
DC ECONOMIC STRATEGY

IDEAS. OPPORTUNITY. GROWTH.



EXECUTIVE SUMMARY

MARCH 2017

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*This document includes highlights of DC's economic strategy.
Visit www.DCEconomicStrategy.com for the full economic strategy and updates throughout the year.*

Contact Information

Office of the Deputy Mayor of Economic Development
1350 Pennsylvania Ave., NW
Washington, DC 20004
Suite 317
202-727-6365

LETTER FROM THE MAYOR



Dear District residents and entrepreneurs,

As Mayor of Washington, DC, I am pleased to share with you our new economic strategy. Shaped by conversations with hundreds of residents, business owners, investors and community leaders, and backed up by comprehensive data analysis, this strategy is a principal cornerstone of my Administration - a progressive agenda of inclusive prosperity to ensure that we continue growing our economy and creating jobs so that all DC residents have pathways to prosperity.

The last several years have ushered in unprecedented economic growth in our nation's capital. Tax revenues are increasing, unemployment is falling in every ward, and new businesses are taking root in neighborhoods all across Washington. And, people around the country are beginning to take note: in 2016, CNBC ranked Washington, DC the third best place in America to start a business, and in the top five for diversity of entrepreneurs.¹ In 2017, US News and World Report ranked Washington, DC the 4th best place to live in the USA²; and, also in 2017, SmartAsset named Washington, DC the #1 city for women in tech.³ But, there is still much more we must do to reach our full potential. Washington, DC, our world-class city, can grow to be even better - a place where every resident, regardless of neighborhood, background or income, has a fair shot to succeed and thrive. Two goals guide this strategy: first, to grow DC's private sector economy to \$100 billion (by 20%), by the end of 2021. Second, we will foster economic prosperity for all Washingtonians by creating more jobs and reducing employment disparities. Specifically, we will reduce employment disparities across wards, races, and educational attainment levels, bringing unemployment levels below 10% in all segments by the end of 2021.

Throughout the strategy development process, we asked not just what the District government can do to advance inclusive economic growth, but what we can do together - government, business, and community institutions. We aspire to amplify our impact through collaboration, and I invite all members of the District's community to partner with us as we work to execute the strategy over the next several years.

Finally, the strategy is meant to be a flexible framework, balancing intention with responsiveness. The initiatives detailed in the strategy are not a holistic list of everything DC can, should, or will do to build a healthy economy. They are a collection of high-impact and ambitious, yet feasible priorities that will receive focused effort and resources. Throughout the year, we will highlight progress at www.DCEconomicStrategy.com, the strategy's web-based home, and annually we will determine whether to add new high-impact initiatives that fit within the action framework. This approach offers clarity and predictability to stakeholders through an overarching direction, while allowing for nimbleness and responsiveness when new challenges or opportunities arise.

I want to thank the Economic Strategy Advisory Committee and the many community leaders who shared their expertise and innovative ideas to help create this strategy. Together, we will make Washington, DC the global model for inclusive economic prosperity and resilience, showcasing how diversity and innovation can drive equitable economic growth.

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser
Mayor



SCOPE OF THE ECONOMIC STRATEGY

The economic vitality of a place is affected by numerous factors. A strong, smart economic strategy is cognizant of these factors and honest about its limitations. The parameters below define the scope of this strategy.

Focus and Connection to Other Plans

This strategy is focused on increasing the commercial tax base, creating jobs, fostering entrepreneurship and innovation, and advancing inclusive economic growth in DC. It is meant to **complement** other plans and efforts addressing topics critical to the economic health of the District, particularly those related to **affordable housing** and **workforce development**, which are essential to DC's continued growth, prosperity and inclusiveness. The strategy is thus closely coordinated with Preservation Strike Force Plan for Affordable Housing, the Consolidated Plan, the Comprehensive Plan, Workforce Innovation & Opportunity Act (WIOA) Unified State Plan and other plans related to transportation, education, culture, health and community development. (See page 14 for details)

Regional Cooperation

As the core of a regional economy that spans Maryland, Virginia, and West Virginia, the District embraces its economic interdependence with neighboring jurisdictions. Actions set forth in the strategy take into account opportunities to drive forward the regional economy through both independent and collaborative approaches. However, the strategy also recognizes the geographic limits of District government's authorities and resources and, most importantly, its responsibility to serve the residents of the District.

Progress through Collective Action

The planning process to develop this strategy served as a call to action and partnership between the DC government, established businesses of all sizes, entrepreneurs, philanthropies, non-profits, universities, neighboring jurisdictions and regional entities, and the community. **The economic strategy, while now complete, continues that call for collaboration.** We welcome opportunities to partner with DC's many stakeholders and align our efforts with a common vision.

