



OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

FY 2025 PERFORMANCE PLAN

NOVEMBER 26, 2024

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1 INTRODUCTION

This document presents the Fiscal Year 2025 Performance Plan for the Office of the Deputy Mayor for Planning and Economic Development.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

(continued)

Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT OVERVIEW

Mission: The Office of the Deputy Mayor for Planning and Economic Development (DMPED) supports the Mayor in developing, coordinating and executing the District's economic development policies, priorities and programs with the goal of creating housing, new jobs, growing the District's business base and increasing tax revenue.

Summary of Services: DMPED assists the Mayor in directing and coordinating policies, priorities and programs across its cluster agencies and independent commissions and agencies. DMPED also is directly responsible for the District's business development strategies, incentives and programs, destination development activities, and negotiations and delivery of public-private real estate development projects.

Objectives:

1. Housing Affordable Across Incomes
2. Thriving Business Environment
3. World-Class Destinations
4. Place-Based Strategies
5. Efficient, Transparent, and Responsive Government

Activities:

1. Business Attraction and Retention
2. Policy and Program Development
3. Project Planning and Delivery

3 OBJECTIVES

3.1 HOUSING AFFORDABLE ACROSS INCOMES

Develop, preserve and innovate programs that provide housing that is affordable and available to District residents across the income spectrum.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total affordable housing units yielded	Quantity	Up is Better	1,813	1,252	12,000

3.2 THRIVING BUSINESS ENVIRONMENT

Recruit, retain and expand businesses and jobs by ensuring that the District is a great place to do business, and by providing tools, grants and incentives designed to stimulate business activity and create tax revenue.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total Industrial Revenue Bond financing issued	Quantity	Up is Better	\$822.09M	\$197M	\$100M

3.3 WORLD-CLASS DESTINATIONS

Enhance domestic and international tourism to DC by coordinating DC's cultural, sports, entertainment, and events venues and activities, as well as festivals, activations and attractions.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of engagements with potential anchor destinations	Quantity	Up is Better	New in 2025	New in 2025	4

3.4 PLACE-BASED STRATEGIES

Integrate the above economic development pillars into the development framework for key neighborhoods, such as Downtown DC, Poplar Point, McMillan, and the like.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of request for proposals (RFPs) released	Quantity	Up is Better	3	1	3
Number of real estate projects submitted for Council approval	Quantity	Up is Better	New in 2025	New in 2025	8

3.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government within DMPED and across its cluster agencies.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Quantity	Up is Better	NA	100%	100%
Percent of employees that are District residents	Outcome	Up is Better	60%	58.33%	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	0%	14.29%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	75%	50%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Efficiency	Up is Better	51.35%	47.06%	Target Record is Empty ; 80%
Percent of grant funding expended	Efficiency	Up is Better	93%	62%	90%
Number of public events or stakeholder meetings hosted across DMPED business units	Quantity	Up is Better	201	25	30

4 ACTIVITIES

4.1 PROJECT PLANNING AND DELIVERY

Advance activities related to real estate development, partnership negotiations, public financing negotiations, community outreach, and project oversight.

No Related Measures

4.2 POLICY AND PROGRAM DEVELOPMENT

Review, research, develop, and execute policies and programs on economic development, affordable housing, real estate development, business attraction and retention, and revenue generation.

No Related Measures

4.3 BUSINESS ATTRACTION AND RETENTION

Lead outreach, grants and incentives application review, award, and monitoring of performance of recipient businesses.

No Related Measures

5 PROJECTS

5.1 VITALITY FUND

Proposed Completion Date: September 30, 2025

The Vitality Fund is an incentive program that provides multi-year, performance-based grants to companies that relocate to or expand in DC and create new jobs, with a preference for companies that locate in the Vitality Fund Target Area. Companies must be in an eligible industry, have 25 or more employees, agree to occupy at least 7,000 square feet for five years, and commit to hiring and contracting locally.

5.2 HOUSING IN DOWNTOWN

Proposed Completion Date: September 30, 2028

Housing in Downtown is a program designed to catalyze new residential development through commercial-to-residential conversion via a 20-year tax abatement. The program is expected to help achieve 90% of the Mayor's goal of 15,000 new residents Downtown by 2028. The program is competitive.

5.3 CAPITAL ONE ARENA AND GALLERY PLACE/CHINATOWN

Proposed Completion Date: September 30, 2027

The agreement between the District and Monumental Sports and Entertainment will modernize the Capital One Arena, and catalyze private businesses and investments throughout the Gallery Place/Chinatown neighborhood.

5.4 NEW COMMUNITIES INITIATIVE

Proposed Completion Date: September 30, 2034

The New Communities Initiative was created to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities. Barry Farm, Bruce Monroe, Park Morton and Northwest 1 are all advancing and moving into the next phase of construction.

