

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Office of the Deputy Mayor for Planning and Economic Development FY2020

Agency Office of the Deputy Mayor for Planning and Economic Development

Agency Code EBO

Fiscal Year 2020

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

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

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Closed or delivered Long-Stalled Projects: Spring Flats, Northwest One, and Franklin School	These long-stalled projects required significant coordination and work, in some cases over many years; making progress on these demonstrates continued advancement towards maximizing the potential of these sites.	On May 8th, 2020, Mayor Muriel Bowser, along with DMPED and the DHCD, announced the closing of financing on Spring Flats in Ward 4, a long-awaited 185-unit affordable housing community. Construction on Northwest One phase 1 began in September 2020 and will generate 220 units. Three new buildings have already been completed off-site with over 500 new residential units – The Severna, Severna on K, and 2M. 137 of these units are deeply subsidized and another 117 are affordable. The Franklin School project ribbon cutting for the Planet Word museum provides a grand total of nearly 15,000 sf of exhibits space, a 2,000 sf state-of-the-art auditorium, a 3,500 sf restaurant and 1,900 sf in classroom space. The over \$30 million development is projected to generate 35 new full-time jobs and welcome nearly 100,000 visitors annually.
Recovery Grants for Businesses	The Business Development and Grants/Contracts/Legal teams implemented a significantly higher volume of grants this year, at a much quicker pace than typical years.	Issued \$42 million in grants to more than 7500 businesses across multiple programs, including targeted program for underserved areas, legacy businesses and childcare facilities. These grants allowed businesses to cover employee wages and benefits, (including fringe benefits associated with employment, such as health insurance), accounts payable, fixed costs, inventory, rent, and utilities at a critical time. The microgrant amounts varied based on business type: \$1,000 was granted to independent contractors, sole proprietors, self-employed; \$2,500 was the minimum for all other awards and the average award is approximately \$6,000, maximum award is approximately \$14,000.
St. Elizabeths East Groundbreaking	St. Elizabeths is one of major redevelopment projects of the agency so making progress on this impactful parcel demonstrates continued advancement towards maximizing the potential of this site.	Parcel 17 has closed with plans for the developer to construct a six-story 122,778-square-foot office building with potential ground-floor retail over a parking garage - principal tenant will be Whitman-Walker. Whitman-Walker Health will consolidate offices in NW and Anacostia on the St. Elizabeths East Campus. The CT Campus featuring the Residences has completed construction on 252 multi-family rental units (80% will be affordable) and 14K SF of space for non-profits.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (2 Measures)												
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	Annually	24.8%	24%	37%	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25%	Neutral Measure	
Number of affordable housing units yielded	Annually	4104	4594	3255	2870	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2679	Nearly Met	Underperformance resulted largely from the COVID-19 pandemic. Implications included layoffs, business closures, and unanticipated project delays.
2 - Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (4 Measures)												
Net number of jobs created in DC	Annually	18,700	8000	9400	7500	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-53,600	Unmet	The Covid-19 pandemic and resulting economic crisis has had a significant impact on the number of jobs in the District, as well as the unemployment rate. From February to September 2020, the District lost 58,300 jobs, with Wards 7 & 8 disproportionately impacted by those losses
Percent of Great Streets grant funding expended	Annually	83%	92%	94%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.15%	Met	
Square footage of space occupied by companies whose attraction/relocation was supported by DMPED	Annually	88,000	765,459	630,850	100,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	376,000	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Unemployment rate in Wards 7 and 8	Annually	New in 2020	New in 2020	New in 2020	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16.3%	New in 2020	The Covid-19 pandemic and resulting economic crisis has had a significant impact on the number of jobs in the District, as well as the unemployment rate. From February to September 2020, the District lost 58,300 jobs, with Wards 7 & 8 disproportionately impacted by those losses.
