



OFFICE OF PLANNING

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

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1 OFFICE OF PLANNING

Mission: The Office of Planning (OP) is tasked with planning for the long-term growth of the District of Columbia, to help ensure it reflects our values of an inclusive and vibrant city. We help the District work toward a positive future in which all District residents can thrive, regardless of income, race, age, or background. OP guides development in the District of Columbia's distinctive neighborhoods by engaging stakeholders and residents, performing research and analysis, serving as the steward of our historic resources, and publishing various planning documents, including the Comprehensive Plan.

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

2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
OP implemented planning analysis through place-based planning efforts	OP will initiate zoning changes to implement the recommendations of these plans and the 2021 Comp Plan. These efforts advance several of OP's strategic initiatives as well as citywide priorities.	In FY23, OP completed two planning efforts in Rock Creek West, the Connecticut Avenue Development Guidelines and the public review draft of the Wisconsin Avenue Development Framework, which recommend zoning changes and examine key sites for opportunities to maximize affordable housing, both of which will support more, housing vibrancy, amenities, and retail. OP has also worked with residents and stakeholders to develop a Vision Framework for New York Avenue NE, which will guide the corridor's transition from industrial hub to a mixed-use community that supports housing production, public spaces, and human-centric urban design. In FY23, OP has also initiated two planning efforts in Ivy City and along the Nannie Helen Burroughs corridor. OP is currently engaging residents and stakeholders in those communities to consider how future growth and redevelopment will impact the existing residential area.

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Accomplishment	Impact on Agency	Impact on Residents
<p>OP implemented the Streets for People grant program to activate streets and sidewalks to increase foot traffic, vibrancy and economic recovery through recurring, multiple-block street closures and long-term parklets. OP also initiated the Downtown Public Realm plan, an actionable project delivery framework that recommends land use and urban design strategies to support ongoing Downtown economic recovery efforts. These planning initiatives are supporting DC's Comeback Plan at achieving Mayor Bowser's goal of attracting 15,000 residents to Downtown by 2028.</p>	<p>OP's work with Streets for People and the Downtown Public Realm Plan, one of our key strategic initiatives in our FY23 performance plan, is a priority for the agency that also advances several of Mayor Bowser's top priorities, as outlined in the DC Comeback Plan.</p>	<p>OP's work is focusing on the role that safe and active public spaces play in making Downtown an attractive place to live, work, and visit. In FY23, OP distributed more than \$700,000 of grants to business improvement districts for the Streets for People program. This program has supported 150 events in public spaces that have attracted over 140,000 people Downtown. Building on the success of Streets for People, OP initiated a Downtown Public Realm Plan that will serve as a visionary guide for public realm improvements Downtown that catalyze public life, economic activity, and emerging residential uses. In FY23, OP completed a draft Downtown Public Realm Plan informed by significant public engagement, which has included workshops, interviews, walking tours and listening sessions with Downtown community members, tenants, and organizations, as well as an online survey with over 1,200 responses. OP will release a final Downtown Public Realm Plan by the end of 2023.</p>

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Accomplishment	Impact on Agency	Impact on Residents
<p>OP's place-based and strategic planning initiatives supported Mayor Bowser's housing goal of 36k by 2025, with a focus on adding more affordable housing in opportunity-rich neighborhoods across the District.</p>	<p>OP's work to advance Mayor Bowser's housing goal of 36k by 2025 with 12k of affordable housing is targeting the goal of distributing affordable more equitably across the District while achieving priorities around neighborhood vibrancy, racial equity, and sustainability and resiliency.</p>	<p>Rock Creek West is a high opportunity neighborhood with little affordable housing. The land use changes in the 2021 Comp Plan created the potential for additional housing, with as much as 2,000 units of affordable housing, primarily along Connecticut and Wisconsin Avenues. In FY23, OP has completed two planning analyses, the Connecticut Avenue Development Guidelines and the Wisconsin Avenue Development Framework, that recommend zoning changes that align with the Future Land Use Map and examine key sites for opportunities to maximize affordable housing, both of which will support more vibrancy, amenities, and retail. OP completed the New York Avenue NE Vision Framework, which will guide the corridor's transition from industrial hub to a mixed-use community that supports housing production, public spaces, and human-centric urban design. Over the next twenty years, OP estimates that this corridor can accommodate up to 15,000 new homes, including as many as 5,000 homes reserved for residents with low-and-moderate incomes.</p>

3 2023 OBJECTIVES

Strategic Objective

Provide data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life.

Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans.

Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics.

Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

Operation Title	Operation Description
Provide data and analysis to support sound and integrated policy decisions that strengthen the District’s fiscal stability, sustainability, and quality of life.	
Planning Pilots: Daily Service	Pilot planning tools to demonstrate the feasibility of new ideas or strategies in OP reports.
Policy and Regulation Support: Daily Service	Provide policy assistance and regulation support to the Mayor’s Office and partner agencies in key sectors such as housing, transportation, economic development, and public space.
Citywide Planning: Key Project	Create studies and provide programmatic support to District agencies for citywide issues such as affordable housing, arts and culture, urbanism, industrial lands, sustainability, health, and the creative economy.
Mapping Services: Daily Service	Provide mapping services to District agencies and the public.
Demographic Services: Daily Service	Provide U.S. Census population and demographic data to District agencies and the public.
Growth Forecasts: Key Project	Provide District of Columbia Growth Forecasts on population, households, and employment.
Capital Planning: Key Project	Provide long-range capital planning services for schools, parks, and other public facilities.
Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans.	
Placemaking: Key Project	Undertake placemaking projects to enliven and enrich properties, streets, neighborhoods, waterfronts, and the District.
Revitalization And Design: Key Project	Partner on planning and implementation efforts for Center City, coordinating with District and Federal Partners, businesses, and resident groups.
Comprehensive Plan: Daily Service	Monitor and update the city’s Comprehensive Plan to establish land uses and other overarching policies that guide growth and development.
Comp Plan Updates and Amendments: Key Project	Produce a full update to the Comp Plan every 12 years and an amendment every four years.
Neighborhood Plans: Daily Service	Develop small area plans or other customized planning tools to address challenges and manage change at the neighborhood scale.
Design Support: Daily Service	Provide design services to OP divisions and District agencies and undertake analysis to provide design decision-making frameworks.
Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics.	
Education: Daily Service	Educate residents and other stakeholders regarding current planning policies and zoning regulations.
Best Practices: Daily Service	Develop and adopt new and effective methods to improve the quality of public participation and input.
Engagement: Daily Service	Conduct meaningful public engagement through active projects and ongoing community conversations in all eight wards.
Enhance the District’s built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design.	
Planned Unit Developments (PUDs): Daily Service	Emphasize the provision of housing affordability, environmental sustainability, and design excellence for projects requesting additional density or development flexibility through the PUD process, while reviewing all proposed PUDs against the Comprehensive Plan, small area plans, and major policy initiatives.

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Operation Title	Operation Description
HPRB Staff Reports: Daily Service	Produce a staff report on each case before the Historic Preservation Review Board.
Homeowner Grants: Daily Service	Award targeted grants to help low and moderate-income homeowners with the cost of preserving their historic homes.
Historic Landmark Designations: Daily Service	Evaluate and recognize significant properties eligible for historic landmark designation.
Zoning Staff Reports: Daily Service	Produce a staff reports on each case before the Zoning Commission and Board of Zoning Adjustment.
Historic Preservation Reviews: Daily Service	Review conceptual design and permit applications for work on historically designated properties, or properties in historic districts, as an over-the-counter service.
Government Project Reviews: Daily Service	Review conceptual design and permit applications for District and federal government undertakings for compatibility with historic work on historically designated or eligible properties, or properties in historic districts.
Zoning Regulations Update: Key Project	Work with the Office of Zoning, Office of the Attorney General, and the Department of Consumer and Regulatory Affairs (DCRA) to implement the new zoning regulations, and provide clarification through technical corrections and text amendments as necessary.
Historic Preservation Planning: Key Project	Produce and update short- and long-term, comprehensive historic preservation plans and studies, including the DC Historic Preservation Plan and Historic Preservation Element of the DC Comprehensive Plan, to guide efforts, preserve history and heritage, and establish goals.

5 2023 STRATEGIC INITIATIVES

In FY 2023, Office of Planning had 11 Strategic Initiatives and completed 81.82%.

