

Office of the Deputy Mayor for Planning and Economic Development FY2022

Agency Office of the Deputy Mayor for Planning and Economic Development

Agency Code EBO

Fiscal Year 2022

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 (KPIs)

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
1 - Increase housing affordability and make progress towards the District's housing goals. (2 Measures)					
Number of affordable housing units yielded	Up is Better	3255	2679	1851	2324
Share of affordable housing units yielded as a percent of the total DMPED residential units delivered	Up is Better	New in 2022	New in 2022	New in 2022	New in 2022
2 - Execute the District's equitable economic recovery strategy. (3 Measures)					
Net number of jobs created in DC	Up is Better	9400	-53,600	17,300	7500
Number of jobs created from Business Development initiatives	Up is Better	New in 2021	New in 2021	Waiting on Data	100
Unemployment rate in Wards 7 and 8	Down is Better	New in 2020	16.3%	14%	10%
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	37%	25%	36%	25%
Percent of grant funding expended	Up is Better	New in 2021	New in 2021	97.2%	75%
4 - Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs. (3 Measures)					
Number of DC Community Anchor Partnership Program Anchor Partners	Up is Better	New in 2021	New in 2021	9	2
Number of DC Community Anchor Partnership Program Small Business Participants	Up is Better	New in 2021	New in 2021	146	75
Percentage of RFPs released with EquityRFP component	Up is Better	New in 2022	New in 2022	New in 2022	New in 2022
5 - Create the most open and transparent DMPED while piloting new approaches to communication and engagement. (3 Measures)					
Number of unique Economic Intelligence dashboard visitors	Up is Better	6402	3577	5822	5000
Average number of engagement mechanisms per real estate development project	Up is Better	New in 2022	New in 2022	New in 2022	New in 2022
Number of community engagements DMPED participates in for real estate development projects	Up is Better	New in 2022	New in 2022	New in 2022	New in 2022

Operations

Operations Title	Operations Description	Type of Operations
1 - Increase housing affordability and make progress towards the District's housing goals. (1 Activity)		
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)		
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
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
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)		
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
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
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	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)		
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 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
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)		
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	New: Communicates and engages with public on DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
Community Outreach	New: Creates more opportunities for community participation and feedback.	Daily Service
Analysis and Visualization	New: Develop compelling data analysis, maps, research and other communications, and manage DMPED's data.	Daily Service

Operations Title	Operations Description	Type of Operations
6 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)		
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 (WMs)

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
3 - Industrial Revenue Bond (2 Measures)			
Total bond financing issued	380,091,000	423,890,000	494,251,448
Number of IRB projects closed	16	11	15
3 - Real Estate Development and Disposition (4 Measures)			
Number of projects in DMPED's pipeline	42	39	48
Number of financial closings for DMPED projects	8	10	4
Number of Request for Proposals (RFPs) Awarded	4	0	3
Number of Request for Proposals (RFPs) Released	New in 2021	New in 2021	10
4 - Business Attraction and Retention (1 Measure)			
Number of Ward 7/8 Initiatives and Investments	New in 2021	New in 2021	9
4 - Business Expansion and Growth (6 Measures)			
Number of Repeat Business Assistance/Engagement	New in 2021	New in 2021	595
Number of Grants Applications	New in 2021	New in 2021	4125
Number of new businesses engaged	New in 2020	496	343
Number of Grants Awarded	New in 2021	New in 2021	2119
Number of employers engaged	New in 2020	66	1939
Dollar Amount of investments in Ward 7 & 8	New in 2021	New in 2021	\$5,023,722.5
4 - Strategic Investment (2 Measures)			
Number of International Business Partners Engaged	New in 2021	New in 2021	33
Number of Businesses Participating in Export DC	New in 2021	New in 2021	30
5 - Analysis and Visualization (1 Measure)			
Number of Economic analyses produced	New in 2021	New in 2021	11
5 - Community Outreach (1 Measure)			
Number of Community Meetings held	119	81	205