3 - Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (3 Measures)												
Number of unique Economic Intelligence dashboard visitors	Quarterly	2679	4976	6402	2500	827	848	933	969	3577	Met	
Number of unique visitors to online business development tools	Quarterly	836	2051	11,529	1000	1261	3508	3921	3219	11,909	Met	
Number of participants in Our RFP workshops	Annually	83.3	No Applicable Incidents	110	100	Annual Measure	Annual Measure	Annual Measure	Annual Measure	136	Met	
4 - Utilize tech innovation and open data to drive positive change and good government for DC residents. (2 Measures)												
Number of economic indicators tracked regularly on an open dashboard	Annually	18	18	27	18	Annual Measure	Annual Measure	Annual Measure	Annual Measure	18	Neutral Measure	
Percentage of total events/meetings held with technology and innovation partners	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20%	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Industrial Revenue Bond (2 Measures)							
Number of IRB projects closed	22	16	2	1	5	3	11
Total bond financing issued	911,081,000	380,091,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	423,890,000
1 - Real Estate Development and Disposition (3 Measures)							
Number of projects under construction or in DMPED's pipeline	39	42	Annual Measure	Annual Measure	Annual Measure	Annual Measure	39
Number of RFPs Awarded	2	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of financial closings for DMPED projects	11	8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10
2 - Business Development (1 Measure)							
Number of businesses engaged through meetings and events	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	496
2 - Business Partnerships (2 Measures)							
Number of grants/contracts/agreements with partners	80	80	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6223
Number of employers engaged through the Employer Engagement Program	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	66
2 - Great Streets Initiative (1 Measure)							
Number of GS Applications	87	93	Annual Measure	Annual Measure	Annual Measure	Annual Measure	76
2 - International Business Development (1 Measure)							
Number of international business development missions	1	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
3 - Community Outreach (1 Measure)							
Number of Community Meetings held	171	119	Annual Measure	Annual Measure	Annual Measure	Annual Measure	81
4 - Policy Initiatives and Data (1 Measure)							
Number of Economic Indicator dashboards produced	47	46	Annual Measure	Annual Measure	Annual Measure	Annual Measure	21

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (5 Activities)			
DEVELOPMENT AND DISPOSITION	Real Estate Development and Disposition	Activities related to real estate development project management: document prep, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.	Daily Service
DEVELOPMENT AND DISPOSITION	New Communities Initiative	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities	Key Project
DEVELOPMENT AND DISPOSITION	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
DEVELOPMENT AND DISPOSITION	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	Industrial Revenue Bond	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
2 - Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (4 Activities)			
GREAT STREETS INITIATIVE	Great Streets Initiative	DMPED administers the Great Streets Retail Small Business Reimbursement Grants, which are competitive grants of up to \$50,000 for qualified small business owners who wish to improve their place of business. The purpose of the grant program is to support existing small businesses, attract new businesses, increase the District's tax base, create new job opportunities for District residents, and transform emerging commercial corridors into thriving and inviting neighborhood centers. The Great Streets team's portfolio of work includes program management, program evaluation, grant application, community outreach, database management, and award disbursement.	Key Project
BUSINESS DEVELOPMENT	International Business Development	Marketing and promotional outreach, business development. Another focus is to attract Chinese and other foreign direct investment to the District and facilitates District company entry into foreign markets.	Key Project
BUSINESS DEVELOPMENT	Business Partnerships	Support growth in the District and partner with organizations such as the Washington DC Economic Partnership (WDCEP) and DC Chamber of Commerce, which help businesses in the District.	Key Project
BUSINESS DEVELOPMENT	Business Development	Relationship building, partnership development, marketing and promoting key initiatives, program management; supporting businesses that would like to locate or grow in the District, through incentives and support in navigating District government.	Daily Service
3 - Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (2 Activities)			
COMMUNICATIONS	Communications	Communicate DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
COMMUNITY OUTREACH	Community Outreach	Create more opportunities for community participation and feedback.	Daily Service
