Good morning everyone.

I believe that we are welcoming Andrew Trueblood to the stage to kick this off.

Hi Marilyn, this is Sharon Carney, actually deputy Mayor Phil check is going to be joining us for just a minute.

I don't know if he is on. Yet China Santastic, thank you.

We've had a lot of schedule changes this morning, but I think he is going to be joining for just a second.

Can you sing normal day?

Oh OK, I can hear him.

I can't see him but here.

No, sorry, if you can't, you can see it.

Their mascot.

Yes, I am actually on site of a ribbon cutting that we're doing with Mary browser.

179 units of housing, 50%

am I.

And then we also have a A.

Groundbreaking that we're going to as well for another affordable housing project,

so we’re excited about even in the midst of all this,

we're still marking some of these milestones for housing and economic development,

but I just wanted to get on and say thank
you for all of your work.

A few days I'm sure it's been quite intense, but it will be really helpful for us as we tried to guide ourselves through this and yesterday we announced a bit of good news in that we have cobbled together 100 million dollar grant Fund. I called the bridge Fund which will support our hospitality industry so some of the work that you have done I'm sure.

We'll talk about ways that we can help support that industry because of the tremendous job losses that we've seen over the last few months. But we're excited to get your recommendations. I can turn it over to Andrew now for a little bit more, but just wanted to thank you all for taking the time to go through this intensive effort with us, and I can't wait to see what you all have come up with.

Thank you, so thank you very much John. Keep the good news coming. Absolutely keep working on that.

Great thank you Deputy Mayor Anne I will just keep it short 'cause I really want to hear all that you have put together in like 48 hours so I don't know how many hours of sleep were involved in those 48, but I'm assuming not many. So you know, thank you all for taking the time.

I think it's interesting. I was chatting with the regional planning Director this morning. We get together once a month and when I mentioned this panel that all of them perked up, all of them. And it's interesting because I think these questions are really universal and it's interesting too, because you know, I could see whatever coming out of this being really helpful for other cities like DC. But also, you know, even in nurse ring suburbs like Montgomery County in Alexandria and others in other cities.
I think we're really excited to hear what you have to say. I'm really excited to think about how we can put it into practice and move as we're putting our plans for recovery and planning together. So I will not say much more other than thank you and I'm excited to hear what you have to say.

I'm. I guess I'm picking it up here. My name is Marilyn Taylor, Ann's panel chair. I have the privilege of welcoming all of you to this virtual meeting. We will be discussing with you our presentation of a set of observations and recommendations that we are shaping regarding the actionable recovery and economic resilience strategies for your central business district. Our presentation will be about 50 minutes long and we hope you stay afterwards, and for the Q&A session, which we really would respect and wonderfully accept, and consider the comments that you have to make to us, I'd like to take just a minute to tell you all about our organization, the Urban Land Institute founded way back in the 1930s in the depression. Actually, we are land use and real estate research institution with more than 45 thousand members who are committed to the responsible use of land. Since 1947, our Advisory Services Program Pro has brought together you Ally volunteers to advise communities in creating. Practical an audacious strategies for addressing the most challenging issues of our time, and we're certainly facing them now. Each advisory Service panel has local sponsors. In this case the Washington DC Economic Partnership,
the Office of the Deputy Mayor and the Office of Planning our those sponsors.

We thank you for this extraordinary opportunity and for the excellent briefing and the challenging questions you have put before us.

Our process includes many meetings with a broad range of stakeholders whose names are listed here. We very much appreciate the invaluable insights you have shared with us.

And here is the panel of experts who have volunteered their time for this challenging assignment. Bill Gilchrist public administrator. David Greensfelder, economist and retail strategist. Diane Gormley, Barnes, planner, and mobility expert James Lima, development strategist for both public and private sectors, Julie Brooke to architect and urban designer Maggie Parker, community developer, and me Marilyn Taylor, an architect who's in love with cities and can't get enough of this stuff.

We also extend a special recognition to our local advisor, Bob Peck. A life Long Washingtonian and a great public sector leader.

Thank you so much, Bob.

So here's our starting point. Washington, The district, DC. Whatever name you use is a city unlike any other across the United States. It is the federal city, the home of our national government with a formality and a monumentality that express government power, prestige, and duty. At the same time, it's a vital local neighborhood based city leading an everyday life.

But it's a life with great disparities regarding income, health and education outcomes and quality of life.

And today, like most American cities, it faces the severe challenges of Covid and its consequences, as well as the severely shaken economy.
Disproportionate impacts on low income households and people of color.

Societal division climate change. And systemic racism.

In our presentation, we will share responses that are particularly focused on three sets of strategies.

Short one short-term actions for recovery for attracting people safely back to the CBD.

Two equity based initiatives to build new sectors and business models for economic resilience and wealth building.

And three placemaking for extending and sharing an exclusive, all welcoming public realm. With that as the panel chair, I will launch the presentation and I now hand the microphone virtually to James Lima.

Good morning everyone. Thanks so much Marilyn. Thank you for being here. I'm going to move quickly through a lot of content an we're covering a pretty complex set of issues.

We want to speak to opportunities to reimagine the central business district as a hub. Of more equitable economic growth,

innovation, cultural vibrancy and inclusion.

So first look at the economic geographies. The Great News is that the region continues to grow as a regional economic powerhouse.

The challenges, of course, for the central businesses is to better.

Compete with increasing competition that is drawn people to Clarendon and Courthouse in Arlington.

Massive plans in Crystal City Ressons, Dulles Technology Corridor and the growing Teody district in Silver Spring.

Next slide, please. Just a quick look at the CBD, so is a formidable business tourist district for sure.

With some vacancy challenges that were, you know, preceding the pandemic.

There's really a heavy skew Tord office worker,
of course, versus downtown residential, and it's pretty extraordinary to have a almost 12 to one ratio of worker to downtown resident. You've flagged this as a key area to address. It's certainly challenging. We will speak to that. The lack of diversity is is clearly a vulnerability that we're seeing, making it harder for the district to bounce back from the public health. Economic shocks to the system. You know, talking to developers, they've made it crystal clear that the economics of office conversion to residential, you know essentially not economically viable. This is very much in our own teams. DNA to say we've got to figure out a way to do this. You know, I think we want to encourage you to keep an eye open for kind of innovative and unique opportunities, maybe for overbuild similar to work we've done with the Robin Hood Foundation in New York for affordable and market rate housing. Above libraries, post offices and other low rise civic, another underutilized properties and kind of urban core. Next slide. A core tenet of the work that my firm does is really think about making the economic argument for investments in place. You know the economic value of placemaking as an important tool in your planning and economic development toolkit. But we see that all central businesses are stakeholders here, you know, can be doing more to make that economic and social argument for increased investment in capital investment, but also really representative programming. That is providing a sense of inclusion and diversity. Three, both the stewardship of the Physical place management and
in the in the capital work that happens to have
the district across sectors next. This diagram is really to emphasize that interdisciplinary solutions are
needed for complex problems. 
A multi pronged cross agency and cross sector approach will help strengthen the ability to attract and retain talent investment,
and so these vibrant places are known to be critical pieces of creating prosperous economies.
There also opportunities to create that kind of diversity, an equity and stronger communities are going to help you better compete for four.
Investment and for talent. That see 40 green and just recovery initiative globally foregrounds the benefits of a 15 minute city.
We're seeing that throughout throughout the world and across the US today.
And while your central business district is expensive, it's also quite walkable and to see it in this relative term is is encouraging so you know how can we break down the physical and psychological barriers that may detur us from moving happily through the district from neighborhood to neighborhood,
node to node? Let's take a look at your particular node,
so one key, one next slide is your primary. You know CV area is.
Is not physically proximate to these major economic investment areas of dense mixed use development.
How can we see Southwest Waterfront and Capitol Riverfront not as competition but in fact?
Increasingly important assets that we got to find ways to better connect to this economic hub and again end up with that sort of $1 + 1 = 3$ result.
So you have incredible vibrant nodes,
right? The CBD is not a singular place.
Rather, it's many distinct neighborhoods,
and again, the question is,
how can we better leverage those distinct identities by matching
them with opportunities to invest in an innovation economy?
More cultural arts in education,
in place in the visitor experience next.
Just really a world class collection of cultural institutions.
Next slide and we say that innovation economies are sustained
by a cultural infrastructure,
formal, an informal arts, parks,
food and beverage. And you have a world class agglomeration.
You're also rich in 3rd place is,
you know, a bridge between home and work.
Diverse communities, culture and Commerce.
Research and innovation. We need to invest in more of these and make them important new connectors.
And yet we know from the experience of these these shocks to the system this year that racial inequities have
only been amplified.
You know, for example, more black businesses you know are closed,
worsening existing, and activities in those communities.
What are some of the ways that we can make the CBD more economically resilient,
more resilient as a community and with more resilient infrastructure?
A more diversified economy. Next slide.
Is more critical than ever,
right? So a central business district that lacks economic diversity
is not an adaptable district.
It is not in a resilient economy or a resilient community.
It's suffering greater impacts. It's having incredibly painful impacts for the people who are sustaining it.
Its ability to bounce back and bounce forward is greatly constrained.
So we need you to keep growing your knowledge economy, leveraging the world class research institutions. I mean really extraordinary research and other institutions in your backyard.

