



**DOWNTOWN→
ACTION→
PLAN→**
FOR THE DISTRICT OF COLUMBIA

February
2024

DowntownDC Business Improvement District and
Golden Triangle Business Improvement District Present

Downtown Action Plan Highlights







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Introduction

01

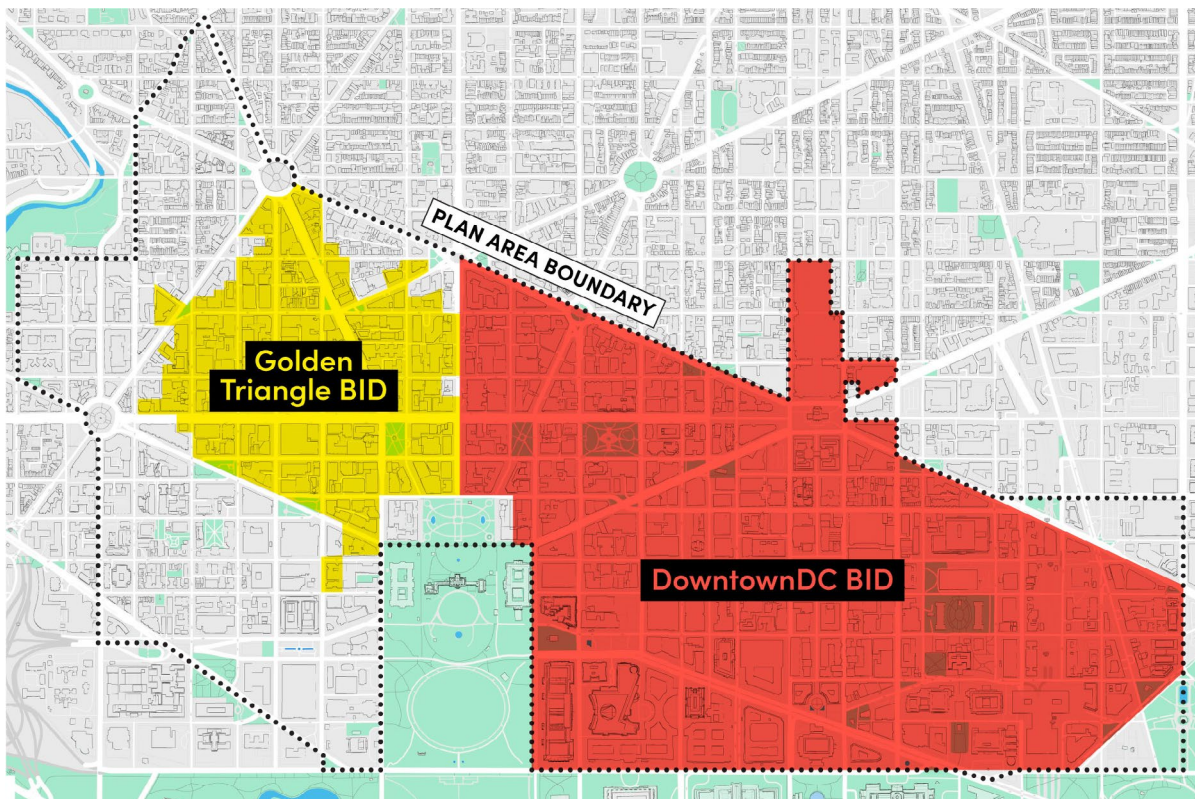


The Downtown DC Action Plan

In January 2023, Mayor Muriel Bowser unveiled D.C.'s Comeback Plan, which sets the five-year economic development strategy for the District of Columbia. At the heart of this effort is the Downtown Action Plan (DAP), which identifies strategies, programs, and initiatives to reimagine and reinvigorate Downtown D.C., dovetailing with other concurrent efforts such as the Office of Planning (OP) Public Realm Plan.

With this goal in mind, the Downtown Action Plan recommends investments and policies for the

next five years, FY 2025 through FY 2029, and beyond. This Downtown Action Plan Highlights summary provides an outline of the recommended investments and policies, as well as the projected return on investment of the comprehensive suite of interventions, which are anticipated to restore Downtown D.C.'s tax revenues to pre-pandemic levels. The full version of the Downtown Action Plan is scheduled for release in **May 2024**.



Current Conditions

Downtown D.C. has undergone a remarkable evolution over the last half-century, transforming from the historical center of government to a true urban center. Downtown D.C. currently serves approximately 320,000 employees, 25,000 residents, and 16 million unique visitors each year, and it generates more than \$2.3 billion in annual local fund revenues to the District. This total represents 24% of all such District revenue, highlighting the important role Downtown D.C. plays in supporting the District as a whole.

Today, Downtown D.C. finds itself at a post-pandemic inflection point. Once a bustling employment center, Downtown D.C. has faced an outflow of office workers in response to remote

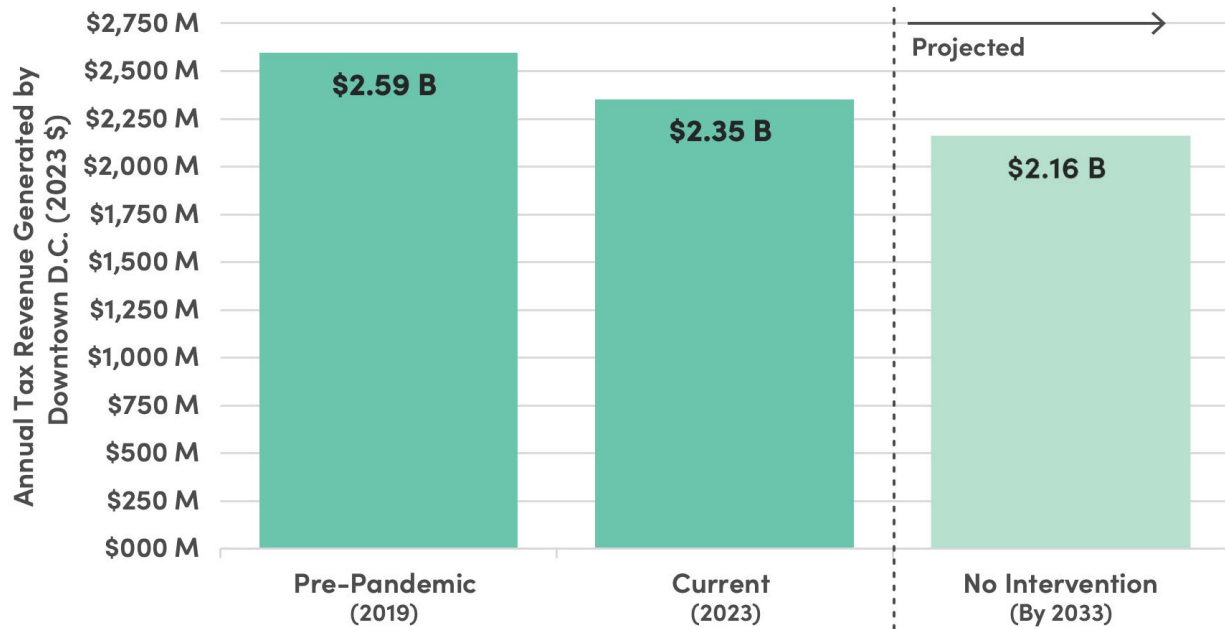
and telework trends, and it has not added nearly enough visitors and residents to offset the resulting loss of day-to-day activity. Activity is ticking back, concentrated on a few days per week, but underlying vulnerabilities are a threat to the future economic stability and public vitality of Downtown D.C.

Without intervention, underutilized commercial space and decreased activity are poised to fuel a self-reinforcing cycle of declining investment, property values, and tax revenues. Annual tax revenue generation in Downtown D.C. has already fallen \$243 million since 2019, and this number is poised to decline by an additional \$193 million over the next five to 10 years without intervention. In



Introduction

Annual Local Fund Revenues Generated by Downtown D.C.