4 - Utilize tech innovation and open data to drive positive change and good government for DC residents. (1 Activity)			
POLICY	Policy Initiatives and Data	Lead development of DC's policy pertaining to economic development, affordable housing, jobs, and drivers of tax revenue. Maintain the Economic Intelligence Dashboard, develop compelling data analysis, maps, and other communications, and manage DMPED's data.	Daily Service
5 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)			
PERSONNEL	Human Resources	Hire and provide professional development for a best-in-class workforce.	Daily Service
CONTRACTING AND PROCUREMENT	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

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Business Development (2 Strategic initiatives)				
ObviouslyDC	In FY20, the Business Development team will execute and implement an ObviouslyDC marketing campaign by: <ul style="list-style-type: none"> Contracting with a local CBE to brand and market ObviouslyDC in the District, throughout the US and in international markets; Sharing information on the ObviouslyDC website about DC agency resources, strategy reports, company testimonies, sector overviews, concierge service, and event information; and Authoring four case studies about businesses that have successfully relocated or opened in DC to publish to ObviouslyDC website. 	50-74%	The strategic marketing plan has been completed and approved by EOM Comms, however the marketing campaign for ObviouslyDC, has been on hold due to Covid-19. The Obviously DC website continues to be active and regularly updated with DC agency resources, strategy reports, company testimonies, sector overviews, concierge service, and event information. Three of the four case studies were drafted in FY20 Q2; however, they were never posted to the ObviouslyDC website due to the website restructuring being put on hold due to the COVID-19 public health emergency. These case studies are now dated and not usable.	Due to the COVID-19 public health emergency, priorities changed and the focus shifted to building out and updating the recovery website: coronavirus.dc.gov.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Economic Strategy	In FY20, DMPED will produce a semi-annual progress report, "DC's Economic Strategy", and revise the strategy (previous report released in March 2017) to identify 10-15 new initiatives to support the growth of opportunity areas and advance initiatives that support progress towards the strategy's goals. DC's Economic Strategy includes information regarding the current state of the economy, vision, goals, metrics, various targeted economic sectors, action frameworks and initiatives.	75-99%	DMPED has been the lead agency on the coordination and execution of the activities of the District's Economic Recovery Team (DERT). That work includes weekly meetings to facilitate interagency collaboration on program and policy developments across the following areas: housing, residents & workforce, and employers & industry. DMPED is in the process of conducting a sector analysis to support recovery from the COVID-19 pandemic. DMPED is on track to produce a public report in December based on this work that will outline programs and policies to serve as the next phase of the Economic Development Strategy.	COVID-19 and resulting budget shortfalls prevented the refresh of the Economic Strategy as originally planned. However, the activities of the District Economic Recovery Team (DERT) are a replacement. The sector analysis recommendations from DERT will provide the next phase of economic development strategy in the District. A report is expected to be complete in December 2020.
Community Outreach (1 Strategic Initiative)				
Community Engagement	In FY20, the DMPED Communications team will expand the community engagement strategy to support the DMPED cluster's efforts to create jobs and produce affordable housing in all eight wards by: <ul style="list-style-type: none"> Implementing targeted outreach by engaging with stakeholders in each ward. The strategy will include attending at least two community meetings in rotating wards per quarter. Expanding digital presence by identifying new opportunities to connect and engage with community residents and small businesses. DMPED will establish a community engagement pilot program with one agency within the DMPED cluster to increase awareness of programs available to small businesses. 	Complete	With the onset of COVID-19, community engagement shifted to a virtual platform focused on business recovery. In April, DMPED began holding weekly city-wide business recovery tele townhalls to reach the community and share critical business operations and financial support resources. These events continued in the fourth quarter and we have held more 20 city-wide tele townhalls on business recovery since April. On affordable housing, we continued our media efforts to ensure the community was aware of our progress resulting in almost weekly news articles in a variety of publications including the Washington Business Journal and Bisnow.	