The corporate, philanthropic, and government partners. And I just want to highlight one initiative that we strongly encourage you to Focus City resources on, which is the opportunity to continue to grow that innovation and knowledge economy to establish in the central business district a downtown innovation district cluster, in partnership with those world class. Partners in and around the district.

Bill Gilchrist will speak. To the need an opportunity for more innovative upskilling the workforce training. Here's an example we're working on now for workforce training for career pathways in advanced manufacturing and eight other tradeable sectors on Long Island where we're also Co. Locating a much needed Community Resource Center. Focus on wrap around social services and programs targeting teen and youth adults around gang activity avoidance.

Lastly, just want to highlight some work that Bruce Katz recently shared with me about their acceleration for America Initiative in Cincinnati, and it's really work on an equitable recovery. It's identifying specific ways that a community alliance of primarily communities of color can come together to identify ways for them to build wealth to.

Far better participate in the economic recovery by leveraging anchor procurement by having a seat at the table in real estate decisions by supporting small and black owned businesses in specific ways by increasing. To access the capital by driving quality placemaking and diminishing impacts of a parasitic economy. I think these are some really interesting specific things that
I know you are already doing some really good work around, but I think there are lots of examples of ways to kind of to focus in on the ways that communities of color and underserved communities can better participate in the recovery efforts underway. You're going to hear a lot more specifics from my colleagues and I'm going to turn it over to David. Thanks James, and good morning everybody.

You know there are dramatic changes that we've are experiencing because of the COVID-19 pandemic and these range from how we work and live to equity issues and so is Marilyn said in the beginning. It really is time for a grand new vision for the central business district business.

Looking forward, office is going to be a place for collaboration and creativity, whereas production is going to continue to be done distributively just much like we're having a distributed workforce right now.

The US has minimally 50% more retail space on a per capita basis than the next most heavily retailed country, and it's just simply too much next slide.

But the other thing that I want to say is that retail is not dead.

We're going through a period of evolution and re purposing retail space that's no longer needed, makes room for new demand generators, whether they are office workers or visitors or residents who then are going to patronize the remaining retail, creating a more vital reset.

And this is what we call the new equilibrium.

Next slide. Retail projects are going to still need to be dynamic and differentiated.
The question isn't whether we have retail Armageddon. We're going through a period of evolution and retail constantly evolving it. SWITCH operators are going to be the fittest and survive. I'd like to differentiate between commodity, retail and specialty retail and commodity retail is retail, where you're really making a choice between price and convenience. So whether it's buying a phone or getting a pen. You know, it's whether you need to have it right now and price is not an important factor, or whether it's something that you could wait for or that you would travel further for and in order to get a better price you're purchasing function is a tradeoff between price and convenience. Next slide, please.

Specialty retail, by contrast, I think this is very important for the central business district is really about how we allocate discretionary time, so time that's not spent at work or taking care of the exigencies of life and discretionary income. So the income that's not meant or earmarked for rent, or a mortgage. Or, you know the fixed costs of staying alive. And because we're allocating these scarce resources, the purchases, whether it's a nice dinner out. Or or clothing or some other thing tend to have a more emotional component, and for that reason a sense of place becomes much more important.

So as we think about how to reframe the nodes in the central business district from a commercial perspective, I think that it's important to be thinking about the difference between commodity and specialty retail. OK, now hospitality. You know Washington central business district has been vital an authentic,
in part because of visitors and this isn't going to change.

Re Purposing Hospitality uses should be because it's part of a strategy for repositioning hospitality.

It's not necessarily a strategy in and of itself.

The repositioning of hospitality assets is a result of execution of a strategy,

and while. It's it's a nuanced,

I think. It's an extremely important nuance to make next slide.

Most people look at demographics 1st and I like to look at traffic patterns 1st and you know,

as we saw in some of the earlier Maps and aerials that we're showing the central business district is.

It's just in the way of everybody.

It's in a great location,

you know. And and this is just,

you know, evidenced by the Metro system design,

you can see the important connection points both on ground underground and.

So we need to. We need to be aware that we have an asset that is extremely well located in the overall trade area,

literally at the center next slide.

And as we think about the built form, it's really important to think about active uses and small businesses need active districts to survive,

and they in turn are going to give back to these active districts.

So we need to. We need to build districts where the pedestrian is interacting with the built environment.

Next slide and this is differentiated from inactive uses and where the flow of the district is broken.

So don't let the flow be broken.

We need retail ready space and transparency built into design guidelines and this is going to help retail districts and commercial districts overall be more dynamic and engaging.

So lower wage workers and people of color you know are disproportionately impacted by COVID-19 and an individuals you know
who become entrepreneurs because of unemployment or displacement are customarily
thought of as a necessity.
Entrepreneurs and we're at a point in the economic cycle that corresponds with an increase in necessity,
entrepreneurs.
Necessity entrepreneurs are an asset and we need to be thinking of these lower wage workers and people of color that are part of this pool of potential necessity.
Entrepreneurs and they're going to help save our central business district.
There's also a serendipity of timing and circumstance.
Here, owners have more vacancy to fill.
They are likely to be more flexible than they have been in the past in terms of the sorts of uses that they're going to be willing to put in spaces. And perhaps be offering lower rents because just simply supply and demand says that that should be happening and perhaps also to be funding a greater percentage of capital costs through tenant improvement allowances and landlord contributions in the form of buildout work.
Next slide.
And I wanted to talk just a little bit about developmental economics and without depending on on David Ricardo,
I want to point to critical minimum effort growth models,
economic developments not possible unless there's a critical minimum level of investment made an and you know, we might say that, hey, the central business district has received a lot of investment, but coming out of covid.
Yeah, it's going to need. It's going to need a shot in the arm and this might come from the public sector, the private sector, but likely from a combination of both.
So in addition to infrastructure investment, we're going to be talking about that a little bit as we go further.
Business attraction investment should buy be prioritized.

The city needs to invest in people who are going to operate small businesses, and this might be through micro loans or grants education programs.

You know how to write a business plan management and operational practices and best practices.

Financial education and this kind of backup for necessity entrepreneurs is going to help create a whole new generation of people who are going to make our make our areas more dynamic.

We need to streamline red tape that could also include creating an Ombudsman position to help walk applicants through all of the steps for permits and licenses that they need to start businesses and finally creating mentorship programs so that.

Necessity entrepreneurs are paired with successful entrepreneurs who can help them walk through the hurdles that they are inevitably going to face.

Small businesses are going to lead the way back from COVID-19, and they’re also going to leave the central business district being an authentic series of interesting differentiated nodes for residents.

Workers and visitors. An eye this is really the underpinning of creating an audacious new vision.

That looks forward, and that's aspirational for this area.

So with that I'm going to hand it over to Bill or I'm sorry I'm going to hand it over to Maggie.

Don't don't get me, David.

Well, thanks David for just listing some of the trends that you you know wanted to share today and so I wanted to take some time to really dig a little bit deeper into what we're talking about is looking at equitable and inclusive development for this DVD.