Across Downtown D.C., annual tax revenue generation has already fallen by \$240 million since 2019, and this number is poised to decline by an additional \$190 million without intervention.

other words, assuming no intervention, Downtown D.C. stands to generate \$436 million less in annual tax revenue in five to 10 years, relative to that which it generated in 2019—likely representing a cumulative loss in the billions to the District over that full time period.

While this outlook may seem unprecedented, the District encountered an even more challenging situation in the mid-1990s, facing the looming threat of bankruptcy, holding a junk bond rating, and falling under the supervision of a federally mandated "Control Board." At that time, the District allocated approximately \$520 million—equivalent to more than \$1.0 billion in today's dollars—toward

Downtown D.C., through such investments as a new arena, a convention center, a retail tax increment financing (TIF) program, and a modest housing tax abatement. These investments catalyzed several decades of economic prosperity for the District, highlighting the role investment in Downtown D.C. can play in creating a stronger, more dynamic, and more resilient city for everyone.

Vision for Downtown D.C.

02





Process & Engagement

The Downtown Action Plan is the result of thousands of hours of research and analysis, as well as extensive community engagement. The community engagement process involved direct feedback, public surveys, and stakeholder meetings, organized around a steering committee of property owners, businesses, institutional leaders, government officials, and other stakeholders in Downtown D.C. Over the

course of the five-month engagement process, the team behind the Downtown Action Plan held three steering committee meetings, hosted two public webinars, received more than 4,500 survey responses, and obtained over 100 written comments. The findings and recommendations in the Downtown Action Plan flow directly from this robust community engagement process.

Vision for Downtown D.C.

Vision

Throughout the engagement process for the Downtown Action Plan, stakeholders coalesced around the following vision for Downtown D.C.:

To redefine the central business district of D.C. to be a resilient and adaptable mixed-use

downtown that is welcoming and alluring to a diversity of people.

The following Vision Characteristics represent the organizational framework for the investments and interventions in the Downtown Action Plan.

Physical Conditions



Public Safety

Where safety is a given



Transportation

That is easy and fun to get around



Public Realm

Where the public realm showcases sustainable urbanism

Demand Drivers



Office

Where employers choose to locate and employees choose to work – that offers public and private spaces designed for collaboration and innovation



Economic Evolution

That fosters new economic growth in priority sectors and takes advantage of expertise in policy, global initiatives, education, and communications



Visitors

That attracts people from the city, region, country, and across the globe for world-class experiences in arts, entertainment, culture, sports, and hospitality



Education

Known as a global learning hub for pre-k to post-grad, with access to global thinkers and decisionmakers, anchored by top-tier universities from across the globe



New Catalysts

That brings life to areas that are currently underutilized or unengaging, but that offer the scale needed to create new destinations



Retail

Where people go to have numerous and unique experiences for shopping and dining



Residential

For a variety of residents distinguished by its livability and inclusivity

Investments

To kickstart the transformation of Downtown D.C., the Downtown Action Plan outlines the need for \$401 million in new funding over the next five fiscal years, starting with \$39 million in FY 2025.

The Downtown Action Plan recommends the District concentrate this initial investment across five foundational elements and five key nodes, as outlined in the following section.

Concurrent with these investments (listed below), the Downtown Action Plan recommends that the District (1) maintain its \$500 million proposal for a substantial renovation of the existing Capital One Arena as it works on a “Plan B” for the arena site and the surrounding area, (2) expedite and streamline implementation of the Housing In Downtown Tax Abatement program (HIDTA), and (3) work to create responsible, sustainable, and dedicated funding for the District and region’s Metro rail and bus system.

The full Downtown Action Plan (to be released in May 2024) will contain the complete list of recommended regulatory interventions and further detail on the \$401 million in investments. From this total, the Downtown Action Plan recommends the District program \$39 million in FY 2025 to initiate the recovery and reimagining of Downtown D.C.



Vision for Downtown D.C.

Recommended Immediate and Near-Term Funding Needs to Start Redefining Downtown D.C.

For Fiscal Year 2025 – Fiscal Year 2029

Vision Characteristics	Description	District Investment
Visitors	Cultural districts, streetscape improvements, events, and arts activations to bring new visitors to Downtown D.C.	\$82.5 Million
New Catalysts	Accelerate new economic drivers, such as the addition of new housing, universities, innovation, and other catalytic projects	\$76 Million
Public Realm	Boost the quality and quantity of parks and open spaces across Downtown D.C., through funding for improvements and ongoing maintenance	\$54.5 Million
Office	Attract and retain office users, including an expansion to the Vitality Fund	\$45 Million
Residential	Make Downtown D.C. more attractive to residents through new household retail, services, and amenities, as well as an examination of areas where modest changes to the Height Act can yield dramatic improvements to housing opportunities and affordability	\$40 Million
Economic Evolution	Kickstart the growth and expansion of the District economy, including incentives, a soft landing program, and increased business attraction staffing capacity	\$32 Million
Public Safety	A breadth of public safety-related initiatives, including dedicated spaces to bring first responders into the Downtown community and new resources to supplement MPD efforts	\$31.5 Million
Retail	Support retail users in Downtown D.C., including grants for short-term and pop-up concepts as well as long-term tenants	\$20 Million
Transportation	Improve the multi-modal accessibility of Downtown D.C. for pedestrians, transit riders, and drivers alike	\$9.5 Million
Education	A dedicated team and marketing efforts to facilitate the transformation of Downtown D.C. into a global learning hub	\$2.5 Million
Supports for All the Above	A strategic ombudsman and dedicated DMPED staff, with funding for consultants, studies, and additional support from outside the District government	\$7.5 Million
Total		\$401 million

NOTE: Table excludes funds already committed or that would be reprogrammed

Foundational Elements & Key Nodes

03



Foundational Elements & Key Nodes

The Downtown Action Plan outlines

five foundational elements and **five key nodes**

to achieve the vision for Downtown D.C. In general, the foundational elements reflect the groundwork the District and its stakeholders must lay to ensure the health of Downtown D.C. as a whole, while the key nodes represent areas in which place-based interventions can elevate individual neighborhoods to their full potential.

The following section outlines the immediate, near-term, and future actions for each foundational element and key node. The funding needed to support “now” and “near term” actions is included in the investment summary

table shown previously. Although not included in this summary table, the funding needed to support “future” actions should be revisited over time as part of ongoing efforts to oversee full implementation of the Downtown Action Plan.

It is important to note that two of the key nodes—Historic Green Triangle and Penn Quarter / Chinatown—encapsulate many of the first moves in the Public Realm Plan, as discussed in further detail in the following section. Given this overlap, funding for “now” and “near term” actions relating to improvements from the Public Realm Plan in these nodes is included within the investment summary table.



Foundational Elements

01 Anchoring Downtown's Comeback in Public Safety

Proactively and aggressively address safety concerns, developing both top-down and bottom-up approaches to public safety.

a multi-pronged approach to public safety in Downtown D.C. can help provide a secure foundation on which other interventions can build.

Building upon the extensive efforts the District is already taking to combat these challenges,



Foundational Elements & Key Nodes

Now

- Expand budgeted resources for the Safe Commercial Corridor Grant Program
- Enhance public safety deployment strategies and improve incident response times by considering Police Service Area boundaries, identifying a Downtown police substation, and/or creating additional Safe Commercial Corridor Hubs.
- Continue to support a real-time crime center (RTCC)
- Continue to support the Multiagency Nightlife Task Force, and consider the inclusion of new resources to alleviate pressure on Metropolitan Police Department (MPD) resources
- Draft and implement comprehensive legislation specifically targeting organized retail theft
- Address pinch points in the permanent supportive housing case management system
- Conduct a lighting assessment and incorporate additional lighting as necessary

Near Term

- Establish two Neighborhood Safety Centers—one in the eastern portion of Downtown D.C. and one in the western portion to ensure resources are allocated efficiently—where police, fire, mental health, and other first responders can co-locate within Downtown D.C.
- Expand MPD's Housing Assistance program to incentivize long-term relocation of public employees to Downtown D.C.

