#### Office of the Deputy Mayor for Planning and Economic Development FY2023

Agency Office of the Deputy Mayor for Planning and Economic Development

Agency Code EB0

Fiscal Year 2023

**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)

Inclusive Innovation Equity Impact Fund:

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
1 - Increase housing affordability and make	progress towards	the District's	housing goal	s. (2 Measure	e records)	
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 2023	40%
Number of affordable housing units yielded	Up is Better	2679	1851	2324	1869	1029
2 - Execute the District's equitable economi	c recovery strate	gy. (6 Measure	records)			
Art Venue Support: Percentage of funds disbursed	Up is Better	New in 2022	New in 2022	New in 2022	New in 2023	No Target Set
Business Rent Relief: Percent of funds lisbursed	Up is Better	New in 2022	New in 2022	New in 2022	New in 2023	No Target Set
let number of jobs created in DC	Up is Better	-53,600	17,300	7500	20,000	No Target Set
Number of jobs created from Business Development initiatives	Up is Better	New in 2021	Not Available	100	83	100
Inemployment rate in Wards 7 and 8	Down is Better	16.3%	14%	10%	8.9%	No Target Set
lumber of small businesses served (by brogram if recipient establishes multiple eparate small businesses assistance programs)	Up is Better	New in 2023	New in 2023	New in 2023	New in 2023	New in 2023
3 - Increase access to opportunity and adva amenities through real estate development			ased access t	o housing, re	tail and commu	nity
Share of DMPED project square footage in Vards 7 and 8 as a percent of the total DMPED project square footage	Neutral	25%	36%	25%	23%	25%
Percent of grant funding expended	Up is Better	New in 2021	97.2%	75%	85%	75%
4 - Sustain businesses, jobs and entreprene supporting historically marginalized entrep	urs by improving preneurs. (9 Meas	access to capit sure records)	tal and new e	conomic opp	ortunities, with	focus on
nclusive Innovation Equity Impact Fund: Dollar mount invested in eligible businesses	Up is Better	New in 2022	New in 2022	New in 2022	New in 2023	No Target Set

New in

New in

New in

New in 2023 No Target

Up is Better

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
Number of small businesses served		2022	2022	2022		Set
Nourish DC: Number of Nourish-supported businesses receiving loans, grants, or technical assistance	Up is Better	New in 2022	New in 2022	New in 2022	New in 2023	No Target Set
Small and Medium Business Growth Program: Number of small businesses served	Up is Better	New in 2022	New in 2022	New in 2022	New in 2023	No Target Set
Percentage of RFPs released with EquityRFP component	Up is Better	New in 2022	New in 2022	New in 2022	New in 2023	100%
Number of DC Community Anchor Partnership Program Anchor Partners	Up is Better	New in 2021	9	2	10	12
Number of DC Community Anchor Partnership Program Small Business Participants	Up is Better	New in 2021	146	75	322	330
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	New in 2023	New in 2023	New in 2023
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	New in 2023	New in 2023	New in 2023
5 - Create the most open and transparent D Measure records)	MPED while pilotir	ng new appro	aches to com	munication an	d engagement	:. (3
Average number of engagement mechanisms per real estate development project	Up is Better	New in 2022	New in 2022	New in 2022	5	5
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 2023	30
Number of unique Economic Intelligence dashboard visitors	Up is Better	3577	5822	5000	8176	5000

# 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 Distri	ct's equitable economic recovery strategy. (2 Activity records)	
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
	opportunity and advance geographic equity for increased access to housing, retail and coreal estate development projects. (4 Activity records)	nmunity
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

Operations Title	Operations Description	Type of Operations			
	4 - Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs. (3 Activity records)				
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 or records)	ppen and transparent DMPED while piloting new approaches to communication and engager	ment. (4 Activity			
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			