For me, this picture of that Black Lives Matter posit kind of put it out there for me, it's OK. It's it's amazing that we are supporting Black
lives in this moment,
but now what? What are the tangible things that and
resources that are put in place to actually make black
lives better and that can really be brought into other
disadvantaged communities as well? And so as we thought
about

what the new CBD looks like,
we really saw that as there is,
as there are repositioning of existing assets,
how do we then start to integrate Community needs alongside

that repositioning so we see the opportunity for DC is
to be able to re imagine how community serving anchors?
As well as businesses owned by people of color can
now thrive in the downtown market.
And looking at this concept of nodes.
Where we can really say?
Here are some potential nodes of opportunity.
Nodes of retail and office uses that support needs that
were brought up in several of the stakeholder interviews that
we had and go to the next slide.
So we broke these out into kind of four areas,
which really a lot of it builds on existing translator
already going on in the market.
And then Secondly, really looks to build on collaborations that
we just want to re emphasize.
And so one leveraging existing anchors.
You know there are a lot of strong anchor educational
institutions that surround the district,
one that we want partnership that we were made aware
of through our processes.
Consideration of an innovation district between GW.
In the garden, in the Golden Triangle.
But we wanted to really highlight there are some opportunities
to look at the Community College system or other universities
throughout the district where there could be some collaboration and

saying within this an innovation district,
how are we supporting students throughout the the area?
But then how does that then support ancillary businesses
and opportunities?
Secondly, aligning existing opportunities for affordable options so. We know from the market data that there's a ton of Class B and Class C Office space from there, though it does provide a lot more opportunities for nonprofits or social entrepreneurs to office in the CBD. And so why not take advantage of that connection of resources of socially minded organizations where there are maybe efficiencies around administrative resources or collaborations that can take place? Thirdly, looking at elevating partnership opportunities and so we see, we think that Workforce Development is a key part of that Bill will talk about that in detail a little bit more briefly, but one example that we wanted to bring up is we know that there's a high unemployment and under employment of workers that come from hospitality as well as the restaurant industries. Obviously, it seems like you all have just committed 100 million dollars too, though. Those efforts, but we wanted to ensure that existing strategies like the make food work strategy, is now an opportunity to say. How do we call it? Co locate resources in the CBD where we know those workers are our priority. Thirdly, we're looking at collaboration for small business and. Business is owned by people of color. And how do we help to grow them through different collaborations and so we can go to the next slide to really delve into those? Opportunities, so some of the key barriers there are. Really acknowledging the need for shorter term leases as well as the need for guarantors, another type of innovations, etc. So as we see them other markets you know,
foundations and CDC's have the opportunity to serve as guarantors on leases as well as take on master leases. I wanted to uplift mission driven Finance who is currently working on a real estate investment structure that actually partners with childcare centers that then provides them. An affordable rent that allows them to operate in a way that meets those community needs. I would add that I think this is probably a great opportunity for the bids to consider retention and attraction of existing employers. Thirdly, wanted suggests highlights, CDF eyes and accelerators that are focused on people of color, seeing them as a way to help build a pipeline of businesses that can be in the CBD and fourthly really focusing on ownership models. Chicago Train has a really great model where they actually invest alongside investors that are people of color and shopping center acquisitions. And so how are we collectively helping people build wealth? We can go to the next slide. So with this one we really wanted to hone in and set a broader framework for just kind of acknowledging what's in the room, right? So we can talk about inclusion and we can talk about equity, but we also have to acknowledge that a lot of people mentioned they do not feel safe in the CBD, and these are people of color specifically whether they're going to visit or they go to office. They're literally every day, and so when you're dealing with the district that is 70% white. And you're trying to talk about equity and inclusion. You're already starting at it at a deficit, and so these are some of the things that we wanted to frame our recommendations, which is 1 inclusion cannot be performative if that's a waste of time in our mind you have to be
tangible,
and some of the ways to tangibly look at equity
inclusion is is through ownership and wealth creation,
and those being primary strategies and anything that you all
do.
Thirdly, because the market is fluctuate ING,
we have to be able to say and acknowledge how
small businesses in specifically businesses owned by people
of color
bring a new value proposition.
If they're coming in and saying,
creating a more vibrant neighborhood and it's in a market
that is is depreciating,
then you know, let's rethink about how they are included
in those wealth building strategies.
Last thing, we want to acknowledge that working with
Community.
Rather than for, the community has to be at the
forefront.
But in order to even be in that conversation with
the Community,
quote unquote is a relative term,
and so be with it being relative and acknowledging again
that you know that the CBD is not very diverse.
In order to really meet these goals,
there has to be collaboration outside of the immediate CBD,
and so we are really focused on and really want
to leave the impression that.
What is what happens in the future growth of the
CBD also has major implications for the district and those
partnerships across the district.
DC essentially are going to help the growth of the
CD,
and so with that I'll pass it on to bills.
Alright, thank you very much Maggie appreciate that.
Thank you and I want to really emphasize points that
have been made by the previous speakers,
Maggie and James and David and bring perhaps a virtual
highlighter onto a very critical aspect of success in looking
at any sort of resilience and revitalization for the central
business district. And that's going to be on workforce training.
We're out of critical point of inflection right now. And re evaluating what the possibilities are for both retaining.

Business is for expanding new opportunities of economic development and also for bridging over this period of covid into the new revitalization revitalized Central business district and regional economy.

And what's going to be a critical component of that is making sure that we have workforce readiness to be able to take full advantage of these economic opportunities as they develop. One thing that we notice both through our research and through our interviews is that the concept of matching workforce opportunity with employment demand is not for a new to the district and City of Washington.

You have some very impressive accomplishments an through the consortium, particularly with the Workforce Investment Council, Department of Employment Services and the Greater Washington Community Foundation.

Some wonderful models. Robust models have been infected that can match employers. With workforce that then, through a training program can be brought in to the job opportunities at those employers afford. But we also feel that is an opportunity to really widen the bandwidth to really strengthen this capacity to be able to capture the broad range of opportunities that follow the types of strategies at the cities pursuing and that we're recommending in this report and what I'd like to do is to perhaps propose an outline or model that you might like to follow in order to pursue some greater opportunities to leverage workforce and employment conjunction to be able to assure. So we have that opportunity as new jobs, new industries come online or that we revitalize those that are that are existing, tested and true. And that we have a more structured approach to be able to get a broad bandwidth of employment opportunities aligned for the Community for the
residents.

Of Washington, DC and the focus again, particularly at the equity aspects, to be able to close the disparity gaps that we have around both the adverse impact from Cobett covid and the economic shrinkage. But on the recovery to ensure that we use this as an opportunity to make ground to in order to really ensure greater participation by communities of color in the economic revitalization. And we're talking across a range of opportunity both as salary employees, but also around. Entrepreneurship around business ownership where we can even have opportunities where minority owned businesses are also taking advantage of this bandwidth capacity to bring more employment opportunities to communities of color next.

So one of the things we would like to recommend is that you consider institutionalizing a training program again across the range of employment options, and that in order to do that, we structure a consortium that really builds upon what we've already started for. Bring multiple anchor employers leverage that that form with resources from foundations and government agencies, but really make a broader clearinghouse of convening of identifying job opportunities and looking at the training gaps between.

The available workforce and what those opportunities would require and really need to source, so we’re hoping that we can establish an effective one stop service where any potential employer new businesses, either locating into the district businesses expanding or new incubation, coming out of the community itself can go to this form and find a a clean and consistent alignment of resources to be able to identify workforce and where there
is training that is needed.

To have resources aligned, as Maggie mentioned,
looking at that even community colleges or other forms that
we may be able to provide training capacity for this
program for this outreach and what we're looking for with
Washington DC, perhaps with the central business district as a
testing ground for this model that,
given the breadth and variety of investment that we see
coming into this area.

Looking at a consortium of this type that has multiple
anchor institutions and government and not for profit
leverage.

Would be a great means of really testing this model,
but certainly could be applied across the entire city next.

So in addition to looking at the workforce and entrepreneur ship
opportunities again,
building on some of the comments that my colleagues have made earlier,
this form could actually expand to really become a single
point of entry for business,
attraction, retention, and workforce development.

Essentially, really becoming a one stop.

We would hope that there might be opportunities within the
central business district,
the final home physical location for this place,
so it actually is anchored not just in terms of
its mission,
but also in terms of its location.

We would like to coordinate these initiatives with local small
businesses,
new startups and provide technical assistance and ongoing assistance to
small and disadvantaged businesses,
and again, a clearinghouse for programs and incentives not just
for local businesses but also for national developers to get
the word out that the CBD downtown Washington DC is
ready for business is committed to equity and inclusion,
and has put a structure together to facilitate that outcome
for businesses that are interested in supporting that mission.
And the city itself will continue to monitor its own goals around inclusion and equity,
and this program could become a great resource even for them as a compliment for their aspirations and outcome.
One of the things that I also want to press
is that I've seen this model work and I've seen it work well in the city of New Orleans when
I was working for Mitchell.
Andrew, one of the outcomes of 1/4 study that we did along Claiborne,
was the opportunity to really establish this kind of clearinghouse for workforce development.
Given the anchor institutions that we're building,
particularly on the medical services in downtown New Orleans.
An I we started at Ground Zero.
We did not have the kind of framework that even you have in place.
You've got a great consortium to start working with you ahead of the curve in terms of matching workforce opportunities with employment opportunities for many other cities.
But I also would really push you all to look at this broadening of your base of broader inclusion of anchor institutions and really looking at stronger ways to network across the demand for workforce training and for matching employers with those those workforce opportunities.
This is some activity that I think you can do in terms of looking at near term opportunities is to get engaged in looking at this model soon,
because as you have employment opportunities come into the CD in downtown.
You want to get ahead of that curve is possible in matching the workforce.
Opportunities for those employment opportunities.
So again, I congratulate you for the work that you or have already done in this regard,
but we really encourage you to broaden that model to be able to capture the full range of opportunities that lie ahead and that we're also recommending in this report next.