Future

- Enhance the visibility and presence of foot- and bike-based officers in Downtown D.C.
- Fund grants for business improvement districts to operate safety ambassador programs
- Develop a mental health first responder program, pairing mental health professionals with emergency medical technicians

02 Creating a Place of Choice to Locate & Do Business

Enhance the attractiveness of Downtown D.C. as a place to start and grow businesses, and expand the toolkit with which the District can attract these businesses and enable them to thrive.

Today, the District features a stringent regulatory environment that impacts businesses of all sizes in

Downtown D.C. By lowering barriers for existing and future businesses, the District can support long-term talent retention and cultivate increased entrepreneurial spirit, creating economic windfalls in the process.



Foundational Elements & Key Nodes

Now

- Streamline and simplify regulations, especially those that disproportionately impact small businesses, in the areas of licensing, permitting, and documentation (e.g., Clean Hands)
- Increase staff capacity for business attraction and retention, and align attraction and incentive efforts around target industry clusters as identified in the Comeback Plan
- Develop marketing plans to attract firms in target industry clusters, as well as real estate firms and investors with specialty areas related to Downtown Action Plan interventions
- Launch a soft landing program to attract international companies
- Create a new grant program for pop-up and short-term retail in high vacancy areas, and expand the Retail Recovery grant program to support long-term businesses
- Explore updates to street vending license requirements to dissuade organized shoplifting
- Improve interagency coordination around special event proposals to streamline review and dedicate funding for recurrent events and activations that require road closure and security

Near Term

- Expand the Vitality Fund and improve its structure, through such changes as loosening eligibility requirements to support a broader base of users
- Expand incentives for early-stage firms to include seed grants and other investments

Future

- Create a Downtown Business Resource Center to accelerate delivery of licenses and permits for small- and medium-size businesses that have decided to invest in Downtown D.C.
- Create a dedicated technology entity to invest in early-stage companies and entrepreneurs
- Establish a regulatory free trade zone to attract firms in target industry clusters
- Offer tax abatements for target retail tenants that help to satisfy broader programming goals along commercial corridors

03 Building a Residential Base

Improve the ability for housing conversions and new developments to occur in Downtown D.C., and create appealing residential nodes that make the area more inclusive, multigenerational, and equitable.

With fewer than five housing units for every 100 employees, Downtown D.C. features an employment-centric built environment, and a lack

of housing opportunities places it at a growing competitive disadvantage. Realizing strong demand for housing in Downtown D.C. will require the District to adopt a more aggressive and concerted residential strategy to position the submarket as a desirable place to live, work, and play.



Foundational Elements & Key Nodes

Now

- Implement the Housing in Downtown Tax Abatement program, monitoring uptake to explore opportunities for expansion, such as introducing geographic bonuses in key nodes
- Install and implement streamlined construction and building permit processes—providing velocity permitting at no cost to residential projects—and clarify building fee structure
- Increase feasibility of conversions and redevelopment by introducing flexibility in building codes and BEPS program standards, grandfathering in curb cuts, and automatically adjusting tax classifications of new multifamily developments
- Begin effort to amend the Height Act by studying areas where modest increases in height caps could maximize affordable housing opportunities
- Improve efficiency and clarity of the condominium warranty claims process
- Define goals for household services and social infrastructure (e.g., grocery stores, recreation centers, daycare, senior services, parks, etc.), and establish a grant program to encourage the creation of residential amenities necessary to support a growing household base
- Address regulatory and zoning issues that currently prevent fabrication, food prep, live-work, and other residential-serving facilities and uses
- Update streetscape guidelines to support retail and social infrastructure uses

Near Term

- Introduce 10-year Tenant Opportunity to Purchase Act (TOPA) suspension for new housing that is not replacing existing housing
- Explore reforms to Transferable Development Credit system, such as allowing density bonuses from Downtown residential projects to be utilized elsewhere in the District
- Promote more flexible affordability requirements to increase supply of workforce housing

Future

- Evaluate modifications to the Historic Preservation Review Board (HPRB) process to ensure a productive balance between housing supply and historic preservation goals
- Explore options to expand the Employer-Assisted Housing Program (EAHP) and introduce other incentives to create additional housing opportunities for groups that are currently underrepresented in Downtown D.C.
- Prioritize residential or potential residential nodes for public streetscape improvements

04 Planning for Transportation as an Asset

Build on the District's competitive advantage of having an accessible, multimodal, and pedestrian-first central business district, and improve the ease with which all users can travel to, from, and within it.

Although Downtown D.C. contains robust transportation infrastructure, the area lacks a system-wide approach to ensure each travel mode is allocated sufficient dedicated space on public

rights of way. A substantial number of commuters travel into Downtown D.C. on foot, by bike, and via public transit, highlighting the strong opportunity to lean into this core competitive strength. At the same time, the District must accommodate commuter and visitor demand for automobile trips and parking in ways that improve the efficiency of everyone's access to Downtown D.C.



Foundational Elements & Key Nodes

Now

- Advocate for responsible, sustainable, and dedicated funding of Metro in partnership with other jurisdictional partners
- Create a long-term transportation plan for Downtown D.C. that delineates modal hierarchies of streets, while continuing to advance new measures of evaluation to give appropriate weight to all transportation modes

Near Term

- Implement a dynamic pricing program for on-street parking
- Create a common platform for off-street parking management to improve utilization of off-street garages
- Expand sidewalks to include uses that promote retail, culture, and recreation (e.g., café seating, parklets, etc.) in targeted areas where such spaces can boost foot traffic

Future

- Prioritize completion of existing Vision Zero projects identified on the high-injury network
- Consider planning for the removal of legacy one-way street configurations
- Implement special design corridors and streets, integrating multi-modal mobility systems along key corridors such as K Street, 8th Street, 17th Street, New Jersey Avenue, 19th Street, and F Street
- Work with jurisdictional partners to secure funding for interior and exterior modernization of Downtown D.C. Metrorail stations, including greater resources for visitors
- Expand tree canopy and building-to-building fabric shade elements, especially in areas targeted for increased pedestrian use; I Street represents a particularly strong location for such investments, given the Lush Greenway plan in the Public Realm Plan
- Rebalance and expand Capital Bikeshare capacity and expand existing e-bike rebates to encourage non-motorized travel
- Establish dedicated pedestrian zones, building on ongoing District experimentation (e.g., 18th Street in Adams Morgan) and examples from other major downtowns; candidates for these efforts include F Street and G Street, where the Public Realm Plan envisions a year-round market

05 Making it Happen

Lay the groundwork for the successful execution of the Downtown Action Plan, and develop a strategy for distressed and public assets.

Meeting the ambitious goals laid out in the Downtown Action Plan will require continued forward momentum. To that end, the District should convene a Downtown Action Plan Committee, consisting of key agency heads,

BID leadership, and private sector stakeholders. Over time, this group should evaluate whether additional implementation support is needed from another, separate entity to accelerate the repositioning of distressed office buildings or to execute redevelopment plans for key opportunity sites.