What Shaped DC's Economic Strategy?



**OUTSIDE
INSPIRATION
AND DATA**

Analyzed trends, recommendations, and promising practices via research and engagement with thought leaders.



DISCUSSIONS

Held 25+ discussions with 450+ stakeholders and incorporated feedback from Comprehensive Plan and Cultural Plan public meetings.



**DCECONOMIC
STRATEGY.COM**

With nearly 2,000 visitors, www.DCEconomicStrategy.com was created to share information and collect ideas.



DCECONSTRATEGY

Engaged in digital conversation using #DCEconStrategy.



Across all of the stakeholder conversations, near consensus emerged on these topics:

- DC must grow inclusively and not become a city accessible only to those with wealth and privilege.
- DC's diversity is a strength that positions the city to innovate, but it must also be actively preserved and cultivated.
- DC is in a strong economic position, but must be proactive and forward-looking to continue our momentum and remain economically vibrant.



Current State of DC's Economy

In the past several years, the District of Columbia has experienced robust economic growth, which has been driven largely by the private sector. By many indicators – GDP, unemployment, tax revenues, and population – DC has demonstrated strong economic performance. However, this growth has not equally benefitted all areas of the city. Looking forward, there is uncertainty on the horizon, and continuing the momentum of the last several years will require nurturing emerging industries and effectively harnessing innovation. In short, the District is in a strong position but faces a complex challenge: finding new ways to power economic growth, while ensuring that it is inclusive and equitable.

Since 2012 when the District last published an economic strategy, the DC economy has undergone significant growth.

- **Real gross domestic product (GDP)** is up 11.6%,⁴ and the District's median household income of \$75,628 is second-highest among states, up from fifth in 2012.⁵
- **Unemployment** stands at 6.1%, down from 8.7% in 2012.⁶
- There were an estimated 783,200 **jobs** within the District as of October 2016, an increase of 5.7% or 42,400 jobs, over the 740,800 jobs in June 2012.⁷
- DC's **tax revenue** in FY16 was \$7.08 billion, an increase of \$1.22 billion from FY12.⁸
- DC's **population** reached 681,000 in 2016, up 7.2%, outpacing the growth of surrounding jurisdictions.⁹

Much of the economic growth of the last four years was driven by the private sector. Stability in the federal sector insulated the District from the Great Recession, with federal jobs and related industries withstanding losses other cities incurred. As the nation's capital, DC's global brand recognition as a city of federal expertise continues to undergird the local economy. However, fiscal cutbacks and uncertainty constrained the growth of the federal sector, with the sector growing by only 0.5% annually between 2011 and 2014, compared to 4.2% annual growth in the DC private sector between 2011 and 2015.¹⁰

DC has opportunities to grow its economy by building on its urban character, technology expertise, strengths in services, and workforce with a passion for policy and impact. However, despite these positive trends, DC also faces several challenges. The federal government still accounts directly for about 30% of the DC economy, and government spending has remained largely flat since the 2011 Budget Control Act came into force. The future of federal government spending under the new presidential administration is uncertain. Already the Trump Administration has ordered a federal hiring freeze and a long-term plan from the Office of Management and Budget for reducing the size of the workforce, suggesting that federal employment will be significantly constrained for years to come. This could also affect private sector contracting. There are potential economic benefits as well, including boosts to the legal, lobbying and security technology industries, infrastructure investments, and potential rollbacks of federal regulation affecting business. Overall, this uncertainty reinforces the need to further diversify DC's economic base to reduce reliance on the federal government.

A slowdown in private sector growth poses another potential challenge to DC's continued growth. Year-on-year private sector job growth in July 2016 was only 1%.¹¹ The U.S. economy has expanded in the seven years since the Great Recession ended, and economists are divided over whether the national economic environment will show the steady, moderate GDP growth of the last few years, or if a new recession may take place. The slowdown of private sector growth points to the importance of ensuring that the DC business environment remains conducive to job creation, and that the DC local economy further builds indigenous businesses.

In addition, DC's growth has also been experienced unevenly among its residents, with economic inequality in the District higher than most other states and major metropolitan areas. DC ranks in the top 5 among the 50 largest U.S. cities for highest income gap. The average household income of the top 5% of DC residents is 52 times the income of the bottom 20%.¹² Numerous economists suggest that this inequality could pose barriers to the District's continued growth.^{13 + 14}

