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April 1, 2024

The Honorable Muriel E. Bowser Mayor of the District of Columbia John A. Wilson Building 1350 Pennsylvania Avenue NW Washington, DC 20004

Dear Mayor Bowser:

On behalf of the Board of Directors, staff, and stakeholders of the Mount Vernon Triangle Community Improvement District (MVT CID), we respectfully submit this business plan for your Administration's review and consideration as part of our formal request for reauthorization as a DC-certified Business Improvement District for an additional five years starting October 1, 2024.

And what a dynamic five years it has been. Just over five months into our current renewal period that began October 1, 2019, the MVT CID in March 2020 had to quickly pivot and shift focus in response to the COVID-19 public health emergency. We looked out for one another as neighbors and friends, did our best to support our businesses, and ensured that neighbors were able to stay safe by staying together. Throughout the pandemic and beyond, we continued to demonstrate the very best of what it means to succeed in a new type of downtown by championing neighborhood business development, walkability and livability improvements, public space stewardship, and cleanliness and safety in the neighborhood.

We've had far more businesses (many award winning) open than close during this renewal term, including multiple notable pivots that demonstrate Mount Vernon Triangle's remarkable strength and resilience as a community. We've also made significant progress toward full build-out, adding nearly 800 new units to our already-robust residential portfolio, with approximately 20% of these units affordable to residents earning between 30-80% of the area's median income. Significant growth in our hotel inventory also adds to MVT's growing hospitality appeal, providing additional support toward the District's goals of increasing conference and tourism foot traffic at the adjacent Walter E. Washington Convention Center.

Through heightened focus on events, public art, placemaking, and other public realm infrastructure improvements, including progress toward a signature 1.2-acre community park, Mount Vernon Triangle continues to serve as a roadmap for the creation of more all-purpose neighborhoods like ours within DC's commercial corridors. And with our progress toward full build-out almost complete, our sizable head start in this journey provides Mount Vernon Triangle with a real and lasting competitive advantage in our efforts to create, maintain, and sustain the clean, safe, welcoming, and inclusive neighborhood that has come to define #LifeInMVT.

We published the strategic plan update – #MVTProgress – early this renewal term as a roadmap for managing our near-term challenges and needs as well as determining our civic, infrastructure, social service, and internal management requirements as we continue to grow and mature as a community. If renewed, we will once again update our strategic plan for the next five years of operations and in support of achieving the specific objectives that are further outlined in this document.

Fulfilling our ambitious but achievable goals will require that we propose to our Membership modest adjustments to our rate structure while continuing to keep our overhead low. We believe the proposed rate changes, which are within our statutory entitlements, to be fair, reasonable, equitable, and – most importantly – competitive. They also are necessary to continue providing the high-quality level of services that our stakeholders have come to expect and deserve within the challenging rising cost environment in which we currently operate.

As we near the end of our 20-year emerald anniversary and look ahead to our organization's 25-year jubilee, we do so with immense pride in all that we've accomplished, and enthusiasm for what lies ahead. We thank you for the opportunity to continue in our efforts and for your ongoing support of the MVT CID.

With very best regards,

Berkeley M. Shervin

Chairman of the Board of Directors

Kenyattah A. Robinson President & CEO

INTRODUCTION & OVERVIEW

MVT CID: History

The District unveiled the Mount Vernon Triangle Action Agenda in 2003, setting forth a strategic roadmap for redeveloping 30 acres of land as a vibrant new residential and mixed-use neighborhood. Most importantly, the Agenda created the Mount Vernon Triangle Community Improvement District (MVT CID) to foster a clean and safe environment, promote economic development, market and brand Mount Vernon Triangle, and coordinate planning of public and private investment with the District government.

The MVT CID was the first Business Improvement District (BID) in Washington, DC, to include both residential and commercial properties, and the following four key action items outlined in the original Action Agenda were designed to ensure the successful development of our neighborhood:

- Developing comprehensive design recommendations for a truly livable neighborhood.
- Establishing a retail plan to identify and attract a healthy mix of urban shops and services to create active and vibrant streets.
- Coordinating capital improvements, including great public spaces, green space, plazas and public art.
- Creating a Community Improvement District.

Though the MVT CID has evolved and our brand has matured, these action items continue to drive our strategy and efforts to this day.

Mission

Mount Vernon Triangle Community Improvement District is a champion of the historic Mount Vernon Triangle neighborhood's continued evolution as a dynamic, inclusive, and attractive place to live, work, and visit in the centrally located East End of Washington, DC. We fulfill our mission by fostering an engaged and connected community while continually maintaining clean, safe, and welcoming public spaces.

Services & Work Programs

The MVT CID uses funds generated from a supplemental real property tax to provide services for the neighborhood, including:

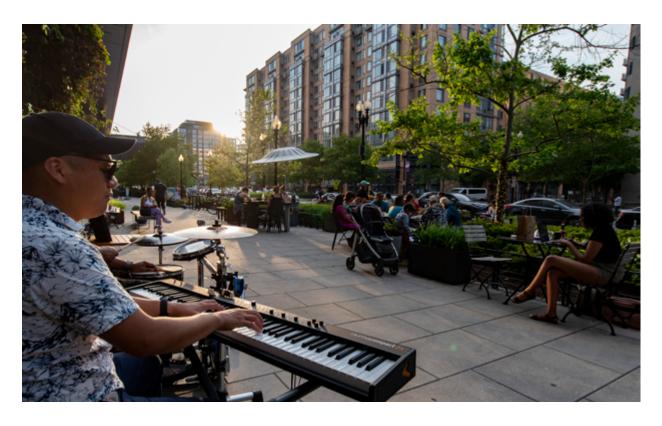
- Public Safety
- Cleanliness & Landscaping
- Business Attraction & Economic Development
- Parks & Open Spaces
- Transportation & Accessibility
- Homeless Outreach
- Arts & Cultural Activation
- Marketing & Community Events

Location & Boundaries

The Mount Vernon Triangle neighborhood is at the heart of the city—both geographically and culturally. Its boundaries include 17 blocks within the east end of downtown, bordered by 7th Street NW to the west, Massachusetts Avenue NW to the south, New York Avenue NW to the north, and New Jersey Avenue NW to the east. Mount Vernon Triangle is a welcoming, authentic, and centered neighborhood that mirrors the city's unique mix of historic and modern buildings, long-time and new residents, and diverse cultures, restaurants, and experiences.



Mount Vernon Triangle Neighborhood Map



GOVERNANCE

The MVT CID is a DC-certified 501(c)(6) nonprofit corporation charged with the day-to-day management of Mount Vernon Triangle's growth and development. Organizational oversight and governance is provided by a Board of Directors totaling as few as nine (9) members and as many as 19 members who are each nominated by the Board for a three-year term. Nominations are then presented to the CID membership consisting of tax-paying property owners for election with an announcement of new Board members made at each year's Annual Meeting. Per MVT CID bylaws, elections are held on a proportional basis, with the amount of CID taxes paid dictating the number of voting shares provided to each owner.

The Board of Directors of the MVT CID meet following each election to self-organize their Executive Committee, consisting of a Chair, Vice Chair, Secretary, Treasurer, and additional at-large members as designated by the Board. See Appendix A for a full list of MVT CID's Board of Directors.

Because the Mount Vernon Triangle is a neighborhood with both a rich cultural history and equally exciting future, particular care is paid each year to ensure the composition of the Board represents the community we serve. That's why our Board includes members representing a broad cross-section of the neighborhood's residential, retail services, faith-based, owner- and/or tenant-occupied, and development community. Board members with longstanding ties to the neighborhood as well as specific industry expertise are also invited to engage with the organization's governance to ensure the MVT CID retains its institutional knowledge while staying abreast of best practices.

While the BID Act does not give the District of Columbia and its representatives a role in the BID's governance, in addition to annual receipt by the Mayor, Chief Financial Officer, and District Council of the MVT CID's financial statements, the Mayor reviews any proposed changes to the MVT CID plan and any tax rates approved by its Board of Directors. The MVT

CID works closely with District of Columbia agencies to ensure that District of Columbia services are efficiently and effectively delivered within Mount Vernon Triangle.

Day-to-Day Operations

Full-Time Staff

The MVT CID's daily operations are currently managed by two full-time staff consisting of professionals in the following positions:

- President & CEO with nine (9) years in the role and 20+ years of experience in real estate and finance, public affairs and policy, and placemaking.
- Marketing & Events Manager with two (2) years in the role and 6+ years of experience in events production, placemaking, branding, and marketing.

Outsourced Staff

In support of the MVT CID's planning and transportation efforts, the organization currently engages an outside consultant who has more than 30 years of experience in city planning in the public and private sectors.

MVT CID's commitment to providing meaningful supportive services to individuals experiencing homelessness is displayed through funding and supporting The h3 Project in its outreach work in and around Mount Vernon Triangle. Using a model that follows best practices by meeting people where they are and helping them attain permanent housing, The h3 Project outreach workers build relationships with homeless neighbors and link them to vital social

services and permanent supportive housing. Once housed, The h3 Project and its partners continue addressing underlying issues around mental health, addiction, medical care, employment, and education.

