

DC'S COMEBACK PLAN EXECUTIVE SUMMARY JANUARY 2023



OUR 2023-2027 ECONOMIC DEVELOPMENT STRATEGY

#DistrictofComebacks

DMPED
OFFICE OF THE DEPUTY MAYOR FOR
PLANNING & ECONOMIC DEVELOPMENT

WE ARE
WASHINGTON
DC GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

Table of Contents

1. **Introduction and Overview (3)**
2. **SWOT Assessment (Strengths, Weaknesses, Opportunities, Threats) (6)**
3. **Vision and Goals (9)**
 - A. Create 35,000 New Jobs in High-Growth Sectors (13)
 - B. Increase Share of Minority-Owned Businesses (16)
 - C. Eliminate Key Amenity Gaps Across All Neighborhoods (18)
 - D. Add 15,000 Residents to the Downtown Population (23)
 - E. Retain Current Residents and Reach a Population of 725k (28)
 - F. Increase Median Income of Black Households by \$25,000 (32)
4. **Initiatives Overview (37)**
 - A. Successful Businesses (39)
 - B. Opportunity-Rich Neighborhoods (41)
 - C. Thriving People (46)

Introduction to DC's Comeback Plan

Our 2023-2027
Economic Development
Strategy

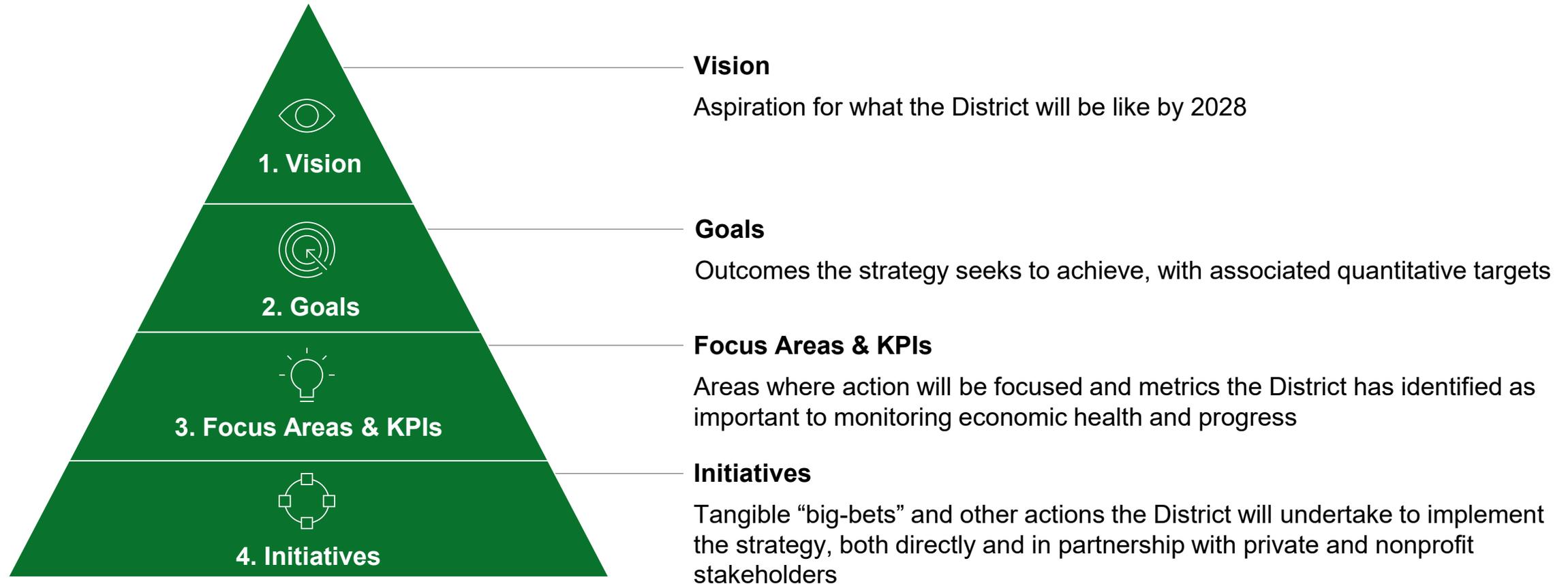
Every five years, the District of Columbia updates its economic development strategy. The strategy is a tool for identifying challenges and opportunities, setting goals and priorities, guiding action and investments, and aligning stakeholders to achieve a shared vision. DC's 2023-2027 economic development strategy focuses on retaining and growing DC's tax base, supporting business vitality, strengthening neighborhoods, and supporting economic mobility of DC residents.

This plan was shaped by input from thousands of stakeholders and analysis of trends and proven practices. The plan lays out bold goals that the District government will strive to achieve over the next five years – but DC's economic comeback will require cross-sector collaboration. As you review the plan at comeback.dc.gov, we invite you to share how you can be a part of the comeback. What action can you take, and what can we do together?

Since DC's last strategy was published (2017), the world has changed dramatically. The COVID-19 pandemic upended how we work and how we live and instigated structural economic changes. While economic uncertainty remains, this strategy provides a guide for the District and its partners to pursue a bold vision for equitable economic growth that benefits all District residents. While this is an economic development strategy, it integrates priorities and insights from existing District plans that are not typically classified as economic development. The plan serves as the District's Comprehensive Economic Development Strategy (CEDS) and will be submitted to the U.S. Economic Development Administration in the Department of Commerce enabling the District, local nonprofits, and universities to pursue certain types of federal funding.

Thank you to all who have contributed to date. We look forward to working together towards DC's comeback.

DC's Comeback Plan includes four core components



DMPED has engaged over 1,000 stakeholders to inform this strategy



Visit comeback.dc.gov for summaries from stakeholder engagement sessions.



Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

Our SWOT analysis identified key strengths of DC's economy¹

A resilient tax base amid economic crisis

DC's tax base has demonstrated its resilience, with income tax growth supporting the District through the pandemic. Income tax revenue grew from \$2.9bn in 2019 to \$3.5bn in 2021

DC's tax base growth is diversified as residential property tax revenues are expected to grow as home values appreciate (~4% in 2022), additionally **sales tax revenues are projected to rebound** to pre-pandemic levels by 2023

When accounting for both city and state taxes, DC has a lower middle class income tax burden than peer counties (8.0% vs 11.5% average amongst peer counties²)

A talent and amenity-rich city

DC is home to a **world class talent base**, as leading higher education institutions and employers draw a steady flow of highly educated residents. DC hosts 3 Fortune 500 headquarters and leads in per capita productivity

DC is a **walkable, transit-oriented city** filled with arts, history, parks, and culture. DC is home to 21 Smithsonian museums, 98% of DC residents live a 10-minute walk from a park compared to the national average of 55%, and the city leads in commuter use of mass transit

DC attracts top talent from the US and around the world to its educational institutions. DC hosts 25 higher education institutions and ranks as **one of the top states in 2-year and 4-year graduation rates**

A stable employer base and strong service sector, with resilient small businesses

DC has a stable employer base, buoyed by its status as the nation's capital, with a foundation of asset sectors and employers with **deep specialization like business services, marketing and design, education and research**, and performing arts – sectors that account for over 20% of DC employment and project robust growth over the next decade. **Stable federal and state government activity** accounts for 30% of DC employment

DC's **workforce is more resilient to automation than peers and the US** (24% vs 28% risk nationally), and is expected to see significantly lower job displacement as a result

DC has **the highest 5-year business-survival rate among peers** (56.7%) and new start-ups created ~86K net new jobs from 2009-2019. **DC led peers in business creation amid the pandemic**, with a 4.4% rise in new businesses

1. For additional SWOT insights see pages 107-116 in Appendix.
2. Based on tax burden for household making \$75,000

However, challenges toward sustaining inclusive growth still exist¹

A tax base highly sensitive to resident choice

- 1 DC's income tax comes primarily from high income residents.** About 60% of the individual income tax base came from the top ~10% of filers in 2019. Income tax growth has been driven by additional income from high-income individuals, as opposed to population growth. Income tax is lost when residents out-migrate, as ~\$240M in potential income tax was lost due to outmigration in 2019
- 2 Persistent concentrated commercial vacancy threatens historic drivers of economic vitality and tax revenue.** An estimated +\$405 million is lost in property tax due to commercial vacancies in the District – with most of the loss coming from Downtown and the East End that represent more than two thirds of the total estimated loss in property tax collection

A city with equity gaps that hinder economic mobility

- 3 DC's overall economic performance masks disparities across neighborhoods:** Residents in the most underserved neighborhoods are 4.1x more likely to live in poverty, 4.1x more likely to be unemployed, and have ~1/4 of income when compared to the richest neighborhoods
- 4 Affordability of necessary amenities like housing and childcare are citywide challenges:** For example, rent burdens are more acute in some neighborhoods (58% in Ward 8), but significant across the whole city (44% citywide)
- 5 Differences in opportunities across racial groups start with educational outcomes:** Disparate educational outcomes for Black and Hispanic and/or Latino populations (25x and 50x more likely to not complete high school, respectively) may widen economic disparities
- 6 Profound population health and social cohesion challenges:** Certain groups face additional challenges to economic mobility, such as people experiencing incarceration (6,000 people) and homelessness (4,410 people), and residents with a criminal record (1 in 7)²

An economy leaking workers, growing businesses, and funding to neighbors

- 7 DC does not capture its representative share of high-growth sectors within the region,** losing out in competition against the region in certain challenged sectors like low-growth legacy industries (e.g., federal government) and pandemic-impacted industries (i.e., hospitality) which have a high share of BIPOC employment.
- 8 DC has lower start-up density, rate of entrepreneurs, and patents per capita** than peer Metropolitan Statistical Area (MSAs)
- 9 DC is losing population to neighboring counties,** particularly working-age adults, with housing affordability the #1 cited reason to leave the city, and public safety a rising concern. DC has a high share of occupations that are remote work enabled, (~42% of jobs in DC can be done remotely), increasing the risk of outmigration and increased office vacancies; the federal government's stalled return to office and shrinking office footprint exacerbates this threat (federal government accounts for ~190K jobs)

1. For additional SWOT insights see pages 107-116 in Appendix.

2. Prison Policy Initiative (2021), the Community Partnership for the Prevention of Homelessness (2022), ACLU-D.C.

Source: EMSI; Harvard Business School's U.S. Cluster Mapping Project; Pitchbook; McKinsey Global Institute; National Center for Education Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS); US Census Bureau, Current Population Survey; Kauffman Index of Growth Entrepreneurship (2018); US Patents and Trademarks Office (USPTO); Moody's Analytics; CoStar; Arizona State University, "Doing Business in North America" rankings; ACS 5-year estimates; JLL Research; Nations Report Card; BLS; World Bank, 2015 Global Findex Data; FDIC 2015 National Survey of Unbanked and Underbanked Households; Open Data DC; McKinsey FinLab's CityX tool

Vision & Goals

Vision

DC strives to be...

- A city where every neighborhood offers its residents, of all races and genders, the chance to achieve their full potential
- An urban center that is a destination of choice for innovators, job creators, and visitors
- A place where people choose to live, work, visit, and thrive



How will we achieve our vision?

Our framework for action

Successful businesses



Be a leading city to start and run a business in the US, particularly for resident and Black and Hispanic owned businesses, through an improved regulatory environment and increased access to capital.



Nurture high-growth sectors by attracting investment, supporting innovation clusters and building the talent pipeline.



Leverage DC's federal presence to benefit residents and businesses through jobs, leasing, contracts, and small business spending

Opportunity rich neighborhoods



Build vibrant neighborhoods that have all the ingredients for residents to thrive by making strategic investments in assets and amenities (such as broadband, grocery/dining, affordable housing, transit, green space/recreation)



Transform Downtown into a lively and vibrant urban center featuring mixed-use neighborhoods and entertainment, cultural and retail nodes

Thriving people



Build education to workforce pathways through quality education, employment and skills training that will allow all residents – particularly Black and Hispanic residents – to access quality jobs



Help BIPOC residents build economic stability, mobility and wealth by expanding financial security, homeownership, and entrepreneurship



Expand access to family and wellbeing supports such as childcare, mental health, safety, and homeless prevention services that enable residents to fully participate in the District's vibrant economy

Goals to Achieve by 2028

Successful Businesses

- A** Create 35,000 new jobs in high-growth target sectors¹

- B** Increase the share of minority-owned employer businesses to 33% of all employer businesses²

Opportunity Rich Neighborhoods

- C** Eliminate key amenity gaps across all neighborhoods and increase access to opportunity for residents
 - 1) **Grocery:** Ensure all Ward 7 and 8 residents live within a mile of a grocery store
 - 2) **Internet:** Ensure all DC residents have equitable access to affordable, high-speed and reliable internet, and are empowered with the devices, tech support, and digital literacy and skills to effectively use it
 - 3) **Housing:** Put DC on path to equitably distributing affordable housing citywide by meeting production goals for each planning area by 2025 (as part of overall goal to create 12,000 new homes affordable to households earning below 80% of MFI)

- D** Add 15,000 residents to the Downtown population and add 7 million sq ft of residential units

Thriving people

- E** Retain current residents and reach a population of 725,000

- F** Increase economic prosperity in DC by lifting the median household income of Black residents by \$25,000³

1. Target sectors include 1) education and research, 2) consulting services, 3) communications and design, 4) hospitality, tourism and entertainment, 5) life sciences and health tech, and 6) technology
2. Currently minority-owned businesses account for 27% of employer firms in DC; Note, the current public survey that tracks small business (the American Business Survey) has limited data availability for minority owned small businesses due to sample size. Setting a goal to increase the number and size of Black and Hispanic owned firms will require the District to begin tracking this data through a corresponding survey initiative
3. Increase from \$52k in 2021. This would bring the median Black household income above the ALICE threshold of a living wage for a 2-person (1 adult, 1 child) household in DC (\$78K), enabling families to afford basic necessities including housing, childcare, food, transportation, health care, and a smartphone plan (see United Way: <https://www.unitedforallice.org/national-reports>).