Great Streets Initiative (1 Strategic Initiative)				
Great Streets and Neighborhood Prosperity Fund	In FY20, DMPED will support at least 50 new businesses, increase job creation and grow tax revenue through the Great Streets and Neighborhood Prosperity Fund. DMPED will provide \$5.5M in funding opportunities to support small businesses seeking to improve their place of business located on Great Streets corridor. DMPED will also provide up to \$3 million in gap funding for the commercial component of mixed-use, real estate, or retail development projects in targeted census tracts.	Complete	"In FY20, Great Streets awarded \$2,701,669.74 to 56 small businesses. During the 4th quarter, two of the grantees shuttered their business due to the impact of the COVID-19 pandemic. One grantee did not receive and expend the full grant award before September 30, 2020. Accordingly, 53 out of received their full grant award. A total of \$2,620,369.75 have been expensed (98.15%), exceeding the KPI metrics of 75%. Neighborhood Prosperity Fund awarded \$3 million to four grantees located East of the River."	
Industrial Revenue Bond (1 Strategic Initiative)				
Industrial Revenue Bonds for Nonprofit Housing Developers	In FY20, The DC Revenue Bond Program will become an additional financing tool for 501(c)3 non-profit housing organizations to develop more units of low income, affordable and workforce housing. DMPED will pursue regulatory and legislative strategies that would allow qualified housing projects to move from initial review to closing and without individual resolution approvals by Council, allowing housing projects to move forward at the speed of the housing market. DMPED will also draft regulations to apply specific affordability and other requirements to the resulting projects, consistent with requirements imposed on projects that currently comply with the District's Inclusionary Zoning program.	25-49%	A deal with a non-profit housing developer was moved and passed by Council and is now working towards closing. DMPED determined that it would not move forward with the legislation due to the impact of the Covid-19 pandemic and recovery strategy.	DMPED determined that it would not move forward with the legislation due to the impact of the Covid-19 pandemic and recovery strategy. The bond deals are still being made available to 501(c)3 non-profits, but DMPED has decided not to move forward with altering the regulation to allow for these housing deals to have additional provisions that would allow them to move quickly through the bond and approval process.
International Business Development (1 Strategic Initiative)				
International Engagements	In FY20, the Business Development team will expand and strengthen international engagements in new and existing foreign markets by: <ul style="list-style-type: none"> Building relationships with and attracting foreign direct investment from Taiwan and Singapore; and Expanding diplomatic and trade relations in South America, Europe and Africa, with a focus on Argentina, Germany, Ethiopia and possibly South Africa. 	Complete	A detailed International plan was developed that explains how to increase FDI, and we also revamped the Export DC Program. As part of the overall strategy, an Embassy Series was created that targets 23 countries that either have investment relations with the City or because of their current investment in the country we wanted to showcase DC to develop one. Taiwan and Singapore are part of the 23 countries. We are also in the final stages of securing an investment opportunity from Singapore.	
New Communities Initiative (1 Strategic Initiative)				
Public Housing Repositioning	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 FY20, DMPED will continue its work on NCI and expand its efforts to other public housing communities with similar redevelopment needs. The following will be completed: <ul style="list-style-type: none"> Close and begin construction on phase 1 of the remaining Northwest One site; Complete remaining 50% of Barry Farm demolition, execute a Memorandum of Understanding with DC Housing Authority (DCHA) to support infrastructure on the site, and begin infrastructure work on Sumner Road; Resolve legal issue on Bruce Monroe, close and begin construction on the site; Complete a comprehensive study of DCHA's entire portfolio to determine how the District will participate in public housing redevelopment efforts outside of the four New Communities Initiative neighborhoods. 	75-99%	"Phase 1 of Northwest One is now expected to close and construction will commence during FY21 Q1. On the northern portion of the Barry Farm site, infrastructure work is expected to begin FY21 Q1. DMPED and DCHA did enter into a Memorandum of Understanding to support infrastructure at the site. More than 90% of the demolition of Barry Farm was completed. The Court of Appeals issued a decision on Bruce Monroe and remanded it back to the Zoning Commission for further review. As such, the team will prioritize the onsite development of Park Morton so the project can continue to advance. The DCHA portfolio strategy was finalized in Q4."	Due to the economic impacts of the COVID-19 crisis and the legal issue with Bruce Monroe, some of the NCI goals continue to be delayed. The initiative will no longer be in progress, but the project objectives are still being carried out as described in the initiative.
