lot area standards for PUDs, ranging from two acres in low- and moderate-density residential districts to 10,000 square feet in high-density and mixed-use zoning districts, with provisions for a smaller area under certain circumstances. Public benefits are generally provided on-site but may sometimes be provided in the surrounding area, subject to specific provisions set forth by zoning. ^{2502.4}

While the PUD process allows for significant public input, and often results in superior design, benefits, and amenities, concerns are sometimes expressed about the location and extent of the benefit and amenities, the level of additional density that may be granted, and a perceived lack of predictability. Evaluation of the PUD thresholds, standards, and waiver conditions were considered as part of the review and update to the zoning regulations in 2016.

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Policy IM-1.1.1: Development Impacts

To the greatest extent feasible, use the development review process to ensure that potential positive impacts are maximized and potential negative impacts on neighborhoods, the transportation network, parking, environmental quality, and other issues, including construction impacts, are assessed and adequately mitigated, consistent with the guidance in the Comprehensive Plan and applicable requirements. ^{2502.6}

Policy IM-1.1.2: Review of Development in Surrounding Communities

Increase the District's participation in the review of development projects located in neighboring jurisdictions along the District's boundaries to promote land use compatibility, improve access to services and amenities, promote coordinated transportation systems, and more effectively address transportation and parking issues. ^{2502.7}

Policy IM-1.1.3: Relating Development to Infrastructure Capacity

Align development with infrastructure capacity, with the intent of not exceeding capacity. Land use decisions should balance the need to accommodate growth and development with available transportation capacity, including transit, and other travel modes and the availability of water, sewer, drainage, solid waste, and other public services. ^{2502.8}

Policy IM-1.1.4: Incentives for Achieving Goals and Policies

Use zoning incentives, such as increased height and density, in appropriate locations to achieve Comprehensive Plan goals and policies, including advancing equitable development and meaningful racial equity outcomes and increased housing and affordable housing supply. A variety of tools, which could include regulatory measures, incentives, or more efficient processes, should be explored and implemented as appropriate to encourage development consistent with Comprehensive Plan goals that offer benefits to address District-wide and neighborhood needs. These could include flexibility with zoning requirements, entitlement and regulatory relief, permissive design review, reduction of parking requirements, expedited entitlement review, waivers of various fees, and other financing tools. ^{2502.9}

Policy IM-1.1.5: Development Approvals and the Comprehensive Plan

Consider the goals and policies of the District and Citywide Elements, where applicable, in the approval of PUDs, variances, campus plans, special exceptions large tract reviews, and other projects requiring review. ^{2502.10}

Policy IM-1.1.6: Studies Informing Zoning Case Approvals

To the extent the following factors are relevant for consideration, ensure that zoning case reviews on matters such as PUDs are informed by: (1) transportation and infrastructure studies and recommended conditions of approval to mitigate potential impacts; (2) agreements for financing any necessary improvements, including public and private responsibilities; (3) agreements to comply with District employment and hiring requirements and other regulations that provide public benefits to District residents; and (4) racial equity reviews, as identified in Action IM-1.B. ^{2502.11}

Policy IM-1.1.7: Housing as a PUD Amenity

Consider the provision of on-site housing for low-income households, older adults, persons with disabilities, and larger family-sized units to serve growing and multigenerational families as an important, high-priority amenity in PUDs, particularly in areas of high land value, where the provision of affordable housing is otherwise difficult to achieve. In areas where affordable housing goals are achieved, PUD amenities may focus on other identified community needs, such as access to employment, education, health services, and other services and amenities. ^{2502.12}

Policy IM-1.1.8: Location of PUD Amenities

A substantial part of the amenities proposed in PUDs shall accrue to the community in which the PUD could have an impact. ^{2502.13}

Policy IM-1.1.9: Monitor Development Requirements, Benefits, Amenities, and Other Commitments

Monitor and ensure commitments made through the development review process are implemented, including development requirements, benefits, amenities, or actions offered for incentives. ^{2502.14}

IM-1.2 Small Area Planning ²⁵⁰³

Small Area Plans cover defined geographic areas that require more focused direction than can be provided by the Comprehensive Plan. The intent of such plans is to guide long-range development, improve neighborhoods, achieve District-wide goals, and attain economic and community benefits. The Comprehensive Plan Area Elements identify recommended locations for Small Area Plans, with an emphasis on the Land Use Change Areas, Enhancement Areas, and business districts shown on the Comprehensive Plan's Generalized Policy Map. A Small Area Plan provides supplemental guidance to the Comprehensive Plan, unless incorporated into the Comprehensive Plan by a D.C. Council act. In exceptional cases, it may be appropriate to prepare a Small Area Plan for an area not called for in the Comprehensive Plan. Advisory Neighborhood Commissions (ANCs) and public involvement in the development of Small Area Plans is desired and expected. ^{2503.1}

Further, the Generalized Policy Map identifies Future Planning Analysis Areas and describes them as follows: "Areas of large tracts or corridors where future analysis is anticipated to ensure adequate planning for equitable development. Boundaries shown are for illustrative purposes. Final boundaries will be determined as part of the future planning analyses process for each area. Planning analyses generally establish guiding documents. Such analyses shall precede any zoning changes in this area. The planning process should evaluate current infrastructure and utility capacity against full build out and projected population and employment growth. Planning should also focus on issues most relevant to the community that can be effectively addressed through a planning process. Individual planning analyses may study smaller areas than the Analysis Area. For the purposes of determining whether a planning analysis is needed before a zoning change, the boundaries of the Future Planning Analysis Areas shall be considered as drawn. The evaluation of current infrastructure and utility capacity should specify the physical or operational capacity both inside the boundaries and any relevant District-wide infrastructure available." ^{2503.2}

Notwithstanding 2503.2, re-zoning proposals received prior to planning studies in these Future Planning Analysis Areas may be considered if the following occur or have occurred: a Small Area Plan, development framework, technical study, design guidelines, Planned Unit Development,

master plan already approved by the National Capital Planning Commission, or the re-zoning proposal would have been consistent with the 2012 Future Land Use Map. The intent is that both steps of the two-step process must occur: planning analyses and then appropriate rezoning, although in the case of a Planned Unit Development the planning analyses and rezoning may be combined. To advance deeply affordable housing production, proposals that reserve at least one third (33 percent) of housing units as affordable to very-low- and extremely-low-income households for the life of the building in Future Planning Analysis Areas with high housing costs and few affordable housing options may proceed in advance of planning analyses. ^{2503.3}

Policy IM-1.2.1: Small Area Plans

Prepare Small Area Plans and other planning studies for parts of Washington, DC where detailed direction or standards are needed to guide land use, transportation, housing, urban design, equitable development and other future physical planning decisions. These plans must be conducted using a racial equity lens and consider use of a racial equity impact analysis or similar tools. The focus should be on areas that offer opportunities for new residential, commercial, and mixed-use development, or areas with challenges or characteristics requiring place-specific planning actions. ^{2503.4}

Policy IM-1.2.2: Prioritizing Small Area Plans and Other Planning Studies

Use the Comprehensive Plan Area Elements, the Generalized Policy Map and land use monitoring activities to identify areas where Small Area Plans or other appropriate planning studies should be conducted. Prioritize planning study resources and efforts in locations specified in the Area Elements, within the Future Planning Analysis Areas and Resilience Areas, Land Use Change areas, Enhancement areas, or business areas downtown. A Small Area Plan or other planning study may also be appropriate in response to community requests that demonstrate a clear purpose and need and aligns with these priorities to the greatest extent possible. In exceptional cases, it may be appropriate to prepare a Small Area Plan for an area not called for in the Comprehensive Plan. ^{2503.5}

Policy IM-1.2.3: Protocol for Small Area Plans

Ensure that Small Area Plans and other studies take a form appropriate to the needs of both the community and the District, reflecting community and District-wide needs, District-wide and neighborhood economic development policies and priorities, market conditions, and implementation requirements. As with any other commitment of public resources, Small Area Plan work should consider competing demands, available staffing and time, and available funding. Such plans must be shaped using a

racial equity lens and address topics such as neighborhood revitalization and conservation needs and strategies, achieving housing and affordable housing targets, addressing displacement, aesthetic and public space improvements, circulation improvements and transportation management, capital improvement requirements and financing strategies, the need for zoning changes or special zoning requirements, and other implementation techniques necessary to achieve plan objectives. Small Area Plans are typically approved by resolution of the D.C. Council, and information from these plans may be subsequently incorporated into the Comprehensive Plan Elements. If approved by D.C. Council resolution, the Small Area Plans should be used as supplemental guidance by the Zoning Commission where not in conflict with the Comprehensive Plan. A Small Area Plan can be incorporated into, and given the same force as, the Comprehensive Plan by D.C. Council act. ^{2503.6}

Action IM-1.2.A: Implementation of Small Area Plans

As needed, amend the Comprehensive Plan to reflect Small Area Plan policies that are inconsistent with or not appropriately specified in the Comprehensive Plan. ^{2503.7}

Action IM-1.2.B Small Area Plan Activities

Provide a list of completed, in-progress, and proposed Small Area Plans and other planning studies through the Comprehensive Plan Progress Reports, as discussed in Action IM-3.1.A. ^{2503.8}

M-1.3 Zoning Regulations and Consistency ²⁵⁰⁴

The importance of zoning as a tool for implementing the Comprehensive Plan, particularly the Future Land Use Map, is discussed in several places in the Comprehensive Plan. The Home Rule Charter requires that zoning “shall not be inconsistent” with the Comprehensive Plan. Consequently, revisions to the Comprehensive Plan should be followed by revisions to the Zone Map or text, with an emphasis on eliminating clear inconsistencies. ^{2504.1}

However, the zoning impact of the District Elements of the Comprehensive Plan is broad and is not limited to areas of conflict between the Comprehensive Plan and Zone Map. Additional zoning map amendments may be needed to achieve neighborhood revitalization or conservation goals, greater housing availability, and access to public transit. A major revision to the zoning regulations was completed in 2016. Action items throughout the Comprehensive Plan were considered during this effort, eventually enabling zoning to work more effectively as a Comprehensive Plan implementation tool. Table 25.1 highlights all zoning-related actions that are included in the Comprehensive Plan. ^{2504.2}

Policy IM-1.3.1: Updating Land Use Controls

Regularly review and update the District’s land use controls and building codes to eliminate obsolete regulations and develop new regulations that address emerging issues, land uses, building types, and technologies. ^{2504.3}

Policy IM-1.3.2: Zone Map Consistency

Consistent with the Home Rule Charter, ensure that the Zone Map is “not inconsistent” with the Comprehensive Plan, including the text and the Future Land Use Map. Make appropriate revisions to the Zone Map or zoning text to improve its alignment with the Comprehensive Plan text and the Future Land Use Map and to eliminate clear inconsistencies. ^{2504.4}

Policy IM-1.3.3: Consultation of Comprehensive Plan in Zoning Decisions

The Board of Zoning Adjustment, the Zoning Commission, , and other District agencies or decision-making bodies regulating land use, shall, when required by law or regulation, look to the District Elements of the Comprehensive Plan and its accompanying maps. Decisions on requests for rezoning shall be guided by the Future Land Use and Policy Maps read in conjunction with the text of the Comprehensive Plan (Citywide and Area Elements), as well as Small Area Plans pertaining to the area proposed for rezoning. ^{2504.5}

Policy IM-1.3.4: Interpretation of the District Elements

Recognize the overlapping nature of the Comprehensive Plan Elements as they are interpreted and applied. An element may be tempered by one or more of the other elements. As noted in Section 300.3, because the Land Use Element integrates the policies of all other District Elements, it should be given greater weight than the other elements. ^{2504.6}

Policy IM-1.3.5: District Government Compliance

Improve and ensure continued compliance by the District government with the provisions and standards of its building and zoning regulations in all parts of Washington, DC. ^{2504.7}

Action IM-1.3.A: Monitor and Review New Zoning Regulations

Regularly monitor and review the zoning regulations to verify that they are working to achieve their purpose and submit corrections, changes, and amendments as necessary. ^{2504.8}

Action IM-1.3.B: Adoption of Future Land Use Map and Policy Map

Adopt the Future Land Use Map and Policy Map by Act. Any inconsistencies in land use map designations between the illustration on the map and the textual description of the map designation that is contained in the adopted Comprehensive Plan legislation shall be resolved in favor of the text. ^{2504.9}

IM-1.4 Long-Range Planning ²⁵⁰⁵

A long-range planning program is essential to implementing and maintaining the Comprehensive Plan, monitoring its effectiveness, and collecting and analyzing data to guide land use decisions. Other sections of the Comprehensive Plan speak to the importance of using long-range planning to guide the capital improvement process, public facilities plans, and transportation, housing, arts and culture, and economic development efforts. Good plans require good data that is disaggregated by race; their success should be measurable through quantifiable benchmarks. Part of the function of long-range planning is to verify that such benchmarks are realistic and based on accurate sources, research, and analysis. ^{2505.1}

A robust long-range planning program is also critical to advocate for the District's goals at the regional level. Successful implementation of the Comprehensive Plan will require additional regional planning initiatives and significant collaboration with adjacent state, county, and city governments. The District should lead the way in discussions about regional housing, transportation, social, and environmental issues. It should advocate for greater equity and racial equity at the regional level, stronger measures to balance jobs and housing across the region, and transit improvements to enhance regional mobility, improve environmental quality, and reduce urban sprawl. ^{2505.2}

Continued collaboration with federal agencies to advance a shared long-range planning program for Washington, DC is critical to meet District and federal interests. Areas for specific coordination are identified throughout the Comprehensive Plan and should aim to address shared stewardship responsibilities and seamless planning across federal and non-federal properties. As proposals for statehood are advanced, seek to identify and address planning and land development issues. ^{2505.3}

Policy IM-1.4.1: Long-Range Planning Program

Using the recommendations of this Comprehensive Plan, including in Section IM-3 (entitled, Monitoring, Evaluating, and Amending the Comprehensive Plan), continue an ongoing planning process that provides for updating and amending the Comprehensive Plan, periodic progress reports, and collection and dissemination of long-range planning data. ^{2505.3}

Policy IM-1.4.2: Monitoring Neighborhood Trends

Monitor social, economic, community, and real estate trends that might require land use actions or policy modifications. Incorporate current, reliable data in Washington, DC's land use planning efforts, and use that data consistently across District agencies. This data must be disaggregated by race. ^{2505.4}

Policy IM-1.4.3: Regional Planning

Actively participate in regional planning initiatives and recognize the link between these initiatives and broader District goals relating to housing, transportation, economic growth, equity and racial equity, and environmental quality. Encourage jurisdictions across the region to do their part to meet regional housing demand for residents at all income levels, accommodate the needs of persons with disabilities, contribute to transportation improvements, and make equitable and sustainable land use and transportation decisions. ^{2505.5}

Action IM-1.4.B: Policy Development

Use data collection and progress monitoring to actively review and formulate new policies that respond to the changes affecting Washington, DC to further the goal of an inclusive District. ^{2505.6}

IM-1.5 Public Input ²⁵⁰⁶

Washington, DC is committed to public involvement in local government affairs, particularly those relating to land use decisions. The District has one of the most extensive networks of resident and civic organizations, neighborhood organizations, advocacy groups, and special interest groups in the country. Its 40 ANCs provide a unique forum for seeking local input and expressing priorities on a range of land use issues. The Zoning Commission, Board of Zoning Adjustment, and the DC Council itself provide formalized opportunities for public discourse on land use matters. The internet, e-mail, social media, and other technologies have made information instantly accessible to thousands of residents, enabling unprecedented levels of participation in community meetings, summits, and forums. ^{2506.1}

Policy IM-1.5.1 Equitable Public Participation

Throughout the Comprehensive Plan, policies and actions describe various planning activities. District-led planning activities shall provide meaningful, accessible, and equitable opportunities for public participation early and throughout these planning activities. Planning activities led by other federal, regional, non-profit, or private entities

will be encouraged to follow this policy guidance. Public outreach and engagement tools and practices should be developed appropriate to the needs of the communities included in the study, reflecting the geographic area, scale, and type of planning study. Partner with and involve the community in developing plans and studies, including the comprehensive plan, small area plans, and other District-sponsored plans. To promote full, transparent, and equitable participation, public engagement must be undertaken that enables low-income households, communities of color, older adults, and individuals with disabilities to participate fully and equitably, recognizing potential disparities in access to information and technology, availability of time and resources, and other issues. ^{2506.2}

Policy IM-1.5.2: ANC Involvement

Include ANCs and area residents in the review of development to assist the District in responding to resident concerns. Consistent with requirements of District Code, ANC issues and concerns, as embodied in resolutions, should be given great weight as land use decisions are made. ^{2506.3}

Policy IM-1.5.3: Promoting Community Involvement

Encourage the community to take a more proactive role in planning and development review, and to be involved in Comprehensive Plan development, amendment, and implementation. A variety of means should be used to secure community input, including advisory and technical committees, community workshops, review of draft texts, public forums and hearings, and other means of discussion and communication. ^{2506.4}

Policy IM-1.5.4: Faith-Based Institutions

Recognize the importance of faith-based institutions to neighborhood life in Washington, DC, including their role as neighborhood centers, social service providers, and community anchors. Work collaboratively with local faith-based institutions in neighborhood planning and development initiatives to address community needs, and to reach residents who might not otherwise participate in local planning initiatives. Encourage partnerships with faith-based institutions to develop affordable housing and community services. ^{2506.5}

Policy IM-1.5.5: Transparency in Decision-Making

Strongly encourage transparent decision-making in all land use and development matters, making information available and accessible to residents, and maintaining open lines of communication with the public as plans are developed. ^{2506.6}

Policy IM-1.5.6: Electronic Media

Enhance communication between residents, organizations, and the District government by providing access to information through electronic media and other methods. ^{2506.7}

Policy: IM-1.5.7: Language Access

Consistent with the District’s Language Access Act, provide equal access and participatory opportunities for District residents who cannot (or have limited capacity to) speak, read, or write English in planning processes and initiatives. ^{2506.8}

Action IM-1.5.A: Planning Publications

Continue the development of easy-to-understand written and electronic guides to help residents navigate the planning and building processes, comprehend land use planning and zoning regulations, and follow the standards, procedures, and expectations used in local planning activities.

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IM-2.1 Link to Capital Improvement Planning ²⁵⁰⁷

This section addresses the need to strengthen the links between the Comprehensive Plan and the capital improvement and zoning processes. The CIP is a multi-year plan identifying capital projects to be funded during the planning period. Capital improvement planning provides one of the most important means to establish the Comprehensive Plan as the guiding document for future public investments. The CIP provides government with a process for the planning and budgeting of capital needs. It answers questions such as what and when to buy, build, or repair. The basic function of a CIP is to provide a formal mechanism for decision-making, a link to the Comprehensive Plan, and a financial management tool for setting priorities for capital projects. ^{2507.1}

The CIP identifies each proposed capital project to be undertaken, the year the improvements or assets will be acquired, or the project will be started, the amount of funds to be expended each year, and the way the expenditure will be funded. The CIP is not a static document; it is reviewed and updated on a regular basis to reflect changing priorities, unexpected events, and new opportunities. The CIP includes investments in the repair and rehabilitation of existing infrastructure and facilities, as well as the construction of new infrastructure and facilities. It can include capital items, such as buildings, utility systems, roadways, bridges, and parks, and other large investments, such as land. ^{2507.2}

All capital budget requests should be reviewed and considered for their consistency with the recommendations of the Comprehensive Plan. Since 2006, the District government has strengthened the links between the Comprehensive Plan and the CIP. OP established a Capital Planning Unit to support coordinated capital planning across agencies, and the administrative budget process has incorporated criteria relating to the Comprehensive Plan. Budget forums are held each spring to share

direction and afford opportunities for feedback. In line with these accomplishments, the District government produces publications that help enhance the way the District allocates capital dollars (e.g., transportation, education, moderate-income housing). The development of a multi-year CIP that is consistent with the Comprehensive Plan's policies, actions, and priorities will generally allow the District to make investments where they are needed most and provide a more logical allocation of funds. The CIP must use a racial equity lens to evaluate how the District's major capital projects advance or detract from the goal of advancing equitable development District-wide. ^{2507.3}

Policy IM-2.1.1: Capital Improvement Linkages

Link the District's CIP to the Comprehensive Plan. Comprehensive Plan priorities should be embedded within the CIP to promote the efficient and effective expenditure of public funds. ^{2507.4}

Action IM-2.1.A: Enhanced CIP Process

Develop an enhanced CIP process that:

- Uses the Comprehensive Plan as the key guide to capital investments;
- Includes a Public Facilities Master Plan, including an ongoing Master Public Facilities coordination program that assesses facility needs and coordinates the public improvement plans of multiple District agencies;
- Encourages use of the same data sources for efficiency and effectiveness across agencies.
- Develops criteria for the review of capital projects for inclusion in the CIP that allows for an objective and transparent evaluation process;
- Establishes and uses tools that provide an equity and racial equity lens to evaluate projects;
- Includes an itemized allocation in the capital budget for implementation priorities that are specifically called for in the Comprehensive Plan;
- Clarifies the role of OP in the CIP process;
- Is adequately staffed and available to support the CIP process;
- Reflects the data and direction of a school Master Facility Plan, as approved by the DC Council; and
- Develops and maintains a multi-year capital improvements planning process based on the Comprehensive Plan. ^{2507.5}

IM-2.2 Recommended Changes to Zoning Regulations ²⁵⁰⁸

As noted in Section IM-1.3, zoning regulations are a primary vehicle for implementing the Comprehensive Plan. The responsibility for zoning in Washington, DC rests with the Zoning Commission. The Commission must

give great weight to OP's recommendations and to the issues and concerns raised by the ANCs on zoning cases. The Commission has its own staff support in the Office of Zoning. ^{2508.1}

IM-3 Monitoring, Evaluating, and Amending the Comprehensive Plan ²⁵⁰⁹

This section describes how and when monitoring and evaluation of the Comprehensive Plan should occur and how regular reporting can foster more accountability and openness in the Comprehensive Planning process. It also makes recommendations on the process and schedule for updating and amending the Comprehensive Plan in the future. ^{2509.1}

IM-3.1 Monitoring and Evaluating Comprehensive Plan Implementation ²⁵¹⁰

The District needs to be able to measure successes and challenges in Comprehensive Plan implementation. Working with the Office of Budget and Performance Management (OBPM), OP should make available to the public, on a regular basis, the status of all Comprehensive Plan actions and shall submit a progress report to the DC Council every four years per District Code requirements. OP shall publicize the report through all applicable communication channels. This is a vital part of keeping the planning process open, transparent, and responsive. ^{2510.1}

Action IM-3.1.A Progress Reports

Every four years, prepare a Comprehensive Plan Progress Report to submit to the Council that documents the progress being made on the implementation of the District Elements. The progress report will include monitoring data, activity and impact information that is disaggregated by age, gender, race, and income levels to assess whether goals around inclusivity, racial equity, and resilience are met, and whether commitments in the Framework Element are fulfilled. The Progress Report should include appropriate metrics to evaluate progress towards equity, racial equity and resilience goals. It should include information regarding existing and emerging trends shaping land use and other selected comprehensive plan topics. The next progress report should discuss the impacts of the global pandemic and concurrent economic downturn, and efforts to address systemic inequality. The progress report should include a list of current and proposed planning studies, including Small Area Plans. ^{2510.2}

IM-3.2 Updating and Amending the Comprehensive Plan ²⁵¹¹

District law calls for the Comprehensive Plan to be amended not less frequently than once every four years. That target has not consistently been

achieved. In addition, when the amendment process did occur, it has taken years—even for small, incremental amendments. ^{2511.1}

The amendment process should be used to evaluate, and as appropriate incorporate, amendments to the plan text and maps proposed by the public. Other District agencies may also submit proposed amendments, which could reflect emerging issues, outdated actions, or map changes. This should include amendments based on new Small Area Plans and other planning studies, and to incorporate information and policies from initiatives by District agencies and other regional entities (for example, a new District-wide transportation plan). If a significant number of amendments are submitted or multiple, major policy updates are proposed, it may be appropriate to pivot to a plan rewrite.

^{2511.2}

A typical amendment process includes the following steps. OP provides broad public outreach and public comment opportunities, including to other District agencies, to solicit amendments. Each party submitting an amendment should provide information explaining the proposed change and its purpose. OP screens amendments to ensure they are appropriate for the Comprehensive Plan (e.g. not a budget or legislative request.) OP also prepares its own proposed amendments. OP then prepares a report identifying amendments it recommends for inclusion. OP distributes this report for ANC and public review and comment for a minimum of 60 days, after which OP revises the report. ^{2511.3}

The Mayor prepares a final draft of the amendments and submits this to the Council of the District of Columbia as a bill. The Council conducts hearings, marks up the bill, and takes action. These amendments are forwarded to NCPC for a 60-day federal interest review, which could result in additional revisions. The Mayor takes action to approve or veto the legislation. The District-approved amendments are forwarded to Congress for a 30-day review. ^{2511.4}

A major revision and a full rewrite should be treated as similar undertakings that require earlier, extensive, and iterative public participation; evaluation of overarching goals and principles; and comprehensive data collection and analysis. This results in an extensively redrafted document. A public participation strategy should be identified at the start of the process. Formal public comment periods should be used to solicit early input, review, and comment on the draft document prepared by OP. Once OP prepares a revised document, the Mayor submits the major revision or rewrite to the Council as a bill. A similar process as described above occurs. ^{2511.5}

The public participation process for a major revision, full rewrite or an amendment should use a broad array of tools and practices and provide

meaningful engagement and opportunities for participation for ANCs and the public. ^{2511.6}

Planning and implementation are iterative processes. Amending the Comprehensive Plan is necessary to have a plan that reflects changing conditions, policies, and priorities. The basic Comprehensive Plan amendment process, including public submittal and review of proposed amendments, and the mayor's preparation and Council's approval of an amendment, is governed by District law. This process should be concise, transparent, and grounded in the analysis of the need for, or impact of, amendments. Given the scope and complexity of the Comprehensive Plan amendment process, it may be beneficial to consider whether changes to the process would help the District best achieve its planning goals. ^{2511.7}

IM-3.2.1 The Amendment Timeline ²⁵¹²

It is recommended that the Comprehensive Plan be amended at least every four years and that a major revision or update of the Comprehensive Plan be completed every 12 years. The review of the practices of other major cities completed as part of the 2003 Comprehensive Plan Assessment suggests that a 10- to 15-year cycle for major revisions to the Comprehensive Plan is appropriate. The major revision would reassess all Comprehensive Plan policies, including Citywide and Area Element policies. It would not necessarily include a total rewrite of each element but would focus instead on deleting outdated or irrelevant policies and actions, and editing or adding policies and actions to reflect emerging issues. The current provision that the mayor can also submit amendments at other times should be retained. ^{2512.1}

When considering the opportunities for amending or fully rewriting the Comprehensive Plan, the following timeline is an example for an amendment cycle and major revision or rewrite:

- Year 0: Plan Adoption
- Years 3-4: Progress Report and Plan Amendment
- Years 7-8: Progress Report and Plan Amendment
- Years 11-12: Progress Report and Major Plan Revision/Rewrite
- Year 14: Plan Adoption (repeat cycle) ^{2512.2}

The following is intended to guide subsequent amendments and rewrites to the Comprehensive Plan. The Mayor shall commence public outreach and an engagement process for a Comprehensive Plan rewrite proposal at least 12 months in advance of submitting a rewrite proposal to the Council, and no later than nine months in advance of submitting an amendment proposal to the Council. Amendments or rewrites to the District Elements

of the Comprehensive Plan submitted to the Council by the Mayor shall contain all proposed amendments for simultaneous approval. ^{2512.3}

The Mayor shall begin the process for a full rewrite of the District Elements of the Comprehensive Plan no later than January 7, 2025 for submission to Council by June 6, 2027. The rewrite shall address the following issues:

- The District Elements should be informed by the 2020 Census and analysis of the impacts of the global pandemic to Washington, DC.
- The District Elements should be clear, concise, accessible, and usable, significantly reduced in length, redundancy, and detail from the current version.
- The Future Land Use Map and Generalized Policy Map should be evaluated for effectiveness in achieving District goals, appropriateness of categories, clarity, and ease of use. The granularity of the maps should be evaluated to distinguish them from zoning maps.
- The rewrite shall be centered around equity, particularly racial equity, resilience, and affordability.
- The rewrite should evaluate and as needed, set new regional and District housing production targets.

Prior to starting the rewrite, the Mayor shall provide to the Council and make available to the public a short paper describing the proposed rewrite process and timeline, including how it will evaluate the issues identified above. The public participation and comment process shall be clearly identified at the start of the rewrite, and consistent with policies in Section IM-1.5 Public Input of this element. ^{2512.4}

IM-3.3 Action Planning ²⁵¹³

This section rolls up all the actions included in the text of the Comprehensive Plan into an overall Action Plan (Table 25.1). The Action Plan includes:

- The District agencies or other bodies that have the responsibilities for carrying out each Comprehensive Plan action (a list of agencies and abbreviations can be found in the glossary);
- The recommended implementation time frame (see further explanation below); and
- Those actions that will require capital funds for implementation. ^{2513.1}

The recommended implementation time frame classifies actions as follows:

- Ongoing actions are continuous activities that should be occurring now and on a regular basis into the future;
- Immediate actions are actions that are about to commence;
- Short-term actions are actions that should be initiated by the first or second year after adoption (Some short-term actions may take several years to complete.);
- Mid-term actions should be initiated by the third or fourth year after adoption (Some mid-term actions may begin sooner, depending on funding and available staff resources.); and
- Long-term actions include actions that may take many years to implement, and actions that may not begin until the fourth year after adoption due to funding and staff constraints or other factors. ^{2513.2}

It is recognized that, when this Comprehensive Plan is adopted, there may not be complete agreement between the time frames set here and the District's approved CIP. Over time, a stronger link should be established so that the two documents are synchronized and eventually are in full agreement. Similarly, it should also be recognized that the actions listed in the Implementation Table (Table 25.1) should not be interpreted as budgetary mandates. The intent is to convey a roster of priorities that should guide the mayor and DC Council as they develop, approve, and execute annual operating and capital budgets. ^{2513.3}

As noted, Table 25.1 is a rollup of all the actions contained in the elements of this Comprehensive Plan. ^{2513.4}

IM-3.4 Commercial Linkage ²⁵¹⁴

The housing linkage objective requires applicants who obtain an increase of non-residential square footage - as a result of providing habitable non-residential penthouse space, of obtaining a discretionary street or alley closing, or of obtaining a discretionary zoning density increase - to produce housing or contribute funds to the HPTF. The amount based on a formula tied to the amount or value of the additional square footage obtained. ^{2514.1}

The District's Commercial Linkage Requirement ^{2514.2}

In 1994, the District adopted zoning provisions that linked the granting of bonus density in commercial development projects to requirements for affordable housing. The linkage recognized that the demand for housing in Washington, DC was driven in part by new commercial development and rising land values. The linkage provisions are currently triggered by:

- The approval of a discretionary and otherwise appropriate street or alley closing, which results in the provision of additional non-residential square footage by the DC Council;
- The provision of habitable, non-residential penthouse space; or
- The approval of a discretionary and otherwise appropriate zoning density increase, which results in the provision of additional non-residential square footage by the Zoning Commission or the Board of Zoning Adjustment. ^{2514.2a}

In such cases, applicants are required to construct or rehabilitate housing that remains affordable to low-income households for at least 40 years, or pay into the District's HPTF. If the applicant agrees to construct or rehabilitate affordable housing, the square footage of housing that must be built varies from 25 to 50 percent of the density increase being granted, depending on if the housing is provided on-site, off-site, or in a high housing cost area. Applicants can use any of a number of tools to build the housing, such as partnerships and joint ventures. If the applicant agrees to pay into the HPTF, the payment must equal at least half of the assessed value of the square footage of the density increase being granted, plus the square footage of any preexisting housing demolished as a result of the non-residential development. Additional provisions relating to the timing and valuation of the improvements apply. ^{2514.2b}

The linkage requirements include several exemptions, such as projects that are already subject to housing, retail, arts, or historic preservation requirements; projects approved prior to 1994; and projects located in enhanced/new neighborhood or enhanced/new multi-neighborhood centers. The Zoning Commission also has the authority to grant exemptions from this requirement based on certain findings relating to Comprehensive Plan consistency. ^{2514.2c}

In establishing the housing linkage objective, the District sets forth the following purposes:

- Encourage the construction and rehabilitation of housing that is affordable to low-income households throughout Washington, DC;
- Reduce a shortage of affordable housing in the District and mitigate the impact of increased demand for affordable housing from employees of new non-residential development who compete with current residents over scarce, available affordable housing, and by high land values that raise the cost of housing and are partly a function of the demand for additional non-residential square footage in Washington, DC; and
- Increase the income tax base and labor force in the District by providing a mechanism to stimulate the development and expansion of housing for people working in the District who cannot afford to reside in Washington, DC. ^{2514.3}

Except as provided in 2514.12 of this section, whenever the DC Council approves a discretionary and otherwise appropriate street or alley closing that results in the provision of additional non-residential square footage, or whenever the Zoning Commission or Board of Zoning Adjustment approves a discretionary, and otherwise appropriate zoning density increase, that results in the provision of additional non-residential square footage, the applicant who obtains the additional square footage shall be required to comply with the following housing requirement:

- a. The applicant shall construct or rehabilitate housing that is affordable to low-income households. The minimum amount shall be calculated by the formula set forth in 2514.7 of this section and shall be dedicated as affordable housing for no fewer than 40 years. It shall also be developed in accordance with the schedule set forth in 2514.13 of this section; or
- b. The applicant shall contribute funds to the HPTF, the minimum amount shall be calculated by the formula set forth in 2514.8 of this section and shall be in accordance with the schedule set forth in 2514.14 of this section. ^{2514.4}

The requirement to build affordable housing or contribute to the HPTF shall be based on the amount of increase in non-residential square footage achieved, plus the total square footage of any pre-existing housing on the site that was removed within one year prior to the filing of the application for a street or alley closing or a discretionary increase in square footage. ^{2514.5}

If the applicant agrees to construct or rehabilitate affordable housing pursuant to 2514.4a, the applicant may satisfy this agreement in any manner chosen by the applicant, including but not limited to, a joint venture,

partnership, contract, or arrangement with another party to develop the required housing. ^{2514.6}

If the applicant agrees to construct or rehabilitate the affordable housing, then the total square footage of the affordable housing that the applicant shall be required to construct or rehabilitate shall be as follows:

- a. Not less than one-fourth of the total square footage, as established by 2514.5, if the required affordable housing is located on or adjacent to the site of the additional commercial office space;
- b. Not less than one-third of the total square footage, as established by 2515.4, if the required housing is located off or not adjacent to the site of the additional non-residential space, but is located within the same ANC, or is within an area designated by DHCD as a high-cost/high-opportunity area; or
- c. Not less than one-half of the total square footage, as established by 2514.5, if the required affordable housing is located in any other area of the District. ^{2514.7}

If an applicant agrees to contribute funds to the HPTF, the total funds shall equal one-half of the assessed value of the land for the non-residential square footage development at the time of issuance of a Certificate of Occupancy (COO); divided by the maximum permitted gross square feet of non-residential development to determine a value per square foot; and then multiplied by the total square footage requirement as established by 2514.5.

^{2514.8}

Nothing in this section shall supplant any requirement of the Zoning Regulations or require the Zoning Commission or the Board of Zoning Adjustment to grant or deny an application for a zoning density increase.

^{2514.9}

Nothing in this section shall obviate the requirement that zoning shall not be inconsistent with the Comprehensive Plan. However, the Zoning Commission, or Board of Zoning Adjustment, and the OP each shall consider an applicant’s compliance with the requirements of this section as supportive of the Comprehensive Plan and as providing required mitigation of the impacts on the demand for affordable housing associated with an applicant’s project and the increase in square footage. ^{2514.10}

The provisions of this section shall not apply to the following street or alley closing. Zoning Commission, or Board of Zoning Adjustment applicants:

- a. An applicant who obtains a street or alley closing or a zoning density increase for a development that includes, on or adjacent to the site of the development, an amount of housing that is equal to the amount that would be calculated pursuant to the formula set forth in 2514.5;

- b. An applicant whose development obtains no additional non-residential square footage as a result of obtaining a street or alley closing or a zoning density increase;
- c. An applicant for a street or alley closing or a zoning density increase who represents a federal government agency or the Pennsylvania Avenue Development Corporation;
- d. An applicant for a street or alley closing or a zoning density increase who represents the Washington Metropolitan Area Transit Authority constructing a building for its own use;
- e. An applicant whose approved street or alley closing was decided by the DC Council, or whose approved zoning density increase was decided by the Zoning Commission, prior to October 6, 1994;
- f. An applicant who obtains a zoning density increase for a development that already is subject to a housing, retail, arts, or historic preservation requirement pursuant to the zoning regulations set forth in the Downtown Development District; or
- g. An applicant who obtains a street or alley closing or a zoning density increase for a development about which the DC Council, in its legislation that approves of the street or alley closing, or the Zoning Commission or Board of Zoning Adjustment, in its order that approves of the zoning density increase, makes all of the following findings after a public hearing, for which prior notice of a request for this exemption was provided to each affected ANC and in the District of Columbia Register, and during which the burden of proof is upon the applicant to justify granting this exemption:
 - 1. The development associated with the street or alley closing or zoning density increase is located within an enhanced/new neighborhood or enhanced/new multi-neighborhood center; and
 - 2. Imposition of no housing requirement or a housing requirement that is less stringent than the requirement imposed by this section is necessary to implement objectives and policies set forth in this Comprehensive Plan for that designated area, which otherwise would likely not be achieved. ^{2514.11}

An applicant who obtains a street or alley closing or a zoning density increase who is required to construct or rehabilitate affordable housing pursuant to this section shall not be issued a building permit for the applicant's non-residential development until the applicant certifies to the District that either a building permit has been issued for the required amount of affordable housing and an appropriate covenant documenting the affordability requirements has been executed for the benefit of the District and recorded in the Land Records of the District, or that the applicant has contributed sufficient funds no less than the amount determined in 2514.8 as applied to the square footage determined by 2514.5 to a housing provider to construct or rehabilitate the required amount of affordable housing. ^{2514.12}

An applicant who contributes funds to the HPTF pursuant to this section shall proceed in accordance with the following schedule:

- a. Prior to the issuance of a building permit for the non-residential development, not less than one-half of the required total contribution shall be made based on an estimate using the assessed value of the land at the time of the building permit application; and
- b. The remaining balance of the required total contribution as determined by 2514.8 based on the assessment at the time of issuance of the COO shall be made prior to the issuance of a COO for any of the non-residential development. ^{2514.13}

Prior to the issuance of a building permit or COO for the non-residential development (whichever is applicable) the applicant shall certify to the District that the provisions of this section have been satisfied. ^{2514.14}

The Zoning Commission and all other agencies that have authority to adopt regulations to implement the housing linkage policies shall adopt regulations to implement the provisions of this section. ^{2514.15}

