

Place Type & Description

Urban Centers

These are the strongest markets across multiple land uses and are dense, mixed-use, and urban in nature. They have a strong opportunity to capture value and shape future growth.

Dense Mixed-Use Centers

These Centers are high-performing, but with more variation in asset type than Urban Centers. They will be most responsive to targeted, project- or site-specific market interventions and the creation of place-based organizations like BIDs, if not already in place.

Suburban Multi-Use Centers

These are moderate-rent, suburban markets in established locations that have the potential to become the “next generation” of denser, multiple use Centers with the right strategies to encourage future development.

Close-in & Urbanizing Centers

Centers in this category are close-in market areas with the fundamentals to become stronger regional locations with some help. They may gain the most market momentum from targeted public investment.

Revitalizing Urban Centers

Centers in this group are close-in markets with little or no recent development. Their primary challenges may not be market-based and may present other issues that need to be addressed, such as urban form or public safety.

Satellite Cities

These Centers are located on the edge of regional activity today, and include many former historic cities with downtown cores. They may have a mix of uses and activities and may benefit most by branding and positioning themselves now for future growth opportunities.

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 Space: In these Centers, public space would primarily be plazas and useable open space and public facilities such as libraries or recreational opportunities.	Zoning Intervention Public Finance Options Incentivize Develop
Dense Mixed Use Centers	Add Parks & Public Space: 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 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, this would entail adding in uses closer together or developing a vertical mix of uses.	Public Private Partnership Incentive Development
Suburban Multi-Use Centers	Add Parks & Public Space: 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 are also often mixed-use, but not as dense as their urban counterparts. 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 would benefit from more pedestrian features.	Zoning Intervention Public Finance Options Develop Stewardship Entities

Place Type	Goal	Strategies
Close-in and Urbanizing Centers	<p>Create New/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 new land uses and/or ones that 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.</p>	<p>Public Private Partnership Incentivize Development</p>
	<p>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.</p>	<p>Branding/Marketing Develop Stewardship Entities</p>
Revitalizing Urban Centers	<p>Incentivize Development: Many of these areas need incentives to help spur development. 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.</p>	<p>Incentivize Development</p>
	<p>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.</p>	<p>Complete Market Studies Purchase Key Parcels</p>
	<p>Create Framework for Redevelopment: This would include creating and/or updating existing plans, paying attention to both physical and market realities.</p>	<p>Zoning Intervention Public Finance Options</p>
Satellite Cities	<p>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.</p>	<p>Zoning Intervention Public Finance Options</p>
	<p>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.</p>	<p>Public Private Partnership Public Finance Options Incentivize Development</p>

Place Strategy

Tools

1) Zoning Intervention

- (1-1) New code/classification such as planned development districts & overlays
- (1-2) Allow for flexibility within master plans and sites
- (1-3) Realign zoning code to market realities
- (1-4) Create a plan for a specific site or district, such as small area plans
- (1-5) 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.)
- (1-6) Minimum densities
- (1-7) Planned densification
- (1-8) Streamline regulatory/entitlement process (“green taping” or expediting)
- (1-9) Require additional open space

2) Public Finance Options

- (2-1) Special assessment district (including set cash contribution, supplemental tax rate, and supplemental FAR options)
- (2-2) Permitting fee district
- (2-3) Tax increment finance (TIF)
- (2-4) Tax Credits
- (2-5) Tax Abatements
- (2-6) Payment in lieu of taxes (PILOT)
- (2-7) Tenant incentives for property improvements
- (2-8) Low-interest loans
- (2-9) Site specific: brownfield programs, enterprize zones, HUB zones

3) Incentivize Development

- (3-1) Density bonuses
- (3-2) Reduced impact fees
- (3-3) Tiered incentives
- (3-4) Land Acquisition/land banking
- (3-5) Establish development selection criteria
- (3-6) Transfer of Development Rights (TDR)
- (3-7) Target underutilized, low-density retail areas for mixed-use or multi-use redevelopment
- (3-8) Prioritize catalyst projects

4) Public Private Partnership

- (4-1) Land swaps/donations
 - (4-2) Joint development/development assistance
 - (4-3) Increase access to existing public recreational facilities through partnerships with schools and other owners
 - (4-4) Form public/private partnerships to develop quasi-public spaces
 - (4-5) Parking
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Place Strategy

Tools

5) Development Stewardship Entities/Place Management Organizations

- (5-1) Special services district (SSD, often in conjunction with TIF)
- (5-2) Business improvement district (BID)
- (5-3) Community improvement district (CID)
- (5-4) Community redevelopment area (CRA)
- (5-5) Downtown development authority (DDA)
- (5-6) Catalytic development entity (CDE)
- (5-7) Identify temporary uses for underutilized land, including farmer's markets, community events, community gardens, etc.

6) Branding/ Marketing

- (6-1) Categorize businesses
- (6-2) Create marketing/branding campaign

7) Infrastructure Improvement

- (7-1) Special assessment district (set cash contribution, supplemental tax rate, supplemental FAR options)
- (7-2) Permitting fee district
- (7-3) Tax increment finance
- (7-4) Payment in lieu of taxes
- (7-5) Leverage State and federal money
- (7-6) Add pedestrian activated/automated signals in large and/or busy intersections; consider the most vulnerable pedestrians when allotting crossing time

8) Complete Market Studies

- (8-1) Conduct local charrette to identify community needs (RE destinations)
 - (8-2) Complete market studies to understand the potential of the Center
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Opportunity Type & Description

Transforming Center

Centers in this category have a high proportion of low-income residents, along with high job access via transit, housing affordability, and income diversity, making them particularly vulnerable to gentrification and displacement. In these Centers, immediate strategies to maintain affordability and ensure neighborhood stability are highest-priority.

