

# Five-Year Renewal Business Plan for the Mount Vernon Triangle Community Improvement District



Submitted March 2019



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March 29, 2019

The Honorable Muriel 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 diverse – and growing – stakeholders of the Mount Vernon Triangle Community Improvement District (MVT CID), we respectfully submit this business plan for your Administration’s review and consideration in response to our formal request for reauthorization as a DC-certified Business Improvement District (BID) for an additional five years starting October 1, 2019.

It has been an exciting five years of growth, development and change for the MVT CID, with Mount Vernon Triangle continuing to blossom into the vibrant mixed-use destination envisioned since its birth out of the Mount Vernon Triangle Action Agenda in 2003. Thanks largely to the intentional planning and skillful execution of many partners in both the public and private sectors, Mount Vernon Triangle has grown into a defined *place* that is both an integral part of downtown as well as a neighborhood with its own distinct and emerging identity.

It’s also clear that Mount Vernon Triangle’s growth in these past five years has been both necessary and essential to the District’s growth. Despite its diminutive footprint, properties in Mount Vernon Triangle in FY 2018 were responsible for 1.0% – or \$3.4 billion – of the city’s total appraised property value, and 1.4% of city real property tax collected—rising from 0.97% in FY 2009. Real property taxes generated in the MVT CID rose at a compound annual growth rate of 8.3% between FY 2009 and FY 2018. That is more than twice as fast as the D.C.-wide average of 3.9% over the same period. The returns accrue to us all when Mount Vernon Triangle grows, because so does the District’s ability to serve all who depend upon its services. And, that’s something we can all be proud of.

These very impressive statistics notwithstanding, we’re equally proud of Mount Vernon Triangle’s contributions toward your Administration’s affordable housing goals. All 175 of the housing units currently under development in Mount Vernon Triangle will be affordable to residents earning between 30-80% of the area median income. And, one out of every five units in the neighborhood will be affordable once Mount Vernon Triangle’s build-out is complete—ultimately proving that no matter your

income, place of origin or longevity in the District of Columbia, Mount Vernon Triangle is an inclusive community where all are welcome.

In addition to our fundamental mission to maintain a clean and safe neighborhood, the MVT CID also continues to advance efforts in support of commercial and retail attraction and retention; activation of our limited yet highly desired parks and open space resources; enhanced marketing and community events; artistic and cultural activities; transportation planning initiatives; and assistance for our neighbors who are homeless or otherwise unstably housed.

Contained within this renewal application is a summary of our major activities for the last five years related to these efforts, and our vision for the next five years of MVT CID's exciting growth, evolution and service to our stakeholders – and the District of Columbia – as a BID. Also presented is a very carefully considered financial plan for achieving our ambitious goals and objectives that first seeks to leverage additional natural growth prior to enacting a rate increase. If a rate increase must be implemented, it will reflect a balanced approach that endeavors to reduce the share burden borne by our residential rate payers who comprise the overwhelming majority of our assessment revenue, and delays the full impact of higher rates on commercial and hospitality properties until most of those projects have materialized.

Your Administration's approval of our renewal request will continue to allow the CID to serve as a trusted community voice, deepen relationships with our valued stakeholders, and achieve the vision for a vibrant downtown community as originally outlined in the framework promulgated by the Mount Vernon Triangle Action Agenda. We believe that our respective long-term interests are well aligned, and look forward with great enthusiasm to our ongoing work together in the years ahead.

Thank you for your continuing support of the MVT CID.