Real Estate Development and Disposition (4 Strategic initiatives)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Capitol Crossing	<p>Capitol Crossing is a multi-phased, master planned development located in Washington's supply-constrained Central Business District – bordered by Massachusetts Avenue to the North, E Street to the South, Third Street to the West and Second Street to the East. The seven acre-site of Capitol Crossing is a state-of-the-art development that spans 3 city blocks and offers 2.2 million square feet of primarily commercial office and ground floor retail space.</p> <p>In FY20, the following will be completed with Capitol Crossing:</p> <ul style="list-style-type: none"> • Certificate of Occupancy on 250 Mass Avenue; • Continue to provide assistance on 200 Mass and 250 Mass retail tenancy; • Focus on Letters of Interest signed by end of the year; • Final acceptance of highway deck by District Department of Transportation (DDOT); • Jewish Historical Society ground breaking; and • Complete Center Block Stage 2 Planned Unit Development (PUD). 	50-74%	Office and retail vacancy continues to rise in the District. A Japanese food hall continues in design at this time, however, office leasing activity is slow. There are no current letters of interest for office use. The developer continues to work with DDOT on acceptance of the highway deck. The Jewish Historical Society closed on the parcel for the new museum project in September. Center Block Stage 2 PUD is in design. Deadline to submit the PUD application is summer 2021.	The office market continues to be slow due to the effects of COVID. As well, the PUD is planned to be completed in Summer of FY21.
McMillan	<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. More than 100 community meetings have occurred to determine the McMillan uses, designs and community benefits. Project Redevelopment Plans: McMillan is divided into seven distinct Parcels.</p> <p>In FY20, the following will be completed with McMillan:</p> <ul style="list-style-type: none"> • Demolish the necessary cells to allow for the infrastructure to start on both the public and private lands; • Return the historic fountain to the corner of the park; • Start work on the community center infrastructure; and • Close on the properties to the developers. 	25-49%	Ongoing litigation related to the demolition permit continues to delay the start of construction. The appeal of the demolition permit before the Office of Administrative Hearings was partially resolved in favor of the District, with a subsequent order from OAH expected in Q1 of FY21. The U.S. Commission of Fine Arts approved the final design of the community center. The appeal of the community center foundation permit was resolved in favor of the District in Q4 of FY20.	Ongoing litigation caused the initiative to not be completed in the fiscal year.
Skyland	<p>Skyland Town Center is a dynamic, mixed-use development that will deliver a grocery store, housing and retail to Ward 7. The project has been designed to promote neighborhood revitalization and economic growth on an 18-acre site at the intersection of Good Hope Road, Naylor Road, and Alabama Avenue SE. Approved plans for this Planned Unit Development (PUD) include more than 340,000 square feet of retail space and approximately 500 units of housing.</p> <p>In FY20, the following will be completed with Skyland:</p> <ul style="list-style-type: none"> • Finish the Phase I Block I 260 apartment units, 400 parking spaces and 80,000 square feet of retail; and • Amend the zoning for Block 3 and Block 2 to enable their new uses of Lidl and medical office. 	75-99%	Phase 1 (also known as Block 2) construction is currently approximately 95% complete, however, completion has been revised to December 2020. The zoning map amendments have been approved for Block 3 and Block 2.	The project was proceeding apace before the impact of COVID-19, but has since slowed.