Table 25.1: Action Planning ²⁵¹⁹

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
		Immediate Ongoing Short-term Mid-term Long-term Completed Obsolete	
Land Use Element			
LU-1.1 Supporting Growth			
<p><i>Action LU-1.1.A: Resilience Equity and Land Use</i> Develop projects that decrease the vulnerability of people and places to climate risks and public health emergencies, as well as promote future resilience. Use an equity lens to consider and address the disproportionate impacts of climate change on low income and vulnerable residents and communities of color.</p>	DDOT, DOEE	Long-Term	Y
LU-1.2 Strengthening the Core			
<p><i>Action LU-1.2.A: CEA Boundary</i> Work with the National Capital Planning Commission (NCPC) to ensure the boundary of the CEA depicted in the Federal Elements matches the boundary shown in the District Elements of the Comprehensive Plan.</p>	DMPED, OP	Short-Term	N
<p><i>Action LU 1.2.B Explore Alternative CEA Approaches</i> Considering Washington, DC’s unique role as the seat of federal government and nation’s capital, work with NCPC, GSA, and other stakeholders to consider other approaches to the CEA, including non-contiguous sites, to designate locations for future federal facilities and uses that reflects the diverse missions of federal agencies, security, transportation, and the economic development considerations, existing development constraints, and goals of the District.</p>	OP, DMPED, GSA, NCPC	Long-Term	N
<p><i>Action LU-1.2.C: Center City Action Agenda</i> Update the 2008 Center City Action Agenda to reflect changing conditions, priorities, and projections (the agenda is Center City’s strategic plan for future growth, improvement, and conservation). The revised agenda should define Center City more broadly to include the multiple business districts that comprise the CEA.</p>	OP	Mid-Term	N
<p><i>Action LU-1.2D: Development of Air Rights</i> Analyze the unique characteristics of the air rights development sites within Washington, DC. Development sites should address the growing need for housing, and especially affordable housing, reconnect the L’Enfant grid, and enhance mobility.</p>	OP, DHCD	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action LU-1.2.E: Development on Former Federal Sites</i></p> <p>When sites in the CEA shift from federal to private or local use, employ planning and zoning approaches that provide for the integration of the sites into the surrounding fabric. Replace the monumental scale needed for major federal buildings with a scale suitable to the local context by reconstructing historic rights-of-way, dividing superblocks into smaller parcels, and encouraging vibrant contemporary architectural expression. Encourage mixed-use, mixed-income, development with residential, retail, and cultural uses visible from the street and open outside of core business hours, as well as offices, to help support a living downtown.</p>	OP	Long-Term	N
<p><i>Action LU-1.2.F Reuse of Existing Buildings</i></p> <p>Evaluate opportunities to encourage appropriate use repositioning of existing buildings (for example, from office to mixed housing and retail) to provide varied office and retail space, more housing and especially affordable housing, and a mix of uses that support District goals.</p>	OP	Long-term	N
LU-1.3 Large Sites and the District Fabric			
<p><i>Action LU-1.3.A: Federal Land Transfer</i></p> <p>Continue to work with the federal government to transfer federally owned sites to local control, long-term leases, or ownership to capitalize more fully on unrealized development and parkland opportunities.</p>	DMPED, OP	Long-Term	N
<p><i>Action LU-1.3.B: Encouraging Livability of Former Federal Lands</i></p> <p>When land is identified to shift from federal to private or local use, develop planning and zoning approaches that provide for, as appropriate, the reconstruction of historic rights-of-way and reservations, integration of the sites into the adjoining neighborhoods, and the enhancement of special characteristics or opportunities of the sites. Foster uses that create jobs. Encourage cultural, residential, open space, recreational, and retail uses to advance mixed-use, and as appropriate, mixed income neighborhoods, even if the site is designated as high-density commercial on the District of Columbia Comprehensive Plan Future Land Use Map. Coordinate with the NCPC as appropriate.</p>	DMPED, OP	Long-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
LU-1.4 Transit-Oriented and Corridor Development			
<p><i>Action LU-1.4.A: Station Area and Corridor Planning</i> Conduct detailed station area and corridor plans and studies collaboratively with the Washington Metropolitan Area Transit Authority (WMATA) and local communities that include detailed surveys of parcel characteristics (including lot depths and widths), existing land uses, structures, street widths, potential for buffering, and possible development impacts on surrounding areas. Plans should also address joint public-private development opportunities, urban design improvements, transportation demand and parking management strategies, integrated bus service and required service facilities, capital improvements, neighborhood conservation and enhancement, and recommended land use and zoning changes throughout the District. Conduct studies District-wide but prioritize stations and corridors in Future Planning Analysis Areas.</p>	OP, DDOT, WMATA	Long-Term	N
<p><i>Action LU-1.4.B: Zoning Around Transit</i> With public input, develop and use zoning incentives to facilitate new and mixed-use development, and particularly the provision of new housing, and new affordable housing in high opportunity areas to address more equitable distribution.</p>	OP, DDOT, WMATA	Long-Term	N
<p><i>Action LU-1.4.C: Metro Station and Inclusionary Zoning</i> Encourage developments in and around Metro station areas to exceed the affordable units required by the Inclusionary Zoning Program, with appropriate bonus density and height allowances. Exceeding targets for affordable housing can refer to exceeding the quantity or depth of affordability otherwise required.</p>	OP, WMATA	Long-Term	N
<p><i>Action LU-1.4.D: Co-Location Opportunity Evaluation</i> District-wide, encourage the co-location of new development, such as housing or retail, as part of public facilities' modernization, expansion, and new construction.</p>	OP, OP3	Long-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
LU-2.1 A District of Neighborhoods			
<p><i>Action LU-2.1.A: Residential Rezoning</i> Provide a better match between zoning and existing land uses in residential areas, with a particular focus on:</p> <ul style="list-style-type: none"> • Blocks of well-established, single-family and semi-detached homes that are zoned R-3 or higher; • Blocks that consist primarily of row houses that are zoned R-5-B or higher; and • Historic districts where the zoning does not match the predominant contributing properties on the block face. <p>In all three of these instances, consider rezoning to appropriate densities to protect the predominant architectural character and scale of the neighborhood.</p>	OP	Ongoing	N
<p><i>Action LU-2.1.B: Study of Neighborhood Indicators</i> Conduct an ongoing review with periodic publication of social and economic neighborhood indicators for the purpose of targeting neighborhood investments, particularly for the purposes of achieving neighborhood diversity, equitable development, and fair housing.</p>	OP	Short-Term	N
<p><i>Action LU-2.1.C Study of Land Use Inequalities</i> Additional study, public engagement, and consideration of the District’s history of systemic racism, distinct land use and housing patterns, and understanding of best practices to address land use inequalities are needed to address housing affordability, meet equitable development objectives, and address past land use practices that segregated areas by race and income.</p>	DDOT	Short-Term	N
LU-2.2 Maintaining Community Standards			
<p><i>Action LU-2.2.A: Vacant Building Inventories</i> Maintain and continuously update data on vacant and abandoned buildings, follow up on public reports of vacant buildings, and regularly assess the potential for such buildings to support new uses and activities. This should include periodic assessment of vacant building monitoring and taxation programs and exploring creative ways to deal with vacant properties and long-term vacant sites. Strategically purchase such properties at tax delinquency sales when such properties could be put to use for affordable housing.</p>	DCRA, OTR	Ongoing	N
<p><i>Action LU-2.2.B: Education and Outreach on Public Space Maintenance</i> Develop a public outreach campaign on the District’s public space regulations (including the use of such space for announcements, campaign signs, and advertising) and resident/District responsibilities for maintenance of public space, including streets, planting strips, sidewalks, and front yards.</p>	DPR	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
LU-2.3 Residential Land Use Compatibility			
<p><i>Action LU-2.3.A: Analysis of Nonconforming Uses</i> Complete an analysis of nonconforming commercial, industrial, and institutional uses in residential areas. Use the findings to identify the need for appropriate actions, such as zoning text or map amendments and relocation assistance for problem uses.</p>	OZ, OP, DCRA, ANC	Mid-Term	N
<p><i>Action LU-2.3.B Short-Term Rental Studies</i> Conduct periodic studies of short-term rental locations and numbers and examine their impact on neighborhood livability and affordable housing.</p>	OP, DCRA, OZ	Long term	N
LU-3.2 Taking a Hard Look at the District’s Industrial Lands			
<p><i>Action LU-3.2.A: Industrial Zoning Use Changes</i> Provide a new zoning framework for industrial land, including:</p> <ul style="list-style-type: none"> • Prohibiting high-impact heavy industries in low intensity PDR zones to reduce the possibility of land use conflicts; • Prohibiting certain civic uses that detract from the industrial character of exclusively PDR areas and that could ultimately interfere with business operations; • Requiring special exceptions for potentially incompatible large retail uses in the PDR zones to provide more control over such uses without reducing height and bulk standards. Avoid displacing existing PDR uses or foreclosing opportunities for future PDR uses. Where appropriate, encourage retail or commercial uses that are accessory to PDR uses as a way to activate ground floors; • Limiting non-industrial uses in high-intensity PDR areas to avoid encroachment by uses that could impair existing industrial and public works activities (such as trash transfer); and • Creating a mixed-use district where residential, commercial, and lesser-impact PDR uses are permitted, thereby accommodating live-work space, artisans and studios, and more intensive commercial uses. 	OP, OZ, ZC, BZA	Mid-Term	N
<p><i>Action LU-3.2.B: Joint Facility Development</i> Actively pursue intergovernmental agreements to develop joint facilities for District and federal agencies (such as the Department of Parks and Recreation (DPR) and National Park Service (NPS)), District and transit agencies (DPW and WMATA), multiple public utilities, and multiple District agencies performing different public works functions.</p>	DPR, DPW, WMATA	Long-Term	N
<p><i>Action LU-3.2.C: Inventory of Housing in Industrial Areas</i> Compile an inventory of existing housing units within industrially zoned areas to identify pockets of residential development that should be rezoned (to mixed-use or residential) to preserve the housing stock.</p>	OP, DHCD	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action LU-3.2.D: DPW Co-location and Campus</i> Actively pursue funding resources or allocation for the implementation of the West Virginia Avenue DPW Campus Master Plan study that was conducted by District agencies in 2015.	DPW	Ongoing	Y
<i>Action LU-3.2.E: Ward 5 Works Industrial Land Transformation Study</i> Implement the recommendations provided in the Ward 5 Works Industrial Land Transformation Study released in 2014.	OP, DPW, DDOT, DOEE, DMPED, OCA	Ongoing	Y
<i>Action: LU-3.2.F PDR Land Use Retention Study</i> Prepare a study for submittal to the Council on the following: (1) identification of the amount, location, and characteristics of land sufficient to meet the District’s current and future needs for PDR land; (2) quantifiable targets for PDR land retention; and (3) identification of strategies to retain existing and accommodate future PDR uses, particularly for high impact uses. Any strategies to expand PDR land designations or accommodate future PDR uses shall prioritize areas that do not currently have a disproportionate amount of PDR-designated land. Strategies should consider technological advances or efficiency measures to utilize PDR land more effectively. The study shall incorporate racial equity analyses. Further, the study will address the Council’s concern that mixing other uses, particularly residential, with PDR uses will create economic conditions and land use conflicts that will reduce areas available for PDR uses. Any industrial zoning use changes as identified in Action LU-3.2.A must be informed by this study.	OP, DPW, DDOT, DMPED	Short Term	N
LU-3.4 Foreign Missions			
<i>Action LU-3.4.A: Foreign Mission Mapping Improvements</i> On an ongoing basis, accurately inventory foreign mission locations, distinguishing, chanceries, ambassador’s residences, and institutional land uses.	OP, NCPC	Ongoing	N
Transportation Element			
T-1.1 Land Use: Transportation Coordination			
<i>Action T-1.1.A: Transportation Measures of Effectiveness</i> Implement moveDC performance measures and the District Mobility Project to quantify transportation service and assess land use impacts on the transportation system. Priority performance measures include mode share, access to transportation options, person-carrying capacity or throughput, travel time reliability, and accessibility and equity for potentially vulnerable populations.	DDOT	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-1.1.B: Transportation Improvements</i> Require TDM measures and transportation support facilities—such as crosswalks, bus shelters, transit resource and information kiosks, Capital Bikeshare stations, and bicycle facilities—with large development projects and major trip generators, including projects that go through the Planned Unit Development (PUD) process. Consider improvements to transit stations—such as additional stairs, escalators, and in some cases new entrances—with large developments</p>	DDOT, OP	Short-Term	N
<p><i>Action T-1.1.C: Create Regional Network of Transportation Support Facilities</i> Work with WMATA and regional jurisdictions and partners to strategically locate new transportation infrastructure support facilities for the greater Washington metropolitan area where they best serve the transportation network and complement nearby land uses.</p>	DDOT, WMATA, OP	Ongoing	
<p><i>Action T-1.1.D: Land Use—Transportation Coordination</i> Establish regular meetings with neighboring jurisdictions to discuss planned transportation projects and transportation needs. Encourage all jurisdictions to engage in planning and project coordination so that projects that occur near borders are considered by all those impacted.</p>			
<p><i>Action T-1.1.E Update Zoning Regulations Regarding Mass Transit</i> Include Metrobus service and its support facilities (i.e., parking, refueling, routine cleaning and maintenance, cosmetic repairs, employee breakrooms and lockers, offices and training facilities) in the definition of “mass transit facilities” in the Zoning Regulations to ensure that bus service is recognized as a critical component of the District’s public transportation system.</p>			
T-1.2 Transforming Corridors			
<p><i>Action T-1.2.A: Crosstown Corridors</i> Implement the recommendations of the Crosstown Multimodal Transportation Study and the Florida Avenue Multimodal Transportation Study to improve mobility across town for all users of those corridors.</p>	DDOT	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
T-1.3 Regional Smart Growth Solutions			
<p><i>Action T-1.3.A: Regional Jobs/Housing Balance</i> Continue the efforts to promote infill, mixed-use, housing, particularly affordable housing, and transit-oriented development at the regional level, design transportation systems that connect District residents to local jobs, and provide opportunities for non-resident workers to also live in Washington, DC.</p>	OP, CC, EOM, MWCOG	Ongoing	N
<p><i>Action T-1.3.B: Regional Transportation Infrastructure Study</i> Actively participate in efforts by MWCOG and other regional organizations that address long-term transportation infrastructure needs in greater Washington, DC. in—Participate in the preparation of the 30-year Regional Long-Range Transportation Plan, which takes a broad-based look at these needs, taking into account expected growth patterns and emerging technologies.</p>	OP, DDOT, MWCOG	Ongoing	N
T-1.4 Placemaking in Public Space			
<p><i>Action T-1.4.A: Develop a Placemaking in Public Space Program</i> Develop a placemaking in public space program within DDOT. DDOT should encourage and actively promote opportunities for enhancement in ineffective and under-used spaces District-wide. Any enhancements within the public realm should prioritize the safety and functionality of the space and carefully consider the impacts of the change to the space prior to any modifications being made.</p>	OP, DDOT	Mid-Term	N
<p><i>Action T-1.4.B: Tree Planting and Removal</i> Develop further guidance on tree planting and removal.</p>	DDOT, DOEE	Mid-Term	N
T-2.1 Transit Accessibility			
<p><i>Action T-2.1.A: New High-Capacity Transit Corridors</i> Develop transportation and land use plans to construct a network of new premium transit infrastructure, including priority bus corridors to provide travel options, better connect the District, improve surface-level public transportation, and stimulate economic development. As needed, replace existing travel and parking lanes along select major corridors with new transit services—such as limited-stop bus service, dedicated bus lanes, and transit signal priority—to improve mobility within Washington, DC.</p>	DDOT, WMATA	Ongoing	Y
<p><i>Action T-2.1.B: Eight-Car Trains</i> Increase Metrorail train lengths from six cars to eight cars when justified by demand to meet service guidelines and passenger levels.</p>	WMATA	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-2.1.C: Circulator Buses</i></p> <p>In addition to the current DC Circulator bus routes, consider implementing Circulator routes in other areas of the District that will support all-day, high-frequency transit service. Modified, expanded, or new routes should be designed in collaboration with WMATA to strengthen the District’s bus network and provide appropriate levels of service to meet the demands of each corridor. The Circulator will continue to connect residents, workers, and visitors to commercial centers and visitor attractions.</p>	DDOT, WMATA	Ongoing	Y
<p><i>Action T-2.1.D: Bus Stop Improvements</i></p> <p>Improve key bus stop locations through such actions as:</p> <ul style="list-style-type: none"> • Extending bus stop curbs to facilitate reentry into the traffic stream; • Moving bus stops to the far side of signalized or signed intersections where feasible; • Adding bus stop amenities, such as user-friendly, real-time transit schedule information, benches, shade, and shelters; • Improving access to bus stops via well-lit, accessible sidewalks and street crossings; and <p>Using global positioning system (GPS) and other technologies to inform bus riders who are waiting for buses when the next bus will arrive.</p>	DDOT, WMATA	Ongoing	Y
<p><i>Action T-2.1.E: College Student Metro Passes</i></p> <p>Continue to explore potential partnerships between WMATA and local colleges and universities, similar to the University Pass partnership with American University, to provide Metro passes to college students. As part of this program, improve connections between campuses and Metrorail stations during both on- and off-peak hours.</p>	DDOT, WMATA	Short-Term	N
<p><i>Action T-2.1.F: Transit Amenities</i></p> <p>Seek opportunities to dedicate space in the right-of-way for surface transit amenities, such as bus stops, signage, shelters, passenger information, and off-board fare collection. Follow best practices in bus-stop siting (most often on the far side of an intersection) yet evaluate each case separately.</p> <p>Consider opportunities for enhanced stops and amenities with large-scale developments and redevelopments.</p>	DDOT, WMATA	Ongoing	N
<p><i>Action T-2.1.G: Performance Measures</i></p> <p>Develop, apply, and report on transit performance measures to identify strengths, deficiencies, and potential improvements and to support the development of new and innovative facilities and programs.</p>	DDOT, WMATA	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
T-2.2 Making Multimodal Connections			
<i>Action T-2.2.A: Intermodal Centers</i> Support the role of Washington Union Station as an intermodal hub with regional importance. Identify other locations with the potential to serve as intermodal hubs within the District.	DDOT, DPMED, EOM, OP, WMATA	Ongoing	N
<i>Action T-2.2.B: Pedestrian Connections</i> Work in concert with WMATA to undertake pedestrian capacity and connection improvements at transit stations and stops and at major transfer facilities to enhance efficiency, operations, and pedestrian safety, comfort, and flow.	DDOT, WMATA	Ongoing	Y
<i>Action T-2.2.C: Bicycle and Carpool Parking</i> Increase investment in bicycle parking and provide more visible parking for carsharing operations at Metrorail stations, key transit stops, and future streetcar stations.	DDOT, WMATA	Ongoing	Y
<i>Action T-2.2.D: Commuter Rail and Bus Connections</i> Support the projects and initiatives identified in the State Rail Plan developed by DDOT, which calls for increased investment in the District’s rail network. This will include investments at both Union Station and L’Enfant Plaza station to increase capacity for passengers and trains and improve circulation. This investment will accommodate growth for intercity rail and commuter rail traffic and could accommodate future through- running rail service by MARC or VRE. Exploration of an additional infill rail station could further leverage the District’s rail system. In addition, support continued investment in commuter bus service and in Metrorail feeder bus service throughout the region.	DDOT, WMATA, VDRPT, MTA	Mid-Term	Y
<i>Action T-2.2.E: Transit Connections</i> Promote crosstown transit services and new transit routes that connect neighborhoods to one another and to transit stations and stops.	DDOT, WMATA	Ongoing	Y
T-2.3 Bicycle Access, Facilities, and Safety			
<i>Action T-2.3.A: Capital Bikeshare Community Partners</i> Continue investment in the Community Partners Program to reach unemployed persons, underemployed persons, and persons experiencing homelessness with subsidized Capital Bikeshare memberships to increase access to transportation.	DDOT, MWCOG, OP	On-going	Y
<i>Action T-2.3.B: Bicycle Facilities</i> Wherever feasible, require large, new commercial and residential buildings to be designed with features such as secure bicycle parking and lockers, bike racks, shower facilities, and other amenities that accommodate bicycle users. Residential buildings with eight or more units shall comply with regulations that require secure bicycle parking spaces.	DDOT, DPR, NCPC, DCRA	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-2.3.C: moveDC Bicycle Element</i> Implement the recommendations of the Vision Zero DC Action Plan and the Bicycle Element of moveDC to:</p> <ul style="list-style-type: none"> • Build more and better bicycle facilities; • Enact more bicycle-friendly policies; and • Provide more bicycle-related education, promotion, and enforcement. 	DDOT, DPR	Ongoing	Y
<p><i>Action T-2.3.D: Performance Measures</i> Develop, apply, and report on walking and bicycle transportation performance measures to identify strengths, deficiencies, and potential improvements and to support the development of new and innovative facilities and programs.</p>	DDOT	Mid-Term	N
<p><i>Action T-2.3.E: Dockless Sharing Programs</i> Monitor dockless programs closely so that public benefits outweigh any negative impacts to the public right-of-way, equity of service, or the ability of the Capital Bikeshare system to provide cost-effective and equitable service. Work with providers to promote equitable access to the increased mobility options these dockless programs provide.</p>	DDOT	Ongoing	N
T-2.4 Pedestrian Access, Facilities, and Safety			
<p><i>Action T-2.4.A: Pedestrian Signal Timings</i> Review timing on pedestrian signals to ensure that adequate time is provided for crossing, in particular for locations with a large older adult population.</p>	DDOT	Ongoing	N
<p><i>Action T-2.4.B: Sidewalks</i> Install sidewalks on streets throughout the District to improve pedestrian safety, access, and connectivity. Continue to monitor the sidewalk network for needed improvements. Consult with Advisory Neighborhood Commissions (ANCs) and community organizations as plans for sidewalk construction are developed. Coordinate with the National Park Service (NPS) to complete local sidewalk networks that overlap with NPS land. All sidewalks shall be constructed in conformance with the Americans with Disabilities Act (ADA) Accessibility Guidelines.</p>	DDOT, ANC, NPS	Ongoing	N
<p><i>Action T-2.4.C: Innovative Technologies for Pedestrian Movement</i> Explore the use of innovative technology to improve pedestrian movement and safety for all users, such as personal transportation systems and enhanced sidewalk materials.</p>	DDOT	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-2.4.D: Pedestrian Access on Bridges and Underpasses</i> Ensure that the redesign and/or reconstruction of bridges, particularly those crossing the Anacostia River, includes improved provisions for pedestrians, including wider sidewalks, adequate separation between vehicle traffic and sidewalks, guardrails, pedestrian-scaled lighting, and easy grade transitions. Maintain sidewalk segments under and over rail tracks and provide adequate lighting in these locations.</p>	DDOT	Ongoing	N
<p><i>Action T-2.4.E: Pedestrian Master Plan</i> Implement the recommendations of the Pedestrian Master Plan, the Vision Zero Action Plan, and moveDC Pedestrian Element to improve accessibility, connectivity, and safety for pedestrians throughout the District.</p>	DDOT	Ongoing	Y
<p><i>Action T-2.4.F: Pedestrian and Bike Events</i> Support events in public spaces and streets that encourage bicycling and walking.</p>	DDOT, OP	Ongoing	N
T-2.5 Roadway System and Auto Movement			
<p><i>Action T-2.5.A: Maintenance Funds</i> Provide sufficient funding sources to maintain and repair the District’s system of sidewalks, streets, and alleys, including its street lights and traffic control systems, bridges, street trees, and other streetscape improvements.</p>	DDOT, CC, OCFO	Ongoing	N
<p><i>Action T-2.5.B: Signal Timing Adjustment</i> Regularly evaluate the need for adjustments to traffic signal timing to prioritize pedestrians, surface transit, and bicyclists.</p>	DDOT	Ongoing	N
<p><i>Action T-2.5.C: Update the Functional Classification System</i> Continue to update the Functional Classification System on a two-year cycle. The Functional Classification System is a tool developed by the Federal Highway Administration (FHWA) and used by DDOT to help describe and generally assign the vehicular transportation purpose of a street within the street network.</p>	DDOT	Ongoing	N
T-2.6 Addressing Accessibility for All Residents			
<p><i>Action T-2.6.A: Public Improvements</i> Invest in public improvements, such as curb inclines, aimed at increasing pedestrian mobility, particularly for older adults and persons with disabilities.</p>	DDOT	Ongoing	Y
<p><i>Action T-2.6.B: Shuttle Services</i> Through public services, private services, or public-private partnerships, supplement basic public transit services with shuttle and mini-buses to provide service for transit-dependent groups, including older adults, people with disabilities, school-age children, and residents in areas that cannot viably be served by conventional buses.</p>	DDOT, WMATA	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-2.6.C: Transportation Access and Service</i> Conduct an analysis of the impacts transportation access and service has on underserved and low-income communities.</p>	DDOT	Ongoing	N
T-3.1 Transportation Demand Management			
<p><i>Action T-3.1.A: TDM Strategies</i> Develop strategies and requirements that reduce rush hour traffic by promoting flextime, carpooling, and transit use where consistent with maintaining workplace productivity, to reduce vehicular trips particularly during peak travel periods. Identify TDM measures and plans as vital conditions for large development approval. Transportation Management Plans should identify quantifiable reductions in motor vehicle trips and commit to measures to achieve those reductions. Encourage the federal and District governments to explore the creation of a staggered workday, where appropriate, to reduce congestion, and implement TDM initiatives through a pilot program that focuses on the District government and public schools. Assist employers in the District with implementation of TDM programs at their worksites, to reduce drive-alone commute trips. Through outreach and education, inform developers and District residents of available transportation alternatives and the benefits these opportunities provide.</p>	DDOT	Ongoing	N
<p><i>Action T-3.1.B: Roadway Pricing and Management</i> The recommendations in moveDC should be explored and implemented, where feasible, in three phases:</p> <ul style="list-style-type: none"> • Phase 1: Continuously monitor direct and external roadway costs to gain a more accurate estimate of the true cost of driving for motorists; • Phase 2: Develop a system to identify those who drive entirely through the District without stopping (i.e., those who are not living in, working in, or visiting Washington, DC), as well as a mechanism to charge these motorists for the external costs that they are imposing on the District’s transportation system; and <p>Phase 3: Continuously monitor state-of-the-art roadway pricing techniques and technologies, and work with neighboring jurisdictions to implement roadway pricing programs that better transfer the full costs of driving to motorists. This could include higher costs for heavier and higher-emission vehicles.</p>	DDOT, EOM, OCA, CC	Mid-Term	N
<p><i>Action T-3.1.C: Private Shuttle Services</i> Develop a database of private shuttle services and coordinate with shuttle operators to help reduce the number of single-occupant trips. Encourage shuttle operators to provide real-time transit data, and create a layer in goDCgo’s interactive map to show all shuttles. Motivate companies to implement a shuttle service.</p>	DDOT	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-3.1.D: Transit Ridership Programs</i></p> <p>Support employers in implementing the DC Commuter Benefits Law. Continue to support employer-sponsored transit ridership programs, such as those under the federal Transit Benefits Program, which stipulates that, pursuant to federal legislation, public and private employers may subsidize employee travel by mass transit each month. Continue to support employer-sponsored bicycle commuter benefit programs for public and private employers.</p>	DDOT	Ongoing	N
<p><i>Action T-4.1.E: Implement the TDM Strategic Plan</i></p> <p>Provide, support, and promote programs and strategies aimed at reducing the number of car trips and miles driven (for work and non-work purposes), to increase the efficiency of the transportation system. Smart-city technologies promise to enhance and transform TDM as more data becomes available. TDM practitioners such as goDCgo should determine platforms for delivering practical travel and routing information to improve mobility.</p>	DDOT	Ongoing	N
<p><i>Action T-4.1.F: Analytic Tools to Measure Performance</i></p> <p>Plan and implement the development of advanced analytic tools to measure the performance of the transportation network in support of the District Mobility Project.</p>	DDOT	Short-Term	N
T-3.2 Curbside Management and Parking			
<p><i>Action T-3.2.A: Short-Term Parking</i></p> <p>Continue to work with existing private parking facilities to encourage and provide incentives to convert a portion of the spaces now designated for all-day commuter parking to shorter-term parking to meet the demand for retail, entertainment, and mid-day parking.</p>	DDOT, BIDs	Ongoing	N
<p><i>Action T-3.2.B: Carshare Parking</i></p> <p>Continue to provide strategically placed and well-defined curbside parking for carshare vehicles, particularly near Metrorail stations, major transit nodes, and major employment destinations, and in medium- and high- density neighborhoods.</p>	DDOT, WMATA	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-3.2.C: Curbside Management Techniques</i> Revise curbside management and on-street parking policies to:</p> <ul style="list-style-type: none"> • Adjust parking pricing to reflect the demand for, and value of, curb space; • Adjust the boundaries for residential parking zones; • Establish parking policies that respond to the different parking needs of different types of areas; • Expand the times and days for meter parking enforcement in commercial areas; • Promote management of parking facilities that serve multiple uses (e.g., commuters, shoppers, recreation, entertainment, churches, special events); • Improve the flexibility and management of parking through mid-block meters, provided that such meters are reasonably spaced and located to accommodate persons with disabilities; • Preserve, manage, and increase alley space or similar off- street loading space; • Increase enforcement of parking limits, double-parking, bike lane obstruction, and other curbside violations, including graduated fines for repeat offenses and towing for violations on key designated arterials; and • Explore increasing curbside access for EV supply equipment. 	DDOT	Ongoing	N
<p><i>Action T-3.2.D: Unbundle Parking Cost</i> Find ways to unbundle the cost of parking. For residential units, this means allowing those purchasing or renting property to opt out of buying or renting parking spaces. Unbundling should be required for District-owned or subsidized development and encouraged for other developments. Employers should provide a parking cash-out option, allowing employees who are offered subsidized parking the choice of taking the cash equivalent if they use other travel modes. Further measures to reduce housing costs associated with off-street parking requirements, including waived or reduced parking requirements in the vicinity of Metrorail stations and along major transit corridors, should be pursued. These efforts should be coupled with programs to better manage residential street parking in neighborhoods of high parking demand, including adjustments to the costs of residential parking permits.</p>	OP, DDOT	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-3.2.E: Manage Off-Street Parking Supply</i> Continue to waive or reduce parking requirements in the vicinity of Metrorail stations and along major transit corridors, as implemented during the recent revision of the zoning regulations. Explore further reductions in requirements as the demand for parking is reduced through changes in market preferences, technological innovation, and the provision of alternatives to car ownership. Update the Mayor’s Parking Taskforce Report with more recent parking data, and monitor parking supply on an ongoing basis.</p>	OP, DDOT	Short-Term	N
<p><i>Action T-3.2.F: Encourage Shared-Use Parking</i> Collaborate with private, off-street parking facilities to encourage shared- use parking arrangements with nearby adjacent uses to maximize the use of off-street parking facilities.</p>	DDOT, BIDs	Ongoing	N
T-3.3 Goods Movement			
<p><i>Action T-3.3.A: Enhance the Loading Zone Program</i> Enhance the loading zone program with policies and programs including automated and more targeted enforcement, complete user data collection, data evaluation to inform enforcement and future program decisions, and dynamic loading zone pricing. Provide freight zones on streets in office districts, and expanded curbside space available for loading.</p>	DDOT	Short-Term	N
<p><i>Action T-3.3.B: Freight Trip Generation Study</i> Complete the freight trip generation study and develop an off-peak delivery program.</p>	DDOT	Mid-Term	N
<p><i>Action T-3.3.C: Implement Last-Mile Delivery/Pickup</i> Develop a strategy to allow for the implementation of last-mile delivery/pickup using bikes and other small mobility devices.</p>	DDOT	Short-Term	N
<p><i>Action T-3.3.D: Improve Truck Safety</i> Implement a truck safety campaign aimed at pedestrian, cyclists, and truck drivers that focuses on the need to share the road and identifies potential truck conflict locations with bike lanes, transit stops, and streetcars.</p>	DDOT	Short-Term	N
<p><i>Action T-3.3.E: Address Personal Goods Delivery Devices</i> Develop policies to address small goods delivery through autonomous devices on sidewalks to promote the safety of pedestrians on sidewalks as these services are deployed.</p>	DDOT	Mid-Term	N
<p><i>Action T-3.3.F: Freight Advisory Committee</i> Establish a freight advisory committee to provide advice on policies related to the movement of goods in the District. This group could help communicate truck information to elected officials and the public.</p>	DDOT	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
T-3.4 Traveler Information			
<p><i>Action T-3.4.A: Transit Directional Signs</i> Establish a joint District, WMATA, and private sector task force to improve and augment pedestrian directional signs and system maps for transit riders, especially at transit station exits and at various locations throughout the District.</p>	WMATA, DDOT	Mid-Term	N
<p><i>Action T-3.4.B: Regional Efforts</i> Through a regionally coordinated effort, continue to explore and implement travel information options, from the provision of printed and electronic maps and internet-based information to motor coach operators, travel agents, and trucking companies.</p>	DDOT, WMATA, MWCOG	Ongoing	N
T-3.8 Intercity Bus Operations			
<p><i>Action T-3.8.1.A: Motor Coach Management Initiative</i> Implement the recommendations of the DDOT Tour Bus Management Initiative, prepared to ameliorate long-standing problems associated with motor coach parking, roaming, and idling around the District's major visitor attractions.</p>	DDOT, NCPC	Short-Term	Y
<p><i>Action T-3.8.B: Manage Layover and Staging Zones</i> Maximize the efficiency of existing layover and staging zones. Coordinate with WMATA and District agencies to identify areas of shared use for on- street and off-street layover and staging zones.</p>	DDOT, WMATA	Short-Term	N
<p><i>Action T-3.8.C: Shuttle and Sightseeing Bus Staging</i> Develop carefully planned staging zones for shuttle and sightseeing buses to prevent them from double-parking or circling the block, which adds to congestion. Enforce and apply fines and penalties when sightseeing and shuttle bus permit regulations are violated.</p>	DDOT, WMATA, NPS	Mid-Term	N
<p><i>Action T-3.8.D: Motor Coach Off-Street Parking Initiative</i> Coordinate with District and federal agencies and stakeholders to create a plan to build an off-street bus parking facility for short-term, long-term, and staging needs of all motor coaches.</p>	DDOT, NPS, NCPC	Mid-Term	N
<p><i>Action T-3.8.E: Consolidate Intercity Buses at Union Station</i> Coordinate with the Federal Transit Administration (FTA), Federal Railway Administration (FRA), Amtrak and the Union Station Redevelopment Corporation to promote the consolidation of intercity buses in the transportation hub expansion plan. Explore termination of the lease agreement with the Union Station Redevelopment Corporation for bus parking at the Crummell School site in Ivy City to allow for other uses.</p>	DDOT, DMPED, OP	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
4.1 Emergency Preparedness, Transportation, and Security			
<i>Action T-4.1.A: Pennsylvania Avenue Closure</i> Work with federal agency partners to implement the Presidents Park South project along E Street NW near the White House to provide an excellent public space as well as a key east-west bicycle and pedestrian connection. Use the security requirements for closing the street to vehicles to create a space for bicycles and pedestrians.	DDOT, EOM, CC, NCPC, NPS	Ongoing	N
<i>Action T-4.1.B: Coordination with the Federal Government</i> Continue to work with the federal government to assess the impacts of security measures on the quality of life of District residents and businesses.	DDOT, OP, EOM, NCPC	Ongoing	N
<i>Action T-4.1.C: Emergency Evacuation Plan</i> Continue to refine an emergency evacuation plan that not only describes evacuation procedures and routes, but also defines the modes of transportation to use in the event that certain modes, such as the Metrorail system, become unavailable. Increase public education and awareness of local emergency management plans, and make information on evacuation routes and procedures more accessible and understandable to residents, employees, and visitors.	DDOT, FEMS, DCEMA	Ongoing	N
T-4.2 Safety for All Travelers			
<i>Action T-4.2.A: Vision Zero Action Plan</i> Implement the strategies recommended in the District’s Vision Zero Action Plan.	DDOT, DPW, OP, DFHV	Ongoing	Y
T-4.4 Climate Resiliency			
<i>Action T-4.4.A: Climate Adaptation Guidelines for Transportation Projects</i> Develop and implement climate adaptation guidelines while designing transportation projects. The guidelines may include evaluating the effectiveness of stormwater management, urban heat island mitigation, and other technical components to better buffer transportation infrastructure from the impacts of climate change.	DDOT, DOEE	Short-Term	N
<i>Action T-4.4.B: Research Resilient Transportation Design Best Practices</i> Research and leverage existing best practices from other metropolitan transportation departments as DDOT continues to make future adjustments to its design parameters that incorporate hazard mitigation and climate change adaptation. Consider updating design standards to account for projected extreme temperatures and precipitation.	DDOT	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-4.4.C: Climate-Ready Evacuation Routes</i> Identify alternate evacuation routes for roads and bridges identified as vulnerable to flooding and/or sea level rise.</p>	DDOT	Mid-Term	N
T-5.1 Autonomous Vehicles			
<p><i>Action T-5.1.A: AV Working Group</i> The Autonomous Vehicle Working Group—an interagency working group comprised of agencies focused on transportation, rights of persons with disabilities, environmental issues, and public safety—should continue to meet and monitor AVs and their impact on the District. The group should work to develop policy and regulatory guidance to ensure AVs enhance the District by improving safety, efficiency, equity, and sustainability while minimizing negative impacts on residents, workers, and visitors.</p>	DDOT, DMPED, OP, DFHV	Mid-Term	N
<p><i>Action T-5.1.B: Continued Research</i> Examine and monitor the latest research on AVs to inform policy development. Review publications from universities, think tanks, foundations, and other jurisdictions to better understand the potential implications in the District. Research should be comprehensive and focus on direct impacts on the transportation network and the indirect impacts on land use, as well as economic and job market disruption, public revenue, environmental sustainability, and social and racial equity.</p>	DDOT, OP, DMPED	Mid-Term	N
<p><i>Action T-5.1.C: Data Sharing</i> Encourage AV manufacturers and operators to share data to support responsive research efforts and inform public policy making. Data sharing will need to have a level of accuracy and detail for specific research needs and respect the privacy of individuals.</p>	DDOT, OCTO, DFHV	Mid-Term	N
<p><i>Action T-5.1.D: Enhance Access to Transit</i> Explore strategies to make autonomous vehicles complement rather than replace existing transit service, such as through dedicated curbside access, transit alternatives for seniors and people with disabilities, and shared mobility solutions to provide first-mile/last-mile connections.</p>	DDOT, WMATA	Mid-Term	N
<p><i>Action T-5.1.E: Parking and Curbside Access</i> Monitor the shifts that AVs will create in the use of parking facilities and curbside lanes. Explore regulatory and technological tools for dynamically adapting to these shifts in usage, to allow for and incentivize more efficient and productive uses of these urban spaces.</p>	DDOT, DFHV	Mid-Term	N
T-5.2 Electric Vehicles			
<p><i>Action T-5.2.A: Expand Charging Infrastructure</i> Install publicly accessible electric charging stations throughout the District to expand EV infrastructure and lead the market, in keeping with demand for and encouraging the conversion to EVs.</p>	DDOT, DPW	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action T-5.2.B: EV Supply Equipment</i> Encourage the siting of EV supply equipment in curbside public space, multi-dwelling unit garages, commercial facilities and residential areas, where appropriate.</p>	DDOT, DPW	Ongoing	N
Housing Element			
H-1.1 Expanding Housing Supply			
<p><i>Action H-1.1.A: Annual Housing Reports and Monitoring Efforts</i> Develop an annual State of the District Housing Report, which improves the quality of information on which to make housing policy decisions. Include information on current conditions, trends and needs, such as the availability and affordability of units by income, tenure, building type, number of bedrooms, and production patterns and capacity by Planning Area and other characteristics. Include information on the demand for, housing for low, very low and extremely low-income households. Assess the availability of housing for Black communities and other communities of color, seniors, families, people with disabilities, and vulnerable communities. The report should also include a framework for evaluating progress toward measurable goals. Create a Housing Oversight Board composed of residents representing different incomes and household types, and for profit and nonprofit developers, that would review this report and provide an assessment each year on the effectiveness and outcomes of the District’s housing programs.</p>	DMPED, DHCD, OP	Ongoing	N
<p><i>Action H.1.1.B: Regional Planning for Expanding the Supply of Housing</i> Pursue intergovernmental agreements and initiatives with the jurisdictions of the metropolitan region that expand the housing supply and broaden affordability throughout the region, and that do not leave the responsibility solely to any one jurisdiction.</p>	OP, DHCD, DMPED	Ongoing	N
<p><i>Action H.1.1.C: Research New Ways to Expand Housing</i> Continue research to expand market rate and affordable housing opportunities in Washington, DC, such as expanding existing zoning tools and requirements. Consider a broad range of options to address housing constraints, which could include updating the Height Act of 1910 (a federal law) outside of the L’Enfant Plan area, if it can promote housing production.</p>	OP, DHCD, DMPED	Ongoing	N
<p><i>Action H-1.4.D: Analysis of Impediments to Fair Housing Choice</i> Complete the Analysis of Impediments to Fair Housing to advance fair housing, more equitably distribute housing, and take steps to address identified impediments and remedy residential exclusion, described in more detail in Section 514.</p>	OP, DMPED, DHCD	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
H-1.2 Ensuring Housing Affordability			
<p><i>Action H-1.2.A: Commercial Linkage Assessment</i> Review the District’s existing commercial linkage requirements to improve the effectiveness of this program and assess its impacts, advantages, and disadvantages, such as how and when linkage fees are paid. Based on findings, adjust the linkage requirements as needed.</p>	OP, DMPED	Short-Term	N
<p><i>Action H-1.2.B: New Revenue Sources</i> Continue to identify and tap new sources of revenue for programs such as the HPTF to produce affordable housing and keep rental and owned housing affordable. These new sources should add to the portion of the deed and recordation taxes dedicated to the HPTF, such as the feasibility of earmarking a portion of residential property tax revenue increases for the fund.</p>	OCFO, CC, OCA, DHCD, DMPED	Short-Term	N
<p><i>Action H-1.2.C: Property Acquisition and Disposition Division Program</i> Continue the District’s Property Acquisition and Disposition Division (PADD) Program, which acquires property and provides for long-term leaseback or low-cost terms to private developers that produce affordable homeownership and rental housing.</p>	DHCD	Ongoing	Y
<p><i>Action H-1.2.D: Low-Income Housing Tax Credits</i> Expand for-profit builders’ use of Low-Income Housing Tax Credits as one tool to provide new or rehabilitated affordable housing in the District.</p>	DHCD, HFA, DMPED	Short-Term	N
<p><i>Action H-1.2.E: Leveraging Inclusionary Zoning</i> Review and consider expansion of the Inclusionary Zoning program as needed to encourage additional affordable housing production throughout the District. Examine and propose greater IZ requirements when zoning actions permit greater density or change in use. Factors supporting a greater requirement may include high-cost areas, proximity to transit stations or high-capacity surface transit corridors, and when increases in density or use changes from production, distribution, and repair (PDR) to residential or mixed-use. Consider requirements that potentially leverage financial subsidies, such as tax-exempt bonds.</p>	OP	Short-Term	N
<p><i>Action H-1.2.F: Establish Affordability Goals by Area Element</i> Establish measurable housing production goals by Planning Area through an analysis of best practices, housing conditions, impediments, unit and building typology, and forecasts of need. Include a minimum share of 15 percent affordable housing by 2050, along with recommendations for incentives and financing tools to create affordable housing opportunities to meet fair housing requirements, particularly in high housing cost areas.</p>	OP, DHCD, DMPED	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action H-1.2.G: Continuum of Housing</i> Conduct a periodic review, at least every four years, of private development and federal and local housing programs in conjunction with a needs assessment to ensure that programs target the applicable gaps in the supply of housing by unit and building type, location, and affordability and include racial equity evaluations.</p>	DHCD	Ongoing	N
<p><i>Action H-1.2.H: Priority of Affordable Housing Goals</i> To advance racial equity in housing, prioritize public investment toward housing production and preservation serving very-low and extremely-low income households. Prioritize public investment in the new construction of, or conversion to, affordable housing in Planning Areas with high housing costs and few affordable housing options. Consider land use, zoning, and financial incentives where the supply of affordable units is below a minimum of 15 percent of all units within each area.</p>	OP, DHCD, DMPED	Short-Term	N
<p><i>Action H-1.2.I: Land Trusts</i> Support community land trusts (CLTs) in their ongoing efforts to produce, secure, and steward rental and ownership housing and commercial spaces that would remain affordable in perpetuity. Preventing the displacement of current and future low- and moderate-income District residents and businesses should be the focus of CLTs.</p>			
<p><i>Action H-1.2.J Affordable Housing and Nonprofit and Faith-Based Institutions</i> District agencies should work collaboratively with nonprofits and the faith community to investigate zoning options to reduce procedural burdens and facilitate the development of affordable housing and community services on properties under their control, particularly sites in lower density neighborhoods.</p>			
H-1.3 Diversity of Housing Types			
<p><i>Action H-1.3.A: Create Tools for the Production and Retention of Larger Family-Sized Units in Multi-Family Housing</i> Research land use tools and techniques, including development standards, to encourage the development of residential units that meet the needs of larger families, with a focus on financing affordable units in high-cost areas.</p>	OP, DHCD	Mid-Term	N
<p><i>Action H-1.3.B: Technical Assistance for Condominiums and Cooperatives</i> Develop technical assistance and innovative management models to assist in the long-term maintenance and sustainability of condominiums and cooperatives.</p>	DHCD	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
H-1.4 Housing and Neighborhood Revitalization			
<p><i>Action H-1.4.A: Renovation and Rehabilitation of Public Affordable Housing</i></p> <p>Continue federal and local programs to rehabilitate and rebuild the District’s affordable housing units, including the Choice Neighborhood program, Rental Assistance Demonstration (RAD) Program, capital and modernization programs, the CDBG Program, and the District-sponsored NCI.</p>	DCHA, HFA, DHCD	Ongoing	Y
<p><i>Action H-1.4.B: Home Again Initiative/PADD</i></p> <p>Continue support for PADD as a strategy for reducing neighborhood vacancies, restoring an important part of the District’s historic fabric, and providing mixed-income housing in neighborhoods with a significant presence of vacant or abandoned residential properties.</p>	DHCD	Short-Term	N
<p><i>Action H-1.4.C: DCHA Improvements</i></p> <p>Continue improving the operations of the District’s existing publicly assisted housing, Housing Choice Voucher, and Local Rent Supplement Programs, including the Family Self Sufficiency program, voucher homeownership, the use of submarket rents to increase use of vouchers in high-cost neighborhoods, and the RAD Program as needed for financing capital needs. Support residents’ aspirations and skill building, such as through coaching, resident hiring and workforce development programs.</p>	DCHA	Ongoing	N
<p><i>Action H-1.4.D: Tax Abatement</i></p> <p>Consider geographically targeted tax abatements and other financial incentives to encourage market rate housing with affordable housing that exceeds minimum IZ standards in areas where housing must compete with office space for land, similar to the former Downtown Tax Abatement Program. Abatements should consider the potential created by the conversion of existing office space to residential. The potential costs and benefits of tax abatements must be thoroughly analyzed as such programs are considered.</p>	DCHA, DMPED, OCFO	Short-Term	N
<p><i>Action H-1.4.E: Additional Public Housing</i></p> <p>Support DCHA’s planning goals for its public housing units by developing strategies to meet the needs of existing units and create additional units. Use subsidies from HUD under the public housing Annual Contributions Contract (ACC), RAD, and other sources. Identify methods to use DCHA and HUD programs and resources to acquire or develop additional publicly assisted housing dedicated to extremely-low-income households for the life of the building or in perpetuity.</p>	DCHA, DMPED, DHCD	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action H-1.4.F: Non-Housing Investment in Areas of Concentrated Poverty</i> Make non-housing neighborhood economic and community development investments and preserve existing subsidized affordable housing in R/ECAP (as defined by HUD) to improve neighborhood amenities and attract private sector investment to expand housing supply.	DHCD, DMPED	Mid-Term	Y
<i>Action H-1.4.G: Co-Location of Housing with Public Facilities</i> As part of Facility Master Plans and the Capital Improvement Program, conduct a review of and maximize any opportunities to co-locate mixed- income, multi-family housing, emphasizing affordable housing, when there is a proposal for a new or substantially upgraded local public facility, particularly in high-cost areas.	DMPED, DGS, OP	Mid-Term	Y
H-1.5 Reducing Barriers to Production			
<i>Action H-1.5.A: Smart Housing Codes</i> Update and modernize the District Housing Code to reflect the current trend toward smart housing codes, which are structured to encourage building rehabilitation and reuse of housing units built before modern building codes were enacted.	OP, DCRA	Short-Term	N
<i>Action H-1.5.B: Data Management</i> Maintain electronic inventories of existing housing and potential development sites for the benefit of residents, developers, and policy makers. This information should be used to track housing development and promote better-informed choices regarding public investment and affordable housing development.	OP, OCTO, DMPED, DHCD	Short-Term	N
<i>Action H-1.5.D: Support of Accessory Dwelling Units</i> Study whether recent zoning changes are sufficient to facilitate the creation of accessory dwelling units, or whether barriers to their creation still exist, and remove unnecessary obstacles to their creation. Incorporate racial equity considerations into the study. Investigate the benefits of financially supporting accessory dwelling units and design a pilot program to increase the number of affordable housing units through accessory dwelling units.	DHCD, HFA	Short-Term	N
<i>Action H-1.5.E: Remove Regulatory Obstacles</i> Continue to identify and review regulatory impediments to the production of market rate and affordable housing. Remove unnecessary and burdensome regulations and propose more efficient and effective alternatives for achieving important policy and regulatory goals.	DCRA, OP, DMPED, DHCD	Short-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
H-2.1 Preservation of Affordable Housing			
<p><i>Action H-1.6.A: Monitoring and Updating Data to Support Recovery from 2020 Health Emergency</i></p> <p>Monitor and update appropriate data to support 2020 public health emergency response and recovery efforts. Such data will include a wide range of housing factors and drivers, such as jobs, population, housing supply and demand. Collect data to support racial equity analyses and responses.</p>	DMPED, DHCD, OP	Short-Term	N
H-2.1 Preservation of Affordable Housing			
<p><i>Action H-2.1.A: Rehabilitation Grants</i></p> <p>Maintain a rehabilitation grant program for owners of small apartment buildings, linking the grants to income limits for future tenants. Such programs have been successful in preserving housing affordability.</p>	DMPED, DHCD, HFA	Short-Term	N
<p><i>Action H-2.1.B: Local Rent Supplement</i></p> <p>Expand the Local Rent Supplement Program for both tenant and new project-based support targeted toward public and privately held extremely low-income housing and housing for formerly homeless individuals and families.</p>	DMPED, OCFO, OCA, DCHA	Short-Term	N
<p><i>Action H-2.1.C: Purchase of Expiring Subsidized Housing and Naturally Occurring Affordable Housing</i></p> <p>Implement and use DOPA to acquire, preserve, and dedicate new affordable housing through a process that will maintain the properties with long-term affordability requirements.</p>	DMEPD, HFA, CC, DCHA	Ongoing	Y
<p><i>Action H-2.1.D: Affordable Set-Asides in Condo Conversions</i></p> <p>In a condo conversion, 20 percent of the units should be earmarked for qualifying low- and moderate-income households. In addition, condominium maintenance fees should be set proportionally to the unit price so that otherwise affordable units do not become out-of-reach because of high fees.</p>	DCRA, CC, DMPED, OAG	Short-Term	N
<p><i>Action H-2.1.E: Housing Registry</i></p> <p>Maintain a registry of affordable or accessible housing units in the District and a program to match these units with qualifying low-income households.</p>	DHCD, DMPED, DCHA	Short-Term	N
<p><i>Action H-2.1.F: Affordable Housing Preservation Unit</i></p> <p>Establish and maintain a division within District government to systematically and proactively work with tenants, owners of affordable housing, investors, their representatives, and others associated with real estate and housing advocacy in Washington, DC to establish relationships and gather intelligence to preserve affordable housing and expand future opportunities by converting naturally affordable unassisted units to long-term dedicated affordable housing.</p>	DHCD	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action H-2.1.G: Expand Acquisition Funding for Preservation</i> Continue funding for public-private partnerships to facilitate acquisition and early investments to leverage greater amounts of private capital for the preservation of affordable housing.</p>	DHCD, CC	Short-Term	N
<p><i>Action H-2.1.H: Improve Tenant Opportunity to Purchase Program</i> Improve the preservation of affordable housing through TOPA and TOPA exemptions by providing financial incentives to TOPA transactions, including predevelopment work, legal services, third-party reports, and acquisition bridge financing. The effort should include tracking mechanisms to collect accurate program data and evaluate outcomes for further improvement in the program.</p>	DHCD, DMPED	Short-Term	N
<p><i>Action H-2.1.I: Anti-Displacement Strategy</i> Track neighborhood change, development, and housing costs to identify areas of Washington, DC that have experienced, are experiencing, or are likely to experience, displacement pressures. Collect, disaggregate, and monitor data to consider income and racial characteristics of the neighborhoods and households affected by or at risk of displacement. Conduct racial equity analyses that identify the policies and underlying forces contributing to any inequities. Such analyses must consider different sources of displacement pressures, including a lack of new housing in high-demand neighborhoods and effects new development may have on housing costs in adjacent areas. Monitor best practices and identify new strategies for displacement prevention. Use the information to create a District-wide anti-displacement strategy, prepare reoccurring reports, improve program performance, and identify targeted areas within which to deploy resources to prevent displacement and help residents with the highest displacement risks stay in their neighborhoods. Examine ways to support low-income residents in areas that have already experienced rapid displacement, such as those in Mid-City and Near Northwest.</p>	OP, DHCD	Short-Term	N
H-2.2 Housing Conservation and Maintenance			
<p><i>Action H-2.2.A: Housing Code Enforcement</i> Improve the enforcement of housing codes to prevent deteriorated, unsafe, and unhealthy housing conditions, especially in areas of Washington, DC with persistent code enforcement problems. Ensure that tenants are provided information on tenant rights, such as how to obtain inspections, contest petitions for substantial rehabilitation, purchase multi-family buildings, and vote in conversion elections.</p>	DCRA	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action H-2.2.B: Sale of Persistent Problem Properties</i> Address persistent tax and housing code violations through negotiated sales of title sale of properties by putting properties in receivership, foreclosing on tax-delinquent properties, enforcing higher tax rates on vacant and underused property, and through tenants’ rights education, including use of TOPA. Whenever possible, identify alternative housing resources for persons who are displaced by major code enforcement activities.</p>	DMPED, DHCD, DCRA	On-going	N
<p><i>Action H-2.2.C: Tax Relief</i> Review existing tax relief programs for District homeowners and consider changes to unify and simplify programs to help low- and moderate-income households address rising property assessments. Consider using the MFI as a standard for establishing need and eligibility.</p>	OCFO, OTR	Short-Term	N
<p><i>Action H-2.2.D: Program Assistance for Low- and Moderate-Income Owners</i> Continue to offer comprehensive home maintenance and repair programs for low- and moderate-income owners and renters of single-family homes. These programs should include counseling and technical assistance, as well as zero interest and deferred interest loans and direct financial assistance.</p>	DHCD, DCRA	Ongoing	N
H-3.1 Encouraging Homeownership			
<p><i>Action H-3.1.A: HPAP Program</i> Maintain and expand the District’s HPAP by periodically reviewing and establishing appropriate amounts of assistance to continue advancing affordable homeownership for low-income households.</p>	DHCD, DMPED	Ongoing	N
<p><i>Action H-3.1.B: District Employer Assisted Housing Program</i> Strengthen the District government’s existing Employer Assisted Housing (EAH) Program by increasing the amount of EAH awards and removing limitations on applicants seeking to combine EAH assistance with HPAP funds.</p>	DHCD, DMPED	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action H-3.1.C: New EAH Programs</i></p> <p>Encourage major employers in Washington, DC to develop EAH programs for moderate- and middle-income housing, including:</p> <ul style="list-style-type: none"> • Private sector employee benefit packages that include grants, forgivable loans, and on-site homeownership seminars for first-time buyers; • Federal programs that would assist income-eligible federal workers who currently rent in the District; • Programs designed to encourage employees to live close to their work to reduce travel time and cost and increase their quality of life; and • Linking EAH efforts with performance-based incentives for attracting new employers. 	DHCD, DMPED, OP	Ongoing	N
<p><i>Action H-3.1.D: Individual Development Accounts</i></p> <p>Invest in programs that support Individual Development Accounts that assist low-income persons to save for first-time home purchases.</p>	DMPED, HFA, DHCD	Ongoing	N
<p><i>Action H-3.1.E: Neighborhood Housing Finance</i></p> <p>Expand housing finance and counseling services for very low-, low-, and moderate-income homeowners, and improve the oversight and management of these services.</p>	FHA, DHCD	Ongoing	N
<p><i>Action H-3.1.F: Foreclosure Prevention</i></p> <p>Develop public-private partnerships to raise awareness of foreclosure prevention efforts and to offer assistance to households facing foreclosure.</p>	DHCD, DMPED, OP	Mid-Term	N
<p><i>Action H-3.1.G: Protect Homeowner Equity</i></p> <p>Research, identify, and implement as appropriate tools to protect the equity of homeowners and help lower-income and older adult homeowners recover from volatile market forces and adverse events that threaten their equity and status as homeowners.</p>	DMPED, DHCD	Mid-Term	N
H-3.2 Housing Access			
<p><i>Action H-3.2.A: Cultural Sensitivity</i></p> <p>Require all District agencies that deal with housing and housing services to be culturally and linguistically competent.</p>	OHR	Ongoing	N
<p><i>Action H-3.2.B: Fair Housing Education</i></p> <p>Undertake a Fair Housing Act education program for all relevant staff persons and public officials so they are familiar with the Act and their responsibilities in its enforcement. Maintain programs that raise the public’s awareness of fair housing rights and responsibilities, including educational events, compliance training, affirmative marketing training, and other outreach efforts that further fair housing and eliminate discrimination.</p>	DHCD	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action H-3.2.C: Lending Practices</i></p> <p>Continue to monitor private sector lending practices for their impact on the stability of neighborhoods, and develop responses if instability is identified.</p>	DHCD, DMPED, OP, DISB	Mid-Term	N
<p><i>Action H-3.2.D: Overcoming Impediments to Fair Housing</i></p> <p>Develop strategies to overcome impediments and obstacles to the delivery of affordable housing in high-cost areas, such as rapid site acquisition, risk reduction, and expedited project selection and processing.</p>	DHCD, OP	Short-Term	N
H-4.2 Ending Homelessness			
<p><i>Action H-4.2.A: Homeward DC</i></p> <p>Implement the recommendations outlined in Homeward DC: 2015-2020, which updates and expands on the Homeward DC: Strategic Plan 2015- 2020 and continues the District’s efforts to make homelessness in the District rare, brief, and non-recurring. Homeward DC recommended strategies to expand homelessness prevention strategies, improve the quality of the District’s emergency shelter facilities, and increase the number of permanent supportive housing units and tenant-based rental subsidies available for populations experiencing or at risk of homelessness.</p> <p>Homeward DC 2.0 builds on the recommendations outlined in Homeward DC and highlights additional strategies to advance these efforts.</p>	DHCD, DCHA, DHS, DMH, DMCFYE	Short-Term	N
<p><i>Action H-4.2.B: Emergency Assistance</i></p> <p>Expand the emergency assistance program for rent, security deposit, mortgage, or utility expenses for very low-income families with children, older adults, and persons with disabilities to prevent homelessness.</p>	DHCD, DCHA, DHS, DMCFYE	Short-Term	N
<p><i>Action H-4.2.C: Ending Youth Homelessness</i></p> <p>Implement Solid Foundations DC: The Strategic Plan to Prevent and End Youth Homelessness. The plan includes strategies for youth homelessness prevention, expanded outreach and reunification, additional youth shelter capacity, improved support services, continuing education, and capacity building programs for organizations that support the emotional, physical, and social well-being of at-risk youth.</p>	DCHA, DHS, DHCD, ICH	Short-Term	N
<p><i>Action H-4.2.D: Discharge Coordination</i></p> <p>Maintain discharge programs from the foster care, health care, and the criminal justice systems that prevent homelessness and provide a safe transition to independent living.</p>	DCHA, DHS, DHCD, ICH	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action H-4.2.E: Landlord Recruitment</i> Develop and test pilot programs designed to incentivize landlords to house individuals and families exiting homelessness. Evaluate strategies and make recommendations on maintaining and improving an ongoing program.</p>	DCHA, DHS, DHCD, ICH	Short-Term	N
H-4.3 Meeting the Needs of Specific Groups			
<p><i>Action H- 4.3.A: Incentives for Accessible Units</i> Create financial incentives or provide appropriate flexibility in zoning rules and public space regulations for homeowners and landlords to retrofit units to make them accessible to older adults and persons with disabilities. Encourage the production of units that are visitable, ADA-accessible, or universally designed in new housing construction.</p>	DMPED, DHCD, OCFO	Mid-Term	N
<p><i>Action H- 4.3.B: Incentives for Older Adult Housing</i> Remove barriers and explore incentives, such as density bonuses, tax credits, and special financing, to stimulate the development of assisted living and care facilities for older adults that serve a mix of incomes, particularly in areas of high need and on sites well served by public transportation.</p>	DHCD, OP, OCFO, DCOA	Mid-Term	N
<p><i>Action H-4.3.C: University Partnerships and Older Adults</i> Explore partnerships with local universities to develop intergenerational student living arrangements with older adults living near campus.</p>	OP, DCOA	Mid-Term	N
<p><i>Action H-4.3.D: Aging in Community</i> Establish programs to facilitate low-income older renters aging in place. Examples include tenant-based vouchers or other rental assistance to older adults on fixed incomes or funds for renovation of multi-unit buildings, individual apartments, and single-family homes to create appropriate housing options for older adults to age in community.</p>	DCHA, DCOA, DHCD,	Mid-Term	N
Environmental Protection Element			
E-1 Adapting to and Mitigating Climate Change			
<p><i>Action E-1.1.A: Update Regulations for Resilience</i> Continue to monitor and update Washington, DC’s regulations to promote flood risk reduction, heat island mitigation, stormwater management, renewable energy, and energy resilience, among other practices, where appropriate.</p>	DOEE, OP	Mid-Term	N
<p><i>Action E-1.1.B: Development in Floodplains</i> Evaluate expanding restrictions and/or require adaptive design for development in areas that will be at increased risk of flooding due to climate change. Analyses should weigh the requirement to account for climate risks with the needs of a growing District.</p>	OP, DOEE, HSEMA, DCRA, DMPED	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-1.1.C: Waterfront Setbacks</i> Ensure that waterfront setbacks and buffers account for future sea level rise, changes in precipitation patterns, and greater use of nature-based and adaptive flood defenses.</p>	OP, DOEE, HSEMA, DCRA	Short-Term	N
<p><i>Action E-1.1.D: Covenant for Climate and Energy</i> Implement policies recommended by Clean Energy DC and Climate Ready DC to achieve Washington, DC’s goal of reducing GHG emissions by 50 percent below 2006 levels by 2032, and achieving carbon neutrality by 2050 while preparing for the impacts of climate change. Maintain compliance with the Global Covenant of Mayors for Climate & Energy, signed by Washington, DC in 2015, which commits Washington, DC to measure and reduce GHG emissions and address climate risks.</p>	DOEE	Long-Term	Y
<p><i>Action E-1.1.E: Update Floodplain Regulations</i> Update flood hazard rules to reflect the increased risk of flooding due to climate-related sea level rise, increasingly frequent and severe precipitation events, and coastal storms.</p>	DOEE, HSEMA, DCRA	Short-Term	N
<p><i>Action E-1.1.F: Comprehensive and Integrated Flood Modeling</i> Develop, and regularly update, Washington, DC’s floodplain models, maps, and other tools to account for climate change, including projections for increased precipitation and sea level rise, to ensure any future building in the floodplain is done sustainably. Integrate existing, and develop new, floodplain models to better understand the interplay between coastal, riverine, and interior flooding and potential climate impacts. Consider revising the regulatory flood hazard areas for Washington, DC’s Flood Hazard Rules.</p>	DOEE, HSEMA, OCTO, OP, DGS	On-going	N
<p><i>Action E-1.1.G: Design Guidelines for Resilience</i> Develop guidelines for new development and substantial land improvements that consider the threat of naturally occurring stressors and hazards (e.g., flooding, extreme heat, and wind), determine potential impacts to assets over the expected life cycle of the asset, and identify cost-effective risk-reduction options. Use updated and integrated flood risk models to determine potential flood extents and depths for riparian, coastal, and interior flood events and to inform design flood elevations for a development in flood hazard areas.</p>	DOEE, HSEMA, OP	Short-Term	N
<p><i>Action E-1.1.H: Update Climate Vulnerability and Risk Assessment</i> Update the vulnerability and risk assessment completed for Climate Ready DC as new data on potential climate impacts becomes available. Regularly assess the vulnerability of infrastructure, critical facilities (including hospitals and emergency shelters), and large developments to climate-related hazards.</p>	DOEE, DDOT, HSEMA, DC Water, DOH	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action: E-1.1.I: Resiliency Evaluation</i> Review projects including Washington, DC capital projects and large scale developments, for potential climate risks and adaptation strategies.</p>	OCA, OP, DOEE, HSEMA	Short-Term	N
<p><i>Action: E-1.1.J: Resiliency Incentives</i> Expand existing incentives and regulations to include thermal safety and urban heat island mitigation measures, such as green and cool roofs, solar shading, shade trees, alternatives to concrete, and other innovative building design strategies.</p>	DOEE, OP, DCRA	On-going	N
<p><i>Action: E-1.1.K: Interagency Temperature Management Strategy</i> Develop an interagency heat management strategy to minimize the adverse health impacts associated with extreme cold and heat temperature days. The District government will work to ensure that residents can prepare for these events by more broadly communicating extreme heat and cold response plans that clearly define specific roles and responsibilities of government and nongovernmental organizations before and during these events. Plans should identify local populations at high risk for extreme temperature- related illness and death, and determine the strategies that will be used to support such individuals during emergencies, particularly in underserved communities. Furthermore, explore strategies, including the use of technology, to help build communities’ adaptive capacity before, during, and after extreme temperature days.</p>	DOEE, HSEMA, DOH, OP, DDOT, DPR	On-going	N
E-2.1 Conserving and Expanding Washington, DC’s Urban Forests			
<p><i>Action E-2.1.A: Tree Replacement Program</i> Continue working toward a goal of planting 10,500 trees on public and private open space each year.</p>	DDOT, other	On-going	Y
<p><i>Action E-2.1.B: Street Tree Standards</i> Continue to formalize the planting, pruning, removal, and construction guidelines in use by the District’s Urban Forestry Division These standards provide further direction for tree selection based on such factors as traffic volumes, street width, shade and sunlight conditions, soil conditions, disease and drought resistance, and the space available for tree wells. They also include provisions to increase the size of tree boxes to improve tree health and longevity, and standards for soils and planting, as well improve upon existing tree boxes through impervious surface removal, increasing soil volumes, undergrounding power lines, and installing bio-retention tree boxes.</p>	DDOT, DOEE, OP	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-2.1.C: Tree Inventories</i></p> <p>Continue partnership agreements with the federal government, Casey Trees, and other groups to maintain the live, publicly available database and management system for Washington, DC’s trees using Geographic Information System (GIS) mapping. Efforts should be made to inventory trees on all District lands outside the right-of-ways, as well as along its streets.</p>	DDOT, DPR, other	On-going	N
<p><i>Action E-2.1.D: Operating Procedures for Utility and Roadwork</i></p> <p>Develop standard operating procedures to minimize tree damage by public utility and road crews. All activities that involve invasive work around street trees should be reviewed by Urban Forestry Administration personnel. Promote the expansion of the urban tree canopy, while planting the right tree in the right place in consideration with overhead utility lines.</p>	DDOT	Mid-Term	N
<p><i>Action E-2.1.E: Urban Forest Management</i></p> <p>Consistent with Washington, DC’s 2002 and 2016 Tree Bills, continue to protect, maintain, and restore trees and native woodlands across Washington, DC. Use the mayor’s UFAC and new and existing District agency partnerships to coordinate urban forest management activities on all public lands managed by the District (e.g., street trees, parks, public school grounds). These partnerships and initiatives should also promote coordination with federal agencies and other large landowners and include comprehensive strategies to manage insects and diseases.</p>	DOEE, DDOT, NPS	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-2.2 Conservation of Rivers, Wetlands, and Riparian Areas			
<p><i>Action E-2.2.A: Potomac and Anacostia River Habitat Improvements</i> Work collaboratively with federal agencies, upstream jurisdictions, and environmental advocacy groups to implement conservation measures for Washington, DC’s waterways by:</p> <ul style="list-style-type: none"> • Restoring tidal wetlands while maintaining access along the Anacostia River and infilled areas that were historically tidal wetlands, consistent with the 2015 District of Columbia Wildlife Action Plan; • Installing stormwater management best practices upland of tributary streams; • Creating new stormwater wetlands along tributary streams; • Restoring degraded streams in Washington, DC and, where possible, daylighting streams by removing them from pipes to let them flow uncovered; • Removing bulkheads and seawalls and replacing them with natural shoreline and fringe wetlands, where possible, to provide protection from flooding and erosion; • Restoring degraded gullies downstream of stormwater outfalls; • Preventing litter and trash from entering waterways and removing it when it is present; • Encouraging natural buffers compatible with the recommendations of the AWI Framework Plan; and • Preventing the net loss of parkland and improving access to the waterfront and river trails. 	USEPA, USFWS, NPS, DOEE, AWC, other	On-going	N
