



OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

FY 2024 PERFORMANCE PLAN

DECEMBER 1, 2023

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1 OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

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

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.

2 2024 OBJECTIVES

Strategic Objective

Increase housing affordability and make progress towards the District's housing goals.

Execute the District's equitable economic recovery strategy.

Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.

Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.

Create the most open and transparent DMPED while piloting new approaches to communication and engagement.

Create and maintain a highly efficient, transparent, and responsive District government.

3 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
Increase housing affordability and make progress towards the District’s housing goals.		
New Communities Initiative	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities	Key Project
Execute the District’s equitable economic recovery strategy.		
Policy Initiatives	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	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
Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.		
Real Estate Development and Disposition	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	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	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
Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.		
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

(continued)

Operation Title	Operation Description	Type of Operation
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

Create the most open and transparent DMPED while piloting new approaches to communication and engagement.

Alignment and Guidance	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	Communicates and engages with public on DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
Community Outreach	Creates more opportunities for community participation and feedback.	Daily Service
Analysis and Visualization	Develop compelling data analysis, maps, research and other communications, and manage DMPED's data.	Daily Service

Create and maintain a highly efficient, transparent, and responsive District government.

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
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4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Employment Center Vitality and Local Jobs Creation (Vitality Fund)	<p>The purpose of the Vitality Fund is to incentivize companies to locate, expand, or stay in DC, with a preference for locating in the central business district (CBD). Businesses in target industries are eligible to receive discretionary, performance-based grants based on new jobs and investment targets, lease terms, and alignment with the District's economic strategy.</p> <p>In FY24, DMPED will: 1. Relaunch applications for the Vitality Fund 2. Promote the Vitality Fund to brokers and site selectors 3. Award at least 4 businesses through the program</p>	9/30/2024
Ward 2 Great Streets	<p>Competitive grant that expands eligibility for the Great Streets Small Business Retail grant to commercial corridors in Ward 2 for FY24.</p> <p>In FY24, DMPED will: 1. Issue competitive Request for Applications in Q2 2. Award at least 90% of the fund by the end of Q3 3. Disburse at least 90% of the awards by the end of Q4</p>	9/30/2024
Small and Medium Business Growth Program	<p>The Small and Medium Business Growth Fund (SMB Fund) offers competitive grants to retain and expand District-based small businesses by supporting large scale capital improvements, large equipment purchasing, and technological advancements within retail, professional services, industrial-based businesses and manufacturing industries, and small business investment projects in distressed and emerging neighborhoods.</p> <p>In FY24 DMPED will: 1. Open RFA in Q2 2. Award grants by the end of Q4</p>	9/30/2024
Community Engagement	<p>The DMPED Communications team will work with the Real Estate, Business Development and Economic Intelligence 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.</p> <p>In FY24, we 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 groundbreakings, ribbon cuttings, grant opportunities, and programs.</p>	9/30/2024

New Communities Initiative (2024)	<p>The New Communities Initiative (NCI) is a District government program designed to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities.</p> <p>In FY24, New Communities will: 1. Close on funds and break ground on Barry Farm 1A 2. Close on funds and break ground on NW1 Phase II 3. Complete Map Amendment on Bruce Monroe</p>	9/30/2024
Housing In Downtown Program	<p>This enhancement supports converting central business district offices into residences. Objectives are twofold: 1) The goal of this program is to increase economic vibrancy by diversifying the land uses downtown. 2) In doing so, increasing housing and affordable housing downtown. These funds support this work via staff support and ongoing data analysis.</p> <p>In FY24, DMPED will: 1. Release the Housing in Downtown (HID) Request for Applications (RFA), this will mark the launch of the program. 2. In FY24 ongoing program refinement is likely.</p>	9/30/2024
Downtown Engagement	<p>The objective of this program is to build on the DMPED-led Comprehensive Economic Development Strategy (released in early 2023) to conduct additional engagement around the reimagination of downtown.</p> <p>In FY24, DMPED will: 1. Work with the Downtown Action Plan team to oversee and provide strategic insight of targeted initiatives detailed in their Downtown Action Plan roadmap.</p>	9/30/2024
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 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 FY24, DMPED will: 1. Make updates to Food Access Fund Dashboard 2. Solicit Requests for Applications 3. Select and award Grantees 4. Disburse funds 5. Track and manage compliance on prior Grantees</p>	9/30/2024
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 FY24, DMPED will: 1. Negotiate and submit the LDDA to Council 2. Execute the LDDA 3. Complete Map Amendment</p>	9/30/2024