Clean & Safe Ambassadors

The responsibility for providing enhanced municipal services to keep Mount Vernon Triangle clean and safe rests with our crew of seven Clean Team Ambassadors who each provide 40 hours of service each week. The team is funded in part by a grant from the DC Department of Small and Local Business and employed by the Capitol Hill BID.

Additional Third-Party Services

The CID currently engages the services of local third-party firms for bookkeeping and financial management, audit, and IT services.



Clean Team Member Sam makes his rounds down 5th Street NW

Financial Management

How the MVT CID is Funded

As provided in the *Business Improvement District*Act of 1996, the MVT CID's operations are primarily funded by a supplemental real property tax that is collected by the District of Columbia. The tax is due semi-annually, at the same time District property taxes are due, but unlike real property taxes, the BID tax is collected in advance to forward-fund organizational operations. Delinquent BID taxes are subject to interest and penalties and all applicable collection mechanisms including District tax sale. BID tax funds will be deposited by the District's tax collection agent directly into the MVT CID special account, and at no time shall BID taxes be commingled with District of Columbia general funds.

For the first 15 years of work in Mount Vernon Triangle, the MVT CID never raised its BID tax rates, despite the fact that real property taxes generated in the CID rose at a compound annual growth rate of 8.3% between FY 2009 and FY 2018.

In 2019, the MVT CID sought and received approval from the Mayor, its Board of Directors, and its Membership for the gradual rate change shown on page 31.

The MVT CID tax is based upon the land area records maintained by DC's Office of Tax and Revenue (OTR), with the amount of the annual tax for FY 2024 computed as follows:

- \$0.3925 per square foot of land
- \$0.1685 per rentable square foot of commercial buildings
- \$102 per hotel room
- \$134 per unit annually for taxable residential properties, pro-rated based on level of area median income for affordable units

Management of MVT CID Accounts

The MVT CID receives most of its revenues from supplemental real property taxes paid by the owners of properties within the BID and maintains a separate account from that of the District government. These supplemental real property taxes are collected by OTR, and OTR transfers funds to the MVT CID. Funds received by the MVT CID may be carried over from one fiscal year to the next to build reserves and to save for expenditures that are capital in nature or otherwise non-recurring. DC law governing BID operations requires that MVT CID funds be maintained in a federally-insured institution with assets in excess of \$50 million, approved by the District's Chief Financial Officer. The MVT CID's bank accounts meet this requirement.

Administrative Relationship

WITH DISTRICT GOVERNMENT

Duration

The duration of the MVT CID commenced when it was initially registered by the Mayor for a five-year term in 2004. Upon action by the Board of Directors to approve an additional five-year business plan, the MVT CID may be re-registered for another five-year period once the Mayor issues a notice of re-registration after a public hearing is held. The Board of Directors may vote to disband at any time in accordance with the District of Columbia BID statute.



DC Chief of Police Pamela Smith speaks with MVT CID President & CEO Kenyattah Robinson before delivering remarks at the MVT CID 2023 Annual Meeting

The District of Columbia's Role in Governance

The MVT CID corporation is an independent, nonprofit entity and the BID Act gives the District and its representatives no formal role in day-to-day governance. However, in addition to the receipt of the BID's financial statements by the Mayor, the Chief Financial Officer for the District, and the District Council, the Mayor also reviews any proposed changes to the BID plan or tax rate approved by the Board and Members. The Mayor must register a BID every five years. MVT CID works closely with District agencies to ensure that District services are efficiently and effectively delivered to the neighborhood.

Continuation of City Services

§ 2–1215.20 of the Code of the District of Columbia states:

The District government shall not eliminate or reduce the level of services customarily provided in the District to any similar geographic area because such area is subject to a BID, and shall continue to provide its customary services and levels of each service to such area notwithstanding that such area is or may be encompassed in a BID unless a reduction in services is part of a District-wide pro-rata reduction in services necessitated by fiscal considerations or budgetary priorities.

MVT CID also encourages the District to maintain or increase certain services to support and leverage MVT CID's efforts.

COVID-19

PANDEMIC RESPONSE

A little over five months into our renewal period that began October 1, 2019, MVT CID in March 2020 had to quickly pivot and shift its focus in response to the COVID-19 public health emergency. There was no playbook for addressing that type of crisis. However, like many communities around the world, the Mount Vernon Triangle community came together. We looked out for one another as neighbors and friends while doing our best to support our businesses. Our main accomplishments during the pandemic included:

- Kept our workforce safe while adhering to the recommended social distancing guidelines.
- Ensured the continuity of essential public works activities in support of our core clean and safe function.
- Advocated for economic relief needed by our business owners to remain afloat.
- Connected our restaurants, retailers, and consumers with each other to facilitate the commercial exchange of essential goods and services in addition to providing helpful information resources as they became available.
- Maintained the community's morale, social health, and civic cohesion while keeping Mount Vernon Triangle neighbors connected.
- Organized with colleagues on the DC BID Council and at the International Downtown Association, local and federal government, association partners, and our Board of Directors to lay the planning groundwork for our community's and city's long-term recovery.

Emanating from all our efforts was a unifying rallying cry -#MVTogether - that guided all our activities throughout the pandemic. Those efforts included:

Prepared a comprehensive listing of the operating status of every MVT restaurant and retail business that could be updated in real time by the operator and that included special offers.

- Created a COVID-19 resources page on our website MountVernonTriangle.org.
- Celebrated and thanked our first responders with large banners across the neighborhood.
- Coordinated messaging to the community related to updated recommendations and protocols from law enforcement and other public officials pertaining to the continued health, safety, and well-being of our community.
- Compiled and distributed personal protective equipment to our businesses in support of the continued safety of employees and customers.
- Led and facilitated the artistic activation of business storefronts in support of the continued vibrancy of our retail corridors.
- Donated dozens of outdoor heaters to support the winter dining needs of our restaurants and "streateries."
- Produced and distributed hundreds of free #MVTogether masks at the start of the pandemic when this valuable and much-needed resource was in short supply.
- Encouraged mask wearing throughout the pandemic through our #MaskUpMVT campaign and related signage and banners.

In summer 2021, we also launched the MVTogether Fund to provide micro-grants to deserving Mount Vernon Triangle businesses working to recover from the devastating impacts of COVID-19. The fund received more than 70 donations from Mount Vernon Triangle residents, businesses, and visitors.

Our solidarity throughout the pandemic remains a defining characteristic that contributed greatly to Mount Vernon Triangle's strength, resilience, and growth. As we reflect on that period in our organization's history, we'll forever remain proud of how our community supported one another throughout the COVID-19 pandemic, ensuring that neighbors were able to stay safe by staying together.



With masking and social distancing, FRESHFARM MVT Market attendees were able to continue shopping for fresh and local ingredients and prepared foods during the COVID-19 pandemic at the weekly outdoor market.

Strategic Planning Process

MVT Progress

Last updated in 2016, our 2020 strategic plan update – #MVTProgress – created a roadmap for managing our near-term challenges and needs; and for determining our civic, infrastructure, social service, and internal management requirements as we continue to grow and mature as a community. Led by MVT CID staff, the effort included participation by the MVT CID's Board of Directors as well as guidance from a third-party expert with proven experience in leading similar projects for other noteworthy local nonprofit organizations. To inform the plan, MVT CID requested survey feedback, hosted focus groups, and held interviews with key stakeholders and decision makers. The result of this process included the following updated mission statement followed by the four new organizational goals shown below.

Our Mission

Mount Vernon Triangle Community Improvement District is a champion of the historic Mount Vernon Triangle neighborhood's continued evolution as a dynamic, inclusive, and attractive place to live, work and visit in the centrally located East End of Washington, DC. We fulfill our mission by fostering an engaged and connected community while continually maintaining clean, safe and welcoming public spaces.

Strategic Planning Process (cont.)

GOAL 1:

Solidify Mount Vernon Triangle's brand identity and standing as a prominent DC destination

- Curate a unique, vibrant, and visually distinct public realm with gateways and unique neighborhood identifiers for those traveling to and through our community.
- Enliven and enrich Mount Vernon Triangle's overall sense of community through attractive and well-managed parks, public art, and other place-enhancing features.
- Develop, produce, and execute programs and events that promote the destination appeal of #LifeInMVT while increasing visitor frequency and dwell time.

GOAL 2:

Foster a prosperous Mount Vernon Triangle through enhanced business attraction and retention efforts

- Forge partnerships to attract and retain businesses to Mount Vernon Triangle.
- Support the ongoing viability of our commercial and retail businesses.
- Develop and implement tools that support small and minority-owned businesses to ensure Mount Vernon Triangle remains accessible and economically viable to diverse businesses.

GOAL 3:

Elevate baseline service and operational capabilities for enhanced agility in resolving MVT's complex and ever-changing public space conditions

- Expand organizational capabilities with an enhanced focus on value-added public safety, transportation mobility, and quality of life services in addition to the already strong baseline cleaning and maintenance services.
- Devise measurable, data-driven maintenance and beautification standards to improve the overall appearance of Mount Vernon Triangle's physical environment.
- Partner to create approaches, devise solutions, and provide meaningful assistance to neighbors who are experiencing homelessness.

GOAL 4:

Enhance organizational continuity, resilience and governance

- Demonstrate superior organizational performance, operational effectiveness, and thought leadership.
- Maintain seamless ongoing operations while minimizing disruption risk through proper continuity and resilience planning.
- Ensure healthy fiduciary oversight through effective Board governance.

