

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.

Summary of Services DMPED assists the Mayor in the coordination, planning, supervision, and execution of programs, policies, proposals, and functions related to economic development in the District of Columbia. DMPED sets development priorities and policies, coordinates how the District markets itself to businesses and developers, and recommends and ensures implementation of financial packaging for District development, attraction, and retention efforts. DMPED also works to achieve its mission by focusing on outreach to the business community and neighborhood stakeholders, and by forging partnerships between government, business, and communities to foster economic growth for residents of the District of Columbia.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Food access		Launched Food Access Fund and Nourish DC programs to increase food equity in DC.
Business Grants		Successfully executed the FY21 operating budget of \$157M across 14 separate fund types including \$117M in American Recovery Plan Act funding – largely through business relief and recovery grant, including the \$100m Bridge Fund program.
STAY DC		Worked with DHS, DHCD and DOEE to exceed federal expenditure targets for the District's \$352 million allocation for emergency rental and utility assistance through STAY DC.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
1 - Increase housing affordability and make progress towards the District's housing goals. (1 Measure)											
Number of affordable housing units yielded	Annually	3255	2679	2870	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1851	Unmet	Supply chain and labor shortages have contributed to project delays on various construction projects. As well, a number of units forecasted to be complete before the end of FY21 are still under construction and are now instead expected to deliver in FY22.
2 - Execute the District's equitable economic recovery strategy. (3 Measures)											
Net number of jobs created in DC	Annually	9400	-53,600	7500	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17,300	Met	
Unemployment rate in Wards 7 and 8	Annually	New in 2020	16.3%	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14%	Unmet	The District continues to steadily recover from the Job losses associated with the COVID-19 pandemic.
Number of jobs created from Business Development initiatives	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	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	Annually	37%	25%	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	36%	Neutral Measure	
Percent of grant funding expended	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97.15%	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	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9	New in 2021	
Number of DC Community Anchor Partnership Program Small Business Participants	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	146	New in 2021	
5 - Create the most open and transparent DMPED while piloting new approaches to communication and engagement. (2 Measures)											
Number of unique Economic Intelligence dashboard visitors	Quarterly	6402	3577	5000	1009	927	1173	2713	5822	Met	
Number of participants in Our Request for Proposal (RFP) workshops	Annually	110	136	100	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents		

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
3 - Industrial Revenue Bond (2 Measures)							
Number of IRB projects closed	16	11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15
Total bond financing issued	380,091,000	423,890,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	494,251,448
3 - Real Estate Development and Disposition (4 Measures)							
Number of projects in DMPED's pipeline	42	39	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48
Number of Request for Proposals (RFPs) Awarded	4	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3
Number of financial closings for DMPED projects	8	10	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
Number of Request for Proposals (RFPs) Released	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10
4 - Business Attraction and Retention (1 Measure)							
Number of Ward 7/8 Initiatives and Investments	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
4 - Business Expansion and Growth (6 Measures)							
Number of Grants Awarded	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2119
Number of Grants Applications	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4125
Number of employers engaged	New in 2020	66	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1939
Number of new businesses engaged	New in 2020	496	Annual Measure	Annual Measure	Annual Measure	Annual Measure	343

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Dollar Amount of investments in Ward 7 & 8	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$5,023,722.5
Number of Repeat Business Assistance/Engagement	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	595
4 - Strategic Investment (2 Measures)							
Number of International Business Partners Engaged	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	33
Number of Businesses Participating in Export DC	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	30
5 - Analysis and Visualization (1 Measure)							
Number of Economic analyses produced	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11
5 - Community Outreach (1 Measure)							
Number of Community Meetings held	119	81	Annual Measure	Annual Measure	Annual Measure	Annual Measure	205

2021 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)		
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 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)		
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
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