Hill East (2024)	<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 FY24, DMPED will: 1. Negotiate and finalized gap funding for both Bundle 1 and Bundle 2 2. Execute Bundle 1 LDDA 3. Execute Bundle 2 LDDA 4. Coordinate with Bundle 1 on the completion of the DC Water sewerline relocation design and permits 5. Facilitate the completion of the design and permits for Bundle 1 and Bundle 2 Infrastructure work 6. Coordinate with DGS to start construction on the DC Water seweline relocation and infrastructure work 7. Coordinate with DGS to start demolition of existing DC General buildings 8. Coordinate with both bundles to get Zoning Commission approval of their Phase 1 buildings</p>	9/30/2024
Reeves Center (2024)	<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 FY24, DMPED will: 1. Negotiate and submit LDDA to Council 2. Execute LDDA</p>	9/30/2024
Black Homeownership Fund	<p>The Mayor tasked the Black Homeownership Strike Force with recommendations on how best to utilize the \$10MM set aside in the FY23 budget to increase the Black homeownership rate. The strike force recommended focusing the fund on acquiring and developing new homeownership units that could be targeted at new Black households.</p> <p>In FY24, DMPED will: 1. Issue an RFP 2. Select a fund administrator 3. Disburse funds</p>	9/30/2024
DC Family Fun Destinations	<p>DC Family Fun Destinations is a competitive grant program to create/enhance family-friendly attractions downtown and in adjacent areas. In FY24, DMPED will: 1. Issue competitive Request for Applications in Q2 2. Award grants by end of Q4</p>	9/30/2024
Cherry Blossom Tours	<p>Cherry Blossom Tours program is a marketing tour and social media campaign promoting the National Cherry Blossom Festival and attracting tourists from the Northeast corridor of the United States while highlighting the high quality of life in the District. This marketing campaign will be in form of a regional tour with a family-friendly experiential activation in 3-4 cities (Boston, Baltimore, Philly, and NYC). The tour shall also include a business attraction component to select markets with curated engagement events aimed at encouraging companies to expand to DC.</p> <p>In FY24, DMPED will: 1. Issue an RFP in Q1 2. Launch a bus and social media tour in 3 cities in Q2</p>	9/30/2024

Inclusive Innovation Equity Impact Fund	<p>DMPED will continue to work with 1863 Ventures, the Fund Manager for the IIEI. 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 in the initial funding stage and those that grow out of the initial funding stage and are ready for additional investment, including venture capital and other sources of backing.</p> <p>In FY24, DMPED will: 1. Launch the program in Q1 2. Implement a campaign to expand awareness of the program throughout DC, with emphasis on businesses in Wards 5, 7, and 8.</p>	9/30/2024
Nourish DC (2024)	<p>The purpose of the Nourish DC Collaborative is to support the development of a robust ecosystem of locally-owned small food businesses in District neighborhoods where decades of disinvestment have left them underserved by grocery and other food amenities. To achieve this goal, a collaborative of community development financial institutions were selected to provide loans, grants, and technical assistance to emerging and existing locally-owned small food businesses, with a preference for businesses located in and owned by residents of DC neighborhoods identified as having high rates of food insecurity, unemployment and poverty, and/or lower life expectancy. The program kicked off in FY21, with additional annual funding expected through FY24.</p> <p>In FY24, DMPED will provide: 1. At least 25 food entrepreneurs 12 hours of 1:1 technical assistance; and 2. At least 8 businesses receiving a total of \$400K in grant funding</p>	9/30/2024
Reimagine DC Tourism	<p>The Reimagine DC Tourism Program is a multi-year sustained marketing campaign in collaboration with Destination DC and Events DC, directed to attract leisure and business tourists. Funds will also be used in part for incentives to attract conferences, shows, exhibitions, and other attractions to the District. The Reimagine DC Tourism Program is a multi-year sustained marketing campaign in collaboration with Destination DC and Events DC, directed to attract leisure and business tourists. Funds will also be used in part for incentives to attract conferences, shows, exhibitions, and other attractions to the District.</p> <p>In FY24 DMPED will: 1. Select a partner to administer marketing campaign and incentives program 2. Develop campaign materials and launch by end of fiscal year</p>	9/30/2024
Large Events and Festival Sponsorships	<p>The Large Events and Festivals Sponsorship Fund will be used to sponsor large events and festivals in the District. Funds can be used in a multitude of ways including the infrastructure needs to enable these events.</p> <p>In FY24, DMPED will: 1. Disburse 100% of the Fund by Q4</p>	9/30/2024