If renewed, MVT CID will once again update its strategic plan in support of the next five years of operations.

Clean & Safe

Public sentiments on the neighborhood's cleanliness and safety are measured annually in the MVT CID Neighborhood Perception survey. Year after year, public safety continues to rank as a top priority for people taking the survey.

Mount Vernon Triangle continues to score high marks as a clean community, with perceptions of being "clean" or "very clean" being reported by nearly 4 out of 5 – or 78% – of respondents to our latest Neighborhood Perception Survey. It therefore comes as little surprise that 66% of survey respondents also report having "high" or "very high" perceptions of Clean Team Ambassador visibility, a clear indicator of their important role and the presence our stakeholders have come to expect.

All credit for achieving these results belong to our hardworking Clean Team Ambassadors, who enhance our public spaces through services such as daily street cleaning, snow/ice removal, landscaping and leaf pickup, and graffiti mitigation at a 97 percent annual uptime rate, with services not provided only 12 days out of the year. Our Clean Team program pays tremendous dividends, which is why it continues to be our organization's single-biggest programmatic investment.

Street cleaning services in Mount Vernon Triangle are currently provided by the Capitol Hill BID through its "Ready, Willing & Working" initiative that supports the reduction of economic disparities in DC by serving individuals with multiple barriers to full employment¹. In addition to the living wage that employment on our Clean Team provides, Ambassadors also receive annual cash bonuses; best-in-class health, retirement, and life insurance benefits; and access to a licensed clinical social worker who meets with the team weekly and also is available for one-on-one consultations on an asneeded basis.

MVT CID's Clean Team program is supported by public-private funding from property owners as well as a grant from the District Department of Small and Local Business Development.

Perceptions of Cleanliness

Respondents rating MVT as "clean" or "very clean" in last five Neighborhood Perception Surveys:

- 2019-2020: 84%
- 2020-2021: 87%
- 2021-2022: 81%
- 2022-2023: 78%
- 2023-2024: 78%



¹Street clean services were provided by Streetplus from October 2020 through March 2021, with Capitol Hill BID beginning service in April 2021.

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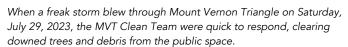
"I think that the Green Team is the best part of this community—thank you all for your hard work!"

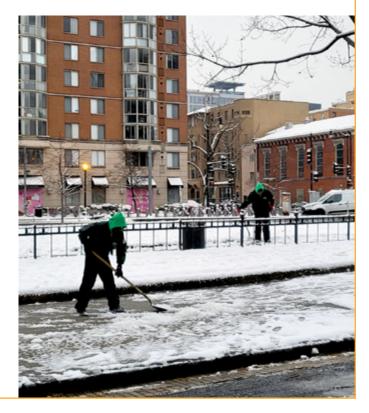
"A thank you to the MVT staff who keep our streets clean. They work hard and it shows!"

Respondents from the 2023 MVT Neighborhood Perception Survey









"Snow Day" takes on a different meaning for our Clean Team, who snap into action ensuring snow and ice are cleared quickly from the public right-of-way and other non-commercial areas, including Milian Park owned by the National Park Service. Photo taken Tuesday, January 16, 2024.

Public Safety

Slightly more than half of survey respondents – 52% – indicated having perceptions of Mount Vernon Triangle as being a "safe" or "very safe" community, with "safe" – at nearly 45% – being the response selected most often among the four choices provided. Although being two percentage points higher from year-end 2021 and remaining steady with the 2022 results, this 52% mark at year-end 2023 is admittedly still not near the level that we would like for this metric to be.

Nevertheless, we will continue our everyday work of supporting our community's ongoing safety through investments in the Metropolitan Police Department's Reimbursable Detail Officer (RDO) Program, which enables the ability to provide enhanced foot patrols a much more visible presence across the community during periods of heavier pedestrian activity; continued advocacy for new and innovative approaches to public safety as we did for a new Safe Commercial Corridors Grants program; continued relationship building with our MPD First District partners, MVT stakeholders, and civic leaders in the communities that surround us; and the bread-and-butter baseline work that we do every day such as inspecting streetlights on a regular basis to ensure they are functional and in good order. We believe the cumulative effect of these strategies, tactics, and approaches can have a significant impact on instilling a sustainable "culture of safety" for our Mount Vernon Triangle community and will therefore continue to be a primary area of focus for our organization.

Homeless Outreach & Services

In our most recent MVT Neighborhood Perception Survey, 47% of respondents placed "Homeless Outreach" in their top four MVT programmatic areas they find most important, with 18% of respondents ranking it as their top focus area – making it the second highest-ranked priority after Public Safety. The MVT CID is committed to providing meaningful supportive

services to individuals experiencing homelessness in the Mount Vernon Triangle neighborhood—which is why the MVT CID, on our stakeholders' behalf, funds and supports the h3 Project in its work in Mount Vernon Triangle.

The h3 Project team works to assist the unhoused community in MVT with a variety of services like locating their birth certificates and obtaining DC ID paperwork, responding to overdoses, distributing necessary supplies, and administering well-being checkins. In one month alone, a h3 Project outreach specialist successfully secured permanent housing for three individuals previously experiencing homelessness in MVT. This success is a testament to the team's tireless efforts to connect with the more vulnerable members of our community in an effort to assist them on their personal journeys to realizing their fullest potential.



RDO officers on patrol outside of bartaco in April 2023

Additional Data Points

Crime (2/1/22 – 2/1/24 compared to 2/1/20 – 2/1/22)

CRIME TYPE	TYPE MVT CID WARD 5		DISTRICT-WIDE	
Total Crime	▼ 1.7%	▲ 5.3%	1 0.8%	

Perception Survey Clean and Safe Results

% of Survey Respondents

YEAR	RATED MVT "CLEAN OR VERY CLEAN"	REPORTED SEEING CLEAN TEAM "OFTEN" OR "VERY OFTEN"	REPORTED OVERALL SAFETY IN MVT BEING "SAFE" OR "VERY SAFE"	REPORTED OVERALL PUBLIC SAFETY IN MVT AS "BETTER THAN PREVIOUS YEAR" OR "ABOUT THE SAME"	REPORTED MVT AS "MORE SAFE" OR "ABOUT THE SAME" COMPARED TO DC AS A WHOLE
2023	78%	66%	53%	52%	79%
2022	78%	69%	52%	58%	82%
2021	81%	68%	50%	31%	84%
2020	87%	75%	65%	N/A	85%
2019	84%	73%	74%	N/A	N/A







Parks, Open Space & Infrastructure

Cobb Park

Throughout this renewal period, the MVT CID has continued its advocacy for more green, open, and public use space resources and amenities such as Cobb Park, a 1.2-acre site currently fenced off from public use but for which stakeholders have supported ambitious plans for it to become an iconic open and artistic space, destination, and gateway into Mount Vernon Triangle and downtown DC.

After leading a community-wide public meeting and planning workshop and releasing our MVT CID Open Space Study in 2018, in 2021 we led a successful effort to secure more project funding in the FY 2022 District budget to finally make this top community priority a reality. All of these efforts have culminated with the District government's formal announcement in February 2023 of steps that put Cobb Park on a path for groundbreaking by early summer 2024 and construction completion by late winter 2025.

This is a major win for our Mount Vernon Triangle community. In addition to adding significant value to the quality of life for our current residents, workers, students, and visitors, Cobb Park also enhances MVT's appeal to future residents, workers, employers, and visitors as well as the thousands of new students, faculty, and staff anticipated with the imminent arrival of the Georgetown Capitol Campus to downtown's East End—contributing to MVT's long-term sustainability in every possible way.

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Public Art

The MVT CID is committed to finding opportunities to introduce public art into the neighborhood whenever possible. Whether it was activating boarded up businesses during the pandemic and before the presidential inauguration with community-driven art, applying for grants that allow us to hire local artists, or working with property owners to lend their walls to internationally-acclaimed muralists, the MVT CID has worked tirelessly over the last five years to activate the public space with art that carries strong messages of resilience against climate change and world hunger, and in support of hope and progress.



"Mother Nature" (2023) on the side of 455 Eye Apartments. The mural was created by German mural artist Hera in partnership with the organization Street Art for Mankind and the German Embassy in Washington.

Pedestrianizing Prather's Alley

In September 2022, efforts to improve transportation safety within the 900 block of 4-1/2 Street NW and Prather's Court—collectively known as "Prather's Alley"—took an important step forward with the conversion of one of Mount Vernon Triangle's most active multimodal passageways to one-way southbound operation. Included in the project are the following enhancements:

- A dedicated 5-foot pedestrian travel lane that stretches the entirety of 4-1/2 Street NW from I to K Streets NW to provide a safe refuge for non-motorists when needed.
- Flexposts and other traffic control devices such as reflective pavement markings that clearly delineate vehicular and non-vehicular travel lanes.
- New crosswalks at both alley entrances as well as the intersection of 4-1/2 Street NW & Prather's Court NW.
- Construction of new wheelchair ramps near the intersection of 4-1/2 Street NW & K Street NW for increased ADA accessibility.
- Multiple rubber speed bumps within the alley



Prather's Alley walking tour led by CID staff during inaugural MVT Photowalk exhibit in December 2022

- designed to lower traffic speeds.
- Signage throughout the alley system including "No Parking," "One Way," "Do Not Enter," and "Speed Bumps Ahead."