Foundational Elements & Key Nodes

Now

- Convene an interdisciplinary Downtown Action Plan Committee of key agency heads, BID leadership, and private sector stakeholders, including subcommittees dedicated to the foundational elements, key nodes, and other focus areas. The Downtown Action Plan Committee should meet no less than quarterly to track implementation
- Create a smaller Downtown Action Plan Implementation Team consisting of representatives from DMPED and the BIDs that should meet no less than monthly to coordinate on actions and strategies in support of the Downtown Action Plan Committee
- Utilize funding levels and schedule priorities from the Downtown Action Plan to create a multi-year implementation plan and budget
- Increase in-house capacity by (1) identifying an individual or team within District government to serve as strategic ombudsman for Downtown D.C., and by (2) creating a dedicated university relations liaison to act as point person for universities operating in Downtown D.C.
- Provide development grants to help the market repurpose obsolete office buildings and pursue catalytic development projects. Based on progress, consider whether an additional entity would be additive to Downtown Action Plan Implementation Team efforts to execute on plans for opportunity sites

Near Term

- Ensure other potential opportunity sites are planned, targeted, and marketed to maximize their impact on Downtown and to align with broader programming goals

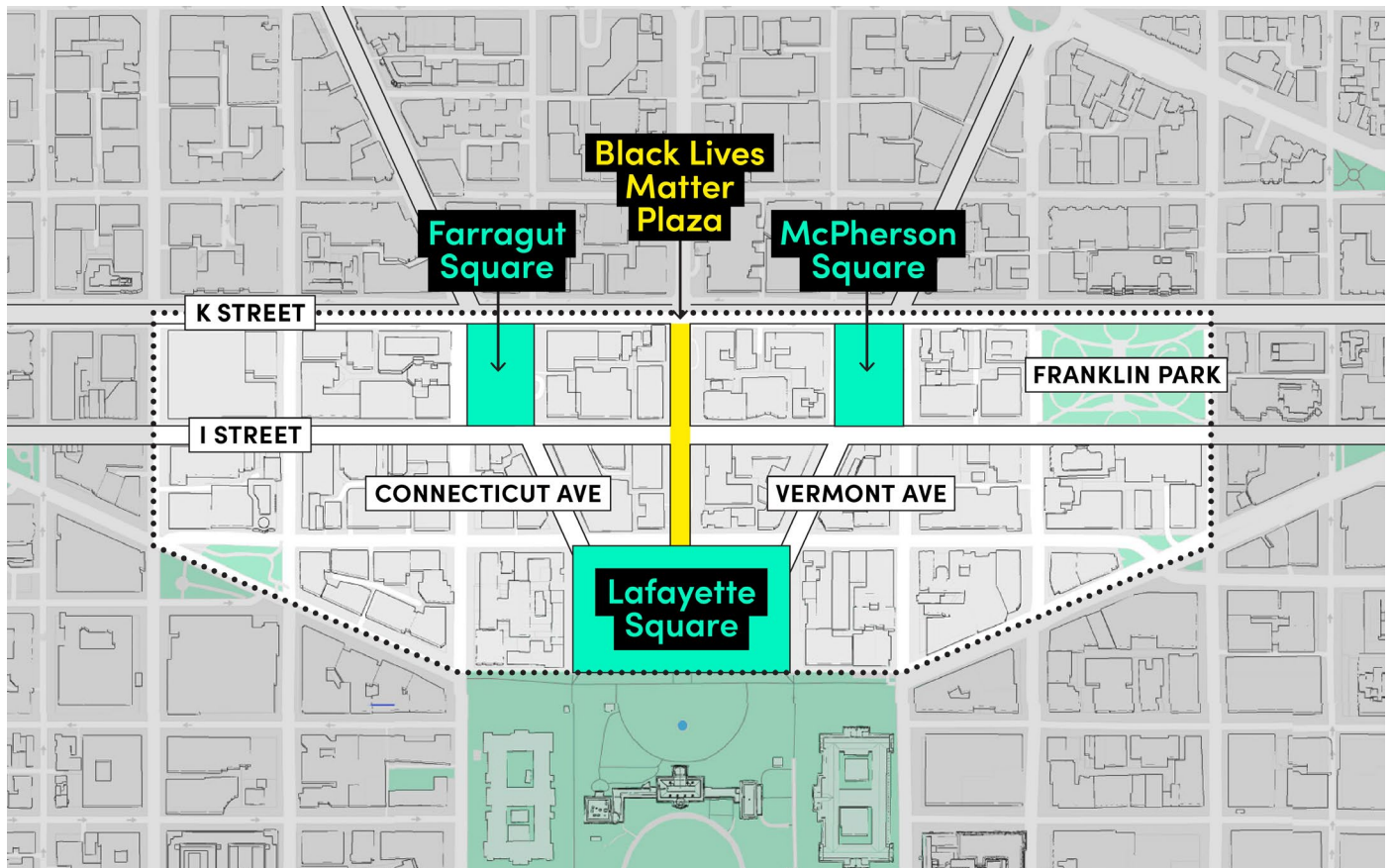
Key Nodes

Historic Green Triangle

Revamp Farragut Square and McPherson Square, and connect these and other nearby parks and public spaces via a network of comfortable and pedestrian-friendly corridors to draw visitors off the National Mall and into Downtown D.C.

The area immediately north of the White House is likely the best opportunity to draw tourists into Downtown D.C. The vision of establishing

a “history triangle” between Farragut Square, McPherson Square, and Lafayette Square reflects a unique strategy to transform this area into a true destination—one in which the quality of the public realm is commensurate with the extent of its civic importance. This strategy is highly synergistic with the visions for the Lush Greenway and Capital Promenade in the Public Realm Plan.



Foundational Elements & Key Nodes

Now

- Implement improvements to Farragut Square, which are already funded, and take a leading role in the management of both Farragut Square and McPherson Square
- Fund design work to accelerate improvements to McPherson Square
- Implement the “first moves” for Lush Greenway from the Public Realm Plan, connecting Farragut Square and McPherson Square via a green boulevard along I Street
- Widen the sidewalks and calm vehicular traffic on the 800 blocks of Connecticut Ave NW and Vermont Ave NW, bolstering connections between Farragut Square, McPherson Square, and Lafayette Square, as well as dovetailing with the Public Realm Plan first moves for Capital Promenade and Neighborhood Street

Future

- Work with the National Park Service (NPS) to ensure renovations to Lafayette Square are synergistic with other public realm improvements
- Implement wayfinding and public art improvements along 15th Street, 17th Street, and other corridors with already-significant concentrations of visitors and tourists, to channel visitor traffic to the Historic Green Triangle
- Utilize public art and signage between Farragut Square, McPherson Square, Black Lives Matter Plaza, and Lafayette Square to create a “history triangle” for visitors, and implement further activations and improvements to then channel this visitor traffic into other parts of Downtown D.C.
- Create a model for a multi-modal urban promenade along K Street, including green spaces
- Work with property owners to create a retail plan (possibly including a master leasing program) focused on outdoor eateries, casual dining options, and locally made goods