So in addition to looking at areas of economic development, I'm also an architect and urban designer. As a city administrator, and all of these recommendations really congeal around how we develop and create place in space and what we'll be doing for the remainder of the presentation is talking about how many of these recommendations might congeal around certain scenarios in specific locations within the study.

area will be focusing primarily from the public domain around placemaking, or will be also talking about how these places. As they are redesigning, we considered help to support our economic opportunity goals both around investment and workforce development next.

So looking at the public domain, just unpacking some of the opportunities and strategies that we see and how we'd like to suggest you approach considerations.

We want to certainly celebrate the diversity of the urban character James mentioned earlier in his analysis of this district that you really are a range of experiences and characteristics. This is not a one size fits all environment and there must not be a size fits all solution. But we think there are many tactics and tools that can be applied specifically to enhance the character of each space we want to privatize the nodes or non-commercial and neighborhood revitalization and resilience. And again this isn't in.

Alignment with the range of characteristic characteristics that the CBD has.

Along with the enhancement in celebration of these spaces, we want to make sure there is service for what is critically needed by the Community so we have multiple mobility options,
different ways of movement to through from about these nodes
to Carters of interest to neighborhoods,
to residential districts, and also that we connect not just
within the district but also with the surrounding areas.
Understanding this is a network and also to the neighborhoods
across Washington DC,
All neighborhoods in. In all cities,
really claim their downtown is also part of their turf.
We want to make sure that there is strong connectivity
that is both welcoming and orienting for everyone's arrival.
We would also like to look at means that we
can re purpose again these unique and wonderful array of
garbage and open spaces that you have and we purpose
in them, not only for the development around Commerce or
business but also for social and artistic expression.
You have such a rich tapestry in framework to work
off of and we really want to take full advantage
of that in terms of a sense of inclusion.
An completeness. How does this downtown feel and reflect Washington
DC?
As an array of neighborhoods.
And then we would really impress upon you that you
be bold.
These are moments in history.
Be there around health, be there around economic aspects of
either on other environmental conditions that cities often take a
moment to rethink who they are,
and we're certainly at a moment in history where cities
across America,
across the world at that moment as the nation's capital,
as a city of tremendous history and importance to this
nation in the world and as a city that represents
such a range of diversity and an.
And potential for such greater inclusion.
We would hope that development and design strategies can be
bold.
And as we've said repeatedly, through this presentation, abit audacious. So what I'm going to do now is turn the presentation over to my colleagues. We've come up with some recommendations, a series of thoughts and concepts as to how we might approach some of these opportunities. Applying these these approaches that we've been sighting in the presentation up to now and looking for some of the outcomes that we've told you or possible. In this resilience and recovery. Thank you, Julianne Diane. Thanks pal. As you as you see, you recognize this diagram because we saw it before we had to. James identified the variety and scale of nodes that exist both in in our study area that we were asked to focus on here, which is somewhat of an arbitrary boundary for people visiting the area, but that we were asked to focus on. And then the fact that these nodes you know, expand even beyond that boundary. Some of them are cultural focused, some of them are more economic and focus and summer, civic and focus. We we decided to take a closer look at three of these areas, which we're calling innovation row and then a focus on Freedom Plaza in Franklin Square that we'll talk about in just a minute to really look at the conceptual, some conceptual solutions for physical strategies in those areas that build on all the ideas we've already talked about. First, I just want to run through a couple of the sort of fundamental building blocks of placemaking that we thought about as we were developing these concepts. First of all, of course,
your city as a street configuration unlike any other.

City in the nation. It creates a very unique opportunity with the kind of grand spaces that exist and we want to keep in mind that it's a destination for all people coming in from all directions and then sort of reorienting themselves to being in the CBD.

What does result in is a very wide right of way in many locations that allows for a lot of flexibility. It's really the envy of cities around the country that you have when you're looking at mobility planning and your transportation network.

You've got a lot of right away to work with its, you know, we've I as a transportation planner work with a lot of cities. Who you know would would kill for an extra ten 1520 feet in there right away so that they could accommodate all of the very uses that they're trying to accommodate. Here you've got this extraordinary opportunity to do that, in a way, because of the amount of space has in some locations historically resulted in a pretty car centric environment.

So we were thinking about mobility and walkability improvements. You know more climate friendly improvements overtime that they can build on this opportunity and kind of breakdown a little bit of that car centric nature in some of these areas, especially the more neighborhood focused nodes. And of course, we're building on your on going initiatives.

The K St transitway. The network of protected bike lanes and then the planned future high capacity transit corridors on the surface that are creating more of an emerging hierarchy of mobility and various modes that are available. And look at how we can build on those in interesting ways.

Next slide.
And, as we've noted before, you know with that diagram that the CBD is a series of places that are very unique and distinct there. There's not just one that people think of our experience. A lot of these nodes are destinations for people that they have very use, and they have a very physical character, but in a lot of places the nodes are points of transition as people around a journey, they pop up out of the subway station at some point in this area. They have to Orient themselves. In many cases, there are shifting. From one mode of transportation to another that needs to be clear and legible, an an understandable for people. Whether their visitors or residents using the area an really our focus was on. How can we make this system going forward? Very nimble and very resilient. You know, in an ever changing environment. Next slide.

Of course, the key partner in this, as we've alluded to, you know in many ways so far in this presentation, and now we're sort of shifting to the physical. The physical aspect of that partnership is the private, the private sector property owners and the development industry.

It's important to realize that we don't always follow the real estate demand with making public realm improvements, and we need to start thinking about how public realm investments can lead demand. Can create demand can guide demand too to areas that are beneficial to the community as a whole. And we started thinking about, you know in addition to just the sectors of active retail and hospitality and institutions starting to think about how we look at this from more of a scale of a campus or a spine within an area of maybe
it's even a connection between two nodes.

But it's a little bit bigger in scale.

Looking at multiple properties, multiple segments of the network and

how they work together.

And at the end of the day,

it's really about thinking about ways that there's a shared sense of shared stewardship of the public realm between the agencies that are tasked with making sure things, you know, function anaran are safe,

but but the private development industry that's that's benefiting from that functioning well.

The result of that partnership, really is an increase in value for everyone in all senses of the word,

be it monetary or just in terms of quality of life.

The value proposition there is significant, and we need. To be thinking about that at all times,

next slide.

And then of course, you know in this area it goes without saying that the final piece of this puzzle, aside from the right away network and the private properties that surround it is the is the robust open space network of parks.

Parklets and plazas. We want to make sure that the experience for people who come into this area is not just.

It doesn't feel just seamless and it doesn't just feel safe but it,

but it's also enjoyable that there are moments of recreation and just relaxation that you know and contemplation that can happen whether planned or not.

By having a really inclusive and active network of open spaces.

Obviously there's more assessment needed.

You know about where these opportunities are.