5.5 REEVES CENTER

Proposed Completion Date: December 31, 2025

The development team will demolish the Reeves Center to construct a transformational mixed-use project reflecting the cultural importance of the building and respectful of the history of the surrounding community. The Project is proposed LEED-Gold and consists of six in-building components, 1) approximately 108,000 square foot office with the NAACP as the proposed anchor, 2) approximately 116 - key hotel, 3) approximately 22,500 square foot of street level retail, 4) 44,000 square foot arts and education related programming meeting the objective of the District's 2021 Comprehensive Plan and consistent with the sites' largely ARTS-4 zoning, 5) approximately 260,844 square foot residential adding approximately 97 new units of essential affordable housing, and 6) approximately 343 below grade parking.

5.6 ST. ELIZABETH'S EAST CAMPUS

Proposed Completion Date: September 30, 2025

St. Elizabeth's East is located at the site of a formerly self-contained mental health community anchored by St. Elizabeth's Hospital. This campus is surrounded by the rich and complex history of communities along the Anacostia River that are an essential part of the story of the District of Columbia. Its associations with some of

America's most famous people and events, coupled with a once-celebrated past of architectural innovation and landscape design, make it a largely unexplored historic treasure.

5.7 THE PARKS AT WALTER REED

Proposed Completion Date: January 04, 2036

The site formerly known as the Walter Reed Army Medical Center, a Base Realignment and Closure Act (BRAC) property, was declared surplus in 2009 by the U.S. Army. Once transferred to the District, DMPED selected a Master Developer in 2013 to redevelop the site. Now, the site is home to a grocery store, retailers, and housing, with more under development.

5.8 POPLAR POINT

Proposed Completion Date: November 05, 2030

Poplar Point is a 110-acre waterfront site along the Anacostia River, which is authorized to be transferred from the National Park Service to the District of Columbia upon satisfaction of various conditions. Once transferred, the District will contemplate transformative redevelopment of this waterfront property, integrating a significant ecological program that preserves wetlands, green space, in addition to delivering a 40-acre mixed-use development.

5.9 RFK STADIUM SITE

Proposed Completion Date: December 01, 2035

The RFK Stadium site is 140-acre waterfront site along the Anacostia River, which the District of Columbia seeks to be transferred from the National Park Service so that it can be redeveloped into a mixed-use development. Once redeveloped, the project would preserve 30% of the site for green space, enhance the connection to Kingman Island, maximize use of an existing (and underutilized) Metrorail station, and support the continued investment and revitalization of Ward 7.

5.10 CENTRAL WASHINGTON ACTIVATION PROGRAM

Proposed Completion Date: September 30, 2030

The Central Washington Activation Program is a new program expected to catalyze the conversion of obsolete office buildings to other more productive uses via a 15-year tax freeze. The program is expected to accelerate the recovery of Downtown DC.

5.11 MCMILLAN - RESERVOIR DISTRICT

Proposed Completion Date: May 01, 2033

The 25-acre former McMillan Reservoir Sand Filtration Site, located at North Capitol Street and Michigan Avenue, NW, is to be redeveloped into a mixed-use project that shall include historic preservation, open space, residential, retail, office, and hotel uses. The goal is to create an architecturally distinct, vibrant, mixed-use development that provides housing, employment, retail, cultural, and recreational opportunities for District residents.

5.12 2030 HOUSING GOALS

Proposed Completion Date: September 30, 2025

DMPED expects to meet the current housing goal of 12,000 affordable units by the end of Q4 of FY2025. Prior to meeting the current goal, DMPED will establish new 2030 housing goals in collaboration with housing agency partners to guide policy and investment strategies for increasing the supply of housing and affordable housing. The Urban Institute was commissioned in FY24 to create a Housing Demand and Neighborhood Change study, and we expect it to be completed in March 2025. This study will inform the 2030 goals.

5.13 DC VENTURE FUND

Proposed Completion Date: September 30, 2025

The goal of the DC Venture Fund is to provide equity seed capital to DC founders with a focus on underserved founders of technology and “tech-enabled” companies (companies who do not create proprietary technology but utilize it to provide a good or service). These entrepreneurs need a source of early-stage growth capital to scale operations and make investments in their staff, technology, marketing, and research & development to serve more customers and generate higher revenue, and to eventually raise additional rounds of venture funding or qualify for traditional financing. Founders who receive investment through the DC Venture Fund will have the incentive to remain in DC to grow their business, create jobs, and drive innovation locally.

5.14 DOWNTOWN ACTION PLAN

Proposed Completion Date: September 30, 2030

This project consists of Downtown planning, placemaking and re-energization efforts related to Gallery Place-Chinatown, the Golden Triangle Master Plan, the Downtown Transportation Plan, and the Historic Green Triangle.

The Gallery Place-Chinatown Task Force is charged with creating an action plan, long-term vision, and investment plan for a re-energized GPC neighborhood following the release of the Task Force’s 8 Big Ideas in May 2024. The Golden Triangle Master Plan will comprise a repositioning strategy for the neighborhood which identifies opportunities for new land uses and opportunities for the creation of housing and other community assets. The Downtown Transportation Plan will envision priorities for multi-modal transit Downtown and how the area’s transportation network can support the aforementioned repositioning efforts. The Historic Green Triangle work centers the development of designs that conceptually connect McPherson and Farragut Squares while enhancing their use as vibrant public spaces.