

Goals & Strategies by Place Type

Place Type	Goal	Strategies
Urban Centers	Maximize Market Potential – these types of centers have the highest market potential, and the most opportunity to push the market into creating better design, providing additional parks, etc.	Zoning Intervention
	Add Parks & Public Facilities – in these centers, parks would focus primarily on plazas and useable open space. Public facilities could range from libraries to recreational opportunities such as a gym	Zoning Intervention Public Finance Options Incentivize Development
Dense Mixed-Use Centers	Add Parks & Public Facilities – in these centers, parks may take the form of useable open space for surrounding residents, and would vary in size based upon the center. Lack of public facilities from the SOP scores also related to recreational opportunities	Zoning Intervention Public Finance Options Incentivize Development
	Encourage Additional Mix of Uses – While many of these centers have a mix of uses, they do tend to favor one land use over the other. The goal would be to appropriately add in a mix of uses that would complement the existing center. In some centers, it would relate to adding in uses closer together or beginning to vertically integrate the land uses	Public Private Partnership Incentive Development
Suburban Multi-Use Centers	Add Parks & Public Facilities – This would be similar to the needs from above, but the parks would likely be larger (depending on the center) and focused on residents	Zoning Intervention Public Finance Options Incentivize Development
	Encourage Additional Mix of Uses – These centers area also often mixed-use, but not as dense as their urban counterpart. For many of the centers, adding in vertical mixed-use would be the next step, but is often not financially feasible without public assistance	Public Private Partnership Incentivize Development
	Add Pedestrian Features – This includes items such as curbcuts, sidewalks, street furniture, and bike racks. As a whole, this group of centers scored low on the availability of these pedestrian features	Zoning Intervention Public Finance Options Develop Stewardship Entities
Close-in and Urbanizing Centers	Strengthen Existing Land Uses – These centers often have a variety of uses that are not linked together and/or have land uses that are not thriving in the market – for each Center, this would suggest determining what potential land uses are missing and/or need support, understanding the market potential, determining the appropriate location for future land uses, and/or working with existing residents and businesses to improve their property	Public Private Partnership Incentivize Development
	Create Stronger Brand/Image – Many of these centers would benefit from determining what is their unique brand/image and working with existing businesses and residents to strengthen and promote that brand	Branding/Marketing Develop Stewardship Entities

Goals & Strategies by Place Type, Continued

Place Type	Goal	Strategies
Revitalizing Urban Centers	Incentivize Development – Many of these areas will struggle to have market-driven development without incentives. Each center is different, but the key is to determine what could catalyze the area, and have the public and private sector work together to improve the area	Incentivize Development
	Identify Catalytic Sites – For many of these centers, identifying the strengths, and building off of them is a way to encourage development. Focusing efforts on one or two key sites within the center could spur redevelopment	Complete Market Studies Purchase Key Parcels
	Create Framework for Redevelopment – This would include creating and/or updating existing plans, paying attention to both physical and market realities	Zoning Intervention Public Finance Options
Satellite Cities	Create Framework for Redevelopment – Many of the older centers would benefit from having a plan with associated implementation steps. Some centers would benefit from changing zoning to match future goals	Zoning Intervention Public Finance Options
	Encourage Additional Mix of Uses – Add in additional uses as warranted by the market. Some of the centers would benefit from determining catalytic sites that could spur redevelopment	Public Private Partnership Public Finance Options Incentivize Development

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Implementation Tools by Place Strategy

Strategy	Tools
Zoning Intervention	<ul style="list-style-type: none"> New code/classification such as planned development districts & overlays Allow for flexibility within master plans and sites Realign zoning code to market realities Create a plan for a specific site or district, such as small area plans Adopt urban design guidelines for new development that address the other State of Place dimensions (e.g. buildings that front the street, no monolithic buildings, fenestration, interesting signage, etc.) Minimum densities Planned densification Streamline regulatory/entitlement process ("green taping" or expediting) Require additional open space
Public Finance Options	<ul style="list-style-type: none"> Special assessment district (including set cash contribution, supplemental tax rate, and supplemental FAR options) Permitting fee district Tax increment finance (TIF) Tax Credits Tax Abatements Payment in lieu of taxes (PILOT) Tenant incentives for property improvements Low-interest loans Site specific: brownfield programs, enterprize zones, HUB zones
Incentivize Development	<ul style="list-style-type: none"> Density bonuses Reduced impact fees Tiered incentives Land Acquisition/land banking Establish development selection criteria Transfer of Development Rights (TDR) Target underutilized, low-density retail areas for mixed-use or multi-use redevelopment Prioritize catalyst projects
Public Private Partnership	<ul style="list-style-type: none"> Land swaps/donations Joint development/development assistance Increase access to existing public recreational facilities through partnerships with schools and other owners Form public/private partnerships to develop quasi-public spaces Parking