Two days isn't enough to evaluate all of them,

but I would just tag on to what both Maggie
and Bill and others have said is that we need
to think about the use of open space in a
more active and flexible way,
and we need to really foster a sense of common
ownership.
And common responsibility. An more active and diverse
engagement with
the open space resources that are that are in this
area.
So I will turn to Julie to share some of
our more specific ideas with you.
So everybody, these are a few opportunities that we saw
where programming and flexibility could strengthen the public
domain and
I just want to promise before we get into them.
These are just a few examples that we found within
the last day.
Chance.
And the opportunity is for you guys to kind of
use this winter.
And this inflection point to look around and see.
Places that have been ignored.
Places that maybe could use some more life and and
what you could do with them.
I think on the ground is probably the best forum.
Picking these places.
So first for us, we'd like to celebrate the importance
of the Franklin Park redesign.
It's super exciting for the panel.
Programming that's planned there. The food,
the activation of monuments and connectivity.
We'll all go into kind of making this place at
home for the whole district,
including the amazing transit opportunities that are
surrounding this area.
We encourage the bed to really go big on this.
Keep going as as you see how Franklin Park evolves.
Can we close off streets to kind of create a
huge festival area for certain weekends or Holidays?
Um? Can we allow people to start to shape this
space as they start to interact with it?
If something kind of moves away from the original design, like sounds like we should go with it and I think we've all kind of considered that consider this a park for a neighborhood park for the whole district. This would be a place where anyone arriving here from wherever they are in the district lands and they feel like they are still at home. And the next example that we kind of wanted to highlight was an opportunity to really activate Freedom Plaza, and the reason for choosing this is that it it just sits at this important juncture between the federal character of them all in the Federal Triangle and the actual downtown of the district. This space has potential to really be DC's front porch, and it's a place it could be a place where people really want to go and meet each other. Central to that and then you can see in the pictures of the left is making sure that new ideas are flexible, that they are inclusive using tables and chairs and constant programming so that people feel that they can properly social distance, but also that they can create safe spaces for themselves and feel like they really belong. Next and then Lastly, we chose another area a little bit to the West along Pennsylvania Ave in Golden Triangle to demonstrate how transforming open space could spur investment in this idea of an innovation hub and maybe solidified that identity that is needed for a proper innovation hub to thrive. The idea would be to use some of these residual spaces that come from L'enfant's plan. Kind of, I mean, of course, a lot of these are very beautiful, but could they be? Made more authentic with art constant changing exhibits from local artists. Bold statements that really exhibit that this is a gateway into a really creative and kind of thriving zone for
the city,
and these would also provide a space I think for
or we think for people in an area where there’s
very little open space to bump into each other.
Interact and blend ideas.
So these are just a few kind of examples of
many across the CBD that show that if we capitalize
on open space.
Capitalize on the just large amount of open space that
is in DZ.
We can find places where this can support development and
support private investment and can really lead to resiliency.
So we come back. This is Marilyn.
We come back to a powerful piece we started with.
Capital investment by foundations. Public sector and private
sector.
Moves talent forward. Talent follows place.
Place needs investment. We actually think that the kind of
boy conversations we've had with you back on Tuesday morning
and our sense of great optimism for what can be
done starting small, starting short-term,
and getting ready for the recovery.
The time of which we cannot predict,
but we surely can't miss the moment to achieve your
very aspirational goals.
Thank you very much for your attention,
and now we'd love to bring you into the conversation.
Are you a Lie director of advisory services?
Kelsey Stephen will now take over and moderate the Q&A.
Good morning everyone. Thanks Marilyn.
So as we find ourselves in a virtual space,
I'm just going to quickly touch on the way in
which we're going to facilitate the Q&A with the panel.
Going to be using the raise hand tool so if
you're not sure where that is,
you can go ahead and at the bottom of your
screen click your participants button so that you have on
the right hand side of your screen the white list
of participants at the bottom of that there are a
set of action icons.
The one to the far left is a blue hand.

So you will just click that if you have a question for the panel an I will be calling on you to go ahead and ask your question as they come up in order. I will do my best to get to everyone and I will be directing them to Marilyn or a panelist to go ahead and answer your question. Please feel free if there's a specific panelist you'd like to reference to, just go ahead and address them.

So with that one more note, sorry if you are unable to find the blue hand, please feel free to just put your name in that you have a question in the chat if that's if that's the only way you're able to do that, and we will try and get to you that way.

Alright with that, go ahead and open it to questions for the panel.

Alright, so the first thing I saw go up is Andrew Trueblood.

so Andrew would you like to go ahead and ask your question?

Yeah, I guess I'll kick it off while folks think about, think about their questions and I actually I have two, but I'll start with this one.

Well, first of all thank you all very much for all the work that you've done.

This is quite interesting and helpful and I guess you know we've talked you.

I think you've talked a lot about this area and some of the assets and then things we should be thinking about.

I was wondering if you had all have discussed or would have recommendations about taking advantage of this particular moment in time in terms of the.

Presidential transition have any recommendations of things that maybe we should be thinking about asking of the federal government while
we have a new leadership coming in,
I don't know if that came up at all in
your in your,
in your discussions or deliberations.
Oh Andrew, this is this is Marilyn.
I am so happy that you brought this up.
We've been trying to Pete freebie political free for the
moment,
but honestly 1 cannot help but believe in what you
have just asked,
which is if there is ever a time this is
it.
This is the intersection of small business of hard workers
and of the move that we must make to be
more inclusive and create a much more.
Equitable society. So I am going to turn that if
I May 1st at 2 mag in terms of what
we do,
it is the preparation to be ready to move when
the moment is right.
The vaccine will be a big turning point,
which means we have to point ourselves somewhere to
spring,
but maybe even on to fall.
So there are several of you who could speak up
to this point,
but Maggie, I'm wondering if you would respond to Andrew's
question First off.
Thanks Marilyn. Honestly, the first thing that came to mind
Angie to your question and I apologize if this is
void of knowing all of the nuances of DC government
is we actually had a really healthy conversation around.
Oh, and now I'm blanking on it.
I guess the Hoover FBI building right,
and So what are some of the existing assets that
are currently federally owned that you all,
could you know, be thinking about how you reposition those
conversations with the federal government?
There may be other people on the panel that want
to talk about that,
but I do think that just kind of what Maryland
There are funds and I think a lot of renewed sensibility of how to really work with.
Variety of businesses that businesses in various partnerships that align
This kind of inclusive economic development process.
So I don't. I don't necessarily have more to say than what Maryland has said,
but I do think Andrew you've hit on some really good points.
I see Bob raising his hand.
Someone let him chime in a little bit there.
I'm gonna if it's OK.
I'm gonna with my old GSA hat on and I don't speak for the new administration coming in.
But in previous administrations that might look a little bit more like a by administration.
We did work directly with the district government and give you example.
The the boundary of the DC downtown bid was redrawn to include the Federal Triangle so the federal government could be a part of it,
and I think that the opportunity to engage the federal government as think about the government in this case is part of the private of the public.
Private partnerships. A little ironic to think that way,
but the federal government leases a huge amount of space, can tell landlords what they expect landlords to do with respect to the public realm,
and that's just in addition to what GSA can do with some of the buildings that either.
Front on the study area we had here or there actually in it,
and I think could participate in workforce training programs in improving the public space in front of the building.
Something other than just putting up bollards.
Yeah, if I may, I'd like to dovetail in that Bob that we could also look from the city's perspective at the federal government.
Almost in the same model as we look at public private partnerships. In this case would be public public, but where there are opportunities for us to even think about placemaking, we have, as one of the recommendations, that assessment of parks and open space. So there may be a time now that we can actually look at how those spaces might be reconsidered, programmed, redesign, how they might leverage again to improve the connectivity. Another point we're making. Between the federal campus, federal districts and the rest of the city, what kind of opportunities that we have to really suit you that so having some conversations also about the physical characteristics between the two areas, I think would be, it would be propitious now to ratchet that conversation up alone. And and I'd like to add just briefly, that one of the stakeholders that we interviewed made a couple of interesting points. One is that the new administration is going to bring in six to 7000 people to the region to be proximate to it, and the 2nd is that, you know, there is perhaps the prospect for an infrastructure bill, and if that's the case, local businesses often are quite adept at extracting money from the federal government. So that that's another opportunity. And I would just add, yeah, I very intrigued with the proposal issued this week, but Julie Wagner at the Global Institute on Innovation Districts and new Localism is visors for new innovation zones. And you're so well positioned to capitalize on this and see ideas to create district development talent development
An deploy federal R&D funding in ways that are strategic and that better connect communities of color that have been disconnected from the knowledge economy to those resources and opportunities and just add to that those kind of districts are a place where simultaneously giving, giving funding or an opportunity to small businesses, whether entrepreneurial or just are providing services is one of the ways that Washington can continue to express its wonderful commitment. To the local and to those communities that need to have these opportunities to invest and grow. I'll go ahead and call in the next hand that was from Sakina Sakina Khan going to answer. Hi there your question, excuse me so happy one. Thank you to the panel and I know it was an enormous amount of work and and conversations and they just thing that happened over the last couple of days. So appreciate the the presentation this morning including some of the more kind of granular information around inclusive economic development, anchor institutions workforce, wealth building. I think it gives us a lot to think about. I did want to ask a question though about the panels thoughts? An office office and commercial is the predominant land use in the area. It is, you know, a huge generator, supporter of employment and also revenue. But we also know that it's challenged, particularly because of covid, but also prior to cover it. There were there was some softening in the office market with increasing vacancy rates due to absorption and supply issues, so just the panel have any thoughts on office both? As a landius, both as an economic sector you know and as a generator of employment in the downtown.
James I think you're the starting point here.

