



## Briefing: Connected DMV Regional Economic Development Strategy 1.0 Informational Briefing



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Staff from the Planning Department and Connected DMV will provide a briefing of the Connected DMV [Regional Economic Development Strategy \(REDS\) 1.0 Report](#). Expected participants from Connected DMV are: George Thomas, Vice President of Innovation and Strategic Initiatives and Geoffrey King, Director of Business Solutions.

Connected DMV is a non-profit regional collaboration across Washington D.C., Maryland, and Virginia with participants from local jurisdictions, federal agencies, industry, community, and academia who work together to advance the region's top opportunities, generate economic development, and shape a stronger future for the well-being of our region. The governing members of Connected DMV include the Greater Washington Board of Trade, the Metropolitan Washington Council of Governments, the Consortium of Universities of the Washington Metropolitan Area, and the Washington Metropolitan Area Transit Authority. Additionally, the Joint Force Headquarters National Capital Region has significant regional responsibilities and collaborates closely with Connected DMV. Planning Department Deputy Director Tanya Stern serves as co-chair of Connected DMV's Planning, Standards and Economic Development Solution Group. More information about Connected DMV can be found at [connecteddmv.org](http://connecteddmv.org).

REDS was initiated by Connected DMV's [COVID-19 Strategic Renewal Task Force](#), which is composed of 51 local and state government, industry, academia, and community leaders to deliver regional initiatives to enable economic renewal and social equity. Montgomery County is represented on the Task Force by Benjamin Wu, President and CEO of the Montgomery County Economic Development Corporation (MCEDC).

Recognizing that the Washington, D.C. region is one of the rare regions of its size and importance without a regional economic strategy, and that the region as a whole would benefit more from collaboration rather than competition among its jurisdictions, the Task Force commissioned a Steering Committee and Working Group to develop REDS. Benjamin Wu of MCEDC serves on the REDS Steering Committee, and Deputy Planning Director Stern and Benjamin Kraft, Planner Coordinator with the Research and Strategic Projects Division, represented the Planning Department on the Working Group, which worked collaboratively between summer 2020 and spring 2021 to develop REDS 1.0.

The REDS 1.0 report recommends focusing on three foundational areas as holding the most potential for regional collaboration. These are: 1) spurring regional equitable growth; 2) conducting regional branding and marketing; and 3) building a regional talent pipeline.

Confronting the Region's stark and persistent economic inequity that is manifest along racial, ethnic, and geographic lines is the guiding priority of REDS. To help address and develop solutions to this inequity, REDS will construct and maintain the DMV Atlas, which will be a storehouse for regional data, a tool for equity-minded data analysis, and a platform for public-facing mapping, visualization, and communication. REDS and the DMV Atlas will be informed by and support other concurrent cross-sector Connected DMV regional initiatives such as the Potomac Quantum Innovation Center, the National Capital Hydrogen Center, and the Global Pandemic Prevention and Biodefense Center.

The REDS 1.0 report, released in June 2021 and the focus of this session, is the blueprint and roadmap for the REDS initiative, which is intended to create an enduring regional collaboration. REDS 1.0 is the initial product of a three-part regional economic development effort, scheduled to proceed as follows:

- REDS 1.0: Launch collaboration and establish framework (September 2020 – May 2021)
- REDS 2.0: Formalize collaboration and launch joint programs (June 2021 – June 2022)
- REDS 3.0: Operationalize collaboration and deliver sustained programs (2022 -2024)

The Board packet includes the REDS 1.0 report.

# ONE.

A **BLUEPRINT** FOR  
ENDURING  
COLLABORATION  
TO ADVANCE  
ECONOMIC  
OPPORTUNITY  
AND EQUITY IN  
GREATER  
WASHINGTON



# FOREWORD

**A message from  
the Regional  
Economic  
Development  
Strategy (REDS)  
Steering  
Committee**

The COVID-19 pandemic has served as a wakeup call by exposing many of the region's persistent challenges and creating new threats to the economic and social fabric of our communities. This has included the exacerbation of historical inequities—from higher infection and mortality rates among Black and brown communities to disproportionate job losses among women, and especially women of color. In our region, these inequities are starkest along the “East-West” divide, where neighborhoods in the eastern half of the region—eastern Washington, DC, and large portions of Prince George’s County—“carry the region’s burden of poverty and distress.”<sup>1</sup>

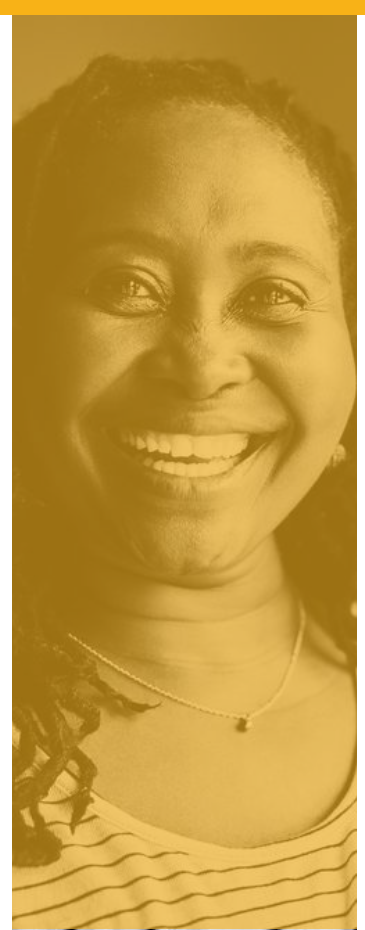
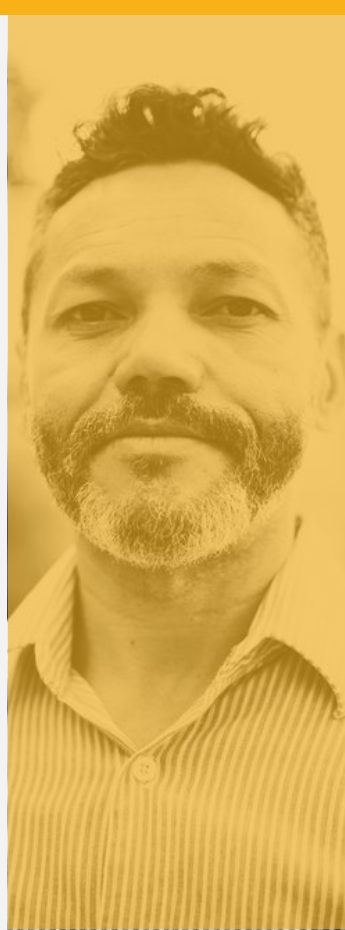
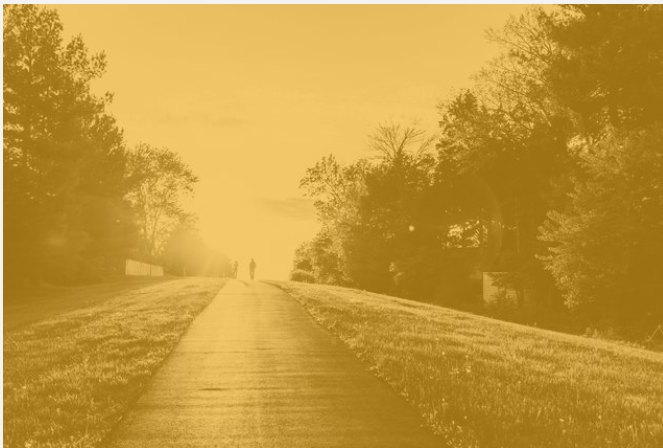
The pandemic has forced organizations across Greater Washington to suspend normal operations, spurring an economic downturn that has deepened the socioeconomic divide. It has cost our regional economy billions of dollars, and its effects will likely be felt for generations. The crisis has also highlighted the fact that our economy transcends jurisdictional boundaries and that innovative collective action can build regional capacity to address systemic challenges and opportunities. We recognize now more than ever that we must work together across sectors and jurisdictional borders to realize our full potential and create net-new economic opportunities so that everyone in Greater Washington can live, dream, and thrive. Returning to pre-pandemic business as usual is not an option—now we need to reimagine what is possible for our region and forge a path forward, together.

## **Returning to pre-pandemic business as usual is not an option—now we must reimagine what is possible for our region and forge a path forward, together.**

Greater Washington is home to diverse communities with varying priorities and needs. We can celebrate this uniqueness while also cultivating a regional brand to better compete with other leading global metropolitan areas. Regional economic development collaboration will enable local jurisdictions to pursue shared interests while keeping local priorities in view. As a region, we are united in our vision to attract, grow, and retain diverse and innovative talent across all sectors of the economy including emerging technology fields, arts, and culture while realizing a better quality of life for our communities. We must collaborate to achieve our collective potential.

Northern Virginia and suburban Maryland have already launched multi-jurisdictional economic development alliances. We can build upon this work—until now, our full region has lacked a coordinated economic development strategy and forum. Our academic institutions, private enterprises, government, philanthropy, and community organizations all independently contribute to the economic development of the region. These stakeholders must be seated at the same table, with equal voices, in order to generate and amplify the value and opportunity needed for organizations, communities, and constituents to live and thrive in Greater Washington.

The time has come to formalize an enduring mechanism for our region to work together across sectors and functions to fully realize equitable economic development. In July 2020, the COVID-19 Regional Task Force composed of 51 leaders across government, industry, academia, and community, launched our region's response to this need—the Regional Economic Development Strategy (REDS) initiative. From September 2020 to May 2021 (REDS 1.0), Connected DMV brought a Steering Committee and Working Group together representing 23 organizations to develop the building blocks of a blueprint for enduring collaboration to advance equitable economic development in Greater Washington. In March 2021, the REDS Steering Committee issued a set of goals and guiding principles for regional collective impact, a first for this region.



As the economic development enabler of the Task Force, REDS has already generated billions of dollars of practical net-new opportunities previously unimagined for our region. This report, the culmination of REDS 1.0, calls for our region to commit to sustained collaboration across sectors, jurisdictions, and economic development and planning functions. The report outlines the REDS path forward through 2024 and confirms the early focus areas for joint programming aligned with our integrated vision for social equity and economic development.

Over the remainder of 2021, the REDS team will continue to convene regional stakeholders, launch joint economic development programs, unearth new opportunities for equitable growth, and take the necessary steps to formalize an enduring regional economic development collaborative. We look forward to engaging with our regional colleagues on this journey.

This moment is a turning point for Greater Washington. Let's choose to work together. Only then can we recover from the losses suffered during the pandemic and achieve unimaginable results to ensure no matter what neighborhood you're from, Greater Washington becomes an even better place to live and work.

**MEET THE  
STEERING  
COMMITTEE**



# PUBLIC SECTOR



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*Fairfax County Economic  
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# INDUSTRY & BUSINESS



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**FELECIA GREER**  
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# COMMUNITY & PHILANTHROPY

\*Liaison to Maryland National Capital Region Economic Development Alliance

\*\*Liaison to Northern Virginia Economic Development Alliance

\*\*\*Liaison to Planning Directors Technical Advisory Committee

\*\*\*\*Liaison to Council of Economic Development Officials



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We are creating something new: a more economically equitable and collaborative region. Imagine what we could achieve by doing bigger and better things together, from developing a regional talent pipeline to marketing the region to the world. Only by collaborating regionally on economic development can the entire Washington region reach its full potential as a global technology and innovation hub.

– **Victor Hoskins**  
President & CEO  
Fairfax County Economic  
Development Authority





# EXECUTIVE SUMMARY

## Q GREATER WASHINGTON AT A GLANCE

### STRENGTHS

- 6+ million people (6th largest in US)
- \$543B (2020 GMP) regional economy
- \$105,659 median household income (2019)
- 18+ colleges and universities
- >50% with bachelor's degree (#1 in US)
- Industry clusters: IT/cybersecurity, life sciences/biotech/pharma, aerospace and defense, national security
- Federal contracting hub (\$73.5B in procurement/year)
- Data center giant (routing ~70% of world's internet traffic; 4x next largest data center market in the US)
- Tech jobs availability: 1st among US metros in tech job availabilities

- Of 53 very large metro areas with pop. over 1 million, the region is: 37 in growth, 43 in prosperity, 52 in inclusion, 51 in racial inclusion (Brookings Metro Monitor)
- Pandemic impact— two years of lost economic growth (Chapman, 2020)
- Pandemic impact—Job losses: 227,200 job losses from Feb 2020 to Feb 2021 (-6.8%); 103,200 in Leisure & Hospitality (Chapman, 2020)
- Talent retention: The percent change in 25-34 year olds in '18-'19 dropped to -0.1% compared with the national average (+0.7%) (Chapman, 2020)
- Tech talent gap: 1st among metros in tech job availabilities

### CHALLENGES

Greater Washington is one of the largest, most important metropolitan areas in the nation. The region is where the future direction of the country is decided. It is home to some of the world's largest companies, premiere academic institutions, the federal government, diplomatic embassies, critical philanthropic efforts, and community organizations doing work to better the lives of all who live and work here. It is one of the most educated metropolitan areas in the country, with more than half of its residents having a bachelor's or graduate degree. Greater Washington boasts a \$543 billion (2020 Gross Metropolitan Product) economy<sup>2</sup>—the fourth largest nationally—and the seventh largest service sector economy globally<sup>3</sup>. The region has robust and growing IT, cybersecurity, life sciences, aerospace and defense, and national security sectors. It has the most technology job availability of any US metropolitan area. Despite these strengths, the region is not capturing its full economic potential.

The region lags behind many others on key economic and equity indicators<sup>4</sup>; out of the 53 largest metropolitan areas, Greater Washington ranked 43rd in prosperity, 52nd in inclusion, 53rd in racial inclusion, and 37th in geographic inclusion. These metrics illustrate some of the region's longstanding socioeconomic inequities, which are starkest along an East-West divide, and remind us how much work remains to harness our region's unparalleled collective assets to improve long-term inclusive economic growth and renewal across Greater Washington. The region could accomplish much more if its jurisdictions and sectors came together to advance equitable economic development opportunities.

Economic development efforts in Greater Washington have long been fiercely competitive, bringing the potential risk of spawning distrust among neighboring jurisdictions. The landing of Amazon HQ2 in Northern Virginia in 2018 was no exception, with a flurry of competitive activity and multiple bids within the region. However, this moment also set a new precedent for collaboration, culminating in the creation of the Northern Virginia Economic Development Alliance (NOVA EDA) in fall 2019. This collaborative spirit continued with the Maryland National Capital Region Economic Development Alliance (MDNCREDA), which began meeting in fall 2019 as a forum to discuss issues of mutual interest among economic development officials in suburban Maryland with official launch in April 2020. COVID-19's far-reaching impacts on the region accelerated the development of these alliances, which proved to be successful models for exchanging information around shared challenges during the pandemic, for helping small businesses keep the lights on and for joint programming like connecting unemployed workers with job opportunities within the region.



**Imagine if your cell phone stopped working at jurisdiction borders or if I-495 abruptly stopped at state lines. Imagine if a potential new business moving to the region was offered access to markets and assets in DC and not Suburban Maryland, or in Northern Virginia and not DC. Currently, this jurisdictional siloing is how our economic development functions work. While we do well to drive economic growth in our jurisdictions, imagine how much more we can do as a 6.5 million person collective.**



When the COVID-19 crisis arrived on the region's doorstep, Connected DMV responded. In April 2020, the organization and its core partners launched the [COVID-19 Strategic Renewal Task Force](#). This 51-member group of government, industry, academia, and community leaders assembled to combat the crisis, accelerate the region's economic recovery, and improve social equity in the wake of the pandemic. As the Task Force began its work, it quickly became apparent that our region was one of the few major metropolitan regions in the U.S. lacking a coordinated economic development strategy and forum. While several organizations and agencies are working on economic development at the local jurisdiction and state levels, the Amazon HQ2 lesson told us that the market wanted us to compete as a region. Experts surmised that the region was leaving growth on the table—that wins at the jurisdictional level were hard fought but the region could achieve so much more together, and that by cooperating on strategic efforts, the region can present a unified negotiating front to achieve additional economic development wins. Thus, in July 2020, Task Force members voted to commission a cross-sector Steering Committee to oversee development of the Regional Economic Development Strategy (REDS). REDS is Greater Washington's first dedicated effort to bring the public sector's economic development and planning functions together with industry, academia, philanthropy, and community for the purpose of generating an enduring collaboration to achieve equitable regional economic development by design.