"Kudos especially for the phenomenal mural on the other side of Prather's Alley, and the alley itself — the bright colors, photographs and the yellow safety bars to prevent being struck by a vehicle are wonderful. I also really appreciate the painted pedestrian crossing for those crossing the main road from Prather's Alley to the shops on the other side."





Bike Lane Infrastructure

In March 2021, the District Department of Transportation (DDOT) installed protected bicycle lanes on K Street from 1st Street NE to 7th Street NW, one of two priority corridors that had been identified in the 2018 NoMa/Mount Vernon Triangle Bicycle Study. The purpose of the study was to assist in the formulation of scenario alternatives to expand access to safe bicycle transportation infrastructure across the District. After several years of community meetings and robust dialogue, the bike lane was eventually installed in 2021. Through a reimbursable maintenance agreement with DDOT, the MVT CID has also been able to install dozens of branded bike racks in the vicinity of the K Street protected bike lane, encouraging cyclists to stop and patronize our local businesses along their commutes.

Placemaking & Streets for People

Placemaking in Mount Vernon Triangle was greatly enhanced in 2022 with the award of a significant "Streets for People" grant from DC's Office of Planning. Through execution of activities centered around the themes of community, culture, and commerce, the grant enabled investments in critical public space infrastructure and equipment—along with events and activations in the neighborhood's streets, sidewalks, alleys, and parks that followed—linking the Triangle's rich past with its vibrant present and exciting future.

We're proud that three of our infrastructure investments —the MVT Photo Walk, FRESHFARM Mobile Kitchen, and Retail Kiosk activations—were awarded a Designing for Equitable Communities citation from the Washington, DC chapter of the American Institute of Architects (AIA|DC). Citations were granted to projects that represented design excellence or creatively integrated a measure of the Framework for Design Excellence, representing a set of 10 measures adopted by AIA|DC as criteria for its Design Award Programs. MVT CID also used the Streets for People grant to make investments in infrastructure that supported our FRESHFARM MVT Biergarten, Movies in Milian film series, Tunes in the Triangle outdoor concert series, and enhanced wayfinding to celebrate Prather's Alley's living history as an important civic asset and story of continuity.

MVT CID was awarded additional Street for People funding in 2023, which we will use to further improve Prather's Alley by creating a "Prather's Pedestrian Plaza" near the intersection of 4-1/2 & K Streets NW. The plaza will provide a valuable new amenity that provides yet even more vibrancy to our sidewalk, and the project capstones our efforts to reconnect the public with Prather's Alley's historic significance while also celebrating its re-emergence as a place that prioritizes pedestrian presence and incorporates commercial activity. As an ancillary benefit, the project will activate existing public space by providing a popup venue for local performing and visual artists and other activations.

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Real Estate & Economic Development

Mount Vernon Triangle has continued its emergence as the location of a thriving downtown mixed-use neighborhood that today is equal parts residential and non-residential—a resilient combination that has proven to be a far more sustainable mix in this new post-pandemic normal. At approximately 80% build-out, we look forward to shepherding the neighborhood through its final phase of new development during the next five years.

Residential: Market Rate & Affordable

In the five years since our last renewal plan update, 798 additional residential units – from 4,545 to 5,343 – will have been added to Mount Vernon Triangle by September 2024, a 17.6% increase.

More than one out of five of these new units – 175 – are affordable to residents earning between 30-80% of the area's median income, making the rate of growth in affordable units – at 20.3% – in Mount Vernon Triangle even higher than the residential growth rate overall. While this overall rate of growth may seem considerably lower than the 60% in residential growth shared in our last plan, in the short run, this slowdown reflects the diminished amount of development capacity that was slated for residential development prior to the pandemic. Over the long term, our current residential unit count of 5,313 actually exceeds the end state projection of 5,200 from our prior renewal plan, which now is projected at 6,026 residential units. The reason for these shifts will be discussed in much greater detail in the Commercial Office narrative below.

Commercial Office

Our projected growth in residential supply is inherently connected to the reduced demand for office space that started during the pandemic and has become a "new normal" for how people have shown they want to work.

Mount Vernon Triangle is not immune from the broader difficulties that have been felt in Washington, DC's commercial office market. As a result, we've transformed from a neighborhood with 1.8 million square feet of existing office space and an additional 1.0 million square feet in the pipeline five years ago, to 1.5 million square feet of existing office space and virtually no pipeline today. Approximately 265,000 SF of commercial office was removed from Mount Vernon Triangle's commercial office inventory with Douglas Development's sale of 111 Massachusetts Avenue NW to Georgetown University, with other planned commercial properties pivoting to residential use as discussed in the prior section.



Rendering of Claret, Community Three's 127-unit project located at 950 Third Street NW set to open in 2025

Fortunately, three silver linings will continue to insulate the MVT CID from some of the more severe impacts of the significant reduced demand for commercial office space:

- Three of our largest commercial properties are owned by the association tenants that occupy them, making the MVT CID's exposure to traditional multi-tenanted assets relatively low compared to other commercial areas of the District.
- Three land parcels that were planned as commercial office have converted to residential, with two of those sites slated for completion in 2024 and 2025, respectively.
- 3. The single largest multi-tenant property in Mount Vernon Triangle, which stood vacant once its GSA tenant vacated the space in 2019, was purchased by Georgetown University in support of the growth of its Capitol Campus—bringing thousands of students, faculty, staff, and visitors to downtown's East End and our Mount Vernon Triangle community.

These shifts to our commercial office supply, while unintended in many respect, will provide Mount Vernon Triangle with both real and lasting competitive advantage as well as stability and sustainability as a community, well beyond the point that we eventually achieve full build-out.



Liberty Place Residential

Restaurants & Retail

Our diverse retail offerings continue to contribute to the Mount Vernon Triangle's fast-growing reputation as a place that *The Washington Post* says offers "walkability to loads of attractions" and that is "rapidly becoming a destination in its own right for gourmands." It therefore comes as no surprise that the Triangle has emerged as one of DC's newest and most popular foodie, lifestyle, and nightlife places of choice, rivaling neighboring locales for solid—and award-winning— standing atop the leaderboard of quality urban experiences.

New Openings 2024:

2Fifty Texas BBQ

New Openings 2022:

- Bartaco
- Ciel
- Definition of Fitness
- European Wax
- MONKO
- Rebel Taco
- Stellina Pizzeria

New Openings 2020:

- Baan Siam
- dLeña
- Kinfolk
- Mélange (closed 2023)
- RASA
- Relva
- The Little Beet
- Toscana Market (closed 2023)

New Openings 2019:

- 7-Eleven
- Club Pilates
- Dryy
- HEMPHILL Artworks
- Modern Nail Bar
- Select Reserves
- SOLI Mexican Grill
- Varnish Lane

Restaurant Pivots:

- Silo → Prost (2020)
- Prather's on the Alley → Lucky Danger (2020)
 → Bar Chinois (2021)
- Nicoletta Pizzeria → Cucina MORINI (2024)

Restaurant Association of Metropolitan Washington 2023 "RAMMY" Award Nominations:

- Chef Elias Taddesse of Mélange, Rising Culinary Star of the Year (Mélange is now closed)
- RASA, Favorite Fast Bites
- Stellina Pizzeria, Favorite Fast Bites
- Teresa Velazquez of A Baked Joint, Pastry Chef or Baker of the Year

Michelin Guide Recognition:

- Bib Gourmand Selections: Stellina Pizzeria
- Michelin Guide Listed: Bar Chinois, dLeña, Mandu, Ottoman Taverna

The Washington Post Nominations:

- Bar Chinois, Best for "low-key" party brunch vibes
- Prost, Best for bringing your dog to brunch

Modern Luxury DC Magazine's "Best of the City List 2022"

- Ciel Social Club, Best Rooftop
- dLeña, Best Mexican Restaurant
- HEMPHILL Artworks, Best Gallery
- RPM Italian, Best Server
- Varnish Lane, Best Nail Salon
- VIDA Fitness, Best Gym



New signage and patio furniture await expectant diners as Cucina MORINI gets set to open on March 26, 2024

"The change to Cucina MORINI is more of a reboot than a bolt-on, per Fakahany. It comes amid a challenging period for D.C.'s restaurant industry... Fakahany said he's not as concerned about that for Cucina Morini given it is in a neighborhood with offices and multifamily buildings similar to the Navy Yard area. That should help give it more of a bounce than if it were in another part of the city more dominated by offices. And, he said, people are social creatures that will congregate around food when given the right options."

 Washington Business Journal, "Mount Vernon Triangle's Nicoletta Kitchen to close, but not for good" January 22, 2024

Hospitality

In the last five years, Mount Vernon Triangle has more than tripled – from 238 to 826, or nearly 250% – the number of rooms in our hospitality portfolio with the addition of two new hotels on our highly visible K Street corridor. With the planned future arrival of 270 additional hotel keys during the next five years, Mount Vernon Triangle is well positioned to satisfy the significant uptick in demand from the significant numbers of conferences and events that have returned to the adjacent Walter E. Washington Convention Center.