Create 35,000 New Jobs in High-Growth Sectors

Target Sectors

Bolster DC's existing leadership¹



Education and Research

Educational institutions and companies conducting scientific research and development, particularly those in the energy and data science fields. Growing this cluster could also attract companies who are seeking proximity to higher education, international institutions, think tanks, and government agencies (e.g. EdTech, CivicTech).



Communications and Design

Firms working in marketing, design, media, and communication, including publishers of written or digital media content. Utilize DC's strong existing talent base and industry presence in the information sector as well as the ecosystem of government and professional services companies to attract and retain top design firms, marketing agencies, and companies creating, producing, or publishing content.



Consulting Services

Management, engineering, and other specialized firms providing informational or strategic resources to clients. Building on the presence of government agencies, international organizations, regional HQs, and world-class talent, will grow and attract consulting firms to DC with a focus on in-demand expertise such as sustainability (e.g. leverage DC policies to develop green buildings specialization)



Hospitality, Tourism, and Entertainment

Hotels, entertainment, nightlife, and arts venues, restaurants, and other firms offering tourism and hospitality services. Leveraging DC's position as a top location for international visitors alongside opportunities for Downtown transformation will drive growth in this sector.

1. Clusters feature high specialization and growth in DC
2. Clusters with specialization and growth in Washington, DC MSA

Leverage Regional Strengths²



Life Sciences + HealthTech

Organizations conducting research, development and manufacturing of pharmaceuticals, biotechnology-based food and medicines, and other products. Leveraging the regional strength of this sub-sector, the presence of national research and regulatory bodies (e.g., NIH), and educational and healthcare institutions will grow activity within the District's borders, with a focus on medical devices and healthcare software.



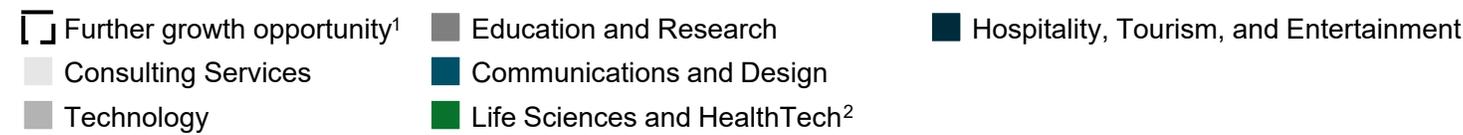
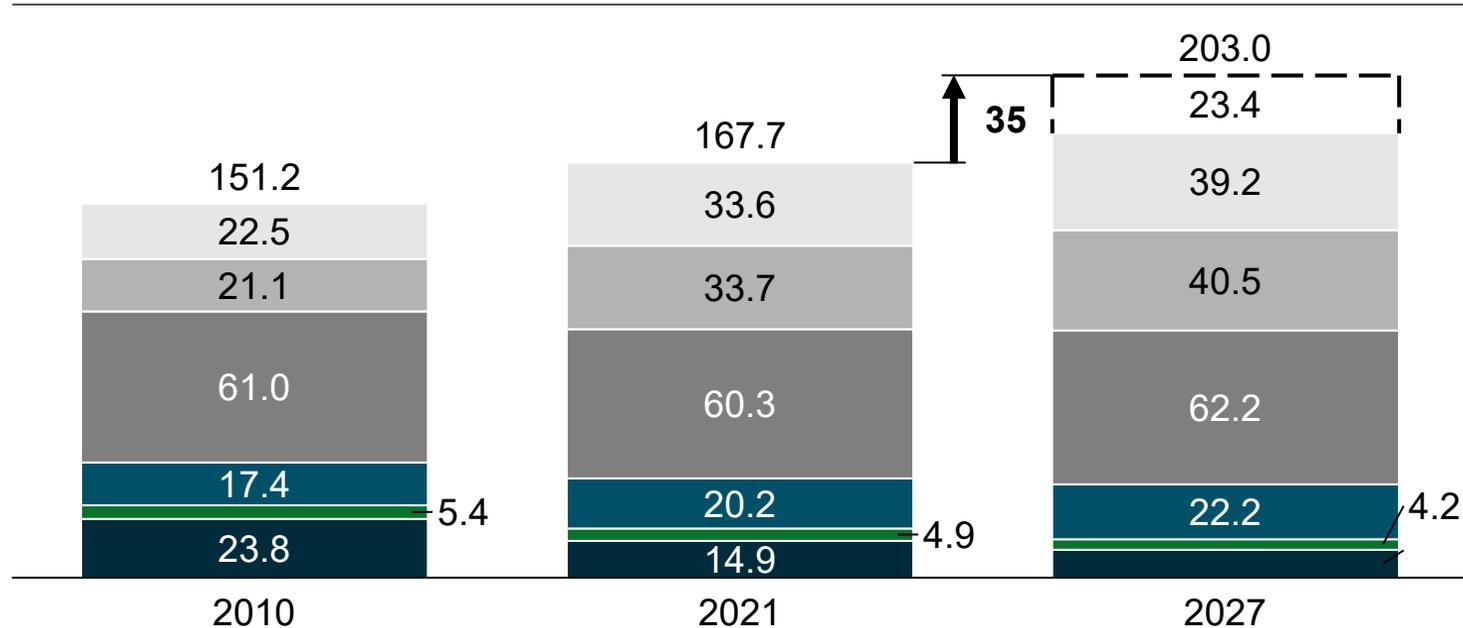
Technology (e.g., Cybersecurity, AI)

Businesses creating, implementing, and connecting technological systems and processes. Capitalizing on DC's status as a global talent hub and the local presence of the federal government, Amazon and other regional anchors will bolster the presence of tech firms, particularly in Cybersecurity, Artificial Intelligence, and other emerging industries (e.g. FinTech, CleanTech, MobilityTech, FoodTech).

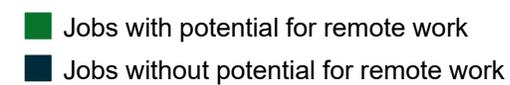
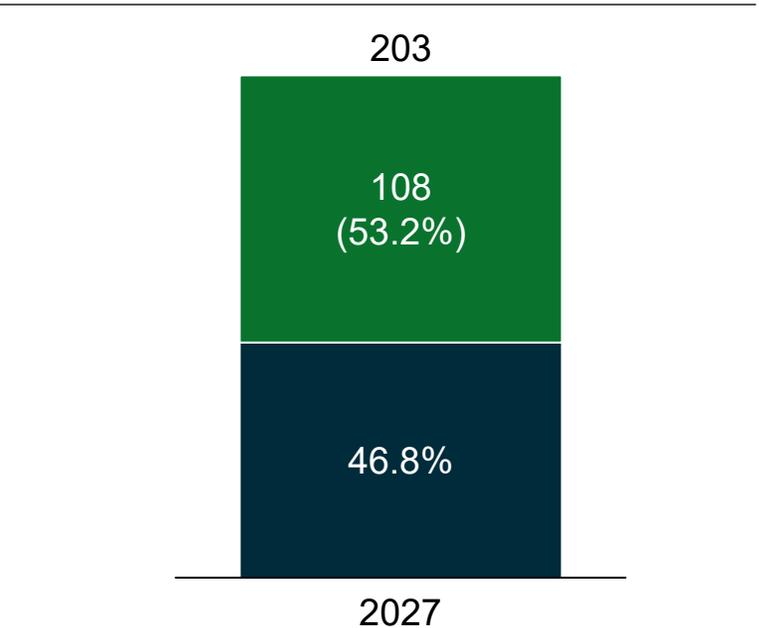
Goal: Create 35,000 new jobs in target sectors by 2028

Together, target sectors could account for 203K jobs in DC in 2027, up from 168K in 2021

Target cluster job growth, thousands



Estimated jobs with potential for remote work by 2028³, thousands



1. Based on Dallas MSA (leading peer) growth of target clusters between 2016-21
 2. Life sciences employment is projected to decline in DC from 2021-2027. We will seek to maintain while anticipating employment growth in other sectors
 3. Assuming job growth target for high-growth sectors is met; jobs labeled as "potential for remote work" include positions where there is no potential loss of productivity from working remotely, as dictated by core job tasks (e.g., statistical analysis, customer service)

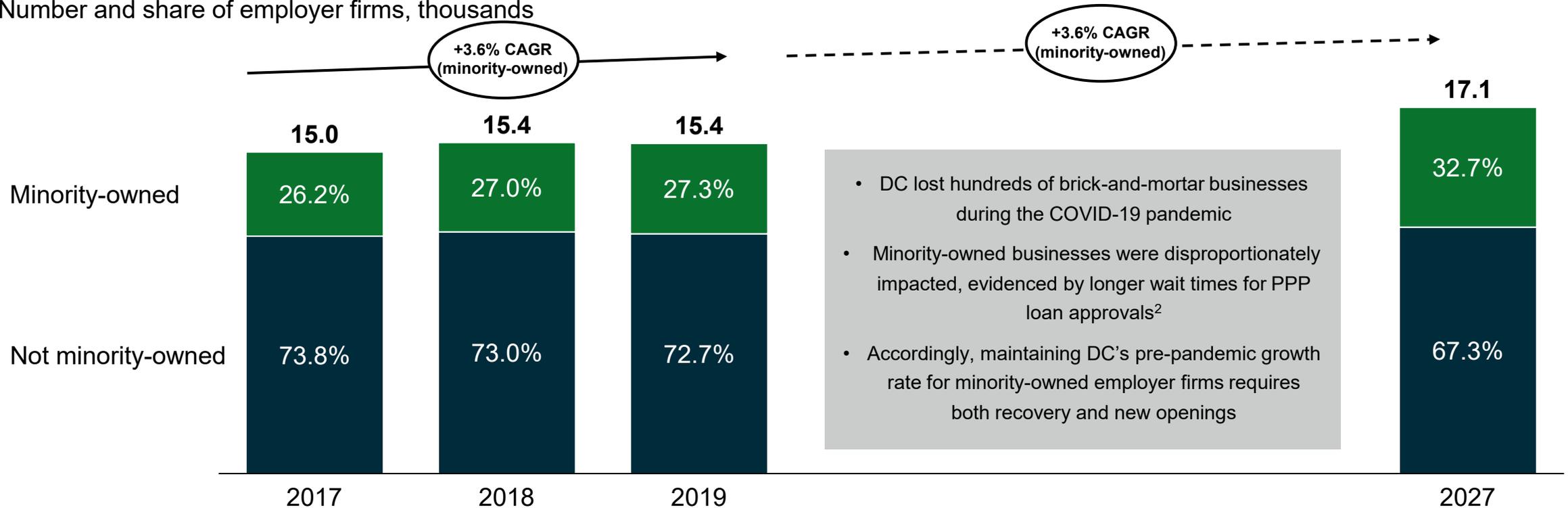
Increase Share of Minority-Owned Employer Businesses

Goal: Increase share of minority-owned employer businesses

DC can increase share of minority-owned businesses to 33% of all employer businesses by 2028 by maintaining its current rate of new business openings and starting to track¹ the share of minority businesses

Total employer firms, 2017-2019

Number and share of employer firms, thousands



1. The most recent data on minority owned businesses comes from the Census American Business Survey from 2018, though many subcategories are suppressed due to small sample sizes, making it unreliable. Internally tracking minority business ownership data is a more reliable approach.
 2. See: <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/covid-19s-effect-on-minority-owned-small-businesses-in-the-united-states>
 Source: US Census Bureau Annual Business Survey; DCist analysis (article entitled "D.C. Lost At Least 375 Businesses Since Last March. Here's How Those Closures Have Reshaped the City");



Eliminate Key Amenity Gaps Across All Neighborhoods

Food Access

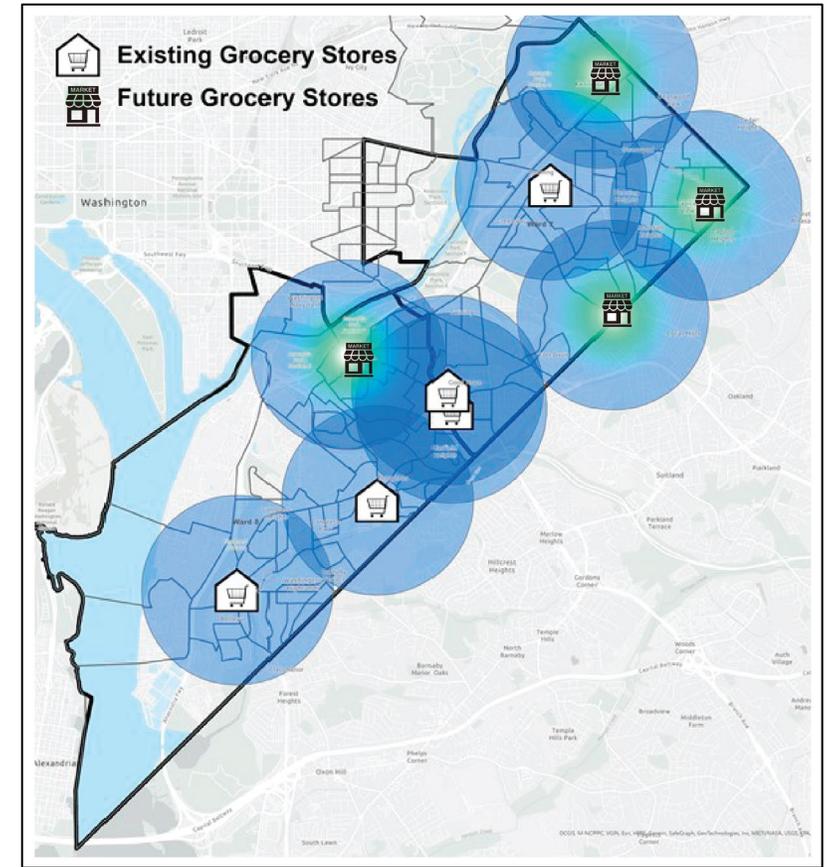
Goal: Ensure all residents East of the River live within one mile of a grocery store

Having access to a grocery store allows people to purchase fresh, healthy, and affordable food. This is especially important for those who live in areas with limited options for obtaining food. Access to a grocery store helps to reduce the risk of dietary-related health issues, such as obesity, diabetes, and heart disease. In 2015, nearly 87k residents East of the River (51% of EOTR residents) lived more than a mile from a grocery store. In 2020, before the District launched the Food Access Fund and Nourish DC, that number had shrunk to about 79k. As of today, the District has delivered or funded enough new grocers such that just 10,150 East of the River residents (about 6%) will live further than one mile from a grocer once all new stores have delivered.