DC's Strengths, Weaknesses, Opportunities and Threats

STRENGTHS

- Presence of the federal government creates customer base and sets industry standards for regulated industries (e.g. health, security)
- Concentration of global institutions and global expertise
- Local representation of major industries and companies; international cachet and branding
- Workforce has high levels of education (large number of STEM graduates) and significant expertise in public policy, professional services, government-related technology
- As a major metropolitan center, DC has benefited from people increasingly looking to live, work, and play in urban environments
- Improvements in quality of life drivers (e.g. DC's food scene and food manufacturing; thriving creative economy)
- Burgeoning technology industry with many technology start-ups
- Rising levels of tourists and other visitors to DC
- Large number of students and continued demand for DC as a post-secondary education destination creates a potential talent pipeline
- Growing retail sector, including new districts and converted spaces
- Abundance of multi-modal transportation options (metro, air, bike, etc.)
- Geographic centrality enables DC to draw workers from around the region

WEAKNESSES

- Federal spending has plateaued
- Continued perception of the DC economy as predominantly an "industry town" (i.e. the federal capital) may affect ability to market other strong sectors of the economy
- District universities have not historically ranked highly on traditional measures of innovation (e.g., patents granted)
- Tech community, particularly those from underrepresented communities, has difficulty finding financing at certain stages of growth
- Creating a jobs pipeline for those not pursuing 4-year college degrees and/or certain disadvantaged populations (large literacy gap), as jobs in DC increasingly require skill, and as training does not always result in jobs
- Desirability of the District as a place to live imposes affordability challenges, especially for families and low- and fixed-income residents.
- One of the highest rates of economic inequality, compared to other cities and states
- Traffic congestion and perceived deterioration of public transit quality
- Difficulty in navigating DC's regulatory environment, including knowing where to go, as well as the need for repeated visits for permitting and licensing



OPPORTUNITIES

- Build on the existing capabilities and skill base of the District to expand to growing adjacent industries (e.g. health IT/data analytics)
- Create jobs for those without 4-year degrees in high-demand sectors: healthcare, hospitality, business/IT admin, construction, security
- Take advantage of DC pride and of growing consumer interest in locally owned, independent retailers
- Boost tech transfer from local universities and national research labs
- Build on growing demand for security technology and big data needs in areas such as health IT from both federal and commercial markets
- Leverage the growing importance of technology in DC's major sectors, e.g. increased spending on cloud computing and digital services by government, or the use of technology in professional services and hospitality
- Allow companies to use the city as an incubator and test-bed for innovative urban technologies through supportive regulation that allows access to DC's data and infrastructure
- Capitalize on factors that make DC an ideal location for the impact economy (funders, academic and professional expertise, high levels of local receptivity to mission-based work)
- Be the center for inclusive technology by branding and building networks
- Build on increased desirability of DC as a place to live (projected population growth to almost 1 million by 2045)
- Take advantage of international business opportunities (e.g., international service exports)

THREATS

- Lack of diversification could create over-reliance on federal economy at a time when the federal government is not growing and also moving outside the District
- Wages fell for many groups of DC residents during the recession and have grown unevenly since the start of the recovery
- K-12 education quality and affordability may cause residents to leave the District for suburbs or other competing cities
- Aging transportation and utilities infrastructure could affect quality of life and access to jobs
- Data analytics, workflow automation, and artificial intelligence are disrupting professional services which could affect the size of one of the District's major sectors
- Increased intra-regional competition (e.g. incentives) to establish technology hubs could cause tech firms to start up outside the District
- Other cities have started positioning themselves as test-beds for innovation
- Retail nationally (outside of food) has been affected by competition from e-commerce
- Significant projected population growth (almost 1 million by 2045) could displace low-income residents if preventative action is not taken

Vision, Goals and Metrics

As DC faces a new set of opportunities and challenges, the Bowser Administration has developed a new economic strategy driven by a vision for economic growth that benefits all Washingtonians and informed by residents, business stakeholders, industry experts, analysis and best practices. The economic strategy will serve as a flexible framework for action, helping to guide decisions about policy and resource allocation. It will also align the efforts of many actors – government, investors, businesses, philanthropic institutions, and community – to deliver results through collaboration. The initiatives identified in this strategy include not only high-impact priorities that the DC government will execute, but also priorities spearheaded by business and community leaders that require cross-sector collaboration. By working collectively towards this common vision, we can help DC reach its full potential and bring opportunity to all residents.

VISION

Our vision is for DC to become the global model for inclusive prosperity and resilience, showcasing how diversity and innovation can drive equitable economic growth.

What does this mean?

- Growth means continuing to support and encourage a thriving economy via an increased commercial tax base and job creation across all of DC's major economic sectors.
- Inclusiveness means people from all backgrounds, neighborhoods, and incomes – longtime and new – have an opportunity to contribute to, benefit from and live in a prosperous District.
- Innovation involves harnessing the potential of new technologies, processes, or methods to grow and disrupt traditional industries, as well as exploring new and emerging business models and sectors.
- Economic Resilience involves developing an economy that is diversified in its focus across industrial sectors, and minimizes inequalities of, for example, wealth, income and access to opportunities.