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Marketing, Events & Community Building

Events and community building have remained essential to perceptions of civic and community engagement as well as the economic success of the Mount Vernon Triangle. That's why after falling below 50% for the first time since 2016, we're pleased that 52% of respondents to our most recent Neighborhood Perception Survey ranked civic engagement and community pride within Mount Vernon Triangle as being "high" or "very high." This is important because we view this metric as perhaps the single most important indicator of our community's civic and social health.

We continued our focus on providing engaging and inclusive programming that unites our community and brings people together, such as the events and activations that accompany our weekly year-round FRESHFARM MVT Market, a program that is familiar to 90% of survey respondents and attended at least once per month by more than 60% of survey respondents. What's more, nearly two thirds – or 65% – of survey respondents believe the offerings at the FRESHFARM MVT Market are either "more than enough" or "just about right." With the growth of our FRESHFARM MVT Market surpassing the growth of the entire FRESHFARM network, we will continue to focus on making the market a destination where neighbors can shop for their daily staples from local and regional growers and producers while also share in the special joy of being together.

The return of pre-pandemic crowds also meant the return of mainstay MVT favorites such as Tunes in the Triangle and Fall Fun Day, as well as the introduction of new programs like the FRESHFARM MVT Biergarten and Movies in Milian, with last year's film lineup specially curated to recognize Hispanic Heritage Month.

The generosity of our Mount Vernon Triangle community continues to inspire through its willingness to step up and help our less-fortunate neighbors. For four consecutive years, the MVT CID has partnered with international nonprofit Generations United to raise donations from our community to ensure that both grandparents and grandchildren at Plaza West "Grandfamilies" Apartments received a gift in time for the holidays.

EAT FRESH. For the

MVT CID staff prepare to welcome attendees of the 2023 Fall Fun Day event in Milian Park



FRESHFARM MVT Market patrons sit at picnic benches provided by MVT CID



MVT CID Clean Team members unload presents donated by the MVT community at Plaza West ahead of their annual holiday party

Partnerships & Advocacy

The MVT CID has long collaborated with industry groups and local leadership to highlight the neighborhood to audiences both within and outside the DMV. The MVT CID remains active with the following partner organizations:

- DC BID Council
- DC Sustainable Transportation
- Destination DC
- International Downtown Association
- Restaurant Association Metropolitan Washington
- Washington, DC Economic Partnership
- DC Building Industry Association

DC BID Council

Since late 2022, the MVT CID President & CEO Kenyattah Robinson has served as the Chair of the DC BID Council, an active group that supports, elevates, and advocates for the District of Columbia's 12 business improvement districts. While the time spent on this effort ultimately supports work throughout the District, Mr. Robinson has seen significant benefits for the MVT CID particularly, as the city has come out of the pandemic and adjusts to this 'new normal.'

The DC BID Council has been actively discussing issues such as homelessness; supporting the economic revitalization of downtown DC; advancing the improvement of our transportation and public realm infrastructure; and advocating for improvements to our public safety.

The DC BID Council, under Mr. Robinson's leadership, will hire a new full-time executive director; expand its staff to include a full-time program manager; and embark on a series of critically important initiatives to support economic development, city-wide promotions and messaging, and more.

FIVE-YEAR BUSINESS PLAN

Our Vision for the Next Five Years

During the next five years, the MVT CID will continue its collaborative approach to place management and shepherd the full build-out of the Mount Vernon Triangle neighborhood, while shifting organizational priorities to support public realm needs, build additional partnerships, and seek boundary expansion.

Challenges to Achieving Our Vision

Struggling Office Market

Like many downtown and downtown-adjacent office markets, the Mount Vernon Triangle has been impacted by a shift in office workers to the telework model as a result of COVID-19. This shift away from the in-office/in-person model that benefits neighborhoods with a full daytime office population will continue to impact the MVT CID. While some of the employment base has returned to office, the MVT CID is not experiencing a full return to office for all office workers.

This creates several challenges for the MVT CID:

- It has diminished support for restaurants and retail in the neighborhood.
- It has impacted the lease-up of existing groundfloor retail/restaurant space.
- It has ultimately led to additional vacant office space occurring in the market.

During the next five years, the MVT CID will need to remain active in the office and retail leasing space and keep cultivating relationships with property owners and brokers for those spaces. The MVT CID will continue to enhance marketing efforts for the MVT office market and maintain a database on vacant spaces available for lease.

These efforts will require involvement of the following work programs: marketing and communications, business attraction/economic development, and, to some extent, advocacy. It is anticipated that the MVT CID president will maintain and enhance relationships with property owners and brokers to ultimately fill these vacant spaces or "backfill" any existing spaces that may become vacant. This includes the activation of vacant retail space by developing a program of exhibits, art displays, pop-up retail, and future maker spaces for vacant ground floor spaces throughout the neighborhood. This will animate these spaces and make them visually attractive for residents, employees, and visitors.

Restoring Public Confidence in Public Safety

Much of the Mount Vernon Triangle's success is owed to our perception as a vibrant downtown neighborhood that is clean, safe, and welcoming. And when perceptions of safety increase, so too do perceptions of cleanliness, civic engagement, and community pride—all virtuous benefits worth preserving. Given this nexus between place management, public safety, and economic recovery, the Mount Vernon Triangle's future competitiveness will therefore continue to rely upon the MVT CID's focus on the quality-of-life matters (such as clean and safe streets) the public values most.

In recent years, however, increasing numbers of residents and business owners have contacted the MVT CID to express their concerns about safety. Perceptions of safety are cited as a factor for many commercial office workers choosing not to return to the office. This is particularly true for those workers whose trip to and from work includes travel by foot for a portion (e.g., to and from Metrorail) or the entirety of their commute. And it poses considerable risk to our community's ability to attract and retain residents to our still-growing downtown community, with parallel impacts to the

District's goal of more people choosing to live downtown. After ranking as the 10th-highest reason our residents cited for why they planned to relocate from Mount Vernon Triangle in the next 24 months in our 2019 Neighborhood Perception Survey, safety concerns became either the second- or third-highest reason in each of the four surveys between 2020 and 2023.

Through both advocacy and action, the MVT CID must and will continue to make safety its top priority to support robust and sustained economic recovery, continue the positive transformation of our rapidly growing community, and ensure the city's ongoing attractiveness within what has become an extremely competitive regional landscape.

Maintaining the Right Land-Use Mix

The MVT CID has a positive product mix of land uses, with residential currently being the dominant land-use category. This balance of land uses has served the neighborhood well in its restaurant and retail attraction efforts. A still-growing residential population that is projected to increase from approximately 7,500 residents today to nearly 9,000 at full-build-out can likely support the existing restaurants and retail, but may not be enough for new restaurants and retail contemplating entering the MVT CID.

With approximately 50% of the MVT CID area dedicated to residential use, there is built-in demand for the restaurant and retail components of the neighborhood, but as noted above, the office market has not experienced a full return to work of all office employees. Office comprises approximately 25% of the MVT land area, while hotels, churches, open spaces, and undeveloped lots account for the remainder. Unfortunately, the office market is not expected to experience future growth or even full capacity, which means there is room for growth in residential, hotel/hospitality uses, retail and restaurant uses, and civic uses. The MVT CID will need to work with multiple partners/stakeholders to ensure that the right land-use mix is maintained and vacant spaces are quickly filled with the right uses.

Maintaining & Operating a New Signature Park

MVT will soon see the construction of a well-designed urban open space - Cobb Park - that can do much to enhance the neighborhood's parks and open space network. While this park will add much-needed open space to the neighborhood and provide another option for events and programming to build community, it will also require "care and feeding" in the form of an operations and maintenance plan.

While the new park has already been funded for construction, no maintenance agreement is in place between city agencies as to who will maintain the park on a day-to-day basis.



Cobb Park



Cobb Park Site Plan

FIVE-YEAR BUSINESS PLAN

Plan for the Next Five Years



During the past 20 years, the MVT CID has evolved from an area once populated by surface parking lots into a thriving residential neighborhood with a mix of office and support uses. The neighborhood is approximately 80% built out, with several projects nearing completion or in the pipeline that will take that number to over 90% soon. During that period, the MVT CID's services have evolved and the neighborhood's residential population has grown, new office space and hotels have been delivered, and retail and restaurants have filled storefronts.

For the next five years, the MVT CID's operations will undergo a shift in work program priorities to more community building, activation and programming of Cobb Park, enhancing the quality of the public realm, and possibly expanding core services to new areas not currently managed by an improvement district, as part of the MVT CID boundary expansion.

The MVT CID's work programs must grow and adapt to this evolving neighborhood. With a new park that can be programmed, a new Community Foundation, and the possibility of a new boundary expansion area, the MVT CID is now shifting more to services that support the residential population, the businesses, and the partnerships that can advance MVT CID's vision and mission.

It is in this context that as the Mount Vernon Triangle approaches build-out, there will be a logical shift from emphasis on economic development and business attraction to an emphasis on the quality of the public realm and parks. Residents, employees, and visitors directly impact the quality of the public realm and often notice its condition on a daily basis. Residents have more impact on the public realm, as they are a 24-hour user group and use or experience it in the morning, midday, and evenings.

A high-quality public realm often indicates a high quality of life in a neighborhood, as well as a perception of safety. The MVT Clean Team will remain integral in maintaining a clean public realm and parks, and the CID will partner with the DC government on other streetscape and landscape improvements.