<p><i>Action E-2.2.B: Wetland Setback Standards</i> Establish clear regulations to conserve and preserve wetlands, streams, and their buffers during development and ensure compliance with these regulations during plan review, permitting, and inspections.</p>	DOEE, DCRA	Short-Term	N
<p><i>Action E-2.2.C: Wetland Planting and Maintenance</i> Plant and maintain wetlands to achieve the objective of no net loss and eventual net gain of wetlands. Focus efforts in areas of the District that offer the best opportunity and potential for conservation, as identified in Washington, DC’s 2015 Wildlife Action Plan.</p>	DOEE, NPS	Short-Term	N
<p><i>Action E-2.2.D: Anacostia River Sedimentation Project</i> Develop and implement an Anacostia River remediation work plan that restores fish and wildlife habitats while improving public access to the river.</p>	DOEE, USACE, NPS	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-2.4 Preserving Steep Slopes and Stream Valleys			
<p><i>Action E-2.4.A: Expand Tree and Slope Protection</i> Work with neighborhood and community groups, homeowners and other landowners, and Advisory Neighborhood Commissions (ANCs) to identify additional areas where the Tree and Slope Protection (TSP) areas should be mapped. Such areas should generally abut streams or public open spaces and should have steep slopes, significant natural tree cover, and some potential for future development. Particular attention should be given to mapping the TSP areas on lands in Wards 7 and 8.</p>	OP, DOEE, OZ	Mid-Term	N
<p><i>Action E-2.4.B: Hillside Conservation Easements</i> Explore land trusts, conservation easements, and other tools for preserving steep slopes and hillside areas.</p>	OP, DOEE, OZ	On-going	N
E-2.5 Sustaining Wildlife			
<p><i>Action E-2.5.A: Implementation of the Wildlife Action Plan</i> Implement the 2015 Wildlife Management Plan , including programs to increase meadow habitats in the District, restore tidal wetlands, propagate native plants, and create vernal pools, artificial nesting structures, wildlife crossings and corridors, and resident science projects.</p>	DOEE	On-going	N
<p><i>Action E-2.5.B: Data Improvements</i> Improve the collection and monitoring of data on plant and animal life within Washington, DC , particularly data on rare, endangered, threatened, and candidate species, and species of greatest conservation need.</p>	DOEE	On-going	N
<p><i>Action E-2.5.C: Pollinator Pathways</i> Create pollinator pathways and other contiguous habitat paths that allow the migration of species into natural habitats and that support the goals of the Wildlife Action Plan. Incorporate biodiversity and the use of native plants in GI along roads and sidewalks.</p>	DOEE, DDOT, DPR, NPS	Mid-Term	N
<p><i>Action E-2.5.D: Landscape Practices</i> Encourage the use of landscape practices compatible with industry best practices and certifications, including water-efficient landscape design using native species and GI. Incorporate biophilic design elements to enhance health and well-being by providing a connection between people and nature.</p>	DOEE, DGS, DDOT	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-3.1 Conserving Water			
<p><i>Action E-3.1.A: Leak Detection and Repair Program</i> Continue DC Water’s efforts to reduce water loss from leaking mains, including reducing the backlog of deferred maintenance, using audits and monitoring equipment to identify leaks, performing expeditious repairs of leaks, and instructing customers on procedures for detecting and reporting leaks. Incorporate smart infrastructure that provides automatic feedback to identify irregularities in the system, leading to greater leak detection and swifter repair.</p>	DC Water	On-going	N
<p><i>Action E-3.1.B: Building Code Review</i> Support efforts by the Construction Code Coordinating Board and the Green Building Advisory Council (GBAC) to strengthen building, plumbing, and landscaping standards and codes in order to identify possible new water conservation measures.</p>	DCRA, DOEE	On-going	N
<p><i>Action E-3.1.C: Water Conservation Education</i> Work collaboratively with DC Water and other partners to launch a large- scale marketing and educational campaign, bringing greater awareness to the need for water conservation and to the savings achievable through conservation and use of efficient technology, and to achieve a reduction in the daily per capita consumption of water resources. This per capita reduction is needed to maintain Washington, DC’s total water consumption level as the District grows. Special efforts should be made to reach low- income customers and institutional users.</p>	DC Water, DOEE	On-going	N
<p><i>Action E-3.1.D: Water Conservation Financial Incentive Program</i> Explore mechanisms to create a water conservation financial incentive program. Similar to energy efficiency and renewable energy incentives, consider a program that creates stronger incentives for residents, small businesses, and private development to use less water in daily operations. The program should include both landscaping and building efficiency.</p>	DC Water	Mid-Term	N
<p><i>Action E-3.1.E: Distributed Rainwater Harvesting and Greywater Recycling</i> Explore the use of distributed rainwater harvesting and greywater recycling to reduce demand on potable water systems during shortages or disruptions.</p>	DC Water, DOEE	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-3.2 Conserving Energy and Reducing GHG Emissions			
<p><i>Action E-3.2.A: Energy Conservation Measures</i> Pursuant to the District’s Clean Energy DC Plan, implement energy conservation programs for the residential, commercial, and institutional sectors. These programs include financial incentives, technical assistance, building and site design standards, public outreach, and other measures to reduce energy consumption and improve efficiency.</p>	DOEE	On-going	N
<p><i>Action E-3.2.B: Assistance Programs for Lower-Income Households</i> Implement Clean Energy DC Plan programs to reduce energy costs for lower-income households, including the Low Income Home Energy Assistance Program (LIHEAP) and additional measures to reduce monthly energy.</p>	DOEE, OCA, OCFO	Short-Term	N
<p><i>Action E-3.2.C: Consumer Education on Energy</i> Increase education and public awareness around energy issues, including school curricula, awards programs, demonstration projects, websites, and multimedia production.</p>	DOEE	On-going	N
<p><i>Action E-3.2.D: Energy Regulatory Reforms</i> Enact legislative and regulatory reforms, including but not limited to building and zoning codes as well as utility regulations aimed at improving energy efficiency and expanded clean, distributed energy generation in Washington, DC to reduce energy costs and improve reliability and resilience. Permitting agencies should have technological expertise in clean energy solutions. Permitting times and costs should conduce toward rapid adaptation of clean energy solutions.</p>	OAG, DOEE, DCPSC	Short-Term	N
<p><i>Action E-3.2.E: Energy Assurance Plan</i> Regularly amend the District’s Energy Assurance Plan and collaborate with regional partners such as MWCOG and the National Association of State Energy Officials (NASEO). Regularly scheduled training for energy emergencies should be provided to appropriate District personnel.</p>	DOEE, HCEMA, DCPAS, MWCOG	Short-Term	N
<p><i>Action E-3.2.F: Energy Conservation Area</i> Explore the establishment of neighborhood-based energy conservation areas or districts to incentivize energy efficiency, distributed generation, storage, and demand response. This is an opportunity for consumers to play a significant role in the operation of the electric grid by reducing or shifting their electricity usage during peak periods in response to time-based rates or other forms of financial incentives, which will contribute to and achieve the District-wide energy performance outcomes as defined by Clean Energy DC.</p>	DOEE, OP, DCRA	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-3.2.G: Energy Supply</i> Explore and adopt policies that allow for every District resident to have a cost-competitive option for the purchase of a 100 percent clean and renewable energy supply.</p>	DOEE	Short-Term	N
<p><i>Action E-3.2.H: Solar Easements</i> Continue to review and modify, as needed, zoning regulations and other relevant District regulations.</p>	OP, DOEE, ZC, OZ, DCRA	Short-Term	N
<p><i>Action E-3.2.I Building Energy Performance Standard</i> Develop and implement a BEPS, as described in Clean Energy DC, which would establish regular energy check-ups of buildings and require the owners of poorly performing buildings to improve the energy efficiency of their buildings.</p>	DOEE, DCRA	Medium-Term	N
<p><i>Action E-3.2.J: Neighborhood-Scale Energy</i> By 2021, complete a neighborhood-scale clean energy system development plan to target high-load growth areas and at-risk communities and begin implementation. Encourage large projects or aggregated projects driven by energy consumers to contribute to the District’s resilience goals through neighborhood-scale clean energy strategies.</p>	DOEE,	Short term	N
E-3.3 Reducing Solid Waste Disposal Needs			
<p><i>Action E-3.3.A: Expanding District Recycling Programs</i> Expand implementation of District-wide recycling initiatives, with the long-term goal of diverting 80 percent of all waste generated in the District by 2032. Special efforts should be made to (i) expand workplace recycling through a combined education and inspection/enforcement campaign, (ii) conduct studies of successful recycling programs in other jurisdictions and import effective practices, and (iii) plan for the composting of yard waste.</p>	DPW	Ongoing	N
<p><i>Action E-3.3.B: Expand Recycling Efforts in District Institutions</i> Work with DC Public Schools (DCPS) and public charter schools to expand school recycling programs and activities. Encourage private schools, universities, colleges, hospitals, and other large institutional employers to do likewise.</p>	DPW, DCPS	Ongoing	N
<p><i>Action E-3.3.C: Revisions to Planning and Building Standards for Solid Waste</i> Review building code standards for solid waste collection to ensure that new structures are designed to encourage and accommodate recycling and convenient trash pickup.</p>	DCRA, DPW, OP	Mid-Term	N
<p><i>Action E-3.3.D: Installation of Sidewalk Recycling Receptacles</i> Install receptacles for sidewalk recycling in neighborhood commercial centers with high pedestrian volume as a way of increasing waste diversion and publicly reaffirming the District’s commitment to recycling.</p>	DPW	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-3.3.E: E-Cycling Program</i> Continue to operate drop-off e-cycling programs and other measures to promote the recycling of computers and other electronic products in an environmentally sound manner.</p>	DPW	Ongoing	N
<p><i>Action E-3.3.F: Commercial and Industrial Waste Reduction</i> Work with the commercial and industrial sectors to foster appropriate source reduction and waste minimization activities, such as the environmentally sound recycling and disposal of mercury-containing fluorescent lamps and electronic equipment.</p>	DPW, DOEE	Ongoing	N
<p><i>Action E-3.3.G: Zero Waste Plan</i> Develop a comprehensive Zero Waste plan, as required by the Sustainable Solid Waste Management Amendment Act of 2014, with the objective of decreasing all District-wide waste streams and achieving source reduction goals. The development of such a plan would tie together existing activities and inform the development and evaluation metrics of new policies, so that Washington, DC can strategically achieve zero waste, which is defined as 80 percent diversion of all solid waste from landfills and waste-to-energy.</p>	DPW, DOEE, OP	Mid-Term	N
<p><i>Action E-3.3.H: Product Stewardship Requirements</i> Expand product stewardship requirements to create additional waste-stream-specific programs (e.g., pharmaceuticals, textiles, plastic bottles, durable goods) to accompany the current electronics and paint programs.</p>	DPW, DOEE	Mid-Term	N
<p><i>Action E-3.3.I: Increase Residential Recycling and Composting</i> Design and launch new incentive programs to encourage residents to increase their recycling and composting rates, which is necessary to achieve the District’s 80 percent diversion goal.</p>	DPW, DOEE	Ongoing	N
<p><i>Action E-3.3.J: Reduce Organic Waste</i> Develop and launch a curbside composting program for residential customers, and require commercial customers to separate and compost food and other organic waste.</p>	DPW	Mid-Term	N
<p><i>Action E-3.3.K: Organics Processing Facility</i> Explore creating a new organics processing facility (composting, anaerobic digestion, or co-digestion preprocessing) in the District to capture food and other organic waste.</p>	DPW, DOEE, OP, DGS	On-going	N
<p><i>Action E-3.3.L: Reduce Residential Construction and Demolition Waste</i> Create an accessible recycling and product reuse pathway for residential construction and demolition waste, including construction waste management requirements, contractor education, and a market for recycled and salvaged construction materials. Assess existing regulatory barriers to reusing these materials.</p>	DPW, DCRA, DGS, DOEE	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-3.3.M: Source Reduction</i> Develop and implement a BEPS, as described in Clean Energy DC, which would establish regular energy check-ups of buildings and require the owners of poorly performing buildings to improve the energy efficiency of their buildings.</p>	DPW, DOEE, DGS, DPR	On-going	N
E-4.1 Promoting Environmental Sustainability			
<p><i>Action E-4.1.A: GI Criteria</i> Support continued refinement of GI provisions for new development, such as the GAR. Explore provisions for expanded use of elements such as porous pavement, bioretention facilities, and green roofs.</p>	OP, OZ, DOEE, DCRA, DDOT	Short-Term	
<p><i>Action E-4.1.B: GI Demonstration Projects</i> Continue to install retrofit demonstration projects that educate developers, engineers, designers, and the public to illustrate use of current and new GI technologies, and make the project standards and specifications available for application to other projects in Washington, DC. Such demonstration projects should be coordinated to maximize environmental benefits, monitored to evaluate their impacts, and expanded as time and money allow.</p>	DOEE	On-going	
<p><i>Action E-4.1.C: Road Construction Standards</i> Use District Department of Transportation’s (DDOT) GI standards on all roadway reconstruction projects, with the goal of reducing stormwater pollution from roadways by minimizing impervious surface areas, expanding the use of porous pavements, and installing bioretention tree boxes and bump-outs.</p>	DDOT, DOEE	Mid-Term	
E-4.2 Promoting Green Building			
<p><i>Action E-4.2.A: Building Code Revisions</i> Periodically review regulatory obstacles to green building construction in the District, and work to reduce or eliminate such obstacles if they exist. Adopt amendments to the District’s green building codes as necessary to promote green building methods and materials, and to encourage such actions as stormwater harvesting, structural insulated panels, and high- quality windows.</p>	DCRA, DOEE	Mid-Term	
<p><i>Action E-4.2.B: Green Building Incentives</i> Continue green building incentive programs to encourage green new construction and the rehabilitation of existing structures that go beyond the baseline code requirements.</p>	DOEE, DCRA	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-4.3 Enhancing Urban Food Production and Community Gardening			
<p><i>Action E-4.3.A: Community Gardens and Urban Farms in Wards 7 and 8</i> To activate community spaces, increase sustainability, and help address the lack of healthy food retail options in Wards 7 and 8, work with community leaders and gardening advocates to identify and establish property for new gardens or urban farms in this area. The District should assist in this effort by providing an inventory of publicly and privately owned tracts of land that are suitable for community gardens and urban farms, and then work with local advocacy groups to make such sites available. This action should supplement, but not replace, efforts to increase retail options in this part of the District.</p>	DPR, NPS, DOEE, OP	On-going	N
<p><i>Action E-4.3.B: Support for UDC Cooperative Extension</i> Enhance the capability of the Cooperative Extension of the UDC to provide technical assistance and research, including educational materials and programs to support resident gardening, tree planting efforts, urban farming, food entrepreneurship, and nutrition education.</p>	CC, EOM, UDC, OP	Mid-Term	N
<p><i>Action E-4.3.C: Support for Sustainable Agriculture</i> Continue to support sustainable agriculture with the goal of producing healthy, abundant crops, preserving environmental services, improving neighborhood health, and creating new entrepreneurial opportunities. Implement the Urban Farming and Food Security Act and expedite the process to make public and private lands available for a variety of urban agriculture uses.</p>	DOEE, OP, UDC, DPR	Ongoing	N
E-4.4 Reducing the Environmental Impacts of Development			
<p><i>Action E-4.4.A: District-wide Natural Resource Inventory</i> Compile and maintain a District-wide natural resources inventory that catalogs and monitors the location and condition of Washington, DC’s natural resources. The inventory should be used as a benchmark to evaluate the success of environmental programs and the impacts of land use and development decisions.</p>	DOEE	On-going	N
<p><i>Action E-4.4.B: Environmental Enforcement</i> Continue interagency efforts to improve compliance with the District’s existing environmental laws and regulations. This effort should include public education, compliance assistance, and continued support for Metropolitan Police Department (MPD) and DPW’s partnership to address environmental crimes.</p>	DOEE, DPW, MPD, DMPSJ	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-5.1 Reducing Air Pollution			
<p><i>Action E-5.1.A: SIP</i> Cooperate with appropriate state, regional, and federal agencies to carry out the federally mandated SIP in order to attain federal standards for ground level ozone by the end of 2021.</p>	DOEE, DDOT, MWCOG	On-going	N
<p><i>Action E-5.1.B: Control of Bus and Truck Emissions</i> Collaborate with Washington Metropolitan Transit Authority (WMATA) and local motor coach operators to reduce diesel bus emissions through the acquisition and use of clean fuel and electric transit vehicles. Additionally, encourage natural gas-powered, electric-powered, and hybrid commercial trucks to reduce emissions and improve air quality.</p>	DDOT, OPM, WMATA	On-going	N
<p><i>Action E-5.1.C: Motor Vehicle Inspection Programs</i> Regularly update the District’s motor vehicle inspection and maintenance programs to ensure that they are employing the latest monitoring technologies. Consider expanding requirements for heavy vehicle emission inspections.</p>	DMV	On-going	N
<p><i>Action E-5.1.D: Air Quality Monitoring</i> Continue to operate a system of air quality monitors around the District, and take corrective actions in the event the monitors detect emissions or pollution that exceeds federal standards.</p>	DOH, DOEE	On-going	N
E-6.1 Reducing Water Pollution			
<p><i>Action E-6.1.A: Stormwater Management Program</i> As required by the EPA, Washington, DC creates a Stormwater Management Plan every five years, covering such topics as runoff-reducing GI, maintenance of GI infrastructure, education, surface regulations, fees, and water quality education. The plan should include measures that achieve specific water quality standards, reevaluate and clarify stormwater standards to eliminate confusion, and propose fee levels that are sufficient to maintain an effective stormwater management program and encourage residents and businesses to reduce stormwater pollution.</p>	DOEE, DC Water, DPW	Mid-Term	N
<p><i>Action E-6.1.B: Funding</i> Continue funding for water quality improvements, including abatement of combined sewer overflow, removal of toxins, and Anacostia River clean up. Set incentive-based fee structures for District residents and commercial property owners. Evaluate opportunities to adjust stormwater fees to accelerate the restoration of local waters as required by the District’s federally issued MS4 permit.</p>	DOEE, DC Water, EOM, CC	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-6.1.C: Monitoring and Enforcement</i></p> <p>Maintain a District water pollution control program that enforces water quality standards, regulates land-disturbing activities (to reduce sediment), inspects and controls sources of pollution in the District, , and comprehensively monitors District waters to identify and eliminate sources of pollution . This program should be adequately staffed to carry out its mission and to implement innovative stormwater management programs. Other environmental programs—including underground storage tank (UST) regulation, contaminated site remediation, and pesticide control programs— must take groundwater impacts into account in their regulatory and enforcement activities.</p>	DC Water, DOEE	On-going	N
<p><i>Action E-6.1.D: Clean Water Education</i></p> <p>Working with DC Water, DOEE, DCPS, the Office of the State Superintendent of Education (OSSE), and local universities, increase public information, education, and outreach efforts on stormwater pollution. These efforts could include such measures as community clean ups storm drain marking , school curricula, demonstration projects, signage, and advertisement and media campaigns.</p>	DC Water, DPW, DOEE	On-going	N
<p><i>Action E-6.1.E: Total Maximum Daily Load Implementation</i></p> <p>A Total Maximum Daily Load (TMDL) sets the quantity of a pollutant that may be introduced into a water body. As a critical step in implementing these requirements, waste load allocations for individual sources or discharges (including District entities) into the municipal stormwater system should be assigned, and the technologies and management practices to control stormwater should be identified. Continue to work with stakeholders to update and execute Washington, DC’s 2016 Consolidated TMDL Implementation Plan, which details actions to reduce pollution from the MS4 as necessary to achieve water quality objectives. Remove TMDLs for tributaries where the water is not being polluted. Update the District’s Watershed Implementation Plan for the Chesapeake Bay, and continue to implement through two-year milestones as part of Chesapeake Bay Program efforts to have all practices in place by 2025 to meet the Chesapeake Bay TMDL.</p>	DOEE, DC Water,	Mid-Term	N
<p><i>Action E-6.1.F: Houseboat Regulations</i></p> <p>Improve regulation of houseboats and other floating structures in the Washington Channel, Anacostia River, and Potomac River to reduce water pollution.</p>	DOEE, AWC, USEPA	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action E-6.1.G: Clean Marinas</i> Promote the Clean Marinas Program , encouraging boat clubs and marinas to voluntarily change their operating procedures to reduce pollution to District waters.	DOEE, AWC	On-going	N
<i>Action E-6.1.H: Rainwater and Greywater</i> Explore the capture and reuse of rainwater and greywater for potable and non-potable indoor uses, including the creation of new policies and guidance that would allow for captured and recycled water for clothes washers, toilets, showers, dishwashers, and other domestic uses.	DOEE, DC Water, DCRA, DOH	Short-Term	N
E-6.2 Controlling Noise			
<i>Action E-6.2.A: Evaluation of Noise Control Measures</i> Continue to evaluate the District’s noise control measures to identify possible regulatory and programmatic improvements, including increased education and outreach on noise standards and requirements.	DCRA	Long-Term	N
<i>Action E-6.2.B: Enforcement of Noise Regulations</i> Pursuant to District municipal regulations, continue to enforce laws governing maximum daytime and nighttime levels for commercial, industrial, and residential land uses; motor vehicle operation; solid waste collection and hauling equipment; and the operation of construction equipment and other noise-generating activities.	DCRA	Long-Term	N
<i>Action E-6.2.C: Aviation Improvements to Reduce Noise</i> Actively participate in the MWCOG Aviation Policy Committee to reduce noise levels associated with take-offs and landings at Washington Reagan National Airport. Particular emphasis should be placed on limiting nighttime operations, reducing the use of older and noisier aircraft, maintaining noise monitoring stations within the District, and following flight path and thrust management measures that minimize noise over District neighborhoods.	DCRA, MWCOG	On-going	N
<i>Action E-6.2.D: Reduction of Helicopter Noise</i> Encourage the federal government to reduce noise from the operation of helicopters, especially over residential areas along the Potomac and Anacostia rivers during nighttime and early morning hours.	DCRA, MWCOG	On-going	N
<i>Action E-6.2.E: Measuring Noise Impacts</i> Require evaluations of noise impacts and noise exposure when large-scale development is proposed, and when capital improvements and transportation facility changes are proposed.	DCRA, OP	On-going	N
<i>Action E-6.2.F: I-295 Freeway Noise Buffering</i> Consistent with DDOT’s noise abatement policy, continue to pursue the development of sound barriers and landscaping to shield neighborhoods abutting the I-295 (Anacostia) Freeway, Kenilworth Avenue, and I-395 (SE/SW Freeway) from noise levels that exceed acceptable standards.	DDOT, USFHWA, USDOT	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-6.3 Managing Hazardous Substances and Materials			
<p><i>Action E-6.3.A: Household Hazardous Waste Disposal</i> Expand the District’s education and outreach programs on the dangers of household hazardous wastes, and continue to sponsor and publicize household hazardous waste collection events. Provide additional sites and regularly scheduled events for the safe collection and disposal of such wastes. Explore options for addressing the collection and disposal of hazardous waste from businesses that are classified as conditionally exempt small quantity generators.</p>	DPW, DOEE	On-going	N
<p><i>Action E-6.3.B: Compliance with Hazardous Substance Regulations</i> Maintain regulatory and inspection programs to ensure that all non- household entities that store, distribute, or dispose of hazardous materials comply with all applicable health, safety, and environmental requirements. These requirements range from used oil collection facilities at automotive repair shops to disposal of medical waste from area hospitals and clinics.</p>	DOEE, FEMS	On-going	N
<p><i>Action E-6.3.C: Reducing Exposure to Hazardous Building Materials</i> Implement programs to reduce exposure to hazardous building materials and conditions, including the existing radon gas testing program, the asbestos program, and the childhood lead poisoning prevention and lead- based paint management programs. The latter programs are designed to eliminate childhood lead poisoning District-wide and to regulate the lead abatement industry to ensure the use of safe work practices. District programs should provide technical and financial support to the owners of residential properties, and particularly resident homeowners, for the abatement of these hazards.</p>	DOEE, FEMS	On-going	N
<p><i>Action E-6.3.D: UST Management</i> Maintain and implement regulations to monitor USTs) that store gasoline, petroleum products, and hazardous substances. Prevent future releases from USTs to soil and groundwater, abate leaking tanks and other hazardous conditions, remediate contaminated sites, and provide public education on UST hazards.</p>	DOEE	On-going	N
<p><i>Action E-6.3.E: Reductions in Pesticide Use</i> Maintain a pesticide management program that complies with the District’s Municipal Regulations for pesticide registration, operator/ applicator certification, and handling/use. Implement new programs to promote integrated pest management by the public and private sectors, and discourage the use of harmful pesticides by District residents, institutions, and businesses. Encourage household practices that limit mosquito breeding areas by draining standing water in such places as clogged drain pipes, flower pot trays, and discarded tires.</p>	DOH, DPR, OMP, DDOT	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-6.3.F: Hazardous Substance Response and Water Pollution Control Plans</i></p> <p>Complete the hazardous substance response plan required under the District’s Brownfields Act, and update the water pollution control contingency plan, as required under the District’s Water Pollution Control Act.</p>	DOEE, DOH	On-going	N
<p><i>Action E-6.3.G: Water Pollution Control Contingency Plan</i></p> <p>Update the Water Pollution Control Contingency Plan, which includes specific notification and response strategies for major and minor spills/releases and effective containment/clean up methods. Incorporate changes in organizational structures, laws, and regulations, and in programmatic needs.</p>	DOEE, DC Water, MWCOG, HSEMA	Short-Term	N
E-6.4 Drinking Water Safety			
<p><i>Action E-6.4.A: Lead Pipe Testing and Replacement</i></p> <p>Aggressively implement programs for residential, commercial, and governmental sectors to test for lead, replace lead feeder pipes, and educate the community on safe drinking water issues and stagnant water control.</p>	DC Water, DPW, USEPA	On-going	Y
<p><i>Action E-6.4.B: Source Water Conservation</i></p> <p>Implement measures to buffer natural systems and abate pollution sources in the Potomac Basin that could potentially harm the District’s drinking water quality.</p>	DOEE, MWCOG	On-going	N
<p><i>Action E-6.4.C: Interagency Working Group</i></p> <p>Create an interagency working group on safe drinking water to address drinking water emergencies. Coordinate with DC Water and DC Health to expand public education on water supply.</p>	DC Water, DOH, DOEE, OCA	Mid-Term	N
E-6.5 Sanitation, Litter, and Environmental Health			
<p><i>Action E-6.5.A: Expanded Trash Collection and Street Sweeping</i></p> <p>Evaluate and implement new programs to ensure the cleanliness of vacant properties, roadsides, public spaces, parks, and District-owned lands.</p> <p>Continue implementation of environmental street sweeping in hot spots for trash.</p>	DPW	Short-Term	N
<p><i>Action E-6.5.B: Trash Collection in District Waterbodies</i></p> <p>Continue to install and maintain trash traps in the District’s waterbodies. Explore opportunities to partner with Virginia and Maryland on capturing trash that is deposited in rivers and streams upstream of the District.</p> <p>Continue to implement the District’s skimmer boat fleet in the lower Anacostia River.</p>	DC Water, MWCOG, DOEE	Medium-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-6.5.C: Neighborhood Clean Ups</i></p> <p>Co-sponsor and participate in neighborhood and District-wide clean up activities, such as those currently held along the Potomac and Anacostia rivers and around schoolyards and District parks. Encourage ANCs), local institutions, businesses, and other community groups to develop and announce clean up campaigns in conjunction with the District’s bulk trash removal schedule.</p>	DPW, DOEE	On-Going	N
<p><i>Action E-6.5.D: Strengthening and Enforcing Dumping Laws</i></p> <p>Take measures to strengthen and enforce the District’s littering, rodent and disease vector control, and illegal dumping laws. These measures should include:</p> <ul style="list-style-type: none"> • Providing adequate funding to carry out anti-littering programs; • Empowering the community to report illegal dumping activities; • Increasing public education on dumping laws, including posting of signs where appropriate; and • Expanding surveying and enforcement activities. 	DPW, OAG, MPD	Short-Term	N
<p><i>Action E-6.5.E: Publicizing and Expanding Bulk Waste Disposal and Recycling Options</i></p> <p>Continue to sponsor and publicize options for bulk waste disposal and recycling, including information on the Fort Totten transfer station and the District’s schedule for curbside bulk trash waste removal. Increase the types of materials that can be dropped off by residents, including hard-to-recycle items.</p>	DPW	On-going	N
<p><i>Action E-6.5.F Single-Use Bottles</i></p> <p>Discourage the purchase of single-use bottles, which often end up in parks and streams, by encouraging persons to carry refillable water bottles and by encouraging institutions to have working water fountains and bottle-filling stations. Consider mandating manufacturer take-back programs for beverage containers and other packaging.</p>	DPW, DOEE	On-going	N
<p><i>Action E-6.5.G Vacant and Underused Properties</i></p> <p>Continue investigating and classifying vacant and underused properties. Continue pursuing enforcement of violations on these properties to protect the health, safety, and welfare of the general public.</p>	DCRA	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-6.6 Other Hazards and Pollutants			
<i>Action E-6.6.4: Managing Backlight, Uplight, and Glare</i> Work to reduce backlight, uplight, and glare and identify programmatic improvements such as increased education and outreach on light standards and requirements.			
E-6.7 Achieving Environmental Justice			
<i>Action E-6.7.A: Clean and Reuse Contaminated Properties</i> Clean up brownfields and Superfund sites so that these sites can be reused for commercial and industrial activities, housing, parks, and other community facilities that can boost local economies and improve quality of life.	DOEE, USEPA	On-going	N
<i>Action E-6.7.B: Environmental Health Threats in Affordable Housing</i> Audit and eliminate environmental health threats (e.g., mold, lead, and carbon monoxide) in the District’s affordable housing. Work with the DC Housing Authority to reduce these threats, as well as threats from other contaminants, including lead in drinking water, in all District affordable housing.	DHCD, DCHA, DOEE, DOH	On-going	N
E-7.1 Greening the Government			
<i>Action E-7.1.A: Green Building Legislation</i> Update legislation to increase green standards for projects constructed by the District or receiving funding assistance from the District . Strive for higher levels of energy efficiency, renewable energy requirements, net-zero standards for new construction, and broader sustainability metrics for public projects, using 2019 as the baseline year.	DOEE, OP, DCRA, EOM	Short-Term	N
<i>Action E-7.1.B: Energy Management Plans</i> Require the submittal and periodic updating of Energy Management Plans by District agencies. These plans should be developed in coordination with Clean Energy DC to ensure that they have baselines, goals, and strategies that are compatible with, and support the goals and objectives of, Clean Energy DC and Climate Ready DC.	DOEE, DCPSC	On-going	N
<i>Action E-7.1.C: Sustainable DC</i> By 2032, fully implement Washington, DC’s sustainability plan, Sustainable DC, to address the District’s built environment, energy, food, nature, transportation, waste, and water. Dedicate District government staff and funding to implement the Sustainable DC Plan, track progress, and make the results publicly available.	All District Agencies	Ongoing	N
<i>Action E-7.1.D: Sustainable DC Innovation Challenge</i> Fully launch the Sustainable DC Innovation Challenge to help District agencies test new innovations and technology with the goal of increasing the use of renewable energy.	DOEE, OP	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action E-7.1.E Reduce Energy Use in District Government-Owned Buildings</i></p> <p>Retrofit and maintain District government-owned buildings to minimize energy use. Install renewable energy technology to minimize energy use.</p>	DGS, DOEE	Ongoing	Y
<p><i>Action E-7.1.F Environmental Partnerships</i></p> <p>Continue to leverage the local business and environmental advocacy communities by collaborating on sustainability initiatives.</p>	DOEE, DSLBD	Ongoing	N
<p><i>Action E-7.1.G Environmental Audits</i></p> <p>Evaluate existing and proposed new District government facilities to guide decisions about retrofits and other conservation measures. Audits should include analysis with regard to resilience and energy efficiency and also be required anytime the District leases space for government use. Resilience audits should support Washington, DC’s capacity to thrive amidst challenging conditions by preparing and planning to absorb, recover from, and more successfully adapt to adverse events.</p>	DOEE, DGS	Ongoing	N
E-7.2 Sustainability Education and Stewardship			
<p><i>Action E-7.2.A: Partnerships for Environmental Education</i></p> <p>Develop partnerships with environmental nonprofits and advocacy groups to promote environmental education in the District. Examples of such programs include the Earth Conservation Corps effort to employ youth in environmental restoration along the Anacostia River; the Anacostia Watershed Society’s tree planting, clean up, and riverboat tour events; and the NPS summer programs for high school students at Kenilworth Park.</p>	DOEE, OP, DCPS, SEO	On-going	N
<p><i>Action E-7.2.B: Production of Green Guide</i></p> <p>Continue to update guidance aimed at homeowners, builders, contractors, and the community-at-large with guidelines and information on green building and GI.</p>	OP, DOEE	Short-Term	N
<p><i>Action E-7.2.C: Sustainability in Schools, Recreation Centers, and Libraries</i></p> <p>When modernizing all public school buildings, recreation centers, and libraries, reduce their environmental footprint and integrate sustainable and healthy practices into their operations. Continue to support District-wide schoolyard greening efforts and related programs, and encourage public and charter schools to participate in schoolyard greening efforts.</p>	DPR, DGS	On-going	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
E-7.3 Environment and the Economy			
<p><i>Action E-7.3.A: Voluntary Clean Up Program</i> Continue the District’s Voluntary Clean Up Program . The program is designed to encourage the investigation and remediation of contamination on any site that is not on the EPA’s National Priority List and that is not the subject of a current clean up effort.</p>	USEPA, DOEE	On-going	N
<p><i>Action E-7.3.B: Sustainable Business Program</i> Develop a more robust, voluntary sustainable business program that partners with businesses to help them operate sustainably.</p>	DOEE, DOES, DSLBD	Long-Term	N
<p><i>Action E-7.3.C: Green-Collar Job Corps</i> Continue to implement green-collar job training programs focused on GI installation and maintenance, solar installations, and lead abatement in order to educate and train unemployed or underemployed District residents. Efforts should be made to connect trainees with employers in the green fields upon the completion of their training programs.</p>	DOEE, DOES, DSLBD	Long-Term	N
<p><i>Action E-7.4.A: DOEE</i> Provide the necessary staff resources, funding, and regulatory authority for the DOEE to achieve its mission and successfully implement the District’s key environmental protection programs.</p>	DOEE	On-going	N
Economic Development Element			
ED-1.1 Diversifying the Economic Base			
<p><i>Action ED-1.1.A: Economic Development Strategic Plan</i> Maintain an Economic Development Strategic Plan that lays out in greater detail the steps the District must pursue to maintain and grow its economy. This plan should cover all economic sectors, evaluate competitiveness, and include strategies for workforce development, as well as business attraction and retention. It should be developed through broad input from stakeholders, including those representing resident, industry, and education interests.</p>	DMPED, OP, DOES	Short-Term	N
<p><i>Action ED-1.1.B: Data Tracking</i> Maintain and regularly update statistical data on employment in core sectors, wages and salaries, forecasts by sector, and opportunities for future employment growth.</p>	DOES, OP	On-going	N
<p><i>Action ED-1.1.C: Monitoring and Updating Data to Support Recovery from 2020 Public Health Emergency</i> Monitor and update appropriate data to support 2020 public health emergency response and recovery efforts. Such data will include a wide range of economic indicators and drivers, such as jobs, population, and housing.</p>	OP, DMPED, DHCD	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED-1.1.D: Business Support Structures</i></p> <p>Streamline processes and create a more centralized system that assists businesses in meeting regulatory requirements quickly and efficiently, with a particular focus on serving small businesses, businesses that show the promise to create many jobs, and businesses that help the District meet goals, such as its commitment to reduce greenhouse gasses. Continue centralizing information and assistance to small and local businesses on starting a new business, the business permitting processes, zoning, fees and regulations, incentives, financing, unique programs, and opportunities.</p> <p>Create and maintain a fast-track permits and approvals system for businesses interested in opening or expanding in priority, underserved neighborhoods.</p>	DMPED, DSLBD, DCRA	Short-Term	N
<p><i>Action ED-1.1.E: Improve Access to Capital and Financing Opportunities</i></p> <p>Support collaboration between District agencies and private organizations that facilitate increased access to capital for District entrepreneurs. This includes strategic grantmaking, facilitating small business access to capital, and facilitating new forms of investment, such as social impact investing and Opportunity Funds.</p>	DMPED, DISB, DSLBD	Ongoing	N
<p><i>Action ED-1.1.F: Identify Underused Sites</i></p> <p>Explore the feasibility of identifying underused commercial sites using techniques such as parcel-based development capacity analysis. This identification would inform land-use planning and economic development.</p>	OP, FMPED	Ongoing	N
<p><i>Action ED-1.1.G: Monitor Opportunity Zones</i></p> <p>Monitor effects of the federal Opportunity Zones incentive in DC’s Qualified Opportunity Zones to identify adverse community impacts. If significant impacts are identified, recommend program and policy changes to mitigate the impacts.</p>	DMPED, OP, DHCD, DSLBD	Ongoing	N
<p><i>Action ED-1.1.H: Stabilize Business Occupancy Costs</i></p> <p>Explore program and policy alignments that stabilize or reduce commercial occupancy costs in the District, especially for historically disadvantaged businesses. Potential options include alignment with the District’s sustainability programs to reduce energy costs, increased awareness of small business capital programs, and agreements for the reuse of public lands.</p>	DMPED, OP	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED-1.1.I: Increasing Exports</i> Seek opportunities to increase domestic and international exports of goods and services produced by District-based organizations through cost-effective strategies. Examples include high-visibility pop-ups that introduce DC brands to new markets, and foreign trade missions that help build new business partnerships.</p>	DMPED	Ongoing	N
ED-1.2 Sustaining the Federal Presence			
<p><i>Action ED-1.2.A: Retention and Recruitment Programs</i> Work with private sector economic development organizations and through the Office of Federal and Regional Affairs (OFRA) to discourage federal jobs and agencies from leaving Washington, DC, and to enhance the District’s ability to capitalize on federal procurement opportunities.</p>	DMPED, DOES, DCWICDPR, DCPS, DGS	Ongoing	N
<p><i>Action ED-1.2.B: Technical Assistance</i> Through the Department of Small and Local Business Development (DSLBD), provide local firms with technical assistance in bidding on District and federal procurement contracts so that the District’s companies and workers may capture a larger share of this economic activity. Periodically evaluate the success of local technical assistance programs, and make adjustments as needed to achieve higher rates of success. When practical, collect data and publish informational resources detailing opportunities to participate in District and federal government contracting.</p>	DOES, DMPED, DCWIC, DSLBD, DGS, DDOT	Ongoing	N
<p><i>Action ED-1.2.C: Study Federal Employment</i> Conduct a study in coordination with NCPC to identify updated approaches to retain and attract federal jobs as well as related federal activities in Washington, DC. This study should respond to the changing needs of the federal workplace, identify federal uses best aligned with the District’s workforce and economic development priorities, building types and locations compatible with those federal activities.</p>	NCPC, DMPED, OP	Ongoing	N
ED-1.3 Supporting Innovation in the Economy			
<p><i>Action ED-1.3.A: Branding Washington, DC as a Creative Hub</i> Maintain and grow a marketing and branding campaign that establishes a stronger identity for the District as a center for creativity and innovation, capitalizing on established institutions, such as museums, think tanks, arts establishments, universities, and media industries.</p>	DMPED, DOES, Events DC, DSLBD, other	Ongoing	N
<p><i>Action ED-1.3.B: Link Federal Research and Enterprises</i> Launch a program that connects District entrepreneurs with technology transfer and commercialization opportunities associated with the federal government’s research institutions in the metropolitan region.</p>	DMPED, DSLBD, OP, NCPC	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED-1.3.C: Support Emerging Entrepreneurs</i> Directly, or through partnerships with private entities, establish a fund or funds to help local entrepreneurs grow investment-ready businesses. To reduce existing inequities, take steps to build capacity in entrepreneurs of color and women to be investment-ready, and ensure access and transparency in any grant processes or procurement opportunities. Emphasize increasing access to capital, particularly among lower-income entrepreneurs in emerging fields, such as the impact economy, urban innovation/smart cities, hospitality and professional services innovation data, and security tech.</p>	DMPED, DSLBD, OP	Mid-Term	
<p><i>Action ED 1.3.D: Foster Technology Careers for District Students</i> Create programs that help District students connect with careers in technology fields. These should include targeted training and opportunities for internships that provide direct experience in technology businesses.</p>	DMPED, DME, UDC	Mid-Term	N
<p><i>Action ED 1.3.E: Support and Promote Inclusive Technology Business and Workforce Opportunities</i> Support and promote inclusivity in the District’s technology economy through workforce development, business development, and public-private sector collaboration. These efforts should emphasize increasing the diversity of the workforce serving technology industries, as well as the ownership of technology-oriented businesses.</p>	DMPED, DOES	Ongoing	N
<p><i>Action ED 1.3.F: Planning for Technology-Based Businesses</i> Explore the benefits of aligning business attraction for technology-based firms with next-generation information technology infrastructure, such as 5G telecommunications networks.</p>	DMPED, OP	Mid-Term	N
<p><i>Action ED 1.3.G: Monitor Changes in Technology</i> Monitor changes in the technology industry and its impact on jobs, commerce, and workforce development. Washington, DC will use this information to update workforce development approaches to respond to these impacts.</p>	DOES, OP, DSLBD, DMPED	Ongoing	N
<p><i>Action ED 1.3H Gig Economy Workers</i> Analyze the characteristics of the District’s workforce that is employed in the gig economy, which refers to the portion of the workforce that connects a series of on-demand employment opportunities to form a significant source of individual income. The analysis should make recommendations to increase awareness of the limitations, costs, and responsibilities of this type of work. It should also make recommendations to increase access to programs and support resources, such as health insurance. Additionally, explore approaches to reduce worker misclassification.</p>	OP, DMPED, DOES	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED-1.3.I Assess Incentives</i> Assess existing and proposed incentives for performance and efficacy. In particular, assess tax and other incentives intended to benefit historically underserved or low-income residents or communities of color to determine if they are advancing equitable development.</p>	DMPED, DOES, OCFO	Ongoing	N
<p><i>Action ED-1.3.J Racial Equity Toolkit</i> Develop a racial equity toolkit to assist in reviewing existing small business and workforce development programs through a racial equity lens.</p>	DMPED, Mayor’s Office of Racial Equity	Short-Term	N
ED-2.1 The Office Economy			
<p><i>Action ED-2.1.A: Marketing Programs</i> Implement marketing strategies for the District’s commercial space, working collaboratively with local economic development organizations such as the Washington, DC Economic Partnership, Greater Washington Partnership, Federal City Council, Greater Washington Board of Trade, and DC Chamber of Commerce. The program should be conducted on an ongoing basis, focusing on companies that are headquartered elsewhere but conduct extensive business with the federal government, including legal firms, national membership organizations, technology-intensive industries, and the domestic offices of international firms.</p>	DMPED, Other	Mid-Term	N
<p><i>Action ED-2.1.B: Support Low-Cost Office Space</i> Explore the feasibility of financial or regulatory support to encourage the development of lower-cost office space, including coworking space for small or nonprofit businesses in underinvested commercial districts outside downtown.</p>	OP, DMPED	Short-Term	N
<p><i>Action ED-2.1.C: Supporting Entrepreneurship</i> Facilitate entrepreneurship, including through mentorship, technical assistance, incubators, and pro bono partnerships that will help aspiring entrepreneurs access resources and increase the likelihood of establishing a successful small business.</p>	DMPED, DSLBD	Short-Term	N
<p><i>Action 2.1.D: Anchor Commercial Expansion</i> District agencies leasing new space will give priority to locations in Wards 7 and 8, where they can anchor commercial development, including fresh food retail. OP and the Deputy Mayor for Planning and Economic Development (DMPED) should support the location of District facilities in these areas through analysis of land use plans and public lands.</p>	DGS, DMPED, OP	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
ED-2.2 The Retail Economy			
<p><i>Action ED-2.2.A: Update Retail Action Agenda</i></p> <p>Update the District-wide Retail Action Agenda. The agenda should include an evaluation of the current and projected amount of market-supportable retail, strategies for increasing retail offerings in historically underserved communities, , submarket-specific retail positioning strategies , and an analysis of how changing retail trends and technologies, such as online retailing and automation, are likely to impact retail businesses and employment in the District.</p>	OP, DMPED	Mid-Term	N
<p><i>Action ED-2.2.B: Retail Ceiling Heights</i></p> <p>Determine the feasibility of developing zoning amendments that would permit higher ground floor retail ceiling heights in neighborhood commercial areas . Through processes including ZR-16, many zones have been revised to better accommodate the national standards for retail space, which has higher ceiling limits than typical office or residential uses. However, there may be an additional opportunity to make similar adjustments to zones used in neighborhood commercial areas. If these adjustments are feasible, better accommodating national retail space standards would help improve the District’s economic resilience.</p>	OP, DMPED, NCPC	Mid-Term	N
<p><i>Action ED-2.2.C: Update the 2005 Retail Leakage Study</i></p> <p>Conduct an analysis of the District’s retail economy to assess the impacts from online retailing and opportunities to capture resident retail spending. The study should also assess opportunities to attract additional retail spending by visitors and residents of nearby jurisdictions.</p>	OP	Mid-Term	N
ED-2.3 The Tourism and Hospitality Economy			
<p><i>Action ED-2.3.A: Promote Unique Assets</i></p> <p>Investigate opportunities for further promotion of Washington, DC’s more esoteric attractions so that visitors may be drawn to new destinations in the District, thereby extending their stays and creating more economic benefits for Washington, DC. For example, consider tour packages that include “Undercover Washington” (featuring the FBI Building, the Watergate Hotel, the International Spy Museum, etc.), “Naturalist’s Washington” (featuring the C&O Canal, Dumbarton Gardens, the Anacostia River, Rock Creek Park, and the National Arboretum), “Washington, DC the Port City” (featuring the District’s reimagined ports at Georgetown, the Wharf, and Navy Yard), and “Washington, DC at War” (featuring the Fort Circle Parks and the war memorials).</p>	Destination DC, Events DC, DMPED	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED-2.3.B: Economic Development Financing Tools</i> Review the potential of expanding commercial revitalization programs, such as tax increment financing, to include adjoining underused and historically disadvantaged commercial districts with an emphasis on areas in Wards 7 and 8.</p>	DMPED	Short-Term	N
<p><i>Action ED 2.3.C: Test Challenge-Based Procurement</i> Test the feasibility of challenge-based procurement, which is a technique for procuring a solution rather than a specified product. Challenge-based procurement starts with defining a challenge in a request for proposals to prospective contractors who then propose solutions. This is a significant departure from traditional procurement where the solution is determined prior to procurement for predefined goods and services. This model has helped identify innovative solutions to public-sector problems that use technology-driven and evidence-based approaches.</p>	OCP, DMPED, and others	Short-Term	N
ED-2.4 The Institutional Economy			
<p><i>Action ED-2.4.A: Institutional Spin-off Business</i> Encourage District-based institutions, such as hospitals and universities, to establish or expand business incubators and accelerators that enable students and employees to develop and commercialize insights gained through the pursuit of an institution’s mission. Leading examples include the MedStar Institute for Innovation and the Sheik Zayed Institute for Pediatric Surgical Innovation at Children’s National Hospital.</p>	DMPED	Ongoing	N
ED-2.5 The Production, Distribution, and Repair Economy			
<p><i>Action ED-2.5.A: Industrial Business Association</i> Explore the formation of an Industrial Business Association), to promote industrial tenant attraction and retention.</p>	DMPED, OP	Short-Term	N
<p><i>Action ED-2.5.B: Municipal PDR Needs Study</i> Explore a study to gain a better understanding of the District’s long-term real estate needs for municipal PDR functions. These functions include waste management, fleet storage, fleet maintenance, and infrastructure operations. The study should consider opportunities for co-location and the consolidation of municipal uses.</p>	OP, DPW, DGS	Mid-Term	N
<p><i>Action ED-2.5.C: Siting of Food Aggregation, Processing, and Production Facilities</i> Explore the feasibility of developing food hubs, central storage, and community kitchens to expand healthy food access, federal nutrition program participation, and economic opportunity in underserved areas. These sites should be co-located whenever possible with job training, business incubation, and entrepreneurship programs.</p>	DCFPC	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED2.5.D: Assess Innovations in PDR Uses</i> Explore how emerging trends in PDR uses—such as vertical distribution facilities, one-hour delivery, autonomous vehicle fleets, and maker businesses—are adapting to changes in urban PDR real estate markets.</p>	DMPED, OP	Short-Term	N
ED-3 Supporting the Neighborhood Business Environment			
<p><i>Action ED-3.1.A: Neighborhood Commercial Revitalization</i> Expand commercial revitalization programs such as tax financing structures, Great Streets, and the DC Main Streets Program to include additional commercial districts, particularly in the northeast and southeast quadrants of the District. Use the commercial revitalization programs to increase the stability of small and locally owned businesses by helping them adapt to demographic and market changes.</p>	DMPED	Ongoing	N
<p><i>Action ED-3.1.B: Integrating Cultural Events and Neighborhood Commercial Revitalization</i> Promote the vitality and diversity of the District’s neighborhood commercial corridors through heritage and cultural tours, festivals, and other events.</p>	OP, DMPED, DSLBD	Ongoing	N
ED-3.2 Small and Locally Owned Businesses			
<p><i>Action ED-3.2.A: Anti-Displacement Strategies</i> Complete an analysis of alternative regulatory and financial measures to mitigate the impacts of demographic and economic market changes on small and local businesses. Measures to be assessed should include, but not be limited to, technical assistance, building purchase assistance, income and property tax incentives, historic tax credits, direct financial assistance, commercial land trusts, relocation assistance programs, and zoning strategies, such as maximum floor area allowances for particular commercial activities.</p>	OP, DMPED, DSLBD, DOES	Short-Term	N
<p><i>Action ED-3.2.B: Business Incentives</i> Use a range of financial incentive programs to promote the success of new and existing businesses, including HUBZones, the Inclusive Innovation Fund, Certified Business Enterprise set-asides, loans, loan guarantees, low- interest revenue bonds, federal tax credits for hiring District residents, and tax increment bond financing.</p>	DMPED, DOES, DSLBD, DOES	Ongoing	N
<p><i>Action ED-3.2.C: Temporary Retail</i> Support temporary retail opportunities that would enable entrepreneurs and small businesses to open a shop in vacant commercial space at reduced costs.</p>	DMPED, DSLBD, DCWIC, DOES	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED-3.2.D: Small Business Needs Assessment</i> Conduct an assessment of small and minority business needs and impact evaluations of existing small business programs in the District. The assessment should include recommendations to improve existing small business programs and developing new, performance-based programs as needed.</p>	DOES, DSLBD	Short-Term	N
<p><i>Action ED-3.2.E: Neighborhood Commercial District Resilience Toolkit</i> Create a toolkit that builds on the Vibrant Retail Streets Toolkit to provide community-based economic development organizations tools to navigate changing markets. The toolkit will help organizations identify and leverage public space assets, build market strength, apply creative placemaking, and implement temporary uses.</p>	DMPED, OP, DSLBD	Mid-Term	N
<p><i>Action ED-3.2.F: Study Employee-Owned and Controlled Businesses</i> Evaluate employee-owned and controlled businesses’ potential for inclusive economic growth. Research could include identifying successful programs and assessing the feasibility of support for employee-owned and controlled businesses through startup funding, technical assistance, and legal support.</p>	DMPED	Mid-Term	N
ED-4.1 Linking Education and Employment			
<p><i>Action ED-4.1.A: Master Education Plan</i> Support implementation of the Master Education Plan and the DC Public Schools Strategic Plan to improve the performance of Washington, DC schools and the expanded capacity of all District youth to successfully join the future workforce and access career pathways.</p>	DCPS, CC, EOM, OCA, SE	Ongoing	N
<p><i>Action ED-4.1.B: Expanded Youth Services</i> Expand collaboration between Washington, DC’s education, human services, juvenile justice, and workforce development agencies to better serve the District’s youth, reduce barriers to employment, and connect District students with education and training opportunities that lead to career-track employment. Expand the DOES year-round jobs program and other job center services to effectively serve youth customers. In addition, continue to support the Marion Barry Summer Youth Employment Program for youth and young adults up to 24 years of age.</p>	DOES, DCWIC	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action ED-4.1.C: Partnerships for Outside-the-Classroom Learning</i> Track the outcomes of mentoring, internship and tutoring programs offered by the District’s institutional and nonprofit organizations to better understand where there may be duplication and where there may be gaps. Gather qualitative feedback, in addition to quantitative program results, directly from mentees, interns or program attendees to receive first-hand accounts on the needs for these programs.	DOES, DCPS	Short-Term	N
<i>Action ED 4.1.D: UDC Certification as a Training Provider</i> Encourage UDC to be fully certified to provide workforce development training that will help more District residents gain the qualifications required to reach career pathways.	UDC, DOES	Short-Term	N
<i>Action ED 4.1.E: Expand Job Center Services for Youth</i> Expand DOES job center services to effectively serve youth customers. These expanded programs will help increase youth employment and long- term participation in the labor market.	DOES	Short-Term	N
ED-4.2 Increasing Workforce Development Skills			
<i>Action ED-4.2.A: Alliances with External Organizations and Entities</i> Use Memorandums of Understanding (MOUs) to develop alliances, networks, and other relationship building strategies that enhance the success of workforce development initiatives. Such MOUs currently exist with organizations like the American Federation of Labor and Congress of Industrial Organizations (AFL/CIO), Washington Metropolitan Transit Authority (WMATA), and PEPCO.	DOES, OCA, DCWIC	Ongoing	N
<i>Action ED-4.2.B: Labor Market Monitoring</i> Maintain accurate data on the job market to better connect job seekers with job opportunities in high-growth, high-demand sectors. Monthly data on employment, occupation, and income should continue to be compiled by DOES.	DOES	Ongoing	N
<i>Action ED-4.2.C: Employer Needs Assessments</i> Conduct annual surveys of employer needs, particularly in high-growth industries. Using this report, develop new workforce training services and strategies to respond to the changing needs of employees and employers.	DOES, DCWIC, DSLBD	Ongoing	N
<i>Action ED-4.2.D: Outreach to Residents and Employers</i> Distribute information on the District’s job training, skill enhancement, and job placement programs, particularly in communities with high rates of unemployment. Ensure that outreach strategies provide for persons with limited reading proficiency.	DOES, DCWIC	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action ED-4.2.E: Workforce Investment Act</i> Continue implementation of the WIOA, including programs for job training and placement systems. Measures to improve the coordination of job training programs that strengthen the workforce development system and more effectively target resources should be identified and implemented.</p>	DOES, DCWIC	Ongoing	N
<p><i>Action ED-4.2.F: Training Program Tracking</i> Track the effectiveness of job training programs. Use assessments of such programs to modify and improve them.</p>	DOES, DCWIC	Ongoing	N
<p><i>Action ED-4.2.G: Good Practices Report</i> Assess good practices for success in job training and readiness, and use the findings to evaluate and improve the District’s programs. Publish a good practices guide to hiring a diverse, inclusive workforce based on successful corporate and nonprofit models.</p>	DOES, DCWIC	Short-Term	N
<p><i>Action ED-4.2.H: Incentive Programs</i> Continue to offer incentive-based programs that encourage District businesses to hire job seekers who are disadvantaged and have barriers to employment.</p>	DOES, DCWIC	Ongoing	N
<p><i>Action ED-4.2.I: Wages and Working Conditions</i> Continue advancing programs, including apprenticeships and employer training, that help increase wages for lower-income residents while improving working conditions.</p>	DOES, DCWIC	Ongoing	N
<p><i>Action ED-4.2.J: Employment Barriers</i> Continue to study the capacity, need, and participation in programs that reduce barriers to employment for disadvantaged populations such as returning citizens and residents who speak English as a second language.</p>	DOES, DCWIC	Ongoing	N
<p><i>Action ED-4.2.K: Improved Training</i> Provide on-the-job training, customized training, incumbent worker training, and cohort-based training to promote existing employees, which produces new entry-level openings.</p>	DOES, DCWIC	Ongoing	N
<p><i>Action ED-4.2.L: Increase Access to On-The-Job Training and Workforce Development</i> Assess opportunities to work with government or private sector stakeholders to increase access to on-the-job training and workforce development through internships, fellowships, and apprenticeships. The assessment should prioritize opportunities for youth and young adults, as well as older adults navigating career changes that increase economic equity by establishing career pathways.</p>	DOES, DCWIC	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action ED-4.2.M: DC Housing Authority Employment Opportunities</i> Explore opportunities to strengthen and expand employment opportunities for low-income and very low-income residents with the DC Housing Authority and its contractors through the federal Section 3 program.	DOES, DCWIC	Ongoing	N
ED-4.3 Getting to Work			
<i>Action ED-4.3.A: Regional Initiatives</i> Actively participate in regional employment initiatives that link suburban employers with District-based providers of job training and placement, transportation, child care, and related support services.	DMPED, DOES	Ongoing	N
<i>Action ED-4.3.B: Increasing Access to Employment</i> Pursue opportunities to develop high-capacity transit corridors that connect low-income communities to major employment areas, both in the District and region.	DDOT	Long-Term	N
<i>Action ED-4.3.C: Housing a Thriving Workforce</i> Study how job growth and the District’s economic strategy will affect demand for market rate and affordable housing to inform the development of housing strategies that can meet the housing needs of a thriving workforce.	DMPED, OP, DHCD	Ongoing	N
<i>Action ED-4.3.D: Align Housing and Transportation Planning Regionally</i> Explore opportunities to align the District’s planning and policies for housing locations and employment access with regional initiatives, such as the Metropolitan Washington Council of Government’s Visualize 2045 plan.	OP, DDOT, MWCOG	Ongoing	N
Parks, Recreation, and Open Space Element			
PROS-1.1 Developing a Park Classification System			
<i>Action PROS-1.1.A: Park Classification</i> Complete the classification of each of the District’s 375 properties using Figure 8.1. Identify suggested (advisory only) classifications for federal parks as part of this process.	DPR, NPS, NCPC	Short-Term	N
<i>Action PROS-1.1.B: Parks Master Plan</i> Implement the Parks Master Plan for the District of Columbia Parks System. Update the plan at least once every five years or as needed to reflect changing conditions and needs. Use the Parks Master Plan as the basis for the annual Capital Improvement Program request for park and recreational facilities.	DPR	Ongoing	N
<i>Action PROS-1.1.C: Master Plans for Individual Parks</i> Prepare master plans for large individual parks (such as regional parks) prior to major capital improvements as funding allows, and use these plans to guide capital improvement and implementation processes.	DPR	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action PROS-1.1.D: Quality of Existing Park Spaces</i> Develop an enhanced maintenance and improvement schedule to upgrade the quality of passive and active parklands and outdoor facilities, to make the most of existing District parks.</p>	DPR, DGS	Ongoing	N
PROS-1.2 Closing the Gaps 805			
<p><i>Action PROS-1.2.A: Bus Routing</i> Consult with the Washington Metropolitan Area Transit Authority (WMATA) and the DC Circulator to identify locations where additional bus stops are needed to serve neighborhood and community parks, particularly those with recreation centers.</p>	DDOT, WMATA, DPR	Ongoing	N
<p><i>Action PROS-1.2.B: Public Involvement</i> Consult with Advisory Neighborhood Commissions (ANCs) and local community groups on park planning and development to understand and better address resident priorities.</p>	DPR, DCPS	Ongoing	N
<p><i>Action PROS-1.2.C: Park Spaces on District Properties</i> Encourage shared-use agreements for green spaces owned by District government and DCPS so that these areas are available and accessible to residents for recreational purposes.</p>	DPR, DDOT, OP	Short-Term	N
<p><i>Action PROS-1.2.D: Temporary Activation of Underutilized Spaces</i> Identify underutilized spaces that can be programmed on a seasonal and temporary basis to advance public life. Focus on commercial corridors where park space is scarce. Consult with ANCs, local community groups, and local businesses to identify locations where on-street parking spaces, empty lots, or parking lots could be seasonally repurposed for outdoor recreational use.</p>	OP, DPR, DOEE, NCPC, NPS	Mid-Term	N
<p><i>Action PROS-1.2.E: Open Space Plan</i> Evaluate the need for a District-wide open space plan focusing on improving physical access to green space and the rivers.</p>	DPR	Ongoing	N
<p><i>Action PROS-1.2.F: Promoting Access</i> Promote access to biking and swimming facilities and programs, with an emphasis on underserved and underrepresented groups. Explore opportunities for roving park programming to serve residents in their communities.</p>	DPR	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
PROS-1.3 Preserving the Value of Parkland			
<i>Action PROS-1.3.A: Transfer of Small Open Spaces to DPR</i> Develop a strategy for small open spaces through a coordinated management approach among the various government agencies. The strategy should define the role of small open spaces in the larger park system, which will help agencies manage them more efficiently and promote system-wide investment of resources. Consider the transfer of maintenance responsibilities for small open spaces from DDDOT and NPS to DDPR to recognize their primary function as parkland stewards, where appropriate.	DPR, DDOT	Mid-Term	N
<i>Action PROS-1.3.B: Site Plan Review</i> Plans for the redesign of individual parks or the development of park facilities should be reviewed by appropriate District agencies so that they advance the District’s goals for better public recreation facilities, environmental protection, open space preservation, historic preservation, public safety, accessibility, and resilience.	DPR, DOEE, OP, DCRA, MPD	Ongoing	N
<i>Action PROS-1.3.C: District-wide Ecosystem</i> Support a District-wide ecosystem consortium that will work to increase wildlife habitat and connectivity, especially among parks. The consortium can collectively identify, map, and protect wildlife and natural resources so that wildlife have access to high-quality habitat throughout Washington, DC.	DOEE, DPR, OP	Mid-Term	N
PROS-1.4 Meeting the Needs of a Growing District			
<i>Action PROS-1.4.A: New Parkland or Park Dedication Fee</i> Study a requirement for a dedication of new parkland—or a park impact fee in lieu of new parkland creation—for new development or redevelopment based on the size, use, and density of the new development.	DPR, OP, OAG, OCA	Mid-Term	N
PROS-2.1 Assessing Recreational Facilities			
<i>Action PROS-2.1.A: Capital Improvements</i> Regularly identify and update the cost of improvements needed to meet service delivery standards, including those for recreation centers, aquatic facilities, and outdoor facilities. Provide systematic and continuing funds for park improvements through the annual Capital Improvement Program, with investments prioritized for the facilities and communities that are most in need.	DPR, OCA, OCFO	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action PROS-2.1.B: Needs Assessments and Demographic Analysis</i> Conduct periodic needs assessments, surveys, and demographic studies to better understand the current preferences and future needs of District residents regarding parks and recreation.	DPR, OP	Ongoing	N
<i>Action PROS 2.1.C: Parks Restroom Inventory</i> Conduct an assessment of the existing parks restroom inventory, considering park size and usage to determine the needs for additional public restrooms.	DPR	Short-Term	N
<i>Action PROS-2.1.D: Level-of-Service and Classification Systems</i> Evaluate existing level-of-service standards by type of facility and amenity, and where deemed necessary, develop facility-specific classification systems.	DPR	Short-Term	N
<i>Action PROS-2.1.E: Improvement of Outdoor Recreational Facilities</i> Systematically evaluate existing outdoor recreational facilities based on the Parks Master Plan design guidelines. Implement plans to eliminate deficiencies and close gaps through capital improvements. Typical capital projects might include turf restoration, addition of lighting and seating at sports fields, playground renovation, and resurfacing of basketball and tennis courts.	DPR, DGS, OP	Short-Term	N
PROS-2.2 Providing Quality Service to All Residents			
<i>Action PROS-2.2.A: Facility Assessments</i> Conduct regular facility condition and utilization studies, and use this data to determine if there is a need for improvement, reconstruction, closure, or expansion. A comprehensive facility condition assessment should be performed for each recreation center at least once every five years.	DPR	Ongoing	N
<i>Action PROS-2.2.B: Maintenance Standards</i> Create official maintenance standards based on industry best practices, such as Sustainable SITES Initiative (SITES) or an equivalent system, to improve the effectiveness of current maintenance and service levels for recreational buildings, facilities, and landscaping. Both maintenance contractors and the District should adhere to these standards.	DPR, DPW, OPM, DGS	Short-Term	N
<i>Action PROS-2.2.C: Adopt-a-Park</i> Continue to encourage community groups, businesses, and others to participate in the District’s Adopt-a-Park/Adopt-a-Playground program and publicize the program through signs, advertisements, websites, and other media. Support Friends of Parks groups in stewarding, advocating, and hosting fundraising events for park sites to help maintain grounds and buildings and assist in the planning process.	DPR	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action PROS-2.2.D: Data Tracking</i> Establish a system to maintain and regularly update data and maps on parks, recreational facilities, and programming offered by DPR and affiliated providers to measure improvements in levels of service and document achievements.</p>	DPR, OCTO	Ongoing	N
<p><i>Action PROS-2.2.E: Marketing and Branding</i> Develop a marketing plan to increase public awareness of programs and to more firmly establish an identity for Washington, DC, parks.</p>	DPR, NPS, Events DC	Ongoing	N
<p><i>Action PROS-2.2.F: Integration of Federal and District Athletic Fields</i> Better integrate federal and District athletic fields under the jurisdictions of NPS, DPR, and DCPS.</p>	NPS, DPR, DCPS	Ongoing	N
<p><i>Action PROS-2.2.G: Design Standards</i> Create District-wide parks and recreation facility design standards for outdoor facilities. Design parks, open spaces, and recreational facilities to reflect the preferences and culture of the local population, to accommodate a range of age groups and abilities, and to improve the safety of visitors and staff. When renovating playgrounds and parks, design new infrastructure for active recreation, including workout equipment, for all ages and abilities.</p>	DPR, DGS, OP	Ongoing	N
<p><i>Action PROS-2.2.H: Hospital and Clinic Partnerships</i> Explore partnerships with hospitals and clinics to increase the number of doctors prescribing parks and recreational activities to patients of every age.</p>	DPR, DOH	Short-Term	N
<p><i>Action PROS-2.2.I: Performance Monitoring</i> Provide the necessary hardware and software to track customer use and evaluations, determine gaps in programming and facilities, and identify opportunities to improve the overall performance of the parks and recreation system.</p>	DPR, OCTO, DGS	Short-Term	N
<p><i>Action PROS-2.2.J: Recreation Program Action Plan</i> Develop a recreation program action plan that elevates, standardizes, and expands the quality of DPR program offerings. The plan should help DPR to prioritize program investments while promoting broader goals of health, fitness, artistic expression, and community building.</p>	DPR	Short-Term	N
<p><i>Action PROS-2.2.K: Public-Private Partnerships</i> When using a public-private partnership model to fund park acquisitions or improvements, incorporate programming and maintenance plans.</p>	DPR, DGS, OCA	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action PROS-2.2.L: New Kiosk Development</i> Amend the zoning regulations to allow temporary (and permanent) kiosks at residentially zoned parks, where appropriate. Kiosks would be owned by the District and revenue from the kiosks would be used to support park maintenance and operations.	DPR, DGS, OP, OZ, ZC, DCRA	Short-Term	N
PROS-3.1 Sustaining and Enhancing the Federal Open Space Systems			
<i>Action PROS-3.1.A: Participation in Federal Planning Park Efforts</i> Support and participate in NPS and NCPC efforts to plan for parks and open spaces in, and adjacent to, the Monumental Core. Encourage resident participation in these efforts.	DPR, NCPC, NPS, OP	Short-Term	N
<i>Action PROS-3.1.B: Monument and Memorial Siting</i> Actively participate with the appropriate federal agencies, commissions, and others in discussions and decisions on the siting of new monuments, memorials, and other commemorative works on open spaces within Washington, DC.	OP, DPR, NPS, NCPC, CFA	Ongoing	N
<i>Action PROS-3.1.C: Implementation of General Management Plans</i> Support federal efforts to implement the Comprehensive Design Plan for the White House and President’s Park and the GMPs for Rock Creek Park and the Fort Circle Parks.	OP, DPR, NPS, NCPC	Ongoing	N
<i>Action PROS-3.1.D: Fort Circle Park Trail</i> Use land acquisition and/or easements to complete the Fort Circle Park Hiker-Biker Trail and to provide additional Fort Circle Park signage and historic markers.	NPS, DPR	Ongoing	Y
<i>Action PROS-3.1.E: Fort Circle Partnerships</i> Actively participate in interjurisdictional and public-private partnerships to preserve, enhance, restore, and complete the Fort Circle Parks.	NPS, DPR	Ongoing	N
<i>Action PROS-3.1.F: Park Land Transfers</i> In cooperation with appropriate federal agencies, identify park resources, including triangle parks, in federal jurisdiction that could potentially be transferred to the District, as well as District jurisdiction parks that could potentially be transferred to federal jurisdiction, for conservation or recreational purposes only.	NCPC, NPS, DPR, OCA	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
PROS-3.2 Reclaiming the Waterfront			
<p><i>Action PROS-3.2.A: Anacostia River Park Improvements</i> Work collaboratively with the federal government, the private sector, and community and nonprofit groups to implement the open space improvement plans of the AWI. Planned improvements include:</p> <ul style="list-style-type: none"> • A major destination park at Poplar Point; • Restored natural areas at Kingman and Heritage islands; • New parks, including recreational fields, around RFK Stadium; • Continuous bicycle and pedestrian trails along the waterfront and new pedestrian crossings on the upper reaches of the river; • New neighborhood parks and athletic fields within redeveloping areas along the waterfront, including the Southwest Waterfront, Buzzard Point, Near Southeast, and Hill East; and • Enhancements to the existing waterfront parks. 	DPR, DOEE, NPS, NCPC, OP	Ongoing	Y
<p><i>Action PROS-3.2.B: Signage and Branding</i> Work with NPS to develop and implement a consistent system of signage and markers for the Anacostia and Potomac waterfronts.</p>	DPR, OP, NPS, NCPC	Mid-Term	Y
<p><i>Action PROS-3.2.C: Anacostia River Boating</i> Develop additional marine facilities, including rowing centers, appropriately scaled boathouses, boat slips, and piers along the banks of the Anacostia River as recommended in the Anacostia Waterfront Framework Plan. All new marinas should become Clean Marina Partners. Implement boating access improvements utilizing the Boating Access grants from the U.S. Fish and Wildlife Service Wildlife & Sport Fish Restoration Program.</p>	DPR, OP, DOEE, NPS, NCPC	Mid-Term	Y