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Analysis and Visualization (1 Strategic Initiative)		
Disparity Study (2022)	In FY22, DMPED will oversee the completion of the disparity study to assess whether women- and minority-owned businesses face any barriers as part of the District's contracting processes. The disparity study contract was awarded in May 2021 to the joint venture team of BBC Research and Consulting, Pantera Management, and Tiber Hudson. Information from the study will help the District determine whether a disparity exists, assess its efforts to encourage women- and minority-owned businesses to bid on District contracts, and help inform what, if any, improvements are needed to optimize the District's contracting processes. DMPED anticipates the completion of the study, including a public-facing report and presentations by the disparity team, by Summer 2022.	09-30-2022
Business Attraction and Retention (1 Strategic Initiative)		
Employment Center Vitality and Local Jobs Creation (Vitality Fund)	The purpose of the Vitality Fund is to provide resources and support to businesses seeking to locate or expand within the Central Business District (CBD). Businesses in the following target industries- cloud and computer systems, food technology, cybersecurity, artificial intelligence, big data, life sciences, education, education technology, research, consulting services, professional services, marketing, or communications - are eligible for discretionary grants. Grant funds may be used for: <ul style="list-style-type: none"> • Initial startup capital • Operational costs • Down payment assistance • Rent subsidy • Tenant improvements • Workforce training • Recruitment and hiring costs In FY22, DMPED will design and manage a new incentive grant program for the purpose of providing grant funds to businesses looking to locate to DC. The program will be designed by 11/30/21.	09-30-2022
Business Expansion and Growth (1 Strategic Initiative)		
Small and Medium Business Growth Program	Small and Medium Business Grant Fund targets and bundles existing and new growth focus programs such as Great Streets, Neighborhood Prosperity Funds, Equipment, larger-scale capital improvements, and digital and technological growth by issuing grants to Community Development Financial Institutions for small businesses. This initiative is expected to begin in FY22 Q1. In FY22, DMPED will: 1. Develop and launch SMB suite of grants by FY22 - Q2; and 2. Prioritize LBE eligible businesses.	09-30-2022
Community Outreach (1 Strategic Initiative)		
Community Engagement (2022)	The DMPED Communications team will work with the Real Estate and Business Development teams to create new ways to engage District residents and stakeholders to ensure stakeholders are aware of DMPED programs and milestones and progress made toward DMPED's top priorities. In FY22, DMPED will: 1. Secure at least 10 media placements, including three non-traditional outlets (i.e. Spanish-language and national news outlets), that advance the awareness and discussion of DMPED's economic development, real estate, and business development work; and 2. Implementing at least two new communications formats/delivery methods to reach stakeholders and raise awareness of DMPED groundbreaking, ribbon cuttings, grant opportunities, and programs.	09-30-2022
New Communities Initiative (1 Strategic Initiative)		
New Communities Initiative (2022)	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. In FY22, the New Communities Initiative will: 1. Complete construction on Phase I of the Northwest One site and commence construction of Phase II. Will continue to monitor construction progress based on funding milestones for both Phases; 2. Complete Barry Farm Infrastructure work on Sumner Road. Close vertical construction financing and commence vertical construction on Parcel 1B; 3. Close Park Morton infrastructure funding, commence infrastructure site work in Nov-21; negotiate and execute the Development Finance Agreement to fund vertical construction for Phase I.	09-30-2022