Implementation Tools by Place Strategy, continued

<p>Development Stewardship Entities/Place Management Organizations</p>	<p>Special services district (SSD, often in conjunction with TIF) Business improvement district (BID) Community improvement district (CID) Community redevelopment area (CRA) Downtown development authority (DDA) Catalytic development entity (CDE)</p>
<p>Branding/ Marketing</p>	<p>Categorize businesses Create marketing/branding campaign</p>
<p>Infrastructure Improvement</p>	<p>Special assessment district (set cash contribution, supplemental tax rate, supplemental FAR options) Permitting fee district Tax increment finance Payment in lieu of taxes Leverage State and federal money</p>
<p>Studies</p>	<p>Complete market studies to understand the potential of the Center Conduct local charrette to identify community needs (RE destinations)</p>

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Goals and Strategies by Equity Type

Equity Type	Goal	Strategy
Transforming	Stabilize and Preserve – these Centers have the most potential vulnerability and need immediate actions to prevent displacement of residents and businesses.	Planning & Community Building Affordable Housing Preservation Diversification of Housing Stock
Transitioning	Invest in Future Stability – Centers in this group do not face the immediate development pressures but would benefit from strategies that lay the foundation for long-term affordability.	Planning & Community Building Affordable Housing Preservation Affordable Housing Production Diversification of Housing Stock
Connected Core	Expand Affordability – these Centers need strategies that will expand affordability to increase access to the assets and amenities these Centers offer.	Affordable Housing Production Diversification of Housing Stock Jobs & Services
Stable	Leverage Existing Assets – while they do not have the pressing equity needs of some of the other groups, Stable Centers can benefit from the strategies that improve quality of life by adding jobs, services, and amenities to serve existing residents and businesses.	Diversification of Housing Stock Jobs & Services Regional Access & Transit System Improvements

Tools by Equity Strategy

Equity Strategy	Tools
Planning & Community Building	<ul style="list-style-type: none"> Community visioning Needs assessment (housing, infrastructure, community facilities, etc.) Scenario planning Engagement, education, and outreach Economic development plans Neighborhood/community specific plans Station/corridor/TOD plans Land banking
Affordable Housing Preservation	<ul style="list-style-type: none"> Use incentive programs for developers to preserve or replace affordable units Identify and pursue funding for rehabilitation & renovation of affordable housing stock Maintain and monitor publicly subsidized housing to identify units at risk of conversion Tax abatement for seniors, disabled, and/or low-income households Support shared-equity homeownership Tax incentives to property owners who accept vouchers Create acquisition fund to allow developers to acquire properties in danger of opting out of subsidized housing programs Protect tenants with just-cause eviction controls Build long-term affordability covenants into inclusionary zoning regulations
Affordable Housing Production	<ul style="list-style-type: none"> Create or enhance inclusionary zoning policies Provide development incentives, e.g. density bonuses Make surplus lands available for affordable housing Land acquisition through community land trusts, land acquisition funds, other financing mechanisms Target housing subsidies to support transit-dependent populations and high-vulnerability areas

Affordable Housing Production	<p>Expedite permitting and streamline development review process for affordable projects</p> <p>Provide development/use/impact fee waivers</p> <p>Create TIF districts with set-asides for affordable housing</p> <p>Assess linkage fees on non-residential developments</p> <p>Offer low-interest construction loans (e.g. State-level financing)</p> <p>Reduce parking requirements in location-efficient areas</p> <p>Create and fully fund an affordable housing trust fund</p> <p>Promote TOD joint development policies, such as WMATA's guidelines</p> <p>Infill housing</p> <p>Manufactured housing</p> <p>Expand value-capture financing as a tool for affordable housing creation</p>
Diversification of Housing Stock	<p>Attract catalytic affordable mixed-use programs to areas with weaker markets</p> <p>Conduct housing supply and needs assessments to evaluate whether supply is adequate to meet needs</p> <p>Incentivize provision of resident supportive services to address community needs through State LIHTC qualified allocation plan</p> <p>Build or modify homes to universal design to allow for aging in place</p> <p>Review and revise zoning policies to remove barriers to development of certain types of housing stock</p> <p>Review and revise zoning policies to remove barriers to development of certain types of housing stock (e.g. accessory dwelling units)</p> <p>Encourage and promote awareness of co-housing developments</p> <p>Leverage private sector involvement by encouraging employer-assisted housing</p>
Jobs & Services	<p>Small business technical assistance</p> <p>Encourage local institutions to seek local contractors and suppliers</p> <p>Encourage Community Benefits Agreements that require a living wage, support locally-owned small businesses, etc.</p> <p>Develop local hiring and job training programs for major developments</p> <p>Local hiring provisions</p> <p>Façade improvements</p> <p>Review retail and services mix to identify gaps and complementary uses</p> <p>Target economic incentives to encourage attraction of needed jobs and services</p> <p>Develop partnerships with area community colleges with courses targeting needed industry-specific skills</p> <p>Support living wage provisions</p> <p>Sponsor mentorship relationships for individuals and firms</p> <p>Support internship and apprenticeship programs in key industries</p> <p>Work with major employers to identify workforce needs and link to existing workforce development programs</p> <p>Support programs for small, locally- and minority-owned businesses</p>
Regional Access & Transit System Improvements	<p>Evaluate "last mile" infrastructure to identify and address barriers that may limit transit ridership</p> <p>Identify and target access investments to transit-dependent populations</p> <p>Community-lead TOD planning</p> <p>Invest in pedestrian and bicycle facilities that increase connectivity and safety</p>