With very best regards,



Berkeley M. Shervin  
Chairman of the Board of Directors



Kenyattah A. Robinson  
President & CEO

cc: Kristi C. Whitfield, Director, District Department of Small and Local Business Development

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## I. Introduction & Overview

### A. About the MVT CID

#### i. 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.

#### ii. Mission

The ingredients for achieving the vision for Mount Vernon Triangle are:

- **PEOPLE:** A diverse and energetic group, eager to be part of the community.
- **DESIGN:** A lively mix of uses with residential, retail and office projects. Outstanding architecture, historic places, public art, parks and plazas that engage people and are enjoyed by the community.
- **RETAIL:** A wide variety of restaurants, shops, services, and amenities that provide for needs of the neighborhood and create great experiences.
- **TRANSPORTATION:** Walkable neighborhood, proximity to Metrorail at Gallery Place/Chinatown, Mt. Vernon Square/Convention Center, Judiciary Square, and Union Station. Access to Circulator and Metro bus, Bikeshare, Amtrak & MARC Train and I-395. Plans for streetcar on K Street Connection Union Station and Georgetown.<sup>1</sup>
- **PARTNERSHIPS:** An innovative, public-private collaboration.

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<sup>1</sup> As contemplated at the time this mission statement was written.

We are also acutely aware that our efforts in support of revitalizing and seamlessly connecting the wider east downtown area of the District continue to be important. These steps will create a major win for all, and we accept the responsibility that accompanies this obligation.

### iii. 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

### iv. 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 to the west, Massachusetts Avenue to the south, New York Avenue to the north and New Jersey Avenue 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, longtime and new residents, and diverse cultures, restaurants, and experiences.

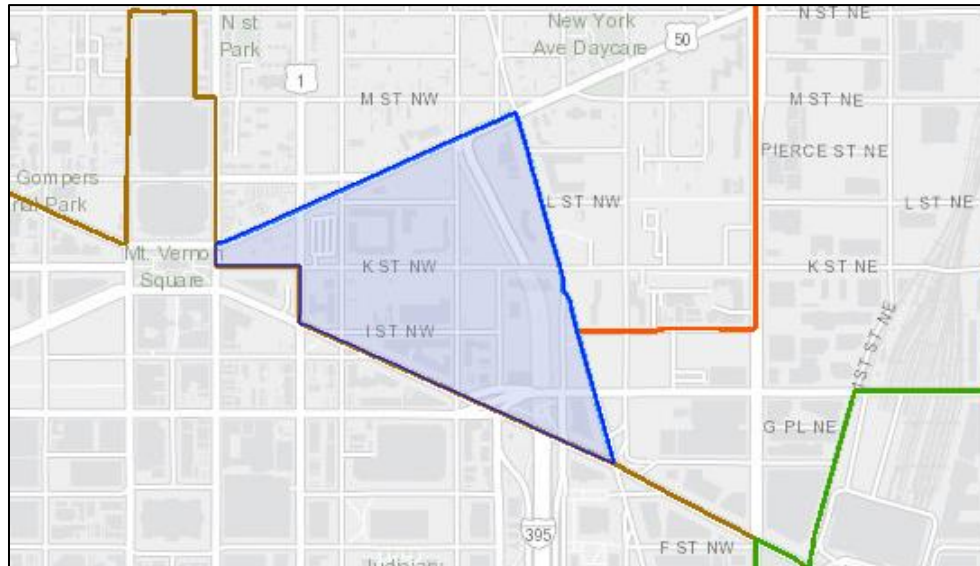
Figure 1: Mount Vernon Triangle Neighborhood Map





A subtle-yet-important distinction is the difference between the Mount Vernon Triangle neighborhood as shown above in Figure 1, and the Mount Vernon Triangle CID as shown below in Figure 2. The MVT CID does not include square 0484W and lot 0025 for the purposes of assessing BID tax. However, many consider the parcel, its lone asset – 601 Massachusetts Avenue NW, which houses the DC office of law firm Arnold & Porter Kaye Scholer LLP – and the many other properties that are adjacent to and about our CID boundaries, all part of our Mount Vernon Triangle neighborhood. This nuance carries important meaning when viewed through the lens of our accomplishments, results and future service plans to be discussed later in this business plan.

**Figure 2: MVT CID BID Boundary Map**



Source: DC Atlas GIS System

#### v. Today's MVT CID

When former D.C. Mayor Anthony Williams publicly unveiled the Mount Vernon Triangle Action Agenda in 2003, the neighborhood was primarily a collection of surface parking lots, vacant buildings and undeveloped property, with few occupied buildings. The Mount Vernon Triangle area was also unsafe and uncared for: criminal activity was rampant even in broad daylight, and trash littered our sidewalks and neglected parks.