▶  
**THE REDS CROSS-SECTOR  
COLLABORATION MODEL**

**"The unique neighborhoods and jurisdictions that make up our region are deeply interconnected. That's why our region deserves a collaborative approach to economic development that includes everyone and lets all our assets shine. The work highlighted in this report represents another step forward towards that goal."**

**- Jack McDougle**  
President and CEO  
Greater Washington Board  
of Trade



This report documents the work of 23 organizations across the REDS Working Group and Steering Committee from September 2020 to May 2021 (REDS 1.0) to develop a blueprint for enduring cross-sector collaboration for regional economic development and equity. This report outlines the foundational elements of the blueprint to be further designed, developed, and implemented following a methodical, three-phased roadmap. Implementation of this regional blueprint will result in an enduring mechanism for economic development leaders to come together to improve Greater Washington's competitive advantages and focus directly on delivering equitable regional economic outcomes to improve the lives of all who live and work in the region.

## REDS INITIATIVE CO-LEADS



**ALEX IAMS**  
Fairfax County Economic  
Development Authority



**GEORGE THOMAS**  
Connected DMV

## THE REDS BLUEPRINT FOR ENDURING ECONOMIC DEVELOPMENT COLLABORATION ▼

# REDS BLUEPRINT FOR ENDURING ECONOMIC DEVELOPMENT COLLABORATION

VISION &  
MISSION

GOALS &  
PRINCIPLES

CROSS-SECTOR ALIGNMENT

JOINT PROGRAMS

OUTCOMES & PROGRESS

GOVERNANCE & OPERATIONS



### CONNECTED DMV

#### REGIONAL ECONOMIC DEVELOPMENT STRATEGY 1.0

Series:	Scales	No.
Item Number:		
Product Name:		

REDS Steering Committee members discussed the importance of cross-border “coopetition”—collaborating where possible and competing when necessary. As such, in March 2021 Steering Committee members approved [goals and guiding principles](#) for joint economic development that reflect the beginning of a consensus around the pursuit of joint interests. Stakeholders came face to face with the facts that our region is divided in terms of economic attainment, and that opportunity and growth for all would create a virtuous cycle of making Greater Washington more attractive to companies looking globally for expansion and investment. At its core, the REDS “north star” calls for improved economic opportunity for all communities and equitable regional development. To this end, work began in early 2021 under the REDS umbrella to design and develop a data-driven “DMV Atlas” to support leadership decision-making to accelerate equitable regional growth. The DMV Atlas will aggregate, map, and analyze GIS data from key regional stakeholders to uncover insights for better and more efficient cross-sector planning, partnerships, investment, programming, and tracking.

During the REDS 1.0 research and discovery process, one key finding highlighted that most past regional economic development activities in our region were tied to specific, time-bound opportunities or threats, and therefore largely proved to be fleeting. REDS discussions uncovered a collective desire for an enduring mechanism to facilitate timely cross-sector and cross-border collaborations on targeted opportunities as they arise and as a means to anticipate them. In addition, such a forum is key to building trust and a culture of collaboration between leaders necessary to enable the lengthier work of planning and implementing joint economic development programs to out-compete peer metropolitan areas in areas such as regional branding and marketing and developing a regional talent pipeline.



**“Equitable places are attractive places. Especially in light of the past year’s long-overdue racial justice reckoning, creating a diverse and well-educated talent pipeline is a stake in the ground for regional longevity and attracting private sector investment.”**

**- Travis Reindl**  
Bill and Melinda Gates Foundation

The report recommends the following foundational areas as high-potential entry points for greater regional collaboration for development during REDS 2.0:



### REGIONAL EQUITABLE GROWTH

- Plan, design, and build the first release of a collaborative, data-driven DMV Atlas with pilot use cases synthesizing cross-sector data sets to unearth new equitable growth opportunities and improve regional planning, investment, and programming
- Launch a regional leadership workstream focused on closing the region's East-West divide along ten equity impact areas, and informing DMV Atlas development as well as other REDS joint programs

### REGIONAL BRANDING & MARKETING

- Host visioning sessions to include full cross-sector representation to define a joint regional branding and marketing program
- Organize the first joint regional outreach delegation to attend a national or global tradeshow
- Launch planning of a major, local, net-new event focused on a regional industry cluster growth area

### REGIONAL TALENT PIPELINE

- Initiate development of a regional career opportunities platform with available upskilling/reskilling resources, internships, apprenticeships, and jobs
- Establish a forum to develop coordinated regional actions to secure federal, state, and philanthropic funds, resources, and programs related to talent and workforce development

**“COG recognizes the great strides that have been made recently in economic development collaboration with the NOVA EDA and MDNCREDA. Charting a more equitable development path for Metropolitan Washington is needed, and we look forward to further alignment between REDS and COG planning committees and the Region Forward Coalition moving forward.”**

**- Chuck Bean**  
Executive Director  
Metropolitan Washington Council  
of Governments

## REGIONAL STRATEGIC INITIATIVES FOCUS ON HIGH GROWTH INDUSTRIES

Advancing inclusive innovation in Greater Washington requires a robust cross-sector ecosystem that also addresses community needs and strengths to benefit our whole region. Several regional strategic initiatives launched by the COVID-19 Strategic Renewal Task Force provide early proof points in shaping large-scale, net-new growth opportunities across our region through deliberate public-private-academia-community collaboration. Examples include the Global Pandemic Prevention and Biodefense Center, Potomac Quantum Innovation Center, and National Capital Hydrogen Center. REDS serves as a venue to foster strong coordination for these and other regional strategic initiatives with broad equitable economic development scope or potential. The REDS mechanism will help inform, prioritize, and advance future strategic initiatives of regional economic development significance for consideration by the DMV Regional Congress (the successor leadership forum of the Task Force, launched in May 2021).

It is time for purposeful and sustained regional collaboration on economic development. An integrated approach to economic development is essential to deliver sustainable growth across Greater Washington. Only cross-sector partnerships will deliver equitable and inclusive economic development, propelling the region towards a future-focused and resilient economy. Throughout the remainder of 2021 (REDS 2.0), REDS stakeholders will work to further align with key regional leaders, develop the DMV Atlas to support leadership decision-making in accelerating equitable regional growth, launch initial joint economic development programs, and pursue the steps necessary to institutionalize an enduring governance and operating model for equitable growth to be operationalized in REDS 3.0.





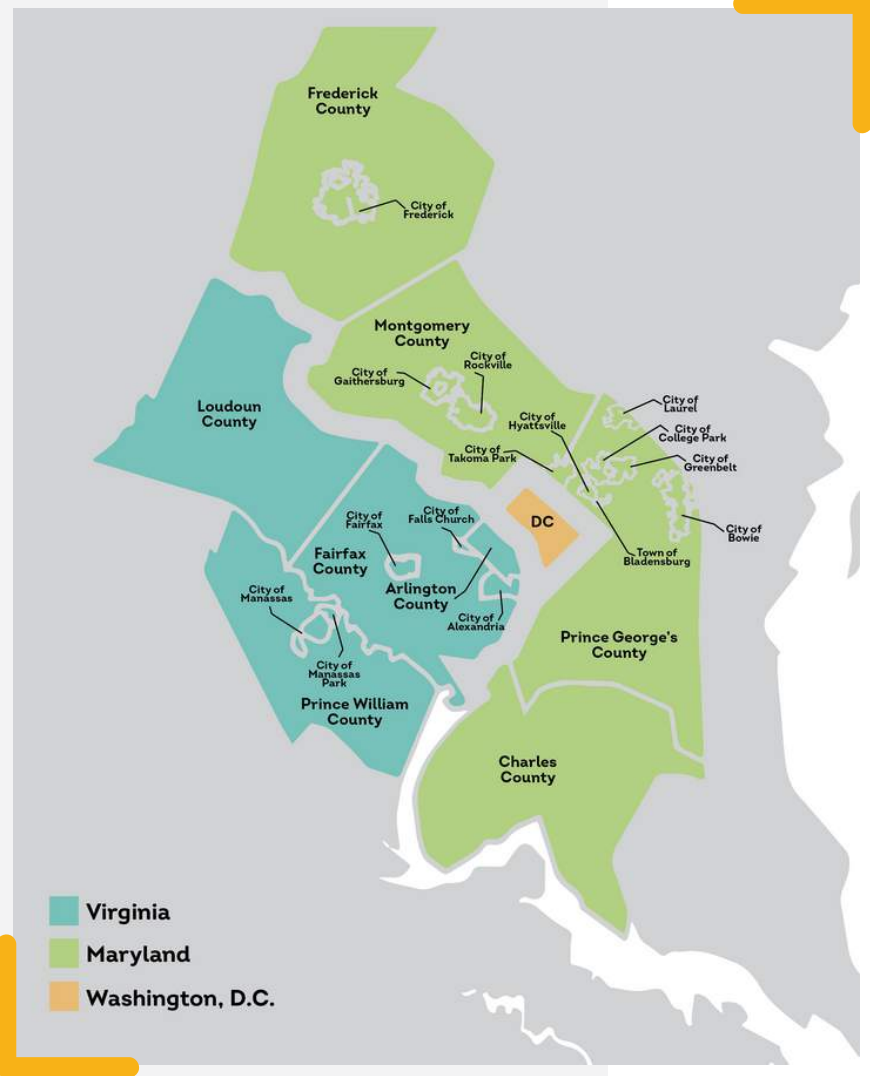
**Years and years of fragmented policy and decision-making by both the public and private sectors has led to inequitable and uninclusive economic development in the region. Instead of every jurisdiction fending for itself, we need new thinking to place facilities and capacity equitably across the entire region as one marketplace. Working together on economic development activities collectively as a region would be an important step in that direction.**

**– David Iannucci**  
President & CEO  
Prince George's County  
Economic Development  
Corporation



# 01. ONE REGION: THE MANDATE

Greater Washington's more than 6 million residents and 3 million workers live life and conduct their business regionally. While each part of the region is distinct and celebrated, its economy transcends jurisdictional boundaries. The COVID-19 pandemic highlighted the shared nature of the region's economy while exposing longstanding socioeconomic inequities. In May 2020, Connected DMV convened the first COVID-19 Strategic Renewal Task Force composed of 51 government, industry, academia, and community leaders to deliver regional initiatives to enable economic renewal and social equity. In July 2020, based partly upon the fact that Greater Washington is nearly alone among its metropolitan area peers in lacking a regional



economic development strategy or forum for collaboration, Task Force members [commissioned](#) a Steering Committee and Working Group to develop a Regional Economic Development Strategy (REDS)—the first of its kind. This roundtable mechanism will bring together the public sector (including economic development and planning functions), key regional academic institutions, private industry, philanthropy, and community organizations to shape regional economic development.

▲  
GREATER  
WASHINGTON  
(METROPOLITAN  
WASHINGTON  
COUNCIL OF  
GOVERNMENTS  
MEMBER  
FOOTPRINT)

## THE ORIGINS AND MANDATE OF REDS

COVID-19 Strategic Renewal Task Force members voted for the establishment of REDS, earning unanimous support in a vote from a set of cross-sector leaders in Greater Washington. The Task Force deliberated and validated the merits of the proposal based on the following context and parameters presented by REDS Champion Victor Hoskins (Fairfax County Economic Development Authority).

## THE PROBLEM

Greater Washington lags in overall economic competitiveness nationally despite our wealth of talent, institutions, access, and assets. geopolitical divisions, limited coordination, and socioeconomic disparities have constrained our region's growth.

## VISION

To develop, formalize, and establish a collaborative neutral forum for all economic development stakeholders that facilitates joint planning and coordinated execution of equitable economic growth

## MISSION

- To establish an enduring regional alliance and culture that provide a cross-jurisdictional platform, with active industry, academia, and community participation, to enhance cooperation, communication, and collaboration for equitable economic development across the region

## REDS 1.0 KEY OBJECTIVES

- Lay the groundwork for regional collaboration to increase opportunity for all and lift the regional economy
- Build a foundation that can be sustained and grown over time
- Identify shared interests, complementary resources, and opportunities for partnership
- Deliver an actionable strategy to guide regional economic development efforts
- Design and secure commitments for initial collaborations in areas such as talent development, workforce enablement, jobs creation, market strengthening and activation, and innovation ecosystem development
- Emphasize the linkages between economic renewal and social equity

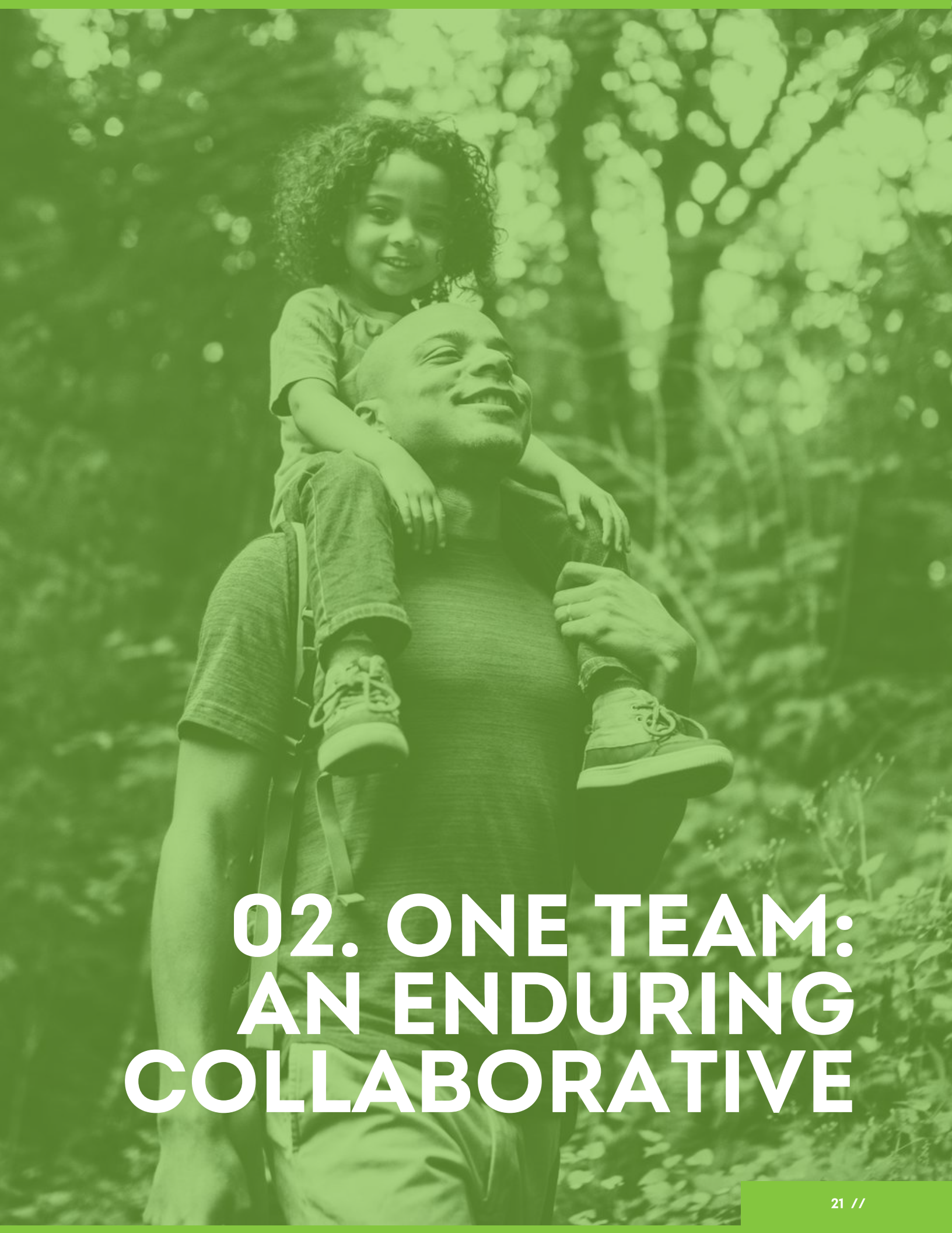
## BENEFITS AND VALUE:

- Illuminate regional aspects of economic equity, resilience, and growth
- Clarify our regional challenges, strengths, and opportunities
- Enable the DMV to identify targeted reforms and improve overall competitiveness
- Highlight potential areas, initiatives, and mechanisms for DMV collaboration
- Increase public-private-philanthropic cooperation and investment
- Launch an ongoing process whereby jurisdictional plans are coordinated and informed by other key stakeholder plans
- Improve decision-making by increasing transparency of initiatives and benefits

**Working within each of our jurisdictions, we have found that we share similar interests in certain sector strategies and local priorities. Coming together to find common ground as a region allows us to amplify our individual assets and strengths. A strong, resilient, and inclusive regional economy in the Greater Washington area benefits us all.**

**– Benjamin H. Wu**  
President & CEO  
Montgomery County  
Economic Development  
Corporation



A photograph of a man carrying a young child on his shoulders, set against a background of dense foliage. The entire image is overlaid with a semi-transparent green filter. The man is looking upwards with a smile, and the child is also smiling. The text '02. ONE TEAM: AN ENDURING COLLABORATIVE' is written in large, white, bold, sans-serif capital letters across the lower half of the image.