Historic Green Triangle

K and 16th Streets NW, Looking South

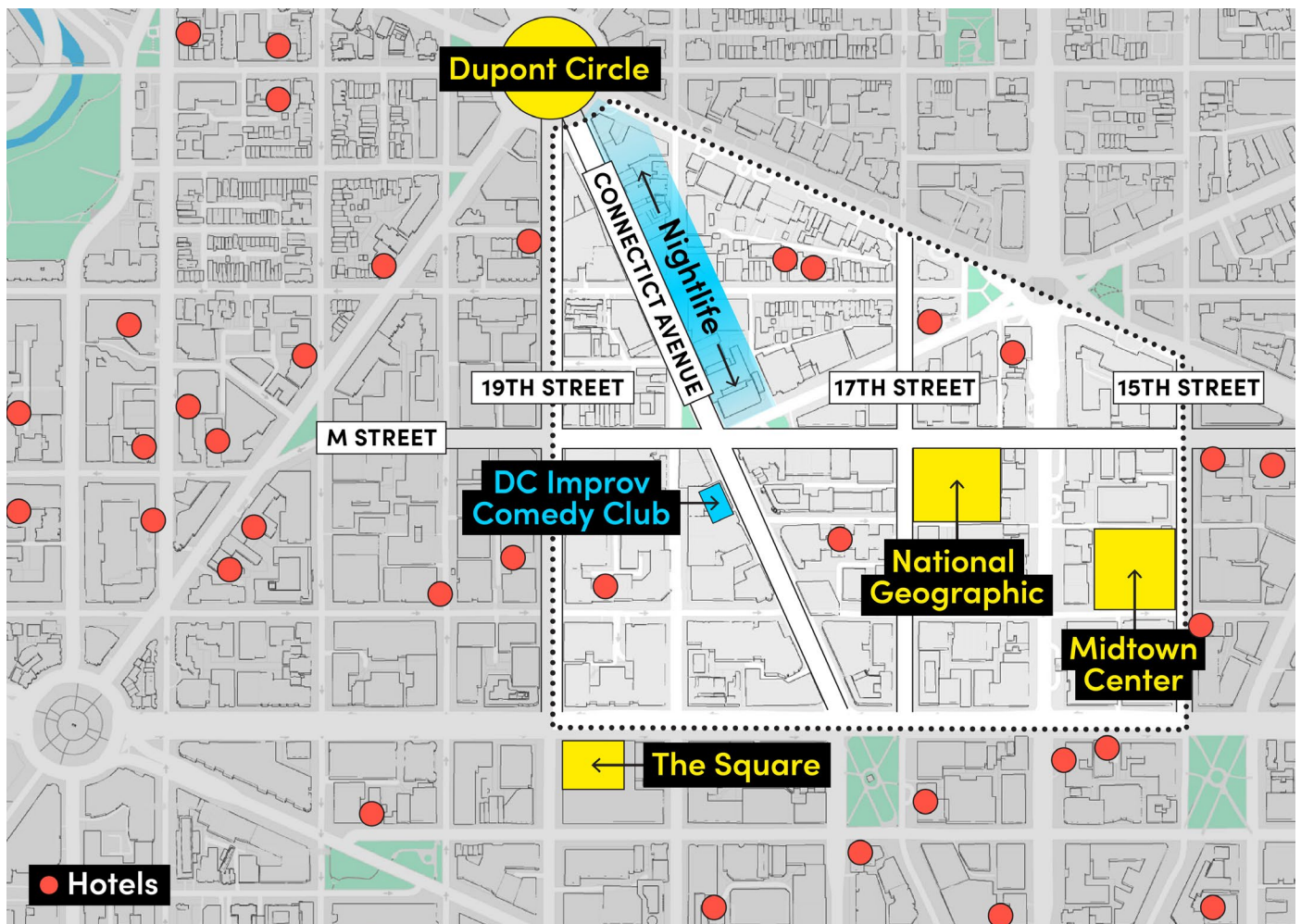
Foundational Elements & Key Nodes

Downtown West

Create a new entertainment, hospitality, and cultural district to attract people from surrounding neighborhoods, by leaning into the National Geographic redevelopment and attracting a new entertainment venue in the Golden Triangle.

Downtown West offers several of the ingredients needed for a successful day and after-hours destination, with a robust supply of nightlife and hotel options. Recognizing this untapped potential,

the following strategy aims to redefine the built environment and identity of Downtown West, not only by introducing cultural and entertainment elements, but also by strategically spreading these offerings to new areas of the node. In doing so, Downtown West can insert new life into areas that currently see little activity outside of business hours, such as 19th Street, M Street, and other areas south of Dupont Circle.



Foundational Elements & Key Nodes

Now

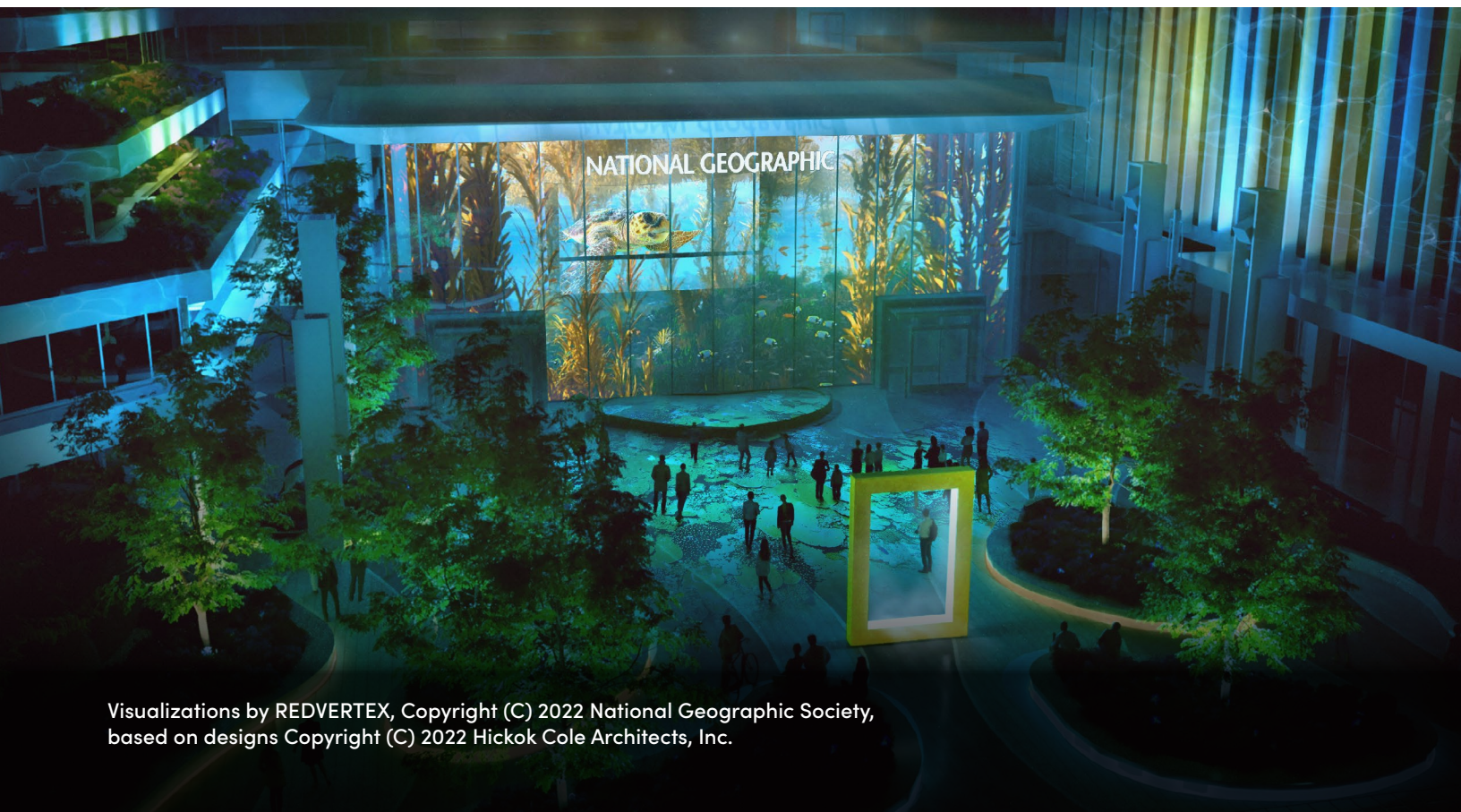
- Complete a cultural master plan to guide the development of a new cultural district between 15th and 19th Streets, and to examine complimentary opportunities available in the broader Golden Triangle
- Develop a targeted block redevelopment plan for distressed assets in and around Downtown West, focusing on areas in which site assemblages are most feasible

Near Term

- Attract an entertainment/cultural anchor to the Golden Triangle and develop other cultural partnerships throughout the district; focus attraction efforts to the west of 16th Street, including along Connecticut Avenue, given the need for additional activation outside of business hours

Future

- Support the branding and marketing of this new cultural district and provide the tools for it to flourish, including targeted incentives for cultural production spaces (e.g., recording and rehearsal space)



