



OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 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 District's 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 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Black Homeownership Strike Force	The recommendations from the BHSF report have laid out a pathway for a renewed focus on closing black homeownership gaps in the District. DMPED will continue to lead and coordinate these efforts alongside our housing and housing-adjacent agency partners.	Stood up, staffed, and shepherded the Black Homeownership Strike Force through a process that produced actionable recommendations for increasing Black homeownership in the District and a goal of 20,000 net new Black homeowners by 2031.
Disparity Study	The study is being finalized for public launch. Following the launch, the results of the study may provide for new programming that can better uplift small business communities that will impact not only how DMPED operates but potentially agencies across the District.	The study is a result of over a year of community engagement and data collection and analysis that will help strengthen opportunities for minority and women-owned businesses in the District.

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Accomplishment	Impact on Agency	Impact on Residents
<p>Advanced three highly complex and long-stalled projects: -Closed and broke ground on first on-site housing at Barry Farm (The Asberry) -Completed financial close and land transfer of McMillan -Food Access Fund; Opened Lidl, the first new grocery store in Ward 7 in more than a decade</p>	<p>These projects and many others on this list provide our team with significant personal and professional gratification. These projects take many years and a lot of emotional investment from the project management teams. Seeing them to fruition is essential and helps keep people motivated to keep going for the next ones. In 2015, over 86,000 people East of the River were outside a mile of a grocery store. Currently, that number is down to 42,500. That number will reduce to 10,150 once all DMPED-funded locations open. For residents who live more than a mile from a grocery store, improved food access will decrease risks from diet-related chronic diseases, improve public health, increase employment, and improve the overall quality of life. Investments in locally-owned small-format grocers will also provide ownership opportunities to District residents.</p>	<p>The District of Columbia is delivering on a promise dating back to the Williams Administration and meeting our commitment to do it in an equitable way, ensuring former Barry Farm residents benefit most from the redevelopment. The District will invest over \$100 million in public infrastructure and community amenities, including an eight-acre park and a 17,000-square-foot community center with a pool at McMillan. The private portion of the development will feature a full-service grocery store; restaurants and retail; 146 for-sale townhomes; 467 rental apartments; and over one million square feet of healthcare facility space. Thus far, the Food Access Fund has committed nearly \$38 million of the program budget to 24 recipients and for the acquisition of the East Capitol Gateway site. These projects will bring restaurants and grocery stores to areas with low food access. The opening of Lidl is a significant milestone for the District and the Ward 7 community, which previously had only been serviced by one major grocer for over 80,000 residents. In addition to a new food access point, the Lidl is adding hundreds of jobs, bringing in significant tax revenue for the District, and catalyzing additional private development in the area.</p>

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Increase housing affordability and make progress towards the District's housing goals.	2	1
Execute the District's equitable economic recovery strategy.	5	2
Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.	2	4
Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.	7	3
Create the most open and transparent DMPED while piloting new approaches to communication and engagement.	14	4
Create and maintain a highly efficient, transparent, and responsive District government.	0	1

4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
Increase housing affordability and make progress towards the District's housing goals.		
New Communities Initiative	New: 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	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
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	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
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
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

(continued)

Operation Title	Operation Description	Type of Operation
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	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
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

5 2022 STRATEGIC INITIATIVES

In FY 2022, Office of the Deputy Mayor for Planning and Economic Development had 21 Strategic Initiatives and completed 47.62%.

Title	Description	Completion to Date	Update	Explanation for Incomplete 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.	Complete	The FY22 grant agreement was executed and program funds were transferred. The next round of grants will open in October 2022.	