Visit www.DCEconomicStrategy.com for the full strategy and inclusive economic growth dashboard.

GOALS AND METRICS

Two overarching goals guide the economic strategy. We will use the related metrics and align agency performance plans to track progress toward our vision:

- 1. Grow a vibrant and resilient economy driven by private sector expansion.** Specifically, grow the DC private sector economy to \$100 billion (by 20%), by the end of 2021. Private sector GDP as of 2Q16 was \$83.4 billion.
- 2. Foster economic prosperity for all Washingtonians by increasing job opportunities and decreasing employment disparities by the end of 2021.** Reduce unemployment across wards, races, and educational attainment levels, bringing unemployment levels below 10% in all segments by the end of 2021.

Inclusive Prosperity Dashboard

In addition to the two goals outlined above, the Office of the Deputy Mayor for Planning and Economic Development (DMPED) is developing an inclusive prosperity dashboard that identifies components of a business environment that drive inclusive prosperity. This will enable government, residents, and business and community leaders to easily track not only economic growth, but how inclusive and equitable that growth is. The indicators measure whether quality jobs are available, businesses can thrive, and residents are prepared for and can access work. The metrics and accompanying dashboard will be beta-tested and refined over the next year.

Sectors

To reach our goals of growing the private sector economy and reducing unemployment disparities, we must work to sustain and catalyze commercial activity and job creation in key sectors. Visit www.DCEconomicStrategy.com for full sector analysis.

Core Sectors

Core Sectors are industries that currently have a significant presence in the DC economy, in terms of employment and/or GDP contribution, and, as such, should be supported and enhanced. For the purposes of this analysis, we have excluded local government and K-12 education, as growth of these sectors should be driven by the needs of constituents, rather than factors such as employment. While smaller sectors of the DC economy, such as finance and insurance, wholesale trade, and manufacturing, do not have individual sections in this analysis, stakeholders from those industries were consulted in developing this strategy, and all DC businesses – regardless of sector – will continue to be supported and welcomed.

Federal Government: 201,622 Jobs, 27% of Jobs in DC

The federal government is the largest employer in the District and contributes significantly to demand in other core sectors. However, federal government spending has flat-lined, and jobs are expected to decline over the coming years as the federal government works to shrink the size of its non-military workforce. Nonetheless, there are certain areas for growth, including spending on cloud computing, digital services, cybersecurity, and big data analytics.

Professional Services: 124,001 Jobs, 16% of Jobs in DC

The professional services sector encompasses a diverse range of specialties such as administrative and support services (47,430 jobs), consulting and research (31,474 jobs), legal services (28,989 jobs), and accounting, architecture, and design (9,164 jobs). Growing international demand, particularly in the Middle East, for consulting and other professional services that DC excels in creates opportunities to increase service exports. In addition, predictive analytics, workflow automation, and artificial intelligence are increasingly transforming how professional services are executed and delivered, creating new growth opportunities.

Hospitality and Tourism: 74,833 Jobs, 10% of Jobs in DC

The hospitality and tourism industry is one of DC's strongest sectors and has substantially increased visitors in recent years. It is a particularly important source of jobs that do not require college degrees.¹⁵ Significant industry sub-sectors include accommodation (15,000 jobs), food services (52,000 jobs), and arts and entertainment (8,200 jobs). While the traditional tourist attractions of the city and the convention and events business continue to drive this sector, the rise of DC's restaurant, nightlife and cultural scene creates opportunities for growth through effective marketing, as does the integration of technology with different aspects of the industry.

Health Care & Life Sciences: 58,633 Jobs, 8% of Jobs in DC

The health care sector includes jobs in hospitals (27,000), ambulatory health care services (20,000), and nursing and residential care facilities (7,000). Economic development and workforce efforts should be well coordinated to align career pathways with the growing demand for non-physician medical care (e.g. ambulatory care, preventive medicine), which offers pathways for residents without 4-year degrees. In addition, growing demand for health IT/ analytics positions the District and regional partners to build on the area's strong IT and analytics base, biomedical expertise, and sensitive data management experience to support new health-related data analysis jobs and businesses.¹⁶

Education: 43,667 Jobs, 6% of Jobs in DC

Besides being a major source of jobs, higher education in DC develops much of the future workforce for the entire economy, and research universities can drive innovation and technology transfer. Disruptive learning models, such as micro-credentialing and competency-based degree programs, are reshaping higher education and offer new business opportunities for educational institutions, as well as new career pathways to high-demand industries if leveraged well. In addition, as more universities begin to expand beyond their home turf, DC's globally-known brand could help attract domestic and international institutions seeking to expand and thereby augment the local talent pool, in areas such as computer science.