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Real Estate Development and Disposition (6 Strategic initiatives)		
1234 Good Hope Rd (Formerly 1800 MLK, Jr. Avenue)	<p>DMPED plans to develop 2 acres of vacant property in Anacostia into a vibrant, mixed-use urban community in accordance with the Anacostia Master Plan that will provide for local, street-level retail, incubator office, and multiple housing units.</p> <p>In FY22, DMPED will accomplish the following: Issue RFP to solicit development proposals; 1. Review proposals for adherence to the Comprehensive Plan and RFP goals; 2. Work closely with ANC 8A through the selection process; 3. Award the 1234 Good Hope Road RFP for multiple parcels; 4. Execute the Land Disposition Agreement with the selected developer.</p>	09-30-2022
Hill East (2020)	<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 FY22, DMPED will accomplish the following: Hill East Phase 1: 1. Assist Developer in securing tenants for Parcel G-1 retail spaces; 2. Assist Developer in construction of Parcel F-1 building; Hill East Phase 2: 3. Procure survey service for 8 parcels on Hill East to create new A&T lots; 4. Complete the Hill East Phase 2 Disposition package to Council for the 8 new parcels; and 5. Award the Hill East Phase 2 RFP for multiple parcels. 6. Execute the Land Disposition Agreement with the selected Phase II developers.</p>	09-30-2022
McMillan (2022)	<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 FY22, the following will be completed with McMillan, pending the timing and resolution of litigation: 1. Completion of all horizontal development 2. Close on Parcels 1-5 for private development 3. Commence construction of the Community Center</p>	09-30-2022
LGBTQ Community Center Support	<p>This grant funding would be made available to support the buildout or acquisition of new office and community space for the DC Center for the LGBT Community, currently located at the Frank D. Reeves Center. This support is in direct response to the LGBTQ+ community needs - at present four organizations have committed to relocating their entire operations into the shared space: The DC Center for the LGBT Community, the Capital Pride Alliance, Casa Ruby, and Rainbow Families.</p> <p>In FY22, DMPED will provide a grant in support of the buildout or acquisition of new office and community space for the DC Center for the LGBTQ+ Community, currently located at the Frank D. Reeves Center.</p>	09-30-2022
Reeves Center	<p>The aging Frank D. Reeves Center of Municipal Affairs has reached the end of its useful life and the building would be cost-prohibitive to modernize. Therefore, the District released a solicitation on December 30, 2020, to redevelop the Frank D. Reeves Center site into a transit-oriented, mixed-use development with office space, affordable housing, and neighborhood-serving amenities in a way that reflects the site's historic and cultural significance. Redevelopment requires the relocation of District agencies and associated infrastructure to new locations within the District.</p> <p>In FY22, it is anticipated the following will be completed with the Reeves Center: 1. The project will be introduced to Council and approved for disposition; 2. Due diligence and facility design will be completed for the relocation of DDOT and OCTO</p>	09-30-2022
Food Access Fund	<p>The purpose of the Food Access Fund (FAF) is to increase equitable access to fresh, healthy, and affordable food by securing grocery stores and restaurants, fast casual restaurants and other food access points in areas with low food access, with a focus on Wards 7 and 8. DMPED anticipates these funds will create 6-8 new food access points, putting 95-99% of Ward 7 and 8 residents within a mile of a food access point. The FAF Grant will support qualified businesses with capital for tenant improvements related to expansion of operations into a new location in an area identified as having low food access (as set forth in the Act), with priority given to locations in Ward 7 or Ward 8.</p> <p>In FY22, DMPED will: 1. Announce award recipients 2. Finalize grant agreements with award recipients 3. Disburse funds for the first tranche of awards to recipients 4. Solicit Request for Applications for Rd II Review and award Rd II recipients</p>	09-30-2021
St. Elizabeths (1 Strategic Initiative)		
St. Elizabeths East (2022)	<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. A 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 FY22, the following will be completed with St. Elizabeths East: 1. Complete construction and open the 750 Space Parcel 6 Parking Garage; 2. Negotiate and finalize the Land Disposition Agreement (LDA) for the Parcel 13 development; 3. Complete and open the Interim Retail structure to be built on Parcel 15; and 4. DMPED will work with the developer to finalize and submit the Land Disposition and Development Agreement (LDDA) for Parcels 7, 8, 9 to Council by Q4 FY22.</p>	09-30-2022
Strategic Investment (3 Strategic initiatives)		
Art Venue Support	<p>The Arts Venue Relief Fund aims to provide financial relief to art venues that have experienced significant economic distress since the beginning of the public health emergency. Live music venues, event venues, performance venues, movie theaters, museums, and theaters are some of the types of businesses eligible to apply for the Art Venues Relief Fund. The funds will support general operational expenses (rent and mortgage expense, payroll, property and sales tax, insurance, accounts payable, and/or utilities), as well as operating expenses related to COVID-19.</p> <p>In FY22, the following will be completed with the Art Venue Relief Fund: 1. Launch program in FY22-Q1; and 2. Disperse 75% or more of the budgeted funds to eligible venues.</p>	09-30-2022
Nourish DC (erroneously titled in some budget docs Good Food Funds)	<p>The purpose of the Nourish DC Fund is to support the development of a robust ecosystem of locally-owned small food businesses creating neighborhood vibrancy in communities in the District where decades of disinvestment have left them underserved by grocery and other food amenities. To achieve this goal, a fund manager will be selected to provide flexible loans, catalytic grants, and targeted technical assistance to emerging and existing locally-owned small food businesses in DC, with a preference for businesses located in and owned by residents of neighborhoods identified as having high rates of food insecurity, unemployment, and poverty, and/or lower life expectancy. The program is kicking off in FY21 with funding through FY23.</p> <p>In FY22, DMPED will provide: 1. Greater than or as many as 35 food entrepreneurs receiving more than 12 hours of cohort and/or 1:1 technical assistance; and 2. Greater than or as many as 5 businesses receiving a total of \$250K catalytic grants.</p>	09-30-2022
Inclusive Innovation Equity Impact Fund	<p>In FY21, DMPED began to develop the Equity Impact Fund to improve access to capital for disadvantaged enterprises which includes and prioritizes businesses in Ward 7 & 8. The primary goal of the Fund is to increase access to capital for Eligible Businesses that would not otherwise receive early-stage funding through conventional financing. The secondary goal is to create a pipeline of Eligible Businesses that are attractive investment opportunities in the District and to provide 12-month individualized business plans/technical assistance to Eligible Businesses. The Fund shall be used to develop investment opportunities for Eligible Businesses that grow out of the initial funding stage and are ready for additional investment, including venture capital and other sources of backing. A grant will be made available to a private entity to serve as Fund Manager to administer the Fund.</p> <p>In FY22, DMPED will amend the grant agreement to Fund Manager for an additional \$2 million.</p>	09-30-2022
Strategy & Intelligence (5 Strategic initiatives)		
Business Rent Relief (formally Bridge Fund 2.0)	<p>To award grants to small businesses operating a restaurant, tavern, nightclub, entertainment venue, or retail establishment on the leased property to pay one-third of the applicant's past-due rent due to the impact of COVID-19.</p> <p>In FY22, the following will be completed with the Bridge Fund 2.0: 1. Disperse 75% or more of the budgeted funds to small businesses that meet the eligibility requirements 2. Launch program in FY22-Q1</p>	09-30-2022
BID Vibrant Places Fund	<p>The purpose of the BID Vibrant Places Fund is to support recovery efforts by supporting placemaking and tourism efforts led by Business Improvement Districts (BIDs). This fund will award grants to the Anacostia BID to support an art and culture district, the Southwest Waterfront BID to support autonomous vehicle shuttles and the Golden Triangle BID for an innovation district.</p> <p>In FY22, DMPED will provide grants to the following BIDs to support their initiatives in attracting visitors and businesses to their neighborhoods: 1. Anacostia BID 2. Southwest Waterfront BID 3. Golden Triangle BID</p>	09-30-2022
Business Attraction, Expansion, and Retention Infrastructure	<p>This enhancement supports capacity-building for DMPED's attraction, expansion, and retention efforts. It involves new staff positions at our partner organization (Washington DC Economic Partnership) as well as expenses related to training, data subscriptions, consultants, and planning. One of the goals is setting up new systems and processes across the two organizations for managing BRE activities and creating a new BRE strategy and playbook over the next two years to help implement the Vitality Fund.</p> <p>In FY22, DMPED will: 1. Support the hiring of additional staff at WDCEP& DMPED to actively pursue corporate attraction projects; 2. Develop a business attraction and retention strategy that will provide a streamlined process & systems recommendations; and 3. Develop systems that will be used to track prospect pipeline between WDCEP & DMPED.</p>	09-30-2022