This means that 93% of East of the River residents (based on today's population) will live **within one mile** of a grocer. To reach our goal of every resident East of the River living within a mile of a grocery store by 2028, we will need to retain all existing grocery stores, deliver three that are in the pipeline and add two to three new grocery store locations to accomplish having all residents living within one mile of a full-service grocery store East of the River.

The map to the right shows existing and future grocery stores that will be coming to Wards 7 and 8. The blue circles around each location represent a 1-mile radius around each location.¹ Some examples of current and future grocery stores in Wards 7 and 8 include Lidl in Skyland (delivered 2022), and a few others currently under construction, including Muki's Market in Fort Davis (2023 delivery), Fresh Food Factory in Kenilworth (2023 delivery), and Capitol Gateway Marketplace (2024 delivery).

Map 1: Existing and Future Grocery Stores in Wards 7 & 8

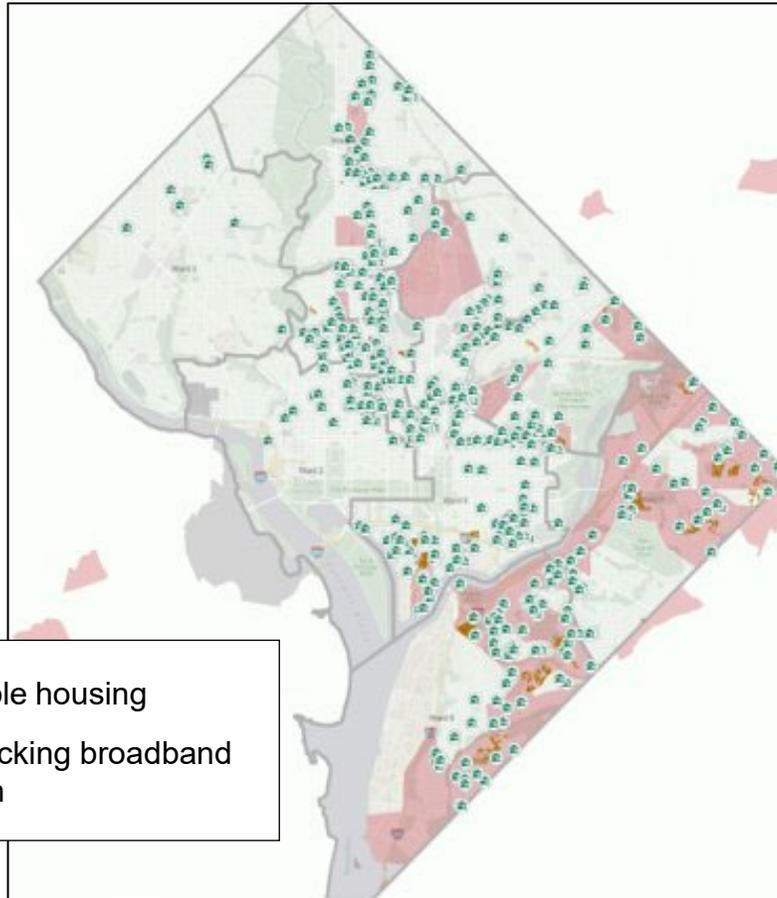


1. According to the USDA Food Access Research Atlas, residents in an urban area are considered to be in a low access area if they are living more than 1 mile from the nearest supermarket, supercenter, or large grocery store.

Broadband and Digital Access

Ensure all DC residents have equitable access to affordable, high-speed and reliable internet, and are empowered with the devices, tech support, and digital literacy and skills to effectively use it

Map 2: Areas where 25% or more households report no internet subscriptions



120-130K DC residents, primarily in Wards 5, 7 and 8, hindered from access and/or effectively using high-speed internet in their homes

High-speed internet connection allows for fast and reliable access to information, communication, and a range of online services, which has become increasingly important in our interconnected world. For example, improving broadband adoption in high need areas can be an important benefit to areas such as education (fast and reliable access to online educational resources, business (ability to communicate with clients, partners, and employees), entertainment (streaming of high-quality video and audio content), health care (telemedicine services), public safety (emergency services such as police, fire, and ambulance rely on the internet to communicate and coordinate their responses).

With the support of the District of Columbia's Increase access and adoption of high-speed internet in areas that are underserved through the leadership of based at the Office of the Chief Technology Officer (OCTO), over the next five years the District will continue taking steps toward all DC residents having equitable access to affordable, high-speed and reliable internet, and are empowered with the devices, tech support, and digital literacy and skills to effectively use it.

Current Gaps

- **Adoption Gap:** 53K DC households (18% of total households) impacting 100,000 residents, lack subscriptions to high-speed internet.
- **Affordability:** Residents in 47K households would need to pay more than 2% of their gross income for a \$40/month subscription.
- **Devices Gap:** 28,000 DC residents live in households without any internet-enabled device (like a smartphone, laptop or tablet), and an additional 44,000 only have a smartphone.
- **Digital Literacy Gap:** 76,000 DC residents lack the digital literacy skills to engage in basic online tasks (like job search, eHealth, & accessing government benefits).

Affordable Housing

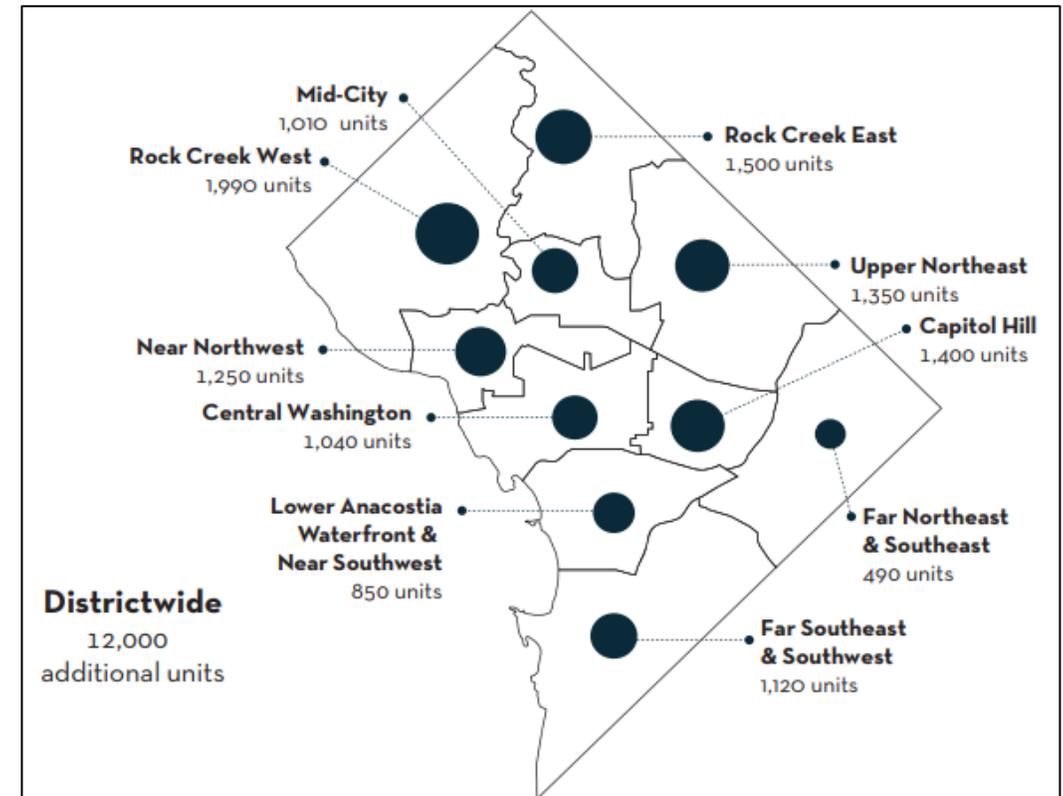
Ensuring affordable housing is available in neighborhoods across the District

In 2019, the District released the *Housing Framework for Equity and Growth* set out to create 36,000 new residential units by 2025, with at least 12,000 affordable for low-income residents, to ensure all residents can live in the city without being burdened by housing costs. The map to the right shows dedicated affordable housing production goals by planning area.

Physical components of neighborhoods such as broadband, grocery, and housing all play critical roles in shaping economic outcomes for residents of those neighborhoods, in conjunction with corresponding amenities such as healthcare and education. (Conditions of a neighborhood also affect the health outcomes of residents – also known as social determinants of health.) Bringing more affordable housing to areas of the District that are rich in opportunities will help more Washingtonians find a pathway to the middle class.

The Housing Equity Report assigned specific goals for new affordable homes for each planning area in the District, with the ultimate goal of 15% of all housing stock in each planning area being affordable by the year 2050. Ensuring all planning areas meet their affordability goals opens access and opportunity for all Washingtonians earning below-average income. As of December 2022, the four planning areas that are furthest from reaching their 2025 goals, based on projected deliveries, are Rock Creek West, Near Northwest, Capitol Hill and Rock Creek East and Central Washington. These areas will be a focus for the Administration in the next several years, along with Central Washington, where increasing housing, including affordable housing, is critical to the transformation of the central business district.

Map 3: 2025 Dedicated Affordable Housing Production Goals by Comprehensive Planning Areas



Affordable Housing Projections by Planning Area

The table below shows the most recent projections of affordable housing units. The District will ramp up efforts to reach goals in planning areas not projected to meet goals by 2025

Table 1: 2025 Dedicated Affordable Housing Production Goals and Projections by Planning Areas (Projections as of December 2022)

Planning Area	Affordable Unit Goal	Percent of Progress Towards Goal (January 2023)	Projected Percent of Goal by 2025
Far Southeast & Southwest	1,120	182.2%	369.50%
Far Northeast & Southeast	490	208.2%	322.40%
Lower Anacostia Waterfront & Near Southwest	850	51.6%	161.30%
Mid-City	1,010	51.9%	131.80%
Upper Northeast	1,350	53.4%	97.20%
Central Washington	1,040	44.9%	94.60%
Rock Creek East	1,500	57.9%	84.40%
Near Northwest	1,250	10.7%	37.20%
Capitol Hill	1,400	14.9%	34.60%
Rock Creek West	1,990	3.6%	13.80%
Total	12,000	54.1%	110.00%