Special Event Fee Relief Fund	<p>The Special Event Relief Fund allows organizers of festivals and outdoor special events to apply for financial assistance to cover up to 100% of services incurred by the event from the following agencies (direct payment from DMPED to the agency): ABRA, DOH, DPR, DPW, DDOT, FEMS, MPD, DLCP and DOB.</p> <p>In FY24, DMPED will: 1. Launch the application in Q1 2. Expend 90% or more of the Special Event Fee Relief Fund by the end of the fiscal year</p>	9/30/2024
Business Attraction, Expansion, and Retention Infrastructure	<p>The Special Event Relief Fund allows organizers of festivals and outdoor special events to apply for financial assistance to cover up to 100% of services incurred by the event from the following agencies (direct payment from DMPED to the agency): ABRA, DOH, DPR, DPW, DDOT, FEMS, MPD, DLCP and DOB</p> <p>In FY24, DMPED will: 1. Launch the application in Q1 2. Expend 90% or more of the Special Event Fee Relief Fund by the end of the fiscal year</p>	9/30/2024
Business Rent Relief (Bridge Fund 4.0)	<p>Bridge Fund 4.0 will provide financial relief to small businesses and sole proprietors in the retail, restaurant, and entertainment sectors that experienced revenue declines or significant costs as a result of the COVID-19 pandemic. Bridge Fund 4.0 will prioritize businesses that have not previously received relief funds. DMPED will work with a third-party administrator to administer the program and disburse funds.</p> <p>In FY24, DMPED will: 1. Launch the program in Q1 2023 2. Award at least 90% of the fund by Q2 3. Disburse at least 90% of the awards by Q3</p>	9/30/2024
Shop in the District Expansion	<p>Funds will be used to continue the development and implementation of the custom-branded Shop in the District (SITD) marketing campaign and a custom gift card program that can be used by shoppers at all participating retailers. The funds will be used to hire a contractor that can provide marketing, advertising, and communications services to promote the Shop in the District website and retailers. The vendor will also manage gift card inventory and disbursement, provide technical support, and accurately report data back to DMPED.</p> <p>In FY24, DMPED will: 1. Launch the custom-branded gift card program 2. Develop and launch the marketing campaign</p>	9/30/2024

Walter Reed (2024)	<p>The Walter Reed Local Redevelopment Authority ("LRA") has led an extensive planning process to acquire and redevelop 66.57 acres of the property at the site of the former Walter Reed Army Medical Center ("WRAMC"). This project will establish 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 FY24, the Walter Reed LRA will: 1. Begin construction of the Fern Street Townhomes, consisting of 96 townhomes (single family and stacked flats). 2. Begin construction of the Parcel L building, consisting of 287 rental apartments 3. Complete the Aspen Street widening and multi-use trail along Aspen St, between Georgia Ave and 16th Street</p>	9/30/2024
St. Elizabeths East (Operating)	<p>St. Elizabeths East is a historic gem in the middle of the nation's capital that is being transformed into a mixed-use neighborhood - with the city leading the charge. As new facilities government facilities are completed, there is a need for additional resources to support operations.</p> <p>In FY24 DMPED: 1. Support Parcel 6 garage operations; 2. Support overall safety and security needs around the vacant properties and while the new facilities are under construction.</p>	9/30/2024
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. 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 FY24, DMPED will: 1. Continue infrastructure on 13th Street 2. Complete land swap with DCPL 3. Issue RFP for Farm Parcel 4. Award and Negotiate Parcel 6 5. Negotiate and submit Parcel 7,8,9 LDDA to Council</p>	9/30/2024