## 02. ONE TEAM: AN ENDURING COLLABORATIVE

REDS serves as a framework and forum for regional leaders to discuss, coordinate, and pursue opportunities benefiting from cross-sector collaboration across the District of Columbia, Maryland, and Virginia relating to economic development. This report is the culmination of these leaders' work from September 2020 to April 2021 (REDS 1.0). Throughout, the REDS methodology focused on the cultural (trust and transparency) and institutional (network and organizational infrastructure) mechanisms required to advance regional collaboration and build upon a foundation of past experiences and present dynamics. REDS participants include key regional leaders spanning government,

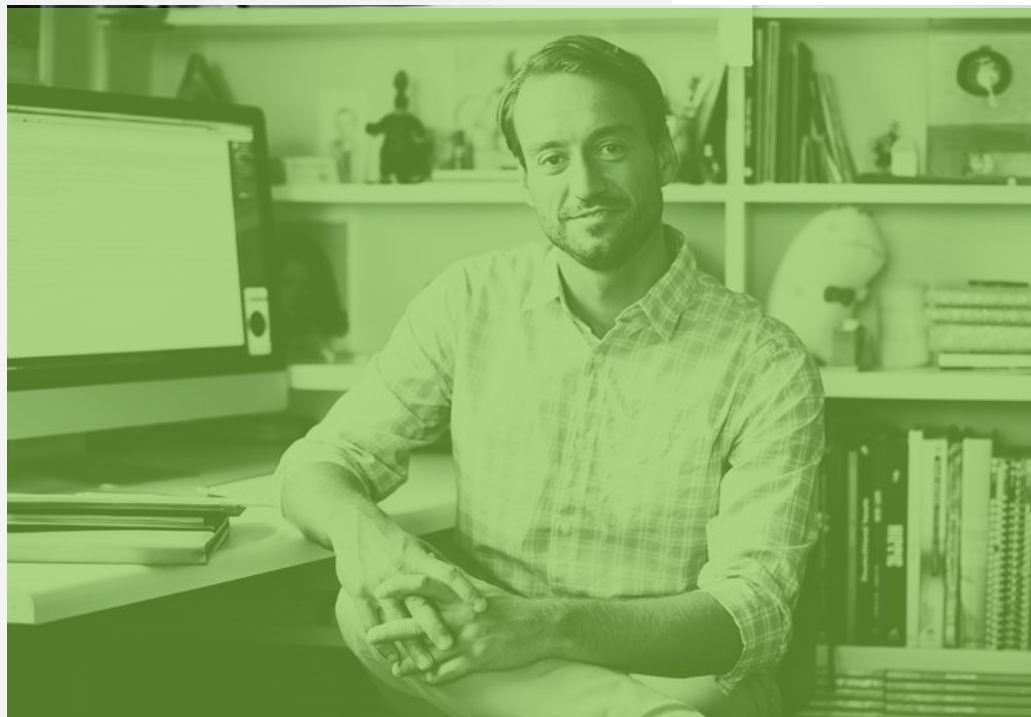
industry, academia, philanthropy, and community organizations. The process intentionally emphasizes dialogue and solutions across sectors –historically siloed or cooperating primarily on a project-by-project basis. Key public sector functions in the REDS collaboration model include economic development organizations (EDOs), planning departments, and jurisdiction executive and legislative leadership. Industry and business serve as economic development engines with workforce development needs. Academic institutions have talent development and research missions but are often anchor institutions for economic development in their own right. Philanthropy and community organizations have social equity and capacity building functions and represent the fabric of our communities.

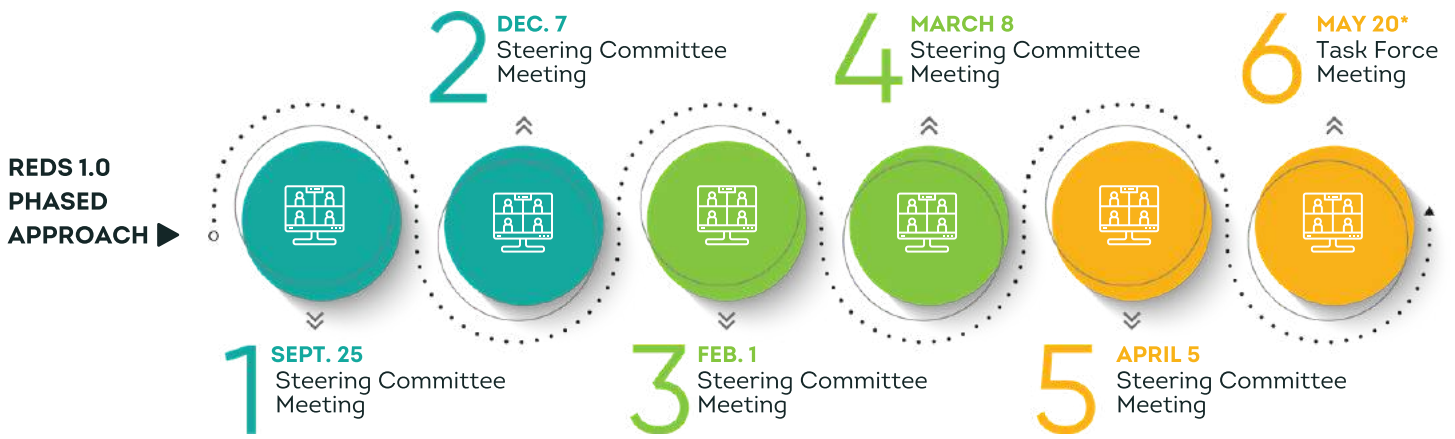
In addition to spurring the creation of REDS, the COVID-19 pandemic accelerated sub-regional collaborations among economic development officials: the Northern Virginia Economic Development Alliance (NOVA EDA) and the Maryland National Capital Region Economic Development Alliance (MDNCREDA) both launched in the last couple years and are the first of their kind in our region's history.



In February 2020, representatives from each alliance presented to the Metropolitan Washington Council of Governments (MWCOC) Board of Directors, which lauded these developments and issued a “Resolution Supporting the Collaboration of Economic Development Initiatives in the Washington Metropolitan Region.”<sup>5</sup> The Council of Economic Development Officials (CEDO), a forum for information exchange among economic development officials across the region hosted by the Greater Washington Board of Trade (Board of Trade), also saw renewed activity. REDS plans to align with these developments and aims to extend this collaborative momentum and institutionalize an ongoing mechanism for economic development officials to address region-scale issues with their peers.<sup>6</sup>

In September 2020, Connected DMV first convened a Steering Committee and Working Group to define and deliver REDS 1.0. The 23-member Steering Committee represents key leaders across the public sector, industry, academia, philanthropy, and community organizations. It is intentionally designed as a neutral, cross-sector forum to pursue regional opportunities and tackle shared challenges. The Steering Committee convened five times to discuss a coordinated economic development approach and provide guidance on actionable recommendations for REDS 1.0. The Working Group comprised 24 members from 14 organizations (see Appendix A).





## RESEARCH & DISCOVERY

October–December 2020

## ALTERNATIVES ANALYSIS

January–March 2021

## REPORT DEVELOPMENT

April–May 2021

From October 2020 to January 2021, the Working Group split into five sub-groups to conduct Research & Discovery activities (see Appendix B for details on the scope and outputs of the five workstreams). The Working Group produced a detailed report containing the value proposition of regional economic development collaborations as well as potential joint programs and operating models.

### STAKEHOLDER ENGAGEMENT & PERSPECTIVES

A REDS Research & Discovery sub-group interviewed regional leaders to gather stakeholder perspectives on regional economic development collaboration. Discussions centered around four key challenges to regional economic development in the region:

#### Challenge 1: Greater Washington's political, industry, academic, and civil society fragmentation.

Of the 15 largest metropolitan areas by employment, the region has the third-most jurisdictions and is tied for first in terms of the number of states (or state-like governments). These numerous and asymmetrical governmental entities create unusual complexities when striving for regional collaborations. Likewise, unlike many other regions where economic development collaborations are driven by a few major private sector actors, industry in Greater Washington is fragmented and often focused on federal government clients and national (even international) dynamics rather than regional issues.

A similar phenomenon exists in academia: many regions rally around one or two universities. Greater Washington is home to over 18 accredited colleges and universities, with many other higher education institutions based elsewhere having a footprint in the region. Greater Washington is also home to a significant concentration of nonprofit organizations. In addition, the growth of sub-regional and regional organizations since the 2000s has diluted the networks and structures for collaboration and increased their complexity. Effective collaboration on a regional scale now requires an alliance of networks, such as is the case with the [MetroNow Coalition](#).

### **Challenge 2: Lack of strong trust and understanding among regional stakeholders, particularly between government and the private sector.**

While previously the real estate and development sector—whose industry requires focus on community benefits and engagement components as well as on infrastructure and urban planning processes—served as the primary forcing function for public-private conversations in the region, this dynamic is less visible today. Several interviewees remarked how government and industry often perceive the other as striving to maximize returns rather than as potential long-term community partners.

Frequent political turnover due to election cycles complicates this dynamic and the region lacks a framework for successfully transferring institutional memory and historical knowledge that would help incoming leaders and staff understand and address critical regional dynamics such as the rise and persistence of an East–West socioeconomic divide.<sup>7</sup> In addition, competition between jurisdictions and economic development officials for landing prospects is real, although many noted that cross-jurisdictional relationships in this realm have improved as of late. Nonetheless, while individual priorities foster competition, most interviewees emphasized the potential for building trust and understanding through formal and informal institutionalization of a collaborative environment and culture.

### **Challenge 3: Lack of consensus around a shared regional identity (what the region “is”) and vision (what the region “should strive to be”).**

Most agreed that to allow for forward-thinking collaboration, this must be addressed. Individual silos can articulate their respective roles and the roles of those in their networks. Currently, there is no cohesive regional narrative. Since the Potomac Conference and Greater Washington Initiative (led by the Greater Washington Board of Trade in the 1990s and 2000s), there hasn’t been a dedicated regional effort to collectively brand and market the region, unlike other major regions. Many noted that MWCOC maintains a visioning mandate in its [Region Forward Coalition](#), but agreed that Greater Washington must do more, particularly to brand and market the region for economic development.<sup>8</sup>



**Challenge 4: Difficulty in forming and sustaining impactful regional collaborations beyond addressing specific opportunities or threats.**

Many interviewees noted that the region has had successful, cross-sector, public-private collaborations in the past, but most of these collaborations were reactive and based on a specific event or prospect. Coordination for Amazon HQ2, the 2001 terrorist attack, the 2002 DC sniper attacks, and the 2024 DC Olympics bid were all cited as examples when stakeholders in the region successfully collaborated toward a unified goal. Crises have often brought together stakeholders for collective action. COVID-19 served such a purpose for NOVA EDA and MDNCREDA, among many other examples. Sustaining such relationships generally requires a clear, achievable goal. The MetroNow Coalition is an example of an ongoing regional collaboration generally seen as successful, though limited in scope to transit. It was acknowledged that Greater Washington lacks an ongoing regional economic development platform. The Greater Washington Initiative (GWI), the closest effort in recent memory to attaining a sustained operational regional collaboration around economic development, dissolved in 2013. The Council of Economic Development Officials (CEDO), an information sharing network of regional economic development leaders, is convened by the Greater Washington Board of Trade to this day.

There was general consensus among interviewees on the value of pursuing “topics that unite.” Several leaders noted that regional economic development forums are commonplace in other large metropolitan areas, which—in and of itself—should provide a strong incentive for Greater Washington stakeholders to pursue a collaboration structure, and that our inability to do so would threaten our longer-term status as a growing region. Specific actions suggested by interviewees to spur regional economic development collaboration included organizing structured and informal gatherings for regional leaders to build ties, increase trust, and convene around topics such as equitable growth, identity, and visioning. Several interviewees noted that the region should capitalize upon the collaborative momentum spurred by the pandemic to further solidify a culture of collaboration. The participation of philanthropy and community voices in larger and smaller jurisdictions was also seen as necessary.

The REDS blueprint and roadmap for enduring regional economic development collaboration introduced in the Executive Summary address these challenges and opportunities. The blueprint provides the framework and structure, while the roadmap outlines the phased approach for implementation.



**TRADITIONAL  
ECONOMIC  
DEVELOPMENT**

Branding & Marketing  
  
Business Attraction & Retention  
  
Research & Data



**CAPACITY  
BUILDING &  
INFRASTRUCTURE**

Talent & Workforce Development  
  
Physical, Digital, & Social Infrastructure  
  
Inclusive & Equitable Growth



**REGIONALISM**

Identify Vision, Culture, & Models of Collaboration  
  
Public-Private-Civic Engagement  
  
Coordinated Federal Government Engagement & Funding Pursuits

## GOALS & PRINCIPLES FOR ENDURING COLLABORATION

Building upon the research and stakeholder perspectives, REDS stakeholders considered the best means to realize a successful and sustainable regional economic development collaboration. The Working Group studied economic development collaboration models from comparable regions and found the most successful models were built around a baseline of clear goals, shared interests, and principles for partnership. This finding led to the development of 5 goals and 15 guiding principles for regional economic development collaboration approved by the Steering Committee. These goals and guiding principles set clear expectations and guidelines for how leaders should jointly pursue shared interests and address common challenges on an ongoing basis to position Greater Washington for economic leadership nationally and globally.

### GOALS AND GUIDING PRINCIPLES FOR COLLABORATION ►



#### ALIGN

regionally across DC,  
Maryland, and Virginia

- **Enduring:** Building sustained and structured collaboration for regional economic development.
- **Grounded:** Acting regionally to accelerate growth for all while remaining grounded in local priorities.
- **Shared:** Sharing functions to optimize resources and benefit all.