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Shop in the District Expansion	This enhancement would expand the Shop in the District campaign that was created in winter 2020, to include a mobile application, gift card program, and a robust marketing campaign connecting tourists and local consumers to small local (LBE) DC-based retailers and restaurants, particularly those in less frequented geographies. The development of the mobile application and gift card is expected to be completed in Q2 of FY22. The primary partner for this initiative is the Washington DC Economic Partnership. This initiative aims to drive online shoppers to small DC-based retailer websites, with an expected outcome of increasing revenue generation. In FY22, DMPED will: 1. Develop a Shop In The District Gift Card program 2. Develop & implement a 12-month marketing campaign strategy	09-30-2022
Special Event Fee Relief Fund	The Special Event Fee Relief Fund is a \$3 million to support events that celebrate the culture of the District of Columbia and support local communities. The Special Event Fee Relief Fund allows organizers of festivals and events to apply for financial assistance to cover up to 100% of fees incurred by the event from the following agencies: <ul style="list-style-type: none"> Alcoholic Beverage Regulation Administration (ABRA) Department of Consumer and Regulatory Affairs (DCRA) Department of Health (DOH) Department of Public Works (DPW) Department of Transportation (DDOT) Fire and EMS Department (FEMS) Metropolitan Police Department (MPD) In FY22, DMPED Business Development will expense 75% or more of the Special Event Fee Relief Fund.	09-30-2022
Walter Reed (1 Strategic Initiative)		
Walter Reed (2022)	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. In FY22, the Walter Reed LRA will: 1. Open Abrams Hall Senior Assisted Living 54 units at 30%AMI. 2. Complete the transfer of the remaining Army-owned parcel to the District.	09-30-2022