5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Increase housing affordability and make progress towards the District's housing goals.					
Number of affordable housing units yielded	Up is Better	1,851	1,869	1,813	1029
Share of affordable housing units yielded as a percent of the total DMPED residential units delivered	Up is Better	New in 2022	63%	21%	40%
Execute the District's equitable economic recovery strategy.					
Net number of jobs created in DC	Up is Better	17,300	20,000	12,300	7500
Number of jobs created from Business Development initiatives	Up is Better	Not Available	83	79	100
Unemployment rate in Wards 7 and 8	Down is Better	14%	8.9%	10.7%	10%
Art Venue Support: Percentage of funds disbursed	Up is Better	New in 2022	Not Available	Not Available	No Target Set
Business Rent Relief: Percent of funds disbursed	Up is Better	New in 2022	Not Available	Not Available	No Target Set
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	New in 2023	290	0
Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.					
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	Neutral	36%	23%	Not Available	25%
Percent of grant funding expended	Up is Better	97.2%	85%	93%	75%
Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.					
Number of DC Community Anchor Partnership Program Anchor Partners	Up is Better	9	10	20	13
Inclusive Innovation Equity Impact Fund: Dollar amount invested in eligible businesses	Up is Better	New in 2022	Not Available	\$1,000,000.00	\$1,250,000.00
Percentage of RFPs released with EquityRFP component	Up is Better	New in 2022	100%	100%	100%
Number of DC Community Anchor Partnership Program Small Business Participants	Up is Better	146	322	335	330
Small and Medium Business Growth Program: Number of small businesses served	Up is Better	New in 2022	Not Available	68	No Target Set
Inclusive Innovation Equity Impact Fund: Number of small businesses served	Up is Better	New in 2022	16	16	20

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Nourish DC: Number of Nourish-supported businesses receiving loans, grants, or technical assistance	Up is Better	New in 2022	203	16	0
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	New in 2023	36	0
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	New in 2023	0	No Target Set
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	New in 2023	614	0
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	1,323	Not Available	100	No Target Set
Great Streets Initiative: Number of small businesses served	Up is Better	New in 2024	New in 2024	New in 2024	New in 2024
Economic impact of Business Development investments	Up is Better	New in 2024	New in 2024	New in 2024	New in 2024
Create the most open and transparent DMPED while piloting new approaches to communication and engagement.					
Average number of engagement mechanisms per real estate development project	Up is Better	New in 2022	5	5	5
Number of community engagements DMPED participates in for real estate development projects	Up is Better	New in 2022	25	40	30
Number of unique Economic Intelligence dashboard visitors	Up is Better	5,822	8,176	5,000	5000

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
Industrial Revenue Bond			
Total bond financing issued	494,251,448	310,000,000	1,072,198
Number of IRB projects closed	15	9	30
Real Estate Development and Disposition			
Number of Request for Proposals (RFPs) Released	10	0	3
Number of projects in DMPED's pipeline	48	48	39
Number of Request for Proposals (RFPs) Awarded	3	0	4
Number of financial closings for DMPED projects	4	2	5
Business Attraction and Retention			
Number of Ward 7/8 Initiatives and Investments	9	60	36
Business Expansion and Growth			
Number of new businesses engaged	343	267	54
Number of Grants Applications	4,125	2,032	1,031
Number of Grants Awarded	2,119	783	449
Number of employers engaged	1,939	2,292	750
Dollar Amount of investments in Ward 7 & 8	\$5,023,722.53	\$9,155,039.60	\$5,703,561.50
Number of Repeat Business Assistance/Engagement	595	48	244
Strategic Investment			
Number of International Business Partners Engaged	33	50	50
Number of Businesses Participating in Export DC	30	44	40
Analysis and Visualization			
Number of Economic analyses produced	11	16	Not Available
Community Outreach			
Number of Community Meetings held	205	220	201