## Workload Measures (WMs)

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
3 - Industrial Revenue Bond (2 Measure records)			
Total bond financing issued	423,890,000	494,251,448	310,000,000
Number of IRB projects closed	11	15	9
3 - Real Estate Development and Disposition (4 N	Measure records)		
Number of projects in DMPED's pipeline	39	48	48
Number of financial closings for DMPED projects	10	4	2
Number of Request for Proposals (RFPs) Awarded	0	3	0
Number of Request for Proposals (RFPs) Released	Not Available	10	0
4 - Business Attraction and Retention (1 Measure	<u>=</u> )		
Number of Ward 7/8 Initiatives and Investments	Not Available	9	60
4 - Business Expansion and Growth (6 Measure r	records)		
Number of Repeat Business Assistance/Engagement	Not Available	595	48
Number of Grants Applications	6223	4125	2032
Number of new businesses engaged	496	343	267
Number of Grants Awarded	76	2119	783
Number of employers engaged	66	1939	2292
Dollar Amount of investments in Ward 7 & 8	Not Available	\$5,023,722.5	\$9,155,039.6

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual			
4 - Strategic Investment (2 Measure records)						
Number of International Business Partners Engaged	1	33	50			
Number of Businesses Participating in Export DC	Not Available	30	44			
5 - Analysis and Visualization (1 Measure)						
Number of Economic analyses produced	Not Available	11	16			
5 - Community Outreach (1 Measure)						
Number of Community Meetings held	81	205	220			

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Business Attraction</b>	and Retention (1 Strategic Initiative)	
Employment Center Vitality and Local Jobs Creation (Vitality Fund)	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.  In FY23, DMPED will:  1. Launch the application for the Vitality Fund  2. Promote the Vitality Fund to brokers and site selectors	09-30-2023
Rusiness Evnansion	3. Award at least 4 businesses through the program and Growth (2 Strategic Initiative records)	
Ward 2 Great Streets	Competitive grant that expands eligibility for the Great Streets Small Business Retail grant to commercial corridors in Ward 2 for FY23.  In FY23, 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	09-30-2023
Small and Medium Business Growth Program	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.  In FY23 DMPED will:  1. Open RFA in Q2  2. Award grants by the end of Q4	09-30-2023
Community Outrea	ch (1 Strategic Initiative)	
Community Engagement	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.  In FY23, we will:  1. Secure at least 10 media placements, including three non-traditional outlets (i.e. Spanishlanguage 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.	09-30-2023
New Communities	Initiative (1 Strategic Initiative)	
New Communities Initiative (2023)	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 FY23, New Communities will:  1. Close on funds and break ground on Barry Farm 1A	09-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date		
	Close on funds and break ground on NW1 Phase II     Complete Map Amendment on Bruce Monroe			
Policy Initiatives (2	Strategic Initiative records)			
Housing in Downtown Abatement FTE/Analysis	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 increasing the housing and residential mix. 2) In doing so, increase affordable and workforce housing downtown. These funds support this work via staff support and ongoing data analysis. In FY23, DMPED will 1) Hire an FTE to support the design and management of the Housing in Downtown Abatement as well as ongoing office market research and 2) issue an RFA by the end of the fiscal year for the program.	09-30-2023		
Downtown Engagement	The objective of this program is to build on the DMPED-led Comprehensive Economic Development Strategy (to be released in early 2023) to conduct additional engagement around the reimagination of downtown.  In FY23, DMPED expects to issue an RFA for an engagement partner and execute engagement to produce a downtown reimagination plan.	09-30-2023		
Real Estate Develop	oment and Disposition (4 Strategic Initiative records)			
Food Access Fund	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.	09-30-2023		
	In FY23, DMPED will: 1. Create a 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			
1234 Good Hope Rd (Formerly 1800 MLK, Jr. Avenue)	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.  In FY23, DMPED will:  1. Negotiate and submit the LDDA to Council  2. Execute the LDDA  3. Complete Map Amendment	09-30-2023		
Hill East (2023)	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.  n FY23, DMPED will: 1. Council apprval for Bundle 1. 2. Counil apprval for Bundle 2. 3. Execute Bundle 1 LDDA 4. Execute Bundle 2 LDDA 5. Complete design and permits for DC Water sewerline relocation. 6. Complete design and permits for Bundle 1 and Bundle 2 Infrastructure work. 7. Finalize and execute funding MOU with DGS for DC Water sewer line relocation and Infrastructure work. 8. Coordinate with DGS to issue an RFP and select GC for the DC Water sewerline relocation and infrastructure work.	09-30-2023		
Reeves Center (2023)	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.  In FY23, DMPED will:  1. Complete selection and award for reissued RFP 2. Negotiate and submit LDDA to Council 3. Execute LDDA	09-30-2023		
St. Elizabeths (2 St	St. Elizabeths (2 Strategic Initiative records)			