Title	Description	Update
Launch a Community Planning Initiative	In FY 2023, OP will launch a Community Planning Initiative in Future Planning Analysis Areas identified by the Comprehensive Plan. These analyses will focus on housing, public space, pedestrian mobility, access to amenities, and placemaking.	Completed to date: Complete OP continued public-facing activities for three Neighborhood Planning projects, with ongoing public engagement for the Nannie Helen Burroughs SAP, public life study analysis and procurement for consultant services for the Ivy City SAP, and completion of the consultant contract for North Capitol Crossroads Vision.
Initiate a Streets for People Downtown Public Realm Plan	In FY 2023, OP will continue a Streets for People Downtown Public Realm planning effort to create a vision and framework for Downtown DC's major public spaces and adjacent streets, alleyways, and sidewalks. The intent is to continue transforming valuable outdoor space into vibrant, safe, and active spaces for people and to develop a project delivery framework that supports the ongoing economic and public space recovery of Downtown DC.	Completed to date: Complete The Downtown Public Realm Plan builds on the Streets for People Grant Program and creates a vision and framework plan for the downtown's major public spaces and adjacent streets, alleyways, and sidewalks to transform valuable outdoor space into a vibrant, safe, and active public realm for people. The outcome is to develop an actionable project delivery framework that supports the ongoing economic recovery of Downtown Washington. The Downtown Public Realm Plan has engaged with stakeholders through working group meetings, over 30 one-on-one interviews, 17 walk shops, 10 public life snapshot observations, and more than 1,000 survey responses focused on the future of Downtown.
Complete the Rock Creek West Development Framework	In FY 2023, OP will complete the Rock Creek West Development Framework which was initiated in FY 2022. The Framework will provide zoning analysis and design guidance for the Wisconsin and Connecticut Avenue NW corridors with a focus on incentivizing additional residential density and affordable housing to meet citywide housing goals.	Completed to date: Complete In Q4, the final Connecticut Avenue report was approved by the Historic Preservation Review Board and the Wisconsin Avenue report was released for public comment.
Complete the New York Avenue NE Vision Framework	By June 30, 2023, OP will complete the New York Avenue NE Vision Framework and publish the document on our web site. OP will conduct community engagement, produce renderings, identify potential infrastructure and facility needs, and produce a vision framework document.	Completed to date: Complete OP completed the final draft of the New York Avenue NE Vision Framework in early August.

Ivy City Small Area Plan (ICSAP)	OP will initiate and substantially complete a Small Area Plan in Ivy City in Ward 5. The ICSAP will be a community-informed initiative to develop racial equity-focused strategies and examine how to improve the pedestrian experience, public realm, sustainability, and park spaces, and create a framework for the community's public space focused on improving the quality of life for Ivy City residents.	Completed to date: 25-49% OP continued to conduct community engagement and data collection for a Public Life Study, and kicked off the project with a consultant procured via OCP. Plan was not substantially completed during FY 2024 due to multiple delays with procurement.
Nannie Helen Burroughs Corridor study (NHBCS)	OP will initiate and substantially complete a Nannie Helen Burroughs NE Corridor Strategy study in Ward 7. Building on the recently-completed Comprehensive Community Development Model for Deanwood, the NHBCS will be a community-driven strategy to support a vibrant, socially active, and equitable corridor through improvements to the public realm, parks and greenspaces, design guidelines for future developments, and a retail strategy to support local businesses.	Completed to date: 25-49% OP continued to conduct community engagement in coordination with project partners. Project was not substantially completed due to multiple delays in procurement.
Initiate a New York Avenue infrastructure report	By June 30, 2023, OP will initiate a report to identify infrastructure and facility improvements needed to accommodate new housing along New York Ave NE.	Completed to date: Complete OP kicked off the Infrastructure Assessment in late April. The project team hosted and scheduled several meetings with District Agencies and regional utilities to understand existing capacity, planned improvements, and long-range priorities. The consultant-led component of the project will conclude in Q4; OP will complete the final deliverables before the end of the calendar year.
Continue work on a Production Distribution and Repair Land Use study	In FY 2023, OP will complete the majority of tasks on the District's Production Distribution and Repair Land Use study. These tasks include stakeholder interviews, case study research, market assessment, and a first draft of the final report. OP kicked off this study in FY 2022, and plans to finalize and transmit the study to the Council by January 2024. The completed plan will help the District plan for the next generation of urban industrial space through an equity lens and informed by key design and economic factors.	Completed to date: Complete OP completed work in Q4, including a PDR industry cluster analysis and land use policy tradeoffs analysis.