Technology: 30,729 Jobs, 4% of Jobs in DC

Technology is a major driver of innovation and employment in DC. Jobs figures likely underestimate the actual size of the industry, given that technology is an important part of other sectors, such as consulting and life sciences. To grow the tech sector in DC, it could be useful to focus on areas of technology that leverage the large federal client base but also have significant private sector potential, such as cybersecurity, advanced physical security technologies, and analytics of big data. Many small- and medium-sized companies looking to scale in size would benefit from enhanced access to capital and talent. Finally, establishing career pathways and other entry points to the field is important not only for workforce development, but to increasing the inclusiveness and diversity of the industry.

Real Estate & Construction: 28,020 Jobs, 4% of Jobs in DC

The DC commercial real estate market, historically reliant on the federal government, has had to diversify as government spending and government demand for office space has plateaued. As preferences for office space shift, there may be opportunities to explore how to better match vacant space with newer demands. In the housing market, baby boomers and millennials will continue to shape consumer preferences. Finally, various key pieces of infrastructure in the District are aging and expected to undergo major upgrades or investments in the near future, creating opportunities for new jobs and career pathway development.

Retail Trade: 22,935 Jobs, 3% of Jobs in DC

The DC retail sector is diverse and includes subsectors such as food and beverage, motor vehicles and parts, electronics, building materials, clothing, and general merchandise. Fueled by population and income growth, as well as ride-sharing apps that make transit-poor areas more accessible, new retail centers of gravity have emerged in DC. However, while some submarkets are drawing new retailers, other areas lack basic retail and require focused attention. The Made in DC brand creates opportunity to leverage trends toward “localization” and interest in local products. In addition, DC should assess existing business regulations for alignment with emerging retail concepts that utilize omnichannel experiences.

Media & Communications: 22,733 Jobs, 3% of Jobs in DC

DC has long been a strong center for the media industry, particularly news and documentary production. However, the media industry and consumer trends are transforming, and since 2012, the sector experienced a 6% decrease in the number of total jobs. However, some media companies have started to use their storytelling skills, subject matter expertise, and knowledge of live content to develop conference and events divisions that are major drivers of revenue. The District is a natural home for such activity and could explore how to encourage media companies to continue organizing high-profile events (particularly policy-relevant events) in the District.

Creative Economy: 124,000 Jobs (also represented in other sectors), 16% of Jobs in DC

DC’s creative economy jobs estimate comprises arts & heritage, culinary arts, (media-focused) information and technology, and professional services (e.g. architecture, graphic design and fashion design) positions.¹⁷ Growing the creative economy not only increases the tax base and jobs; it also enhances the District’s quality of life and brand. Making it easier for cultural businesses to navigate the regulatory environment and find resources, such as space, and preserving industrial-zoned land, which is necessary for many creative uses, could help support this sector. Note these numbers overlap with some sectors and do not include creative occupations that make up small fractions of other sectors due to data limitations.

Opportunity Areas

The six opportunity areas represent cross-cutting industry clusters that offer high potential for tax revenue growth, industry development, and/or an increase in living-wage (or better) jobs for workers with various levels of educational attainment. These areas are poised for growth due to their strong existing activity, growth potential, ability to play to DC's comparative strengths and workforce assets. The opportunity areas are in various stages of maturity. They include specialties and capabilities that cut across the traditional industrial definitions.

Impact Economy

Organizations and private entrepreneurs in the ecosystem of private companies, non-profits, and foundations whose missions involve addressing social and public sector challenges.

EXAMPLES

- Social enterprises
- Social impact consulting
- Philanthropic foundations
- Advocacy

Smart Cities & Civic Solutions

Innovation in urban infrastructure, transportation, sustainability, including "smart cities" technologies.

EXAMPLES

- Autonomous vehicles
- 'Smart city' sensors, integration, and data analysis
- Green building design and construction

Professional Services Innovation

Innovations, including technology, that augment or disrupt the professional services sector.

EXAMPLES

- Enterprise technology and integration of back-end functions
- Applications that improve client experience

Hospitality Innovation

Innovations, including technology, services and entrepreneurship, that augment or disrupt the hospitality sector.

EXAMPLES

- Hospitality apps
- Food trucks, food incubators
- Event tech

Security Technology

Cybersecurity technologies (protecting networks from attack and preventing unauthorized access to data), and physical access and identification technologies.

EXAMPLES

- Threat monitoring and detection
- Incident response
- Digital identification
- Physical identification

Data Science and Analytics

Big data analysis, management and policy, particularly in areas where data is sensitive.