It's a great question. You know we're working in places like San Jose, CA that has similar challenges, and you know, Boston properties as a big footprint there. You know that there are a lot of institutional and private commercial owners who get the importance of a great experience of place and the experience of a district. And so I think the long term view of you know their asset appreciation will cause them to say maybe not my asset, but maybe we need more residential so that there's a greater critical mass to support. The kind of amenities and neighborhood services that will be sustainable, and so I think increasingly the the investors will see it's in their self interest to both invest in place, but also in finding ways to to create new models. And I think there are more and more hybrid models around the world, whether it's the student hotel throughout Europe, which is a combination of Co, work and culture and student dormitories and and standard hotel.

But also you know light industrial with residential. And new models of Cowork, and I think the Innovation District is is particularly interesting as a as a way to repurpose some of the class B&C space. I also think that we did hear from some of the real estate stakeholders that they thought that this was a time to push for the new sectors boldly to compete better with Northern Virginia to bring activity around the life Sciences. An I think that that there is an opportunity open the door for conversations with you in the city administration to strengthen the relationships with the people who normally do that. Kind of let's go out and see who we can bring in to create a new sector here so
01:09:52 --> 01:09:55: that it's everybody is going to be doing it,
01:09:55 --> 01:09:58: but we, in our point of view with the quality
01:09:59 --> 01:10:03: and character and difference in values of buildings that are
01:10:03 --> 01:10:06: available for use or reuse this is.
01:10:06 --> 01:10:09: This is a really positive area to push into.
01:10:13 --> 01:10:17: Alright, so I'll go ahead and the next hand was
01:10:17 --> 01:10:19: from Phillip McCauley.
01:10:19 --> 01:10:23: OK, alright thank you again for this presentation.
01:10:23 --> 01:10:26: It was definitely a lot of information and a lot
01:10:26 --> 01:10:28: of helpful information for us.
01:10:28 --> 01:10:31: So thank you again for to the panel was for
01:10:31 --> 01:10:32: doing this.
01:10:32 --> 01:10:35: My question is for Bill maybe I'd love to get
01:10:35 --> 01:10:37: your insight on slides.
01:10:37 --> 01:10:40: I think 42 and 43 in regards to you know
01:10:40 --> 01:10:43: the one Stop shop as relates to like a normal
01:10:43 --> 01:10:44: entry point.
01:10:44 --> 01:10:48: That's something that we kind of discussed a lie overtime
01:10:48 --> 01:10:50: within DC government.
01:10:50 --> 01:10:53: Some of the conversations that we've had with stakeholders.
01:10:53 --> 01:10:55: You know, we have a lot of information out there,
01:10:55 --> 01:10:58: and some sometimes it can kind of be difficult to
01:10:58 --> 01:11:00: to find it and I'm just curious.
01:11:00 --> 01:11:02: You mentioned the city of New Orleans,
01:11:02 --> 01:11:05: but is there another model or example of other cities
01:11:05 --> 01:11:06: or states?
01:11:06 --> 01:11:09: They have a good system has released without one stop
01:11:09 --> 01:11:11: shop for business retention,
01:11:11 --> 01:11:14: expansion and even workforce. Yeah,
01:11:14 --> 01:11:17: at the breadth of program that I was discussing,
01:11:17 --> 01:11:19: we were pretty much out of cutting edge when we
01:11:19 --> 01:11:23: adopted this program and it was really engendered from the
01:11:23 --> 01:11:26: development of the Medical Center as anchor institutions and
related
01:11:26 --> 01:11:30: businesses. It followed pretty much a business cluster model and
01:11:30 --> 01:11:34: at the full range of employment opportunities we were able
01:11:34 --> 01:11:35: to pull this consortium together.
01:11:35 --> 01:11:37: So what I would be happy to do,
01:11:37 --> 01:11:40: the person who directed that initiative is part of a
01:11:40 --> 01:11:42: national and international network.
I'd be happy to connect her with you. And she can certainly elaborate more on some of the models that you might find applicable. But the the I think the real opportunity is to see that other anchor employers understand their interest in coming to the table with you to help really broaden the capacity for this kind of initiative. And especially if you're going to be in a growth mode, whatever those sectors of growth are that are employment and workforce dependent that they see that it's in their interest to help support this kind of initiative. But I'd be happy to follow up with you and get you some other examples to look at. Great thank you. This is Nina fill up. Can you just also can I be invited to that as well? Absolutely thank you. Yes, this is Suzanne Towns from the Workforce Investment Council. I would love to be looked into that too and just wanted to thank you for the presentation and apologies if someone was in the queue before me, but we are. I'm sorry we are actually in the process of launching a sector partnership in healthcare that will have several of the elements that you discussed an in conversations about what we can begin to do in hospitality and retail, and certainly thinking about the downtown area and so have some models that we're considering have some ideas in development, have a very engaged board instead of private sector partners, but would love to kind of dig in a little bit further offline now I'll be happy to make that connection. And the person the initial director just was really trailblazing with how she connected that that operation. Great, thank you so much.
I received a question from I think it’s Tripti Mr Patel.

If you could go ahead and ask your question.

Good evening, um. I just want to say Mr. Gilchrest I’m from the state of Louisiana, so thank you for rebuilding my beloved home city of New Orleans.

That means a lot to me and thank you for this wonderful presentation.

And as we were going through this presentation, you know, I notice that you were talking about economic growth and equality.

And so I am the ANC Commissioner for 2803, which is the historic Foggy Bottom.

So I literally am a hop, skip and a jump from downtown DC.

And so I was a former hospitality worker.

I was actually laid off due to COVID-19 and as of yesterday I know the mayor and the city of DC announced.

At The Bridge Fund and the right alition project that is geared towards you know, making sure that the restaurant industry in the hospitality industry come back an.

My biggest concern is is that this plan gonna include uplifting and improving conditions for service sector employees who the majority are of women or women and people of color. And they’re being asked to come back to work, risking their health, acting like safety.

Health Marshalls, you know, trying to enforce a mask, mandate in social distancing rules, while having to depend on their patron for their tips.

And I’m just wondering, like. You know this industry is being classified as essential, so were the workers that are being classified as essential. So if they’re being classified as essential, then why isn’t the economic investment being passed on down to them?
And what I mean by that is, you know, workers in this hospital like in this industry are being paid a sub minimum wage. It's currently $5 in the District of Columbia and is there a way that we can condition this kind of relief in the hospitality sector? To get a full minimum wage with tips on top. Because as I talked to hospitality workers every day, you know they're literally saying to me that. They are not able to to survive economically that they're not making the kind of income that they were pre COVID-19.

And we know we're going to be in this economic situation for quite awhile. Sadly. I know we can we come back from this and we will build back stronger, but in the meantime as like I'm hearing about all this investment, you know, in the business community and talking about equity and equality to make sure that everyone can get uplifted. You know I'm getting, you know asked by my fellow colleagues in the industry what is there for us. This is a very challenging question. I personally personally to take the opening that Andrew gave us.

Hope that there is a much brighter light coming around the corner. Anna much greater understanding which other countries similar to ours around the world actually have managed to fully fund. Without shaking their ascential service industries quite so severely.

I. It's not my area of expertise, but I do believe that this is the moment we're seeing it, with. Stacey Abrams getting an 800,000 voters registered. I think that this is the moment for finding all the ways to participate. Large and small in helping in building an understanding of what you and your colleagues can reasonably expect.
The contributions you're willing to make to the recovery.

Once you believe that you're safe doing so, and so it is a challenging personal journey.

But we all in a way share it.

And we wish all of you in that industry which is so important not just to the revenues and the taxation that's coming in,

but to the way of life in which we do learn to engage with each other better and more strongly as partners.

So I wish you well and love to continue conversations as we put forward the ideas that this new administration may be much more inclined.

So fun.

Thank you Mr and I would love to connect with you.

Maggie I believe has some additional.

Points to add, yes. Sorry,

I didn't want to cut you off too D, but one thank you for bringing that to light and really being willing to share your own personal experience.

I think as you know you know how people think about economic development is either coming from the top or coming from a grassroots perspective and I think especially when we're looking at 'cause the funding that you're talking about is both locally and or potentially federal funding.

And really is a question around accountability of that.