#### POSITION

for long-term equitable  
economic success

- **Visionary:** Driving innovative, bold, and improved outcomes for a higher quality of life.
- **Equitable:** Prioritizing opportunity and growth in historically under-invested communities.
- **Data-Driven:** Delivering with clear goals, metrics, and reporting for transparency and accountability.



#### FOCUS

on innovation, talent,  
and capacity building

- **Innovative:** Sustaining a robust and collaborative innovation environment that attracts investment.
- **Cultivating:** Developing, attracting, and retaining talent for a 21st century economy.
- **Fostering:** Building capacity across organizations, sectors, and jurisdictions for greater impact.



#### ENGAGE

industry, government,  
academia, and civil  
society

- **Connected:** Engaging industry, academia, philanthropy, and community organizations in integrated planning and development.
- **Shaping:** Creating cross-sector opportunities and engines of economic growth.
- **Diversified:** Growing new and existing areas of specialization within the region.



#### UNITE

around joint interests  
and a regional brand

- **Respectful:** Maintaining prospect confidentiality and refraining from solicitations within the region.
- **Together:** Creating one regional brand and marketing jointly to compete globally.
- **Celebrated:** Celebrating growth and development successes across the region.



Subsequent analysis and recommendations focused on three workstreams aligned with the REDS goals and principles:

#### **ALTERNATIVES ANALYSIS WORKSTREAMS ►**

### **ECONOMIC OPPORTUNITY & EQUITABLE DEVELOPMENT**

- Establish equity as a foundational and enduring pillar of REDS
- Consider an economic opportunity mapping function to address the region's East / West divide

### **JOINT ECONOMIC DEVELOPMENT FOCUS AREAS & PROGRAMS**

- Identify joint economic development program and activities
- Prioritize Task Force strategic initiatives that can integrate with REDS

### **COLLABORATION & GOVERNANCE MODELS**

- Analyze potential models for ongoing regional economic development collaboration
- Identify needed actions to define and launch an enduring collaboration model

The next sections provide the contextual framework and actionable recommendations and plans in each area, including a data-driven regional mapping, tracking, and leadership decision-support function to drive equitable regional growth.

The Washington DC region is uniquely positioned for economic prosperity, both nationally and internationally. The Regional Economic Development Strategy provides economic development leaders with the framework and tools necessary to work collaboratively and ensures that we realize our potential and grow together.

– **Keith Sellars**  
President & CEO  
Washington DC  
Economic Partnership



**Greater Washington's racial and socioeconomic divisions are real, and they are regional. It is critical for leaders across business, government, civil society, academia, and philanthropy to come together now to do the hard work of creating a better regional environment for uplifting all of our communities.**

**- Rosie Allen-Herring**  
President & CEO  
United Way of the National  
Capital Area



# **03. ONE PLAN: SO WE ALL CAN THRIVE**

Greater Washington's assets, talent, institutions, and access to the US Federal Government are unmatched. The region is large and growing. It is one of the most diverse regions in the country, a fact that is universally recognized as one of its greatest business, innovation, community, and cultural strengths.<sup>9</sup> Right now, we have the opportunity to work together to further harness these regional competitive advantages and focus directly on delivering equitable economic outcomes to improve the lives of all who live and work in the region. Much critical work has been and is being done by local governments to protect some of our region's most vulnerable populations. For example, most major jurisdictions in the region have recently established offices to eliminate racial disparities, improve equity in planning and development, and strengthen programs to support minority owned businesses. These steps are critical to improve socioeconomic divides but are limited in scope and impact to single jurisdictions.<sup>10</sup> As a region, Greater Washington needs to connect and collaborate across borders and sectors on policy and practices to capitalize upon individual strengths and impact residents on a wider scale.<sup>11</sup> A sustained, regional, and cross-sector effort focused on equitable development is required to address forceful patterns of economic pressure and demographic change that often manifest regionally.

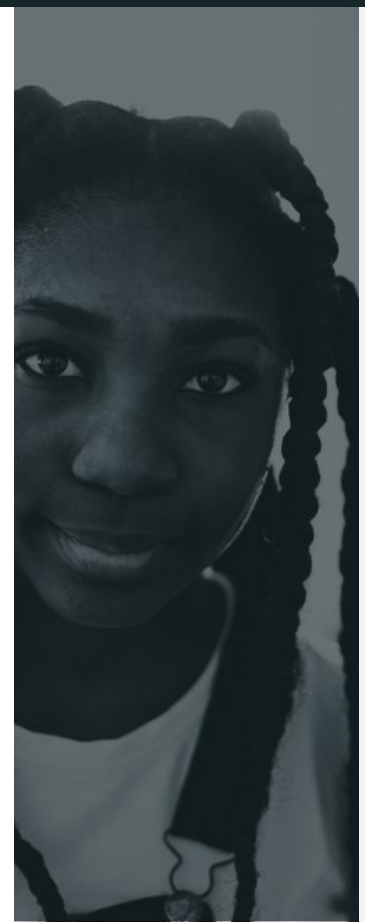
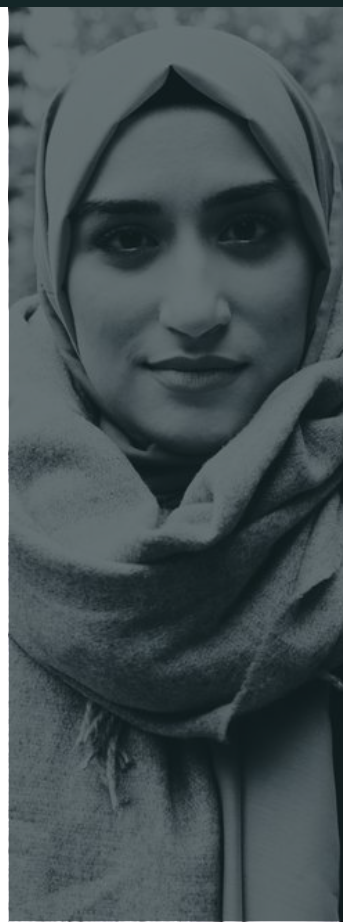
REDS Working Group research highlighted how race and place are highly correlated with economic outcomes in the region and afford unequal advantages and disadvantages to residents, a trend that has been apparent for decades and has only grown. This stark, data-driven view of the region sparked animated discussion at the February and March 2021 Steering Committee meetings, adding momentum to the growing priority to address the region's disparities through collaborative and principled economic development to break systemic patterns and improve outcomes for underserved populations. Steering Committee members noted that understanding how we got to where we are as a high-disparity region is important, and that both federal and private sector decision-making—including on location decisions—over decades are factors. The latest data from The Brookings Institution's Metro Monitor 2021 confirms that economic inequality in the DMV is increasing.<sup>12</sup> Inclusive growth has recently become a more prominent issue in regional conversations although regional divisions have been clear for many years.<sup>13</sup> REDS aims to address the long-term and systemic challenges of economic opportunity and equitable development (defined as making strides on key indicators of socioeconomic inequality in the region such as income, education attainment, and employment) through an institutionalized and sustained effort based on data-driven insights and manifesting through regional programs and targeted planning and assessment decision-support for regional leaders. This section highlights the nature of the DMV's socioeconomic divide as the rallying cry—or “north star”—for a sustaining regional economic development forum and function.

## THE DMV'S EAST-WEST SOCIOECONOMIC DIVIDE

While local jurisdictions and regional agencies have undertaken valuable efforts to protect some of the region's most vulnerable, our long national history of systematic racism and discriminatory policy and development practices has led to unequal prosperity distributed geographically and racially throughout the region.<sup>14</sup> The REDS Working Group conducted research on how access to quality education, employment, and income is unevenly distributed in the DMV, often along east-to-west and racial and ethnic lines.

DC and the wider region have recently undergone some of the most dramatic demographic changes in the country.<sup>15</sup> Between 2000 and 2013, DC had the highest percentage of gentrifying neighborhoods in the country.<sup>16</sup> Gentrification is a powerful force for neighborhood revitalization and economic investment. However, it displaces original residents from the area as housing prices and cost of living increase. From 2000 to 2013, 20,000 Black residents were displaced from low-income neighborhoods, primarily in eastern DC.<sup>17</sup> In 2016, the median household income for Black residents was \$38,000 while it was \$126,000 for white residents. The median net worth of residents reveals deeper inequities, with white households in DC having 81 times the net worth of Black families.<sup>18</sup>

In developing an understanding of inequity and economic opportunity in the DMV, the REDS Working Group leveraged data from [The Opportunity Atlas](#), a mapping and data visualization tool created by a collaboration of researchers at the Census Bureau, Harvard University, and Brown University that analyzes economic mobility—specifically, which neighborhoods in America offer children the best chance to rise out of poverty. The researchers took a sample of 20.5 million Americans born from 1978 to 1983 (94 percent of children born during that time), mapping individuals to the Census tracts they grew up in and measuring parental and child income using federal income tax returns. The Opportunity Atlas visualizes the average outcome (earnings by percentile) for children in each neighborhood in America by demographic subgroup (race, gender, and parental income).



Other studies have also demonstrated that the neighborhood individuals grow up in has a much more significant causal effect on economic mobility than the one they reside in as an adult.<sup>19</sup> The Opportunity Atlas demonstrates the childhood roots of socioeconomic mobility and the causal effect that place, race, and gender have on shaping future social and economic potential.<sup>20</sup> Researchers have shown nationally how place and race are determinative of socioeconomic outcomes and deepen entrenched multi-generational inequalities.<sup>21</sup> While this measure is neither perfect nor all-encompassing and is complicated by some philosophical problems related to the “equality of opportunity” concept, it is statistically robust and longitudinal, tracking individual outcomes over time.<sup>22</sup> Thus, it creates a detailed picture of actual economic prospects for individuals within and across geographies and socioeconomic categories.

According to the Opportunity Atlas, Greater Washington—when viewed as one region—affords children a greater level of economic mobility than most large metros, ranking 10th out of 30 large commuting zones. On average, a child who grew up in the region with parents who were at the 25th income percentile (about \$27,000 of annual household income adjusted to 2014–2015 dollars) can expect to reach the 43rd percentile (about \$34,000) in their early 30s. At the county level, however, the mobility picture varies dramatically. Fairfax County and Montgomery County rank 2nd and 12th, respectively, out of the 150 largest counties in mobility. In Fairfax County, the average child raised at the 25th income percentile eventually reaches the 51st percentile. In contrast, Prince George’s County and DC rank 107th and 142nd in terms of economic mobility, respectively. The map on the next page demonstrates the outcomes of individuals growing up in the 50th income percentile (\$43,000), revealing a clear East–West divide forming roughly along Interstate 95. The western counties generally have upward mobility and the eastern counties downward mobility.<sup>23</sup>

**DMV: CHILDREN'S OUTCOMES IN ADULTHOOD BY CENSUS TRACT**  
**ALL RACES & ETHNICITIES CHILDREN:**  
**HOUSEHOLD INCOME WITH PARENTS IN 50TH PERCENTILE**

**ECONOMIC MOBILITY RANK**  
**OF THE TOP 50 LARGEST REGIONS**

**13th** DMV REGION

**OF THE TOP 150 LARGEST COUNTIES**

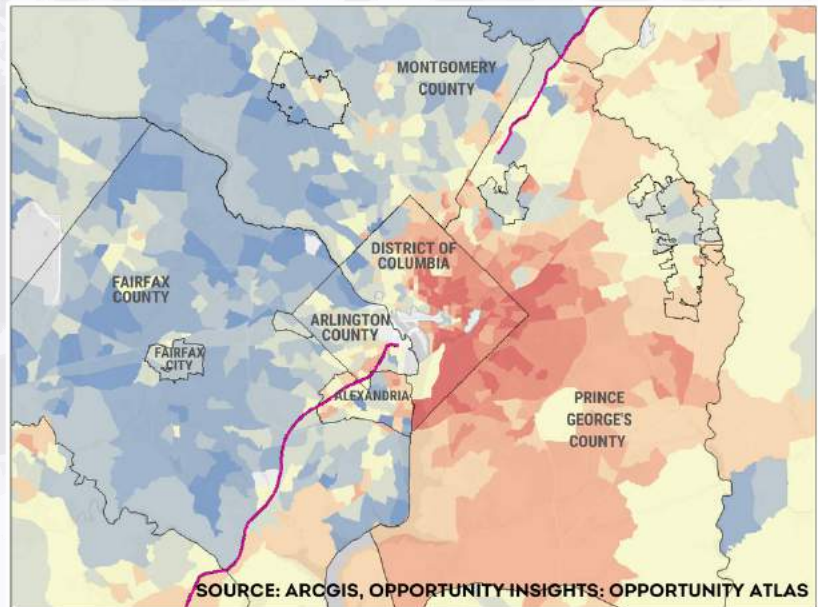
**2nd** FAIRFAX COUNTY

**12th** MONTGOMERY COUNTY

**107th** PRINCE GEORGE'S COUNTY

**142nd** DISTRICT OF COLUMBIA

INFORMATION FROM ARCGIS & OPPORTUNITY INDEX



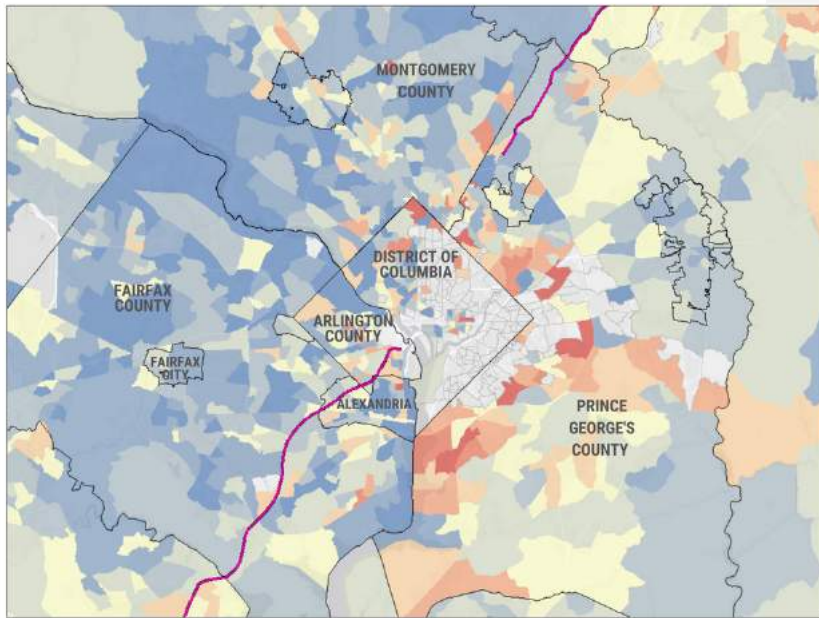
**LEGEND**

**ADULT HOUSEHOLD INCOME PERCENTILE (ALL)**

1% - 39%	47.1% - 50%	56.1% - 59%	Insufficient Data
39.1% - 43%	50.1% - 53%	59.1% - 63%	Interstate 95
43.1% - 47%	53.1% - 56%	63.1% - 85%	