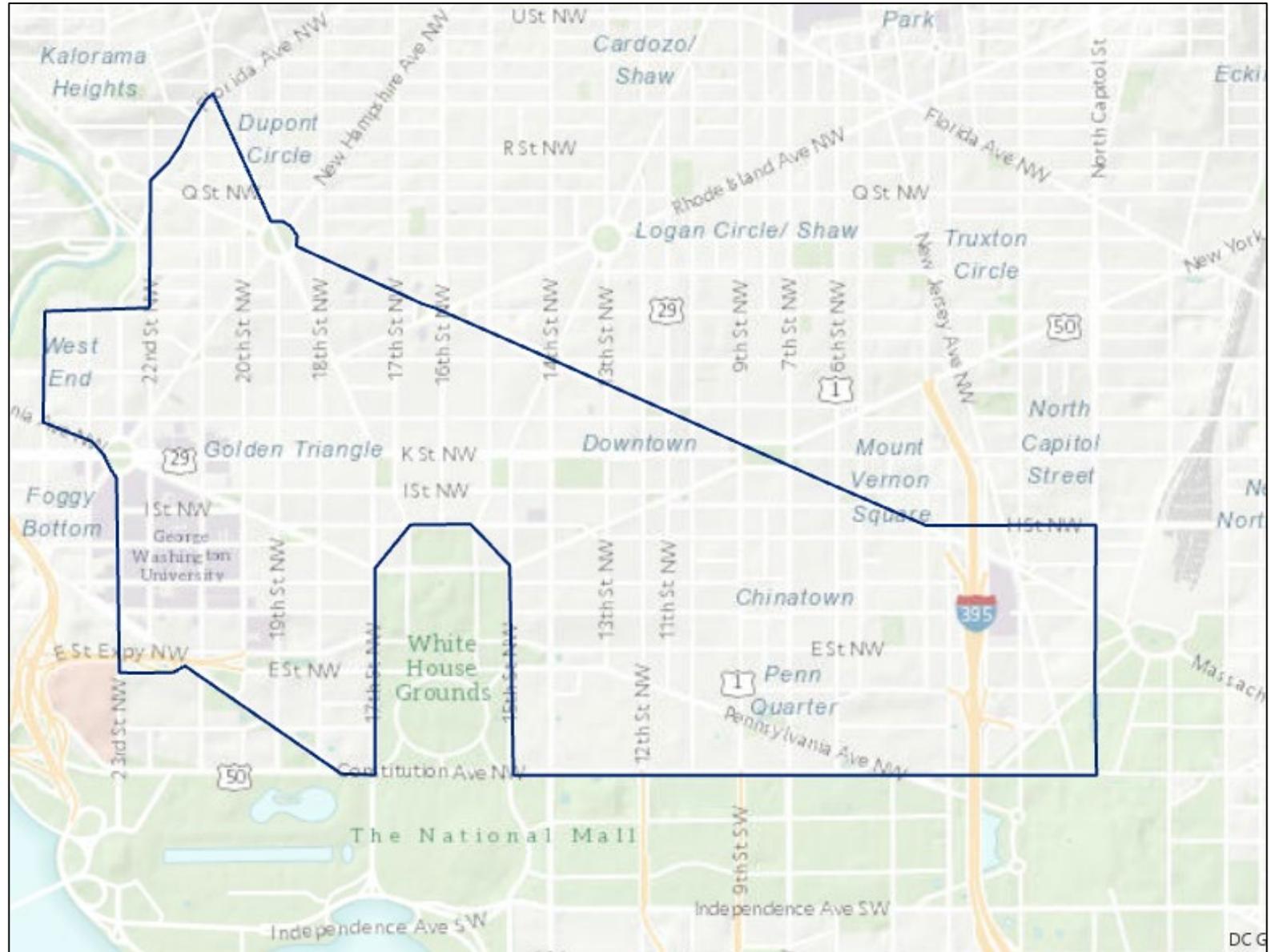
Visit 36k.dc.gov for monthly updates on progress toward all 36,000 by 2025 housing goals

Add 15,000 Residents to the Downtown Population

Downtown DC

This map serves as the baseline for the District's 15,000 new resident goal for the area and will be used to establish eligibility for Housing in Downtown abatement applications.

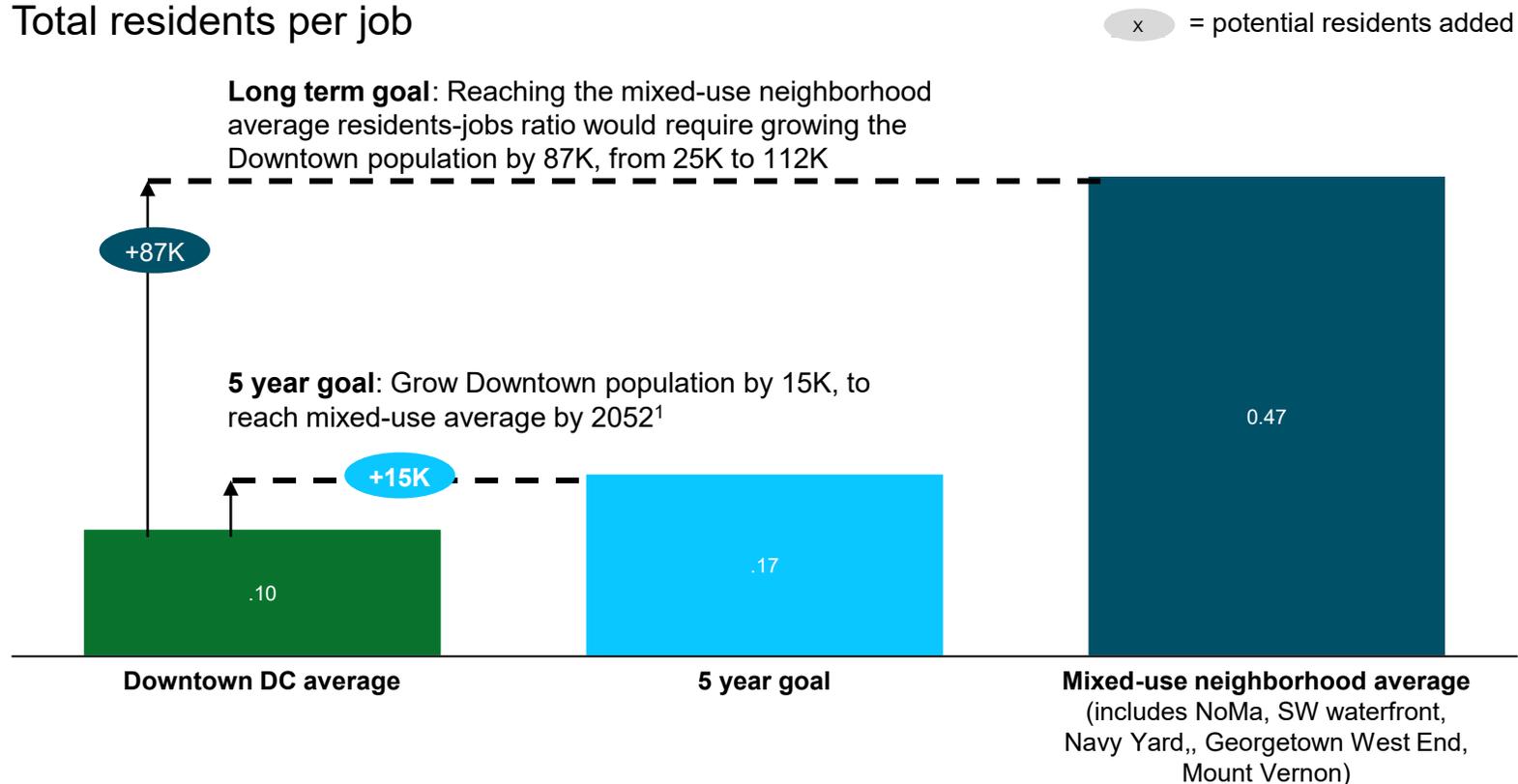
Currently 25,000 residents call this area home.



Goal: Build a more vibrant, mixed-use Downtown by adding 15,000 residents by 2028

Over the next 5 years, DC will begin to build a real estate pipeline that will eventually accommodate up to an additional 87K Downtown residents

Residents-jobs ratio by neighborhood cluster, Total residents per job



To build a vibrant more residential Downtown, DC can aspire to attaining a similar mix of residents and jobs in other mixed-use neighborhoods such as NoMa and Navy Yard

Reaching the same resident-jobs ratio as target mixed-use neighborhoods would require DC to increase the number of residents Downtown by 87K, assuming jobs stay constant

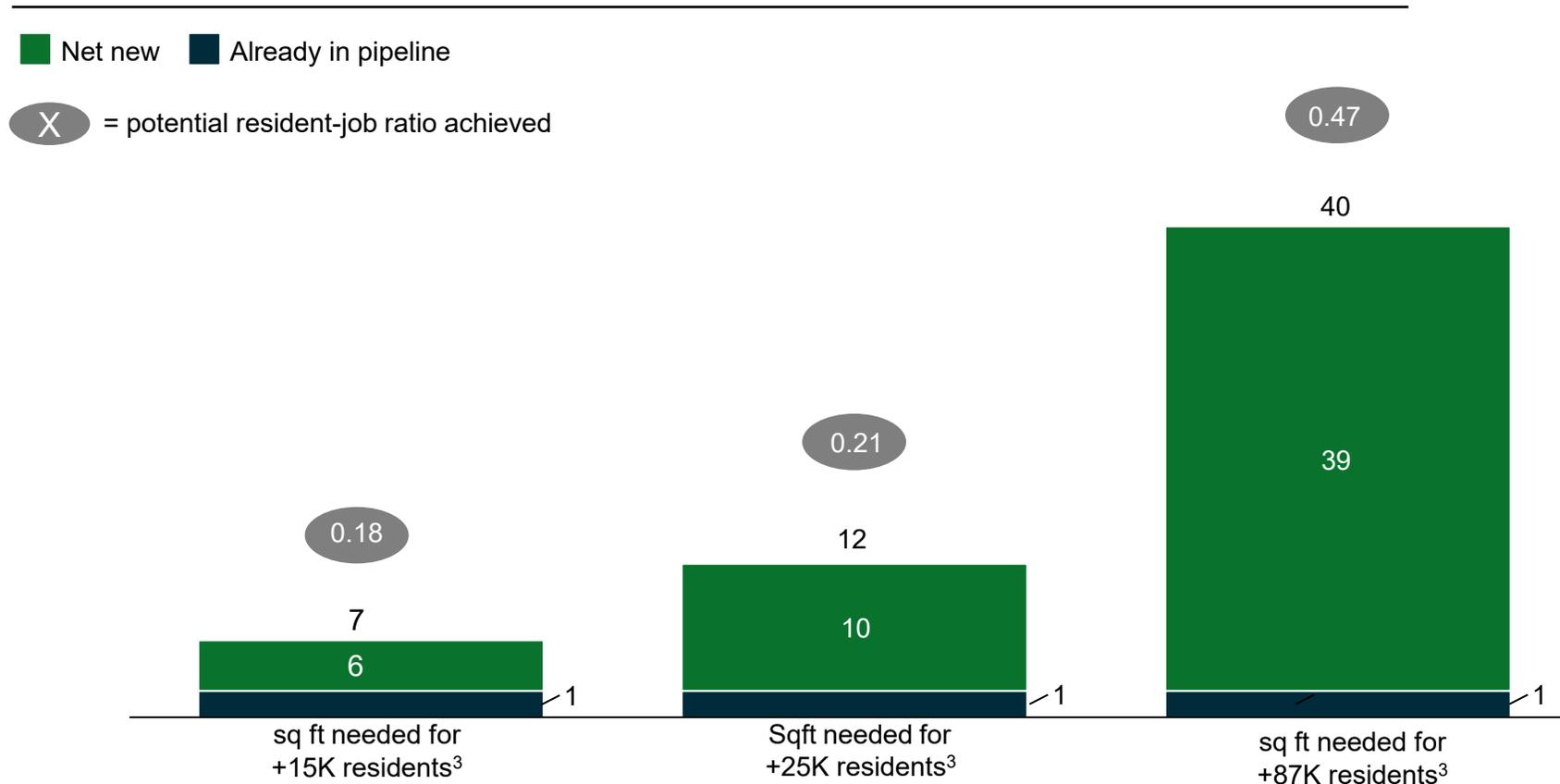
DC's 5-year goal is to increase Downtown residents by 15,000

1. Assumes jobs in Downtown stay constant due to remote work and densification of workplace trends
Source: Lightcast, CoStar, DowntownDC State of Downtown Report 2021

To achieve a goal of adding 15,000 residents to Downtown in 5 years

In order to accomplish, DC will need to add ~6M total sq ft in residential inventory in addition to the estimated 1M currently in the Downtown pipeline.

Additional residential space needed Downtown for 1.6 sized households (M sq ft)¹



Our Downtown is currently home to 25,000 residents occupying an estimated 11.7M sq feet out of a total of 103M sq feet of commercial use Downtown.