American Rescue Plan Act KPIs

Measure	Directionality	ARPA Expenditure Code	ARPA Initiative	ARPA Sub-Initiative	ARPA Project Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
2 - Execute the District's equitable economic recovery strategy. (2 Measures)									
Art Venue Support: Percentage of funds disbursed	Up is Better	2.01	Economic Recovery for Residents and Businesses	Community Activation	Art Venue Support	New in 2022	New in 2022	New in 2022	New in 2022
Business Rent Relief: Percent of funds disbursed	Up is Better	2.09	Economic Recovery for Residents and Businesses	Business Support	Bridge Fund 2.0 - Business Rent Relief	New in 2022	New in 2022	New in 2022	New in 2022
4 - Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs. (4 Measures)									
Inclusive Innovation Equity Impact Fund: Dollar amount invested in eligible businesses	Up is Better	2.09	Economic Recovery for Residents and Businesses	DC Small Business Growth Loan and Grant Fund	Equity Impact Fund	New in 2022	New in 2022	New in 2022	New in 2022
Inclusive Innovation Equity Impact Fund: Number of small businesses served	Up is Better	2.09	Economic Recovery for Residents and Businesses	DC Small Business Growth Loan and Grant Fund	Equity Impact Fund	New in 2022	New in 2022	New in 2022	New in 2022
Nourish DC: Number of Nourish-supported businesses receiving loans, grants, or technical assistance	Up is Better	2.09	Economic Recovery for Residents and Businesses	Food Access	Nourish DC	New in 2022	New in 2022	New in 2022	New in 2022
Small and Medium Business Growth Program: Number of small businesses served	Up is Better	2.09	Economic Recovery for Residents and Businesses	DC Small Business Growth Loan and Grant Fund	Small and Medium Business Growth Program	New in 2022	New in 2022	New in 2022	New in 2022