<p><i>Action PROS-3.2.D: Anacostia Riverwalk</i> Construct new sections of the Anacostia Riverwalk according to the Buzzard Point Vision Framework’s riverwalk design guidelines. Work with Fort McNair to extend the Anacostia Riverwalk along the Washington Channel and design it to include co-benefits, such as enhanced security and flood protection for the base and ecological restoration features, thereby completing a key piece of the District-wide riverwalk system.</p>	DPR, DDOT, DOEE, OP, NPS, NCPC, USACE	Mid-Term	Y
PROS-3.3 Other Significant Open Space Networks			
<p><i>Action PROS-3.3.A: Creating Washington, DC’s Central Park</i> Work with the federal government and institutional and open space landowners to create a linear system of parks and open space extending from Bryant Street on the south to Fort Totten on the north. This system should be created from existing large publicly-owned and institutional tracts, as well as adjacent triangle parks, cemeteries, and rights-of-way.</p>	DPR, OP, NCPC, NPS	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action PROS-3.3.B: Boulevards and Parkways</i> Preserve and maintain boulevards and parkways as elements of the larger park and open space system. Proposed improvements and maintenance projects along trails and parkways should minimize impacts on viewsheds and are sensitive to the natural and historic qualities that make them significant.</p>	DDOT, NCPC, NPS, OP, DPR	Ongoing	Y
PROS-3.4 Connecting the District Through Trails			
<p><i>Action PROS-3.4.A: Bicycle Trail Implementation</i> Initiate focused trail planning and construction efforts to eliminate gaps in the bicycle trail network and to improve substandard trails, as itemized in moveDC. Coordinate with NPS on trails for which both DDOT and NPS have responsibility. Support District and federal agencies, including DDOT and NPS, in developing, funding, and building multiuse trails within select parks that can connect to the District-wide trail system. Work with NPS to align District planning and implementation efforts with the NPS National Capital Region Paved Trails Study (2016), which calls for coordination with local jurisdictions to advance trail projects that contribute to the success of the regional trail network.</p>	DDOT, DPR, NCPC, NPS	Ongoing	Y
<p><i>Action PROS-3.4.B: District-wide Bicycle Network</i> In support of Sustainable DC, continue to develop a District-wide 100-mile bicycle lane network. Prioritize bicycle connections to parks and recreation facilities.</p>	DDOT, DPR, OP, NCPC, NPS	Ongoing	Y
<p><i>Action PROS-3.4.C: Signage and Parking</i> Provide more consistent and unified signage along the District’s trails to improve their identity and accessibility. Provide secure bike parking at trailheads and key destinations.</p>	DDOT, DPR, NPS	Ongoing	Y
<p><i>Action PROS-3.4.D: Water Trails</i> Continue to develop designated water trails and water access points in the Potomac and Anacostia rivers for travel by canoe, kayak, and other paddlecraft.</p>	DPR, NOS, DDOT, DOEE, other	Short-Term	N
PROS-4.1 Maximizing Access Through Partnerships			
<p><i>Action PROS-4.1.A: CapitalSpace</i> Complete implementation of the CapitalSpace Initiative, which provides a coordinated strategy for open space and park management between the District and federal government.</p>	NCPC, DPR, OP, NPS	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action PROS-4.1.B: Expanding Partnerships</i> Provide an annual list of parks and recreation partnerships, including “friends” groups, program partners, inter-agency government partners, and sponsors that support District parks, recreation facilities, and programs. In concert with community members and agency staff, create an action plan to recruit new business, philanthropic, nonprofit, and governmental partners in the region to enhance park and recreation services benefitting residents and visitors.</p>	DPR	Ongoing	N
<p><i>Action PROS-4.1.C: Sponsorships and Foundations</i> Explore opportunities for financial sponsorship of park and recreation facilities by corporate and nonprofit partners, foundations, and “friends” organizations.</p>	DPR	Ongoing	N
<p><i>Action PROS-4.1.D: Joint-Use Partnerships</i> Consider alternative joint-use partnership models with DCPS and nonprofit service providers, and select and implement the most effective approaches.</p>	DPR, DCPS	Ongoing	N
<p><i>Action PROS-4.1.E: Cooperative Management Agreements</i> Develop a District-wide strategy for securing cooperative management agreements with NPS and other federal partners to update, operate, and maintain federally controlled parks in Washington, DC.</p>	DPR, NPS, NCPC, OP, DGS	Short-Term	N
Urban Design Element			
UD-1.1 Building on Washington, DC’s Historic Plan			
<p><i>Action UD-1.1.A: Siting of Commemorative Works</i> Enhance the District government’s approach to the siting and review of both local and national commemorative works, and establish processes for better coordination among District and federal agencies and review bodies; develop a District-wide master plan for creating commemorative sculptures and events throughout Washington, DC.</p>	CFA, NCPC, OP	On-going	N
<p><i>Action UD-1.1.B: Review of Public Parking Regulations</i> Conduct a review of public space regulations and standards. Update and refine the design standards for public parking areas, including appropriate materials for curbs, fences, and retaining walls. In addition, develop regulations to promote tree planting in areas without street trees.</p>	DDOT	Short-Term	N
<p><i>Action UD-1.1.C: Alley Greening</i> Investigate the adoption of regulations that allow for resident greening and controlled vehicular access of alleyways to promote neighborhood community life.</p>	OP	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UD-1.1.D: District-Wide Urban Design Vision</i> Produce a District-wide urban design vision that facilitates equitable and sustainable growth. The vision should elevate the quality of new building architecture, landscape architecture, and urban design, while conserving essential elements of Washington, DC’s traditional physical character. The vision should also strengthen District-wide systems, such as infrastructure, housing, and transportation to address contemporary community needs and improve the quality of life for all residents.</p>	OP	Short-Term	N
<p><i>Action UD-1.1.E: View Corridor Study and Guidelines</i> Conduct one or more studies, in coordination with the NCPC, to inventory, analyze, and categorize important viewsheds to and from major public open spaces and important view corridors, and develop design guidance for preserving and enhancing views, strengthening the image of the capital city and the District, and improving the pedestrian experience.</p>	OP, NCPC	Mid-Term	N
<p><i>Action UD-1.1.F: Small Open Spaces Inventory and Design Guidelines</i> Document the existing small open spaces and reservations, under both federal and District-control and, develop guidelines for restoring greenspace and enhancing their usability as recreation and community spaces.</p>	OP	Mid-Term	N
UD-1.2 Designing in Harmony with Natural Topography and Landforms			
<p><i>Action UD-1.2.A: Public Space Regulations for Grading</i> Conduct a review of public space regulations and standards to assess limits and design requirements for protecting natural landforms, including changes to grade, retaining walls, fences, and landscaping. Recommend changes to these regulations as necessary to respect and enhance view corridors and the natural topography and landform.</p>	DDOT, OP	Mid-Term	N
<p><i>Action UD-1.2.B: Creating View Plane Regulations</i> Conduct a study of significant views from key public spaces in the District, in coordination with the National Capital Planning Commission (NCPC). Identify public view locations, key components that define them, and recommendations for protecting and enhancing them. Create view plane diagrams and design guidelines.</p>	OP, OZ	Mid-Term	N
UD-1.3 Designing the Waterfront for the Next Century			
<p><i>Action UD-1.3.A: Anacostia Waterfront Initiative</i> Continue to implement the Framework Plan for the Anacostia River, restoring Washington, DC’s identity as a waterfront city and bridging the east and west sides of the river.</p>	DDOE, DDOT, OP	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UD 1.4.B: Waterfront Barriers</i> Continue to explore ways to address freeway and highway barriers along the Anacostia and Potomac waterfronts. Study options for addressing the visual barrier presented by the Whitehurst Freeway and the physical barrier presented by the waterfront CSX rail line, and I-295's physical and visual barriers.</p>	NCPC, DDOT, OP	Ongoing	Y
<p><i>Action UD-1.3.C: Natural Shorelines</i> Identify and map waterfront areas with potential to be converted to natural shorelines.</p>	DOEE, OP	Short-Term	N
UD-1.4 Enhancing Thoroughfares and Gateways			
<p><i>Action UD-1.4.A: Zoning and Views</i> Conduct a study to determine the feasibility of special design controls that would apply to major thoroughfares and gateway streets to enhance important views and to upgrade the aesthetic quality of key thoroughfares.</p>	OP, OZ	Short-Term	N
<p><i>Action UD-1.4.B: Boundary Streets and Entrances</i> Explore the feasibility of enhancing points of arrival into the District at the major Maryland and Virginia gateways to the District through signage, public art, landscaping, restoration and careful maintenance of historic boundary markers, road design and pavement changes, special treatment of boundary streets (Southern, Eastern, and Western Avenues), and related improvements.</p>	OP, NCPC, DDOT	Long-Term	N
UD-2.1 Streets For People			
<p><i>Action UD-2.1.A: Retail Ceiling Heights</i> Develop zoning regulations to require higher first-floor ceiling heights in new buildings along main streets and other commercial/mixed-use areas.</p>	DMPED, DBID, OP	Completed	N
<p><i>Action UD-2.1.B: Streetscape Design by Neighborhood Type</i> Review current District-wide streetscape design regulations and policies to prioritize the pedestrian experience. As necessary, develop a typology for basic streetscape design standards that meet the unique needs of various types of neighborhoods in the District, including the downtown business district, commercial areas, and high- and low-density residential neighborhoods.</p>	DDOT, OP	Mid-Term	N
<p><i>Action UD-2.1.C: Standards for Street Furniture</i> Produce standards for street furniture in public spaces, such as benches, trash cans, and bike racks, that designate spacing, layout, and other characteristics to promote socialization and interaction, as well as public health and well-being.</p>	DDOT, OP	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UD-2.1.D: Public Space Permitting of Street Furniture</i> Explore process improvements to the public space permitting process to reduce the time and complexity of reviewing and approving District-standard street furniture.</p>	DDOT, OP	Short-Term	N
<p><i>Action UD- 2.1.E: Public Restrooms in Streetscapes</i> Map the location of publicly accessible restrooms in the District, and develop location recommendations for the installations of new restrooms. Investigate opportunities to install attractive, clean, and safe standalone public restrooms that are accessible at all hours.</p>	DDOT	Ongoing	Y
<p><i>UD-2.1.F: Sidewalk Widening</i> Conduct a corridor study to investigate widening sidewalks through a variety of means including the establishment of building restriction lines, reducing cartway width, or pedestrian bulb-outs.</p>	OP, DDOT	Mid-Term	N
<p><i>Action UD-2.1.G: Placemaking and Vision Zero</i> Establish a pilot initiative to enhance roadway safety through placemaking at intersections at three locations. Incorporate green infrastructure, low- impact design, and public life design principles.</p>	DDOT, OP	Short-Term	N
<p><i>Action UD-2.1.H: Resilient Public Life Guide</i> Study and develop design guidance for how public spaces can be managed and designed to be more resilient during times of natural, security, and public health emergencies.</p>	OP, DDOT	Short-Term	N
UD-2.2 Designing for Vibrant Neighborhoods			
<p><i>Action UD-2.2.A: Scale Transition Study</i> Complete a Scale Transition Study to evaluate options for improving design compatibility between larger-scale and lower-scale areas. The study should respond to the varying situations where larger-scale development is (or will be) situated adjacent to lower-scale, predominantly residential neighborhoods. It should include design guidelines and provisions for buffers (including open space), stepping down of building heights, and solutions that reflect the different lot dimensions, block faces, and street and alley widths found in different parts of the District.</p>	OP	Shot-Term	N
<p><i>Action UD-2.2.B: Use Zoning and Other Regulatory Tools to Achieve Design Goals</i> Explore awards and incentives to promote excellence in the design of new buildings and public spaces. Recommendations should include incentives for facade features, window placement, courtyards, buffering, and other exterior architectural elements that improve the compatibility of structures, including roof structures, with their surroundings while promoting high architectural quality and allowing for innovative, contemporary design.</p>	OP	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UD-2.2.C: High-Quality Affordable Housing Review</i> Conduct a review of the District’s affordable housing policies, build-ings, and zoning regulations to identify impediments that inhibit affordable housing from achieving high quality design. Produce a list of recommended changes to these codes, policies, and supplement with a form-based guide that outlines how new dwelling units can be better integrated into existing neighborhoods.</p>	DCRA, DHCD, OP	Mid-Term	N
<p><i>Action UD-2.2.D: Urban Design Strategies for Resilient Communities</i> Research best practices and develop recommendations and urban design and biophilic guidelines to help the District mitigate hazards, such as flooding and climate threats (e.g., sea level rise and extreme heat), while meeting its other urban design goals.</p>	DDOE, OP	Ongoing	N
<p><i>Action UD-2.2.E: Design Guidelines for Large Sites</i> Develop design guidelines as part of the review process for large site developments. These guidelines should address building appearance, streetscape, signage and utilities, parking, landscaping, buffering, protection of historic resources, compatibility of development with sur-rounding neighborhoods, and environmental sustainability.</p>	OP	Ongoing	N
<p><i>Action UD-4.2.F: Design Guidelines</i> Develop illustrated design guidelines for private residential areas and commercial uses addressing such architectural and resilient aspects as facade design, building texture and materials, lighting, detail, signage, and building- to-street relationship. Design guidelines should allow for flexibility and creativity, and in most cases should be performance-oriented rather than based on rigid standards.</p>	OP	Mid-Term	N
UD-2.3 Play Everywhere			
<p><i>Action UD-2.3.A: Play Streets Guidelines</i> Develop guidelines for resident and civic organization activation of streets and other public spaces as temporary or permanent safe play spaces, and investigate regulatory changes necessary to enable play streets.</p>	OP, DDOT	Mid-Term	N
<p><i>Action UD-2.3.B: Playable Art</i> Complete permanent artistic play structures in small parks, street cor-ners, or civic buildings to pilot the concept of playable streets.</p>	OP, DDOT, DPR	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
UD 2.4 The Equitable District			
<p><i>Action UD 2.4.A: Design Guidelines for Higher-Density, Family-Sized Housing</i> Develop design guidelines for higher-density, family-sized housing with the intent to address key design issues at the scale of the neighborhood, site, building, and unit that relate to residential livability for families with children.</p>	DHCD, OP	Short-Term	N
<p><i>Action UD 2.4.B: Design Standards for Universal Wayfinding</i> Develop a standard template to enhance universal wayfinding integrated into public art, buildings, and streetscapes as well as signage. The template should be designed to be employed District-wide, yet customizable to showcase or promote the individual needs and character of various neighborhoods across the District.</p>	DDOT, DCRA, DCCA	Short-Term	N
<p><i>Action UD-2.4.C: Toolkit for Inclusive and Intergenerational Public Space Design</i> Research and compile a set of engagement strategies and design guidelines for inclusive and intergenerational public spaces in neighborhoods. These guidelines should include best practices for how to encourage community-led design efforts, successful ways to encourage community and cultural self-expression in the public realm (which includes streets, sidewalks, parks, plazas, and other public spaces), and incorporate accessible design principles, such as deaf space.</p>	DPR, NPS, OP	Mid-Term	N
UD-3.1 Public Life For All			
<p><i>Action UD-3.1.A: Street Vending</i> Assess street vending, sidewalk café, and parklet usage to be responsive to the goals of creating lively and animated neighborhood streets and also adequately protect public safety and movement.</p>	DCRA, DDOT	Mid-Term	N
<p><i>Action UD-3.1.B: Reduce Barriers to Permitting of Public Space</i> Reduce procedural barriers for neighborhood and civic-oriented uses of public space. Such uses may include both one-time and recurring events, such as festivals and farmers markets, and longer-term installations, such as parklets and plazas.</p>	EOM, FEMS, MPD, HSEMA, DDOT, OP	Short-Term	N
<p><i>Action UD-3.1.C: State of Public Life Report</i> Create a report benchmarking the progress in expanding public life across Washington, DC as part of the Comprehensive Plan amendment cycle. The report would track aspects of public life, including the annual number of community and special events, outdoor café seating, free speech activities, vending licenses, and use counts of major public spaces and streets. See Figure 9.20 for an example of public life event data.</p>	OP, OCTO, DDOT	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UD-3.1.D: Digital Public Realm Initiative</i> As a pilot test, develop online tools to collect and share data about public life consistent with appropriate privacy protections. Leverage aggregated information from personal mobile devices and from smart-city infrastructure to better understand how the public realm is used to inform policies and actions that improve public space design, increase physical connectivity, improve access to amenities and local businesses, improve wayfinding, and disseminate real-time information to residents about events, public gatherings, and security concerns.</p>	OCTO, DDOT, DPR	Short-Term	N
UD-3.2 Designing the Active District			
<p><i>Action UD-3.2.A: Security-Related Design Guidelines</i> Work collaboratively with federal agencies to develop design measures which accommodate public space security needs that support ground level activities and other public space amenities and special events.</p>	OP, NCPC, CFA	Completed	N
UD-3.3 Places For Lingeri			
<p><i>Action UD-3.3.A: Cross-Agency Small Parks Partnership Program</i> Develop a community partnership program that includes the DC Department of Transportation (DDOT), the DC Department of Parks and Recreation (DPR), and the DC Department of General Services (DGS) to improve and activate small parks through a combination of landscaping, recreation amenities, signage, and street design that contributes to neighborhood recreation, definition, and identity.</p>	OP, DPR, DDOT, DGS	Short-Term	N
<p><i>Action UD-3.3.B: Small Park Management</i> Work with NPS to transfer, lease, exchange and/or enter into cooperative agreements or partnerships of key small parks in NPS’s jurisdiction as well as the District’s jurisdiction to enhance community use, programming, and stewardship.</p>	EOM, NPS, DDOT, DPR, DGS	Mid-Term	N
<p><i>Action UD-3.3.C: Design Standards for Public Space Design</i> Create public space design guidelines for District-controlled parks and plazas that highlight designing for diverse cultural uses, placemaking, and socializing.</p>	OP, DPR, DGS, DDOT	Short-Term	N
UD-4.1 The Design of Public Buildings, Public Spaces, and Infrastructure			
<p><i>Action UD-4.1.A: Design Excellence Program for District Facilities</i> Develop a Design Excellence Program for architectural/engineering contracting processes for District government-controlled public buildings and public spaces based on the federal General Services Administration Design Excellence Program.</p>	OP, DGS	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UD-4.1.B: Commission of Fine Arts Review of District Government Capital Projects</i></p> <p>Develop guidelines for assisting the Commission of Fine Arts (CFA) design review for any applicable District building and infrastructure projects.</p> <p>These guidelines should reflect the District’s urban design goals.</p>	OP, CFA, DGS	Short-Term	N
<p><i>Action UD-4.1.C: Excellence in Urban Design Initiative</i></p> <p>Develop a District-wide Excellence in Urban Design Initiative for the District, including an award program and public education campaign, to make Washington, DC a nationally recognized leader in architecture, landscape, environmental design, historic preservation, and city planning.</p>	OP, DGS, DCAIA	Short-Term	N
UD-4.2 Designing Architecture for People			
<p><i>Action UD-4.2.A: Designing the District for the People Reference Guide</i></p> <p>Create a reference guide that catalogues principles of good urban design at a human level. This reference guide should articulate these concepts in a clear manner to be understandable to both the general public and members of the design profession.</p>	OP	Short-Term	N
UD-4.3 Celebrate Washington, DC’s Unique Design Legacy			
<p><i>Action UD-4.3.A: Washington, DC Urban Design Guide</i></p> <p>Prepare an Urban Design Guide for Washington, DC that compiles the existing codes and regulations that play a role in creating the District’s urban design legacy.</p>	OP	Long-Term	N
<p><i>Action UD-4.3.B: Update of the Projection Code</i></p> <p>Conduct a comprehensive study and subsequent building code update to address issues of large projections on long building facades that detract from the public realm and monumental character of the District’s streets. The study should consider the role projections have played in shaping the form of Washington, DC and assess their intent and how they have evolved over time.</p>	OP, DCRA, DDOT	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UD-4.3.C: Review Zoning Height Restrictions</i> Review the zoning code to determine where it may be more restrictive than the Height Act to identify the potential capacity for more affordable housing and opportunities to expand inclusive neighborhoods (see Figure 9.24).</p>	OP, OZ, DHCD	Short-Term	N
Historic Preservation Element			
HP-1.1 Preservation Planning			
<p><i>Action HP-1.1.A: Inclusive Preservation Planning</i> Integrate historic preservation in the preparation and review of proposed facility master plans, Small Area Plans, campus master plans, relevant planned unit development and special exception applications, and other major development initiatives that may have an impact on historic resources. Identify specific historic preservation concerns through consultation with the SHPO as an integral member of the planning team.</p>	OP, DMPED, OP- HPO	Ongoing	N
<p><i>Action HP-1.1.B: Local Significance of Historic Federal Properties</i> Recognize that the District’s historic federal properties define Washington, DC’s center for local Washingtonians and are important for local history. Locally significant characteristics or qualities should be maintained.</p>	OP-HPO, NCPC, HPRB, CFA	Ongoing	N
HP-1.2 The District’s Historic Preservation Program 1004			
<p><i>Action HP-1.2.A: Governmental Coordination</i> Strengthen collaborative working relationships with federal agencies, including the CFA, NCPC, ACHP, NPS, and others involved in the stewardship of historic properties. Reinforce coordination between the HPO and other District agencies, and establish new relationships as needed to address historic preservation concerns.</p>	OP-HPO, NCPC, HPRB, CFA	Ongoing	N
HP-1.3 Identifying Potential Historic Properties			
<p><i>Action HP-1.3.A: Database of Building Permits</i> Expand HistoryQuest DC, the HPO digital database of information from the archive of 19th and 20th century District building permits to include major alteration permits and permits issued after 1949. Update internet access to this information as new data is compiled.</p>	OP-HPO	Ongoing	N
HP-1.4 Evaluating Historic Significance			
<p><i>Action 1.4.A: District of Columbia Inventory of Historic Sites</i> Expand the District of Columbia Inventory of Historic Sites to achieve a more comprehensive and balanced listing that represents all aspects of the District’s history, culture, and aesthetic heritage.</p>	OP-HPO, HPRB	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
HP-1.5 Designating Historic Landmarks and Districts			
<p><i>Action HP-1.5.A: Nomination of Properties</i> Act on filed nominations without delay to respect the interests of owners and applicants, and to avoid accumulating a backlog of nominations. When appropriate, defer action on a nomination to facilitate dialogue between the applicant and owner or to promote efforts to reach consensus on the designation.</p>	OP-HPO, HPRB	Ongoing	N
<p><i>Action HP-1.5.B: Nomination of National Register Properties</i> Nominate for historic landmark or historic district designation any National Register properties not yet listed in the District of Columbia Inventory of Historic Sites.</p>	OP-HPO, HPRB	Ongoing	N
<p><i>Action HP-1.5.C: Nomination of Federal Properties</i> Encourage federal agencies to nominate their eligible properties for listing in the NRHP and to sponsor concurrent nomination of these properties to the District of Columbia Inventory of Historic Sites. When appropriate, seek other sponsors to nominate eligible federal properties to the District of Columbia Inventory of Historic Sites.</p>	OP-HPO, NCPC, HPRB	Ongoing	N
<p><i>Action HP-1.5.D: Inclusiveness in the District of Columbia Inventory of Historic Sites</i> Nominate properties to the District of Columbia Inventory of Historic Sites that recognize the significance of underrepresented District communities and all aspects of local history.</p>	OP-HPO, HPRB	Ongoing	N
HP-2.1 The District’s Historic Plans			
<p><i>Action HP-2.1.A: Designation of the Plan</i> Complete the documentation and designation of the historic L’Enfant Plan as a National Historic Landmark.</p>	OP-HPO, NPS	Short-Term	N
<p><i>Action HP-2.1.B: Extensions of the Historic L’Enfant Plan</i> Complete the documentation and evaluation of the significant features of the historic L’Enfant Plan, including added minor streets. Survey the extensions of the original street plan and the pattern of reservations throughout the District, and evaluate elements of the 1893 Permanent System of Highways for their historic potential.</p>	OP-HPO, OP, NPS	Short-Term	N
<p><i>Action HP-2.1.C: Review of Alterations to the Historic Plan of the City of Washington</i> Early consultation with the HPRB and other preservation officials should occur whenever master plans or proposed redevelopment projects envision alterations to features of the historic Plan of the City of Washington.</p>	OP-HPO, HPRB, NCPC, CFA	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action HP-2.1.D: Review of Public Improvements</i></p> <p>An appropriate level of consultation with the SHPO should occur before undertaking the design and construction of public space improvements in the L'Enfant City.</p>	NCPC, CFA, NPS, DDOT, OP-HPO	Ongoing	N
HP-2.2 Historic Landscapes and Open Space			
<p><i>Action HP-2.2.A: Preserving Historic Landscapes</i></p> <p>Increase appreciation of historic landscapes through documentation, recognition in designations, and public education. Work cooperatively with government and landowners to preserve historic landscapes as integral components of historic landmarks and districts and to make new construction is compatible with their historic character.</p>	NPS, OP-HPO, NCPC, DPR, HPRB, CFA	Ongoing	N
<p><i>Action HP-2.2.B: Preserving the Natural Escarpment</i></p> <p>Preserve views of and from the natural escarpment around central Washington, DC. Work with government and landholders to encourage new development at St. Elizabeths Hospital, the Armed Forces Retirement Home, McMillan Reservoir, and similar large sites that is harmonious with the natural topography and respectful of important vistas over the District.</p>	NCPC, OP-HPO, OP, NPS, CFA	Ongoing	N
<p><i>Action HP-2.2.C: Preserving Rights-Of-Way</i></p> <p>Preserve original street patterns in historic districts by maintaining public rights-of-way and historic building setbacks. Retain and maintain alleys in historic districts where they are significant components of the historic development pattern.</p>	DDOT, OP-HPO, HPRB, OP, NCPC, DMPED	Ongoing	N
<p><i>Action HP-2.2.D: Historic Avenue Landscapes</i></p> <p>Identify and document historic landscape plans for avenues and major streets in the L'Enfant City and beyond. Encourage the restoration of intended landscape treatments, including the planting of double rows of trees in public space to restore shaded sidewalk allées and designed sidewalk views along major avenues.</p>	OP, OP-HPO, NCPC, CFA	Ongoing	N
HP-2.3 District Government Stewardship			
<p><i>Action HP-2.3.A: Preservation of District-Owned Properties</i></p> <p>Strengthen procedures to encourage historic preservation review of District actions at the earliest possible stage of project planning. Apply standards for District construction compatible with the standards applied to historic properties by federal agencies.</p>	DGS, DMPED, OP-HPO, OP	Ongoing	N
<p><i>Action HP-2.3.B: Enhancing Civic Assets</i></p> <p>Make exemplary preservation of District municipal buildings—including public schools, libraries, fire stations, and recreational facilities—a model to encourage private investment in Washington, DC's historic properties and neighborhoods. Rehabilitate these civic assets and enhance their inherent value with new construction or renovation that sustains the District's tradition of high-quality municipal design.</p>	EOM, DGS, OP- HPO	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action HP-2.3.C: Preserving Public Space in Historic Districts</i> Develop guidelines for government agencies and utilities so that public space in historic districts is designed and maintained as a significant and complementary attribute of the districts. These guidelines should provide for such spaces to be quickly and accurately restored after invasive work by utilities or District agencies.</p>	OP, OP-HPO, DPW, DDOT	Mid-Term	N
HP-2.4 Zoning Compatibility			
<p><i>Action HP-2.4.A: Zone Map Amendments in Historic Districts</i> While balancing needs for growth and affordable housing, identify areas within historic districts where zoning regulations may need adjustment based on the scale and height of contributing buildings, and pursue rezoning of such areas with more appropriate designations.</p>	OP, OP-HPO, ZC	Ongoing	N
HP-2.5 Review of Rehabilitation and New Construction			
<p><i>Action HP-2.5.A: Conceptual Design Review Process</i> Sustain and improve the conceptual design review process as the most effective and most widely used means to promote good preservation and compatible design. Support this process by committing sufficient resources and appointing highly qualified professionals to the HPRB. Enhance public participation and transparency in the process through increased use of electronic means to provide public notice, process applications, and post documents for public review.</p>	OP-HPO, HPRB	Ongoing	N
<p><i>Action HP-2.5.B: Design Standards and Guidelines</i> Expand the development of design standards and guidelines for the treatment and alteration of historic properties, and for the design of new buildings subject to preservation design review. These tools should address appropriate treatment of characteristics specific to particular historic districts. Disseminate these tools widely and make them available on the internet.</p>	OP-HPO, HPRB	Mid-Term	N
<p><i>Action HP-2.5.C: Design Review of Federal Projects</i> Work cooperatively with federal agencies to ensure that federal projects do not detract from the character of historic properties that are significant to the District and are compatible with the surrounding context. When appropriate, involve the HPRB for its expert advice and as a forum for public comment.</p>	OP-HPO, HPRB, NCPC, NPS, GSA	Ongoing	N
<p><i>Action HP-2.5.D: Accessibility Guidelines for Aging in Place</i> Analyze common barriers to accessibility in older homes and develop guidelines on how older adults can modify such homes in ways that are compatible with their historic character while making them visitable and safer to live in.</p>	OP-HPO, HPRB, DACL	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
HP-2.6 Archaeological Resources			
<p><i>Action HP-2.6.A: Archaeological Curation Facility</i> Establish, as a high priority, a facility for the proper conservation, curation, storage, and study of artifacts, archaeological materials, and related historic documents owned by the District . Ensure public access to these materials, and promote research using the collections and records.</p>	OP-HPO, DCPL	Short-Term	Y
<p><i>Action HP-2.6.B: Archaeological Surveys and Inventories</i> Increase surveys, inventories, and other efforts to identify and protect significant archaeological resources. Surveys and inventories should be directed by qualified professionals and adhere to the standards in the Guidelines for Archaeological Investigations in the District.</p>	OP-HPO	Ongoing	N
<p><i>Action HP-2.6.C: Archaeological Site Reports</i> Require prompt completion of site reports that document archaeological findings after investigations are undertaken. Maintain a central archive of these reports, and increase efforts to disseminate their findings and conclusions.</p>	OP-HPO	Ongoing	N
HP-2.7 Enforcement			
<p><i>Action HP-2.7.A: Preservation Enforcement</i> Improve enforcement of preservation laws through a sustained program of inspections, imposition of appropriate sanctions, and expeditious adjudication. Strengthen interagency cooperation and promote compliance with preservation laws through enhanced public awareness of permit requirements and procedures.</p>	OP-HPO, DCRA, OAH	Ongoing	N
<p><i>Action HP-2.7.B: Accountability for Violations</i> Hold both property owners and contractors accountable for violations of historic preservation laws or regulations, and ensure that outstanding violations are corrected before issuing permits for additional work. Fines for violations should be substantial enough to deter infractions, and necessary action should be taken to collect fines.</p>	OP-HPO, DCRA, OAH	Ongoing	N
HP-2.8 Hazard Protection for Historic Properties			
<p><i>Action HP-2.8.A: Preservation and Climate Change</i> Complete an inventory of historic and culturally significant sites threatened by climate change. Give priority to these at-risk sites in developing hazard mitigation plans. Coordinate with key stakeholders to maximize use of available funding for mitigation and disaster response projects.</p>	OP-HPO, OP, HSEMA, NCPC	Long-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action HP-2.8.B: Historic Properties Strategy in the District’s Hazard Mitigation Plan</i></p> <p>Incorporate a strategy for historic and cultural resources into the District Hazard Mitigation Plan. Identify key hazard areas, assess the vulnerability of historic properties to disasters and climate change, propose adaptation alternatives for resources at risk, and identify capability limitations that need to be addressed.</p>	OP-HPO, OP, HSEMA, NCPC	Long-Term	N
<p><i>Action HP-2.8.C: Guidelines for Post-Disaster Rehabilitation of Historic Properties</i></p> <p>Develop guidelines to enable expeditious stabilization, repair, and rehabilitation of historic properties following disaster events or hazard impacts. Include procedures to streamline permitting, such as expedited design review and reduced fees for post-disaster repairs, while adhering to the applicable requirements under the District’s historic preservation law.</p>	OP-HPO, OP, HSEMA, DCRA	Long-Term	N
HP-3.1 Access to Information About Historic Properties			
<p><i>Action HP-3.1.A: Internet Access to Survey Data and Designations</i></p> <p>Increase internet access to documentation of historic properties—including historic landmark and historic district designation forms and National Register nomination forms—and determinations of eligibility for designation. Expand and improve HistoryQuest DC, the geographic information system-based interactive internet map that provides basic historical documentation on individual properties throughout the District.</p>	OP-HPO, OP, OCTO	Ongoing	N
<p><i>Action HP-3.1.B: Enhancement of the District of Columbia Inventory and Map</i></p> <p>Improve the value and effectiveness of the District of Columbia Inventory of Historic Sites as an educational tool by presenting it in a more engaging format with maps and illustrations. Organize it to give context and meaning to individual designations, and make it available both on the internet and in print. Keep the map of historic landmarks and districts current in an interactive GIS-based version accessible to the public on the internet.</p>	OP-HPO, OP, OCTO	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action HP-3.1.C: Listings of Eligibility</i> Promote a clear understanding of where eligible historic properties may exist and how they can be protected through official designation. Reduce uncertainty for property owners, real estate developers, and the general public by maintaining readily available information on surveyed areas and properties identified as potentially eligible, especially in areas near Metro stations. Include both properties that have been formally determined to be eligible and those considered eligible based on available information. Make this information widely available in public documents, such as Ward Heritage Guides, and on the internet.</p>	OP-HPO	Ongoing	N
HP-3.2 Public Awareness of Historic Properties 1020			
<p><i>Action HP-3.2.A: Preservation Outreach and Education</i> Sustain an active program of outreach to the District’s neighborhoods. Develop educational materials on the cultural and social history of District communities as a means to engage residents and introduce historic preservation values and goals. Promote public understanding of not just the principles for preserving properties but also the social and community benefits of historic preservation.</p>	OP-HPO	Ongoing	N
<p><i>Action HP-3.2.B: Historic Preservation in Schools</i> Work with both public and private schools to develop and implement programs to educate District students on the full range of historic, architectural, and archaeological resources in Washington, DC. Use education to promote the value of historic preservation as a community activity.</p>	OP-HPO	Ongoing	N
<p><i>Action HP-3.2.C: Historic District Signage</i> Complete implementation of the District-wide program for street signs identifying historic districts.</p>	OP-HPO, DDOT	Short-Term	Y
<p><i>Action HP-3.2.D: Markers for Historic Landmarks</i> Continue with implementation of the program of consistent signage that property owners may use to identify historic properties and provide brief commemorative information.</p>	OP-HPO, other	Ongoing	Y
<p><i>Action HP-3.2.E: Historic and Archaeological Exhibitions</i> Develop display exhibits for libraries, recreation centers, and other public buildings that showcase historic and archaeological resources. Recruit volunteers to assist with the interpretation of these resources.</p>	OP-HPO, DCPL, other	Long-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action HP-3.2.F: Heritage Tourism</i></p> <p>Identify heritage tourism opportunities and strategies that integrate District programs with those of organizations like Cultural Tourism DC, EventsDC, and others oriented to visitors. Use these programs to promote and enhance the integrity and authenticity of historic resources.</p>	OP-HPO, EVENTS DC, other	Ongoing	N
<p><i>Action HP-3.2.G: Neighborhood Tourism</i></p> <p>Enhance existing heritage tourism programs by celebrating the cultural history of District neighborhoods, especially those not recognized as visitor destinations, through local history tours and programs engaging a diverse audience.</p>	OP-HPO, other	Ongoing	N
<p><i>Action HP-3.2.H: Appreciating Cemeteries</i></p> <p>Collaborate with cemetery administrators to reconnect burial grounds to their surrounding neighborhoods for greater public access. Promote cemeteries for purposes of tourism and low-impact recreation, such as walking. Create online guides of distinguished monuments and notable Washingtonians buried in local cemeteries.</p>	OP-HPO, other	Ongoing	N
HP-3.3 Preservation Partnerships and Advocacy			
<p><i>Action HP-3.3.A: Coordinated Preservation Advocacy</i></p> <p>Encourage and facilitate interaction between preservation and economic development interests. Strengthen working relationships among the HPO, HPRB, ANCs, and preservation organizations. Establish special task forces or advisory groups as appropriate to support preservation programs and advocacy for historic preservation.</p>	OP-HPO, HPRB, ANCs	Ongoing	N
<p><i>Action HP-3.3.B: Incorporating Preservation Issues in Local Initiatives</i></p> <p>Include the historic preservation community in broader urban initiatives, such as those relating to housing, transportation, the environment, and public facilities. Involve the HPO and preservation groups in meetings to discuss relevant issues relating to zoning, transportation, open space, waterfronts, public facilities, public property disposition, and other planning and urban design matters.</p>	OP-HPO, OP, DMPED, DDOT, DOEE, DGS, DHCD	Ongoing	N
HP-4.1 Preservation and Economic Development			
<p><i>Action HP-4.1.A: Historic Neighborhood Revitalization</i></p> <p>Implement preservation development strategies through increased use of proven programs and initiatives sponsored by preservation leaders like the National Trust for Historic Preservation, NPS, and others. Make full use of the programs available through the National Main Street Center, Preserve America, Save America's Treasures, and other programs and funds designed for the recognition of diverse cultural heritage and the preservation and promotion of historic landmarks and districts.</p>	OP-HPO, NPS, DMPED, other	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action HP-4.1.B: Historic Homeowner Grants</i></p> <p>Implement and promote the District’s targeted homeowner grants through an active program of outreach and public information. Monitor and evaluate the program to assess its effectiveness and to guide the development of other appropriate incentives and assistance programs. Consider expanding the program to income-eligible homeowners residing in any historic landmark or district.</p>	OP-HPO, OTR, EOM	Ongoing	N
<p><i>Action HP-4.1.C: Preservation and Housing Affordability</i></p> <p>Examine the effects of historic preservation on housing affordability, as documented in existing studies and through analysis of available District data. Consider the findings of these studies and investigate how to manage preservation tools in ways that support housing affordability.</p>	OP, OP-HPO	Short-Term	N
<p><i>Action HP-4.1.D: Workforce Development in Preservation Craftsmanship</i></p> <p>Support initiatives for workforce development in artisan trades and traditional construction crafts that support preservation and repair of historic architecture. Work in partnership with local educational institutions to promote skills in masonry, carpentry, metalwork, glass arts, and other crafts that have contributed to the District’s historic fabric and character.</p>	DYRS, OP-HPO	Ongoing	N
HP-4.2 Preservation Incentives			
<p><i>Action HP-4.2.A: Transfer of Development Rights Benefits for Preservation</i></p> <p>Monitor the effectiveness of transfer of development rights (TDR) programs included in the ZR16 zoning regulations, and consider any appropriate revisions to enhance their utility for preservation.</p>	OP, OP-HPO, ZC	Short-Term	N
<p><i>Action HP-4.2.B: Tax Credits for Affordable Housing in Historic Buildings</i></p> <p>Encourage the coordinated use of multiple tax credits to support rehabilitation of existing affordable housing in historic buildings and to create new affordable units in historic buildings. Support such projects through historic designation of buildings meeting the eligibility criteria.</p>	OP, OP-HPO, HPRB	Ongoing	N
<p><i>Action HP-4.2.C: Coordination of District Programs</i></p> <p>Evaluate the secondary preservation impacts of District policies and programs that support affordable housing, aging in place, and maintenance of homes in good repair. Identify and implement any improvements that could encourage use of these programs for projects involving historic buildings.</p>	OP, OP-HPO, OA	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
Community Services and Facilities Element			
CSF-1.1 Long-Term Planning for Public Facilities			
<p><i>Action CSF-1.1.A: Civic Facilities Plan</i> Continue to develop and refine the District’s multilayered approach to facilities master planning) so that adequate community facilities are provided for existing residents and can be provided for new neighborhoods in Washington, DC, including by providing guidance for the long-term (six- year) CIP and the annual capital budget. The approach should include an assessment of all District-owned or -maintained community facilities and property, and should identify what improvements are needed to correct deficiencies and address planned growth and change in the District. The facilities plan should be continuously maintained and updated regularly with new priorities and timelines. As needed, the Comprehensive Plan should be amended to incorporate master facilities planning findings . As part of this work , the appropriate agency shall continue to annually collect and publish data on public school capacity and enrollments, recreation facilities, libraries, emergency medical service response time, sewers, green space, and public transit capacity, including bus routes and ridership statistics for Metrorail stations and lines as well as parking availability and traffic volumes on roads and at key intersections. These data should be used, as appropriate, when evaluating the need for facility and infrastructure improvements.</p>	OCA, DGS, OP	Ongoing	N
<p><i>Action CSF-1.1.B: Guidelines For Public Uses of Public Facilities</i> Develop unified District inventory of public facilities and establish guidelines that can help the District understand the adequacy of District- owned space for use by District agencies.</p>	OCA, OP, DCPS, OPM	Short-Term	N
<p><i>Action CSF-1.1.C: Site Planning Procedures</i> Public facility planning should include site planning and management procedures to mitigate adverse impacts on surrounding areas.</p>	OCA, OP, DGS, OCTO	Short-Term	N
<p><i>Action CSF-1.1.D: Public Facilities Planning</i> Develop a Public Facilities Plan that helps to inventory, consolidate and coordinate facility information across District agencies.</p>	OP	Mid-Term	N
<p><i>Action CSF-1.1.E: Opportunities to Promote Local Food Businesses</i> Identify best practices and potential locations for food hubs, food business incubators, and community kitchens to expand healthy food access and food-based economic opportunity in underserved areas through co-location with job training, business incubation, and entrepreneurial assistance programs.</p>	OP/FPC (Food Policy Council)	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CSF-1.1.F: Co-Location of Housing with Public Facilities</i> As part of facilities master planning and the CIP, conduct a review of and maximize any opportunities to co-locate mixed-income multi-family housing when there is a proposal for a new or substantially upgraded local public facility, particularly in high-cost areas.</p>	OCA, OP, DGS, DHCD	Short-Term	N
<p><i>Action CSF-1.1.G: Universal Design</i> Create a working group comprised of relevant District agencies to explore the use of Universal Design standards in new and existing District facilities.</p>	DGS	Mid-Term	N
<p><i>Action CSF-1.1.H: Central Kitchen Facility</i> Explore the potential for establishment of a central kitchen facility, as required by the Healthy Students Act and subject to funding availability, which could function as a meal preparation site for the District’s institutional meal programs (e.g., schools, shelters for persons experiencing homelessness), an aggregation center for fresh food to be distributed to local businesses, and a job training facility, among other potential functions including emergency feeding.</p>	OP/FPC (Food Policy Council), DGS, DME, DCPS	Mid-Term	N
CSF-1.2 Funding and Coordination			
<p><i>Action CSF-1.2.A: Capital Projects Evaluation</i> Continue to refine measurable criteria, standards, and systematic coordination procedures to evaluate capital improvement projects.</p>	OCA, OP, DGS	Ongoing	N
<p><i>Action CSF-1.2.B: Inventory of Lands Owned By or Under the Jurisdiction of the District</i> Continue to update and expand the District’s property management database, identifying the location, size, and attributes of all District-owned facilities and properties.</p>	OP, DGS, OCTO	Ongoing	N
<p><i>Action CSF-1.2.C: Coordinate Facilities Master Planning with Public Facilities Planning</i> Improve facilities master planning processes and outcomes by coordinating facilities master planning efforts of individual agencies with public facilities planning efforts. This coordination can illuminate relationships and dynamics across systems, helping to inform the District’s public investments.</p>	OP, DGS	Ongoing	N
CSF-2.1 Health and Health Equity			
<p><i>Action CSF-2.1.A: Public Health Goals</i> Continue efforts to set public health goals and track and evaluate key health indicators and outcomes.</p>	DC Health	Ongoing	N
<p><i>Action CSF-2.1.B: Primary Health Care Improvements</i> Intensify efforts to improve primary health care and enhance coordination of care for the District’s most vulnerable residents to improve health, enhance patient experience of care, and reduce health care costs.</p>	DC Health	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CSF-2.1.C: Health Care System Roadmap</i> Continue refining and implementing the District’s health care system roadmap for a more comprehensive, accessible, equitable system that provides the highest quality services in a cost-effective manner to those who live and work in the District.</p>	DC Health	Ongoing	N
<p><i>Action CSF-2.1.D: Advance People-Centered Thinking and Cultural and Linguistic Competency</i> Enhance and expand training of District agency employees regarding people-centered thinking and cultural and linguistic competency.</p>	DDS	Ongoing	N
<p><i>Action CSF-2.1.E: Built Environment and Health Outcomes</i> Explore tools that can help decision-makers, practitioners, and Washington, DC residents to better understand how changes in the built environment can affect human health. Such tools can include Health Impact Assessments (HIAs).</p>	DC Health, OP	Ongoing	N
<p><i>Action CSF 2.1.F: Advancing Grocery Store Access in Underserved Areas</i> Enhance healthy food access, address diet-related health disparities, and generate economic and social resilience by supporting the development of locally owned, community-driven grocery stores in areas with low access to healthy food options. Such support should include targeted financing, technical assistance, and co-location with new mixed-use developments.</p>	DMPED, OP/FPC (Food Policy Council)	Ongoing	N
CSF-2.2 Healthy Communities and Resilience			
<p><i>Action CSF-2.2.A: Assessing Disparities and Supporting Recovery Strategies from Adverse Events</i> Assess the impacts of adverse events on communities with varying socioeconomic characteristics and levels of vulnerability. Track disparities in impacts to help inform response and recovery strategies aimed at reducing inequity and strengthening communities.</p>	OP, DMPED, DC Health	On-going	Y
CSF-2.3 Health Facilities and Services			
<p><i>Action CSF-2.3.A: Review Zoning Issues</i> Continue to review and assess zoning regulations to identify barriers to, and create opportunities for, increased access to primary care facilities and neighborhood clinics, including through the reuse of existing non-residential buildings in residential zones, after a public review and approval process that provides an opportunity to address neighborhood impacts.</p>	OP, ZO, ZC	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CSF-2.3.B: Increase Supply of Assisted Living Residential Facilities (ALRs) and of Community Residential Facilities (CRFs)</i> Explore a variety of approaches for increasing the number of CRFs, as well as small and mid-size ALR facilities, in underrepresented areas and areas of high need in the District. These approaches can include financial strategies and partnerships, as well as regulatory reform. Work to increase community awareness of these needs.</p>	DMHHS, DC Health, DHCD, DHCF (Department of Healthcare Finance), DBH, DDS, OP, DMPED	Ongoing	N
<p><i>Action CSF-2.3.C: Connecting District Residents to Resources</i> Continue to maintain a digital resource portal that disseminates resources on a cross-agency basis to better connect people with government and community-based health resources.</p>	DDS	Ongoing	N
<p><i>Action CSF-2.3.D: Improving Coordination and Service Delivery Among District Agencies</i> Explore the potential to create and implement a cross-agency case management system that can enhance coordination among relevant agencies to improve service delivery to persons with disabilities, older adults, members of the LGBTQ+ community, and other vulnerable populations.</p>	DDS	Ongoing	N
<p><i>Action CSF-2.3.E: Health in All Policies</i> To the extent possible, relevant District agencies should evaluate the potential impact of their policies and actions on population health and align these with strategies identified in Sustainable DC 2.0 and in the 2017-2019 Action Plan of DC HP2020.</p>	DDS	Ongoing	N
<p><i>Action CSF-2.3.F: No Wrong Door/DC Support Link</i> Continue to develop a person- and family-centered and linguistically and culturally responsive No Wrong Door system (also known as DC Support Link) across District agencies that can better support the needs of people with disabilities, older adults, and their families by providing them with links to government and community-based resources, such as LTSS, regardless of their point of entry into the District’s service system.</p>	DDS	Ongoing	N
CSF-3.1 Library Facilities			
<p><i>Action CSF-3.1.A: Martin Luther King, Jr. Memorial Library Modernization</i> Complete the modernization of the Martin Luther King, Jr. Memorial (Central) Library, which serves as a vital center of Washington, DC’s education and civic life. The modernization will accommodate state-of-the-art library services and technology and enhance public space both within and outside the building. The Central Library should continue to be an architectural civic landmark — a destination and gathering place for residents from across the District.</p>	DCPL, EOM, OCFO	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CSF-3.1.B: Branch Libraries</i> Complete the remaining modernization of Washington, DC’s branch libraries. Each neighborhood library should provide a safe and inviting space with services and programs tailored to meet the needs of local residents. Each branch library should be designed to be flexible to provide a variety of offerings and have a clearly visible entrance and an open, inviting, and attractive facade.</p>	DCPL	Ongoing	Y
<p><i>Action CSF-3.1.C: Library Funding</i> Continue to explore new, dedicated funding sources for the O&M of each library. This includes annual funding for collections development and programming; programs and services, including literacy, cultural, and computer training programs; and building repair and maintenance.</p>	DCPL	Ongoing	N
<p><i>Action CSF-3.1.D: Libraries and Local History</i> Implement initiatives such as oral histories, historic archives and collections, and Know Your Neighborhood programs throughout the library system. Such initiatives should foster a deeper understanding of local history and culture, enabling residents to explore and understand their community and District.</p>	DCPL	Ongoing	N
<p><i>Action CSF-3.1.E: Archival Materials</i> Provide appropriate access to archival and historical materials of Washington, DC.</p>	DCPL	Ongoing	N
<p><i>Action CSF-3.1.F: Facilities Master Plan</i> Develop a Facilities Master Plan to inform future decisions on the libraries’ physical campuses and so that libraries are planned and designed to maximize their value to the community.</p>	DCPL	Ongoing	N
CSF-3.2 Library Location			
<p><i>Action CSF-3.2.A: Optimizing Library Services on an Ongoing Basis</i> Periodically evaluate library use and services through DCPL Needs Assessments and make appropriate service adjustments to position DCPL to meet the needs of the community on an ongoing basis. Data on library use, services, program attendance, and material checkouts should be used to inform decisions about programming, facilities, and technology.</p>	DCPL	Ongoing	N
CSF-4.2 Fire and Emergency Services			
<p><i>Action CSF-4.2.A: Level of Service Monitoring</i> Continue to prepare evaluations of the response times for fire and emergency medical calls to evaluate the need for additional facilities, equipment, and personnel and identify specific geographic areas where services require improvement, on an annual basis, or as needed during disaster response efforts. This should include a review of the distribution of fire hydrants and water flow capabilities.</p>	FEMS, DC Water	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action CSF-4.2.B: Fire Prevention and Emergency Intervention Education</i> Continue to educate and empower residents on fire safety and prevention measures and on emergency response techniques, such as bystander CPR and use of automated external defibrillators (AEDs).	FEMS, HSEMA	Ongoing	N
<i>Action CSF-4.2.C: New Apparatus Maintenance and Fireboat Facilities</i> Finalize plans to build a new apparatus maintenance facility, which will be used for maintenance and repair of FEMS vehicles, and a new fireboat facility to replace the existing one, which will provide a new dock for FEMS' four fireboats.	FEMS, OCA	Ongoing	Y
<i>Action CSF-4.2.D: Third-Party Providers</i> Continue to contract with third-party providers to supplement the agency's provision of pre-hospital medical care and transport of basic life support patients to preserve FEMS resources for higher priority emergencies.	FEMS, DGS	Ongoing	N
<i>Action CSF-4.2.E: Implement Strategies from the 2017 IHC 2017 Final Report</i> Continue to implement strategies from the 2017 IHC Final Report, including those relating to street calls, nurse triage, public education, and third-party providers of pre-hospital medical care and transport. These strategies can improve the population's health and safety by connecting low-acuity callers to a more appropriate comprehensive source of care and by reducing or eliminating the use of 9-1-1 resources for non-emergent medical issues, enabling greater and more appropriate use of 9-1-1 resources for rapid response, treatment, and transport for high-acuity, life-threatening medical calls.	FEMS, DC Health	Ongoing	N
CSF-5.1 Corrections Facilities			
<i>Action CSF-5.1.A: Planning and Design of Correctional Facilities</i> Engage the community in the planning and design of correctional facilities and ensure appropriate interagency coordination for alignment across public safety, public health, behavioral health, family/social service, and economic development objectives.	DOC	Ongoing	N
<i>Action CSF-5.1.B: Maintenance and Upgrades to Information Systems</i> Assess needs and plan for the maintenance and systematic modernization of information systems that support correctional functions in the District, including public safety and health and human services.	DOC, OCTO	Short-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CSF-5.1.C: Periodic Assessment of Effectiveness</i> Periodically assess the corrections process for effectiveness against desired outcomes and its needs and realign resources to support its public safety objectives accordingly.</p>	DOC	Ongoing	N
CSF-5.2 Formerly Incarcerated Individuals			
<p><i>Action CSF-5.2.A: Address Supportive Needs of Formerly Incarcerated Individuals</i> Work to create an inventory of housing needs for returning citizens and provide appropriate transitional, supportive, and permanent housing opportunities; provide adequate child supportive services; assess the education and training needs for these individuals; and create a plan to enhance pathways to employment opportunities.</p>	DOC, DHCD, DOES, OSSE, DOH, DBH, DDS	Short-Term	N
<p><i>Action CSF-5.2.B: Integrated Services Pilot Program for Returning Citizens</i> Enhance and expand the ReEntry Portal based on analysis of its functionality.</p>	DOC	Ongoing	N
CSF-6.1 Emergency Preparedness			
<p><i>Action CSF-6.1.A: District Preparedness System</i> Continue to administer, define, refine, implement, and maintain DPS to provide continuity of government, maintain continuity of operations, and provide emergency services to the community.</p>	HSEMA	Ongoing	N
<p><i>Action CSF-6.1.B: Integration of Accessibility Requirements into the Preparedness System</i> Continue to develop and maintain a program that allows DPS stakeholders and partners to regularly integrate the accessibility requirements of individuals with disabilities and others with access and functional needs across all phases of DPS, as mandated by the DC Human Rights Act, Americans with Disabilities Act, and Rehabilitation Act. This includes developing and delivering training to agencies on inclusive methods and practices for preparedness. Continue to develop and maintain strategic, operational, and tactical-level plans for providing individuals with disabilities and others with access and functional needs accessible programs and services, including mass care and shelter services, transportation and evacuation, and notification and communication.</p>	HSEMA	Ongoing	N
<p><i>Action CSF-6.1.C: Development Projects and Risk Reduction</i> Explore methods for further reducing risks and vulnerabilities of major development projects to human-made and natural hazards.</p>	HSEMA, FEMS, MPD, OCA, DGS, OP, DMPED, DOEE, DDOT	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CSF-6.1.D: Evaluate Use and Impacts of Emerging Technologies on Emergency Preparedness</i></p> <p>Explore and evaluate the potential use and impacts of new and emerging technologies on the District’s emergency preparedness, mitigation, and response operations. Arenas with rapidly evolving or emerging technologies include robotics (including drones and autonomous vehicles), data and connectivity, energy and resources, and digital visualizations and interfaces.</p>	HSEMA, OCTO, OCA	Ongoing	N
CSF-6.2 Resilience and Critical Facilities			
<p><i>Action CSF-6.2.A: Community Risk Assessments</i></p> <p>Update the CRA of DPS on a recurring basis to reflect changes in the risk profiles of relevant natural and human-made systems in the District.</p>	HSEMA	Ongoing	N
<p><i>Action CSF-6.2.B: Preserving Critical Community Facilities</i></p> <p>Safeguard critical facilities from a wide range of threats and hazards and develop fortified and redundant systems to deliver essential services at all times.</p>	HSEMA, OCA, DGS, OP, DMPED, DOEE, DDOT	Ongoing	N
<p><i>Action CSF-6.2.C: Training on Safeguarding Critical Community Facilities</i></p> <p>Develop a training program on Critical Community Facilities for law enforcement, public utilities, and private sector personnel.</p>	HSEMA	Ongoing	N
<p><i>Action CSF-6.2.D: Vulnerability of District-Owned Facilities</i></p> <p>Continue to support development of criteria and methodologies to assess the vulnerability of critical District-owned facilities to human-made and natural shocks, as well as chronic stressors.</p>	HSEMA, OCA, DGS, OP, DMPED, DOEE, DDOT	Ongoing	N
<p><i>Action CSF-6.2.E: Mitigating Vulnerability of District-Owned Facilities</i></p> <p>Explore approaches and tools to address identified vulnerabilities of District-owned facilities. District-wide and site-specific factors should be taken into account, as well as near-term and long-range risks.</p>	HSEMA, OCA, DGS, OP, DMPED, DOEE, DDOT	Ongoing	N
<p><i>Action CSF-6.2.F: Evaluate the Potential Use and Impacts of Emerging Technologies on Resilience and Critical Facilities</i></p> <p>Review and evaluate the impacts of new and emerging technologies on the District’s resilience and their potential for helping the District to advance near-term and long-range resilience objectives.</p>	HSEMA, OCA, DGS, OP, DMPED, DOEE, DDOT	Short-Term	N
<p><i>Action CSF-6.2.G: Community Resilience Hubs</i></p> <p>Explore the potential of establishing Community Resilience Hubs to strengthen community ties and to help establish reliable networks for vital services and disaster preparedness and recovery.</p>	HSEMA, DGS, OCA, OP	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CSF-6.2.H: Temporary Facilities</i> Develop and periodically update a plan for surge capacity of existing facilities or temporary facilities that may be needed during emergency response and recovery. Consider taking into account relevant threats and hazards, an up-to-date inventory of facilities and other relevant spaces in the District, and facility capacity and constraints.</p>	OP, DGS, DC Health	On-going	Y
Educational Facilities Element			
EDU-1.1 Integrated Master Planning for All Public Schools			
<p><i>Action EDU-1.1.A: Master Facility Plan Process</i> Complete the 2018 MFP process in close collaboration with relevant agencies and the District’s education stakeholders. Use MFP outcomes to guide school facilities planning on a District-wide and neighborhood-specific basis, guiding growth across both DCPS and public charter school sectors for a span of 10 years.</p>	OP, DGS, DME, OSSE, DCPS	Ongoing	N
<p><i>Action EDU-1.1.B: Space for Youth Cultural Entrepreneurship Initiatives</i> Explore the availability of public school spaces to serve partnerships and programs between cultural organizations and schools that can help youth become entrepreneurs.</p>	DCPS, OCTFME, Others	Short-term	N
EDU-1.2 DCPS Facilities			
<p><i>Action EDU-1.2.A: Parking Utilization Study at DCPS Facilities</i> Conduct studies to understand use of parking facilities at appropriate DCPS sites to determine where reductions may be possible in order to identify potential higher and better uses for them.</p>	DDOT, DCPS	Short-term	N
<p><i>Action EDU-1.2.B: Shared-Use Agreements</i> Continue to support shared-use agreements for public access to recreation facilities and gardens in public schools.</p>	DCPS, DPR	On-going	N
EDU-2.1 Schools as Community Anchors			
<p><i>Action EDU-2.1.A: Shared Maintenance Facilities</i> Identify opportunities to share DCPS and District government operations, transportation, and maintenance facilities to reduce land and facility costs for both entities.</p>	OCA, DCPS, OPM, DPW	On-going	N
EDU-3.1 UDC			
<p><i>Action EDU-3.1.A: UDC Campus Locations</i> Maintain a distribution of campus locations that serves residents of all eight wards, helping advance goals of UDC’s Equity Imperative – 2022 Strategic Plan.</p>	UDC, SEO, OCA, DMPED	Mid-Term	Y
<p><i>Action EDU-3.1.B: Housing Archival Documents at UDC</i> Explore synergistic opportunities for UDC to house archival documents of Washington, DC.</p>	UDC, DCOPR	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
Infrastructure Element			
IN-1 Drinking Water			
<p><i>Action IN-1.2.A: Water System Maps</i> Support DC Water efforts to update water system maps to accurately show pipelines, valves, and hydrants, as well as the age, material, size, and lining of pipelines.</p>	DC Water	Ongoing	Y
<p><i>Action IN-1.2.B: Small Diameter Water Main Rehabilitation Program</i> Continue the implementation of the Small Diameter Water Main Rehabilitation Program as identified in DC Water’s Capital Improvement Plan (CIP). Work includes rehabilitating small-diameter (12-inch diameter and smaller) water mains to improve water pressure, system reliability, and flows in the system, as well as to maintain water quality.</p>	DC Water	Ongoing	Y
<p><i>Action IN-1.2.C: Water Treatment Plant (WTP) Improvements</i> Continue the assessment of advanced water treatment processes that use ozonation, biologically active filters, ultraviolet light disinfection, and other innovative approaches to treat water.</p>	DC Water	Ongoing	Y
<p><i>Action IN-1.2.D: Residential Lead Line Replacement Program</i> Require identification and replacement of all lead water mains and residential service pipes District-wide, focusing on households with children, low-income residents, and communities of color. Encourage completion of such efforts within a 10-year timeline. Support and expand opportunities to assist District homeowners in affordably replacing lead service lines, complementing DC Water’s program.</p>	DC Water	Ongoing	Y
IN-2.1 Wastewater System			
<p><i>Action IN-2.1.A: Wastewater Collection and Treatment Capital Improvement Programs</i> Continue to implement wastewater treatment improvements as identified in the DC Water CIP. Collection system projects include the replacement of undersized, aging, or deteriorated sewers; the installation of sewers to serve areas of new development or redevelopment; replacement and rehabilitation of pumping station force mains; and the Clean Rivers Project. Capital projects are required to rehabilitate, upgrade, or provide new facilities at Blue Plains to ensure that it can reliably meet its NPDES permit requirements now and in the future.</p>	DC Water	Ongoing	Y
<p><i>Action IN-2.1.B: On-site Wastewater Treatment</i> Encourage the use of on-site water collection and reuse systems for any Planned Unit Development. On-site water systems collect stormwater and treat it so that it can be reused in a building or at the local, neighborhood scale for non-potable needs, including toilet flushing and cooling.</p>	OP, OZ, DOEE, DC Water	Short-term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
IN-2.2 Stormwater Management			
<p><i>Action IN-2.2.A: Stormwater Capital Improvements</i> Continue the implementation of stormwater capital improvements as identified in DC Water’s CIP.</p>	DC Water	Ongoing	Y
<p><i>Action IN-2.2.B: Stormwater Management Responsibilities</i> In compliance with the Comprehensive Stormwater Management Enhancement Amendment Act of 2008, continue to refine an integrated process for managing stormwater that enhances interagency communication and formally assigns responsibility and funding to stormwater drainage management. This process should include:</p> <ul style="list-style-type: none"> • An appropriate funding mechanism to consistently maintain clean water standards and reduce surface runoff; • Clear lines of responsibility with regard to which agency provides oversight, guidelines, and resources for the stormwater system and its management; and • Assurance that stormwater improvements associated with new development are coordinated with the DC Water CIP. 	OCA, DOEE, DC Water, DPC, DDOT	Short-term	N
<p><i>Action IN-2.2.C Rainwater Reuse</i> Develop guidance on the installation, treatment, monitoring controls, and inspections for rainwater reuse for non-potable purposes.</p>	DC Water, DOEE	Mid-term	N
IN-2.3 Combined Sewer System			
<p><i>Action IN-2.3.A: Rehabilitate Pumps</i> Rehabilitate and maintain pump stations to support the Clean Rivers Project and off-load stormwater in targeted combined sewer areas.</p>	DC Water	Ongoing	Y
<p><i>Action IN-2.3.B: Federal Funding</i> Pursue federal funding to cover an equitable share of the Clean Rivers Project as the federal government was the original designer and builder of the system, is a major user of the combined sewer system, and is a significant beneficiary of the effort.</p>	DC Water, DOEE, OCA	Ongoing	N
IN-3.1 Solid Waste Transfer Facilities			
<p><i>Action IN-3.1.A: Evaluate Transfer Station Needs</i> Evaluate the need for expansion of District-owned transfer stations to provide adequate space for proper handling of all types of separated waste, including refuse, recycling, organic waste, bulk waste, and hard-to-recycle items.</p>	DPW	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action IN-3.1.B: Waste Processing Facility Regulations</i> Encourage the private sector to provide more efficient, cleaner, and more environmentally friendly waste processing facilities for all types of solid waste. Collaborate across agencies, including, DPW, Department of Consumer and Regulatory Affairs, and DOEE to address this need. Work with Advisory Neighborhood Commissions (ANCs) and community organizations in drafting these regulations to address neighborhood concerns are addressed.</p>	DCRA, DPW, DOEE	Mid-term	N
<p><i>Action IN-3.1.C: Develop Zero Waste and Solid Waste Management Plans</i> Develop a holistic plan that includes all waste streams and related strategies to enable Washington, DC to reach its goal of 80 percent waste diversion. Strategies should include transfer station modernization needs, optimization of residential drop-off locations, and consideration of waste streams that include refuse, compostable materials, and recyclable materials, as well as hard-to-recycle items.</p>	DC Water	Mid-term	N
IN-4.1 Telecommunications Infrastructure			
<p><i>Action IN-4.1.A: Guidelines for Siting/Design of Facilities</i> Establish locational and design criteria for under- and above-ground telecommunication facilities, including conduit systems, small cells, antennas, towers, switching centers, and system maintenance facilities. In addition, establish provisions to put cables and wires underground wherever feasible. Consult with ANCs and community groups in the development of siting criteria.</p>	DSLBD, DCRA, OP	Mid-term	N
IN-4.2 Leveraging New and Emerging Technology			
<p><i>Action IN-4.2.A: Building on Pilot Project Lessons</i> Upon completion of pilot activities, such as PA 2040 and ParkDC, develop after-action reports that inform future work.</p>	OCTO, NCPC, OP	Short-term	N
IN-5.1 Electric Infrastructure			
<p><i>Action IN-5.1.A: Aging Infrastructure</i> Implement improvement programs that can help enhance the resilience of the transmission and distribution of electrical power, such as through system reinforcement. This may involve upgrading the system by repairing or replacing aging infrastructure or expanding the original facilities.</p>	Pepco, DPW	Mid-term	Y
<p><i>Action IN-5.1.B: Undergrounding Electric Distribution Lines</i> Continue implementing the DC PLUG initiative, which calls for placing electric distribution lines underground throughout the District.</p>	Pepco, DPW, DDOT	Mid-term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
IN-6.2 Paying for Infrastructure			
<i>Action IN-6.2.A: Developer Reimbursement Agreements</i> Formulate consistent, equitable, and manageable developer reimbursement agreements for the incremental costs of utility upgrades, including water and sewer. The agreements should provide a means for the initial developer to be reimbursed by the District through payments by other developers who benefit from the initial developer’s infrastructure improvements.	OCA, EOM, OCFO, OAG, OP	Short-term	N
<i>Action IN-6.2.B: Community Infrastructure Investment</i> Explore methods to properly assess and meet infrastructure needs associated with incremental development.	OP, DC Water, OCTO, PEPCO	Mid-term	N
IN-6.3: Cross-Systems Integration			
<i>Action IN-6.3.A: Coordination of Infrastructure Upgrades</i> Continue to update a central repository for data and schedules for planned infrastructure upgrades to minimize the need for repeated street and sidewalk excavation.	DPW, OCTO, DC Water, OPM	Short-term	N
<i>Action IN-6.3.B: Fueling Stations Shared Uses</i> Explore the potential for shared uses and reuses of fueling stations in the context of rapidly evolving and emerging technologies. This assessment should focus on possible cross-system uses for the facilities.	DPW, DOEE, OP	Mid-term	N
IN-7: Infrastructure Resilience			
<i>Action IN-7.1.A: Micro-grid-Ready Construction</i> Explore tools to encourage new development projects to integrate micro- grid connectivity in their designs. Such incentives should be designed to expand decentralized power generation in the District, increasing the resilience of not only the energy distribution system but also those buildings or facilities that are dependent upon it.	DOEE, OP	Mid-term	N
<i>Action IN-7.1.B: Community Risk Assessments</i> Update the Community Risk Assessment (CRA) of DPS on a recurring basis to reflect changes in the risk profiles of relevant natural and human- made systems in Washington, DC. Incorporate relevant infrastructure information in the CRA process.	HSEMA	Mid-term	N
<i>Action IN-7.1.C: Protecting Critical Infrastructure</i> Protect critical facilities from a wide range of threats and hazards and develop fortified and redundant systems in order to deliver essential services at all times.	HSEMA, DPW, DC Water, PEPCO, DOEE	Mid-term	N
<i>Action IN-7.1.D: Training for Protecting Critical Infrastructure</i> Develop a training program for protecting public utilities for law enforcement and private sector personnel.	HSEMA, DPW, DC Water, PEPCO, DOEE	Mid-term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action IN-7.1.E: Vulnerability of Critical Infrastructure</i> Continue to support development of criteria and methodologies to assess the vulnerability of critical infrastructure to human-made and natural shocks, as well as chronic stressors.	HSEMA, DOEE, OP	Mid-term	N
<i>Action IN-7.1.F: Mitigating Vulnerability of Critical Infrastructure</i> Explore approaches and tools to address identified vulnerabilities of critical infrastructure. Regional, District-wide, and site-specific factors should be taken into account, as well as near-term and long-range risks.	HSEMA, DOEE, OP	Mid-term	N
<i>Action IN-7.1.G: Emerging Technologies and Critical Infrastructure</i> Review and evaluate the impacts of new and emerging technologies on the District’s resilience and their potential for helping District government and utility operators to advance near-term and long-range infrastructure resilience objectives.	HSEMA, OCTO, DOEE, OP	Mid-term	N
Arts and Culture Element			
AC-1.1 Expanding Arts and Cultural Facilities			
<i>Action AC-1.1.A: Increase Public Spaces for Arts and Culture Presentation</i> Encourage the provision of space for arts and cultural presentation in public areas within and adjacent to new buildings . Examples include plazas designed as performance spaces or incorporation of gallery lighting in publicly accessible lobbies to provide exhibition space.	CAH, OP, DMPED, DDOT, DCRA	Short-Term	N
<i>Action AC-1.1.B: Cultural Facilities in Wards 7 and 8</i> Encourage additional arts and cultural establishments that balance the distribution of facilities throughout the District, increase programming diversity, and improve residents’ access to arts and cultural facilities. including theaters and cinemas in Wards 7 and 8.	DMPED, CAH, other	On-going	N
<i>Action AC-1.1.C: Increase Access to Public Facilities for Cultural Use</i> Assess opportunities for increasing public access to government-owned cultural facilities, such as increased use of recreation centers for the production and presentation of cultural work by community organizations.	DMPED, DME, DCPL, DPR, DCPS	On-going	N
<i>Action AC-1.1.D: Evaluate District Assets</i> Evaluate vacant and unused District-owned or controlled properties for use as arts and cultural facilities. This includes underused portions of occupied buildings.	OP, DMPED, DGS	Mid-Term	N
<i>Action AC-1.1.E: Consider Cultural Space in Master Facility Planning</i> Explore the potential for increasing publicly accessible cultural space through the master facility planning processes for publicly-owned assets, such as libraries, schools, parks, recreation centers, and public safety facilities.	DGS, OP, DMPED, DME	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
AC-1.2 Arts and Culture in Every Community			