EXAMPLES

- Electronic health record analysis
- Financial predictive analytics
- Credit data analysis

Action Framework: How We Will Achieve the Vision

To achieve the strategy vision and goals, we must be focused and intentional. The action framework, informed by the analysis and stakeholder input, identifies five areas where we will focus our efforts. Initiatives that will be implemented over the next several years fall within the action framework. See pages 12-13 for initiatives.



Business Environment

Creating a customer-centric business and regulatory environment that improves the ease of doing business in DC, supports an entrepreneurial ecosystem, and leverages DC government procurement to foster innovation.



Funding

Improving access of local businesses in various stages of growth to capital and funding opportunities, particularly for those facing disproportionate challenges accessing capital such as women and minorities, in order to drive economic diversification and continued growth.



DC Identity & Promotion

Supporting the local economy by promoting and preserving the unique identity of DC and sub-markets, and enabling new opportunities for local entrepreneurship and community wealth-building.



Talent

Attracting and retaining talent in DC; providing residents the capabilities to thrive economically through industry-advised career pathways, well-integrated workforce development, and capacity building pipeline for building skills in growing sectors and opportunity areas.



Space, Housing and Supports




































Strengthening the supporting drivers of inclusive economic growth, including access to affordable housing and commercial real estate; fostering networks of people; quality k-12 public education system and mobility infrastructure; and promoting safe and healthy neighborhoods.

The action framework balances intention with responsiveness. Each year, the District will report progress and determine whether to add new high-impact initiatives that fit within the action framework. This approach offers clarity and predictability to stakeholders through an overarching direction while recognizing the need to be nimble and responsive when, inevitably, opportunities and challenges emerge that are impossible to anticipate.

Initiatives Index







































The initiatives are a collection of high-impact, ambitious yet feasible priorities that will received focused attention, effort and resources. Throughout the year, we will highlight progress at www.DCEconomicStrategy.com.

FRAMEWORK KEY:  Business Environment  Funding  DC Identity & Promotion  Talent  Space & Supports

Init. No.	Initiative	When will this happen?	Leads & Key Partners	Framework for Action
1	Redesign permitting and licensing systems	FY18-19	DMPED/ DCRA / DSLBD	
2	Create a business supports navigator	FY17-18	DMPED/ DSLBD / WDCEP	
3	Coordinate business retention, expansion and attraction efforts through a data-driven, public-private committee	FY17-18	DMPED	 
4	Pilot challenge-based procurement and support institutions with local procurement	FY17-19	DMPED / DSLBD / OCP / CNHED (external)	 
5	Produce the Green Book, a forecast of spending needs to help SBEs find procurement opportunities, and IT procurement app	In-Progress	DSLBD / OCTO	 
6	Create inclusive innovation fund	FY17-20	DMPED/ DISB	 
7	Pilot "One Square Mile," an approach to catalyzing economic development in underserved communities	FY18	DMGEO	   
8	Convene tech CEOs and thought leaders	FY17-18	DMPED/WDCEP	  
9	Enhance mentoring available to mature businesses	FY18	DMPED (Great Streets) / DMGEO / DSLBD	 
10	Help businesses pursue government contracts through Procurement Technical Assistance Program (P-TAC)	In-Progress	DSLBD / DMPED	 
11	Enhance Great Streets grant program	In-Progress	DMPED	
12	Coordinate DC marketing campaigns	FY17-18	DMPED / WDCEP / Destination DC	
13	Engage West Coast investors and entrepreneurs	FY17-19	DMPED/WDCEP	 
14	Expand Middle East trade and investment	FY17-18	DSLBD / DMPED	 
15	Catalyze international tourism	FY17-18	Destination DC / DMPED	
16	Secure major conventions on topics that leverage DC's comparative convention advantages: education, medical, bio/pharmaceuticals and technology	FY17-18	Destination DC	
17	Showcase innovation in DC via InnoMAYtion	In-Progress	DMPED	
18	Promote businesses that design, produce or assemble in DC via Made in DC	In-Progress	DSLBD	
19	Showcase and support DC's creative economy via 202Creates	In-Progress	OCTFME	
20	Promote and advance health innovation	In-Progress	DMPED	
21	Connect entrepreneurs, inventors from federal labs, and support providers to advance research commercialization	FY17-18	DSLBD / DMPED	 

Initiatives Index

FRAMEWORK KEY:  Business Environment  Funding  DC Identity & Promotion  Talent  Space & Supports