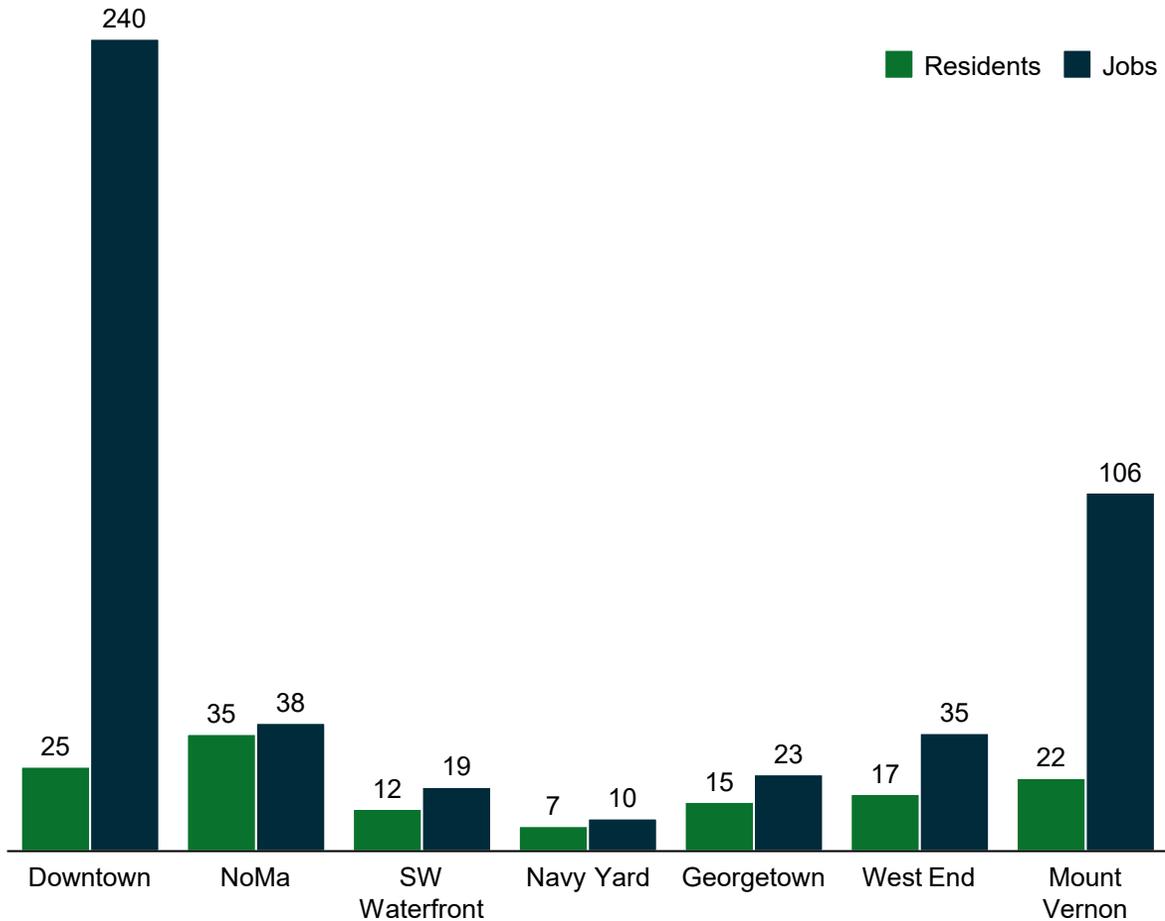
Assuming an average household size of 1.6, **Downtown would need to add ~7M sq ft of net new residential space through conversion of existing properties or construction of new space** to achieve a goal of adding 15,000 residents

1. Current Downtown pipeline includes ~970K pipeline

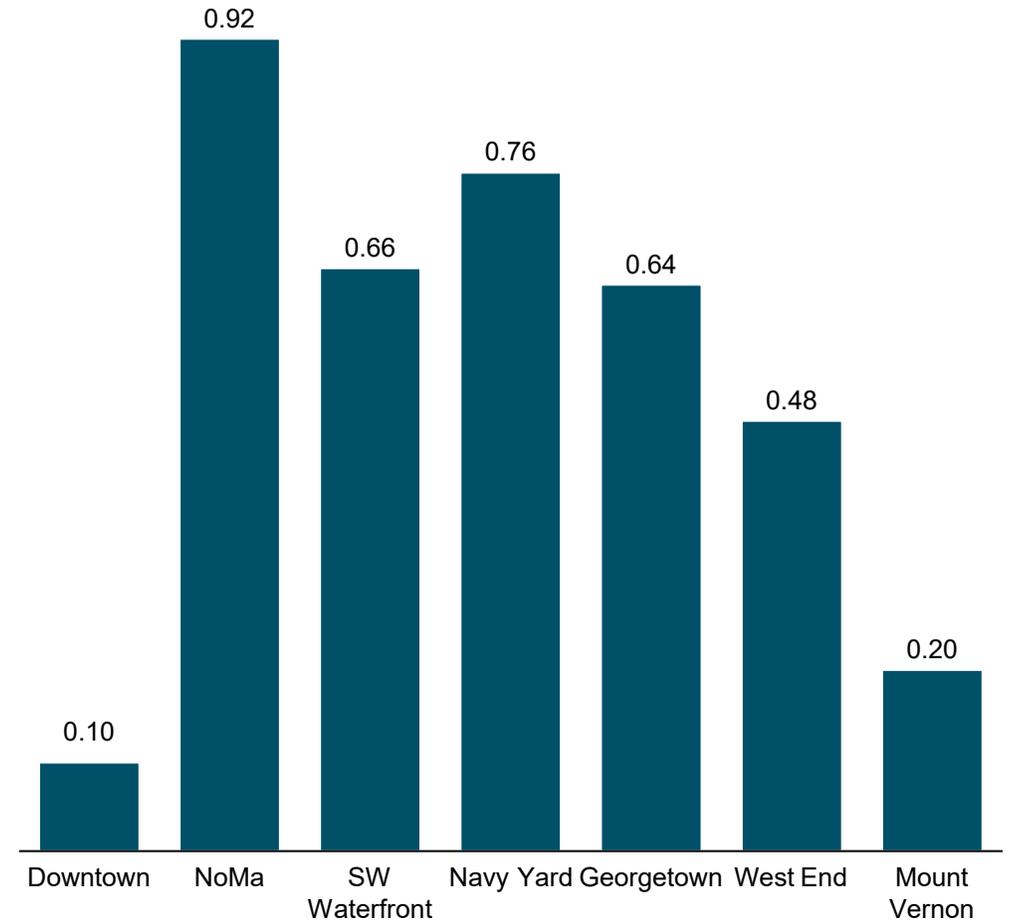
2. Based on the average DC household size of 1.6, and average household occupied 750 sf

Residents-to-Jobs Ratio: A Measure of Vibrancy

Residents and jobs in neighborhood clusters, thousands, 2021



Resident-job ratio by neighborhood cluster, 2021



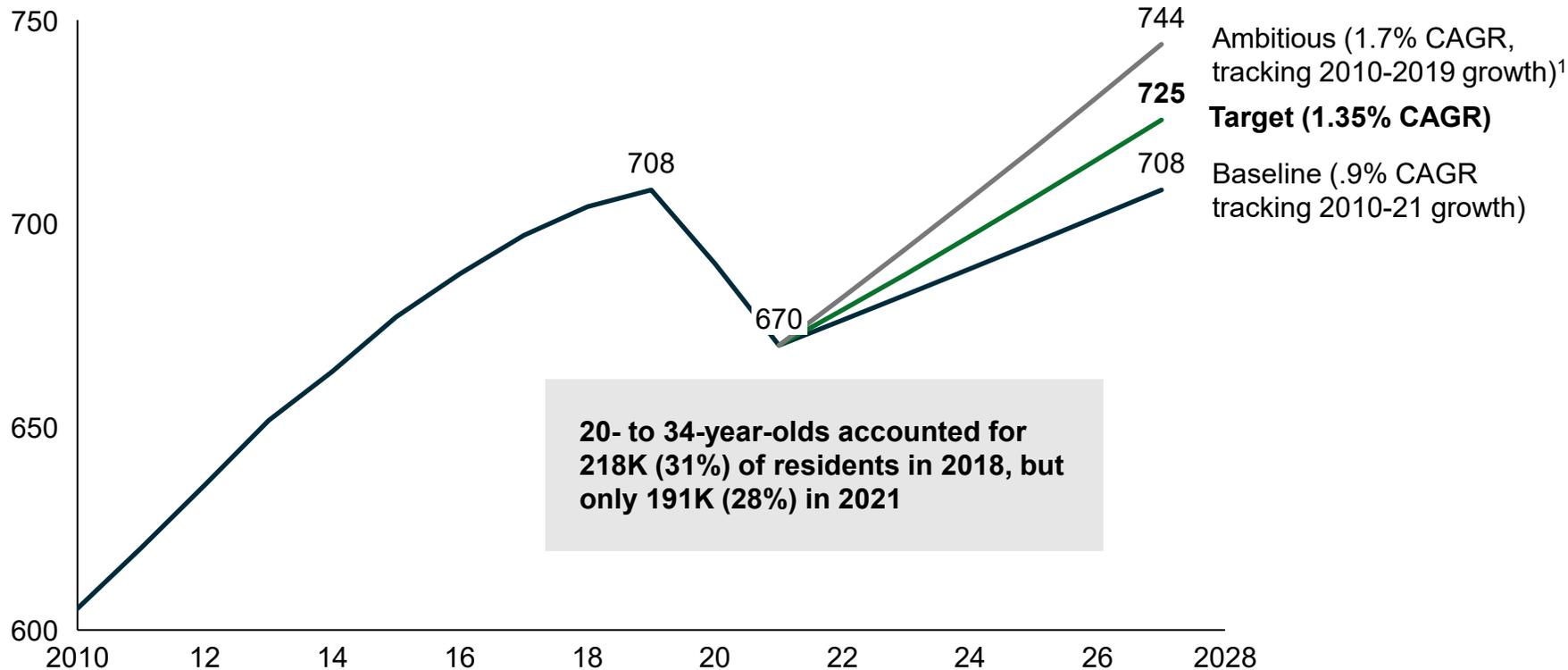
Retain Current Residents
and Reach a Population of
725K by 2028

Goal: Retain Current Residents & Reach Population to 725K Residents by 2028

Doing so ensures that DC remains affordable and attractive for current residents and families. This goal can be accomplished by retaining current residents and adding 11,000 residents annually over the next 5 years

DC population, 2010-21

Thousands



Maintaining and growing the population will likely require **reversing outmigration of residents ages 20-34**, which accounted for loss of 30K residents 2018-2021 (79% of total outmigration)

DC must also ensure enough housing stock is suitable for families, as well as single residents

1. CAGR = compound annual growth rate

Source: US Census via Moody's Analytics

Desire for more affordable and better housing is the top driver of outmigration from DC

Characteristics of people leaving DC, 2015-2019

Factor causing move from DC ¹	Average annual number of people leaving DC ¹	Average age of people leaving DC ¹	Average income of people leaving DC ¹
Housing	43,875	35	\$67,865
Job-related ³	29,686	30	\$67,399
Personal ⁴	25,111	34	\$60,390
Attend/leave college	3,464	30	\$23,439
Retirement	120	76	\$60,536

1. Reasons specific to those who remained in the US after leaving DC

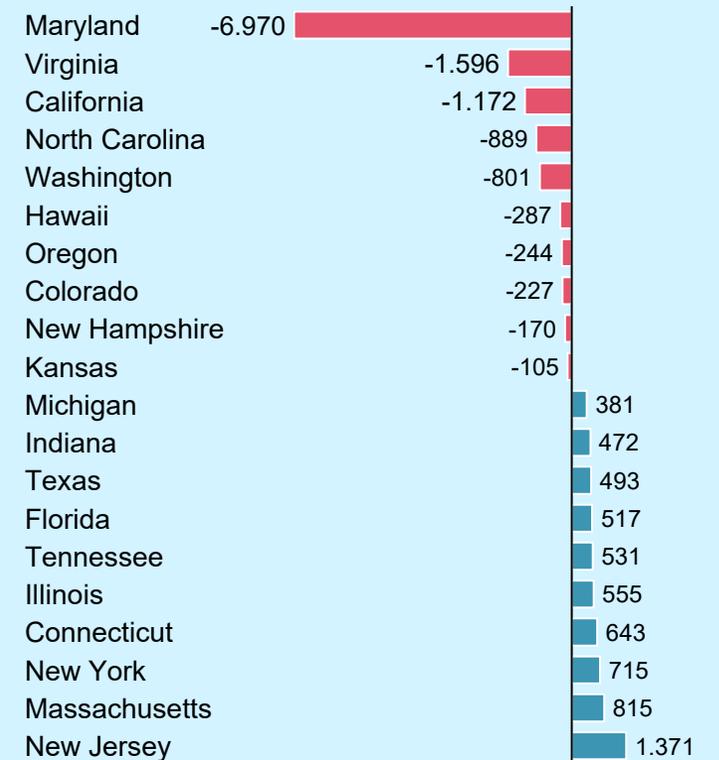
2. Wanted to own home, wanted new or better housing, wanted better neighborhood, for cheaper housing, foreclosure or eviction, other housing reason

3. New job or job transfer, to look for work or lost job, for easier commute, other job-related reason

4. Change in marital status, to establish own household, other family reason, change of climate, health reasons, natural disaster, other reason