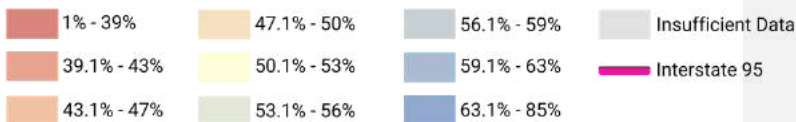
Additionally, the Opportunity Atlas reveals “high-opportunity” tracts that offer upward mobility and affordability to low-income residents and serve as potential use cases for public policy. The region has several high mobility census tracts for Black men, which is promising because fewer than 1 percent of tracts nationwide fall into this category. However, as the map shows, these tracts are all confined to the western portions of the region where fewer Black people live. The “grayed out” areas are places where too few Black residents grew up to generate a statistical estimate. On the following page, the top map shows white (non-Hispanic) residents and the bottom map shows Black residents. This data indicates alarmingly that the DMV’s East–West disparity in economic mobility is primarily evidenced by race. This reflects nationwide trends, wherein people of color—and especially Black men—have much lower rates of economic mobility than whites.<sup>24</sup> Another recent study from the DC Policy Center found that even when District born and raised youth find jobs, they are likely to be low-paying with little opportunity for economic mobility.<sup>25</sup> It should be noted that Prince George’s County is the second largest and most wealthy majority-minority county in the U.S., and was the fastest growing county in Maryland for several years prior to the COVID-19 pandemic.<sup>26</sup>

**DMV: CHILDREN'S OUTCOMES IN ADULTHOOD BY CENSUS TRACT**  
**WHITE CHILDREN: HOUSEHOLD INCOME WITH PARENTS IN 50TH PERCENTILE**



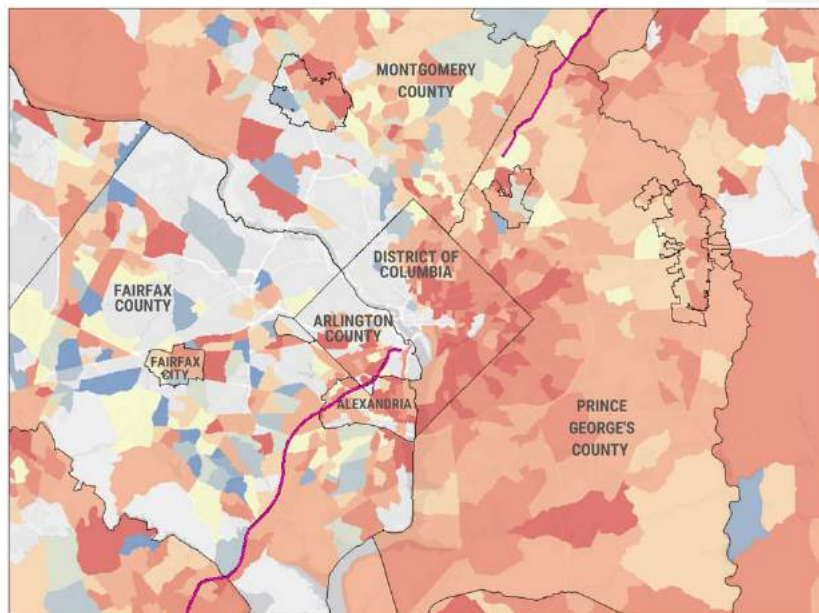
**LEGEND**

**ADULT HOUSEHOLD INCOME PERCENTILE (WHITE)**



SOURCE: ARCGIS, OPPORTUNITY INSIGHTS: OPPORTUNITY ATLAS

**DMV: CHILDREN'S OUTCOMES IN ADULTHOOD BY CENSUS TRACT**  
**BLACK CHILDREN: HOUSEHOLD INCOME WITH PARENTS IN 50TH PERCENTILE**



**LEGEND**

**ADULT HOUSEHOLD INCOME PERCENTILE (BLACK)**



SOURCE: ARCGIS, OPPORTUNITY INSIGHTS: OPPORTUNITY ATLAS

Encouragingly, the DMV ranks first in mobility for Hispanic people among the 30 largest commuting zones, with Hispanics on average ascending from the 25th income percentile as children to the 49th as adults. While tract-level disparities are not as stark for Hispanics as for Blacks, Hispanic people likewise have better mobility outcomes in the western portions of the region (not shown). While this does not mean that anti-Hispanic discrimination does not exist –or that Hispanic mobility rates have caught up with those of whites—it does suggest that there are some bright spots in the region's inclusive development story.

**"Every decision we make as regional economic development and planning leaders should be addressing the socioeconomic divide through an equitable growth lens. We must engage existing residents who are chronically and structurally marginalized first. This region is fortunate to have the resources to resolve our persistent and inexcusable economic disparities, and we will become a more desirable region for growth and investment by letting the outside world know that we take care of our own."**

**- Shyam Kannan**  
 Managing Director of the  
 Office of Planning, WMATA

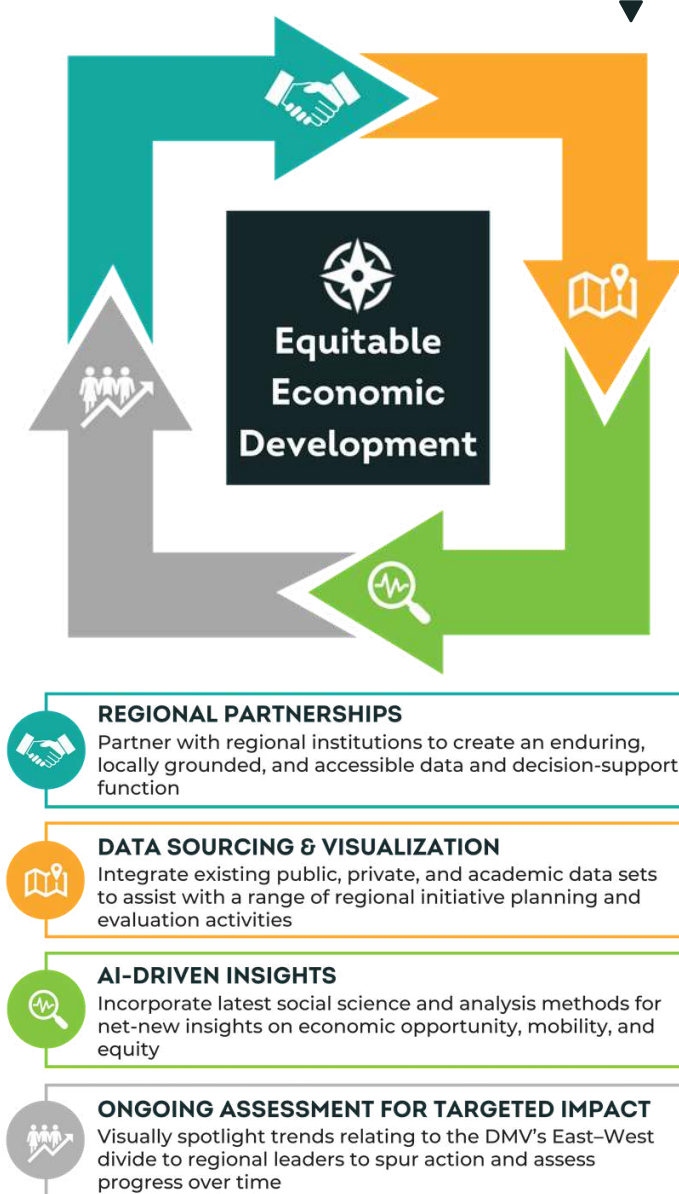
## A UNIFYING THEME

The East–West economic mobility divide outlined above is deep-rooted and requires a coordinated, sustained regional effort over many years. As REDS stakeholders narrow in on joint program areas during REDS 2.0, the collective will be guided by the REDS "north star" of addressing economic opportunity and equitable development to shape a more prosperous "opportunity for all" economy. REDS must establish equity as a prerequisite and design principle in all activities and decisions and not simply an outcome. One important action includes the development of a data-driven mechanism to support decision-making on regional economic development to help plan, track, and assess regional developments and programs.

## DMV ATLAS: ACCELERATING EQUITABLE REGIONAL GROWTH

The data, research, and decisions that impact economic opportunity and equitable development in our region are spread across many institutions and sectors. Efforts to understand these complex, ever-changing dynamics and make the best decisions to direct investment, form partnerships, and launch programming to move the needle on inclusion and equity continue to confound government, industry, academia, philanthropy, and community leaders alike just as the urgency to do so is increasing. This section outlines the concept and planned next steps for a data-driven DMV Atlas and decision-support function to aggregate, map, and analyze data from important regional stakeholders to unearth new insights for improved cross-sector planning, partnerships, investment, and programming. The effort will promote more sharing of plans and access to information regionally across silos to identify opportunities to increase collaborative programs that can both expand growth and foster equitable outcomes. The goal is to enable organizations to make better informed internal decisions and drive decisions and actions that are grounded in a nuanced regional context and move the needle in addressing economic opportunity and equitable development.

### DMV ATLAS APPROACH



While robust data and mapping functions exist for some jurisdictions, the regional picture remains largely out of focus or spotty, impairing the comprehensive ability to make better planning and investment decisions regionally. The challenges of economic opportunity and equitable development transcend political boundaries and agency missions. By combining and analyzing regional cross-sector data sets in new ways, the DMV Atlas will open doors to new collaborations, more efficient operations, and innovative programs across sectors and industries to address regional inequities. The DMV Atlas will map assets, plans, developments, and programs alongside metrics of community and individual well-being, assessing distribution and access to resources for residents across the region. The effort will help inform the planning, implementation, and assessment of REDS activities and other regional initiatives over time. Developing an enduring function to enable longitudinal people- and place-based analyses will unlock more impactful insights, culminating in publishing of a periodic "state of the region" index on economic mobility and equitable development. An accompanying program will raise awareness of these insights and seek to impact decision-making among regional leaders.

The systems that make up Greater Washington's urban continuum are interconnected in fundamental ways. For example, the water system is a fundamental component of our health, energy, and transportation systems. These interconnections are only fully realized when we begin to analyze the available data. Portland (OR), Seattle, San Francisco, Minneapolis–Saint Paul, and Charlotte are examples of metropolitan areas that pool and map data to draw insights into economic inequities on a regional scale. Greater Washington has a wealth of data whose value can be of immense public good but is largely untapped today.

See Appendix D for more information on the DMV Atlas, including four potential use cases demonstrating how using regional data sets in new ways can improve analysis and drive better decision making about equitable development. See a [story map](#) of the envisioned DMV Atlas developed by REDS Working Group members Benjamin Kraft (Montgomery County Planning Department) and Kieran Collinson (Fairfax County Economic Development Authority).

#### DMV ATLAS INSIGHTS & BENEFITS



##### STRATEGIC

Informing long-term regional goal-setting and tracking progress on reducing Greater Washington's socioeconomic divide over time



##### INFORMATIONAL

Providing the public with free user-friendly access to help raise awareness, educate, and spark thinking on innovative solutions to complex regional issues



##### TACTICAL

Aiding the planning, delivery, and assessment of region-scale initiatives and programs to improve how short-term actions impact long-term goals



##### OPERATIONAL

Serving as a cross-sector, open-source regional database and platform to inform key regional stakeholders on operational decision-making

## PLANNED NEXT STEPS

During REDS 2.0, Connected DMV will lead a regional collaborative effort to proactively address the East-West socioeconomic divide and inform REDS joint programs and other regional efforts. Next steps for accelerating equitable regional growth during REDS 2.0:

### **Plan, design, and build the first release of a collaborative, data-driven DMV Atlas with pilot use cases synthesizing cross-sector data sets to unearth new equitable growth opportunities and improve regional planning, investment, and programming**

- Establish priority use cases to demonstrate utility and impact
- Convene stakeholders to build the case for regional and cross-sector collaboration on data collection, mapping, metrics, and priority opportunities to drive equitable outcomes
- Develop agreements and methods for data collection, aggregation, and maintenance; collect and collate regional assets to be mapped as a baseline; and establish a public-facing dashboard to drive new insights
- Design equity-by-design feedback loops at key stages of planning and evaluation of regional projects and initiatives, including a program to provide insights to decision-makers in the public and private sectors at strategic moments during periodic governance, planning, and budgeting cycles
- Further develop the story map to socialize the need for an enduring regional atlas, and to present progress of initiatives

### **Launch a regional leadership workstream focused on closing the region's East-West divide along ten equity impact areas, and informing DMV Atlas development as well as other REDS joint programs**

- Hold a "Theory of Change" (or a similar methodology) workshop series to ground REDS efforts in sound social science, focusing on identifying desired outcomes and working backward to identify necessary preconditions and inputs.<sup>27</sup>
- Hold regional leadership discussions on how regional economic development and planning functions can collaborate with each other to address equitable regional growth
- Develop quantifiable and trackable targets for the region in equitable development and growth

Connected DMV is adapting its Solution Groups structure to form several teams focused on addressing specific societal infrastructure and equity impact areas that have large-scale impact on the underserved when not met.

#### Economic Engagement & Opportunity



Technology & Connectivity



Finance



Workforce

#### Safety & Social Enablement



Education



Public Safety



Transportation

#### Physiological & Basic Needs



Food & Water



Energy



Healthcare



Housing

#### ◀ EQUITY IMPACT AREAS

These teams of regional volunteer SMEs will provide technical and strategic depth in these areas to inform REDS efforts to accelerate equitable regional growth.

## **JOINT ECONOMIC DEVELOPMENT PROGRAMS & STRATEGIC INITIATIVES**

After studying efforts in other regions and in Greater Washington's history, the REDS Working Group and Steering Committee identified initial focus areas with great potential for multi-sector, multi-jurisdiction benefits. This section provides a contextual framework and recommendations for joint regional programs in (1) regional branding and marketing and (2) developing a regional talent pipeline with an emphasis on broadly beneficial outcomes that are not achievable—or would be extremely difficult to achieve—if pursued on a sector-specific or local jurisdiction basis. These recommended programs are designed to serve as early trials and proof points for how collaboration across regional economic development functions can succeed. The enduring REDS function will continue to identify and deliver joint initiatives and programs over time. Funding and delivery mechanisms for these proposed economic development functions will be addressed during REDS 2.0.

### **Regional Branding and Marketing**

Through research, interviews, and discussions, one area of consensus emerged around the prospect that Greater Washington can notch a clear win through better regional branding and marketing. Coordinated external-facing marketing as well as attracting large industry events to the region emerged as an area of common interest and represent low-hanging fruit. Stakeholders agreed that historically, our region has not effectively spotlighted the wealth of business, cultural, and talent assets and institutions across the area even though business and entertainment are inherently regional in nature.<sup>28</sup> Therefore, a regional branding and marketing vision and plan would benefit all jurisdictions and is an important gap to fill.<sup>29</sup>

Celebrating the region's cross-sector array of strengths—diverse communities, industry clusters, colleges and universities, policy leadership, research labs, museums and entertainment venues, park systems—is critical to solidify Greater Washington as a top destination for business relocation/expansion, future workforce talent, tourism, and national and global events. The visioning process to develop a regional brand and marketing strategy would help build trust and present a unified vision and narrative around the region's unique strengths.

The REDS Steering Committee believes this is an important foundational step to help initiate and attract net-new opportunities for government, industry, academia, philanthropy, and community organizations. This process will also enable REDS stakeholders to consider how to leverage what we already have in our own backyard to build the inclusive economy of the future. Such a program should emphasize shared regional priorities such as inclusive growth, capacity building for communities of color, technological transformation, arts and entertainment, and talent development.