Develop a study on a centralized food processing facility	In FY 2023, OP will develop a study on the feasibility and siting of a centralized food processing facility in Washington, DC. Key components will include procuring a consultant with tailored expertise, conducting community engagement on priority elements of the proposed facility, and presenting the finished study at a public launch and other public events.	Completed to date: Complete Consultants conducted more than 15 interviews with key agency partners, gathered insight on total food production for the District, produced detailed analysis regarding production and operation needs, and more detailed siting requirements.
Initiate and administer a Commemorative Works Technical Assistance Program	In FY 2023, OP will administer a Commemorative Works Technical Assistance Program (TAP) for commemoration in the District, to provide design services to District communities, Main Street Organizations, and/or individuals in support of commemorative works in Wards 4, 5, 7 and 8. OP's assistance will focus on commemorative works that recognize and honor notable Black Washingtonians, other leaders of color, or events important to BIPOC communities.	Completed to date: Complete OP staff finalized 24 nomination profiles posted on project website. Main Street partners in Wards 4, 5, and 7 promoted voting on nominations and completed voting. Potential site selection for nominations finalized and coordinated site review with partner agencies. Completed and signed MOU with Anacostia BID as our Ward 8 partners. Negotiations with preferred consultant team, via OCP, were initiated in advance of an FY 2024 contract. Participated in CAH meeting with public artists to discuss CWTAP. Made significant progress on completing Locate appendix identifying potential sites in all eight Wards.
Award a grant for a study of Union Station	In FY 2023, OP will award a grant of not less than \$1,000,000 to partner with local, regional, and federal stakeholders for a project delivery and governance study for the implementation of the Union Station Expansion Project.	Completed to date: Complete OP awarded the grant in Q2. In Q3, the grantee and its consultant hosted the USEP Study kick-off meeting with the Advisory Group in April. Advisory Group members include OP, Amtrak, Union Station Redevelopment Corporation, the US Department of Transportation, the Federal Railroad Administration, and DDOT. The consultant gathered and analyzed data from the Advisory Group to inform preliminary thinking on governance and finance.

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?
Provide data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life.										
Satisfaction rating given by the Director of the Capital Improvements Program re: the consistency and quality of OP's contribution	Up is Better	100%	100%	100%	100%	100%	100%	100%	90%	Met
Percent of Geographic Information Systems (GIS) and State Data customers (internal and external) who receive requested maps and demographic data from OP staff	Up is Better	98.2%	98.8%	98.1%	100%	100%	96.7%	98.7%	92%	Met
Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans.										
Satisfaction rating given by head of Public Space Commission re: the consistency and quality of OP's contribution	Up is Better	100%	100%	No data available	100%	100%	100%	100%	90%	Met
Percent of stakeholder requests for planning assistance fulfilled	Up is Better	98.6%	100%	85.2%	100%	100%	100%	97.6%	90%	Met
Percent of OP small area plans approved by the Council or other neighborhood plans supported by the relevant Advisory Neighborhood Commissions (ANCs)	Up is Better	Not Available	100%	100%	100%	No applicable incidents	No applicable incidents	100%	92%	Met
Percent of discretionary developments/projects initiated within neighborhood plan boundaries that are guided by OP's small area or neighborhood plans	Up is Better	100%	100%	100%	100%	No applicable incidents	100%	100%	95%	Met
Percentage of small area plans or other planning and design initiatives active or launched that include a clear racial equity component in their goals, process, objectives, and/or outcomes	Up is Better	New in 2023	New in 2023	No data available	100%	87.5%	83.3%	86.7%	New in 2023	New in 2023
Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics.										