Rhode Island Avenue Tax Increment Financing (TIF)	<p>Rhode Island Avenue is a redevelopment by Mid-City Financial Corporation of the Brookland Manor apartment complex and the former Brentwood Village Shopping Center along Rhode Island Avenue in Northeast. The development will include a mix of for-rent, for-sale and neighborhood serving retail. Most significantly, it will preserve 373 deeply affordable housing units integrated with market rate units. The developer is seeking TIF financing of \$32 million gross in bonds and a note of \$24 million.</p> <p>In FY20, DMPED will issue one or more TIF bonds to development partners for the former Brookland Manor redevelopment.</p>	75-99%	Development Finance Agreement (DFA) was sent to Mid City (developer) on 7/31, and discussions with Mid City are on-going regarding content of DFA. Anticipate sending TIF Legislation to Council in Q2 FY21, DFA expected to be finalized in Q2 FY21, with funds pulled in Q4 FY21.	The initiative was not completed in FY20 due to a delay in project documentation and negotiation. The delay does not have a negative impact on the development schedule or DMPED.
St. Elizabeths (1 Strategic Initiative)				
St. Elizabeth's East	<p>Rich in economic promise, historic resources, and federal access, St Elizabeth's East is one of the few remaining large redevelopment opportunities in the nation's capital – providing a chance to transform a 183-acre site into a mixed-use development that simultaneously serves nearby communities and federal office tenants, and provides local retail, residential, and office/educational uses.</p> <p>In FY20, the following will be completed with St. Elizabeth's East:</p> <ul style="list-style-type: none"> • Complete Council process for Parcel 15, final negotiate Land Disposition Agreement (LDA), execute and close on the property groundbreaking; • Complete Parcel 17 land swap, push developer to execute lease with tenant, break ground on Office Building and Townhomes from Phase I; and • Complete Continuous Treatment (CT) Campus apartments. 	50-74%	"The DC Council approved the LDDA for Parcel 15. The LDA has been signed, however the project has not yet closed. The Parcel 17 Land swap has occurred. The property was also sold to the developer. The developer executed the lease with Whitman-Walker Health as the first tenant. The office and townhomes have not broken ground. The CT campus apartments will be substantially complete by the end of October."	"The Parcel 15 property has not closed because the LDDA requires the streets to be dedicated as public space. DGS and DMPED are working with DDOT to designate them as public space. The initiative is still in progress."
Walter Reed (1 Strategic Initiative)				
Walter Reed	<p>In FY20, the Walter Reed Local Redevelopment Authority will continue implementation of the Base Reuse and Small Area Plans in compliance with Base Realignment and Closure (BRAC) laws and regulations. This will be accomplished through: (1) completion of six public community meetings, and (2) regular communication with partners such as US Army BRAC Staff (monthly), the U.S. Department of State (quarterly), Children's Hospital (quarterly) and the development team, TPWR (weekly).</p> <p>Additionally, the following tasks will be accomplished in FY20:</p> <ul style="list-style-type: none"> • Activation of the site through periodic temporary uses and community events; • Groundbreaking and ribbon cutting events to commemorate the commencement and completion of new vertical phases of development; • Completion of demolition of the 2.5 million sf 1970's era hospital; and • Finalizing transfer of the remaining Army owned portions of the site to the District. 	75-99%	In Q4, the LRA continued the work of executing the Redevelopment Plan. Community outreach has included a virtual community meeting in September and fall farmers markets. The 1970's era hospital has been demolished pending final acceptance(what is final acceptance?). Howard University has executed an LOI and is in due diligence for its ambulatory care facility. The LRA is still in negotiations with the Army to acquire the remaining parcels of land.	The negotiation process with the Army for the LRA to acquire the remaining parcels has taken longer than expected due to delays in Army required remediation and documentation. The LRA is still actively working with the Army to acquire the remaining parcels.