It is the MVT CID's belief that ratepayers—particularly residents—will be more supportive of any future rate increases that help fund this high level of public space maintenance if shown the tangible benefits of their (often years of) ongoing investments on the neighborhood's public realm as well as their own quality of life.

The following discussion points will attempt to answer these questions and provide the planning and growth foundation for the next five years.



As the MVT neighborhood continues to develop towards 100% build-out, what are the opportunities for the neighborhood to grow in other ways and meet challenges and opportunities over the next five years? What are the work program responses to these opportunities and challenges that will continue the momentum of growth? What are potential sources of new revenues and partnerships to broaden the CID's impact in the MVT neighborhood?

ACTION 1:

Finish the Plan & Complete the Build-Out

According to the MVT CID's development pipeline forecast, the neighborhood could be up to 90% built out by the end of the next five-year renewal cycle (FY 2029), with ultimate build-out occurring in the years that follow. This will always be susceptible to market conditions such as interest rates, construction costs, and demand. Regardless of these external market conditions for which MVT CID has no control, we will continue to always support property owners in their attempts to start and complete development projects in the Mount Vernon Triangle.

Completing the MVT Action Agenda by building the actual physical construct of a neighborhood will require several actions from the MVT CID that can support the goal of completing the plan. Those actions are generally already within the MVT CID's current day-to-day work plan, and must be continued for ultimate success as the neighborhood achieves full build-out. They can be categorized as follows:

- 1. Cleanliness & Safety. Keeping our community clean and safe must and will always be the cornerstone mission of the MVT CID. Clean streets are about more than neighborhood beautification: they are also one of the strongest investments we can make toward community safety. Our stakeholders already recognize this inseparable relationship and consistently reinforce that priority in their feedback to the organization. That's why it will always be a "First Principle" priority for the MVT CID.
- Marketing and Communications. Continuing to tell the success story of the MVT neighborhood in the marketplace and celebrating its high quality of life.
- 3. Advocacy. The MVT CID must maintain its advocacy efforts with the DC government and DC Council for ongoing public investment in the neighborhood, as well as monitoring potential legislation that can impact the neighborhood's development trajectory. The ongoing partnership with the DC BID Council lends a coalition of voices to some of these efforts.

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- 4. **Economic Development and Research.** Continuing to commission solid research helps the CID tell its success story with numerous stakeholders including the city, investors, and the broker community. It can also identify positive or negative trends occurring in the neighborhood.
- 5. **Business Attraction & Retention.** The CID can assist property owners with attracting new businesses and filling vacant spaces that occur in the market. This will require research into the market and inventories of land uses, as well as leveraging relationships with brokers.
- 6. Maintaining a High-Quality Public Realm. A high-quality public realm is an excellent asset for both attracting new and retaining existing residents. A vibrant and clean public realm is also one aspect of the neighborhood's marketing and "storytelling" efforts.
- Maintaining Public Parks & Other Public Assets.
 Parks and open spaces are an extension of the public realm and can build a sense of community and residential attraction through events, programming, and activations.
- Partnerships. Partnerships with neighborhood institutions build confidence in the MVT CID and its mission, and allow the CID to leverage additional resources that can be deployed in the neighborhood.

to activate and program parks and open spaces, thereby further engaging with residents, employees, and visitors. As a 501(c)(3), the Foundation can act as an attractive fundraiser for park maintenance, programming, and activation, and utilize that nonprofit status to seek grants and corporate donations. Over the next five years, the CID will brand, elevate, and amplify the Foundation for these purposes.

Staffing Opportunities

As MVT CID assumes additional work programs to meet the next cycle of growth and boundary expansion, there will need to be commensurate growth in staff at the organization. This will be budget-based and depend on new revenues or grants, but we anticipate an opportunity to grow organizational capacity to meet new and ongoing responsibilities.

Boundary Expansion

With MVT CID maintaining an ongoing interest in expanding its boundaries to provide services to areas currently not covered by a BID, such an expansion will likely add a substantial population increase to the MVT neighborhood and will require a commensurate increase in MVT CID service provision to residents in the boundary expansion area. While we would anticipate a heavy lift on services with any expansion, the benefits are significant as well.

ACTION 2:

Grow Internal Capacity for Enhanced Service Delivery

Leverage Community Foundation

The MVT CID recently established the separate but related Mount Vernon Triangle Community Foundation with a 501(c)(3) designation by the IRS. The Foundation is a vehicle that will enable the CID to increase its impact in parks and open space management, as well as in the areas of community engagement and community building. The Foundation also provides another platform

ACTION 3:

Cultivate & Nurture New Opportunities

As the final phases of development occur in the MVT neighborhood, more residential population will be added over that time, especially if boundary expansion occurs as planned. A growing population presents an opportunity to better communicate with residents, connect with them as an organization, connect them to each other, and build a sense of community in the neighborhood. The physical construct of the MVT

neighborhood has largely been created over the past 20 years. Now is the time to build a thriving and well-integrated community.

Civic Infrastructure Needs

As the MVT population continues to grow, this renewal cycle will be a good opportunity to assess the current civic infrastructure and see what assets need to be enlarged or added to create a complete neighborhood. A new park is being added to the neighborhood landscape, but are there needs for other civic assets such as a library, enhanced police and fire services, daycare facilities, schools, a community center, recreational fields, or other support services? The MVT CID can partner with the DC Office of Planning and other District agencies to assess that need and see what civic facilities could be added to the neighborhood based on current and projected population growth.

Future Partnerships

The MVT CID has an established record of collaboration in the neighborhood, and the next five years will offer opportunities for additional partnerships to leverage CID resources. A significant institutional partnership could occur with Georgetown University, who has purchased an office building on Massachusetts Avenue NW in the MVT CID. The university intends to use the building as the new home for its School of Continuing Studies (SCS) and also as an effort to create more of a campus-like setting with the Georgetown Law campus. Located at 111 Massachusetts Avenue NW, the former office building is currently under renovation as the next home for the SCS campus.

The building was previously privately owned and paid the MVT CID tax for years. Now that the nonprofit Georgetown University owns the building, it is no longer subject to the CID tax. However, the site will still receive basic Clean Team services from the CID and benefit from other CID services. The CID should initiate discussions with Georgetown to explore this partnership opportunity to offset the loss of the CID tax.

ACTION 4:

Sustain a Mature & Ever-Changing Community

Activate Vacant Retail

Ground-floor retail in urban areas continues to fluctuate according to market dynamics and neighborhood needs. Vacant storefronts can signal two different responses to a neighborhood:

- People often see vacant storefronts as part of new building development that is energizing the community and will be bringing new support retail and restaurants/food/beverage options. It also signals that a community is growing.
- People often see vacant storefronts as a signal that a neighborhood is in a state of decline, especially if they have been vacant for a significant amount of time.

Both perceptions represent reality, so the MVT CID should have an ongoing role in business attraction and retention in the neighborhood.

The CID will carefully monitor retail vacancies and, working with property owners, utilize vacant storefronts for two primary purposes. First, vacant retail spaces can often be beautified and enlivened with colorful cling wraps and artistic installations either on the glass or inside the space, visible to passersby. Many examples of this type of artistic activation exist in Washington, DC. Beautifying a space with colorful artwork provides an opportunity to brand the neighborhood, uplift local artists, and add lively character to a temporarily empty space.

The CID also will explore creating a pop-up program to hold events and other activations inside prime retail locations. Pop-up programs have proven successful around the country, particularly to uplift entrepreneurs and local businesses, showcase local artists and their work, and bring people together in unique indoor spaces (particularly when outdoor events are not possible due to weather constraints).

FIVE-YEAR BUSINESS PLAN

Activate & Support Cobb Park

Over the next five years, the Mount Vernon Triangle CID will continue leading the process to build, brand, and promote Cobb Park as an iconic destination and civic gathering space. After nearly a decade of pursuing a community greenspace, the neighborhood is eager to celebrate this new 1.2-acre neighborhood gem. Construction is expected to start in 2024.

Convene, Communicate & Build Community

The MVT CID has a long history and tradition of community building. We engage with thousands of residents, workers, and friends who subscribe to our weekly Triangle Times newsletter and social media channels and attend our meetings and events. Many others have supported micro-grants for small businesses impacted by the pandemic, contributed to our clothing and food drives on behalf of deserving neighbors, and generously donated to our annual holiday drive for the 50 "grandfamilies" - or grandparents raising grandchildren - who live at a highly unique intergenerational property in our community. Also embedded in our ethos: regular partnership with the MVT CID's three historically significant places of worship that have provided a combined 420 years of continuous spiritual and civic service to our Mount Vernon Triangle community.

Perceptions of civic engagement and community pride have long been key indicators of Mount Vernon Triangle's overall social health, and over the next five years the CID plans to expand its efforts to ensure our residents, office workers, businesses, and visitors feel welcomed and supported in the Mount Vernon Triangle community. Ways that we might do this include:

- Empower, brand, and utilize the Mount Vernon Triangle Community Foundation as the key tool for community building in public spaces.
- Build a volunteer program to help support events and activations in Cobb Park, i.e., a "Friends of Cobb Park."
- Create a 'history exhibit' about Mount Vernon Triangle to celebrate the organization's 20th anniversary.