Init. No.	Initiative	When will this happen?	Leads & Key Partners	Framework for Action
22	Expand on-ramps into technology career pathways through coordinated internship	FY17-18	DMPED / DOES	
23	Create an industry-advised solar installation and job training program	In-progress (NOFA released Dec. 2016)	DOEE / DOES	
24	Support Beacon, a campaign to empower DC's female entrepreneurs	In-progress (launched Nov. 2016)	External (Beacon)	 
25	Build a business/worker cooperative learning community	In-progress (began Dec. 2016)	DSLBD	 
26	Pilot Aspire for Entrepreneurship	In-Progress	DSLBD	 
27	Train DC residents for DC government jobs through LEAP	In-Progress	DOES	
28	Provide constructive, skill-building work for DC youth for Summer Youth Employment Program	In-Progress	DOES	
29	Open the Inclusive Innovation Incubator (In3)	FY17	Luma Lab / DMPED	 
30	Help longtime businesses address high-cost commercial space	FY18-20	DMGEO / DMPED / DSLBD	  
31	Create real estate career academy and incubator via MLK Gateway project	In-progress (began Dec. 2016)	DMPED/ DHCD	   
32	Assess how to best support maker space(s)	FY17-20	DMPED / DSLBD / OCTFME	 
33	Create and use a dashboard of inclusive prosperity indicators	FY17-18	DMPED	
34	Develop major District-owned parcels to increase affordable housing supply, create jobs for District residents, and strategically catalyze business activity and achieve a community-shaped development vision	FY17-20	DMPED	
35	Create a resilience roadmap for DC	In-Progress	OCA	
36	Engage with the Greater Washington Partnership and other regional bodies	In-progress (began Dec. 2016)	External (JPMC)	 
37	Implement the District's open data policy and build data inventory	In-progress (est. Jan. 2017)	OCTO	
38	Make DC the global center of mobility technology and policy	FY17-20	DMPED w/OCTO, DDOT, DMV	  
39	Strengthen the social enterprise and impact economy ecosystem	FY17-20	External / DMPED / WDCEP/DOES	  
40	Showcase DC's data expertise through an art show featuring data visualizations and data-centric art and related data policy summit	In-progress (announced January 2017)	CAH + OCTO	
41	Become a global leader of smart city innovation through the Council of Global City CIOs, Smart Gigabit Communities and Global Team Challenge (NIST)	In-progress (established January 2017)	OCTO	
42	Make DC the nation's first "Lighthouse City" by pioneering Internet of Things and smart cities solutions	In-progress (launched in 2016)	OCTO	 
43	Create a smart city proof of concept on Pennsylvania Avenue	In-progress	OCTO, GOLDEN TRIANGLE BID	

The Economic Strategy's Relationship with Other DC Plans

Supports Plans that provide a foundation for economic growth and complement the economic strategy

Affordable Housing	<p>CONSOLIDATED PLAN - Consolidated Plan: Priorities for the District's housing and community development needs (2016)</p> <p>COMPREHENSIVE PLAN - 20-year framework that guides future growth and development (2011)</p> <p>PRESERVATION STRIKE FORCE REPORT - An action plan to preserve the District's existing affordable housing covenants set to expire in 2020 (2016)</p> <p><i>Support economic growth by producing a housing supply that enables residents of all income levels to safely live in DC</i></p>
Transportation And Mobility	<p>MOVE DC - 25-year vision for the transportation system of DC (2014)</p> <p><i>Supports DC's economic growth by ensuring a reliable, safe and multi-modal transportation network that ensures workers can get to jobs across the region</i></p>
Sustainability	<p>SUSTAINABLE DC - 20-year plan to make DC the healthiest, greenest, and most livable city in the U.S. (2013)</p> <p>CLIMATE ACTION PLAN - Plan to reduce the carbon footprint of the DC government and overview of actions that others can take to address greenhouse gas emissions from our community as a whole (2011)</p> <p><i>Both Support DC's economic growth by creating a green and healthy city attractive to talent and employers and by making DC more resilient</i></p>
Education	<p>A CAPITAL COMMITMENT - DCPS's Strategic Plan to build a high-quality, vibrant school district (2017)</p> <p><i>Supports DC's economic growth by preparing youth with the skills needed to succeed in our economy</i></p>
Demographics	<p>AGE-FRIENDLY DC - Strategic plan for DC to become an age-friendly city under the terms of the WHO Age-Friendly Environments Initiative (2014)</p> <p><i>Supports DC's economic growth by making the District a place where people can thrive at all ages</i></p>

Influenced Plans that informed the content of the economic strategy

Workforce	<p>WIOA UNIFIED STATE PLAN - 4-year workforce development strategy for DC's workforce and adult education system (2016)</p> <p><i>Informed Strategy's high-demand growth sectors and talent initiatives</i></p>
Technology	<p>PATHWAYS TO INCLUSION REPORT - Report highlighting the current state of tech inclusion in DC and how the District can create the most inclusive innovation ecosystems on the East Coast (2016)</p> <p><i>Several Strategy initiatives were recommended in the report, e.g. Tech Career Pathways Pledge</i></p>
Business Environment	<p>BUSINESS REGULATORY REFORM TASK FORCE REPORT - Report outlining 16 recommendations to improve DC's business environment (2014)</p> <p><i>Informed Strategy's permitting redesign initiative and will help guide workplan for execution</i></p>