<i>Action AC-1.2.A: Arts and Cultural Programming in Business Improvement Districts and DC Main Streets</i> BIDs and DC Main Streets organizations should undertake arts and cultural programming when possible. These initiatives should reflect community identity, advance placemaking, and enhance commercial revitalization.	CAH, OCTFME, DSLBD, BIDs, DCMS	On-going	N
<i>Action AC-1.2.B: Zones for Arts and Culture</i> Ensure that the incentives in special zones for arts and culture are fulfilling their intent.	OP, DMPED	On-going	N
<i>Action AC-1.2.C: Regulatory Process Support</i> Explore new resources at permitting agencies that assist cultural creators and organizations navigate and successfully complete permitting processes. Resources could include permitting process navigators, technical assistance programs, and event planning toolkits.	DCRA, DDOT, HSEMA	Short-Term	N
<i>Action AC-1.2.D: Art Galleries in Public Buildings</i> Explore the feasibility of using lobbies and corridors of public buildings as museum-style art galleries that feature works by local artists. The assessment should include options for curation, as well as evening and weekend operating hours.	OP, CAH, DMPED, BIDs	On-going	N
<i>Action AC-1.2.E: Cultural Space Partnerships</i> Encourage shared space arrangements that facilitate cultural presentation in commercial spaces, such as restaurants and bookstores.	OP, DMPED, OCTFME	On-going	N
AC-2.1 Increasing Opportunities For Public Art			
<i>Action AC-2.1.A: Public Art Master Plan</i> Maintain a Public Art Master Plan for the District. The Master Plan sets a vision for public art and basic principles for how public art can be integrated into the District’s architecture, gathering places, and natural landscapes.	OP, CAH	Long-Term	N
<i>Action AC-2.1.B: Small Parks for Public Art Assessment</i> Assess the feasibility of using small parks that are owned or controlled by the District and federal governments for public art installation locations. The assessment should analyze how any artwork installed in the parks would be curated and maintained.	DPR, OP, NPC, NCPC, CAH, OCTFME	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action AC-2.1.C: Artwork and Cultural Presentation Space in EventsDC Facilities</i> Encourage EventsDC to incorporate significant artwork and space for cultural presentation within any new or significantly renovated facility.</p>	Events DC, DMPED	On-going	N
AC-2.2 Using Art to Express Cultural Heritage			
<p><i>Action AC-2.2.A: Explore a Festival Streets Program</i> Analyze the potential for establishing a Festival Streets Program. Festival Streets programs provide master permits to a management organization, such as a BID or DC Main Street, that enables expedited event permitting within a defined area and scope of activity.</p>			
AC-3.1 Housing and the Cultural Workforce			
<p><i>Action AC-3.1.A: Housing Toolkit</i> Develop a toolkit that provides arts and cultural creators information about housing programs offered in Washington, DC. The toolkit should include information on rent supplements, affordable dwelling units, inclusionary housing, home purchase assistance, and homelessness assistance.</p>	OP, DHCD	Short-Term	N
<p><i>Action AC-3.1.B: Qualification for Affordable Housing Programs</i> Conduct an assessment of barriers to affordable housing programs for residents who work in the arts and culture sector who are self-employed or have more than one source of employment.</p>	OP, DHCD	Short-Term	N
AC-3.2 Cultural Organization Development			
<p><i>Action AC-3.2.A: Directory of District-Based Arts and Cultural Businesses</i> Explore the feasibility of creating a directory of District-based arts and cultural businesses drawn from the District’s list of CBEs to inform organizations such as EventsDC, BIDs, DC Main Streets, and other businesses that seek products from local arts and cultural organizations.</p>	CAH, OCTFME, and others	Mid-Term	N
AC-3.3 Promoting Cultural Tourism			
<p><i>Action AC-3.3.A: Marketing Cultural Events</i> Partner with existing organizations that promote tourism to market cultural events to local, regional, and international audiences.</p>	CAH, OCTFME	On-going	N
AC-4.1 Public Funding			
<p><i>Action AC-4.1.A: Sustain Grant Funding for Arts and Culture</i> Continue providing grant funding through CAH and community affairs agencies.</p>	CAH	On-going	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action AC-4.1.B: New Sources of Cultural Funding</i> Explore new sources for cultural funding that increase the impact of the District’s grant funding through a new form of support, such as the models and programs outlined in the DC Cultural Plan, including social impact investment, public-private partnerships, and leverage funds.</p>	DMPED, OP, OCTFME, CAH, DSLBD, DISB	Mid-Term	N
AC-4.2 Partnerships			
<p><i>Action AC-4.2.A: Innovative Cultural Business Models</i> Explore how Washington, DC can partner with other cultural funders and stakeholders to advance innovative business models that lower barriers to forming financially sustainable cultural businesses.</p>	DMPED, OCTFME, OP	Short-Term	N
AC-4.4 Increasing Arts and Cultural Education and Participation			
<p><i>Action AC-4.4.A: Partnerships for Advancement in Arts and Culture Education</i> Seek opportunities to partner with cultural organizations to advance youth education through improved organizational infrastructure and support systems for arts and culture education providers. Examples include the Kennedy Center’s Any Given Child initiative and CAH Education Collaborative.</p>	CAH, DME, DCPS, and others	On-going	N
<p><i>Action AC-4.4.B: Increase Youth Exposure to Arts and Culture</i> Explore opportunities to increase youth exposure to arts and culture through programming and events in public facilities, such as libraries and recreation centers.</p>	DME, CAH, DCPL, DPR, DCPS, and others	Short-Term	N
Capitol Hill Area Element			
CH-1.1 Guiding Growth and Neighborhood Conservation			
<p><i>Action CH-1.1.A: Façade Improvements</i> Support urban design and façade improvements along H Street NE, Benning Road NE, Pennsylvania Avenue SE, and Barracks Row. Such improvements should preserve and enhance the historic features, scale, and texture of existing structures. Urban design improvements should be applied to 11th Street SE as it approaches the 11th Street Bridge in order to accommodate increased pedestrian traffic toward the 11th Street Bridge Park.</p>	SHPO, DMPED, DSLBD	Short-Term	N
<p><i>Action CH-1.1.B: 15th Street SE Rezoning</i> Rezone the 15th Street SE commercial district for residential uses, consistent with the corridor’s designation on the Comprehensive Plan.</p>	OP	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CH-1.1.C: Transportation Studies</i></p> <p>Continue to implement the DC Department of Transportation’s (DDOT) Capitol Hill Transportation Study and implement its major recommendations. Also, implement the Middle Anacostia and H Street transportation study recommendations, aimed at reducing through-traffic on neighborhood streets within Capitol Hill, limiting truck traffic, and improving conditions for Capitol Hill pedestrians, bicyclists, and transit users. Ongoing livability studies should continue to be implemented at the neighborhood level.</p>	DDOT	Ongoing	Y
<p><i>Action CH-1.1.D: H Street Streetcar</i></p> <p>Implement proposed streetscape improvements for the H Street NE/ Benning Road NE corridor, including the development of a streetcar line between the Minnesota Avenue Metro station and Oklahoma Avenue NE.</p>	DDOT	Ongoing	Y
CH-1.2 Conserving and Enhancing Community Resources			
<p><i>Action CH-1.2.A: Historic Surveys</i></p> <p>Complete historic surveys for the portion of Stanton Park not currently in the Capitol Hill Historic District, and for the Near Northeast, Hill East, Rosedale, and Kingman Park neighborhoods. Based on the findings of those surveys and additional community input and recommendations, prepare nominations to the National Register as appropriate. Consideration should be given to extending the Capitol Hill Historic District eastward to the boundary of the 1791 L’Enfant Plan.</p>	SHPO	Ongoing	N
<p><i>Action CH-1.2.B: Capitol Hill Design Guidelines</i></p> <p>Develop graphic design guidelines for the Capitol Hill Historic District, illustrating appropriate architectural design features for new construction, renovation, and alterations.</p>	SHPO	Short-Term	N
<p><i>Action CH-1.2.C: RFK Stadium Area</i></p> <p>Actively participate in efforts by NCPC, NPS, District agencies, Events DC, local ANCs, residents, and neighborhood groups to develop a long-range plan for the RFK Stadium complex, extending from the DC Armory north to Benning Road NE. The plan should include provisions for a substantial amount of waterfront open space, as well as measures to enhance and restore the natural environment in this area. Improve shoreline access where possible, reduce land occupied by surface parking, and encourage new land uses that maximize access and activity at the waterfront. Recreational spaces and pedestrian and cycling paths should accommodate a wide range of users and abilities.</p>	DMPED, DDOT, OP, DPR, DOEE, Events DC	Long-Term	Y
CH-2.1 H Street/Benning Road			
<p><i>Action CH-2.1.A: H Street Strategic Development Plan</i></p> <p>Implement the recommendations of the 2003 H Street Strategic Development Plan.</p>	DMPED, OP, DDOT	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CH-2.1. B: Business Assistance</i> Implement programs to improve retail success along H Street NE, Benning Road NE, and Bladensburg Road NE, including financial assistance to small businesses, grant and loan programs, façade improvement programs, Small Business Administration loans, and the creation of a BID.</p>	H Street Main Street, DSLBD	On-Going	Y
CH-2.2: Pennsylvania Avenue SE Corridor			
<p><i>Action CH-2.2.A: Streetscape Improvements</i> Implement plans to beautify Pennsylvania Avenue, including landscaping, street furniture and street lighting improvements, maintenance of the esplanade and small parks along the avenue, pedestrian improvements, and traffic management measures. These improvements should reinforce the avenue’s symbolic importance and should complement the efforts that have already been made to improve the streetscape in the 600 block and near Eastern Market.</p>	NPS, DDOT, SHPO	Mid-Term	Y
<p><i>Action CH-2.2.B: Eastern Market Plaza</i> Prepare and implement a pedestrian-focused urban design and multi-modal transit improvement plan for the Eastern Market Metro station entrance, making it a more attractive town square and improving the plaza’s ability to function as a major transfer point including, if appropriate relocating bus stops to ensure safety and accessibility.</p>	DDOT, OP,	Long-Term	Y
<p><i>Action CH-2.2. C: Potomac Gardens</i> Pursue redevelopment of Potomac Gardens as a mixed- income development, including an equivalent number of affordable units and additional market rate units. Overall densities on the site should be compatible with adjacent uses. Every effort should be made to avoid the long-term displacement of existing residents if the project is reconstructed.</p>	DCHA, DMPED, OP	Long-Term	Y
CH-2.3 U.S. Capitol Perimeter			
<p><i>Action CH-2.3.A: Streetscape and Signage Improvements</i> Implement streetscape and signage improvements that more clearly define the boundary of the U.S. Capitol Grounds and distinguish it from adjacent residential and commercial areas.</p>	DDOT, Architect of the Capitol	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
CH-2.4 Reservation 13/RFK Stadium (Hill East Waterfront)			
<p><i>Action CH-2.4.A: Hill East/Reservation 13 Master Plan</i> Implement the Hill East/Reservation 13 Master Plan, including the Massachusetts Avenue extension and the creation of new waterfront parks. Explore creating recreation spaces that include indoor walking/ indoor track opportunities. Coordinate this study with EventsDC to determine if any of these recreational needs can be met through the development of the RFK Stadium site.</p>	DMPED, OP, DDOT	Long-Term	Y
<p><i>Action CH-2.4.B: RFK Stadium Planning</i> Work collaboratively with NCPC , EventsDC and adjacent Hill East and Kingman Park communities in planning the area between Benning Road and Reservation 13, including RFK Stadium, and in implementing these plans after they are completed.</p>	EventsDC, DMPED, OP	On-Going	N
CH-2.5 Southeast Boulevard			
<p><i>Action CH-2.5.A: Southeast Freeway Alternatives</i> Conduct environmental and feasibility studies to assess the preferred alternatives of the Southeast Boulevard Planning Study. Determine the most appropriate alternative to move forward based on community input and structural and financial feasibility.</p>	DDOT, DOEE	Mid-Term	Y
<p><i>Action CH 2.5.B Additional Land Use Planning for Southeast Boulevard</i> In conjunction with environmental and feasibility studies, complete additional land use and master planning studies as needed to further refine the preferred options for the transformation of the Southeast Freeway into Southeast Boulevard, recommend appropriate land use changes for the Future Land Use Map, and identify opportunities for additional neighborhood amenities.</p>	OP, DDOT	Mid-Term	N
Central Washington Area Element			
CW-1.1 Guiding Growth and Neighborhood Conservation			
<p><i>Action CW-1.1.A: Land Use and Transportation Planning for Central Washington</i> Conduct land use and transportation research and planning for Central Washington, including the collection and analysis of data on the area’s employment, population, housing, visitors, land use, development, travel patterns, and economic characteristics. Research and planning are necessary to monitor Central Washington’s competitive position in the nation and region and to make policy recommendations to maintain its health. This activity should be done in concert with the NCPC, the Washington DC Economic Partnership (WDCEP), and the local BIDs.</p>	OP, DDOT, NCPC, DMPED, DBID, DOES	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CW-1.1.B: Central Washington Urban Design Planning</i> Develop plans and guidelines for the design of buildings, streets, and public spaces in Central Washington. Design guidelines should help implement the Comprehensive Plan by reinforcing the unique identity of Central Washington’s sub-areas and neighborhoods, improving connections to the National Mall, encouraging pedestrian movement, creating active street life, preserving historic resources, promoting green roofs and other sustainable design principles, and achieving high-quality architectural design.</p>	DCOP	Ongoing	N
<p><i>Action CW-1.1.C: Focused Planning and Implementation for Catalytic Sites</i> Develop detailed plans for catalytic sites with the potential to significantly shape the future of Central Washington, and work on implementing existing ones. These sites include the I-395 air rights north of Massachusetts Avenue NW, the Northwest One neighborhood, and the air rights north of Union Station. Work with the federal government to prepare plans or implement existing plans for similar sites under its jurisdiction, such as Freedom Plaza, the Federal Bureau of Investigation (FBI) and the Labor Department buildings, Old Naval Observatory Hill, the federal buildings near L’Enfant Plaza in support of the SW Ecodistrict Plan and the Maryland Avenue SW Small Area Plan, and the area around the John F. Kennedy Center for the Performing Arts.</p>	DCOP, DDOT, DMPED, NCPC	Ongoing	N
<p><i>Action CW-1.1.D: Public Space Regulations</i> Simplify public space regulations for downtown to avoid duplicative or incompatible standards and overly complex permitting requirements.</p>	OP, OZ, DDOT	Mid-Term	N
<p><i>Action CW-1.1.E: Residential Development Incentives</i> Continue developing financial and non-financial incentives for the conversion of lower-performing retail/office buildings into new housing or mixed-use development throughout Central Washington.</p>	OP, OZ, DMPED	Short-Term	N
<p><i>Action CW-1.1.F: Reduce Downtown Congestion Through the Implementation of moveDC.</i> Implement the recommendations from moveDC that pertain to Central Washington and are aimed at reducing downtown congestion issues through the use of multimodal transportation planning tools and policies like congestion pricing.</p>	DDOT	Ongoing	N
CW-1.2 Conserving and Enhancing Community Resources			
<p><i>Action CW-1.2.A: Business and Community Improvement Districts</i> Support the activities of the BIDs and CIDs within Central Washington. Encourage partnerships between these entities and District government to achieve local job training, job placement, and business assistance goals.</p>	DMPED, OP, DOES, DSLBD	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CW-1.2.B: Central Washington Open Spaces and Arts and Culture Planning</i></p> <p>Work with NCPC and NPS in the planning and programming of Central Washington’s major arts and cultural, and open spaces. In addition, work with the federal government to develop unique management policies and procedures for the smaller (non-National Mall) Central Washington federal parks.</p>	OP, DPR, NCPC, NPS	Mid-Term	N
<p><i>Action CW-1.2.C: Identification and Designation of Historic Properties</i></p> <p>Complete the identification and designation of historic properties in Central Washington. Make information about eligible properties widely available to the public, and encourage property owners and preservation groups to cooperate on designations.</p>	SHPO	Long-Term	N
CW-2.1 Metro Center/Retail Core			
<p><i>Action CW 2.1.A: Redevelopment of FBI Headquarters Site</i></p> <p>The future multiuse redevelopment of Squares 378 and 379 on Pennsylvania Avenue NW, where the FBI’s headquarters at the J. Edgar Hoover Building is currently situated, will be subject to the Final Square Guidelines adopted unanimously by NCPC in 2017.</p>	NCPC, OP, DMPED	Long-Term	N
<p><i>Action CW 2.1.B: Update the Pennsylvania Avenue Development Corporation Plan</i></p> <p>Work with federal and local partners to update the 1974 PADC Plan to further strengthen physical and programmatic connections across Penn Quarter, downtown, and the National Mall.</p>	NCPC, NPS, CFA, OP, SHPO	Mid-Term	N
<p><i>Action CW-2.1.C: Retail Revitalization Programs</i></p> <p>Continue to use retail revitalization programs—such as tax increment financing, grants and loans for façade improvements, and small business development loans— to boost downtown retail development. Periodically assess whether programs are achieving desired outcomes.</p>	DMPED	Mid-Term	N
CW-2.2 Gallery Place/Penn Quarter			
<p><i>Action CW-2.2.A: Gallery Place/Penn Quarter Streetscape Improvements</i></p> <p>Prepare streetscape improvement plans for 7th, 8th, and 9th Streets NW that physically reinforce the desired character of the area as the District’s Arts Walk and provide space for performance, street theater, public art and exhibitions, and other activities that reinforce its role as an entertainment district. Streetscape improvements should be compatible with the approved PADC Plan for this area.</p>	DDOT, OP	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
CW-2.3 Chinatown			
<p><i>Action CW-2.3.A: Chinatown Design Review</i></p> <p>Continue to implement design review procedures that support the authentic expression of Chinese culture in new and rehabilitated development, including, as appropriate, building design, signage, streetscape, and open space criteria. Periodically review the procedures and update them as necessary.</p>	OP, MOAPIA	Ongoing	N
<p><i>Action CW-2.3.B: Chinatown Park at 5th Street and Massachusetts Avenue NW</i></p> <p>Support the redesign of the park reservation at 5th Street NW and Massachusetts Avenue NW with a public space design that responds to the cultural and historic context of its Chinatown setting. This will provide a symbolic gateway to Chinatown from Massachusetts Avenue NW while maintaining enough open space to accommodate cultural programming for the enjoyment of residents and visitors.</p>	OP, DPR, MOAPIA, NPS	Mid-Term	Y
CW-2.4 Mount Vernon District			
<p><i>Action CW-2.4.A: Parking Management Program</i></p> <p>Develop and implement parking management programs to buffer residential areas from spillover parking associated with the convention center, downtown office and retail growth, new attractions on the old convention center site, and elsewhere on the northern edge of downtown.</p>	DDOT	Mid-Term	Y
<p><i>Action CW-2.4.B: Create an Iconic Neighborhood Park for Mount Vernon Triangle</i></p> <p>As one of the only District-owned park spaces within the area, Cobb Park should be prioritized as a centrally located and welcoming urban park for the surrounding communities. If Cobb Park is found not to be a viable location for a park, another space of equal or bigger size within the neighborhood should be improved with the same objectives. It should be designed and constructed to be an iconic neighborhood gathering space to adequately meet the open space needs of the rapidly growing neighborhood. Special care should be made to improve pedestrian access at street crossings. Streetscapes at surrounding sites should be enhanced to extend the experience of the park beyond its immediate borders.</p>	DPR, DMPED, OP, NPS	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
CW-2.5 Downtown East/Judiciary Square			
<p><i>Action CW-2.5.A: Link and Expand a Network of Neighborhood Parks and Gathering Spaces</i></p> <p>Identify space for new public parks or other gathering spaces, and renovate existing open spaces to form a broader network of small parks across Downtown East and the surrounding neighborhoods. The parks network should provide a variety of open space amenities that are equitably dispersed so that no one park is required to serve the needs of all user groups in the area. A wide range of open space features, programming, and landscapes should activate currently underused spaces; maximize comfort with shade and seating; encourage site features that accommodate social interactions, gathering, and lingering; provide choices for active and passive recreation and play for all ages; and maximize the use of durable and easily maintainable materials and plantings.</p>	OP, DPR, NPS	Mid-Term	N
CW-2.6 Golden Triangle/K Street NW			
<p><i>Action CW-2.6.A: K Street Transitway</i></p> <p>Implement the K Street Transitway Project, including exclusive transit lanes from 12th Street NW to 21st Street NW.</p>	DDOT	Mid-Term	Y
<p><i>Action CW-2.6.B: Strategic Park Investments</i></p> <p>The District, in partnership with NPS and NCPC, should invest in capital improvements and programming at Farragut Park and Franklin Park in order to create vibrant, central public squares in Central Washington.</p>	DPR, NCPC, NPS, DMPED	Mid-Term	Y
CW-2.7 L'Enfant Plaza/Near Southwest/Maryland Avenue SW 1617			
<p><i>Action CW-2.7.A: Design Planning for Near Southwest</i></p> <p>Work collaboratively with NCPC to support the transformation of this area into a mixed-use, livable new community through rezoning and design guidelines. Support new high-density mixed-use development, highly sustainable infrastructure, use of small energy production plants to produce energy needs for local buildings, and other best management practices found in the SW Ecodistrict Plan.</p>	NCPC, OP, SHPO, CFA	Mid-Term	N
<p><i>Action CW-2.7.B: Residential Uses in Near Southwest</i></p> <p>Use the innovative zoning in ZR16, as appropriate, to link development potential to identified infrastructure improvements, and coordinate with NCPC to identify infrastructure compatible with local and federal planning goals for the area. Innovative zoning may include establishing a direct correlation between maximum zoning entitlements and infrastructure construction, and requiring minimum residential densities.</p>	OP, NCPC	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CW-2.7.C: Activating L'Enfant Plaza</i></p> <p>In the future, as new development comes in and old buildings are renovated, work with federal partners and private developers to create buildings that contribute to street activation and vibrancy. Refrain from supporting new underground attractions and food courts, and instead, encourage new developments to create retail and restaurant space on the street level.</p> <p>Retrofit streets with new landscapes, attractive lighting, public art, temporary activations ,and cultural programming. Key to creating more vibrancy will be the extent to which local stakeholders will be able to improve connectivity to and from new and old attractions and neighborhoods around L'Enfant Plaza, including the planned renovation of the South Mall campus, the Wharf, and the Southwest Waterfront neighborhood, which is also experiencing significant growth and redevelopment.</p>	NCPC, NPS, OP, OZ	Short-Term	N
<p><i>Action CW-2.8.A: Implement the NoMa Vision Plan</i></p> <p>Implement the NoMa Vision Plan and Development Strategy, including its recommendations for land use, infrastructure, transportation, environmental improvements, streetscape, open space, identity, and neighborhood quality.</p>	OP, DDOT	Ongoing	Y
<p><i>Action CW-2.8.B: Northwest One New Community</i></p> <p>Redevelop Northwest One as a mixed-income community, including new market rate and affordable housing, a new school and recreation center, a library and health clinic, and neighborhood-serving retail space. Redevelopment of Northwest One should:</p> <ul style="list-style-type: none"> • Restore the District street grid through Sursum Corda; • Emphasize K Street NW as a main street that connects the area to NoMa and the Mount Vernon District; • Maximize private sector participation; • Include one-for-one replacement of affordable units; • Provide family-sized housing, including for multigeneration families; • Build affordable units first to minimize displacement and maximize the return of residents to their community; and • Include tenants' rights of return and comprehensive relocation plans for tenants prior to the redevelopment. 	DMPED, OP	Short-Term	N
<p><i>Action CW-2.8.C: Mid-City East Small Area Plan</i></p> <p>Implement recommendations detailed in the MidCity East Small Area Plan as it relates to neighborhoods in the Central Washington Area Element.</p>	OP, DMPED, DDOT	Short-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action CW-2.8.D: Union Station Expansion Project and Rail Yard Air Rights Development</i></p> <p>Continue participating in the Union Station Expansion Project and continue coordinating with related projects, including the H Street NE Bridge reconstruction and future air rights development projects.</p>	DDOT, OP	Ongoing	N
<p><i>Action CW-2.8.E: Public Participation in Union Station Air Rights Development</i></p> <p>Because of the Union Station air rights’ uniquely diverse surroundings— including rowhouses, historic landmarks, and dense office development— and its potential to spur other investment in the neighborhood, encourage a process that requires public participation in the review of any development application for that site.</p>	DDOT, OP	Mid-Term	N
Far Northeast and Southeast Area Element			
FNS-1.1 Guiding Growth and Neighborhood Conservation			
<p><i>Action FNS-1.1.A: Façade Improvements</i></p> <p>Encourage urban design and façade improvements in the established commercial districts along Naylor Road, Minnesota Avenue, Benning Road, Branch Avenue, Alabama Avenue, Nannie Helen Burroughs Avenue, Division Avenue, Sheriff Road, and Pennsylvania Avenue SE. These improvements should respect and enhance historic structures and landmarks in these areas.</p>	DCOZ, DCOP	Mid-Term	N
<p><i>Action FNS-1.1.B: Restart the Neighborhood Commercial Revitalization Program</i></p> <p>Revive the Neighborhood Commercial Revitalization Program or a similar effort once operated by the Marshall Heights Community Development Organization (MHCDO) to expand into additional neighborhood commercial areas such as such as East Capitol Street NE/SE and Benning Road NE/SE in Far Northeast and Southeast. Community-based organizations that could lead this effort include the Ward 7 Business Partnership, the Washington Area Community Investment Fund, or the MHCDO.</p>	DMPED, DSLBD	Mid-Term	Y
<p><i>Action FNS-1.1.C: Joint Planning Agreement with Prince George’s County</i></p> <p>Develop a joint planning agreement with MNCPPC/Prince George’s County to coordinate the mutual review of projects and area plans on both sides of the District/Maryland line.</p>	DMPED, DSLBD	Mid-Term	Y
<p><i>Action FNS-1.1.D: Kenilworth Avenue Transportation Study</i></p> <p>Implement the recommendations of the Kenilworth Avenue transportation study to better manage truck traffic and to separate local traffic from through traffic on neighborhood streets.</p>	DDOT	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action FNS-1.1.E: Parkside Livability Study</i></p> <p>An access and circulation study is underway in the Parkside neighborhood. When implemented, it will improve pedestrian and vehicle safety and operational efficiency for all modes of transportation and the delivery of goods and services in and out of the neighborhood. Focus additional planning efforts on neighborhoods along the Anacostia River. Future studies of Parkside and Kenilworth should include a retail analysis to guide future growth and development.</p>	DDOT	Short-Term	Y
FNS-1.2 Conserving and Enhancing Community Resources			
<p><i>Action FNS-1.2.A: Historic Resource Recognition</i></p> <p>Document places of potential historic significance in Far Northeast and Southeast, such as the Antioch Baptist Church, the Shrimp Boat Restaurant, the Pennsylvania Avenue Commercial District between Minnesota and Alabama Avenues, the Minnesota/Benning Commercial District, and the Deanwood and Burrville neighborhoods. Identify appropriate preservation efforts for these places using community recommendations and the Ward 7 Heritage Guide prepared by the DC Historic Preservation Office as part of the process.</p>	DCSHPO	Mid-Term	Y
<p><i>Action FNS-1.2.B: Clean Up the Anacostia River Toxic Sediments</i></p> <p>In collaboration with the NPS, implement hazardous material remediation in the Anacostia River to include Anacostia and Kenilworth Park and other contaminated adjacent land areas, such as Poplar Point and Kenilworth Landfill. The Anacostia River is a valuable District natural resource and priority should be given to restore years of damage.</p>	DOEE, NPS	Long-Term	Y
<p><i>Action FNS-1.2.C: Marvin Gaye Park</i></p> <p>Continually maintain and upgrade Marvin Gaye Park along Watts Branch, including the restored habitat and natural features, trails and bridges, meadows, and nature sanctuaries. Lighting, mowing, and other safety improvements for park visitors are crucial for the enjoyment of the park area. The continued coordination among agencies, such as the District Department of Parks and Recreation (DPR) and the NPS should continue to be strengthened.</p>	DPR, NPS	Ongoing	Y
<p><i>Action FNS-1.2.D: Fort Dupont Park Improvements</i></p> <p>In collaboration with NPS, explore the feasibility of developing additional community-serving recreational facilities at Fort Dupont Park, including indoor swimming and tennis facilities, equestrian facilities, and an upgraded outdoor theater.</p>	NPS, DPR	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action FNS-1.2.E: Anacostia Park and Fort Circle Parks</i> Enhance existing pedestrian, bicycle, and vehicle access to Anacostia Park and the Fort Circle Parks through community signage along adjacent commercial corridors. Create Anacostia Park workout/walking trails similar to those in Rock Creek Park.</p>	NPS	Mid-Term	Y
<p><i>Action FNS-1.2.F: John Philip Sousa Bridge</i> Enhance the beauty of the John Philip Sousa Bridge, continuing along Pennsylvania Avenue across the Anacostia River through lighting, art-work, and other strategies befitting one of the great streets in America. Encourage pedestrian and bicycle traffic between the Capitol Hill and Pennsylvania Avenue Southeast communities to use retail and community attractions for the mutual benefit of both communities.</p>	DDOT	Mid-Term	Y
<p><i>Action FNS-1.2.G: Connect to the Anacostia River</i> Connect the neighborhoods of the Far Northeast and Southeast Area to the Anacostia River, particularly through the redevelopment of Anacostia Park, implementation of the Anacostia Waterfront Initiative (AWI), and trail improvements. Climate Ready DC has identified areas along the Anacostia River, such as Mayfair, Kenilworth, Eastland Gardens, and Parkside, as Priority Planning Areas. An interdisciplinary approach will showcase how resilience to climate crises can be achieved.</p>	DCOP, NPR, DOEE	Long-Term	Y
FNS-2.1 Minnesota/Benning Business District			
<p><i>Action FNS-2.1.A: Financial Assistance for Small Businesses</i> Target the Senator Square and East River Park Shopping centers for District financial assistance, grants, and loans for façade improvements and small business development.</p>	OP, DMPED, DSLBD	Short-Term	N
FNS-2.2 Deanwood			
<p><i>Action FNS-2.2.A: Division and Nannie Helen Burroughs Commercial Development</i> Explore the option of acquiring underused land for commercial development at the intersection of Division and Nannie Helen Burroughs Avenues NE.</p>	DMPED, DCOP	Long-Term	Y
<p><i>Action FNS-2.2.C: Minnesota Avenue Extension</i> Extend Minnesota Avenue from Sheriff Road to Meade Street NE to improve pedestrian and bicycle access to the Deanwood Metro station and surrounding public space.</p>	DDOT	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
FNS-2.3 Capitol View/Capitol Gateway Estates/Northeast Boundary			
<i>Action FNS-2.3.A: Land Acquisition at 61st and Dix Streets NE</i> Continue to work with community development organizations in the acquisition of vacant lots at 61 st and Dix Streets NE and their work with locals in providing housing and commercial uses and services.	DMPED	Ongoing	Y
<i>Action FNS-2.3.B: Lincoln Heights New Community</i> Continue to pursue redevelopment of Lincoln Heights as a new community, replacing the existing affordable housing development with new mixed-income housing, including an equivalent number of affordable units and additional market rate units.	DMPED, DCHA, DHCD	Ongoing	Y
<i>Action FNS-2.3.C: Neighborhood-Serving Retail</i> Promote a wider variety of neighborhood-serving retail in this area. Focus on targeted growth and diversity of retail in new and existing commercial areas on East Capitol Street, Central Avenue, Dix Street NE, and Eastern Avenue.	DSLBD, DMPED, OP	Mid-Term	N
FNS-2.4 Benning Road Metro Station Area			
<i>Action FNS-2.4.A: Benning Road Reconstruction and Streetcar Extension</i> Coordinate with the District Department of Transportation (DDOT) on reconstruction to Benning Road. The Benning Road Reconstruction and Streetcar Project will focus on two miles of Benning Road NE between Oklahoma Avenue NE and East Capitol Street, addressing critical needs for infrastructure improvements, bridge rehabilitation, safety enhancements, and an eastward extension of DC Streetcar transit service.	DDOT, DCOP	Mid-Term	Y
<i>Action FNS-2.4.B: Supportive Studies Along the Benning Road Corridor</i> Prepare appropriate planning and development studies to build upon and update the 2008 Small Area Plan for the Benning Road corridor to support enhanced physical connections and improved economic and community development conditions at the Minnesota and Benning Road Metro stations and sites proposed for more intense mixed-use development along Benning Road, including Fletcher Johnson. Conduct a community-based planning study for the redevelopment of Fletcher Johnson that reinforces existing planning efforts by the Fletcher Johnson Task Force.	OP, DMPED, WMATA	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
FNS-2.5 Marshall Heights/Benning Ridge			
<p><i>Action FNS-2.5.A: Eastgate Gardens</i> Develop Eastgate Gardens as a mixed-income community containing housing for older adults, affordable housing, homeownership opportunities, and a community arts center. As population increases here and elsewhere in Marshall Heights, pursue the refurbishing of shopping areas along Benning Road to better serve the surrounding community. The revitalization of neighborhood-serving retail and shopping districts along the Benning Road corridor should be encouraged.</p>	DCHA, DHCD, DMPED	Ongoing	Y
FNS-2.6 Pennsylvania Avenue Southeast Corridor			
<p><i>Action FNS-2.6.A: Pennsylvania Avenue SE Transportation Study</i> Implement the remaining recommendations of the Pennsylvania Avenue SE Transportation Study at the Twining roundabout to improve community access and circulation. These recommendations include streetscape, signage, and parking improvements, speed controls, signal timing changes, pedestrian and bicycle safety improvements, travel lane and pavement marking adjustments, traffic calming measures to avoid cut-through traffic on local side streets, and changes to the I-295/Pennsylvania Avenue interchange.</p>	DDOT	Ongoing	Y
<p><i>Action FNS-2.6.B: Great Street Improvements</i> Implement the Great Street Plan to beautify Pennsylvania Avenue SE, maintaining the width of the street, landscaping the avenue from the Sousa Bridge to the Maryland border, and taking other steps to manage traffic flow and avoid negative effects on and cut-through traffic in adjacent neighborhoods.</p>	DDOT	Ongoing	Y
<p><i>Action FNS-2.6.D: Directing Growth</i> Direct the growth along the Pennsylvania Avenue SE corridor. Mixed-use development combining ground floor retail and upper-story residential uses should be supported in this area, along with streetscape improvements that enhance visual and urban design qualities and pedestrian, bus, and automobile circulation. As in all parts of the District, the scale of development should be sensitive to adjacent uses and reflect the capacity of roads, infrastructure, and services to absorb additional growth. In addition, improvements should contribute to and maintain the historic character of the neighborhood. Make use of historic setbacks to bring retail frontage closer to Pennsylvania Avenue and maximize opportunities for rear parking and access (thus easing traffic congestion and flow).</p>	DMPED, DDOT, SHPO	Long-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action FNS-2.6.E: Physical Improvements</i> Improve the infrastructure and physical appearance of the Pennsylvania Avenue SE corridor as a way to enhance its market perception and attract investors, visitors, shoppers, residents, new retail businesses, and services that benefit the adjacent community and attract pass-through consumer shoppers traveling to/from the District on I-295.</p>	DDOT, DSLBD	Ongoing	Y
FNS.2.7 Skyland			
<p><i>Action FNS-2.7.A: Skyland Redevelopment</i> Revitalize Skyland Shopping Center as an essential, dynamic community- scale retail center. Together with the Good Hope Marketplace, these two centers should function as the primary business and employment district for adjacent neighborhoods, providing a diverse array of quality goods and services for area residents.</p>	DMPED	Ongoing	Y
<p><i>Action FNS-2.7.B: Skyland Small Business Assistance</i> Continue to work with the District Department for Local and Small Business Development (DSLBD) to assist small business and private enterprise in the Skyland area.</p>	DSLBD	Short-Term	Y
<p><i>Action FNS-2.7.C: Fort Baker Drive Buffering</i> Work with property owners to develop and maintain a suitable visual, sound, and security buffer between Skyland Shopping Center and the adjacent residential areas along Fort Baker Drive.</p>	DMPED, DDOT	Short-Term	Y
FNS-2.8 Kenilworth-Parkside			
<p><i>Action FNS-2.8.A: Buffer the Interface Between the I-295 Freeway</i> Buffer the effect of the I-295 Freeway/rail corridor upon adjacent residential uses, especially in the Deanwood, Eastland Gardens, Fairlawn, Kenilworth, Greenway, Parkside, River Terrace, and Twining neighborhoods. These improvements should buffer the neighborhoods from noise, odor, vibration, and other freeway impacts while also providing a more positive visual impression of the community from the highway itself.</p>	DDOT	Long-Term	Y
<p><i>Action FNS-2.8.B: Improve Vehicular, Pedestrian, and Bicycle Access to the Kenilworth-Parkside Area</i> This should include improved horizontal clearance at the railroad crossings, safer pedestrian access ways, better signage, and enhancements to the Kenilworth Avenue interchanges. Full bidirectional, multimodal connectivity should be established between Kenilworth-Parkside and Benning Road.</p>	DDOT	Long-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action FNS-2.8.C: Anacostia Waterfront Framework Plan</i> Implement the Anacostia Waterfront Framework Plan recommendations for Kenilworth-Parkside, including new gateways and or access points at the intersection of Benning Road and Kenilworth Avenue and at Watts Branch.</p>	DCOP	Short-Term	Y
<p><i>Action FNS-2.8.D: Kenilworth Parkside Small Area Plan</i> Explore a Small Area Plan for the neighborhood between Kenilworth Avenue and the Anacostia River. The Small Area Plan would address key issues, such as economic development opportunities, community access, and anticipated resilience challenges.</p>	DCOP	Mid-Term	Y
Far Southeast and Southwest Area Element			
FSS-1.1 Guiding Growth and Neighborhood Conservation			
<p><i>Action FSS-R.1.1.A: Resilient Public Facilities</i> Identify and support greater investments to make the existing public facilities in the Far Southeast/Southwest Planning Area more resilient to the anticipated effects of extreme heat, floods, severe weather, and health events. This includes incorporating necessary upgrades or retrofits to the improvement or reconstruction of schools, libraries, child care centers, recreation centers, health clinics, and other facilities that provide services to residents at a higher health risk and vulnerable to climate risks and social inequities.</p>	DGS, DOEE, DPR	Long-Term	Y
<p><i>Action FSS-1.1.B: Sustainable Congress Heights (EcoDistricts)</i> Identify goals and priority projects to achieve them. Topics should include: access and mobility, healthy and active living, housing affordability and stability, economic and workforce development, materials management, watershed and habitat, and energy.</p>	DOEE, OP	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action FSS-1.1.C: Pilot Displacement-Free Strategies</i> Explore and develop pilot strategies to protect against displacement in a Ward 8 area facing the threat of resident and local business displacement from rapid economic development. Strategies could include an expanded version (to a greater number of low income residents) of the senior citizen real property tax deferral program, and the deployment of organizers to ensure that tenant associations are formed and to build capacity of existing tenant associations so that they are aware of their rights under District law. Strategies should address low-income homeowners and renters of private, public and subsidized housing. Use the results of the pilot to identify District-wide applications.</p>	DHCD, DMPED, OP	Short-Term	N
FSS-1.2 Conserving and Enhancing Community Resources			
<p><i>Action: FSS-1.2.A: Far Southeast/Southwest Climate Resilience</i> Develop actionable strategies and projects that decrease the vulnerability of community members, housing and community facilities, and local businesses and community-serving institutions from both current flooding risks and future risks due to climate change.</p>	DOEE, OP	Mid-Term	N
<p><i>Action FSS-1.2.B: Blue Plains Wastewater Treatment Plant</i> Work with DC Water to reduce foul odors at the Blue Plains Wastewater Treatment Plant. Land uses on DC Village and elsewhere in the vicinity of the plant should be regulated in a way that limits the exposure of future residents to odors and other hazards associated with the plant.</p>	DC Water, DMPED	Mid-Term	N
<p><i>Action FSS-1.2.C: Shepherd Parkway</i> Coordinate with local and federal partners to enrich existing park conditions, improve the health of the park system, and address safety and maintenance concerns.</p>	OP, DPR, DOEE, NPS	Mid-Term	Y
<p><i>Action FSS-1.2.D: Parks and Recreation</i> Coordinate with Department of Parks and Recreation (DPR) to improve community park and recreation facilities.</p>	OP, DPR	Mid-Term	Y
<p><i>Action FSS-1.2.E: Fort Circle Parks</i> Improve the Civil War Defenses of Washington, also known as the Fort Circle Parks, within Far Southeast/Southwest, including upgrades to the Fort Circle Trail and additional recreational facilities and amenities at Fort Stanton Park.</p>	DPR, NPS	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
FSS-2.2 St. Elizabeths Campus			
<p><i>Action FSS-2.2.A: St. Elizabeths West Campus</i> Work collaboratively with the federal government on the reuse of the West Campus. Priority should be given to preserve historic resources including not only the buildings but also the historic open spaces and massing of buildings on the site. To the greatest extent feasible, redevelopment of the West Campus should create new publicly accessible open space and be coordinated with redevelopment of the East Campus. Integrate DHS consolidation into the surrounding community to the greatest extent possible.</p>	OP, DMPED	Completed	N
<p><i>Action FSS-2.2.B: Leveraging Neighborhood Economic Development</i> Coordinate with federal partners to leverage the location of DHS on the West Campus and a portion of the East Campus to bring needed economic development opportunities to Ward 8, especially retail opportunities to serve both existing and new residents, as well as workers and visitors generated by new uses.</p>	DMPED, OP	Mid-Term	Y
FSS-2.3 Barry Farm, Hillside, and Fort Stanton			
<p><i>Action FSS-2.3.A: Connections to Adjacent Areas</i> Improve pedestrian, protected bicycle, and road connections between the Barry Farm, Hillside, and Fort Stanton communities, and between these communities and the future developments at Poplar Point and the St. Elizabeths Campus. Residents should be able to safely walk or bicycle to the Anacostia Metro station, Anacostia Park, and Fort Stanton Park.</p>	DDOT	Mid-Term	N
<p><i>Action FSS-2.3.B: Barry Farm Historic Landmark</i> Work with nonprofit partners and residents to restore the Barry Farm Historic Landmark, a grouping of five buildings at the corner of Stevens Road SE and Firth Sterling Avenue SE, to create a public museum, archive and educational space dedicated to the study of Barry Farm neighborhood history, and the connections to the early post-Civil War community, civil rights, public housing, go-go music, and other themes connected to the history of the community.</p>	OP, DCSHPO, DMPED	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
FSS-2.4 Congress Heights Metro Station			
<i>Action FSS-2.4.A: Congress Heights Gateway</i> Create a stronger sense of identity and a gateway for the Congress Heights neighborhood. Strongly encourage WMATA to make its land available for joint development around the Congress Heights Metro station.	OP, DDOT, WMATA	Ongoing	Y
FSS-2.5 Congress Heights Commercial District			
<i>Action FSS-2.5.A: Congress Heights Small Area Plan</i> Work with residents and community stakeholders on an equitable development strategy for the Congress Heights neighborhood. The Congress Heights Small Area Plan should include more specific details on the market for different uses on the site; the desired scale, mix, and intensity of development; future circulation patterns; and provisions for open space and public facilities.	OP	Ongoing	Y
<i>Action: FSS-2.5.B: Pedestrian Safety and Vision Zero</i> Coordinate with the District Department of Transportation (DDOT) on pedestrian safety enhancements and work to address Vision Zero concerns.	OP, DDOT	Ongoing	Y
Lower Anacostia Waterfront/Near Southwest Area Element			
AW-1.1 Guiding Growth and Neighborhood Conservation			
<i>Action AW-1.1.A: Anacostia Waterfront Framework Plan</i> Implement the recommendations of the Anacostia Waterfront Framework Plan through coordination among District and federal agencies, community stakeholders, business improvement districts (BIDs), private property owners, and environmental, philanthropic, and community-based organizations.	DMPED, OP, DOEE, NPS, NCPC	Ongoing	Y
<i>Action AW-1.1.B: River Crossing Improvements</i> Implement the recommendations of the Middle Anacostia River Transportation Crossings Study that seek to improve local and regional traffic mobility.	DDOT	Ongoing	Y
AW-2.1 Southwest Waterfront			
<i>Action AW-2.1.A: Southwest Waterfront Development Plan</i> Implement the 2003 Southwest Waterfront Development Plan.	DDOT	Ongoing	Y
<i>Action AW-2.1.B: Long-Term Improvements</i> Study the feasibility of the long-term improvements identified in the Southwest Waterfront Plan, such as a Hains Point Canal (in East Potomac Park), relocation of cruise lines and their infrastructure, a new Yellow Line Metro station at the waterfront, and construction of a pedestrian/bicycle bridge across the channel near the Case Bridge.	DDOT, DMPED, WMATA, OP, NPS	Long-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
AW-2.2 South Capitol Street			
<i>Action AW-2.2.A: Coordination with Federal Agencies</i> Continue to coordinate with the NCPC, the NPS, and other federal agencies on implementing the South Capitol Street Corridor Project.	NCPC, DDOT	Ongoing	Y
<i>Action AW-2.2.B: South Capitol Gateway</i> Create a civic or commemorative feature of national significance at the north end of the Frederick Douglass Bridge to celebrate this location as a riverfront and District gateway.	NCPC, DDOT	Ongoing	Y
<i>Action AW-2.2.C: South Capitol Transportation Improvements</i> Continue efforts to improve traffic flows and accommodate additional travel modes along South Capitol Street, including completion of the South Capitol Environmental Impact Statement and the reconstruction of the Frederick Douglass Memorial Bridge and related access points.	DDOT	Ongoing	Y
AW-2.3 Near Southeast/Capitol Riverfront			
<i>Action AW-2.3.A: Zoning Incentives</i> Continue to incentivize residential uses within Near Southeast areas, such as the Capitol Gateway, the former Southeast Federal Center, and downtown zones within the Lower Anacostia/Near Southeast Planning Area. Expand and intensify zoning incentives that promote affordable housing in these areas.	OP	Ongoing	N
<i>Action AW-2.3.B: Boathouse Row Recreational Uses</i> Ensure that zoning and land use guidance are adopted to facilitate the use of Boathouse Row as a recreational and community resource. Recreational improvements also should include equipment or design features that are appropriate for persons of all ages and physical abilities.	OP	Long-Term	Y
AW-2.4 Poplar Point			
<i>Action AW-2.4.A: Poplar Point Planning</i> Complete a future analysis for Poplar Point to define the site design, circulation, infrastructure, land use program, park, and urban design to guide future development and to facilitate the land transfer from the federal government to the District.	DMPED, OP, DPR	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
AW-2.5 Southwest Neighborhood			
<p><i>Action AW-2.5.A: Greenleaf PUD</i> Support the redevelopment of DCHA-controlled Greenleaf affordable housing parcels consistent with the increased density of Future Land Use Map designations as outlined in the Southwest Neighborhood Plan if development is achieved through a PUD that meets the following criteria:</p> <ul style="list-style-type: none"> • Conforms to the design guidelines for each parcel as outlined in the Small Area Plan; • Provides replacement housing for all the existing affordable units within the development or the immediate Southwest neighborhood; • Encourages a mixed-income community through the inclusion of market rate units and, to the extent practicable, moderate-income housing; and • Achieves a significant level of green design in terms of both site and building design to contribute to healthy living and improved environmental performance. 	DCHA, DMPED, OP	Long-Term	Y
<p><i>Action AW- 2.5.B: Lansburgh Park</i> Redesign Lansburgh Park to become a safer, more accessible central park for the Southwest community. Create a signature design and beautiful park space that serves as a centerpiece for redevelopment of surrounding properties like the Greenleaf complex and the Southwest government cluster. Any future design also should enhance community resilience by helping to address and manage flooding issues.</p>	DPR, OP, DOESS	Long-Term	Y
<p><i>Action AW-2.5.C: Storage Facility at Jefferson Middle School Academy</i> Complete a feasibility study to determine the need for the existing storage facility located adjacent to the Jefferson Middle School Academy. Study the option of removing the storage facility to expand the recreation space or repurposing the building to better serve the community.</p>	DGS	Short-Term	N
AW-2.6 Buzzard Point			
<p><i>Action AW-2.6.A: Buzzard Point Transportation/Riverwalk Connections</i> Implement a well-connected street grid for all transportation modes that supports future transit expansion and comfortable walking and biking. Reconnect streets, where possible, and redesign Second Street SW as the inland extension of the Anacostia Riverwalk. Complete new sections of the Anacostia Riverwalk as each new development in Buzzard Point is constructed, extending a 75-foot waterfront esplanade. Use aquatic vegetation along the shoreline as part of the riverwalk design to mitigate flooding, soften the river’s edge, and clean the water. Initiate a workshop with Fort McNair to explore extending the Anacostia Riverwalk around the point.</p>	DDOT, DOEE	Long-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
Mid-City Area Element			
MC-1.1 Guiding Growth and Neighborhood Conservation			
<p><i>Action MC-1.1.A: Multimodal Improvements</i> Support the development of a fully integrated transit, bicycle, and pedestrian system within the Planning Area by moving forward with plans for expanded service on the Metrorail Green Line, extension of the Metrorail Yellow Line, high-capacity transit on Georgia Avenue NW, and dedicated rush hour bus lanes along 16th Street NW.</p>	DDOT, WMATA	Mid-Term	Y
<p><i>Action MC-1.1.B: Off-Street Parking</i> Support the management of parking capacity in Mid-City commercial districts, including the implementation of parking management programs that maximize the use of existing parking resources (such as the DC USA garage and Reeves Center garage), minimize traffic associated with circling for spaces, and reduce conflicts among users.</p>	DDOT	Mid-Term	N
MC-1.2 Conserving and Enhancing Community Resources 2009			
<p><i>Action MC-1.2.A: Tailored Design Guidelines</i> Consider design guidelines for Lanier Heights, Reed-Cooke, Columbia Heights, Eckington, Park View, and other Mid-City neighborhoods Adopt comprehensive design guidelines for historic districts that tailor historic district review standards to the specific preservation concerns in each community and strive for compatible infill development and maintenance of historic building scale, mass, and height conditions.</p>	OZ, OP	Mid-Term	N
<p><i>Action MC-1.2.B: Library Expansion</i> As funding allows, consider development of a new library in the eastern portion of Columbia Heights.</p>	DCPL	Long-Term	N
<p><i>Action MC-1.2.C: Recreation Center</i> Pursue development of a new recreation center in the eastern part of the Planning Area, serving the Bloomingdale/Eckington/LeDroit Park community. This area was recognized as needing indoor and outdoor recreation space in the Parks Master Plan.</p>	OP, DPR	Long-Term	N
MC-2.1 Georgia Avenue NW Corridor 2011			
<p><i>Action MC-2.1.A: Corridor Identity</i> Develop distinct identities for different segments of the Georgia Avenue NW corridor. Within the Mid-City Planning Area, these should include a Park View section (New Hampshire Avenue NW to Columbia Road NW), a Pleasant Plains section (Irving Street NW to Euclid Street NW), a Howard University section (Euclid Street NW to Barry Place NW), and the Uptown Arts District (Barry Place NW southward).</p>	OP	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action MC-2.1.B: Georgia Avenue NW Revitalization Strategy</i> Implement the recommendations of the 2004 Revitalization Strategy for the Georgia Avenue and Petworth Metro station area and corridor.	OP, DMPED	Ongoing	N
<i>Action MC-2.1.C: Howard Town Center</i> Develop a new mixed-use neighborhood center on land to the west of the Howard University campus. This should include not only the planned Howard Town Center site (with housing, retail, and structured parking) but also a medium- to high-density, mixed-income housing development that provides a mix of affordable housing as a result of a rezoning effort, civic space, cultural facilities, and public open space on surrounding sites. Historic structures within the area should be preserved. Appropriate transitions in scale should be established between this center and the lower density row house neighborhoods to the west.	OP, DMPED	Long-Term	N
<i>Action MC-2.1.D: Great Streets Improvements</i> Implement the Great Streets initiative recommendations for Georgia Avenue NW, including transit improvements, façade improvements, upgraded infrastructure, abatement of vacant or underused properties, and incentives for housing and business development along the avenue.	OP, DSLBD	Long-Term	N
<i>Action MC-2.1.E: Park Morton New Community</i> Continue redevelopment of Park Morton as a new community, replacing the existing affordable housing development with an equivalent number of new affordable housing units, plus new market-rate and moderate-income housing units, to create a new mixed-income community. Consider implementing this recommendation in tandem with plans for the reuse of public land on Spring Road NW. Ensure that every effort possible is made to avoid permanent displacement of residents.	DMPED, DHCD	Short-Term	Y
<i>Action MC-2.7.F: Preserving Historic Character</i> Consider design guidelines specific to Park View and Pleasant Plains, tailored to specific neighborhood concerns about compatible alterations and infill development. Consider potential historic designations in the context of these guidelines.	OP, HPO	Mid-Term	N
<i>Action MC-2.1.G Open Streets</i> Build on the success of the 2019 Georgia Avenue Open Streets day by creating a regular Open Streets event. Work with local communities to ensure any District-sponsored event respects and promotes the legacy of the corridor as a site for celebrations of culture such as Georgia Avenue Day and the Georgia Avenue Caribbean Festival.		Ongoing	N
MC-2.2 14th Street NW Corridor/Columbia Heights			
<i>Action MC-2.2.A: Cross-Town Multimodal Transportation Study</i> Implement DDOT’s Cross-Town Multimodal Transportation Study recommendations.	DDOT	Mid-Term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
MC-2.4 Adams Morgan			
<i>Action MC-2.4.A: AMVF</i> Implement the recommendations in AMVF.	OP, DDOT, DPR, DOEE, DSLBD	Ongoing	Y
<i>Action MC-2.4.B Lanier Heights and Reed-Cooke</i> Consider design guidelines specific to Lanier Heights and Reed-Cooke. Consider historic designation of Walter Pierce Community Park.	OP, HPO, DGS	Completed	N
<i>Action MC-2.4.C: Local Business Assistance</i> Explore the feasibility of amending tax laws or developing tax abatement and credit programs to retain neighborhood services and encourage small local-serving businesses space along 18 th Street NW and Columbia Road NW. Identify technical assistance needs and priorities of Hispanic/Latino-, Asian-, and Black-owned/operated businesses in the neighborhood, and recognize the benefits that naturally arise from cultural variety among tenants.	OCFO, CC, OCA, DSLBD, DMPED	Mid-Term	N
<i>Action MC-2.4.E: Design Guidelines</i> Develop design guidelines for Adams Morgan, including commercial, residential, and open-space areas. Highlight and identify the principles of compatible design and neighborhood character preservation.	OP	Mid-Term	N
<i>Action MC-2.4.F: Commercial District Management</i> Approach commercial district management as a unified operation while developing targeted marketing and localized strategies that enhance and reinforce the unique identity and needs of each retail cluster.	DSLBD	Mid-Term	N
<i>Action MC-2.4.G: Enhance the Neighborhood Retail Experience</i> Use existing Adams Morgan Partnership BID committees and the BID Board to develop joint retail objectives. Work with retailer and resident liaisons involved in the BID to carry out joint initiatives that enhance the neighborhood retail experience.	OP, DSLBD	Mid-Term	N
MC-2.5 Mount Pleasant Street NW			
<i>Action MC-2.5.A: Incentives for Mixed-Use Development and Affordable Housing</i> Consider planning and zoning tools in Mount Pleasant to create incentives for ground floor retail and upper story, mixed-income residential uses along Mount Pleasant Street NW, with performance standards that ensure the compatibility of adjacent uses. Provide the necessary flexibility to encourage innovation and creative economic development, possibly including ground floor small businesses on alleys and walkways in the area between 16 th and 17 th Streets NW.	OP, OZ	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action MC-2.5.B: Expanding Mount Pleasant Open Space</i> Maintain the space at 19th Street NW and Lamont Street NW– once planned to be a continuation of Lamont Street – as a public park. The intersection of Mount Pleasant Street NW and Kenyon Street NW has long been an important gathering space and should be improved to create an enhanced public plaza. Any future redevelopment of properties at this location should maintain or enhance accommodations for public space and ensure visual compatibility with the Mount Pleasant commercial corridor. Consideration should also be given to combining Asbury and Rabaut Parks (at 16th, Harvard, and Columbia Road) into a single park. Access for pedestrians, persons using wheelchairs, and bicyclists between Mount Pleasant and Columbia Heights should be provided through this area.</p>	DPR, OP, DDOT	Mid-Term	N
<p><i>Action MC-2.5.C: Mount Pleasant Street Façade Improvements</i> Encourage urban design and façade improvements in the established commercial district along Mount Pleasant Street NW.</p>	OP	Long-Term	N
<p><i>Action MC-2.5.D: Mount Pleasant Street NW Commercial Revitalization Strategy</i> Implement Mount Pleasant Street Small Area Plan recommendations.</p>	OP, DSLBD, DDOT	Long-Term	N
<p><i>Action MC-2.5.E: Market the Unique Character of Mount Pleasant Street NW</i> Led by the Mount Pleasant Main Street, coordinate a marketing campaign to promote Mount Pleasant businesses to District residents outside the neighborhood.</p>	OP, DSLBD	Short-Term	N
MC-2.6 McMillan Sand Filtration			
<p><i>Action MC-2.6.A: McMillan Reservoir Development</i> Continue working with adjacent communities in the development and implementation of reuse plans for the McMillan Reservoir site.</p>	OP	Mid-Term	N
MC-2.7 Mid-City East’s Major Corridors (North Capitol Street/ Florida Avenue/New York Avenue)			
<p><i>Action MC-2.7.A: Mid-City East Small Area Plan</i> Implement recommendations provided in the Mid-City East Small Area Plan.</p>	OP, DPR, DDOT, DSLBD	Mid-Term	N
<p><i>Action MC-2.7.B: Make/Live Workspace</i> Explore make/live workspace as a buffer between industrial land and residential land as identified in the Ward 5 Works Industrial Land Transformation Study.</p>	OP, DHCD	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action MC-2.7.C: Mid-City East Livability Study</i> Implement recommendations provided in the Mid-City East Livability Study.	OP	Mid-Term	Y
Near Northwest Area Element			
NNW-1.1 Guiding Growth and Neighborhood Conservation			
<i>Action NNW-1.1.A: Managing and Balancing Entertainment Districts</i> The Alcoholic Beverage Regulation Administration (ABRA), in conjunction with the Mayor’s Office of Nightlife and Culture (MONC), should work together with local stakeholders to create retail, restaurant, and entertainment districts that have a balanced mix of uses and services that cater to both local residents and the larger District, so as to avoid an overconcentration of bars and night clubs.	ABRA, DCRA	Mid-Term	N
<i>Action NNW-1.1.B: Expanding Mass Transit</i> Alleviate parking and traffic congestion by improving multimodal operations and by providing mass transit enhancements on K Street NW, including a dedicated transit way, as well as bus lanes on 14 th and 16 th Streets NW.	WMATA, DDOT	Mid-term	Y
NNW-1.2 Conserving and Enhancing Community Resources 2109			
<i>Action NNW-1.2.A: Add New Capacity to Recreational Infrastructure in Near Northwest</i> The Parks and Recreation Master Plan has identified the Near Northwest Area as deficient in recreational infrastructure, particularly in the east-west stretch through Shaw, Logan Circle, Dupont Circle, and Foggy Bottom. Develop additional recreation centers or additional recreation space at existing facilities. Also work with DPR, DC Public Schools (DCPS), the Department of General Services (DGS), and existing private schools to make sure that the use of existing recreational facilities in and outside schools are open to the public after hours and that permitting for the use of public facilities is easy and streamlined.	DPR, DCPL, DGS	Long-term	Y
<i>Action NNW-1.2.B: Historic Resource Recognition</i> Document places of potential historic significance within the Near Northwest.	SHPO	Short-term	N
NNW-2.1 Shaw/Convention Center Area 2111			
<i>Action NNW-2.1.A: New and Affordable Housing</i> Support the development of mixed-income housing above retail space on 7 th and 9 th Streets NW, and encourage development of multi-family apartments and condominiums on parcels that are vacant or that contain buildings identified as non-contributing to the Shaw Historic District on 11 th Street NW.	DMPED, OP	Short-term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action NNW-2.1.B: Redevelopment of Parcel 42</i></p> <p>The long-term vacant lots known as Parcel 42 at the intersection of Rhode Island Avenue and 7th and R Streets NW represent an opportunity to add new affordable housing units in the Shaw neighborhood. The District and the Zoning Commission should support redevelopment of the vacant lots at Square 442 and Lots 106 and 803 with a mixed-use project of up to 110 feet in building height, to include ground floor retail uses with both destination and neighborhood-serving retail; a residential component that maximizes affordability beyond the requirements of the Inclusionary Zoning Program; and publicly accessible open space on Lot 803 as per public input shared during the community engagement process for the redevelopment of the site.</p>	ZC, OZ, DMPED, OP	Short-term	N
<p><i>Action NNW-2.1.C: Street Hierarchy and Public Realm</i></p> <p>Undertake the following actions to improve the public realm in the Shaw/Convention Center area:</p> <ul style="list-style-type: none"> • Develop, maintain, and enforce standards for residential and commercial streets that address sidewalks, tree boxes, and public rights-of-way; • Improve the appearance of gateway intersections at New Jersey and Rhode Island Avenues NW, New Jersey and New York Avenues NW, Mount Vernon Square, 11th Street, and Massachusetts Avenue NW; and Explore the designation of P Street NW as a greenway and identify opportunities for connecting open spaces along the street. 	OP, DDOT	Mid-term	N
<p><i>Action NNW-2.1.D: Expiring Public Housing Contracts</i></p> <p>Implement the DC Housing Preservation Strike Force recommendations for expiring project-based public housing contracts within the Shaw area and beyond, recognizing the vulnerability of these units to conversion to market rate housing. Consider the redevelopment of these sites with mixed-income projects that include, at a minimum, an equivalent number of affordable units, additional market rate units, and measures to avoid displacement of on-site residents.</p>	DMPED, HFA, DCH	Ongoing	N
<p><i>Action NNW-2.1.E: Former Shaw High School Site</i></p> <p>Complete redevelopment of the former Shaw Junior High School site for the renovated Benjamin Banneker Academic High School in alignment with DCPS strategic planning and capital funding availability. Continue to conduct engagement and analysis to identify any additional facility needs and programs on the DCPS and DPR portions of the site.</p>	DMPED, OP, DCPS, DPR	Mid-Term	N
<p><i>Action NNW-2.1.F: Mid-City East SAP</i></p> <p>Implement recommendations provided in the Mid-City East SAP.</p>	OP	Long-term	N
<p><i>Action NNW-2.1.G: Mid-City East Livability Study</i></p> <p>Implement recommendations provided in the Mid-City East Livability Study.</p>	DDOT	Long-term	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
NNW-2.2 Dupont Circle			
<p><i>Action NNW-2.2.A: Dupont Circle Zoning Expansion</i> Consider expansion of Dupont Circle zoning to include the east side of the 18th Street commercial area (between S and U Streets) and the south side of U Street between 15th and h 18th Streets NW.</p>	OP, ZC, OZ	Mid-term	N
<p><i>Action NNW-2.2.B: Connecticut Avenue Streetscape and Deck-Over Project</i> Complete study of the of the Connecticut Avenue Streetscape and Deck- Over project over the north Connecticut Avenue NW underpass between Dupont Circle and Q Street NW. The new park should be designed as a neighborhood gathering point with green features and public art, so it may support programming and host events like the weekly farmers market.</p>	DDOT	Mid-term	Y
<p><i>Action NNW-2.2.C: Dupont Underground</i> In line with the DC Cultural Plan premise that all infrastructure is a stage, continue supporting the use of the long-vacant underground trolley infrastructure under Dupont Circle for arts and community development activities like the community-led Dupont Underground space.</p>	DMPED, DCCAH, OP	Ongoing	N
<p><i>Action NNW-2.2.D: Streetscape Improvements Along Connecticut and Massachusetts Avenues NW</i> Create new streetscapes along Connecticut and Massachusetts Avenues NW that maximize green space and outdoor seating where possible.</p>	DDOT	Short-Term	Y
<p><i>Action NNW-2.2.E: Expanded Recreation Center at Stead Park</i> Create an expanded recreation center at Stead Park, which should include modern facilities to accommodate the growing needs of community programming for residents of all ages. The expanded recreation center should strive to receive certification as a net zero energy building, if possible, or a high-level green certification.</p>	DCPL	Short-Term	Y
<p><i>Action NNW-2.2.F: Improve Neighborhood Bike Lane Infrastructure</i> Study the possibility of creating additional protected bike lanes in Dupont Circle, including on 17th and 18th Streets NW and Massachusetts Avenue NW.</p>	DDOT	Short-Term	Y
NNW-2.4 Lower Georgetown			
<p><i>Action NNW-2.4.A: West Heating Plant</i> Support redevelopment of the West Heating Plant to include residential uses and a publicly accessible park with pedestrian and bicycle connections to Rock Creek Park and the C&O Canal National Historical Park. The connectivity should foster travel from those parks and trails to Georgetown and points south. Work with NPS to widen the bike/ pedestrian path beside the Rock Creek Parkway to protect the safety of its many users.</p>	ZC, OZ, OP	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
NNW-2.5 Foggy Bottom/West End			
<i>Action NNW-2.5.A: Foggy Bottom/West End Transportation Improvements</i> Conduct studies and implement appropriate changes to improve access and circulation between, through, and around the Foggy Bottom and West End neighborhoods, respecting the L'Enfant Plan street grid, conserving Juarez Circle and other parklands as open space, and better incorporating the transportation needs of various institutions and uses into the fabric of surrounding neighborhoods.	DDOT, OP, DMPED	Ongoing	N
<i>Action NNW-2.5.B: Washington Circle</i> Design and implement pedestrian access improvements to Washington Circle's open space, such as removing fences and architectural barriers to the lawns.	DDOT, OP	Mid-Term	Y
<i>Action NNW-2.5.C: Foggy Bottom River, Park, and Cultural Access Study</i> Study the feasibility of reconfiguring existing highway infrastructure in Foggy Bottom so as to maximize the benefits and accessibility of the open space and parkland and maintain overall park space, reconnect the gaps in the street grid and urban fabric, create opportunities for affordable housing production, improve pedestrian and bike connections to and from Georgetown, the Kennedy Center, President's Park, National Mall, national parkland, and other attractions, and create new memorials, linear parks, and civic spaces.	OP, DMPED, DDOT	Long-Term	N
Rock Creek East Area Element			
RCE-1.1 Guiding Growth and Neighborhood Conservation			
<i>Action RCE-1.1.A: Façade Improvements</i> Implement urban design and façade improvements in the established commercial districts along Georgia Avenue NW, Kennedy Street NW, and 14 th Street NW to enhance community identity. These improvements should be based on standards that can be enforced through city codes such as zoning and building regulations.	DMPED, OP	Mid-Term	N
<i>Action RCE-1.1.B: Improving Traffic Flow</i> Improve traffic flow and safety through improved lighting, signage, pavement markings, traffic islands, truck route signs, and other transportation system management measures for Georgia Avenue NW, North Capitol Street NW, Missouri Avenue NW, the 4 th /Blair Streets NW intersection, and New Hampshire Avenue NW.	DDOT	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
RCE-1.2 Conserving and Enhancing Community Resources 2209			
<p><i>Action RCE-1.2.A Rock Creek Park and Fort Circle Parks Coordination</i></p> <p>In collaboration with the NPS, explore the feasibility of developing additional community-serving recreational facilities at Rock Creek Park and within the Fort Circle Parks to increase recreational options, public safety, and community stewardship of these assets. All facilities should be compatible with the General Management Plans for these park areas.</p>	DPR, NPS	Mid-Term	N
<p><i>Action RCE-1.2.B: Historic Resource Recognition</i></p> <p>Document places of potential historic significance in the Rock Creek East Planning Area, with a priority on the Petworth, Brightwood, Crestwood, Crestwood North, 16th Street Heights, Shepherd Park, North Portal Estates, and Colonial Village areas. Identify appropriate preservation efforts for these places, using community recommendations and the Ward 4 Heritage Guide prepared by the DC Historic Preservation Office as part of the process. Consider expanding the Takoma Historic District to include appropriate structures and places. Identify significant historic anchors and architectural resources along the upper 16th Street corridor and evaluate properties meriting recognition through historic designation. Use other existing programs and mechanisms as needed to preserve and enhance neighborhood character.</p>	OP-HPO	Ongoing	N
<p><i>Action RCE-1.2.C: Shepherd Park Recreation Center</i></p> <p>Determine the feasibility of developing a new recreation center that considers the needs of Shepherd Park, as well as the Walter Reed site and Colonial Village area. The Parks and Recreation Master Plan identified this area as needing additional recreation center space.</p>	DPR	Mid-Term	N
<p><i>Action RCE-1.2.D: Metropolitan Branch Trail</i></p> <p>Complete the Metropolitan Branch Trail from Fort Totten to the Maryland border at Takoma, integrating it into planning for the broader neighborhood as a transportation asset and also for placemaking and economic development.</p>	DDOT, OP	Mid-Term	Y
<p><i>Action RCE-1.2.E: Gateway Thoroughfares</i></p> <p>Enhance the defining characteristics of Georgia Avenue, 16th Street, and New Hampshire Avenue NW as gateway thoroughfares through Rock Creek East connecting with Maryland. The thoroughfares' origins and purpose should define how public space and buildings along them enhance views toward important civic monuments and distant landmarks, create neighborhood-defining places, and complete Washington DC's park and open space system.</p>	OP, DDOT	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action RCE-2.1.A: Traffic Congestion and Parking</i> Mitigate intersection and corridor congestion on Blair Road and Carroll Street NW. Improve parking for local businesses by encouraging better management of existing parking, including shared parking arrangements with Washington Metropolitan Area Transit Authority (WMATA) and other landowners in locations that can better support the commercial district.	OP, WMATA	Mid-Term	N
<i>Action RCE-2.1.B: Pedestrian Safety and Connections</i> Improve pedestrian safety in the Takoma Central District with a coordinated program of physical improvements, including new western entrances to the Metro station that better connect communities east and west of the tracks.	OP, WMATA	Mid-Term	N
<i>Action RCE-2.1.C: Takoma Metro Station Redevelopment</i> Review the Takoma Central District redevelopment guidelines for the Metro Station in accordance with the updated Future Land Use Map designations for the site and the updated Rock Creek East Area Elements.	OP, DDOT, DCRA, DPW	Immediate	Y
<i>Action RCE-2.1.D: Takoma Central District Village Green</i> Create a village green as the Central District’s signature open space feature.	DPR, OP, WMATA	Long-Term	Y
RCE-2.2 Georgia Avenue/Petworth Metro Station Area			
<i>Action RCE-2.2.A: Site Acquisition</i> Enforce the higher tax rates applicable to vacant properties, and especially to vacant and underutilized properties, to encourage their being put into productive use. Continue acquisition of underused or vacant land to facilitate public-private infill development that catalyzes the revitalization of Georgia Avenue NW and reinforces its role as the central business district of Petworth.	DMPED	Ongoing	Y
<i>Action RCE-2.2.B: Petworth Co-Location Opportunities</i> Explore opportunities to co-locate new and improved public facilities along Spring Road NW and at the Petworth Library. Consider other uses in the co-location development programs, such as a health care center, housing, and senior living.	DCPL, DCPS	Short-Term	N
RCE-2.3 Upper Georgia Avenue NW			
<i>Action RCE: Retail Strategies for Upper Georgia Avenue NW</i> Complete market studies of upper Georgia Avenue NW to assess unmet retail market demand, evaluate strategies for retaining local retailers, identify potential locations for new neighborhood-serving retail, and develop strategies for attracting and retaining the appropriate mix of retail in each area.	OP, DMPED	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
RCE-2.5 Armed Forces Retirement Home/Washington Hospital Complex 2215			
<p><i>Action RCE-2.5.A: AFRH Master Plan Coordination</i> Coordinate with the AFRH, NCPC, and GSA to amend the AFRH Master Plan with the goal of integrating new private-use development into adjacent neighborhoods and District systems, with a focus on servicing infrastructure, transportation connectivity and capacity, social services, employment opportunities, and new amenities. Site plan review should be carefully coordinated to address potential impacts in compliance with new land use and zoning designations for any private-use redevelopment in the creation of a successful new neighborhood.</p>	OP, NCPC	Ongoing	N
<p><i>Action RCE-2.5.B: North Capitol Crossroads Planning</i> Coordinate with hospital operators on the Washington Hospital Complex, AFRH, Catholic University, adjacent neighborhoods, and other institutional, federal, and community stakeholders to ensure that necessary facility expansions and large site redevelopments contribute to a coordinated plan that leverages the opportunity to improve multimodal mobility, open up publicly accessible green space, convert historic assets into new amenities, and provide new housing options to meet Washington, DC’s growing demand.</p>	OP, DDOT, OZ, NCPC	Ongoing	N
RCE-2.6 Riggs Road and South Dakota Avenue			
<p><i>Action RCE-2.6.A: Housing Opportunities</i> Provide housing opportunities in the Riggs Road and South Dakota Avenue area for a mix of incomes, with an emphasis on older adults and home ownership.</p>	OP, DHCD	Ongoing	N
<p><i>Action RCE-2.6.B: Parking Coordination</i> Engage WMATA, DDOT, and neighboring property owners in a discussion regarding innovative parking solutions for Riggs Road and South Dakota Avenue NE, including parking pilots, shared parking, and other tools.</p>	DDOT, WMATA	Ongoing	N
<p><i>Action RCE-2.6.C: First Place NE</i> Develop First Place NE as a multimodal neighborhood-serving corridor with safe and accessible bicycle connections.</p>	DDOT	Long-Term	Y
<p><i>Action RCE-2.6.D: Parks and Open Space</i> Provide publicly accessible pocket parks, active recreation, and/or green space in the Riggs Road and South Dakota Avenue Area where appropriate in new development, with resident input. The sites on the west side of South Dakota Avenue NE should be targeted to include innovative green and open space amenities within any proposed development concept.</p>	OP, DPR	Ongoing	Y