- Offer "Neighborhood Orientation" tours for new residents by working with residential property managers.
- Re-launch our MVT Rewards program
 (suspended during the pandemic) as mobile
 application that directly benefits Mount Vernon
 Triangle's residents, workers, and businesses.





Proposed Five-Year Budget

Stewardship of the MVT CID Tax

As our audited financial statements demonstrate, the MVT CID has remained a responsible steward of the ratepayer funds entrusted to it in each of its 20 years of operations. Our combination of natural development growth, responsible fiscal stewardship, and effective governance oversight is why—despite our standing as one of the District's smaller BIDs—it was not necessary to implement our first CID tax rate increase until our 16th year of operation. A history of our rate plan is shown in the table below:

Property Type	FY 2004-2019	FY 2020	FY 2021	FY 2022-2024
Land	\$0.3500 LSF	\$0.3675 LSF	\$0.3800 LSF	\$0.3925 LSF
Residential	\$120 Unit	\$126 Unit	\$130 Unit	\$134 Unit
Commercial	\$0.1500 RSF	\$0.1575 RSF	\$0.1630 RSF	\$0.1685 RSF
Hotel	\$90.00 Room	\$94.50 Room	\$98.00 Room	\$102.00 Room

From an income perspective, the MVT CID anticipates modest revenue growth over the next five years as the community reaches full build-out. This is the expected trajectory of all improvement districts as they reach full development capacity. After this point, the only way to increase the revenue base is through boundary expansion (an option already being pursued through a separate process outside of this five-year renewal plan) or by an increase in the CID tax. A history of our rate plan increases on a percentage basis is shown in the table below:

Property Type	FY 2004-2019	FY 2020	FY 2021	FY 2022-2024
Land	0.0%	5.0%	3.4%	3.3%
Residential	0.0%	5.0%	3.2%	3.1%
Commercial	0.0%	5.0%	3.5%	3.4%
Hotel	0.0%	5.0%	3.7%	4.1%

Note: MVT CID's enabling legislation allows for an 5.0% annual increase in the BID tax rate

FIVE-YEAR BUSINESS PLAN

As we forecast our five-year operating budget, ensuring a CID tax rate structure that is fair, reasonable, equitable, and, most importantly, competitive, remains a top priority. The challenges of operating in a rising cost environment, particularly with higher labor costs for our Clean Team Ambassadors and healthcare benefits for all workers, the culmination of development growth, and continuing to keep our overhead low, require that we once again propose adjustments to our rate structure. This will enable us to continue providing the high-quality level of services that our stakeholders have come to expect and deserve. We believe that the five-year rate structure proposed below best allows us to achieve this objective:

						FOR COM	IPARISON
PRODUCT	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2024 AT 1% ANNUAL INCREASE SINCE 2004	FY 2029 AT 1% ANNUAL INCREASE SINCE 2004
LAND (PER LSF)	\$0.3964 (1.0% increase)	\$0.4004 (1.0% increase)	\$0.4044 (1.0% increase)	\$0.4084 (1.0% increase)	\$0.4125 (1.0% increase)	\$0.4228	\$0.4444
RESIDENTIAL (PER UNIT)	\$140.00 (4.5% increase)	\$142.00 (1.4% increase)	\$144.00 (1.4% increase)	\$146.00 (1.4% increase)	\$148.00 (1.4% increase)	\$145.00	\$152.00
COMMERCIAL (PER RSF)	\$0.1697 (0.7% increase)	\$0.1714 (1.0% increase)	\$0.1731 (1.0% increase)	\$0.1748 (1.0% increase)	\$0.1766 (1.0% increase)	\$0.1812	\$0.19505
HOTEL (PER KEY)	\$103.00 (1.0% increase)	\$104.00 (1.0% increase)	\$105.00 (1.0% increase)	\$106.00 (1.0% increase)	\$107.00 (1.0% increase)	\$109.00	\$114.00

Putting rates in context (in the two columns on the right), the proposed FY 2029 rate for each property type is lower than what they would be had rates been increased by a modest 1.0% annually since MVT CID started taxing in 2004, with the proposed rate structure for residential properties not surpassing what the FY 2024 rate would have been (again assuming a 1.0% annual increase) until year four of this next five-year renewal period.

COMPARATIVE TAX RATES FOR OTHER DC BIDS				
COMMERCIAL	\$0.1697 - \$0.1900 RSF			
RESIDENTIAL	\$120.00 - \$163.00 Unit			
HOTEL	\$98.35 - \$120.00 Key			

Commensurate with any increase in CID tax rates will be an education program for all ratepayers (like we provided in 2019; **see Appendix D**) so they not only understand the cost impacts of the increase, but also the benefits they stand to receive.

Below is a summary of MVT CID's projection of revenues and expenses for the next five years assuming implementation of the rate structure that is shown above:

REVENUE SOURCE/EXPENSE	EFFECTIVE BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CATEGORY	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
ASSESSMENT REVENUE	\$999,215	\$1,061,974	\$1,093,609	\$1,107,478	\$1,126,832	\$1,209,770
SERVICE AGREEMENT REVENUE	\$18,659	\$18,792	\$18,980	\$19,168	\$19,360	\$19,553
DSLBD GRANT REVENUE	\$137,678	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
OTHER INCOME	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
TOTAL PROJECTED REVENUE	\$1,179,552	\$1,244,765	\$1,276,589	\$1,290,647	\$1,310,191	\$1,393,323
ADMINISTRATION	\$142,671	\$175,183	\$179,360	\$183,643	\$188,193	\$192,857
CLEAN, SAFE & LANDSCAPING	\$701,962	\$690,198	\$705,939	\$722,074	\$739,823	\$758,010
MARKETING, COMMUNICATIONS & ECONOMIC DEVELOPMENT	\$328,156	\$346,911	\$355,281	\$363,860	\$372,896	\$382,157
TOTAL PROJECTED EXPENSES	\$1,172,789	\$1,212,292	\$1,240,581	\$1,269,577	\$1,300,912	\$1,333,023
PROJECTED SURPLUS/(DEFICIT)	\$6,763	\$32,473	\$36,008	\$21,070	\$9,279	\$60,300

Why Renew the MVT CID

The MVT CID has responsibly spearheaded our community's continued evolution and growth during the past five years. The next five years will be pivotal for our neighborhood as we launch the initiatives mentioned in our business plan and further our efforts to maintain Mount Vernon Triangle's status as a clean, safe, and desirable place and destination for anyone who chooses to live, work, do business, or entertain in the District of Columbia.

We are excited for the opportunity to continue implementation of our vision and further relationships with stakeholders and partners in and around Mount Vernon Triangle.

Our accomplishments would not have been possible without the contributions of our Board members, CID staff, the Clean Team, and our stakeholders. The support of the Executive Office of the Mayor and Administration, District Council, and Advisory Neighborhood Commission 6E have been essential in the Mount Vernon Triangle's development during the past five years and toward achieving our goals to date.

We respectfully request that you grant the Mount Vernon Triangle CID a five-year renewal as we continue to build for the future of our community. Thank you for your continuing support.

Renewal Process

- April 1: Submit renewal application, which includes the five-year plan
- **April 19** (15 business days after application submission): Mayor conducts preliminary review of application
- May 13 (24 days after preliminary review of application):
 - » Applicant sends notice of preliminary determination/notice of public hearing to:
 - The Secretary of the Council
 - Each owner of taxable property within the proposed BID area
 - Each commercial tenant within the proposed BID area
 - Each major citizens association covering the area in which the proposed BID is located
 - » DSLBD advertises public hearing in DC Register and two sources of local media
- Week of June 2 (45 days after preliminary review of application): Public hearing
- October 1: Start of new five-year authorization period

As required by the BID Act, the MVT CID will also file the proposed amendment to our BID taxes with the Mayor for review and certification prior to any new rates taking effect on October 1, 2024.

Board Resolution in Support of Renewal

BE IT RESOLVED that the cleanliness of Mount Vernon Triangle is crucial to the overall well-being of the neighborhood;

AND, BE IT FURTHER RESOLVED that the safety of Mount Vernon Triangle is vital to the overall well-being of the District of Columbia;

AND, BE IT FURTHER RESOLVED that the Mount Vernon Triangle Community Improvement District has made positive impact on cleaning the streets and sidewalks and assisting the Metropolitan Police Department by reducing crime and increasing safety in the neighborhood;

AND, BE IT FURTHER RESOLVED that the ongoing attraction and retention of users to Mount Vernon Triangle's residential, office, retail, institutional, and civic spaces will further enliven and contribute to the continued vibrancy, animation, safety, and destination appeal of the neighborhood's streets and sidewalks;

AND, BE IT FURTHER RESOLVED that the preservation, activation, and redevelopment of parks, green, and open spaces throughout Mount Vernon Triangle will build a stronger community and promote the enhanced physical, mental, emotional, and financial well-being of Mount Vernon Triangle residents, workers, students, and visitors;

AND, BE IT FURTHER RESOLVED that the net fiscal impact of Mount Vernon Triangle toward the District of Columbia's overall financial health is measurable, significant, and positive;

AND, BE IT FURTHER RESOLVED that this fiscal benefit toward the District of Columbia's overall financial health is in part attributable to the efforts of the Mount Vernon Triangle Community Improvement District and is desired to continue;

AND, BE IT FURTHER RESOLVED that the continuation of all the positive benefits outlined above requires the continued focus of a dedicated organization – the Mount Vernon Triangle Community Improvement District – charged with the day-to-day responsibility for establishing goals and objectives; setting priorities; managing emergent needs and requests; working with multiple public, private, and mission-based partners across the District of Columbia and country; and overseeing the successful execution of the organization's overall strategic vision.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Mount Vernon Triangle Community Improvement District fully supports the renewal of the Mount Vernon Triangle Community Improvement District registration term for an additional five years.