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
St. Elizabeths East (Operating)	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.  In FY23 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.	09-30-2023
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. 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.  In FY23, DMPED will:  1. Cut the ribbon on Whitman Walker office 2. Continue infrastructure on 13th Street 3. Complete land swap with DCPL 4. Execute LDDA on Parcel 13 5. Issue RFP for Farm Parcel 6. Issue RFP for Parcel 6 and Garage wrapping Residential 7. Negotiate and submit Parcel 7,8,9 LDDA to Council	09-30-2023
Strategic Investmen	at (5 Strategic Initiative records)	
Black Homeownership Fund	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.  In FY23, DMPED will:  1. Develop the structure of the fund 2. Select a fund administrator 3. Disburse funds	09-30-2023
DC Family Fun Destinations	DC Family Fun Destinations is a competitive grant program to create/enhance family-friendly attractions downtown and in adjacent areas.  In FY23, DMPED will:  1. Issue competitive Request for Applications in Q2  2. Award grants by end of Q4	09-30-2023
Cherry Blossom Tours	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.  In FY23, DMPED will:  1. Issue an RFP in Q1  2. Launch a bus and social media tour in 3 cities in Q2	09-30-2023
Inclusive Innovation Equity Impact Fund	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.  In FY23, DMPED will:  1. Launch the program in Q1  2. Amend the grant agreement for an additional \$2,000,000  3. Implement a campaign to expand awareness of the program throughout DC, with emphasis on businesses in Wards 5, 7, and 8.	09-30-2023
Nourish DC (2023)	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.  In FY23, DMPED will provide:	09-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date		
	At least 25 food entrepreneurs 12 hours of 1:1 technical assistance; and     At least 8 businesses receiving a total of \$400K in grant funding			
Strategy & Intellige	nce (6 Strategic Initiative records)			
Reimagine DC Tourism	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.  In FY23 DMPED will:  1. Select a partner to administer marketing campaign and incentives program  2. Develop campaign materials and launch by end of fiscal year	09-30-2023		
Large Events and Festival Sponsorships	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.  In FY23, DMPED will:  1. Disburse 100% of the Fund by Q4	09-30-2023		
Special Event Fee Relief Fund	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.  In FY23, 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	09-30-2023		
Business Attraction, Expansion, and Retention Infrastructure	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  In FY23, 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	09-30-2023		
Business Rent Relief (formally Bridge Fund 3.0)	Bridge Fund 3.0 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 3.0 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.  In FY23, 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	09-30-2023		
Shop in the District Expansion	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.  In FY23, DMPED will:  1. Launch the custom-branded gift card program  2. Develop and launch the marketing campaign	09-30-2023		
Walter Reed (1 Strategic Initiative)				
Walter Reed (2023)	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.  In FY23, the Walter Reed LRA will:  1. Open the Hartley building, consisting of 323 apartments over 60,000 sf of Whole Foods anchored retail  2. Open the Kite House, 109 condominium units over retail  3. Open 1155 Dahlia, a coliving development above retail  4. Begin sales of the Aspen Square, a 50-unit townhome development	09-30-2023		