Recommendations for regional branding and marketing joint actions during REDS 2.0:

**Host visioning sessions to include full cross-sector representation to define a joint regional branding and marketing program**

- Bring together government, industry, academia, and community stakeholders to collaborate on creating a regional identity and marketing plan and funding / delivery model
- Consider development of a regional asset map and portal to align on existing regional economy strengths and future growth areas

**Organize the first joint regional outreach delegation to attend a national or global tradeshow**

- Form a task force including DC's Office of the Deputy Mayor for Planning and Economic Development, the NOVA EDA, and MDNCREDA to organize a joint economic development organization (EDO) delegation to a high-profile national or international tradeshow or other business development event such as SelectUSA
- Align under a united regional umbrella while still promoting and showcasing local assets and opportunities

**Launch planning of a major, local, net-new event focused on a regional industry cluster growth area**

- Form an organizing committee to consider initiating a major conference or summit focused on an innovation area with significant economic growth potential in Greater Washington<sup>30</sup>
- Position the event to stimulate increased collaboration and harness the region's great intellectual capital across sectors and jurisdictional boundaries with an emphasis on social impact and economic opportunity in underserved communities.<sup>31</sup>



## A Regional Talent Pipeline


Greater Washington is home to more than 18 accredited colleges and universities representing over 400,000 enrolled students, along with several major higher education institutions based elsewhere but with large footprints in the region. It is one of the most highly educated large metropolitan areas in the country, with over half of the region's population holding a bachelor's degree or higher compared to 30 percent nationally, placing the DMV ahead of San Jose, Boston, and Seattle.<sup>32</sup> However, much more must be done to address the hiring shortages organizations face to enable a more equitable regional talent pipeline.

According to DC-based IT industry grade group CompTIA, in April 2021, Greater Washington ranked second among US metropolitan areas in technology job postings with more than 16,812 jobs available at organizations in the region. At the same time, regional organizations are facing a lack of local talent to fill them. There are sub-regional economic development initiatives that attempt to fill this labor market gap. For example, in May 2020 the NOVA EDA released an [online jobs and skills opportunity](#) board. The site has averaged 40,000 hits a month so far in 2021 and consistently hosts around 100,000 active listings, organized by sector, with interactive elements to raise job seeker awareness of local industry clusters and employers, as well as links to job fairs and other events and resources. But more must be done across sectors and jurisdictional boundaries to address existing gaps. Imagine if there were a resource like this to enable a better integrated regional labor market, one that could—for example—connect job seekers in Northern Virginia with opportunities at biotechnology firms in suburban Maryland, or job seekers in Maryland with opportunities in Data Center Alley in Northern Virginia.

The long-term economic success of Greater Washington is deeply intertwined with inclusive talent development and closing gaps in educational equity. Job losses during COVID-19 disproportionately impacted women, minority groups, and people of color.<sup>33</sup> The region now has the responsibility to skill and upskill residents who have been displaced by COVID-19 and/or who have historically been underrepresented in high-growth technology fields. Emerging deep technology areas with great regional industry cluster growth promise such as quantum and advanced manufacturing will provide a whole range of new technical, business, and administrative job opportunities. The region must develop a sustainable talent and careers pipeline for all of our communities to benefit. The Urban Institute estimates improving education equity in the region has the potential to bring 194,000 more Hispanic, 161,000 more Black, and 29,000 more Asian or Pacific Islander residents into the labor pool with a college education.<sup>34</sup> The region's focus must not only be on short-term job needs that have the potential to replicate our underserved communities being pipelined into positions that have limited capacity for growth or are predominantly positions projected to become obsolete due to technology innovation.

Structural shifts in the labor market now mean that human capital is the fundamental driver of regional economies. Leaders across the region in government, industry, academia, philanthropy, and community organizations need to partner together and align their core capabilities in service of systemic, non-duplicative talent development solutions that are accessible, affordable, flexible, and scaled across the region. Employers will need to shift their focus from just-in-time hiring strategies to becoming builders of talent in partnership with academia, community, and government. Academia will need to incorporate into their curricula a life-long learning model that provides for short bursts of learning focused on industry approved skills development that stack up to viable credentials and degrees, in addition to cultivating multidisciplinary critical thinking and communication skills. State and federal policymakers will need to retool funding strategies to help the most vulnerable access the training and skills needed to secure viable jobs and sustainable career pathways.

For our economy to help the most vulnerable populations thrive in both the short term and long term, we must join together to develop onramps to skills development. Opportunities for coordinated development of talent pipelines abound, particularly in emerging technology and industry sectors such as quantum information sciences and engineering and other areas of regional cluster growth. In addition, to mitigate the regional workforce gap within the technology sector, the region must pull together to develop a multi-pronged regional approach that proactively provides solutions and strategies for displaced workers, the unemployed, those entering the workplace, and those at risk of becoming unemployed. By collectively focusing on talent development, the region can begin to rebuild by addressing the most pressing talent needs and unequal economic opportunity of residents and encouraging new business development. Now is the time to consider coordinated funding opportunities, with the Biden Administration focused on regional talent development, innovation, jobs, and equity.



**“Metropolitan Washington is the world's greatest college town, research park, and showcase for human intellectual and cultural excellence. In many ways the region leads the world in scientific research, education, culture, and the arts in addition to power and policy. The region is intertwined with, and inseparable from, its educational and research institutions, museums, and international presence. We don't acknowledge this boldly enough as a community.”**

**- Andrew Flagel**  
President and CEO  
Consortium of Universities  
of the Washington  
Metropolitan Area

Joint regional talent development actions to be explored further during REDS 2.0:

**Initiate development of a regional career opportunities platform with available upskilling/reskilling resources, internships, apprenticeships, and jobs**

- Form a focus group to develop the approach and needed partnerships, data collection and aggregation, and funding / operating models
- Explore opportunities to extend existing sub-regional job boards and infrastructure available at regional education institutions, and promote existing education / training programs
- Align and coordinate educational pathways and career choice functions across organizations that span from K12 to lifelong learning

**Establish a forum to develop coordinated regional actions to secure federal, state, and philanthropic funds, resources, and programs related to talent and workforce development**

- Engage with key stakeholders (including economic development organizations and alliances, academia, industry, philanthropy, and community organizations) to track opportunities and explore coordinated requests, particularly related to expanding access to talent development resources for communities in need
- Develop coordinated prioritization of regional high-demand skill areas (with industry) and related talent pipeline developments (with academia), aligning with relevant regional initiatives and technology / industry growth areas



**As a region, we must build a talent and workforce pipeline that is interconnected and multi-level, one that provides more equitable economic opportunity. It is critical that we work together to attract a more diverse, future-focused talent pool. Collectively, we can address talent development from a supply and demand side, delivering an inclusive labor market that complements the needs of emerging industries in the region such as Healthcare, IT, Cybersecurity, and Quantum.**

**- Dr. Anne Kress**  
President  
Northern Virginia  
Community College



## Alignment with Strategic Regional Initiatives

We now know that regional innovation doesn't happen in a vacuum but requires a robust cross-sector ecosystem that is a critical intersection of available talent, funding, buyers, and business models. This ecosystem needs to be built intentionally over time and must be durable to changing needs, technologies, and processes. Further, to make innovation inclusive, we must advance this traditional model with a focus on community needs and strengths to build a support system for technology innovation that benefits our whole region. REDS will serve as a venue to deepen coordination around strategic initiatives of regional economic development significance launched by the Task Force. These initiatives connect the regional ecosystem of institutions, assets, intellectual capital, talent, and funding in new ways to drive development and innovation in industries of high-growth potential for the metropolitan area. Several Task Force initiatives are currently underway to help shape large-scale, net-new regional growth opportunities through structured public-private-academia-community collaboration, emblematic of the REDS collaboration framework:

- [Global Pandemic Prevention and Biodefense Center](#): A moon-shot partnership between the public and private sectors, academia, and nonprofits to ensure a global pandemic never happens again. The \$2.5 billion flagship lead initiative of the Center will be AHEAD100, which aims to develop monoclonal antibodies to treat the world's top 100 pathogens across 25 pathogen families most likely to cause pandemics.
- [Potomac Quantum Innovation Center \(PQIC\)](#): A cross-sector collaboration to form an integrated and inclusive quantum innovation ecosystem to prepare our region for leadership in the quantum era. PQIC is creating an informed loop between industry needs and applied research to accelerate skill development and applications across domains with regional strengths such as life sciences, energy, transportation, and national security.
- [National Capital Hydrogen Center](#): An interdisciplinary effort to design a comprehensive region-wide Hydrogen ecosystem, launch a large-scale demonstration project to promote the efficacy and benefits of Hydrogen, and develop the strategy to integrate Hydrogen throughout the region's economy.

Moving forward, the REDS initiative will help ideate, prioritize, and advance prospective strategic initiatives of regional economic development significance for consideration by the DMV Regional Congress.



**CLICK TO  
LEARN MORE  
ABOUT THE  
INITIATIVES**

**The Regional Economic Development Strategy initiative is about finding what we can do together as a region that we can't do alone, showing the world that we are ready for the next iteration of how we're going to live, work, and thrive. Regional interconnectivity will be even more important going forward.**

**- Bob Buchanan**  
President  
The 2030 Group

A photograph of a young man with dark hair, smiling and standing with his arms crossed. The image is overlaid with a teal color filter. The text '04. ONE RESULT: THE PATH FORWARD' is written in white, bold, sans-serif font across the lower half of the image.

# 04. ONE RESULT: THE PATH FORWARD

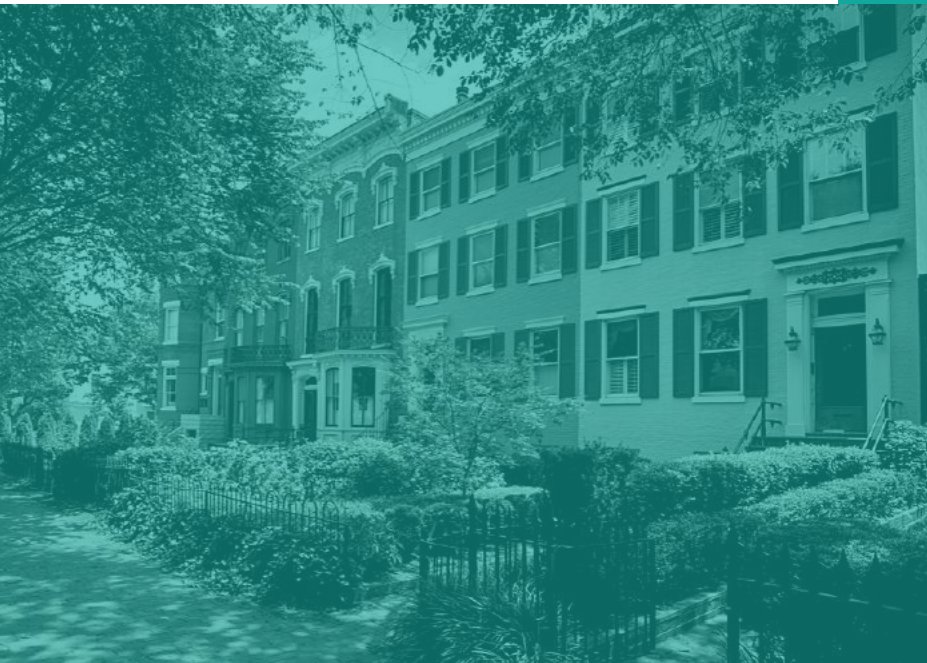
**We must build a broader pipeline and network for investing that is reflective of the diversity of our region. Venture capital and other forms of private investment must be at the table to contribute to equitable economic development in our region.**

**- Phil Bronner**  
General Partner & Co-Founder  
Ardent Ventures

Maximizing our region's economic growth potential in a responsible manner requires a collective and sustained regional effort. At the same time, successful regional economic development collaboration is an evolutionary process and often path-dependent, requiring clarity of purpose and value along the way. Careful consideration and phased implementation of governance and operations are critical for achieving an enduring model. See Appendix E for more information on several economic development collaboration precedents in Greater Washington that will inform REDS governance moving forward. This section outlines a staged roadmap culminating in an operational regional collaboration function.

## THE REDS ROADMAP

The REDS Roadmap first emphasizes laying the foundations of trust through dialogue, and then proceeding to structuring a long-term cooperative mechanism for driving net-new economic development through joint programs that expand opportunity for all and address equitable growth. By design, REDS is a flexible and evolving process centered around cooperative pursuit of joint interests. A successful and lasting collaboration requires consensus on the basics of the blueprint elements outlined in this report and formalizing governance and operations.



**"As the official destination marketing organization for Washington, DC, we focus on economic development through business and leisure travel. Working with regional partners to market Greater Washington and plan events that attract national and international attention makes economic sense and can move the needle for our region in the long term."**

**- Elliott L. Ferguson, II**  
President and CEO  
Destination DC



REDS 1.0 mobilized regional stakeholders, laid the groundwork for collaboration, and produced a blueprint for enduring collaboration. Connected DMV served as facilitator and operator of REDS during this phase.

REDS 2.0 will continue to refine the blueprint elements with emphasis on regional leadership engagement, key stakeholder alignment, and clarification of governance and operations models for the enduring function. Care will be taken to align with regional economic development and planning networks<sup>35</sup> and engage further with local philanthropists, regional industry and organizations, as well as the arts and culture sector, expanding the Steering Committee and Working Group as appropriate. Continued relationship and trust building among REDS stakeholders (such as through the initiation of joint programs) will be crucial to solidifying the governance model, keeping the staged and organic approach of the NOVA EDA and MDNCREDA in mind. More work is needed to arrive at a consensus on the exact nature of joint participation (including in REDS programs and initiatives) and to secure the necessary funding and in-kind commitments. REDS 2.0 will conclude upon clarification of the governance and operations of an ongoing collaboration function, such as through execution of a joint agreement or MOU. Ongoing operations are expected to commence in 2022, with a three-year cycle for refreshing the detailed strategy. Connected DMV will serve as facilitator and operator of REDS during this phase.

REDS 3.0 will consist of sustained regional operations. The original Task Force recommendation envisioned that the Greater Washington Board of Trade (given its responsibilities with CEDO) and the Metropolitan Washington Council of Governments (given its responsibilities with local jurisdictions and regional planning) will serve as ongoing hosts of REDS. Ongoing REDS governance and operations roles are to be determined during REDS 2.0.



# 05. ONE STRONGER DMV: A CALL TO ACTION

**As a long-standing anchor institution in the region, Pepco applauds the development of a regional forum for economic development collaboration that enables dialogue across sectors to shape data-driven inclusive growth opportunities for the communities we serve.**

**- Felecia Greer**

Vice President, Large Customer Strategic  
Solutions & Customer Advocate  
Pepco



## THE TIME IS RIGHT TO ACT

This past year, COVID-19 dealt a crippling blow to Greater Washington, driving an economic downturn that exposed and worsened longstanding socioeconomic inequities, particularly among people of color and those living in the east of the region. However, this time of crisis allowed for pause and reflection, whereby the interconnected needs and opportunities for the region became evident. Groups of leaders across many functions in the region came together, spurred on by a renewed need and case for regional dialogue and solutions to address rising challenges. As we move out of the pandemic, we stand at an inflection point where we must capitalize upon the collective economic strength of the region to address shared challenges. By collaborating intentionally on economic development, regional leaders can better shape a future-focused and equitable economy for all in Greater Washington.

The REDS approach aligns well with the Biden Administration's emphasis on revitalizing infrastructure with a focus on equity, innovation, and regional ecosystems. The private sector is also increasingly focused on driving social and environmental wellbeing and delivering community stewardship as a core business priority. REDS, as an enduring network-based—not project-based—collaborative, aims to increase the effectiveness of government, corporate CSR / ESG, and philanthropic funds and facilitate better decision-making on regional planning, investment, partnering, and programming. Organizations can do more for their communities and constituents with the same level of funds and resources by tapping into a standing cross-sector regional support system focused on net-new growth, economic opportunity, and equitable development.