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?
Percent of customers OP engages who rate their interaction with OP as satisfactory or higher	Up is Better	96.4%	98.8%	98.2%	100%	100%	96.8%	98.8%	85%	Met
Percent of relevant ANC's and civic organizations that OP engages in small area or neighborhood planning activities	Up is Better	100%	100%	100%	100%	100%	100%	100%	90%	Met
Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design.										
Percent of historic property permit applications reviewed over the counter/signed and approved by OP staff	Up is Better	97.6%	97.2%	97.2%	97.6%	97.5%	97.2%	97.4%	90%	Met
Percent of historic landmark designations without owner objection	Up is Better	100%	100%	100%	100%	100%	100%	100%	85%	Met
Percent of Development Revenue reports for boards and commissions that did not require a supplemental report	Up is Better	92.4%	96.1%	95.4%	91.4%	92.5%	93.2%	93.7%	92%	Met
Percent of Planning Unit Developments (PUDs) that exceed minimum requirements to further the Sustainable DC plan including the provision of green roofs or other features to help reduce storm water runoff, electric car charging stations or bike share facilities	Up is Better	100%	100%	100%	100%	100%	100%	100%	80%	Met
Average number of cases reviewed per zoning review staff	Up is Better	30	46.5	13.5	12.3	9.9	14.6	50.3	35	Met
Percent of Historic Preservation staff reports with recommendations that are accepted by the Historic Preservation Review Board Chair and the Mayor's Agent	Up is Better	93.1%	96.2%	97.5%	88.6%	88.9%	95.5%	92.9%	92%	Met
Percent of DC government project reviews concluded with adverse effects resolved by consensus	Up is Better	99.8%	98.6%	100%	99.2%	99.3%	98.6%	99.2%	90%	Met

Key Performance Indicators *(continued)*

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?
Percentage of OP setdown, design review, and map amendment reports for the Zoning Commission that include a Comp Plan racial equity analysis.	Up is Better	New in 2023	New in 2023	90.5%	92.9%	100%	100%	96.5%	New in 2023	New in 2023

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Citywide Planning							
Number of analyses conducted and studies produced	93	48	11	21	14	14	60
Number of District agencies that have used OP research and analysis products to support their work	141	63	23	10	2	18	53
Demographic Services							
Number of requests for Census or other demographics information	274	422	66	95	39	79	279
Mapping Services							
Number of requests for mapping or geospatial services	292	619	40	69	41	42	192
Policy and Regulation Support							
Number of public space applications submitted to OP for review	2,279	1,690	1,129	314	224	243	1910
Neighborhood Plans							
Number of requests for planning assistance or information received from civic organizations or other stakeholders	826	478	689	671	1,278	1,059	3697
Number of neighborhood plans or major projects completed	16	26	7	7	6	48	68
Education							
Number of stakeholder engagement activities conducted by OP for purposes of education, dialogue, and/or feedback	124	126	59	38	90	59	246
Engagement							
Number of stakeholder engagement activities conducted by ANCs or civic organizations that OP attends for the purposes of education, dialogue, and/or feedback	New in 2023	New in 2023	Waiting on Data	Waiting on Data	Waiting on Data	17	17
Government Project Reviews							
Number of historic preservation cases regarding District and federal government undertakings filed for State Historic Preservation Office review	950	973	291	278	261	275	1105

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Number of archaeology cases regarding District and federal government undertakings filed for State Historic Preservation Office review	422	378	88	98	82	80	348
HPRB Staff Reports							
Number of historic preservation cases submitted for Historic Preservation Review Board or U.S. Commission of Fine Arts review	657	592	123	218	166	154	661
Historic Landmark Designations							
Number of cases filed for historic landmark designation	20	16	3	4	2	1	10
Historic Preservation Reviews							
Number of permit applications cleared by Historic Preservation Office staff	5,908	5,900	1,289	1,287	1,381	1,328	5285
Homeowner Grants							
Number of historic homeowner grants awarded	New in 2023	New in 2023	0	2	6	1	9
Planned Unit Developments (PUDs)							
Number of affordable housing units approved by the Zoning Commission through Planned Unit Developments	131	358	288	114	50	166	618
Zoning Staff Reports							
Number of cases filed for Zoning Commission review to implement the Comp Plan or further the Mayor's housing goals	54	69	7	3	5	3	18
Number of Board of Zoning Appeals cases that were amended based on OP input, so that they were able to be approved.	New in 2023	New in 2023	13	11	9	5	38