Transitioning Center

Centers in this group have a high proportion of low-income residents, but are not facing the immediate development pressures of the Transforming Centers. Implementing proactive preservation strategies will help these Centers prepare for medium-term change.

Connected Core Center

These Centers have strong assets and amenities, particularly job access by transit. A greater mix of housing types will help them diversify the housing and employment base, and expand access to opportunity for low- and moderate-income households.

Stable Center

Centers in this group are currently stable and most in need of market- and place-based strategies to improve quality of life. Many have existing or planned transit infrastructure that could provide opportunities for transit-oriented development and enhancing accessibility.

Opportunity Type	Goal	Strategies
Transforming Center	Stabilize & 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 Center	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 Center	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 Center	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

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Opportunity Strategy

Tools

1) Planning & Community Building

- (1-1) Community visioning
- (1-2) Needs assessment (housing, infrastructure, community facilities, etc.)
- (1-3) Scenario planning
- (1-4) Engagement, education, and outreach
- (1-5) Economic development plans
- (1-6) Neighborhood/community specific plans
- (1-7) Station/corridor/TOD plans
- (1-8) Land banking

2) Affordable Housing Preservation

- (2-1) Use incentive programs for developers to preserve or replace affordable units
- (2-2) Identify and pursue funding for rehabilitation & renovation of affordable housing stock
- (2-3) Maintain and monitor publicly subsidized housing to identify units at risk of conversion
- (2-4) Tax abatement for seniors, disabled, and/or low-income households
- (2-5) Support shared-equity homeownership
- (2-6) Tax incentives to property owners who accept vouchers
- (2-7) Create acquisition fund to allow developers to acquire properties in danger of opting out of subsidized housing programs
- (2-8) Protect tenants with just-cause eviction controls
- (2-9) Build long-term affordability covenants into inclusionary zoning regulations

3) Affordable Housing Production

- (3-1) Create or enhance inclusionary zoning policies
- (3-2) Provide development incentives, e.g. density bonuses
- (3-3) Make surplus lands available for affordable housing
- (3-4) Land acquisition through community land trusts, land acquisition funds, other financing mechanisms
- (3-5) Target housing subsidies to support transit-dependent populations and high-vulnerability areas
- (3-6) Expedite permitting and streamline development review process for affordable projects
- (3-7) Provide development/use/impact fee waivers
- (3-8) Create TIF districts with set-asides for affordable housing
- (3-9) Assess linkage fees on non-residential developments
- (3-10) Offer low-interest construction loans (e.g. State-level financing)
- (3-11) Reduce parking requirements in location-efficient areas
- (3-12) Create and fully fund an affordable housing trust fund
- (3-13) Promote TOD joint development policies, such as WMATA's guidelines
- (3-14) Infill housing
- (3-15) Manufactured housing
- (3-16) Expand value-capture financing as a tool for affordable housing creation

Opportunity Strategy

Tools

4) Diversification of Housing Stock

- (4-1) Attract catalytic affordable mixed-use programs to areas with weaker markets
- (4-2) Conduct housing supply and needs assessments to evaluate whether supply is adequate to meet needs
- (4-3) Incentivize provision of resident supportive services to address community needs through State LIHTC qualified allocation plan
- (4-4) Build or modify homes to universal design to allow for aging in place
- (4-5) Review and revise zoning policies to remove barriers to development of certain types of housing stock
- (4-6) Review and revise zoning policies to remove barriers to development of certain types of housing stock (e.g. accessory dwelling units)
- (4-7) Encourage and promote awareness of co-housing developments
- (4-8) Leverage private sector involvement by encouraging employer-assisted housing

5) Jobs & Services

- (5-1) Small business technical assistance
- (5-2) Encourage local institutions to seek local contractors and suppliers
- (5-3) Encourage Community Benefits Agreements that require a living wage, support locally-owned small businesses, etc.
- (5-4) Develop local hiring and job training programs for major developments
- (5-5) Local hiring provisions
- (5-6) Façade improvements
- (5-7) Review retail and services mix to identify gaps and complementary uses
- (5-8) Target economic incentives to encourage attraction of needed jobs and services
- (5-9) Develop partnerships with area community colleges with courses targeting needed industry-specific skills
- (5-10) Support living wage provisions
- (5-11) Sponsor mentorship relationships for individuals and firms
- (5-12) Support internship and apprenticeship programs in key industries
- (5-13) Work with major employers to identify workforce needs and link to existing workforce development programs
- (5-14) Support programs for small, locally- and minority-owned businesses

6) Regional Access & Transit System Improvements

- (6-1) Evaluate “last mile” infrastructure to identify and address barriers that may limit transit ridership
 - (6-2) Community-lead TOD planning
 - (6-3) Invest in pedestrian and bicycle facilities that increase connectivity and safety
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