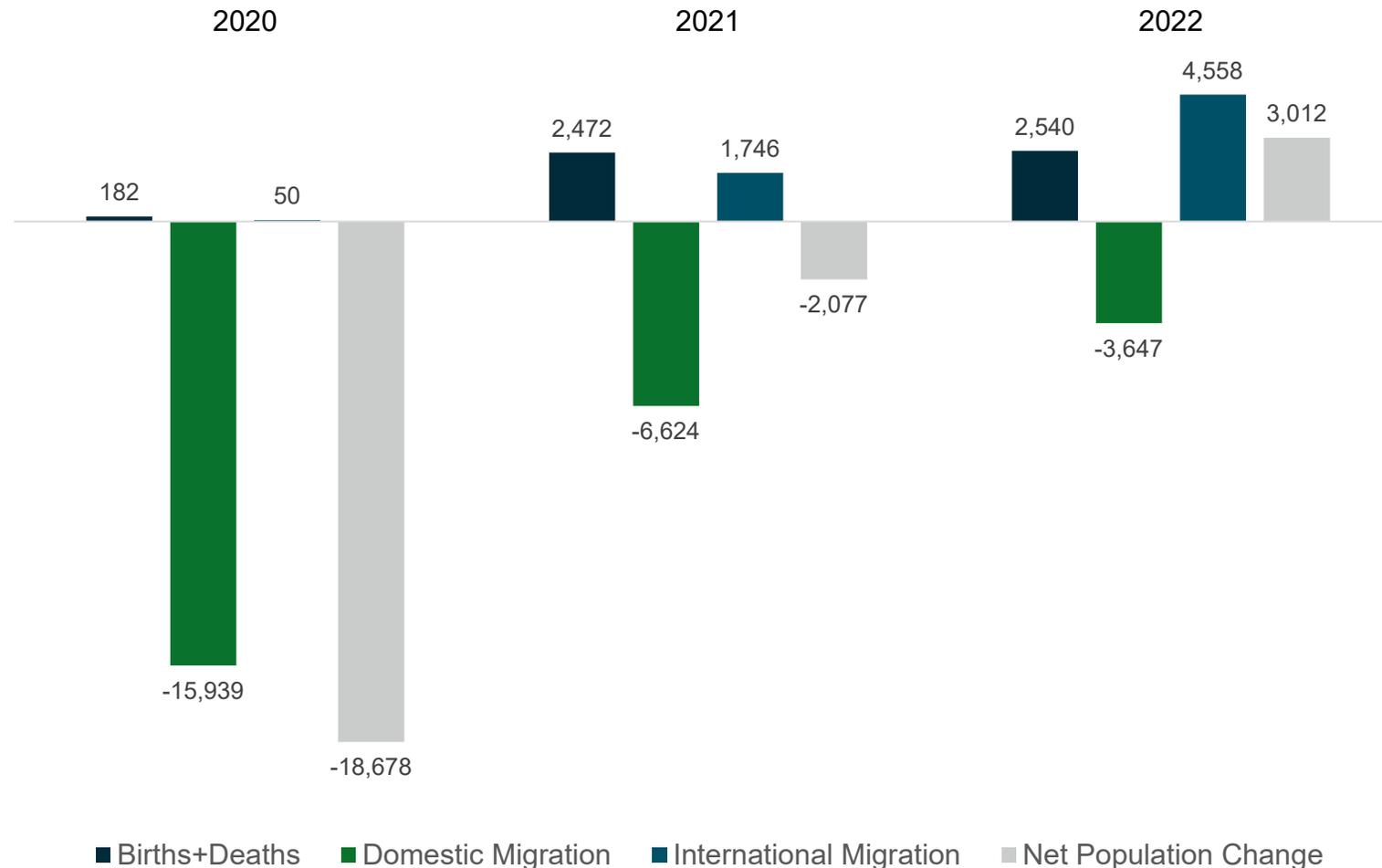
Source: US Census Bureau, Current Population Survey

Top 10 States for migration and emigration to/from DC, 2015-2019, Net migration



Pandemic-induced population decline started to rebound in 2022

Components of population change for DC from 2020-2022



Source: US Census Bureau, County-to-County Migration Flows, US Census Bureau, Current Population Survey

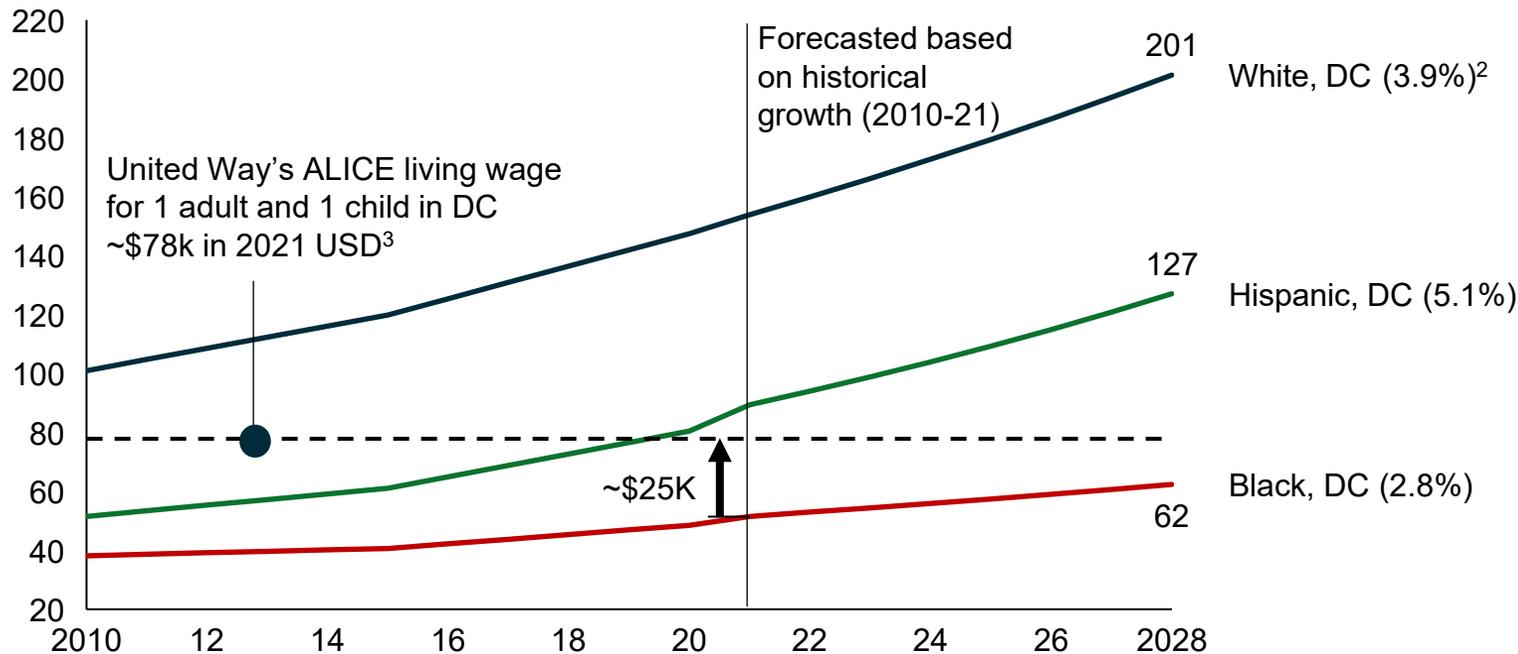
Increase Median Income of
Black Households by
\$25,000 by 2028

Goal: Increase economic prosperity in DC by lifting the median household income of Black residents by \$25K by 2028

Reach target of increasing Black household income by \$25k to \$78k by 2028 (a family sustaining income in the District) and in so doing, decrease the racial income gap

Median household income by race and ethnicity for DC, 2010-28¹

Median household income, thousands, USD; (CAGR, 2010-28, %)



Insights from our analysis on median household income by race

- \$78k is United Way's Asset Limited Income Constrained Employed (ALICE) living wage for 1 adult and 1 child and is close to DC average household size of 2.1³
- DC has one of the highest white to Black median income gaps (~3x) of major US cities
- The median income gap in DC between white and Hispanic households has fallen from 1.96 in 2010 to 1.72 in 2020, and could fall further to 1.58 by 2028

1. Dollars in nominal terms; based on 5-year estimates from the US Census

2. White alone, not Hispanic or Latino

3. Based on United For ALICE tool; data from 2018; ~\$72k in 2018 is worth ~\$78k in 2021

Source: US Census, 5-year estimates; United for Alice; Federal Reserve Bank of Minneapolis, Inflation Calculator

Goals – Details

Goals Detail (1/2)

Focus area	Goals
Successful businesses	<p>A Create 35,000 new jobs in target sectors - DC will focus on six sectors with potential for significant growth and provision of high quality jobs: 1) education and research, 2) consulting services, 3) communications and design, 4) hospitality, tourism, and entertainment, 5) life sciences and health tech, 6) and technology, with focus on cybersecurity and artificial intelligence. These targets are based on factors such as projected national and regional growth, DC location specialization and share of workers who are BIPOC. With no targeted action or incentives, these sectors are expected to add 11K jobs to the economy by 2028. This goal aspires to build on that natural growth, aiming to increase total jobs in those sectors by 35K from current levels, achieved through strategic initiatives and investment. Focusing on job growth helps to ensure that the benefit of these growing sectors is experienced by residents through opportunities for higher wages.</p>
	<p>B Increase the share of minority-owned employer businesses to 33% - Small business activity contributes to neighborhood vibrancy, resident quality of life, the city's tax base, and wealth building for business owners. Despite comprising over 60% of DC's population, it is estimated only 27% of employer businesses in DC are owned by Black and Hispanic and/or Latino proprietors. Between 2017 and 2019, the number of minority owned employer firms grew by 3.6% annually. Re-establishing this growth rate could put DC on track to reach a target 33% share of minority-owned employer firms by 2028, helping grow the city's economy, increase neighborhood vibrancy, and build inter-generational wealth, helping close longstanding racial wealth and income gaps</p>
Opportunity-rich neighborhoods	<p>C Eliminate key amenity gaps across all neighborhoods and increase access to opportunity by closing gaps in broadband and food access and adding affordable housing to opportunity-rich areas. Extensive research, including from Raj Chetty's Opportunity Insights and the Robert Wood Johnson Foundation, documents the importance of place in driving economic and well-being outcomes for residents. For example, there is a \$30k difference in income as adults for children who grew up in the highest mobility neighborhoods in the District versus the lowest mobility neighborhoods. Likewise, the 2018 DC Health Equity Report found a 21-year difference in life expectancy between neighborhoods, demonstrating the profound differences in health outcomes by neighborhood. The District will make targeted, place-based investments to close these opportunity gaps, including: adding 5-6 new grocers East of the River (3 new grocers currently in pipeline) and retaining existing access points so all East of the River residents live within one mile of a grocery store by 2028 (as of 2020, 79k live further than 1 mile); investing in high-speed internet and digital skills development to close broadband access gaps, which affects 120-130k residents concentrated in Wards 5, 7, and 8; and focusing affordable housing investments on below-target planning areas, including Rock Creek West, Near Northwest, Capitol Hill, Rock Creek East and Central Washington, which are projected to be 3,706 units short of their targets by 2025, to create a more equitable distribution of affordable housing and ensure low- and moderate-income households are able to live in all neighborhoods.</p>

Goals Detail (2/2)

Focus area	Proposed goals
Opportunity-rich neighborhoods	<p>D Add 15,000 residents to the Downtown population - Adoption of remote work highlights the need to transform Downtown from a predominantly commercial district to a vibrant, 24/7 neighborhood. Increasing total residents living Downtown can act as a North Star to measure progress against this effort, which will include adding residential units, increasing tourism, and filling commercial and retail space. Examining the share of residents to jobs in mixed-use neighborhoods can inform setting a target for the ideal ratio of residents to jobs for Downtown (currently, Downtown's ratio is .12, while the average of neighborhoods including NoMa and Navy Yard is .47). Adding 15,000 residents will bring DC's residents to jobs ratio to .18, meaningfully improving diversification of uses. Adding 15,000 residents would require an estimated 7M sq/ft of net new residential real estate, 1M of which is already being converted through existing projects.</p>
Thriving people	<p>E Retain current residents and reach a population of 725K - DC lost over 35K residents between 2018 and 2021, with 79% of outmigration being driven by residents ages 20-34, primarily seeking more affordable jurisdictions in the region. Perceptions of public safety is another concern. Reversing this trend and growing DC's population will be critical to ensuring a resilient tax base (e.g., each resident who earns \$85K annually contributes \$7.7K to the tax base, compared to \$700 for non-resident workers and \$0 for non-resident remote workers) especially with enduring remote work patterns. DC can aspire to add 45K residents by 2028 by retaining existing residents and growing the population by 1.35% annually between 2023 and 2027. Note the District's population grew 1.7% annually between 2010 and 2018, then declined 5% between 2018 and 2021 before increasing 0.45% (3,012 people) between 2021 and 2022.</p> <p>F Increase economic prosperity in DC by lifting the median household income of Black residents by \$25K – Median household income for Black households is \$53K; raising incomes by \$25K to a total of \$78K ensures that many Black families move above the United Way's ALICE living wage (currently ~\$78K for 1 adult and 1 child in DC), ensuring they can afford key expenses such as housing, food, transit, childcare, and a smartphone plan. This effort will also help to close the racial gap in median income, one of the starkest in the country, where income of white households is ~3x compared to Black households.</p>

Initiatives Overview

DC's Comeback Plan Initiatives Overview

Successful businesses

- Improve ease of doing business
- Assess Tax Revision Commission recommendations
- Conduct an annual survey of DC business owners
- Increase access to capital and entrepreneurship training programs for underserved residents
- Enhance the Commercial Property Acquisition Fund
- Support vibrant commercial corridors across the District
- Support entrepreneurship training
- Maximize inclusiveness of business grant applications
- Build DC's health technology and life sciences sector
- Use local procurement to create opportunities
- Create a dedicated technology entity
- Bolster tourism, hospitality & entertainment
- Explore opportunities to build DC's climate technology or climate finance ecosystem
- Designate a federal government real estate concierge

Opportunity-rich neighborhoods (including Downtown)

