

Office of the Deputy Mayor for Planning and Economic Development FY2021

Agency Office of the Deputy Mayor for Planning and Economic Development **Agency Code** EBO **Fiscal Year** 2021

Mission The Office of the Deputy Mayor for Planning and Economic Development (DMPED) supports the Mayor in developing and executing the District's economic development vision.

Strategic Objectives

Objective Number	Strategic Objective
1	Increase housing affordability and make progress towards the District's housing goals.
2	Execute the District's equitable economic recovery strategy.
3	Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.
4	Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.
5	Create the most open and transparent DMPED while piloting new approaches to communication and engagement.
6	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
1 - Increase housing affordability and make progress towards the District's housing goals. (1 Measure)					
Number of affordable housing units yielded	Up is Better	4594	3255	2679	2870
2 - Execute the District's equitable economic recovery strategy. (3 Measures)					
Net number of jobs created in DC	Up is Better	8000	9400	-53,600	7500
Unemployment rate in Wards 7 and 8	Down is Better	New in 2020	New in 2020	16.3%	10%
Number of jobs created from Business Development initiatives	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
3 - Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects. (2 Measures)					
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	Neutral	24%	37%	25%	20%
Percent of grant funding expended	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
4 - Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs. (2 Measures)					
Number of DC Community Anchor Partnership Program Anchor Partners	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Number of DC Community Anchor Partnership Program Small Business Participants	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
5 - Create the most open and transparent DMPED while piloting new approaches to communication and engagement. (2 Measures)					

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
Number of unique Economic Intelligence dashboard visitors	Up is Better	4976	6402	3577	5000
Number of participants in Our Request for Proposal (RFP) workshops	Up is Better	No Applicable Incidents	110	136	100

Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Increase housing affordability and make progress towards the District's housing goals. (1 Activity)			
DEVELOPMENT AND DISPOSITION	New Communities Initiative	New: Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities	Key Project
2 - Execute the District's equitable economic recovery strategy. (2 Activities)			
BUSINESS DEVELOPMENT	Strategy & Intelligence	New: Supporting an inclusive, collaborative, and data-driven approach to driving the District's economic development priorities, prioritizing diversity, equity, and inclusion across all initiatives.	Key Project
POLICY	Policy Initiatives	New: Lead development of DMPED cluster's policy pertaining to economic development, affordable housing, jobs, and tax revenue. Provide research and analysis to inform strategy, decisions, and program design.	Daily Service
3 - Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects. (4 Activities)			
DEVELOPMENT AND DISPOSITION	Real Estate Development and Disposition	New: Advance activities related to real estate development project management: document preparation, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.	Daily Service
DEVELOPMENT AND DISPOSITION	St. Elizabeths	New: Manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus.	Key Project
DEVELOPMENT AND DISPOSITION	Walter Reed	New: Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.	Key Project
INDUSTRIAL REVENUE BOND	Industrial Revenue Bond	New: Provides access to tax-exempt Industrial Revenue Bond and tax increments financing to help businesses and non-profit organizations renovate and build new construction, make tenant improvements, and purchase capital. This team manages and administers the movement and closing of DC Revenue Bond Deals through the process.	Daily Service
4 - Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs. (3 Activities)			
BUSINESS DEVELOPMENT	Strategic Investment	Supports inclusive growth and equitable opportunities by maximizing investments for city priorities through local capital funds, foreign direct investment, federal grant opportunities, and investor engagement for businesses.	Daily Service
BUSINESS DEVELOPMENT	Business Attraction and Retention	Attracting new businesses and investment to the District to help diversify the DC economy and create new jobs for District residents.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
BUSINESS DEVELOPMENT	Business Expansion and Growth	Building transparent relationships with the business community, maintaining continuous communication and connecting businesses to resources to help them grow and expand in the District.	Daily Service
5 - Create the most open and transparent DMPED while piloting new approaches to communication and engagement. (4 Activities)			
BUSINESS DEVELOPMENT	Alignment and Guidance	New: Aligning, coordinating, and collaborating with other DC Government agencies and external stakeholders to streamline processes & help businesses navigate DC Government resources, processes, and offices.	Daily Service
COMMUNICATIONS	Communications	New: Communicates and engages with public on DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
COMMUNITY OUTREACH	Community Outreach	New: Creates more opportunities for community participation and feedback.	Daily Service
POLICY	Analysis and Visualization	New: Develop compelling data analysis, maps, research and other communications, and manage DMPED's data.	Daily Service
6 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)			
CONTRACTING AND PROCUREMENT	Contracting and Procurement	Partner with vendors to purchase quality goods and services in a timely manner, award grants, ensure all purchasing and grant actions are conducted with integrity, impartiality and transparency. Manage government funds to ensure they are spent in accordance with applicable District laws, regulations and fiduciary responsibilities.	Daily Service

Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
3 - Industrial Revenue Bond (2 Measures)			
Number of IRB projects closed	22	16	11
Total bond financing issued	911,081,000	380,091,000	423,890,000
3 - Real Estate Development and Disposition (4 Measures)			
Number of projects in DMPED's pipeline	39	42	39
Number of Request for Proposals (RFPs) Awarded	2	4	0
Number of financial closings for DMPED projects	11	8	10
Number of Request for Proposals (RFPs) Released	New in 2021	New in 2021	New in 2021
4 - Business Attraction and Retention (1 Measure)			
Number of Ward 7/8 Initiatives and Investments	New in 2021	New in 2021	New in 2021
4 - Business Expansion and Growth (6 Measures)			
Number of Grants Awarded	New in 2021	New in 2021	New in 2021
Number of Grants Applications	New in 2021	New in 2021	New in 2021
Number of employers engaged	New in 2020	New in 2020	66
Number of new businesses engaged	New in 2020	New in 2020	496
Dollar Amount of investments in Ward 7 & 8	New in 2021	New in 2021	New in 2021
Number of Repeat Business Assistance/Engagement	New in 2021	New in 2021	New in 2021

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
4 - Strategic Investment (2 Measures)			
Number of International Business Partners Engaged	New in 2021	New in 2021	New in 2021
Number of Businesses Participating in Export DC	New in 2021	New in 2021	New in 2021
5 - Analysis and Visualization (1 Measure)			
Number of Economic analyses produced	New in 2021	New in 2021	New in 2021
5 - Community Outreach (1 Measure)			
Number of Community Meetings held	171	119	81