Sending to you as a,

uh, an employee or past employee of that industry and so really, in all honesty, you are probably well positioned more than most as your position as a ANC Commissioner to have a voice of accountability in this.

In these efforts, right? And so I think as you think about what is possible,

it is. The possibilities are really in many ways English,
because what you ask for an who you hold accountable and how you voice your opinion in that process is really going to help shape what that looks like.

And so I really just wanted to offer some encouragement.
to keep sharing your story,

but also you know if there are ways that either
different models or ways of different examples that can
demonstrate

how you all are positioned to really support the hospitality
sector. That's really in aligning that with your voice is
the main way to keep to ensure accountability and ensure
that the things that you are looking for come to
fruition. So I just wanted to tell you thank you.

Thanks Maggie. An so go ahead and move to the
next question,

which is from sharing Carney Sharon.

Good morning and thank you to all of the panelists.

We're deeply appreciative of all the work you've put in
over the last couple of days,
as well as the many folks who were interviewed over
the past two days and everyone who is here on
the call.

We really appreciate your expertise and just putting some thought
into this.

I wanted to hear a little bit more about innovation
districts that terms been thrown around a lot and I
just always find it to be a bit.

Fuzzy.

And incorporate a lot of things.

I would really love to hear more about how you
would recommend measuring the impact of any sort of investment
that would be made in creating an innovation district or
the impact of an innovation district generally.
Yeah, I think that that's it.
James, will you get this off?
Sure, it's a great question there,
there are.

You know easily quantifiable metrics,
and then there are the qualitative right so that.
The number of you know capital funding dollars coming into
the location.
The research dollars patents issued.
Grants for for research.
The number of people who flow through kind of the apprenticeship internship, you know, sort of collaborative process. And then, More qualitatively, just the kind of like activation of the place is sort of day and night year round and sort of occupancy, and that the ways that you can. Thick and Ann and grow your entrepreneurship ecosystem, which is everything from mentoring an umbrella support services to access to venture capital. And so it is a great question that requires a longer answer. It would be happy to talk to you after. And if I could offer just another example to do dovetail that changes, saying when I was planning and engineering director in Birmingham, AL, we actually work with the University of Alabama around their Medical Center, which is one of the strongest nation. And there was an incubator business called B Band that was really just, well it. It was a incubator for start up businesses for architects for other service industries that were not at all medically related. But what the city did with the University and with the board of that organization was to see how the two could be merged. And there was some synergy there in bringing those two. Bring the operations. Sorry, the two. The operation of the incubator that be ban had but also looking at A Center for translational medicine to get research into the marketplace from UAB. They didn't have a really strong presence in that in that area, and the leverage that the person who really ran the incubator brought to that. Enterprise with the University of Alabama was just a a
wonderful fit and she kept her finger in both.

We Co located one of the images.

I showed that when I closed that was actually a renovated Sears Warehouse where we moved the enterprises end so

she became a pipeline both for the translational medicine coming out of the University, but it also was still an incubator for the start of business is all on one campus so one of the things I would also recommend is that we think broadly about how we define that to your point you use that term and many people use it different ways.

There's a certain amount of flexibility there that I think you can use to your advantage that,

again, this is not sort of A1 size fits all but I would just again encourage you to be creative as you look at exploring that mob.

Outlook Mail, so go ahead.

Oh, I just wanted to cosign with Bill said about the term.

When you say Innovation district right I think that's the beauty of innovation in what anything right?

And so I just want to provide 2 examples from Dallas 'cause we do have a.

Our group is called Dallas Innovation Alliance and so they used this concept of innovation district to actually revitalized area of downtown called the Westin which had seen a ton of just depressed property values.

Increased homelessness. A lot of turnover in the retail spaces and so by calling it and really having a lot of alignment of resources and collaboration between the local government and private sector calling and having an innovation district was a huge component and helpful in RVH vitalization of the area.

Secondly, I think they use this.

The innovative aspect right of saying?

How do we serve the broader community to their advantage?
So something that they have worked on during Covid is this mobile learning lab which allows for there to actually be Wi-Fi in areas that are, I guess, Wi-Fi deserts, and so really thinking about. And so I wanted to highlight that as you know, when we think about innovation districts, it it doesn't always just have to be in that. Specific place, but there are a broad range of collaborations that can support surrounding neighborhoods as well. James, did you have something that just just re emphasized that?

These innovation districts are made up of people and people have choices about where they want to spend their time, and so focusing on the experience of place and what we called the cultural and social infrastructure is so critical it's much more proximity sensitive for the food and beverage and cultural. Another kind of social kind of connection ecosystem, less so about the range of housing choices and quality housing options at different price points. That's a really important factor, but you have that as an asset and a resource, just not in the district. So I just want to say that you can identify those as qualitative metrics as well that are really improving quality of experience. Thank you, I appreciate that. Thanks Sharon, so the next question through the chat I saw is from Rogers, who's a senior housing planner for the Office of Planning. Or do you want to go ahead and speak up and ask your question related to housing? Sure, thank you. So yeah, a lot of our previous planning efforts to go back a ways for the East End of downtown and one of them was really trying to achieve a mix of housing and office in the East End of the study area. And it it's been relatively successful, especially along Massachusetts Ave and across the study area boundary.
into the Mount Vernon Triangle an by going forward. You know there's been this issue about the conversions of office to housing and we know it's very expensive and not many sites. Are good for it, so to the extent that the district does. Apply resources to get it done. Where do you think we can get the most where in the study area can we get the most bang for our Buck? And as I said in the chat, is it? Helping to activate the parks so they don't become dead spaces after office hours and hoping to support the small businesses in the area. As the previous effort tried to create sort of mixed use neighborhoods though an, I'm wondering if if the panel sees it as just any warehousing can go in the area or concentrating it in certain parts of the study area and so that'll I'll let the I look forward to hearing what the panel says. I guess we could say that what we heard from many stakeholders is skepticism to even criticism of the proposal, which on the surface, both because of property values an also because of construction costs and values. Seems to be very reluctant to engage with that particular possibility we watched in NYC. Stranger things happen in terms of buildings being converted to uses an oftentimes being converted to multiple uses in that same building. The way that many office blocks were constructed in the 80s in the 90s in downtown Washington are those big blocks big floorplates around. Sometimes a pleasant, but sometimes a very small atrium, and the conversion, the design conversion challenge is really huge. Running up the bill. But I also think that it should be questioned not just as a consequence of the bottom line outcome for the developer,
rather for the desirability of how to.

Take the essence of the new housing plan, which distributes our responsibility for affordable housing it to every Ward of the city with a target and figure out where those places are. Who have the most capacity to lead the charge in getting this started and learn from them. But once again, I'm turning to my partner on this panel.

James Lima for his thoughts about this.

Yeah, it's a great question. I can't really answer it. Place specific. Just 'cause I haven't spent enough time to really give a thoughtful answer on that, but I think housing development is A is a tool you can deploy to achieve some other planning, economic and social objectives, and so I would say you know, where are you trying to activate where you trying to jump start a new node of of of investment? Where is there already an infrastructure or? A places that are culturally socially significant that needs again this sort of diversity of programming. So just try to think of where there's both the opportunity to unlock the potential of something existing in the district with more day and night activation of the space. But also are there opportunities to create clusters so that you can have a greater effect of the kind of critical mass of again day night, year round user. And if I could add in here too, I do think we've had. We had a couple conversations about the difference between housing itself and affordable kind of reachable housing, and I think it's important to note that. That you should keep keep a close eye on the the.
I guess the inclusivity that is being created by the housing that's going in the CBD, and if that's actually contributing or hurting the feeling that the feelings of people coming to the to the area. And so I just think there's a, there's a.

I think especially along Massachusetts Ave for example. I mean, it's it's quite high-end Anan.

Just understanding what that's done to that area. And if people actually feel that they can. Participate as a as a real neighbor there.

Um, I'll I'll chime in.

Also, I had the privilege of being on the Rock Creek West panel last year, and you know, one thing that all I had was, you know, one of our. You know main findings from that panel.

Is the DC really has a denominator problem. Yeah, the that goes across all strata of housing and particularly.

Relates to affordability.

I know that there were questions about conversion. Of different uses an.

You know we didn't have the time to get deeply into that sort of analysis, but a number of stakeholders that we interviewed were sceptical about about land use conversion.

But that doesn't necessarily mean that there are not opportunities. And again, districtwide a denominator problem of needing to expand the denominator of housing at all levels.