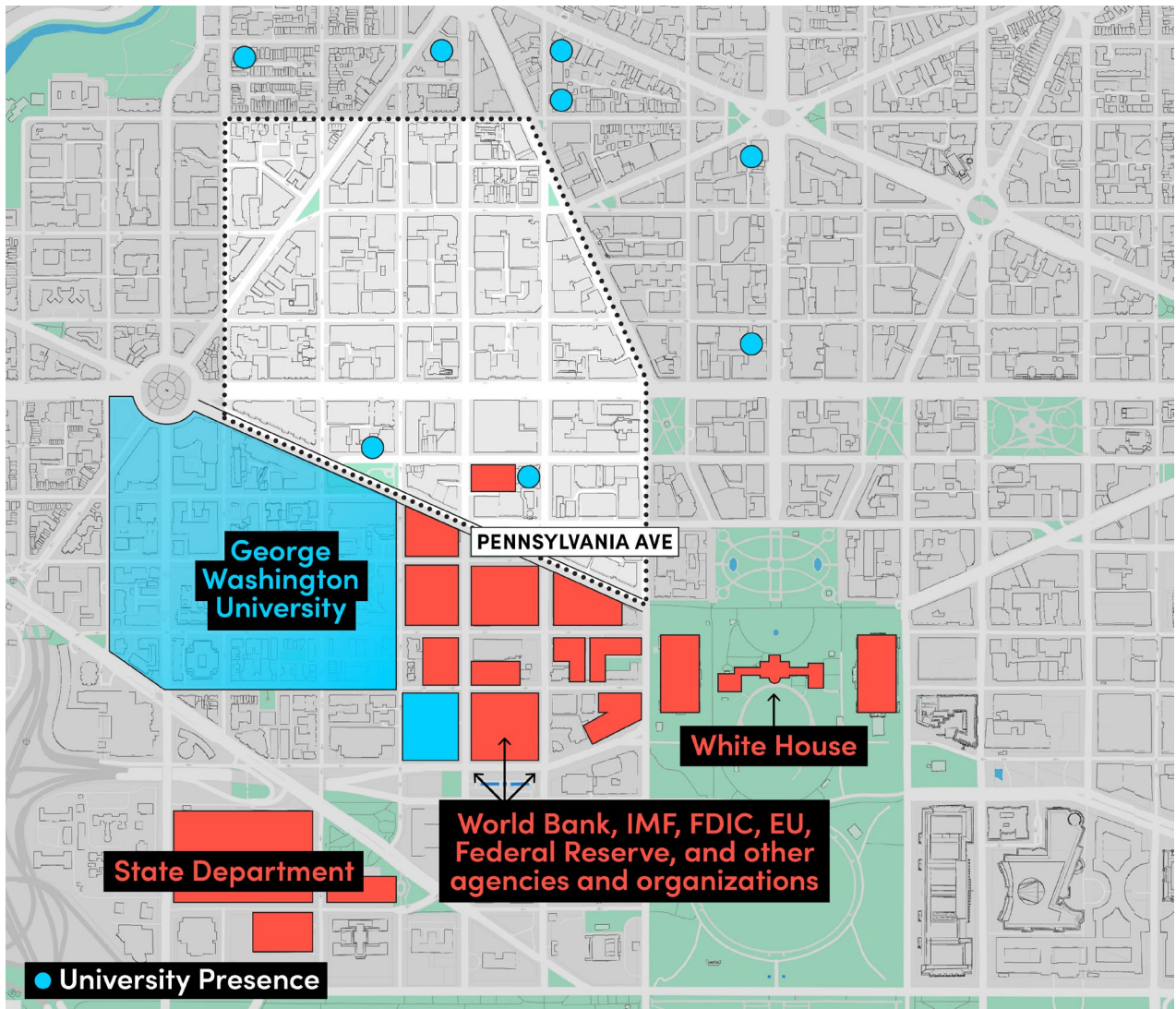
Foundational Elements & Key Nodes

Penn West Equity, Innovation, & University District

Grow Penn West as a hub for social sciences, technology, and policy innovation, with a robust network of startups and technology companies, top tier research universities, and workforce development programs.

With unmatched proximity to the White House, federal agencies, and global organizations, Penn West is ideally positioned to bring together

public, private, and academic stakeholders to drive economic development in Downtown D.C. To catalyze this growth, Penn West must find innovative ways to backfill or reposition existing vacant office space, such as providing space for universities to co-locate, and launch accelerator and incentive programs that enable firms of all sizes to succeed.



Foundational Elements & Key Nodes

Now

- Implement a soft landing program, and work with embassies and international institutions in the Penn West area to attract international companies
- Utilize the District’s new and expanded incentive toolkit—such as seed grants and subsidized office rent—to attract startups and entrepreneurs to Penn West
- Deliver the Penn West Global Innovation Hub, a physical space within the Penn West node that provides opportunities for early-stage firms to collaborate and cluster in place
- Attract top tier research universities to Penn West and create dedicated resources to maximize their economic impact
- Support ongoing operations and maintenance of parks in the Penn West Equity, Innovation, and University District, such as Edward R. Murrow Park and James Monroe Park

Near Term

- Complete Penn West streetscape improvements, which are already funded and construction ready, and implement international cultural and arts activations to help draw tourists from the White House

Future

- Create spaces for multiple universities to co-locate in one setting with shared amenities, thus encouraging greater collaboration and interaction between students and faculty
- Identify new development opportunities generated by university proximity, such as student housing, and market to property owners of buildings ripe for repositioning
- Establish a small business accelerator for District residents, building upon George Washington University’s Entrepreneur Development Network DC (EDNDC), to support emerging innovators from underrepresented communities.



Penn West

19th Street NW at Edward R. Murrow Park, Looking North

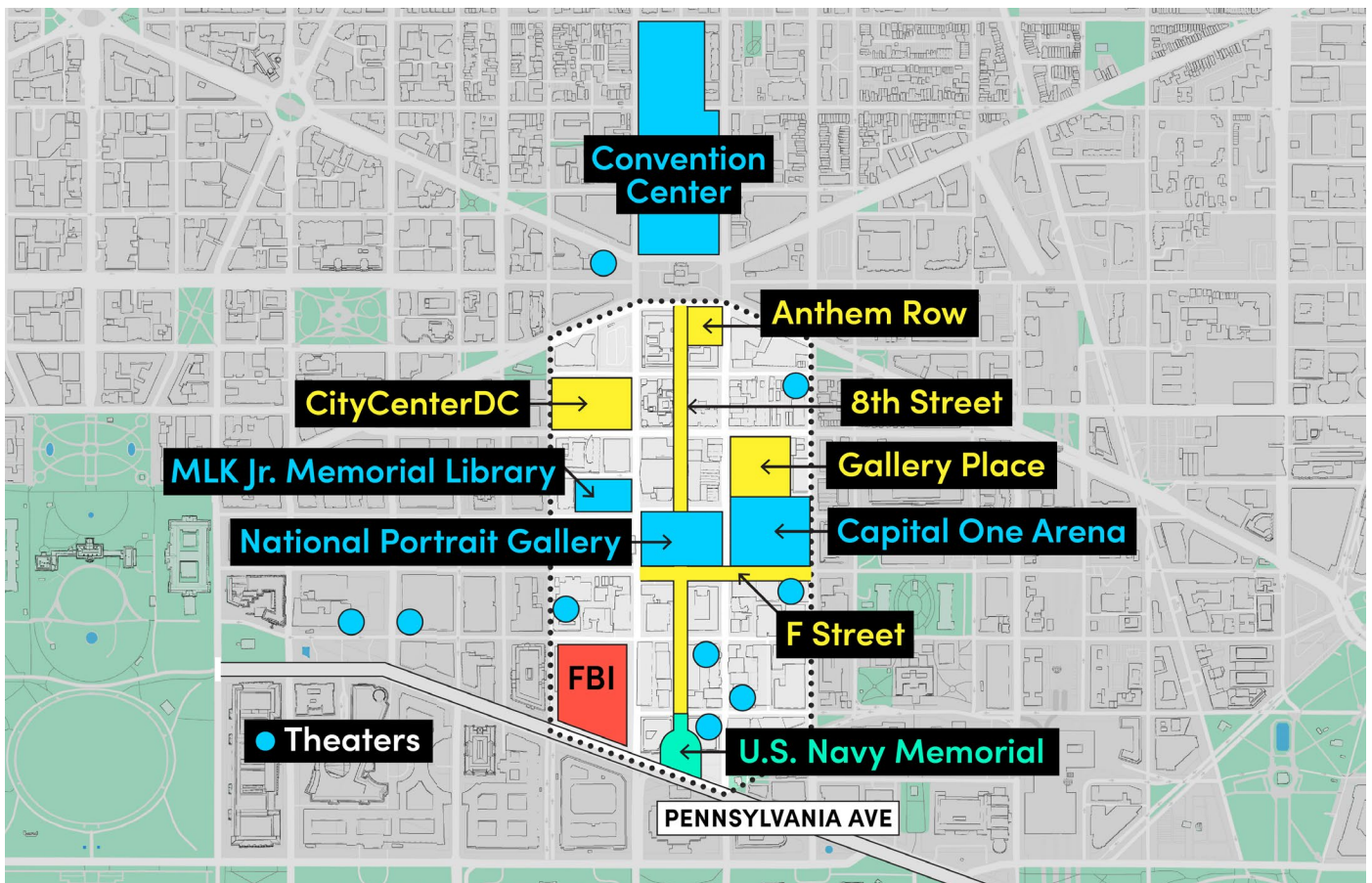
Foundational Elements & Key Nodes

Penn Quarter/Chinatown

Improve the pedestrian appeal of 8th Street NW, and create new destinations for arts and culture, anchored by the Smithsonian's National Portrait Gallery/Smithsonian American Art Museum and nearby theaters and performance venues with existing regional pull.