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Alignment and Guidance (2 Strategic initiatives)		
DC Small Business Plan	In FY21, DMPED, in partnership with DSLBD and Business Improvement Districts (BIDs)/Main Streets, will develop a Small Business Plan that will analyze the resources, programs, and policies needed to support the recovery, sustainability and future growth of DC's small businesses and help drive inclusive growth, shared prosperity, and the preservation of the District's authentic retail environment and neighborhood-based commercial districts.	09-30-2021
Incentive Database	"In FY21, DMPED will enhance the Incentive Database (incentives.dc.gov) to make it more interactive & user-friendly by: (1) adding additional filter functionality to allow for targeting of incentives for underrepresented businesses, and (2) incorporating the database into the ObviouslyDC website."	09-30-2021
Analysis and Visualization (1 Strategic Initiative)		
Disparity Study	By order of the DC FY21 budget enhancements, DMPED will initiate a disparity study of District contractor and subcontractor data performed by a third-party expert, that will examine whether or not there is evidence of discrimination in the solicitation and award of District contracts to minority and women-owned enterprises (MBEs/WBEs). The contracted disparity study team will engage the DC MBE and WBE community to share their data methodology and outreach plan, including quantitative data collection/analysis and anecdotal evidence gathered via comprehensive community engagement, including focus groups, online and telephone surveys, town hall meetings, and personal interviews with DC businesses. In FY21, DMPED will release a solicitation and award a contract to conduct the disparity study and begin the data collection phase of the study. The study, which will analyze on data from FY17-20 and will extend into FY22, will collect both quantitative and qualitative contract data in FY21.	09-30-2022
Business Expansion and Growth (1 Strategic Initiative)		
Great Streets	In FY21, the Great Streets Small Business Retail Grant Program will be enhanced by \$100,000 for the expansion of grant funding specific to the New York Ave Corridor area.	09-30-2021
Community Outreach (1 Strategic Initiative)		
Community Engagement	"In FY21, the DMPED Communications team will work with the Real Estate and Business Development teams to pilot community engagement efforts that serve as an alternative to in-person events. This effort will support the DMPED cluster efforts to help businesses recover from COVID-19, create jobs, and produce affordable housing in all eight wards by: <ul style="list-style-type: none"> Implementing new virtual and/or digital formats for community engagement and awareness building of DMPED initiatives (in lieu of events such as groundbreakings, grand openings, and ribbon cuttings); and Securing at least six media placements, including two national outlets, that advance the awareness and discussion of DMPED's economic development, real estate, and business development work." 	09-30-2021
Industrial Revenue Bond (1 Strategic Initiative)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
DC Revenue Bond Process Adjustments	<p>"Currently, the DC Revenue Bond process currently requires heavy face-to-face interaction, several copies of closing signature pages and a final closing binder. The DC Revenue Bond program, collaborating with Office of the Attorney General (OAG) and Bond Counsel, will initiate cost budget-positive program changes to lower the cost of a bond deal for borrowers and the District, quicken the bond closing process, and lesson the need for storage space.</p> <p>In FY21, the DC Revenue Bond program will formalize the rule changes, internal to OAG, that allow for:</p> <ul style="list-style-type: none"> • Minimized or eliminated direct contact and hard copy documentation; • Increased the use of virtual meetings; and • Limiting the signature packages to one copy and using electronic closing binders." 	09-30-2021
New Communities Initiative (1 Strategic Initiative)		
New Communities Initiative	<p>"The New Communities Initiative (NCI) is a District government program designed to revitalize severely distressed subsidized housing and redevelop communities plagued with concentrated poverty, high crime, and economic segregation.</p> <p>In FY21, the New Communities Initiative will:</p> <ul style="list-style-type: none"> • Complete 40% construction on Phase 1 of the Northwest One site and monitor construction progress based on funding milestones; • Complete 75% of Barry Farm Infrastructure work on Sumner Road and begin vertical construction on Parcel 1B; and • Close on Park Morton predevelopment loan, negotiate and execute the Development Finance Agreement to fund infrastructure activities and Phase 1 of vertical construction." 	09-30-2021
Real Estate Development and Disposition (7 Strategic initiatives)		
St. Elizabeths East	<p>"Once a vacant and abandoned mental health facility in Ward 8, St. Elizabeths East is rapidly becoming a destination for retail, housing, entertainment and cultural amenities and historic gem in the middle of the nation's capital – providing a chance to transform a 183-acre site into a mixed-use development that simultaneously serves the neighboring community and nearby federal office tenants.</p> <p>In FY21, the following will be completed with St. Elizabeths East:</p> <ul style="list-style-type: none"> • Work with developer to provide interim retail on Parcel 15, by finalizing and executing the Land Disposition Agreement (LDA) and facilitating a property groundbreaking; • Award Parcel 13 for development, negotiate and finalize the LDA, and Initiate the Council process; • Finalize preconstruction activities with developer on Parcel 17 (Whitman Walker Health) and Parcels 10 & 14A&B (The District Towns at St. Elizabeths)." 	09-30-2021
Crummell School Youth Recreational	In FY21, DMPED will implement interim youth recreational programming in the Ivy City neighborhood.	09-30-2021
Dupont Underground	<p>"Dupont Underground is comprised of 15,000 sq./ft of repurposed infrastructural space beneath the city's iconic Dupont Circle with underground platforms and tunnels, closed off in 1962 when the city's streetcar system shut down. After several attempts for revival, it was abandoned until being repurposed as the Dupont Underground in 2016, managed by a non-profit community arts organization of the same name. District Council appropriated \$500,000 in Capital investment funds to DMPED's budget in 2020, mandated to support improvements to the usability of Dupont Underground.</p> <p>In FY21, DMPED will:</p> <ul style="list-style-type: none"> • Determine the terms for how funds will be disbursed; and, • Disburse Capital investment funds for Dupont Underground. 	09-30-2021