<p>Employment Center Vitality and Local Jobs Creation (Vitality Fund)</p>	<p>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: • Initial startup capital • Operational costs • Down payment assistance • Rent subsidy • Tenant improvements • Workforce training • Recruitment and hiring costs</p> <p>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.</p>	<p>75-99%</p>	<p>In Q4, the Vitality Fund Program design and implementation plan was updated to reflect new eligibility requirements effective in FY23. DMPED will open the application in October 2022 and share it directly with current prospects. DMPED will continue to meet with employers interested in the Vitality Fund and promote the program to eligible companies.</p>	<p>Applications for this program will be open on a rolling basis through FY24 and awards will be made through FY26.</p>
<p>Small and Medium Business Growth Program</p>	<p>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.</p>	<p>75-99%</p>	<p>In Q4 applications were reviewed and award notifications began. Notifications will continue, and funds will be disbursed by the CDFI, in Q1 2023.</p>	<p>The selection process was extensive and required several rounds of review due to partner agencies' reporting/documentation challenges.</p>

Community Engagement (2022)	<p>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.</p> <p>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 groundbreakings, ribbon cuttings, grant opportunities, and programs.</p>	75-99%	<p>DMPED successfully developed and implemented virtual and in-person events, including press conferences, ribbon cuttings, and groundbreakings for community engagement and awareness building. Milestones included: Bridge District Groundbreaking, St. Elizabeths Townhomes Ribbon Cutting, Food Access Fund and other programs announcements, Black Home Ownership Strikeforce Ribbon Cutting, show and tells, regular media interviews, and real estate milestone celebrations, among others. In addition, the team secured over ten media placements, including with the Washington Post, Washington Business Journal, Bisnow television outlets, and others. Topics included: housing development, housing conversion, RFPs issued, groundbreakings, ribbon cuttings, business incentives, and business programs.</p>	
New Communities Initiative (2022)	<p>The New Communities Initiative (NCI) is a District government program designed to revitalize severely distressed subsidized housing and redevelop communities plagued with concentrated poverty, high crime, and economic segregation.</p> <p>In FY22, the New Communities Initiative will: 1. Complete construction on Phase 1 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.</p>	50-74%	<p>Northwest One - Construction complete; Construction commencement for Phase II expected Q1 FY23. Park Morton - Infrastructure work commenced Q2 FY22; Vertical construction is expected to commence Q1 FY23. Barry Farm - Vertical construction of building 1B to start 4Q 2022.</p>	<p>The Park Morton finance closing requires the issuance of ITSB bonds by the OCFO, this is scheduled to occur in 4Q22.</p>

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 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.

0-24%

The project is still in Selection, the Map Amendment is in process, OP issued their Set Down Report in September 2022.

The Selection process was delayed because prior to issuing the RFP, OP had agreed to support rezoning the site to MU-7, then suggested instead of split zoning MU-4/7, and DMPED had to assess that impact on the responses, it was determined that the RFP might be voided so DMPED returned to OP and was able to persuade them to go with all MU-7 in keeping with the RFP instructions.

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. 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>	50-74%	<p>Phase 1, Parcel F-1 building construction continues without any delays to report. The second retail lease is in progress pending final approval of the Food Access Fund. Regarding Hill East Phase 2, DMPED has completed negotiations and submitted both Bundles to Council”</p>	<p>The initiative is mostly complete but the Phase 2 Bundles were delayed by a restructuring of the underlying infrastructure procurement, and unforeseen financial gaps on several parcels due to construction price and interest rate increases</p>
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. 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>	Complete	<p>DMPED is scheduled to close this project by September 30, 2022.</p>	

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. 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>	Complete	<p>The grant funds were fully disbursed by the end of FY22 in support of a lease and build-out of a new office and community space.</p>	
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. 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>	0-24%	<p>DGS completed its due diligence regarding a relocation site selection and has submitted the proposed lease of the DDOT/OCTO relocation site to the Council for approval as of FY22Q4. DDOT has also started preliminary facility design in FY22Q4. The funds formerly in DMPED's capital budget for the relocation of OCTO were reprogrammed directly to OCTO's budget as of FY22Q4.</p>	<p>The underlying RFP has materially changed due to OCTO and DDOT requirement to move offsite versus keeping the data center onsite.</p>