Coordinated Plans that informed and were informed by the economic strategy

Jobs	<p>WORKING GROUP ON JOBS, WAGES AND BENEFITS - Recommendations to improve DC's competitive position, attract and retain businesses, protect and promote commercial diversity, promote the creation and retention of well-paying jobs, and create pathways to the middle class. (in development)</p> <p><i>Expert testimony from the Working Group informed the strategy, and economic analysis and stakeholder feedback from Strategy engagement informed the Working Group report</i></p>
Arts & Culture	<p>CULTURAL PLAN - Developing plan that will define a vision for how together we can strengthen and invest in people, places and communities that define culture within the nation's capital (in development)</p> <p><i>Stakeholder feedback from Cultural Plan and Economic Strategy engagements was shared between respective teams to shape action</i></p>
Long-Term Growth and Land Use	<p>COMPREHENSIVE PLAN - 20-year framework that guides future growth and development (2011)</p> <p><i>Provided long-term plan for growth that informed Strategy; also stakeholder feedback from Comprehensive Plan amendment and Economic Strategy engagements was shared between respective teams to shape action</i></p>
Technology	<p>SMARTER DC - 20-year framework that guides future growth and development (2011)</p> <p><i>Provided long-term plan for growth that informed Strategy; also stakeholder feedback from Comprehensive Plan amendment and Economic Strategy engagements was shared between respective teams to shape action</i></p>
Resilience	<p>RESILIENT DC - A roadmap for environmental and economic resilience (coming in 2017)</p> <p><i>The Strategy offers guidance for the roadmap's economic resilience approach, and early roadmap planning discussions informed the Economic Strategy's concept of resilience.</i></p>

Endnotes

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Jonathan Aberman
CEO, Amplifier Strategies, Tandem NSI

Raj Aggarwal
Chairman, Think Local First/Made in DC, and Owner, Provoc

Brian Argrett
President and CEO, City First

Tim Atkins
Chief Administrative Officer, Blackboard

Ross Baird
Executive Director, Village Capital

Chuck Bean
Executive Director, Metropolitan Washington Council of Governments

Dan Berger
CEO, Social Tables

Melinda Bolling
Director, DC Department of Consumer and Regulatory Affairs

Olivia Byrne
Partner, K&L Gates

Jennifer Bradley
Director, Center for Urban Innovation, Aspen Institute

Deborah Carroll
Director, DC Department of Employment Services

John Cavanaugh
CEO, Consortium of Universities

Kevin Clinton
COO, Federal City Council

Richard Davis
President, Sibley Hospital

Jeff Dewitt
Chief Financial Officer, District Government

Jim Dinegar
CEO, Greater Washington Board of Trade

Odie Donald
Director, Workforce Investment Council

Polly Donaldson
Director, DC Department of Housing and Community Development

Leif Dorms
Director, DC Department of Transportation

Councilmember Jack Evans

Brian Finch
Executive Director, Corporate Responsibility, JPMorgan Chase & Co.

Leila Finucane

Angela Franco
President and CEO, Greater Washington Hispanic Chamber of Commerce

Allen Gannett
CEO, Track Maven

Steve Glaude
Executive Director, Center for Neighborhoods, Housing and Economic Development

Miles Gray
Founder, Smith Public Trust

Ana Harvey
Director, DC Department of Small and Local Business Development

Kathy Hollinger
President and CEO, Restaurant Association Metropolitan Washington

Solomon Keene
President and CEO, Hotel Association of Washington

Cornelius Kerwin
President, American University

Todd Lee
Director, DC Housing Finance Agency

Lisa Mallory
CEO, DC Building Industry Association

Ronald Mason
President, University of the District of Columbia

Gregory McCarthy
Vice President, Washington Nationals

Doyle Mitchell, Jr.
President and CEO, Industrial Bank Councilmember Brienne Nadeau

Kurt Newman
President and CEO, Children's Hospital

Oramenta Newsome
Executive Director, DC LISC

Thomas Sanchez
CEO, Social Driver

Aaron Saunders
CEO, Clearly Innovative

Keith Sellars
President and CEO, Washington DC Economic Partnership

Eric Shaw
Director, DC Office of Planning

Margaret Singleton
Vice President of Contracts and Programs, DC Chamber of Commerce

Kley Sippel
City Lead (DC), WeWork

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity

Archana Vemulapalli
Chief Technology Officer, District Government

Sarah Rosen Wartell
President, Urban Institute

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