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
RCE-2.7 Central 14th Street NW			
<p><i>Action RCE-2.7.A: Land Use Change</i> Encourage moderate-density, mixed-use commercial uses for properties, where appropriate, along 14th Street NW and Arkansas Avenue NW between Webster and Decatur Streets NW to support mixed-use redevelopment of commercial properties.</p>	OP, ZC	Immediate	N
<p><i>Action RCE-2.7.B: Public Realm</i> Enhance the Central 14th Street corridor with sustainable streetscape amenities, expanded tree canopy, interpretive signs at each of the commercial nodes reflecting the history and culture of 14th Street NW, and a reconfigured island park at the intersection of 14th Street, Colorado Avenue, and Kennedy Street NW.</p>	OP, DDOT	Ongoing	Y
<p><i>Action RCE-2.7.C: Bus Transit</i> Enhance WMATA bus service along 14th Street NW to address customer concerns and efficiency in scheduling, and determine future improvements to transit operations and management as necessary.</p>	WMATA, DDOT	Ongoing	N
<p><i>Action RCE-2.7.D: Parking</i> Consider more efficient curbside management along the Central 14th Street corridor and explore shared parking opportunities in under-utilized parking lots (e.g., the DSK Mariam Church) to increase foot traffic and activate sidewalks.</p>	OP, DDOT	Ongoing	N
RCE-2.8 Former Walter Reed Army Medical Center Site			
<p><i>Action RCE-2.8.A: Land Use and Zoning</i> Establish appropriate land uses for the Walter Reed site pursuant to the Proposed Comprehensive Plan Land Use Designations map in the Walter Reed Small Area Plan.</p>	OP, ZC	Immediate	N
<p><i>Action RCE-2.8.B: Interim Activation</i> Implement interim uses to activate the former Walter Reed site in advance of major construction and rehabilitation projects.</p>	DMPED, OP	Ongoing	N
<p><i>Action RCE-2.8.C: Aspen Street NW</i> Widen Aspen Street NW along the southern border of the former Walter Reed campus between 16th Street and Georgia Avenue NW to accommodate one travel lane, a dedicated five-foot bike lane in each direction, on-street parking, and the addition of sidewalks.</p>	DDOT	Short-Term	Y
<p><i>Action RCE-2.8.D: Transportation Demand Management</i> Create a Transportation Demand Management (TDM) Plan and implement TDM measures for the former Walter Reed site, with a designated TDM coordinator to monitor the program and determine additional TDM measures on an annual basis.</p>	DDOT	Ongoing	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
Rock Creek West Area Element			
RCW-1.1 Guiding Growth and Neighborhood Conservation			
<p><i>Action RCW-1.1.A: Commercial Zoning Assessment</i> Conduct an evaluation of commercial zoning designations throughout the Rock Creek West Planning Area. Consider the creation of additional neighborhood commercial zones at the Van Ness-UDC, Tenleytown, and Friendship Heights Metro stations, and at neighborhood commercial centers and Main Streets throughout the area. Such zones should promote pedestrian-oriented development and be responsive to community concerns about building height, buffers, and transitions between uses, while promoting locally-owned businesses and mixed-use development.</p>	OP, OZ	Short-Term	N
<p><i>Action RCW-1.1.B: Traffic Flow Improvements</i> Conduct and implement transportation and livability studies for the area’s major corridors to identify possible traffic flow and safety improvements. These studies should also identify improvements to diminish cut-through traffic, reduce speeding, and promote pedestrian and bicycle safety on local streets, especially in residential areas adjacent to Wisconsin Avenue, Connecticut Avenue, Western Avenue, River Road and Military Road NW.</p>	DDOT	Ongoing	N
RCW-1.2 Conserving and Enhancing Community Resources			
<p><i>Action RCW-1.2.A: Combined Sewer Separation</i> Continue efforts to separate storm and sanitary sewers consistent with Consent Decree requirements and continue to rehabilitate sewers within the area’s stream valleys.</p>	DC Water	Ongoing	Y
<p><i>Action RCW-1.2.B: Palisades Open Space Conservation</i> Conserve the historic linear open space that once supported the Palisades/Glen Echo trolley line, with its unique scenic vistas that it provides for public benefit. Consider rehabilitating the trestle bridges to accommodate a walk/bike trail.</p>	DDOT, DPR, OP- HP	Short-Term	N
<p><i>Action RCW-1.2.C: Wellness Center Development</i> Develop a wellness center in the Rock Creek West Planning Area, partnering with existing facilities that serve all ages and community groups to provide decentralized programming, activities, and services to the area’s large population of older adults.</p>	DPR, DACL	Long-Term	Y
<p><i>Action RCW-1.2.D: Façade Improvements</i> Encourage urban design and façade improvements in the established commercial districts along Wisconsin Avenue and Connecticut Avenue NW.</p>	OP, DMPED	Mid-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
RCW-2.1 Connecticut Avenue Corridor			
<p><i>Action RCW-2.1.A: Large Hotel Sites</i> Future development and operational proposals for the Omni-Shoreham hotel should include analyses of impacts on adjacent residential and commercial areas and appropriate mitigating measures, prepared by the property owner. Proactively address ongoing issues at the hotels, such as a motor coach and visitor parking. The redevelopment of the Wardman Park hotel site should be studied and included in neighborhood planning efforts.</p>	OP, OZ, ZC, DDOT	Ongoing	N
RCW-2.2 Wisconsin Avenue Corridor			
<p><i>Action RCW-2.2.A: Zoning and Design Measures</i> Continue to work with the community, the ANCs, and local property owners to address concerns regarding building density and height, PUDs and related density bonuses, and architectural design in the Planning Area. Zoning techniques should be considered to break up the auto-oriented commercial appearance of much of Wisconsin Avenue NW and instead create a more pedestrian-oriented street, distinct in function and visual character from adjacent residential areas.</p>	OP, DMPED, DDOT	Ongoing	N
<p><i>Action RCW-2.2.B: Livability</i> Implement the recommendations in the Rock Creek West II Livability Study completed in 2011 and subsequent completed livability studies.</p>	DDOT	Ongoing	Y
<p><i>Action RCW-2.2.C: Wisconsin Avenue NW Planning</i> Craft a coordinated vision with the District and community to better understand the realities of change along northern Wisconsin Avenue NW to inform future development and manage growth on the Wisconsin Avenue corridor at the Tenleytown and Friendship Heights Metro station areas. A plan will identify opportunities for urban design, commerce, housing, mobility, culture, public space, and community facilities to preserve a high- standard urban quality of life and advance District policies promoting inclusive prosperity.</p>	OP, DDOT	Short-Term	N
RCW-2.3 Van Ness Commercial District			
<p><i>Action RCW-2.3.A: Van Ness Streetscape Improvements</i> Improve the streetscape on Connecticut Avenue in Van Ness to support commercial revitalization of ground-floor retail, enhance public life on the street, and reduce impervious area between building face and curb.</p>	DDOT, DSLBD, OP	Short-Term	Y
Upper Northeast Area Element			
UNE-1.1 Guiding Growth and Neighborhood Conservation			
<p><i>Action UNE-1.1.A: Industrial/Residential Buffers</i> Develop additional solutions to buffer residential and industrial areas from one another, such as the recommendations in the 2014 Ward 5 Works Industrial Land Transformation Study and design guidelines.</p>	OP, OZ	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<i>Action UNE-1.1.B: Industrial Land Transformation Study</i> Implement the recommendations of the 2014 Ward 5 Works Industrial Land Transformation Study.	OP, OZ, DMPED, OPM	Short-Term	N
<i>Action UNE-1.1.C: Traffic Safety Improvements</i> Improve traffic safety throughout the Upper Northeast area, particularly along Eastern Avenue, Franklin Street, Monroe Street, Brentwood Road, Bladensburg Road, Rhode Island Avenue, South Dakota Avenue, and New York Avenue.	DDOT	Mid-Term	Y
UNE-1.2 Conserving and Enhancing Community Resources			
<i>Action UNE-1.2.A: Parkland Acquisition</i> Address the shortage of parkland in the Planning Area, placing a priority on the areas with the most severe deficiencies. According to the Parks and Recreation Master Plan, these areas include Edgewood, Ivy City, the Carver/Langston area, and the southwest part of Brookland.	DPR, OP	Ongoing	Y
<i>Action UNE-1.2.B: Hazardous Materials Transport</i> Continue to advocate for safeguards and restrictions on the transport of hazardous cargo through the Upper Northeast Planning Area, particularly on the rail lines that abut the community's residential neighborhoods.	EOM, CC, DOH, DOEE, USDOT	Ongoing	N
<i>Action UNE-1.2.C: Main Streets/Great Streets</i> Consider the designation of additional commercial areas as DC Main Streets, including portions of Bladensburg Road.	DMPED, DDOT, OP	Mid-Term	N
<i>Action UNE-1.2.D: Arboretum Bridge</i> Continue to work with NPS on the development of the Arboretum Bridge and Trail Project that will create a pedestrian connection between the Arboretum and Kenilworth Park North on the east side of the Anacostia River.	DDOT, NCPC, OP	Short-Term	Y
UNE-2.1 Northeast Gateway			
<i>Action UNE-2.1.A: Florida Avenue Market</i> Implement recommendations in the Florida Avenue Market Small Area Plan for the revitalization and development of the Florida Avenue Market into a mixed-use residential, commercial, and wholesale industrial destination, centered around a low-rise core of historic buildings. Implementation of redevelopment plans for the site shall be achieved through a collaborative process that involves the landowners and tenants, the project developers, the District government, and the community.	OP, OZ, DMPED	Short-Term	N