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>	Complete	<p>The round three RFA has closed, and conditional awards have been sent to the applicants. We plan to announce the awards in the coming weeks and prepare for round four this fall.</p>	
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. In FY22, the following will be completed with St. Elizabeths East:</p> <p>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>	50-74%	<p>The Parcel 6 Parking Garage is open to the public and a full-time operator will be in place by August 2022. Parcel 13 is awaiting council approval for the Surplus and Disposition of the Site. The Interim Retail Village will commence construction in the summer of 2022, to be completed by September 2022. The RFP for Parcel 7,8,9 is still in Selection.</p>	<p>The Selection process for Parcel 7,8, and 9 was delayed due to the inability of the ANC to have a quorum for multiple months prior to the Fall, and we need an ANC resolution to award the project.</p>

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. 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>	Complete	<p>The Arts and Entertainment Venue Relief Fund launched in Q1. Awards were made and disbursed in Q2, and 100% of the fund was awarded and disbursed. All subgrantees have completed closeout reporting.</p>
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. 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>	Complete	<p>The FY22 grant agreement was executed and program funds were transferred. The next round of grants will open in October 2022.</p>

<p>Inclusive Innovation Equity Impact Fund</p>	<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. In FY22, DMPED will amend the grant agreement to Fund Manager for an additional \$2 million.</p>	<p>Complete</p>	<p>Funding for FY22 was disbursed to 1863 Ventures in September 2022, with the goal of executing the project into the next fiscal year, similar to FY21.</p>
<p>Business Rent Relief (formally Bridge Fund 2.0)</p>	<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. In FY22, the following will be completed with the Bridge Fund 2.0:</p> <ol style="list-style-type: none"> 1. Disperse 75% or more of the budgeted funds to small businesses that meet the eligibility requirements 2. Launch program in FY22-Q1 	<p>Complete</p>	<p>As of Q4, all applications were reviewed, award notification and disbursement began, and all applicants received notification regarding their award status. All funds to awardees have been disbursed. CDFI gave a no-cost extension to complete its closeout report by January 31, 2023.</p>

<p>BID Vibrant Places Fund</p>	<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. 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>	<p>Complete</p>	<p>Grant agreements executed with Anacostia BID, Southwest BID, and Golden Triangle BID. All BIDs received grant funds as of July 2022 and have begun implementing their scope of work.</p>	
<p>Business Attraction, Expansion, and Retention Infrastructure</p>	<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 BREA activities and creating a new BREA strategy and playbook over the next two years to help implement the Vitality Fund. 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>	<p>75-99%</p>	<p>In Q4, DMPED and WDCEP completed the hiring and onboarding of the new corporate attraction position at WDCEP and have continued to implement the BREA strategy. These activities include generating and responding to attraction leads efficiently, engaging existing companies, and developing systems to track the prospect pipeline and report on engagements. DMPED continues to engage with Hickey in completing the competitive assessment (with labor analysis), cluster analysis, and location advisor decision assessment (by cluster) to guide and validate further attraction and retention efforts.</p>	<p>The BREA Strategy Scope of Work (SOW) planned completion date with final deliverables provided to DMPED and WDCEP will be by the end of December 2022. DMPED and WDCEP plan to continue building capacity to support the business attraction, retention, and expansion efforts.</p>

Shop in the District Expansion	<p>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.</p> <p>In FY22, DMPED will: 1. Develop a Shop In The District Gift Card program 2. Develop & implement a 12-month marketing campaign strategy</p>	0-24%	<p>The contract for the marketing services has been executed. The contract for the gift card program is close to being finalized.</p>	<p>Marketing and planning needed to begin in FY22 to have completion in Q1 FY23. Limited staff capacity and delays in the contracting process.</p>
Special Event Fee Relief Fund	<p>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: • 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)</p> <p>In FY22, DMPED Business Development will expense 75% or more of the Special Event Fee Relief Fund.</p>	Complete	<p>As of the end of FY22, MOUs have been executed with all agencies that are receiving DMPED funds to cover the cost of special events and funds have been transferred to the agencies, rather than being charged to organizers.</p>	