## ACTIVATING THE BLUEPRINT: REDS 2.0

### THE REDS BLUEPRINT FOR ENDURING ECONOMIC DEVELOPMENT COLLABORATION



# REDS BLUEPRINT FOR ENDURING ECONOMIC DEVELOPMENT COLLABORATION



## VISION & MISSION

## GOALS & PRINCIPLES

## CROSS-SECTOR ALIGNMENT

Develop coordination with regional economic development and planning entities

Deepen engagement with regional stakeholders and update Steering Committee participation

## OUTCOMES & PROGRESS

Plan, design & build the first release of a collaborative, data-driven DMV Atlas with pilot use cases synthesizing cross-sector data sets to unearth new equitable growth opportunities and improve regional planning, investment & programming

Launch a regional leadership workstream focused on closing the region's East-West divide along 10 equity impact areas, and informing DMV Atlas development as well as other REDS joint programs

## JOINT PROGRAMS

### Regional Branding and Marketing:

- Host visioning sessions to include full cross-sector representation to define a joint regional branding and marketing program
- Organize the first joint regional outreach delegation to attend a national or global tradeshow
- Plan the development of a major, local, net-new event focused on a regional industry cluster growth area

### A Regional Talent Pipeline:

- Initiate development of a regional career opportunities platform with available upskilling/reskilling resources, internships, apprenticeships, and jobs
- Establish a forum to develop coordinated regional actions to secure federal, state, and philanthropic funds, resources, and programs related to talent and workforce development

Continue to Support and Advance Regional Strategic Initiatives

## GOVERNANCE & OPERATIONS

Refine blueprint elements and gain regional leadership buy-in for enduring collaboration

Gain consensus on joint governance, funding, and operations models; execute joint agreement

## CONNECTED DMV

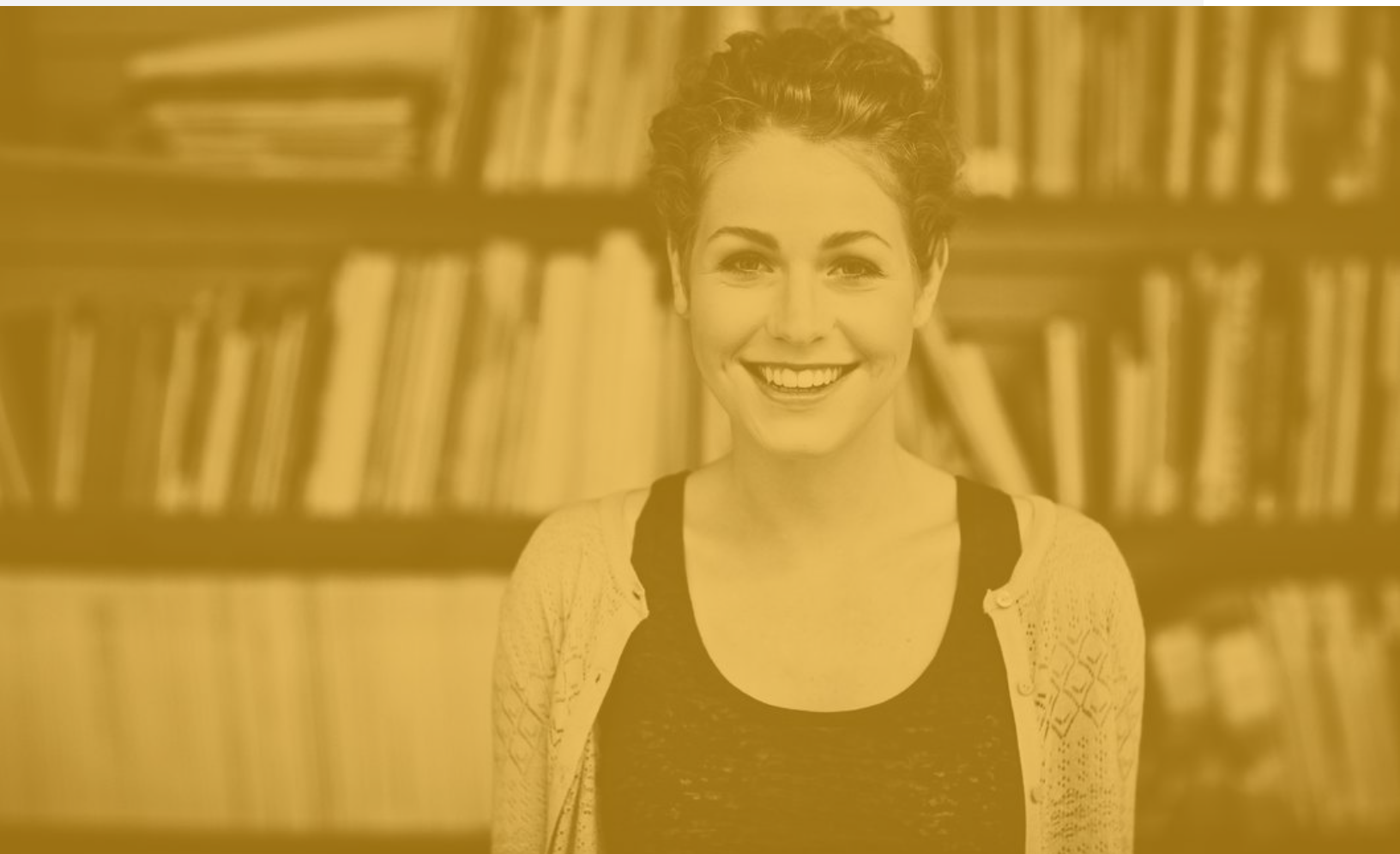
### REGIONAL ECONOMIC DEVELOPMENT STRATEGY 1.0

Series:	Scales	No.
Item Number:		
Product Name:		

## CALL TO ACTION

Rather than resuming the status quo of siloed economic development activities as in-person life returns, REDS has created a blueprint that will enable Greater Washington to seize the moment and unite around a cooperative mechanism to align on common goals and aspirations. We are creating an enduring framework to drive net-new economic development through joint action that expands opportunity and addresses equitable growth. Only by working together across the region—government, industry, academia, philanthropy, and community organizations—can we maximize strategic growth opportunities, effectively market ourselves to the world, and prepare all communities for prosperity in the face of ever-present technology transformation and industry disruption.

Come join the action! To get involved in shaping a prosperous and responsible economic future for the DMV, [visit the REDS webpage](#) and send us a message!



ONE REGION.  
ONE TEAM.  
ONE PLAN.  
ONE RESULT.  
**ONE STRONGER DMV.**

A close-up portrait of an elderly woman with a green tint overlay. The image shows her face from the nose up, with her eyes looking slightly to the side. The background is blurred.

# APPENDICES

## **APPENDIX A:**

### **REDS 1.0 WORKING GROUP MEMBERS**

#### **CONNECTED DMV**

GEORGE THOMAS (INITIATIVE CO-LEAD)

GEOFFREY KING

ELLE JAMES

#### **FAIRFAX COUNTY ECONOMIC DEVELOPMENT AUTHORITY**

ALEX IAMS (INITIATIVE CO-LEAD)

KIERAN COLLINSON

SPENCER WOOD

JATINDER KAUR KHOSLA

#### **DC DMPED**

TATIANA TORRES

#### **MONTGOMERY COUNTY ECONOMIC DEVELOPMENT CORPORATION**

BRANDON BEDFORD

SARAH MILLER

#### **ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP**

RYAN TOUHILL

#### **DC OFFICE OF PLANNING**

SAKINA KHAN

EMILY JOHNSON

#### **MONTGOMERY COUNTY PLANNING DEPARTMENT**

TANYA STERN

BENJAMIN KRAFT

#### **GREATER WASHINGTON BOARD OF TRADE**

ASHLEY DESING

#### **METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS**

PAUL DESJARDIN

#### **WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

SHYAM KANNAN

SETH GARLAND

#### **THE BROOKINGS INSTITUTION**

JOSEPH PARILLA

#### **STEPHEN S. FULLER INSTITUTE, GEORGE MASON UNIVERSITY**

JEANNETTE CHAPMAN

#### **BOOZ ALLEN HAMILTON**

DANIEL KOCEN

ALEX CARRE

#### **DESTINATION DC**

TARA MILLER

## APPENDIX B:

### REDS 1.0 RESEARCH AND DISCOVERY WORKSTREAMS

WORKSTREAM	SCOPE	FOCUS AREA/ OUTPUT	WORKING GROUP LEAD
<b>Models for Regional Collaboration</b>	Analyzed collaboration models from U.S. and international metro regions that cross jurisdiction boundaries and engage a variety of stakeholders, with focus on the keys to successful cooperation and governance models.	<ul style="list-style-type: none"> <li>Regional case studies including Denver, Kansas City, Columbus, Minneapolis – St. Paul, Charlotte, Envision Utah, Copenhagen &amp; Skåne, Sweden</li> <li>Outlined successful governance models</li> </ul>	<p>Ryan Touhill, Alexandria Economic Development Partnership</p> <p>Benjamin Kraft, Montgomery County Planning Department</p>
<b>Working Together on Regional Initiatives</b>	Studied successful regional economic development initiatives elsewhere with a focus on equitable and inclusive growth strategies. Focus on initiatives that offer lessons or be adapted to the DMV.	<ul style="list-style-type: none"> <li>Talent development</li> <li>Inclusive innovation &amp; economic development</li> <li>Regional innovation hubs</li> <li>University partnerships</li> <li>Tradeshows &amp; branding</li> </ul>	Shyam Kannan, WMATA
<b>DMV Community Leader Outreach</b>	Conducted 10 one-hour interviews with regional economic development, academia, non-profit and former political leaders, drawing from (but not limited to) members of the Steering Committee.	<ul style="list-style-type: none"> <li>Gained perspectives on historical efforts and current challenges and opportunities for regional economic development collaboration</li> </ul>	Jeannette Chapman, Stephen S. Fuller Institute, George Mason University
<b>Regional Economic Competitiveness Assessment</b>	Reviewed existing regional studies. Conducted a refreshed economic competitiveness assessment to identify key growth sectors, submarket strengths, and principal advantages of the DMV.	<ul style="list-style-type: none"> <li>Sectoral competitiveness</li> <li>Talent development challenges &amp; opportunities</li> <li>Economic development opportunities</li> </ul>	Alex Iams, Fairfax County Economic Development Authority
<b>Regional Precedents &amp; Current Capacities Analysis</b>	Studied former and ongoing regional economic development collaboration efforts. Conducted a stakeholder mapping and assessment for opportunities to join efforts under a common purpose.	<ul style="list-style-type: none"> <li>Primary document research and interviews with Greater Washington Board of Trade staff</li> <li>Regional collaboration profiles: CEDO, NOVA EDA, MDNCREDA, MetroNow, Region Forward Coalition</li> </ul>	Paul DesJardin, MWCOG

## **APPENDIX C:**

### **REDS 1.0 ACKNOWLEDGEMENTS**

This report would not be possible without the many contributions of Working Group and Steering Committee members and others dedicated to forging a collaborative path ahead for long-term equitable development in Greater Washington. Special thanks are in order for a few individuals who provided significant time, effort, and intellectual capital during REDS 1.0:

**Geoffrey King**

**Connected DMV**

REDS 1.0 Report key author and editor

**Kieran Collinson**

**Fairfax County Economic Development Authority**

REDS 1.0 operations, report delivery, and DMV Atlas story map development

**Jeannette Chapman**

**Stephen S. Fuller Institute, George Mason University**

Regional leaders interviews

**Shyam Kannan**

**WMATA**

REDS 1.0 strategic direction

**Benjamin Kraft**

**Montgomery County Planning Department**

DMV Atlas strategy and story map development

**Tara Miller**

**Destination DC**

Regional branding and marketing

**Lisa Sanders and Ashley Desing**

**Greater Washington Board of Trade**

Historical information and insights on the Board of Trade's role in leading regional economic development collaboration, including the Area Business Development Officials Committee, Greater Washington Initiative, and the Council of Economic Development Officials

**Joseph Parilla**

**The Brookings Institution**

US metropolitan area data sets

**Sabrina Tadele**

**Capital Area Food Bank**

REDS 1.0 report review

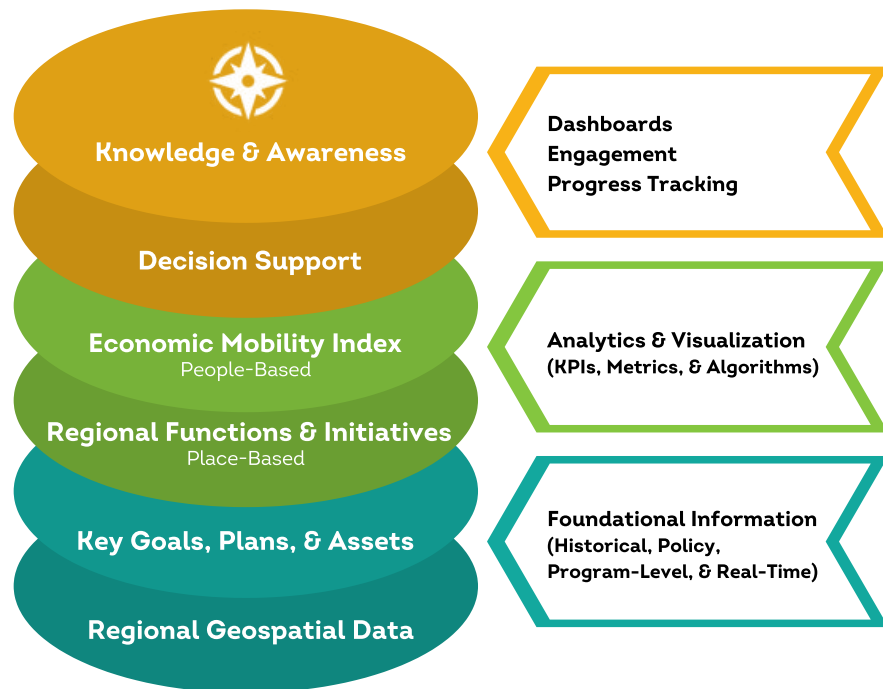
**Sarah Dohl and Bailey Walhood**

**Connected DMV**

REDS 1.0 report format and production

## APPENDIX D: DMV ATLAS

### DMV ATLAS CAPABILITY LAYERS



### DMV ATLAS KEY CHARACTERISTICS

#### CROSS-SECTOR:

Multiple Public, Private, Academia & Non-Profit Data Sets

#### EQUITY-FOCUSED:

Analyzing with a lens for equitable development

#### ACTION-ORIENTED:

Planning, Programs, Investing & Assessment

#### AI-ENABLED:

Discovering new insights through advanced analytics

## POTENTIAL DMV ATLAS USE CASES

### FOOD SECURITY



Addressing regional food insecurity is a complex challenge. Fragmented networks of government agencies and nonprofits provide food relief services to support distressed communities via multiple, sometimes overlapping programs. While some network actors have been able to aggregate data on a portion of the services meeting the region's needs, a comprehensive picture of regional efforts remains out of reach. By overlaying data from various regional food relief participants into the DMV Atlas, we can enable deeper insights on food insecurity across the region while also expanding the conversation to address opportunities across multiple dimensions of equity and access (such as to skills and workforce development, digital connectivity, transportation, and health and wellness).

### 311 OPTIMIZATION



The services rendered under non-emergency communications (311) are diverse and non-equitable. Local jurisdictions deliver 311 services, but there is significant variation on how they are delivered, and what is delivered. For example, there are only 5 dedicated 311 operations across the 24 jurisdictions in the DMV. Even when services are available to marginalized communities, often these residents' awareness of or ability to engage these services is limited. By incorporating a regional view, we can find ways to optimize services across the region, align and normalize services rendered, and close the equity gap in the services being delivered.

### ENVIRONMENTAL QUALITY



The health and wellbeing of our neighborhoods are the result of systemic decisions that have accumulated over centuries of fragmented development. The neighborhood where a resident lives is the most prominent indicator of health and wellbeing, with race mapping to disproportionate pollution, unequal protection and vulnerability. By integrating environmental data, both macro and at the street level, into operational and investment decision making, we can remove the silos of planning, construction, operations, and maintenance to deliver better outcomes for our communities.