- Equitably distribute affordable housing
- Reduce zoning and policy barriers to increase capacity for affordable housing
- Launch Black Homeownership Fund
- Revamp development regulations and processes
- Explore land/property acquisition as tool to create and preserve affordable housing
- Implement housing needs assessment and displacement tracking methodology
- Create Neighborhood Asset Index to inform investments
- Add new grocers and food options EOTR
- Increase access to affordable, high-speed, reliable internet
- Deliver and support new health facilities
- Execute 2020 Statewide Comprehensive Outdoor Recreation and Ready2Play plans
- Strengthen transit access and service
- Leverage District developments and tenancy to bring new amenities to underserved areas
- Complete St. Elizabeths East campus development
- Acquire and create redevelopment plan for RFK stadium
- Acquire and create redevelopment plan for Poplar Point
- Advance the McMillan Sand Filtration site development
- Create residential nodes and increase housing Downtown
- Establish Downtown destination corridors focused on transforming public space, transit, retail, and entertainment
- Explore financial and regulatory approaches to shift office to other commercial uses
- Grow university innovation activity and footprint Downtown
- Maximize the potential of large, upcoming on-market commercial leases (e.g., FBI Headquarters) and other existing large assets into flagship destination spaces
- Develop Penn West Equity and Innovation District
- Use Vitality Fund to accelerate business retention and attraction
- Bolster tourism, hospitality & entertainment
- Expand multimodal transportation capacity
- Create Downtown stakeholders action plan

Thriving people

- Reduce barriers to occupational licensing
- Strengthen pathways to job training in target sectors
- Continue Career Coach DC and explore expansion opportunities
- Expand skills-based hiring
- Scale existing education and career pathway scholarship programs
- Advance educational outcomes for K-12 and post-secondary students
- Reduce gun violence
- Advance Homeward DC 2.0
- Launch multi-pronged childcare initiative to increase seats and reduce costs
- Help longtime Washingtonians become and remain homeowners
- Support wealth-building through business
- Create one-stop resident services Pathways Portal
- Assess impact of and potentially scale direct cash assistance programs

Successful businesses (1/2)

Category	Initiatives
Business environment	<ul style="list-style-type: none"> ✓ Improve ease of doing business for entrepreneurs and established firms by launching a business one-stop portal, creating a central small business technical assistance hub at DSLBD, and streamlining business regulatory processes¹. (OCTO, DSLBD) ✓ Assess Tax Revision Commission recommendations when complete to determine priorities for implementation. (OBPM, DMPED, Council)
Small business & entrepreneurship	<ul style="list-style-type: none"> ✓ Establish an annual survey of DC business owners, supporting progress toward goal to increase the share of minority-owned businesses by enabling DC to create benchmarks on key measures including business starts, ownership, location, survival rates, access to capital, contracting, revenues and size, and target support accordingly, including to microbusinesses to support growth; survey will resolve existing BIPOC business data gaps. (DMPED) ✓ Increase access to capital for small businesses and underserved entrepreneurs through programs such as DC Rebuild Bond Program, Small Medium Business (SMB) Fund and the Nourish Collaborative. (DMPED, DSLBD) ✓ Enhance the Commercial Property Acquisition Fund by maintaining the financial offerings of the CPAF, expanding programming to offer a prep course to assist business owners buying their first commercial properties. (DMPED) ✓ Support vibrant commercial corridors across the District by expanding support for temporary retail activations in areas facing high level of retail vacancy (e.g. “master lease” program for popup retail and/or building on the Grow Golden pilot program) and designating priority areas², assessing the Great Streets Program retail priority areas, continuing Main Streets and Great Streets support, and exploring new tools to support retail development. (DMPED, DSLBD) ✓ Support entrepreneurship training programs through continuation of DSLBD’s Aspire to Entrepreneurship, Dream grant and training programs, and Nourish technical assistance. (DSLBD, DMPED) ✓ Maximize inclusiveness of business grant application processes to reduce burden on businesses. Develop one user-friendly base grant application to realize administrative efficiencies. Explore ways to incorporate broader community input into grant application review¹. (DMPED) ✓ Use local procurement to create opportunities for small and BIPOC-owned businesses by refining Certified Business Enterprise (CBE) program statute and certification process, increasing District SBE contracting, and growing DC Community Anchors Partnership participation (DSLBD, DMPED, CNHED).

1. See pages 50-55 “Ease of Doing Business” in Appendix for details.

2. Retail activations would also support Downtown reimagination and could target F Street, 7th between H and G Streets, Connecticut Avenue between Farragut and Lafayette Parks, Union Station and potentially other areas.

Successful businesses (2/2)

Category	Initiatives
Sector-specific	<ul style="list-style-type: none">✓ Ramp up retention, expansion, and attraction efforts targeting high-growth sectors where DC has comparative strengths for job creation and talent pipeline development: education & research, consulting, communications & design, hospitality, tourism & entertainment, life sciences & health technology, and technology. Utilize the Vitality Fund to support the attraction/retention of these sectors. (DMPED, WDCEP)✓ Build DC’s health technology and life sciences sector by implementing the HOPE initiative (if funded, this \$92M initiative will build out four life sciences facilities that will deliver ~200K sq ft of lab space and ~1,300 jobs), expanding research capacity and investing in construction of additional wet labs, supporting research commercialization and the growth of healthtech startups; and other actions (DMPED, Howard University, Children’s National, Whitman Walker, George Washington University)✓ Bolster DC’s tech industry by creating a dedicated technology entity¹ to invest in early-stage, technology-based businesses and coordinate the existing ecosystem of entrepreneur-support organizations (with a focus on resources for BIPOC businesses) by fostering connectivity and networking, creating a unified tech sector policy agenda, liaising across workforce development initiatives, fostering university and federal tech transfer, and marketing DC as the nation’s leading equity-driven tech ecosystem, while encouraging and emphasizing equity in tech across all activities. (DMPED)✓ Support tourism, hospitality and entertainment: Establish Tourism Recovery District funding mechanism² to support expanded marketing to increase visitation, including campaign focused on remote workers, explore creation of a stopover program, support arts/cultural festivals, launch hospitality business and workforce technical assistance. (DMPED, Destination DC, EventsDC, Hospitality Alliance)✓ Explore opportunities to build DC’s climate technology and finance ecosystem, potentially making DC a central location for climate finance intermediaries and/or making DC a knowledge and tech center for the green ecosystem, supported by DC’s leadership in sustainability commitments (DMPED, DOEE)✓ Designate a federal government real estate concierge: Proactively pursue opportunities for DC government to partner with the federal government by creating a position responsible for (1) strategically retaining federal real estate leases and property portfolio, (2) supporting land transfers and co-management (e.g. parks), (3) creating plans for utilization and potential redevelopment of real estate for potential non-office uses, and (4) helping increase federal contracting among DC-based businesses and 5) pursuing other strategic partnerships with federal agencies. (DMPED)

1. See pages 63-66 “Technology Entity” in Appendix for details.

2. See pages 67-69 “Tourism, Hospitality and Entertainment” in Appendix for details. Also appears in Downtown section, page 45, given concentration of tourism/hospitality/entertainment offerings.

Opportunity-rich neighborhoods (1/2)

Category	Initiatives
Affordable housing supply	<ul style="list-style-type: none"> ✓ Use innovative approaches such as High Opportunity Areas Tax Abatement (HANTA), faith-based institutions pilot program, Affordable Rental Covenants (ARC) and Residential Accessory Apartment Program (RAAP) to achieve affordable housing goals for every planning area (i.e. equitable distribution of 12,000 new affordable homes by 2025), while continuing to also increase supply of stock of deeply affordable and family-sized housing citywide. (DHCD, DMPED, DCHFA, DCHA) ✓ Increase capacity for new affordable homes by reducing zoning and policy barriers (e.g. federal height limits) in areas such as New York Avenue, Poplar Point, and Chevy Chase (OP) ✓ Launch Black Homeownership Fund to increase supply of homes available for purchase, to help achieve the goal of adding 20,000 net new Black homeowner households by 2030 (DMPED, DHCD, DCHFA) ✓ Revamp development regulations and processes¹ by undertaking a comprehensive, stakeholder-centered review to identify challenges to housing production and develop roadmap to improved state, building on recent and in-progress improvements. (MOPI, DMPED, DMOI) ✓ Explore ways to create and preserve affordable housing through property acquisition, e.g. land purchase opt-in program, federal land transfers, land banking (DHCD, DMPED)
Neighborhood analytics and plans	<ul style="list-style-type: none"> ✓ Implement a comprehensive housing needs assessment and displacement tracking methodology to project demand for units based on family size, location, affordability, determining corresponding supply, identify indicators of displacement risk in particular areas, and inform future goals, policies and action. (DMPED, OP, DHCD) ✓ Develop a Neighborhood Asset Index to inform select place-based investments made through redevelopment projects and grant programs in DC neighborhoods. The index provides neighborhood-level data about the relative density of key assets such as childcare centers, grocery stores, and other amenities units compared to the population and citywide averages – paired with community input and formal plans, it will support better informed decisions about community investments² (DMPED, OP)
Food options ³	<ul style="list-style-type: none"> ✓ Maintain existing grocers and deliver 5-6 new grocers EOTR (including 3 in pipeline) to ensure that all DC residents EOTR live within a mile of grocery store, using Food Access Fund, Nourish, Supermarket Tax Credit and District development projects. New store locations include Capital Gateway and 1-2 other locations at St. Elizabeths, Twining, Fairlawn, Deanwood, Randle Highlands, Penn Branch, Fort Davis Park and/or Fort Dupont. (DMPED)

1. See pages 50-55 “Ease of Doing Business” in Appendix for details.

2. See pages 72 “Exploring a Neighborhood Asset Index” in Appendix for details.

3. See pages 19 “Food Access” for grocery map and 71-73 “Opportunity-rich neighborhoods” in Appendix for more details on transformative development projects.

Opportunity-rich neighborhoods (2/2)

Category	Initiatives
Other assets to support high-opportunity neighborhoods	<ul style="list-style-type: none"> <li data-bbox="379 308 2390 386">✔ Ensure all DC residents have equitable access to affordable, high-speed and reliable internet, and are empowered with the devices, tech support, and digital literacy and skills to effectively use it. (OCTO) <li data-bbox="379 394 2390 544">✔ Deliver and support new healthcare facilities, including those that support older adults and senior communities, to advance health equity, including the Ward 8 Senior Wellness Center, the Ward 7 caregiver center, Cedar Hill Regional Medical Center, Whitman Walker Community Health Center, Howard University Hospital and National Center for Health Disparities, and GW network of telehealth neighborhood centers. (DGS, DMHHS, DAACL) <li data-bbox="379 551 2390 629">✔ Execute 2020 Statewide Comprehensive Outdoor Recreation and Ready2Play plans by prioritizing neighborhoods where residents do not have a high-quality park within 0.5 miles of their own home (e.g. Sheridan, Joint Base-Anacostia, Saint Elizabeths) (DPR) <li data-bbox="379 636 2390 791">✔ Strengthen transit access and service, advancing moveDC and Sustainable DC 2.0 plans with the creation of new bus and rail lines and stations in places of greatest transportation need (e.g. Joint-Base Anacostia, Brightwood, Hawthorne), supporting moveDC’s Strategy 30 under Policy N (Provide transit to areas currently without it), as well as ongoing transit projects including Pennsylvania Avenue SE redesign and Capital Bikeshare expansion; work with WMATA to improve Metro service and reliability (DDOT, DMOI)
Transformative development projects	<ul style="list-style-type: none"> <li data-bbox="379 836 2474 943">✔ Advance District and District-supported redevelopment projects in Wards 7 and 8, including Reunion Square, Barry Farm, Malcolm X, Fletcher-Johnson, and Hill East Phase II, to bring new housing, homeownership opportunities, and neighborhood-serving retail and amenities and continue to leverage District government tenancy to bring new amenities to underserved areas (EOTR Leasing Strategy). (DMPED, DGS) <li data-bbox="379 951 2474 1029">✔ Complete St. Elizabeths East campus development, bringing affordable housing, retail, office, civic space and healthcare assets to this historically underserved neighborhood (DMPED) <li data-bbox="379 1036 2474 1115">✔ Acquire and create redevelopment plan for RFK site to bring in new affordable housing and amenities for surrounding neighborhoods such as Lincoln Park, Carver Langston and Near Southeast, in a plan informed by a citizen advisory committee (DMPED) <li data-bbox="379 1122 2474 1200">✔ Acquire and create redevelopment plan for Poplar Point to bring in new affordable housing, childcare centers, food access points and other amenities to surrounding neighborhoods Barry Farm, Joint-Base, and Sheridan (DMPED) <li data-bbox="379 1208 2474 1280">✔ Advance the McMillan Sand Filtration site development, creating a new community center and park, grocery store, homes, medical office buildings, and retail to this long under-utilized site (DMPED)

Bringing New Amenities and Resources East of the River

Place-based projects and programs

In the next five years, the District will significantly eliminate key asset and amenity gaps by increasing access to broadband and grocery stores, fostering more mixed-use areas, and leveraging additional tools to create transformative changes to neighborhoods East of the River.

Deliver 5-6 new grocers EOTR, including 3 in pipeline -- Muki's Market in Fort Davis (2023 delivery), Fresh Food Factory in Kenilworth (2023 delivery), Capital Gateway (2024), and 2-3 additional sites; while maintaining existing access points

Create new healthcare facilities, including the Cedar Hill Hospital, Ward 8 Senior Wellness Center, Ward 7 Caregiver Center, and HOPE Initiative projects, including Whitman-Walker at St. Elizabeths and the GWU telehealth access points.

Increase access to high-speed internet by enhancing adoption and affordability of service subscriptions, devices, and digital literacy.