Action	Responsible Agency(ies)	Timeframe	Capital Funds Needed (Y/N)
<p><i>Action UNE-2.1.B: Northeast Gateway Open Space</i> Develop additional and interconnected public open spaces in the Ivy City and Trinidad areas, including a public plaza and park on the West Virginia Avenue Public Works Campus, and improved open space at the Trinidad Recreation Center, Lewis Crowe Park, and the Crummell School and its grounds.</p>	DPR, OP	Mid-Term	N
<p><i>Action UNE-2.1.C: Crummell School Reuse</i> A high priority should be given to the rehabilitation of the historic Crummell School as a community or recreation center, with a mix of uses for community benefit, such as affordable and moderate-income housing, jobs training, or meeting space. Crummell School was built in 1911 and educated Black children from that time until 1972. The structure, which is a designated historic landmark, has been vacant for more than 40 years.</p>	OPM, DMPED	Mid-Term	Y
<p><i>Action UNE-2.1.D: Transformation of West Virginia Avenue Public Works Campus</i> Encourage the advancement of the recommendations of the 2014 Ward 5 Works Industrial Land Transformation Study related to the 2015 Department of Public Works Campus Master Plan to transform the District government operations and properties at West Virginia Avenue and Okie Street into a world-class, mixed-use campus that includes public open space, public amenities, and maker/production space. The campus should be a model of sustainable design and public works operations and a catalyst for local community development.</p>	DPW, DGS, OP, DMPED, DPR	Short-Term	Y
UNE-2.2 Lower Bladensburg Road/Hechinger Mall			
<p><i>Action UNE-2.2.A: Crime Prevention</i> Implement the Crime Prevention Through Environmental Design (CPTED) plans outlined in the Benning Road Corridor Redevelopment Framework.</p>	MPD, DCRA	Short-Term	N
<p><i>Action UNE-2.2.B: Bladensburg Road Corridor</i> Explore a tailored planning effort for the Bladensburg Road corridor that provides analysis and guidance for land use and urban design.</p>	OP, DDOT	Short-Term	N
<p><i>Action UNE-2.2.C: Langston Golf Course</i> Continue to work with the federal government to transform the Langston Golf Course into an appealing amenity for the surrounding neighborhoods.</p>	HPO, DPR, NCPC	Mid-Term	Y
<p><i>Action UNE-2.2.D: Connectivity</i> Leverage the existing streetcar and continue to explore transit options to improve connectivity to RFK Stadium to the south and the Anacostia River to the east.</p>	DDOT, WMATA	Mid-Term	Y