### LAND USE & DEVELOPMENT



Land use patterns, zoning regulations, and plans for upcoming developments are jurisdictionally self-contained even though the impacts of individual development projects extend beyond municipal boundaries. While ambitious and a longer-term prospect, building out this regional use case could help leaders understand the regional implications of existing development patterns and how future development can be guided to create a more geographically equitable region. For example, affordable housing could be more equitably distributed throughout the region by taking a strategic regional approach rather than a local one.

## **APPENDIX E:**

### **GREATER WASHINGTON ECONOMIC DEVELOPMENT COLLABORATION PRECEDENTS**

The REDS Working Group conducted research and interviews on what has worked for other regions (covered above), as well as precedents to build upon. A few experiences in Greater Washington inform the REDS governance approach and roadmap.

#### **Northern Virginia Economic Development Alliance (NOVA EDA):**

In September 2019, ten Northern Virginia jurisdictions joined together for the first time under a Memorandum of Understanding outlining the structure and charter of the NOVA EDA as a regional marketing organization, including its purpose, meeting cadence, and organizational responsibilities.<sup>36</sup>

#### **Maryland National Capital Region Economic Development Alliance (MDNCREDA):**

In April 2020, economic development officials in six Maryland counties came together to sign a Joint Statement on Regional Collaboration in Economic Development as an agreement to explore joint marketing and promotion, establish shared rules for ethical marketing, formalize protocols for communications with regard to business prospects, evaluate policy changes to address competitiveness, evaluate the joint pursuit of targeted industry sectors, and engage other regional economic development partners.<sup>37</sup>

#### **Greater Washington Initiative (GWI) and Council of Economic Development Officials (CEDO):**

GWI functioned from 1995 to 2012 as a nonprofit regional economic development marketing organization (formally an affiliate subsidiary of the Greater Washington Board of Trade). GWI was launched as an initiative of the Potomac Conference (a CEO-level leadership forum focused on improving the region's economic health and quality of life, also convened by the Greater Washington Board of Trade) to diversify the regional economy beyond the federal government and federal contracting in the face of increasing competition from peer regions such as Dallas and Atlanta.<sup>38</sup> GWI served as the most robust regional economic development collaboration the DMV has achieved in recent memory and was funded by area governments and leading companies who formed its Board of Trustees. The organization's services encompassed business development, marketing and communications, and research. CEDO was formed in October 2009 as the successor to the Area Business Development Officials Committee (ABDOC) and has served as a collaborative network of top regional economic development professionals focused on affecting continual improvements in the region's business climate, still active to this day, convened by the Greater Washington Board of Trade. Throughout its history, GWI coordinated closely with ABDOC, and then CEDO. Of particular relevance to REDS is a November 2009 "Memorandum of Understanding: Operating Principles for the Greater Washington CEDO" that contained guidelines, standard business practices, and commitments between GWI and CEDO, such as a "no-poaching" principle agreed to by jurisdiction economic development organizations.

While these three examples are different from REDS in many ways, they provide important historical context, learnings, and building blocks worthy of further consideration as regional stakeholders pursue the most appropriate REDS governance and operating models.

# REFERENCES

<sup>1</sup>Willow Lung-Amam, “An Equitable Future for the Washington, DC Region?: A ‘Regionalism Light’ Approach to Building Inclusive Neighborhoods” (President and Fellows of Harvard College, 2017), [https://www.jchs.harvard.edu/sites/default/files/a\\_shared\\_future\\_equitable\\_future\\_washington\\_dc.pdf](https://www.jchs.harvard.edu/sites/default/files/a_shared_future_equitable_future_washington_dc.pdf).

<sup>2</sup>IHS Markit, “U.S. Metro Economies: 2020 GMP and Unemployment Rates: Economic Impacts of COVID” (The United States Conference of Mayors and The Council on Metro Economies and the New American City, July 2020), <https://www.usmayors.org/wp-content/uploads/2020/07/202007-usmetroeconomies.pdf>.

<sup>3</sup>Paul DesJardin, Donna Hurwitt, and Robert Sweeney, “Greater Washington Market Assessment” (Center for the Study of Business in the Capital, Kogod School of Business, American University, July 2016), <https://www.mwcog.org/documents/2016/06/08/greater-washington-market-assessment/>.

<sup>4</sup>“Metro Monitor 2021” (The Brookings Institution, February 2021), <https://www.brookings.edu/interactives/metro-monitor-2021/>.

<sup>5</sup>See the MWCOC Board Resolution here: <https://www.mwcog.org/documents/2021/02/10/certified-resolution-r16-2021--economic-development-collaboration/>.

<sup>6</sup>See Appendix E for more details on Greater Washington economic development collaboration precedents.

<sup>7</sup>Multiple interviewees identified the need for in-depth, subject-specific training programs for current and future elected officials and community leaders. One interviewee called for a “local Kennedy School of Government” that was focused on identifying, recruiting, and training future leaders on the technical issues relevant for the region; and helping local leaders to communicate and identify collaborative solutions more efficiently.

<sup>8</sup>See a presentation of REDS to the Region Forward Coalition in January 2021: <https://www.mwcog.org/events/2021/1/22/region-forward-coalition/>.

<sup>9</sup>The Washington-Arlington-Alexandria DC-VA-MD-WV Metropolitan Statistical Area is 45 percent white, 25 percent Black, 10 percent Asian, and 16 percent Hispanic; and over 23 percent of the population is foreign born. U.S. Census Bureau (2019). “American Community Survey 1-Year Estimates.” [Retrieved from Census Reporter profile page for Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area] (U.S. Census Bureau, 2019), <https://censusreporter.org/profiles/31000US47900-washington-arlington-alexandria-dc-va-md-wv-metro-area/>; and Datastory Consulting and APCO Worldwide, “AmazonDMV: The Greater Washington Area” [ArcGIS StoryMap] (Metropolitan Washington Council of Governments, October 2017), <https://www.arcgis.com/apps/Cascade/index.html?appid=5bccd7dd471c4258a0ed918c0711a026>.

<sup>10</sup>It should be noted that the MWCOC Board of Directors established racial equity as a fundamental MWCOC value in July 2020 and launched a Chief Equity Officers Committee in January 2021. See more here: <https://www.mwcog.org/about-us/cog-board-and-priorities/equity/>.

<sup>11</sup>One successful recent example has been MWCOG's efforts to align jurisdiction plans and actions on affordable housing over the last several years. Many jurisdictions in the region have increased affordable housing targets and updated master plans to align with these new priorities.

<sup>12</sup>See regional economic performance metrics for the Washington-Arlington-Alexandria, DC-VA-MD-WV MSA in the Brookings Metro Monitor 2021: <https://www.brookings.edu/interactives/metro-monitor-2021/>. See also: Andy Medici, "A Hard Truth: A New Report Shows the Region Lags on Indicators for Inclusive Growth," Washington Business Journal, April 9, 2021, <https://www.bizjournals.com/washington/news/2021/04/09/dc-region-lags-on-inclusive-growth.html>.

<sup>13</sup>For an historical perspective, see: "A Region Divided: The State of Growth in Greater Washington, D.C." (The Brookings Institution Center on Urban and Metropolitan Policy, 1999), <https://www.brookings.edu/research/a-region-divided-the-state-of-growth-in-greater-washington-d-c/>. Regional stakeholders have recently launched a number of inclusion and equity initiatives. In late 2020, MWCOG formed the Chief Equity Officers Committee focused on regional trainings for local government staff and elected officials, establishing a regional definition of racial equity, enhancing public understanding and involvement on local government racial equity issues, and creating a framework for local governments to institutionalize and implement racial equity work. The Federal City Council, focused on the District of Columbia, has launched an Employers for Equity initiative and is co-founder (along with the DC Chamber of Commerce) of the Hire Local DC Coalition. In April 2021, the Greater Washington Partnership launched an inclusive growth initiative driven by large business and industry employers from Richmond to Baltimore. National networks such as OneTen, dedicated to creating one million careers for Black talent in America over ten years, also include many major regional companies in their coalition.

<sup>14</sup>Leah Hendy, "Racial Inequities in the Washington, DC, Region" (Urban Institute, December 2017), [https://www.urban.org/sites/default/files/publication/95401/2017.12.28\\_regional\\_equity\\_finalized\\_1.pdf](https://www.urban.org/sites/default/files/publication/95401/2017.12.28_regional_equity_finalized_1.pdf). See also: Chris Myers Asch and George Derek Musgrove, *Chocolate City: A History of Race and Democracy in the Nation's Capital* (The University of North Carolina Press, 2017).

<sup>15</sup>DW Rowlands, "These Maps Show How Racial Demographics Have Changed in the Region Since 1970" (Greater Greater Washington, February 1, 2021), <https://ggwash.org/view/80245/see-how-these-maps-show-how-racial-demographics-have-changed-in-the-region-since-1970>. See also: Asch and Musgrove, 2017.

<sup>16</sup>Jason Richardson, Bruce Mitchell, and Juan Franco, "Shifting Neighborhoods: Gentrification and Cultural Displacement in American Cities" (National Community Reinvestment Coalition, March 19, 2019), <https://ncrc.org/gentrification/>.

<sup>17</sup>Richardson, Mitchell, and Franco, 2019.

<sup>18</sup>Kenyon R. McDuffie, "D.C.'s Racial Equity Agenda Demands Action Now," The Washington Post, February 9, 2021, <https://www.washingtonpost.com/opinions/2021/02/09/dcs-racial-equity-agenda-demands-action-now/>.

<sup>19</sup>Raj Chetty, Nathaniel Hendren, and Lawrence F. Katz, "The Effects of Exposure to Better Neighborhoods on Children: New Evidence from the Moving to Opportunity Experiment" (American Economic Review, 106(4), April 2016), pp.855-902.

<sup>20</sup>Raj Chetty, John N. Friedman, Nathaniel Hendren, Maggie R. Jones, and Sonya R. Porter, "The Opportunity Atlas: Mapping the Childhood Roots of Social Mobility" (National Bureau of Economic Research, Working Paper 25147, revised February 2020), <https://www.nber.org/papers/w25147>.

<sup>21</sup>Brian L. Levy, Nolan E. Phillips, and Robert J. Sampson, "Triple Disadvantage: Neighborhood Networks of Everyday Urban Mobility and Violence in US Cities" (American Sociological Review, 85(6), 2020), pp. 925-956.

<sup>22</sup>Isabell V. Sawhill, "Still the Land Of Opportunity?" (The Brookings Institution, March 1, 1999), <https://www.brookings.edu/articles/still-the-land-of-opportunity/>. Dylan Mathews, "The Case Against Equality of Opportunity" (Vox, September 21, 2015), <https://www.vox.com/2015/9/21/9334215/equality-of-opportunity>.

<sup>23</sup>Interestingly, this divide also generally reflects the geological and topographical division between the Piedmont Plateau and Coastal Plain. This map reflects how the Opportunity Atlas displayed jurisdiction boundaries and does not reflect hierarchy or priority.

<sup>24</sup>[The COVID-19 Vulnerability Index](#) by the Social Progress Imperative visualizes the geographic divide in community vulnerability to COVID-19 in DC, generally falling along racial and ethnic demographic lines.

<sup>25</sup>Emilia Calma and Yesim Sayin Taylor, "The Case for Creating a Local Talent Pipeline in the District of Columbia" (D.C. Policy Center, April 29, 2021), <https://www.dcpolicycenter.org/publications/case-for-local-talent-pipeline/>.

<sup>26</sup>Mikea Turner, "How Prince George's County Evolved into One of the Most Affluent Black Counties in America" (WUSA9, December 3, 2020), <https://www.wusa9.com/article/news/community/equality-matters/prince-georges-county-black-county-most-affluent-past-and-present/65-8f1beda5-4edd-4e40-a8f8-d5352874dd45>.

<sup>27</sup>"Theory of Change" is a methodology for planning, participation, and evaluation that is used across the public and private sectors, nonprofits, and philanthropy to promote social change. Paul Brest, "The Power of Theories of Change" (Stanford Social Innovation Review, Spring 2010), [https://ssir.org/articles/entry/the\\_power\\_of\\_theories\\_of\\_change](https://ssir.org/articles/entry/the_power_of_theories_of_change).

<sup>28</sup>REDS should learn from, and build upon, the experiences of the Potomac Conference and—more so—the Greater Washington Initiative, the most recent efforts in our region to attempt this.

<sup>29</sup>[Capital Region USA](#) is a regional destination marketing organization but is focused solely on leisure tourism and international audiences.

<sup>30</sup>Destination DC's [Connected Capital](#) program serves as a helpful framework.

<sup>31</sup>This aligns with Destination DC's "Connected Community" initiative launching soon. [The Copenhagen Legacy Lab](#) also serves as an interesting model, with emphasis on integrating international events with the region's business, academic, and nonprofit communities.

<sup>32</sup>"2019 American Community Survey Single-Year Estimates" (US Census Bureau, September 17, 2020), <https://www.census.gov/newsroom/press-kits/2020/acs-1year.html>.

<sup>33</sup>Kim Parker, Juliana Menasce Horowitz, and Anna Brown, "About Half of Lower-Income Americans Report Job or Wage Loss Due to COVID-19" (Pew Research Center, April 21, 2020), <https://www.pewresearch.org/social-trends/2020/04/21/about-half-of-lower-income-americans-report-household-job-or-wage-loss-due-to-covid-19/>.

<sup>34</sup>Hendy, 2017.

<sup>35</sup>During REDS 2.0, coordination with the following regional economic development and planning collaboratives within the REDS cross-sector model is particularly important: NOVA EDA, MDNCREDA, CEDO, the Planning Directors Technical Advisory Committee (the technical subcommittee of the MWCOG Board of Directors), the Region Forward Coalition (facilitated by MWCOG), the National Capital Planning Commission (the federal government's central planning agency for the National Capital Region), and Capital Region USA (the region's destination marketing organization—a partnership between Destination DC, Virginia Tourism Corporation, and Maryland Office of Tourism Development).

<sup>36</sup>Read more about the founding of the NOVA EDA here:

<https://www.fairfaxcountyeda.org/media-center/announcement-of-northern-virginia-economic-development-alliance-nova-eda/>. See their website at <https://novaeda.org/>.

Also, see a presentation made to the MWCOG Board of Directors on February 12, 2021 about the NOVA EDA by Victor Hoskins, President and CEO of the Fairfax County Economic Development Authority: <https://www.mwcog.org/file.aspx?&A=zLxh3ut35Iv5lqKy%2bM0X6oRnGas5BvWWgrUEeJMX50M%3d>.

<sup>37</sup>These six jurisdictions began meeting in fall 2019. Read more about the founding of the MDNCREDA here: <https://www.medamd.com/news/maryland-national-capital-region-economic-development-organizations-join-forces-with-a-focus-on-collaboration-cooperation-and-inclusion/>. Also, see a presentation made to the COG Board of Directors on February 12, 2021 about MDNCREDA by David Iannucci, President and CEO of the Prince George's County Economic Development Corporation: <https://www.mwcog.org/file.aspx?&A=Xv372U0ANRnFqb5UOd8Z2VmI0ohC6ZmeZNRgVC%2bRCQQ%3d>.

<sup>38</sup>Terry Holtzheimer, "If At First You Don't Succeed... Why Regional Economic Development Efforts Repeatedly Fail" (Arlington Economic Development, November 19, 2013), <https://www.arlingtoneconomicdevelopment.com/resources/blog/from-the-director-if-at-first/>.



**“The DMV has lacked a strategy and forum for cross-sector regional economic development. REDS fills this void, as commissioned by the COVID-19 Strategic Renewal Task Force. Connected DMV will continue to bring the region together to drive collaborative net-new economic growth opportunities that deliver tangible social equity benefits.”**

**- Stu Solomon**  
President & CEO  
Connected DMV