Complete St. Elizabeths East campus development, bringing affordable housing, retail, office, civic space and healthcare assets to this historically underserved neighborhood

Acquire and create redevelopment plan for Poplar Point to bring in new affordable housing, childcare centers, food access points and other amenities to surrounding neighborhoods Barry Farm, Joint-Base, and Sheridan

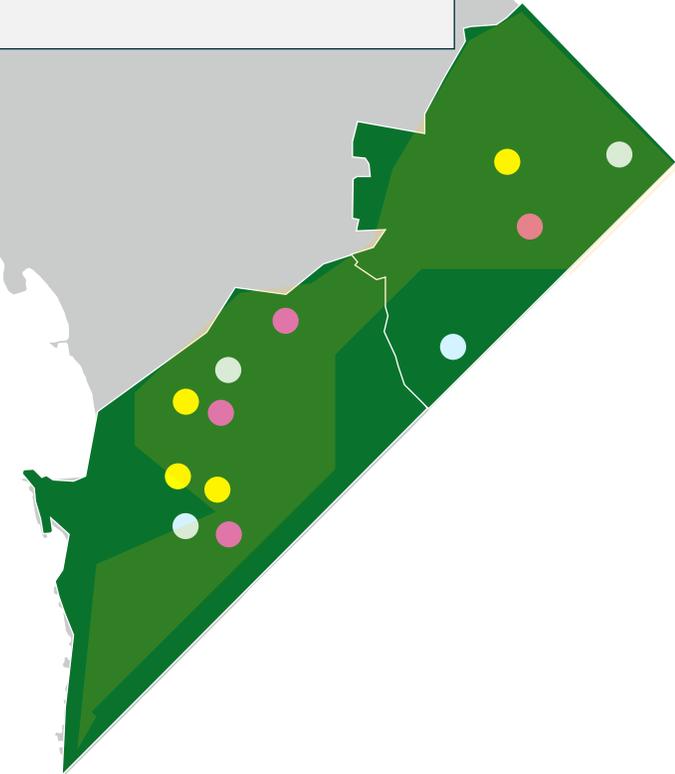
Advance other District and District-supported redevelopment projects, including Reunion Square, Barry Farm, Malcolm X, Fletcher-Johnson, to bring new housing, homeownership opportunities, and neighborhood-serving retail and amenities and continue to leverage District government tenancy to bring new amenities to underserved areas (EOTR Leasing Strategy)

Help develop the Anacostia art/culture district, increase tourism marketing to drive visitation to such destinations and support arts and cultural festivals that draw large attendance and celebrate DC culture (e.g. Art All Night, go-go)

Execute 2020 Statewide Comprehensive Outdoor Recreation and Ready2Play plans by prioritizing neighborhoods where residents do not have a high-quality park within 0.5 miles of their own home (e.g. Sheridan, Joint Base-Anacostia, Saint Elizabeths)

Strengthen transit access and service, advancing moveDC and Sustainable DC 2.0 plans with the creation of new bus, rail and bike stations in places of greatest transportation need

Explore higher education campus expansion opportunities EOTR to increase access to post-secondary options

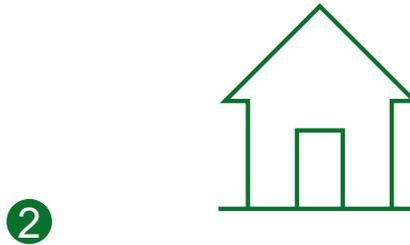


We seek to address the future of Downtown through three lenses



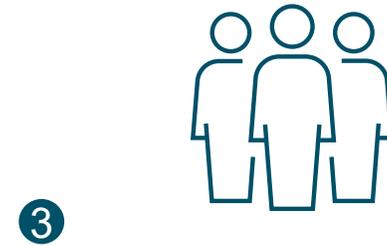
Fill the space

Attract new or returning commercial occupants from priority industries and embrace new workspaces that accommodate for new working paradigms



Change the space

Convert existing commercial office space for other uses including residential, retail and amenity space



Bring the people

Increase foot traffic and vibrancy to reactivate street life and retail sales; create programming to bring back activity throughout the week

Opportunity-rich neighborhoods -- Downtown

Category	Initiatives
Change the space	<ul style="list-style-type: none"> ✔ Create residential nodes and increase housing supply Downtown, including affordable housing, by enhancing the Housing in Downtown tax abatement, reducing regulatory impediments, and exploring opportunities for greater density through changes to zoning and federal Height Act; nodes may include areas with existing residential activity such as West End, near the GW Campus, Dupont Circle, Massachusetts Avenue corridor, Penn Quarter with the goal of creating more vibrant and mixed-use Downtown neighborhoods¹ (DMPED, OP) ✔ Establish Downtown destination corridors² where efforts will be focused to enhance public spaces, activate retail, bolster entertainment options, and improve wayfinding, mobility options and connections to other neighborhoods; potential corridors include Pennsylvania Avenue (in partnership with NCPD), Franklin Park, Connecticut Avenue, K Street and 7th street (DMPED, OP, DDOT, DSLBD) ✔ Explore financial and regulatory approaches to support shift of office to other commercial uses, including entertainment, recreation, childcare, light manufacturing, e.g. Expand Creative and Open Space Modernization (COSM) incentive eligibility (DMPED)
Fill the space	<ul style="list-style-type: none"> ✔ Grow university and innovation activity and footprint Downtown: Maximize potential of catalytic university expansion projects (Georgetown Capitol campus, Johns Hopkins, and GW Penn West) and the resulting gravitational pull of other organizations, explore partnerships to create affordable and workforce housing and shared classroom space between universities, support tech transfer, and bring more international students to DC (DMPED) ✔ Maximize the potential of large upcoming on-market commercial leases (e.g. FBI HQ) for new housing, entertainment venues & other uses (DMPED) ✔ Develop the Penn West Equity and Innovation District in partnership with GWU and Golden Triangle BID, focusing on growth of medtech, govtech, fintech, and edtech through growth and attraction of startup and anchor companies, partnerships with employers and workforce organizations, and in-person programming as a driver to activity within the District (DMPED) ✔ Use Vitality Fund to accelerate business retention and attraction³ efforts, along with expanded team and other incentives (DMPED)
Bring the people	<ul style="list-style-type: none"> ✔ Bolster tourism, hospitality and entertainment: Establish Tourism Recovery District funding mechanism⁴ to support expanded marketing to increase visitation, including campaign focused on remote workers, explore creation of a stopover program, support arts/cultural festivals, launch hospitality business and workforce technical assistance.² (DMPED, Destination DC, EventsDC, Hospitality Alliance) ✔ Expand multimodal transportation capacity by collaborating with federal, regional and private partners to advance the Long Bridge expansion project VRE L'Enfant Station Improvement Project, and Union Station Expansion Project (with intent to complete a Record of Decision, project delivery structure and financing plan, and design for Union Station Expansion) (DMOI, DDOT, DMPED, OP)
Implementation	<ul style="list-style-type: none"> ✔ Create a Downtown Stakeholders Action Plan, that details initiatives that are key to achieving the vision and goals outlined in the 2023-2027 economic strategy, including roles for public and private actors; will complement public realm action plan spearheaded by OP

1. See pages 79-83 "Downtown destination corridors" in Appendix for details.
 2. See pages 74-78 "Downtown Residential Nodes" in Appendix for details.
 3. See pages 56-63, "Health Tech and Life Sciences" and 64-67 "Technology Entity" in Appendix for details
 4. See pages 68-70 "Tourism, Hospitality and Entertainment" in Appendix for details. Will have impact beyond Downtown

Thriving people (1/2)

Category

Initiatives

Workforce¹

- ✓ **Reduce barriers to occupational licensing** by 1) reviewing licensing requirements; 2) examining potential for reciprocity in licensing; 3) streamlining licensing for qualified immigrants with professional experience; and 4) reviewing all blanket prohibitions on licensure for people with criminal records (e.g., D.C. Law 23-205) (DLCP/DME)
- ✓ **Strengthen pathways to targeted sectors** with the goal of developing inclusive talent pipelines for growth sectors that are intentional about creating opportunities for under and unemployed residents: working with employers and other stakeholders, fill gaps in training and credentialing for target sectors, including identifying opportunities for stackable credentials, apprenticeship programs, and public-private skills development partnerships; sectors include sectors targeted for growth in Economic Strategy and sectors with greatest hiring needs (“in-demand sectors”) identified in the [Workforce Innovation & Opportunity Act \(WIOA\) Unified State Plan](#). (DME, WIC, DOES)
- ✓ **Continue and explore opportunities to expand the Career Coach DC** program, which helps residents access resources that can help them identify potential education and career opportunities associated with in-demand skills and employment opportunities (DME, WIC)
- ✓ **Expand the use of skills-based hiring in DC government** (similar to [efforts in Maryland](#)), acting as a proof point to spur adoption of skills based hiring across the District (DCHR, WIC, DME), and work with other workforce and industry organizations (e.g., [Greater Washington Partnership](#)), and training/education providers (including DCPS, OSSE, UDC) to convene major District employers and provide tactical guidance on how to adopt and increase skills-based hiring of DC residents, including which occupations are best suited for skills-based hiring, which pipeline training and upskilling programs exist for those occupations, and what strategies they can consider to identify and screen candidates
- ✓ **Scale existing education and career pathway scholarship programs**, assessing potential to leverage employer (private and public) funding to increase capacity of signature education and career pathway programs (OSSE) and decrease financial barriers to postsecondary education (e.g., [DC Futures](#), which offers scholarships to DC college students and the recently enacted [Child Wealth Building Act](#), which provides Baby Bonds)
- ✓ **Advance educational outcomes for K-12 and post-secondary education** by continuing efforts to reimagine high schools to prepare students for high-demand, high-wage jobs and leveraging the University of the District of Columbia (UDC) to build DC’s talent pipeline with an emphasis on supporting native Washingtonians (DME, DCPS, OSSE, UDC) and consider higher education campus expansion in Wards 7 and 8

Stability and safety

- ✓ **Reduce gun violence** and support communities throughout DC through programs like Building Blocks DC which creates individualized wrap-around plans for support including housing, career and workplace readiness, mental health care, academic support, and other government services. (DMPSJ)
- ✓ **Support people experiencing and at risk of homelessness** by implementing [Homeward DC 2.0](#), the District’s strategic plan for ending and preventing homelessness, by improving coordination between homeless services system and workforce services, identifying opportunities for people to grow their income, identifying employment opportunities for individuals with high levels of barriers, and providing connections to housing resources. (DHS)

1. See pages 88-91 “Workforce Initiatives” in Appendix for details.

Thriving people (2/2)

Category	Initiatives
Childcare affordability¹	<ul style="list-style-type: none"> ✓ Reduce the cost of childcare, focusing on ages 0-2, by (OSSE) <ul style="list-style-type: none"> <li data-bbox="420 321 2438 435">– Increasing supply of childcare slots, by 1) Renewing OSSE’s \$10 million Access to Quality Child Care Grant after current expiry in 2024, which helps child development facilities expand, open and improve new and existing facilities; and 2) Conducting an audit of licensing procedures for childcare businesses to identify and address common point points for childcare facilities <li data-bbox="420 435 2438 578">– Bolstering subsidies to households, by 1) Expanding initial eligibility in the Child Care Subsidy/Voucher Program to families earning 300% of the Federal Poverty Guidelines (FPG) (from current 250%); and 2) Assessing potential for further subsidy increases to support the “missing middle”, families that fall between 300% of FPG and high income who struggle to afford infant care, while weighing the benefits and costs of such a policy, including potential unintended effects of gentrification and / or inability to fund other critical programs <li data-bbox="420 578 2438 649">– Exploring employer support for childcare through innovative public-private funding model, e.g., Tri-Share Child Care Program in Michigan, where childcare costs are equally divided among the employer, the employee, and the state <li data-bbox="420 649 2438 692">– -Build the most robust free before- and after-school programs in the nation.
Economic mobility and wealth-building	<ul style="list-style-type: none"> ✓ Help longtime Washingtonians become and remain homeowners by implementing Black Homeownership Strike Force (BHSF) recommendations, including increasing resources and improving programs for purchase, rehab, maintenance, heirs legal services, increasing supply of units available for purchase through a leveraged Black Homeownership Fund, and creating protections from harassment. (DHCD, DCHFA, DMPED) ✓ Support wealth building opportunities through business by continuing entrepreneurship training and technical assistance programs and commercial property acquisition assistance; includes DSLBD’s Aspire to Entrepreneurship, Dream program, Nourish DC technical assistance, Commercial Property Acquisition Fund & Prep program (DSLBD, DMPED) ✓ Create Pathways Portal to provide residents a one-stop shop for government services that support economic mobility, potentially complemented by AI-powered concierge service, case management, and “street team” outreach; portal will connect existing public-facing efforts such as WIC’s DC Data Vault for workforce development, OCTO’s social services portal, The Lab @ DC / DMPED’s Front Door, OSSE’s My Child Care DC, and DCPS’ My School DC; possible: also develop protocols for information sharing across agencies. (OCTO) ✓ Assess impact of cash assistance programs to identify opportunities for scaling; these programs support resident autonomy and financial stability, critical foundations for upward economic mobility. Programs include Career MAP pilot, which provides formerly homeless families with housing subsidies / cash assistance for up to 5 years, the Strong Families, Strong Future DC pilot, which provides monthly cash transfers for one year to new and expectant mothers in Wards 5, 7, and 8, DC’s Flexible Rent Subsidy program. (DHS, DMPED)

1. See pages 92-97 “Childcare Affordability” in Appendix for details.