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	75-99%	In the last quarter the vendor HR&A completed the engagement with public, civic and private stakeholders including the blending of assessments of existing conditions, urban context, and socio-economic needs. This internal DC Small Business Plan has been drafted and is currently under review.	This internal DC Small Business Plan has been drafted and is currently under review.
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."	Complete	The DMPED Business Development team reached out to all incentive stakeholders for updates, updating the incentive database with any new information regarding listed incentives.	
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.	Complete	As of September 30, 2021, DMPED has completed the initiation of the disparity study and made significant progress in working with interagency partners and the contracted disparity study team to collect and analyze District contracting data. DMPED anticipates the study itself will be complete in FY22, complete with full availability and utilization analyses of the collected data, as well as a final, public report.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	75-99%	The Great Streets program has progressed well. The program has successfully met its disbursement goal of 75% or more of the total grant award amount. Due to the public health emergency, the majority of the grantees experienced construction delays, receiving equipment, general supplies, and/or hiring contractors. No-cost extensions have been given to 30 grantees until November 30 to help offset the construction delays. At this time, there are no additional projects at risk for completion	Because of supply chain and labor delays, no-cost extensions have been granted through November. The initiative is still in progress. 30 Businesses were granted extensions to complete work.
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." 	Complete	The Communications Teams has continued to support virtual engagements during Q4 through multiple ribbon cuttings, groundbreakings, and other speaking engagements for the Mayor & DMPED leadership. DMPED has also secured interviews with local and national outlets, including the Wall Street Journal. The team has also continued to lead efforts to spread awareness about STAY DC, real estate and business developments, our housing goals, and efforts to curtail food insecurity, through media and other channels.	
Industrial Revenue Bond (1 Strategic Initiative)				
DC Revenue Bond Process Adjustments	"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 lessen the need for storage space. In FY21, the DC Revenue Bond program will formalize the rule changes, internal to OAG, that allow for: <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." 	25-49%	With so many changes due to Covid, this initiative has worked very well to increase safety and also reduce cost and space needs. We hope to have a final decision and documents soon but probably not before the end of the fiscal year.	OAG is completing reviews and sign-offs but will not be done this fiscal year. The initiative is still in progress.
New Communities Initiative (1 Strategic Initiative)				
New Communities Initiative	"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 FY21, the New Communities Initiative will: <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." 	50-74%	Construction on the first phase of NW 1 remains ongoing and is approximately 60% complete. Infrastructure work on the northern portion of the Barry Farm site is ongoing and the demolition of the underground utilities and installation of new structures is underway and is 50% complete. Park Morton continues to advance towards closing on the infrastructure. DMPED will enter into an MOU with DCHA and is anticipated to close of the infrastructure funding in November.	Park Morton - MOU drafted and awaiting DCHA BOC approval; Barry Farm - Construction delayed. The initiative is still in progress and will have a new initiative for New Communities Initiative in FY22.
Real Estate Development and Disposition (7 Strategic Initiatives)				
St. Elizabeths East	"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. In FY21, the following will be completed with St. Elizabeths East: <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)." 	75-99%	The Parcel 15 closing will take place in November 2021. The Parcel 17 - Whitman-Walker Health groundbreaking occurred July 15, 2021. The Parcel 13 Council process will begin Q1 - FY22. The townhomes are currently under construction and there are 17 homes under contract.	The Parcel 15 closing has been delayed by the public dedication process of the adjacent streets. The initiative is still in progress.
Crummell School Youth Recreational	In FY21, DMPED will implement interim youth recreational programming in the Ivy City neighborhood.	Complete	The interim recreational facilities and programming are providing needed recreational opportunities for the residents of Ivy City.	
Dupont Underground	"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. In FY21, DMPED will: <ul style="list-style-type: none"> Determine the terms for how funds will be disbursed; and, Disburse Capital investment funds for Dupont Underground." 	0-24%	The interim recreational facilities and programming are providing needed recreational opportunities for the residents of Ivy City.	Challenges engaging a BID to receive and administer the funds as required by legislation. The Dupont initiative is still in progress. Dupont Underground is no longer a budget enhancement for FY22 and will not be included in the DMPED agency performance plan.
Hill East	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. In FY21, DMPED will accomplish the following with: Hill East Phase 1: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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. 	75-99%	Regarding Hill East Phase 1, the Parcel G-1 building's apartments are over 80% leased. Parcel F-1 closed which means the project is fully funded and construction of the building remains on schedule. For Hill East Phase II, appraisal services were procured for both bundles of parcels. Procuring survey services remains to be completed.	Only survey services were not procured due to the delay in the Phase II development team award. The survey services initiative is being drafted and will be finalized after the award. The survey services will be included in the FY2022 plan.
McMillan	"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. In FY21, the following will be completed with McMillan, pending the timing and resolution of litigation: <ul style="list-style-type: none"> 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." 	25-49%	Ongoing litigation continues. The DC Council included McMillan language in the BSA to assist in resolving the litigation. A motion to dismiss the litigation before the DC Court of Appeals was recently filed. A hearing is scheduled for 10/26 before the DC Court of Appeals if the case has not been already dismissed.	Ongoing litigation. Commencement of construction is anticipated to now commence no later than Q2 FY22.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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:</p> <ul style="list-style-type: none"> • Receive Council approval on Reunion Square Tax Increment Financing Act of 2019; • Execute the Development Financing Agreement; and • Disperse funding." 	Complete	The Development Financing Agreement for the Reunion Square TIF was signed by both the Developer and the District and was executed on April 20, 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>	Complete	The Development Financing Agreement for the Rhode Island Ave TIF was signed by both the Developer and the District and was executed on May 28, 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:</p> <ul style="list-style-type: none"> - 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." 	50-74%	The RFA was released a second time due to no eligible applicants in the first RFA posting. After the second posting, DMPED selected 1863 Ventures to manage the IEIF. Grant executed 09/24. The program for investment and support of business will start in Q1 of FY22.	The initiative was not completed because the fund manager was selected in late Q4 during the 2nd RFA post. Anticipate execution of the program to start Q1 of FY22, completion by Q4 FY22.
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>	Complete	CNHED onboarded George Washington University Hospital, which includes the construction of the new hospital at St. Elizabeths, and UDC. CNHED continues talks with anchor institutions for potential partnerships.	
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. " 	75-99%	The Brooks and The Vale have both officially opened. The Karin House is at substantial completion and should be open next month providing 39 units of senior affordable housing at 30%AMI. The Army has seen a delay in securing the contractor for the environmental remediation of the remaining parcel 806.	The Army has seen a significant delay in securing the contractor to complete remediation. Yes, the Army is working on finalizing the contractor through their procurement office.