UNE-2.3 New York Avenue Corridor and Brentwood			
<i>Action UNE-2.3.A: Business Improvement District</i> Consider the creation of a Business Improvement District (BID) serving the New York Avenue corridor.	DMPED, OP	Mid-Term	N
UNE-2.4 Upper Bladensburg Road/Fort Lincoln			
<i>Action UNE-2.4.A: Streetscape and Façade Improvements</i> Develop programs to improve the streetscape and commercial facades along Bladensburg Road from Eastern Avenue to South Dakota Avenue.	DMPED	Mid-Term	Y
UNE-2.5 Rhode Island Avenue Metro Station			
<i>Action UNE-2.5.A: Rhode Island Avenue Station Area Planning</i> Work with WMATA, the local ANC, local businesses, and the community to encourage plans for the Rhode Island Avenue Metro area to enhance the surrounding neighborhoods and address issues such as traffic, parking, and station access.	OP, WMATA, DDOT	Mid-Term	N
UNE-2.6 Brookland Metro Station Area			
<i>Action UNE-2.6.A: Brookland-CUA Metro Small Area Plan</i> Implement the recommendations of the Brookland/CUA Metro Small Area Plan.	OP, WMATA, DDOT, DPR, OZ	Ongoing	N
<i>Action UNE-2.6.B: Parking Strategy</i> Develop a strategy for shared parking and carsharing programs in new development so that it addresses the area’s transit and pedestrian orientation, the need for adequate parking to serve area businesses and residents, and to prevent spillover into the surrounding neighborhoods.	DDOT	Mid-Term	N
UNE 2.7 Fort Totten Metro Station Area			
<i>Action UNE-2.7.A: Riggs Road and South Dakota Avenue Area Final Development Plan</i> Implement the recommendations of the Riggs Road and South Dakota Avenue Area Final Development Plan.	OP, OZ, DDOT, DPR, DMPED, WMATA	Ongoing	Y
Implementation Element			
IM-1 Administration of the Planning Process			
<i>Action IM-1.1.A: Equity Crosswalk</i> Prepare and maintain an Equity Crosswalk document that compiles, analyzes, and presents text, policies and actions that advance equity in the Comprehensive Plan as an accessible, publicly available document. Prepare other topical crosswalk documents as appropriate.	OP	Immediate	N

<p><i>Action: IM-1.1.B Equity Tools for District Agencies, including the Zoning Commission</i></p> <p>Prepare and implement tools, including training, to assist District agencies in evaluating and implementing the Comprehensive Plan’s policies and actions through an equity, particularly a racial equity lens. This includes tools to use as part of the development review process, preparation of plans, zoning code updates, and preparation of the capital improvement program, that considers how to apply an equity analysis in these processes, including any information needed. This shall specifically include a process for the Zoning Commission to evaluate all actions through a racial equity lens as part of its Comprehensive Plan consistency analysis.</p>	<p>OP, OZ, Mayor’s Office on Racial Equity</p>	<p>Short Term</p>	<p>N</p>
<p><i>Action IM-1.1.C: Equity and Resilience Training</i></p> <p>Provide regular training on equity, racial equity and resilience to development review decision makers and related staff, including the Zoning Commission, Board of Zoning Adjustment, and the Historic Preservation Review Board.</p>	<p>OP, OZ, Mayor’s Office on Racial Equity,</p>	<p>Ongoing</p>	<p>N</p>
<p>IM-1.2 Small Area Planning</p>			
<p><i>Action IM-1.2.A: Implementation of Small Area Plans</i></p> <p>As needed, amend the Comprehensive Plan to reflect Small Area Plan policies that are inconsistent with or not appropriately specified in the Comprehensive Plan.</p>	<p>OP</p>	<p>Mid-Term</p>	<p>Y</p>
<p><i>Action IM-1.2.B Small Area Plan Activities</i></p> <p>Provide a list of completed, in-progress, and proposed Small Area Plans and other planning studies through the Comprehensive Plan Progress Reports, as discussed in Action IM-3.1.A.</p>	<p>OP</p>	<p>Ongoing</p>	<p>N</p>
<p>IM-1.3 Zoning Regulations and Consistency</p>			
<p><i>Action IM-1.3.A: Monitor and Review New Zoning Regulations</i></p> <p>Regularly monitor and review the zoning regulations to verify that they are working to achieve their purpose and submit corrections, changes, and amendments as necessary.</p>	<p>OP</p>	<p>Short-Term</p>	<p>Y</p>
<p><i>Action IM-1.3.D: Adoption of Future Land Use Map and Policy Map</i></p> <p>Adopt the Future Land Use Map and Policy Map by Act. Any inconsistencies in land use map designations between the illustration on the map and the textual description of the map designation that is contained in the adopted Comprehensive Plan legislation shall be resolved in favor of the text.</p>	<p>OP, OAG, EOM</p>	<p>Short-Term</p>	<p>N</p>
<p>IM-1.4 Long-Range Planning</p>			
<p><i>Action IM-1.4.B: Policy Development</i></p> <p>Use data collection and progress monitoring to actively review and formulate new policies that respond to the changes affecting Washington, DC to further the goal of an inclusive District.</p>	<p>OP</p>	<p>Short-Term</p>	<p>N</p>

IM-1.5 Public Input			
<p><i>Action IM-1.5.A: Planning Publications</i> Continue the development of easy-to-understand written and electronic guides to help residents navigate the planning and building processes, comprehend land use planning and zoning regulations, and follow the standards, procedures, and expectations used in local planning activities.</p>	OP, OZ, DCRA	Short-Term	N
IM-2.1 Link to Capital Improvement Planning			
<p><i>Action IM-2.1.B: Enhanced CIP Process</i> Develop an enhanced CIP process that:</p> <ul style="list-style-type: none"> • Uses the Comprehensive Plan as the key guide to capital investments; • Includes a Public Facilities Master Plan, including an ongoing Master Public Facilities coordination program that assesses facility needs and coordinates the public improvement plans of multiple District agencies; • Encourages use of the same data sources for efficiency and effectiveness across agencies. • Develops criteria for the review of capital projects for inclusion in the CIP that allows for an objective and transparent evaluation process; • Establishes and uses tools that provide an equity and racial equity lens to evaluate projects; • Includes an itemized allocation in the capital budget for implementation priorities that are specifically called for in the Comprehensive Plan; • Clarifies the role of OP in the CIP process; • Is adequately staffed and available to support the CIP process; • Reflects the data and direction of a school Master Facility Plan, as approved by the DC Council; and • Develops and maintains a multi-year capital improvements planning process based on the Comprehensive Plan. 	OP, OCA, EOM, OAG, DGS	Mid-Term	N
IM-3.1 Monitoring and Evaluating Comprehensive Plan Implementation			
<p><i>Action IM-3.1.A Progress Reports</i> Every four years, prepare a Comprehensive Plan Progress Report to submit to the Council that documents the progress being made on the implementation of the District Elements. The progress report will include monitoring data, activity and impact information that is disaggregated by age, gender, race, and income levels to assess whether goals around inclusivity, racial equity, and resilience are met, and whether commitments in the Framework Element are fulfilled. The Progress Report should include appropriate metrics to evaluate progress towards equity, racial equity and resilience goals. It should include information regarding existing and emerging trends shaping land use and other selected comprehensive plan topics. The next progress report should discuss the impacts of the global pandemic and concurrent economic downturn, and efforts to address systemic inequality. The progress report should include a list of current and proposed planning studies, including Small Area Plans.</p>	OP	Mid-term	N

- ⁱ Greater Capital Area Association of Realtors, OP.
- ⁱⁱ CoStar.com
- ⁱⁱⁱ OP analysis of changes in interest rates and American Community Survey (ACS) changes in median incomes. ^{iv} Greater Capital Area Association of Realtors, OP.
- ^v OP analysis of BLS Occupational Wage Data, Interest Rates, and RBI stats Sales Data for 2016
- ^{vi} Purchasing power is defined as 25 percent of gross monthly income toward principal and interest on a 30-year mortgage at the average interest rate for that year, plus a 10 percent down payment.
- ^{vii} CoStar.com
- ^{viii} U.S. Census ACS 2017 PUM data, OP.
- ^{ix} U.S. Census Survey of Building Permits, OP.
- ^x U.S. Census ACS 2012-2016 PUM data, OP.
- ^{xi} U.S. Census ACS 2012-2016 PUM data, OP.
- ^{xii} DMPED
- ^{xiii} OP analysis of U.S. Census Survey of Building Permits and CoStar data
- ^{xiv} OP analysis of Office of Tax and Revenue Computer Aided Mass Appraisal (CAMA) data
- ^{xv} OP Round 9.0 COG Forecast and analysis of OCTO's Master Address Repository
- ^{xvi} Zillow HVI 6/09-6/17
- ^{xvii} DOES Forecast and BLS Occupational Wage data
- ^{xviii} CoStar.com
- ^{xix} www.ipcc.ch/report/ar5/vgl.
- ^{xx} <https://doe.dc.gov/node/1110407>
- ^{xxi} American College of Sports Medicine, 2018.
- ^{xxii} Trust for Public Land, 2018.
- ^{xxiii} *Policies for National Park Service lands are contained in individual General Management Plans prepared by NPS and are also included in the Federal Elements of the Comprehensive Plan. There have also been several joint District-federal park planning initiatives launched since the 1960s.*
- ^{xxiv} Trust for Public Land, 2018.