Adopted by unanimous acclaim this 21st day of March 2024.

Certified By:

Berkeley M. Shervin

Chairman of the Board of Directors

Appendix A

MVT CID Board of Directors

FULL NAME	TITLE & ORGANIZATION	BOARD ROLE				
Officers & Executive Committee Members						
Mr. Berk Shervin	President & Chief Operating Officer at The Wilkes Company	Chairman & Executive Committee Member				
Ms. Tessa Hall	Director of Construction at Dantes Partners	Vice Chair & Executive Committee Member				
Mr. Rahul Vinod	Co-Founder at RASA	Secretary & Executive Committee Member				
Mr. Aubrey Stephenson	President at Federal Management Systems	Treasurer & Executive Committee Member				
Mr. Tony Brown	Safety & Community Engagement Coordinator at Bible Way Church of Washington, DC Inc.	At-Large Executive Committee Member				
Ms. Samantha Margolis	Chief Administrative Officer & Chief of Staff at AIPAC	At-Large Executive Committee Member				
Rev. Dr. James E. Terrell	Pastor at Second Baptist Church	At-Large Executive Committee Member				
Dr. Ivory A. Toldson	Chief of Research, Concentric Educational Solutions & Professor of Counseling Psychology at Howard University	At-Large Executive Committee Member				
Mr. Drew Turner	Senior Development Manager at Douglas Development Corporation	At-Large Executive Committee Member				

FULL NAME	TITLE & ORGANIZATION	BOARD ROLE
	General Board Members	
Mr. Matthew Butler	Chief Operating Officer at D.C. Bar	Board Member
Mr. Jimmy Dodson	Partner at Paradigm Companies	Board Member
Ms. Abby Elbaum	Principal at Ogden CAP Properties, LLC	Board Member
Ms. Barbara Finan	Director of Asset Services at Cushman & Wakefield	Board Member
Mr. Clarence Fluker	Director of Community Engagement at Association of American Medical Colleges	Board Member
Mr. David Germakian	Senior Vice President & Regional Lead, Mid-Atlantic Region at EDENS	Board Member
Mr. Tom McDowell	Director of Operations at K Street Development Company, LLC	Board Member
Ms. Vera McPherson	Vice President at W.H.H. Trice & Co.	Board Member
Ms. Elizabeth (Anne) Smoot	Member Representative at Mount Carmel Baptist Church	Board Member
Mr. Sean Sullivan	Vice President of Development at Boston Properties	Board Member

Certificate of Clean Hands



Government of the District of Columbia Office of the Chief Financial Officer Office of Tax and Revenue

1101 4th Street, SW Washington, DC 20024

Date of Notice: March 19, 2024 Notice Number: L0011571021

MT VERNON TRIANGLE COMMUNITY IMPROVEMENT DIST 200 K ST NW STE 3

WASHINGTON DC 20001-5532

FEIN: **-***8105 Case ID: 1887898



CERTIFICATE OF CLEAN HANDS

As reported in the Clean Hands system, the above referenced individual/entity has no outstanding liability with the District of Columbia Office of Tax and Revenue or the Department of Employment Services. As of the date above, the individual/entity has complied with DC Code § 47-2862, therefore this Certificate of Clean Hands is issued.

TITLE 47. TAXATION, LICENSING, PERMITS, ASSESSMENTS, AND FEES CHAPTER 28 GENERAL LICENSE

SUBCHAPTER II. CLEAN HANDS BEFORE RECEIVING A LICENSE OR PERMIT D.C. CODE § 47-2862 (2006)

§ 47-2862 PROHIBITION AGAINST ISSUANCE OF LICENSE OR PERMIT

Authorized By Melinda Jenkins

Branch Chief, Collection and Enforcement Administration

To validate this certificate, please visit MyTax.DC.gov. On the MyTax DC homepage, click the "Validate a Certificate of Clean Hands" hyperlink under the Clean Hands section.

1101 4th Street SW, Suite W270, Washington, DC 20024/Phone: (202) 724-5045/MyTax.DC.gov

MVT CID Operating Protocols

Local Purchasing Preference

The MVT CID Board of Directors directs staff to utilize goods and services from District of Columbia vendors, provided that pricing and standards of quality are competitive.

Operating Reserves

The MVT CID Board of Directors directs staff to maintain a minimum of three months' operating reserves, and from time to time establish additional reserves in support of non-routine future expenditures (e.g., new service vehicle, etc.).

Equal Employment Opportunity

MVT CID is an equal opportunity employer that provides equal employment opportunities (EEO) without regard to race, color, religion, gender, sexual orientation, national origin, age, non-job-related disability, Veteran status, genetic information or other protected group status. In so doing, we are committed to ensuring that all employees and applicants for employment are afforded an equal opportunity to pursue job opportunities to the fullest extent possible with the organization. Decisions on employment, promotions and opportunities for personal development, compensation, and benefits reflect our commitment to furthering the principles of the MVT CID's equal employment



Panel from the "Voices of Change: Representation, Progress & Hope" mural installed in January 2021 in honor of the Martin Luther King, Jr. Day of Service, which seeks to encourage Americans to volunteer to improve their communities. Commissioned by the MVT CID as a celebration of community, arts, and education, the commemorative mural sought to unite and rally all Americans to work toward peaceful, positive change.

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2019 CID Tax Education Flyer for All Ratepayers



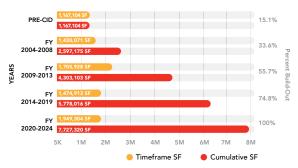
YOUR SUPPORT OF THE MVT CID ENABLES MOUNT VERNON TRIANGLE TO CONTINUE BLOSSOMING INTO A VIBRANT MIXED-USE NEIGHBORHOOD & DESTINATION

MVT OVERVIEW



4.6 million SF has been built since the MVT CID was established in 2004. This represents construction growth of almost 400% over 15 years and is approximately 80% of all current development.

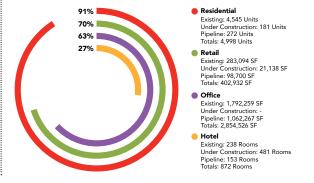
CID DEVELOPMENT SUMMARY OVER TIME



With the neighborhood's build-out approximately 75% complete, today's Mount Vernon Triangle is distinguished by its highest-ever ratings for cleanliness, safety, and civic engagement and community pride.*

* As measured by the latest Neighborhood Perception Survey

CID DEVELOPMENT SUMMARY BY TYPE (AS OF JULY 2019)



MVT SUCCESS



WE ARE EXTREMELY PROUD OF OUR ABILITY TO BRING COST-EFFECTIVE VALUE TO OUR STAKEHOLDERS FOR 15 CONSECUTIVE YEARS, WITH NO INCREASE IN OUR TAX RATE.



THIS DESPITE REAL PROPERTY TAXES GENERATED IN THE MVT CID RISING AT A COMPOUND ANNUAL GROWTH RATE OF 8.3% BETWEEN FY 2009 AND FY 2018 - MORE THAN TWICE AS FAST AS THE DC AVERAGE OF 3.9% OVER THE SAME PERIOD.



AND AS THE MVT CID HAS GROWN, **50 HAS THE DISTRICT'S ABILITY TO SERVE ALL WHO DEPEND UPON ITS SERVICES.** SOMETHING WE CAN ALL BE PROUD OF.

PLANNING FOR OUR FUTURE

While our rates have never changed, our work has drastically grown from our fundamental mission of maintaining a clean and safe neighborhood.

As we look ahead to our next five-year term as one of DC's 11 Business Improvement Districts, we're reminded that while significant progress has been made, much work remains to be done to:

- Advance efforts in support of commercial and retail attraction and retention.
- Activate our limited yet highly desired parks and open space resources.
- Elevate the prestige of our marketing, community events and overall brand.
 Spearhead artistic and cultural activities and transportation planning initiatives.
- Provide quality workforce development opportunities for our Clean Team Ambassadors that pays a living wage plus benefits.
- Secure assistance for our neighbors who are experiencing homelessness or are otherwise unstably housed.

We rely on your investment through our BID tax payment – and to continually grow our impact have received authorization to implement the modest phased tax increase as detailed in the figure to the right:



457 Massachusetts Avenue NW, Washington, DC 20001 (202) 216-0511 | info@mvtcid.org

MountVernonTriangle.org



MVT CID Policies

The MVT CID has created a number of policies to ensure the organization operates in a transparent, cost-effective manner, while maximizing service quality and efficiency.

The five policies are as follows:

- Conflict of Interest Policy
- Document Retention & Destruction Policy
- Non-Disclosure & Confidentiality Agreement
- Procurement Policy
- Whistleblower Protection Policy

These policies are available upon request by contacting the MVT CID staff at info@mvtcid.org.



Learn more about the MVT CID at MountVernonTriangle.org