Penn Quarter / Chinatown is an existing cultural and entertainment district, so it provides an

attractive location for new venues. While the December 2023 plans to relocate the Wizards and Capitals to Northern Virginia cast doubt over the future of Capital One Arena, Penn Quarter / Chinatown is an opportune location for place activations and cultural and arts district branding efforts to commence in full force once near-term challenges are addressed.



Foundational Elements & Key Nodes

Now

- Continue negotiations to retain Capital One Arena and its teams; in the event the teams relocate, support the Gallery Place / Chinatown Task Force to establish a clear vision for the future of the site and support ongoing efforts to stabilize the neighborhood based on the needs of the community
- Support the branding and marketing of a cultural district, centered around Penn Quarter / Chinatown but also including surrounding theaters and performing arts facilities
- Calm vehicular traffic on the 400 and 500 blocks of 8th Street and create a play/recreation space between the Portrait Gallery and the U.S. Navy Memorial, as envisioned in the Public Realm Plan for Portrait Gallery Plaza: Cultural Commons; also consider pedestrian improvements along the 700 and 800 blocks of 8th Street to create an extended promenade from the Portrait Gallery to Mt. Vernon Square
- Transform the hardscape along F and G Streets between 7th and 9th Streets to allow for more frequent festivals and activations (e.g., Downtown Holiday Market), as recommended in the Public Realm Plan
- Reevaluate other pedestrian infrastructure in the node, particularly along 7th Street to bring it in line with the recommendations offered in the Gallery Place-Chinatown Corridor Study

Future

- Work with property owners to develop a retail plan (possibly including a master leasing program) for retail corridors currently experiencing elevated vacancy, incentivizing a breadth of food, beverage, and entertainment concepts that can appeal to residents and visitors alike



Penn Quarter/Chinatown

H & 8th Streets NW, Looking South

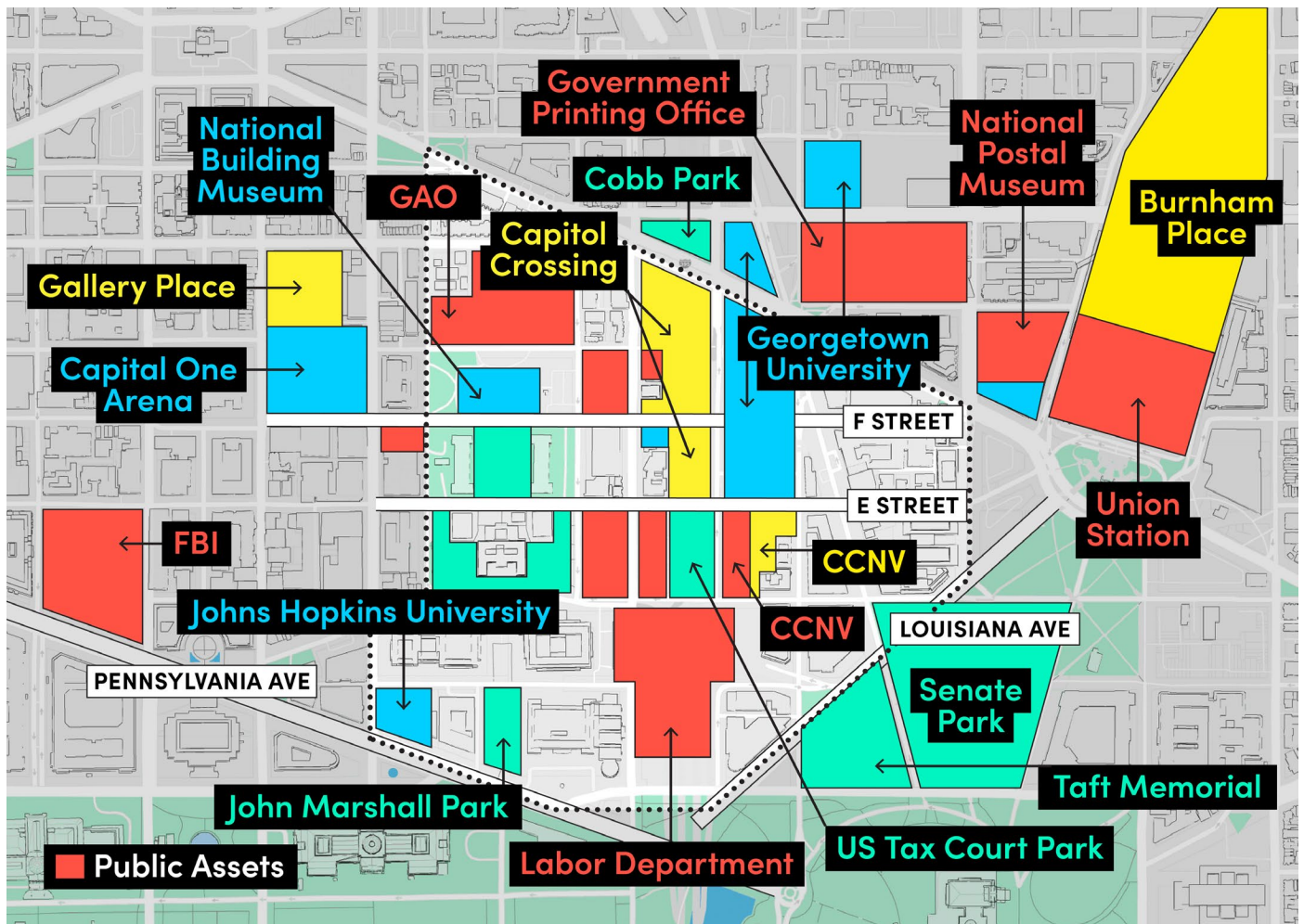
Foundational Elements & Key Nodes

Downtown East

Support local universities and existing redevelopment sites and projects in order to integrate this area with the remainder of Downtown D.C., including using public property transfers and infrastructural improvements to create a more seamless urban fabric.

fabric of Downtown D.C.—teems with potential for revitalization. As the canvas for mixed-use development continues to expand, local universities can play key roles in establishing an interesting and more accretive mix of commercial, residential, and academic uses.