Walter Reed (2022)	<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. 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.</p>	25-49%	<p>Construction of Abrams Hall Senior has been completed and is open. The Walter Reed LRA continues to work with the US Army to facilitate environmental remediation that is a precursor to transferring of the remaining Army-owned parcel.</p>	<p>The Army needs to access soil under a cooling tower pad to remediate it and the parties are still working towards a solution to complete that complex task. This needs to be completed for the final parcel transfer.</p>
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6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Increase housing affordability and make progress towards the District's housing goals.											
Number of affordable housing units yielded	Up is Better	2679	1851	2324	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1869	Unmet	The complex nature of development projects sometimes leads to delays in construction completion and delivery. There are currently 2,814 affordable housing units under construction soon to be delivered.
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	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	-	
Execute the District's equitable economic recovery strategy.											
Net number of jobs created in DC	Up is Better	-53,600	17,300	7500	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20,000	Met	
Number of jobs created from Business Development initiatives	Up is Better	New in 2021	Not Available	100	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83	Unmet	
Unemployment rate in Wards 7 and 8	Down is Better	16.3%	14%	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8.9%	Met	
Art Venue Support: Percentage of funds disbursed	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	-	
Business Rent Relief: Percent of funds disbursed	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	-	
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	25%	36%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	23%	Neutral Measure	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of grant funding expended	Up is Better	New in 2021	97.2%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	85%	Met	The target of 75% was met. Target is lower than FY21 largely because Vitality Fund dollars were not spent in FY22 and will be rolled over to FY23.
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	New in 2021	9	2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10	Met	
Number of DC Community Anchor Partnership Program Small Business Participants	Up is Better	New in 2021	146	75	Annual Measure	Annual Measure	Annual Measure	Annual Measure	322	Met	
Inclusive Innovation Equity Impact Fund: Dollar amount invested in eligible businesses	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	-	
Inclusive Innovation Equity Impact Fund: Number of small businesses served	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	-	
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	Annual Measure	Annual Measure	Annual Measure	Annual Measure	180	-	
Small and Medium Business Growth Program: Number of small businesses served	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	64	-	
Percentage of RFPs released with EquityRFP component	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	-	
Create the most open and transparent DMPED while piloting new approaches to communication and engagement.											
Number of unique Economic Intelligence dashboard visitors	Up is Better	3577	5822	5000	2299	1823	1899	2155	8176	Met	
Average number of engagement mechanisms per real estate development project	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	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	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25	-	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Industrial Revenue Bond							
Number of IRB projects closed	11	15	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Total bond financing issued	423,890,000	494,251,448	Annual Measure	Annual Measure	Annual Measure	Annual Measure	310,000,000
Real Estate Development and Disposition							
Number of Request for Proposals (RFPs) Released	New in 2021	10	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of projects in DMPED's pipeline	39	48	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48
Number of Request for Proposals (RFPs) Awarded	0	3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of financial closings for DMPED projects	10	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2
Business Attraction and Retention							
Number of Ward 7/8 Initiatives and Investments	New in 2021	9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	60
Business Expansion and Growth							
Number of new businesses engaged	496	343	Annual Measure	Annual Measure	Annual Measure	Annual Measure	267
Number of Grants Applications	New in 2021	4125	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2032
Number of Grants Awarded	New in 2021	2119	Annual Measure	Annual Measure	Annual Measure	Annual Measure	783
Number of employers engaged	66	1939	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2292
Dollar Amount of investments in Ward 7 & 8	New in 2021	\$5,023,722.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$9,155,039.6
Number of Repeat Business Assistance/Engagement	New in 2021	595	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48
Strategic Investment							
Number of International Business Partners Engaged	New in 2021	33	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50
Number of Businesses Participating in Export DC	New in 2021	30	Annual Measure	Annual Measure	Annual Measure	Annual Measure	44
Analysis and Visualization							
Number of Economic analyses produced	New in 2021	11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16
Community Outreach							
Number of Community Meetings held	81	205	Annual Measure	Annual Measure	Annual Measure	Annual Measure	220