You know, even when you create more in the middle, that might be definition ends up creating you know more. That's affordable because you're increasing demand. I'll just add one more thought.

I I know I'm breaking the rule of never have more than three people respond to a question, but just to go back to what James brought up about.
You know all all locations not being equal,
the importance of sort of clustering housing,
you know where there's already some reason?
Or you know some factor of success for building a
neighborhood.
One other thing to think about in a more intentional
strategy for this area you know is is with some
of the.
Long term transportation network plans that you have,
you know I, I don't.
I don't know them intimately.
I'm not sure what the status of all of them
is,
but you know that to be able to demonstrate that
there is an intentional strategy to concentrate.
Housing in certain locations where it can be much more
efficiently served by,
you know, a BRT route or something like that.
I would, I would say if this is a
an idea that's going to be pursued and potentially selective
in,
you know, incentivizing of housing projects.
Be thinking about. More long-term about the transportation network that
you're trying to build as well.
You know if federal funding is going to be sought
or other kinds of innovative ways of trying to do
some of these capital projects.
Being able to demonstrate that you have an intentional strategy
for how you're going to organize land use and then
serve it with transit is could carry benefits down the
down. The road as well.
So think about the two you know in relationship to
one another as you're moving forward.
Thanks, Diane. I'm so I think the next question is
from Wendy Wendy and see if you're ready to go,
would you like to go ahead and pose your question?
Sure, hi, thank you. This is Wendy closure from the
Department of for hire vehicles in DC and this panel's
been really fascinating.
My question is, is we're thinking about transportation moving forward and changes in land use and the impacts of covid if teleworking continues given how concentrated independent the CBD is on on? Office. How much did the panel or what were your considerations that I know no one's got a crystal ball around? Let's say covid for awhile. There's another pandemic. What needs to be thought about in terms of how uses change, how transportation changes, and how that might impact the vision we have for the CBD. Anyone wanna jump in with a couple of comments while other people process? I mean, it was interesting that I we had some discussions with people about, you know how do they feel commuting patterns are going to rebound after kovit right now that everyone has discovered that they can actually be quite productive. At their kitchen table, at least a couple days a week, right? But I think that's going to be very sector based. You know we're talking about questions about whether anyone is going to return to work, and we're thinking about that in terms of white collar professions, right? I mean, there's always going to be huge sectors of the economy that have, to, you know, are serving key roles in the CBD and and need to be able to have their needs supported by the transportation network. But you know there are some sectors that are probably going. They need that interaction in DC, maybe even a little bit more. Weighted towards the need to have in person interaction to be in the office to be going out to lunch.
You know those sort of things that that may actually help DC and the CBD rebound a little better than some other cities that have other challenges. Weather based or whatever they might be. You know, like me in Chicago, they're going to keep people you know, hoping they can keep this going in two days a week thing going as long as possible. I think one of the important thing is to make sure that the the return is supported by transportation options, right? We talked in some of our stakeholder interviews about the fears and concerns that people have about shared forms of mobility. Returning on on Metro and their anxiety about that in some ways, being the most anxiety inducing part of the prospect of going back to work. But I do think that you represent the sort of the shared vehicle. Sector you know which is which is different. We want to make sure that we're not. Kind of reverting to a very car centric commuting pattern. You know there are every mode that offers shared mobility of various kinds needs to be focused on. At this point, it's sort of helping to overcome those points of anxiety, but. I and EC especially. I mean I'm only going on sort of anecdotal feedback that I've heard there may be more of a rebound, you know more quickly just because of the kinds of activities that happen. I would welcome other people who are more local or know more about. Have you worked in the city to weigh in on that? But I think the key is making sure that some of these shared options and these sort of journey to work options that people haven't thought about before,
like. You know Metro to a bike or a bike
all the way?
Or you know Metro and then and then an Uber
ride to where they're trying to get are made more
seamless and easier to understand and easier to access so
that people don't decide that the best option is to
drive in and employers don't decide that the best option
is,
you know, having forbid to start subsidizing that for their
employees and just creating a huge congestion issue.
You know, so. Wendy love.
I love your Department title.
Yeah, be one of the most complicated multidimensional job
assignments
that I can possibly imagine.
And I'm going to speak a short about something that
sort of comes from the heart and from the brain
about where we need to go.
I think we know the future for vehicles,
what it has to be if we want to stop
global warming.
If we want to meet our environmental goals.
And thank goodness the next administration is going to jump
back in and stand up for the country in the
same way that mayors have been standing up for America's
cities in terms of the fundamental necessity.
Of making a shift.
The personalization of the question that's brought up by
working
at Home Remote working the alternatives.
All of that. I think we could we
have to pay attention to it and we have to
listen to the arguments and see how much more clearly
we can understand what the likely outcomes are going to
be.
I personally believe that the amount of people working from
home will be much higher than a lot of what.
The projectionists are telling us an in part.
That's because there are still many people who are being
ordered back to work and who have to face the
problem in a very different way and for many many
many of them. If they're not bikers, if they're not people who enjoy a 45 minute walk to work for all of what it does for your health and well being, then it's pretty reliable to go out to your garage. However, far is away and hop in your car and say I don't have to. Interact with anyone, Ann and I do think this is not your job alone Wendy this is this is a job that the advocates who are coming.

From all different directions on how we're going to meet the Paris climate goals, and do even better than that have to get together and figure what the boss best pot possible. Arguments are that can bring together an ever increasing group, and so I do frequently tip my hand to Jeanette Sadik Khan who 10 years ago just decided she was going to close Broadway and leave 7th Ave Open an she got out buckets and and paint and movable chairs and created one of the most dynamic, wonderful times of being in the public space in New York City.

The Black Lives matter. Plaza is a is another of very more emotionally charged and politically difficult. But taking those steps to do things to test things and I realize it's D, OT and the public works Department who have controls of over those things. But the decisions you make and the experiments that you can try to put together around for hire vehicles I think can be so. Instructional that that it will become easier and easier to start. To make this shift. Good luck. We would love to help you.

Great. So it looks like you know we're just shy of 15 minutes left of our session. Questions that have come through,
but I'd welcome one to two.

If there out there.

OK goodnight, I can go ahead and close this out

Marilyn.

I don't know if you want to make some closing remarks and then we'll hand it off to Sharon Carney from the deputy Mayor's Office of Planning and Economic Development and Andrew Trueblood of the Office of Planning, but I'll let you make any closing remarks.

Mayor Marilyn.

Well, I I this is been a wonderful conversation.

It is. It's a pretty scary thing to work on something that you work on every day with all your heart and soul.

And we have three days and two nights to work on it, but we hope sincerely that we have continued to have thrown in some suggestions, some strategies, some aspiration's that can be of help to you as you move forward on this.

The next steps for us are that we will debrief with our sponsors.

We will learn if there are other tasks that are appropriate for put us to put into a timely document.

We have obviously information that we weren't didn't have time to share today and that will go into the report as well.

So reach out to them, reach out to us with your further comments.

It's only through this conversation.

That one step at a time we are going to achieve these enormous environmental, economic and societal necessities and changes in the way we live.

So with that I would happily turn this back over to Andrews.

Great, thank you. I guess I'll take it over and then maybe kick it to Sharon in case she has
anything else to say.
But really, you know I just want to say thank
you all.
Everyone who participated. Obviously the panelists for all of your
time and expertise.
Maryland for leading the team.
Kelsey, thank you and the ULI folks.
We're putting this together as well as all of the
folks who were interviewed and listed on that side and
took the time to meet with the panelists.
I also want to thank a lot of the DC
government team who.
Who spent a lot of time over the last few
months,
putting the other briefing books and other things Emily
Johnson
from OPI,
Tatiana Torres Sub Ungale Cook Me at Lagoon I was
forgetting mess up your last name from Temped.
By Jackson from Dem Pad and Tiffany Thacker,
as well as Ryan hand,
Sakina Khan from OPI. Obviously Sharon thank you as well
as Chad Husky and the folks from The WB from
the Washington DC Economic Partnership.
Just a lot of time,
a lot of effort, a lot of expertise and I
think it was quite valuable so I just want to
thank you all.
Thank you very much.
And I I don't have much to add to that
just want to echo.
Andrew thinks there were obviously a lot of people who
contributed to making this happen,
and so we appreciate everybody's effort and are very much
looking forward to the debrief.
Thank you so um, yes,
now please do extend our thank yous again to the
deputy mayor and that wonderful choice he made to speak
through the mask and tell us about the great new
announcement of the bridge program.
01:46:44 --> 01:46:47: So we look forward to continuing our conversation.