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Hill East	<p>DMPED plans to redevelop 50 acres of Hill East to be transformed into a vibrant, mixed-use urban community in accordance with the Hill East Master Plan that will create an unparalleled riverside experience.</p> <p>In FY21, DMPED will accomplish the following with: Hill East Phase 1: - Complete construction of Parcel G-1 and leasing of rental units; - Assist Developer in securing project financing for Parcel F-1; - Assist Developer in securing permits from DCRA for Parcel F-1; and - Secure project financing for Parcel F-1 by Developer. Hill East Phase 2: - Procure appraisal services for 8 parcels on Hill East; - Procure survey service for 8 parcels on Hill East to create new A&T lots; - Complete the Hill East Phase 2 Surplus process for 8 new parcels; and - Issue Hill East Phase 2 RFP for multiple parcels.</p>	09-30-2021
McMillan	<p>"The District of Columbia purchased McMillan from the federal government in 1987 for \$9.3 million in order to develop the 25-acre property of seven distinct parcels. More than 100 community meetings have occurred to determine the McMillan uses, designs and community benefits.</p> <p>In FY21, the following will be completed with McMillan, pending the timing and resolution of litigation: • Completion of all horizontal development; • Close on Parcels 1-5 for private development, immediately after completion of horizontal development; and • Commence construction of the Community Center."</p>	09-30-2021
Reunion Square TIF	<p>"The Reunion Square TIF supports the redevelopment of an underutilized site located near the Anacostia Metrorail Station. The proposed TIF would support the transformation of the property into a thriving mixed-use project, contributing to the stabilization and revitalization of the Anacostia neighborhood. The Project will be built in multiple phases totaling over 1.5 million square feet of development at full build-out, including over 130 residential units, a 180-room hotel, 40,000 square feet of retail, 250,000 square feet of new office space, and dedicated space for new, high quality cultural, arts, and community facilities.</p> <p>In FY21, DMPED will accomplish the following in regard to the Reunion Square TIF: • Receive Council approval on Reunion Square Tax Increment Financing Act of 2019; • Execute the Development Financing Agreement; and • Disperse funding. "</p>	09-30-2021
Rhode Island Avenue Tax Increment Financing (TIF)	<p>"Rhode Island Avenue is a redevelopment by Mid-City Financial Corporation of the Brookland Manor apartment complex and the former Brentwood Village Shopping Center along Rhode Island Avenue in Northeast. The development will include a mix of for-rent, for-sale and neighborhood serving retail. Most significantly, it will preserve 373 deeply affordable housing units integrated with market rate units. The developer is seeking TIF financing of \$32 million gross in bonds and a note of \$24 million.</p> <p>In FY21, DMPED will execute the Development Financing Agreement for the Rhode Island Avenue TIF. "</p>	09-30-2021
Strategic Investment (1 Strategic Initiative)		
DC Equity Impact Fund	<p>"Per the legislation, DMPED will develop and implement the Equity Impact Fund to improve access to capital for disadvantaged enterprises which includes and prioritizes businesses in Ward 7 & 8. DMPED is in the preparatory design phase reviewing the feasibility of the existing legislation ""as is"", and possible amendments to reach the desired outcomes. In FY21: - Q1, DMPED will make recommendations for amending the legislation and identify approaches to designing and implementing the Equity Impact Fund; and - Q2, DMPED will begin execution of Equity Impact Fund and fund manager selection."</p>	09-30-2021
Strategy & Intelligence (1 Strategic Initiative)		
DC Community Anchor Partnership	<p>In FY21, DMPED and the Coalition for Nonprofit Housing & Economic Development (CNHED) will continue to facilitate, strengthen and grow the DC Community Anchor Partnership program that supports anchor institutions in the creation of action plans that expand & improve local supplier diversity, and coordinate supportive execution infrastructure for minority-business enterprise identification, screening, and matching. DMPED is managing the project, assisting in outreach, and identifying new relationships and partners.</p>	09-30-2021

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Walter Reed (1 Strategic Initiative)		
Walter Reed	<p>"The Walter Reed Local Redevelopment Authority ("LRA") has led an extensive planning process to acquire and redevelop 66.57 acres of property at the site formerly known as the Walter Reed Army Medical Center ("WRAMC"). Establishing a new mixed-use neighborhood of 3.1 million square feet of development as envisioned in the Walter Reed Reuse Plan and Small Area Plan.</p> <p>In FY21, the Walter Reed LRA will:</p> <ul style="list-style-type: none"> • Open both 'The Brooks' and 'The Vale' residential buildings, providing 89 for-sale condos and 301 rental units of mixed-income housing, respectively; • Open the Karin House, providing 40 units of affordable senior housing at 30% AMI; and • Complete the transfer of the three remaining Army-owned parcels to the District. " 	09-30-2021