The existing landscape of Downtown East—often perceived as a latent “dead zone” in the urban



Foundational Elements & Key Nodes

Now

- Support the Community for Creative Non-Violence (CCNV) with planning assistance to develop an alternative to its existing building on the adjacent parking lots owned by CCNV
- Establish Downtown East as a university district, and collaborate with Johns Hopkins University and Georgetown University to identify expansion opportunities
- Reposition public assets between the FBI Headquarters and Union Station, starting with a development of a plan for public property dispositions and long-term federal space needs
- Implement streetscape improvements along east-west thoroughfares to enhance the pedestrian experience for people traveling between Union Station and Downtown D.C.
- Plan and implement improvements to John Marshall Park and other parks in and around Downtown East, such as U.S. Tax Court Park and Cobb Park, that could increase opportunities for green space
- Support ongoing operations and maintenance of John Marshall Park and any additional redeveloped parks

Near Term

- Soften freeway on-ramps and exit ramps to ensure more comfortable pedestrian paths and enhance pedestrian safety
- Implement improvements to Louisiana Avenue to bolster connectivity between Union Station and the National Mall, allowing Downtown East to attract greater visitor traffic



Downtown East

Georgetown University's Law Center Campus

Conclusion

04



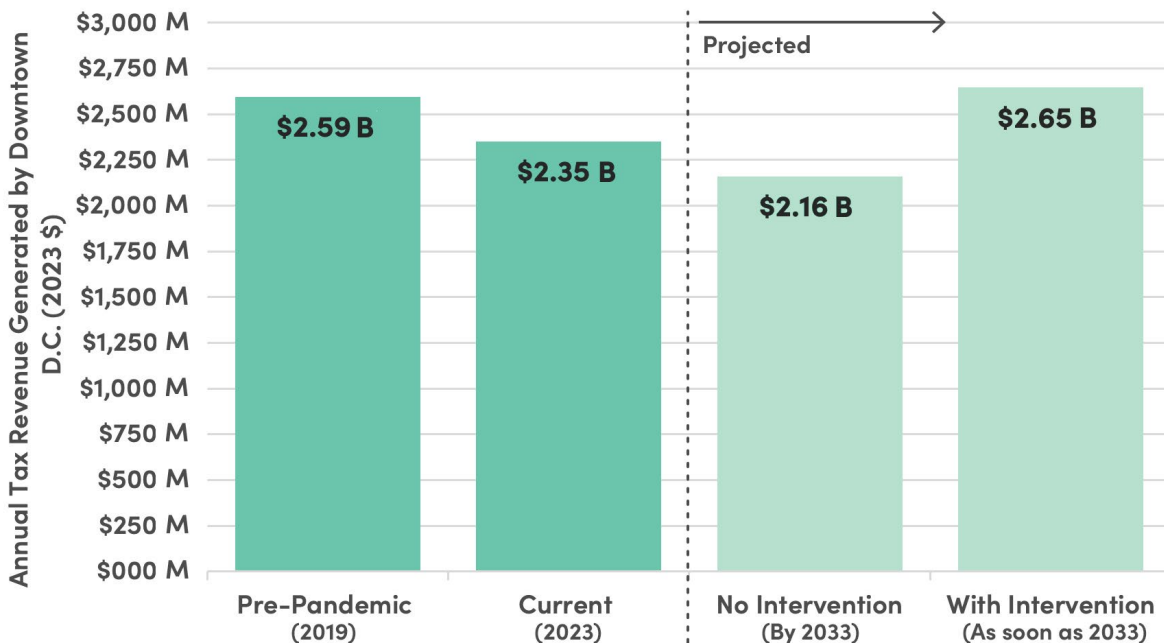
Conclusion

Long Term Impacts

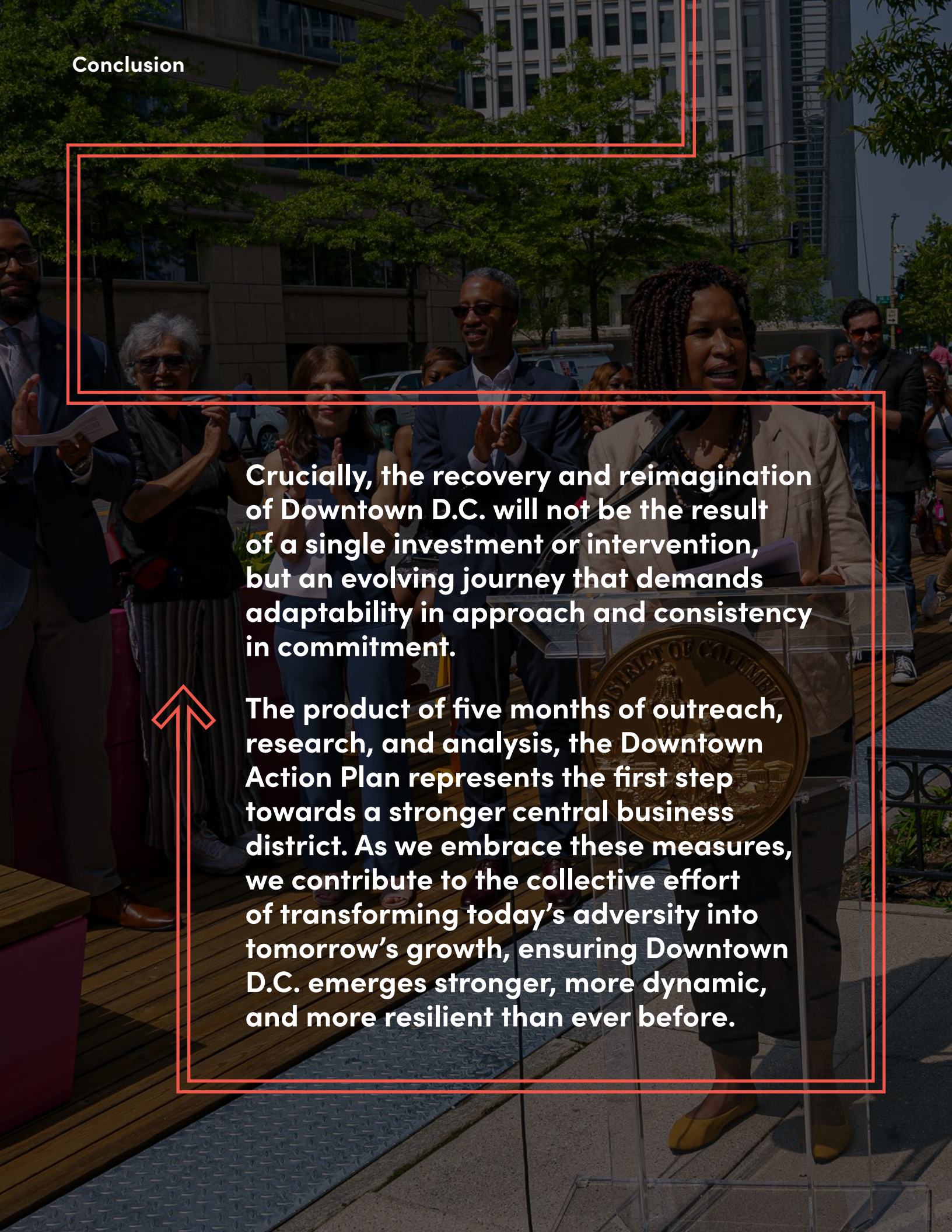
By embracing these strategies, the District stands to create a more dynamic, more accessible, and more fiscally stable urban center, with a diversity of neighborhoods to live, work, and play. Through these foundational elements and key nodes, Downtown D.C. can surpass pre-pandemic levels of activity, as measured by the amount of time people spend in the submarket. This activity translates to increased tax revenue. Following implementation of the full suite of interventions for the foundational elements and key nodes, Downtown D.C. stands to generate more than \$2.6 billion in annual local fund revenues to the

District, representing a \$294 million increase from current levels, as well as a \$487 million increase from the revenues the submarket would generate without intervention. Importantly, this annual fiscal contribution is more than \$51 million higher than pre-pandemic levels when the submarket teemed with activity from office workers. Ultimately, the more diverse mix of users means a more diverse range of tax revenue sources, which will create a more resilient Downtown D.C., better able to withstand future economic and societal disruptions.

Annual Local Fund Revenues Generated by Downtown D.C.



Conclusion

A woman with braided hair, wearing a light-colored blazer and dark pants, stands at a clear acrylic podium with the District of Columbia seal. She is speaking into a microphone. Behind her, a group of diverse people, including men and women of various ages, are clapping. The background shows a city street with trees and buildings under a clear sky.

Crucially, the recovery and reimagination of Downtown D.C. will not be the result of a single investment or intervention, but an evolving journey that demands adaptability in approach and consistency in commitment.

A red outline of an upward-pointing arrow, indicating a flow or continuation of the text.

The product of five months of outreach, research, and analysis, the Downtown Action Plan represents the first step towards a stronger central business district. As we embrace these measures, we contribute to the collective effort of transforming today's adversity into tomorrow's growth, ensuring Downtown D.C. emerges stronger, more dynamic, and more resilient than ever before.



GOLDEN TRIANGLE



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