Our streets were notably quiet, especially compared to the surrounding downtown areas that attracted more commercial establishments and residents. Unsurprisingly, the neighborhood lacked any distinct identity or sense of community.

This year marks the 15th anniversary of the MVT CID, and we are proud to have contributed to the remarkable transformation and evolution our community has experienced since the vision for our neighborhood was first established in the Action Agenda.

Today, the transformation of Mount Vernon Triangle is undeniable and immediately obvious to anyone who sets foot into our bustling mixed-use neighborhood. Mount Vernon Triangle has rapidly evolved into an authentic, desirable downtown "Nexus Neighborhood," with a strong residential base,

architecturally significant Class A office space, and exciting places to shop and dine. Our new brand tagline exemplifies the reality of Mount Vernon Triangle in 2019: *“It’s All Here.”*

Through our development, partnerships and strategic marketing efforts over the last five years, we’ve solidified our identity and community while elevating both the visibility and appeal of the MVT brand. Within District boundaries and beyond, among residents and visitors alike, our neighborhood is widely known and recognized as a model mixed-use community and a “destination of choice.” Even when new restaurants and shops open outside our technical boundaries, they tout their status as Mount Vernon Triangle community establishments, reinforcing the prestige of our brand and wealth of inclusive amenities that meet the needs of our entire community.

## B. Governance

The MVT CID is a DC-certified 501(c)(6) non-profit 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 by-laws, 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 up to four additional at-large members. 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 long-standing 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.

## C. Day-to-Day Operations

### i. Full-Time Staff

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

- **President & CEO** with three (3) years in the role and 20+ years of combined real estate and finance, public affairs and policy, placemaking experience.
- **Director of Public Space Operations** with five (5) years in the current role at MVT CID and 12 years of total experience working at similar organizations.
- **Associate Director of Planning & Economic Development** with six (6) months in the current role and 8 years of direct and equivalent educational experience, including specific familiarity with the formulation and execution of creative economic development strategies.

#### ii. Outsourced Staff

In support of the MVT CID's marketing and communications efforts, the organization currently engages an outside consultant who was intimately involved in the strategic branding and marketing efforts on behalf of development organizations with properties in the CID.

#### iii. Clean & Safe Ambassadors

The responsibility for supporting DC municipal services to keep Mount Vernon Triangle clean and safe rests with our crew of seven Clean Team Ambassadors. Work hours for the Clean Team are from 7:00 a.m. to 7:00 p.m. daily. The team is funded in part by a grant from DC Department of Small and Local Business and is affiliated with the "Ready to Work" job training program at Central Union Mission (previously Gospel Rescue Ministry).

#### iv. Additional Third-Party Services

The CID currently engages the services of a local third-party accounting firm for bookkeeping and financial management services.

### D. Financial Management

#### i. 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 are 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.

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 computed as follows:

- \$0.35 per square foot of land.
- \$0.15 per rentable square foot of commercial buildings.
- \$90 per hotel room.

- \$120 per unit annually for taxable residential properties, pro-rated based on level of area median income for affordable units.

## ii. 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.

## E. Administrative Relationship with District Government

### i. Duration

The duration of the MVT CID commenced when it is 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 and 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.

### ii. 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 by the Mayor, the CFO and the Council of the BID's financial statements along with 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.

### iii. 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.

**F. MVT CID Policies****i. 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.

**ii. Competitive Bidding**

The MVT CID competitively bids its purchase of services, products and equipment. The policy aims to maximize service quality, efficiency and cost effectiveness.

**iii. 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.).

**iv. 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 opportunity policy.

### III. The Last Five Years: Accomplishments & Results

#### A. Expansion of Organizational Capacity since Last Renewal

To sustain our progress and continually validate our legitimacy as one of DC’s 11 BIDs, we recognize that we must demonstrate ongoing value and effectiveness to our stakeholders. As a result, we have taken significant steps to build the MVT CID’s capacity to support the strategic goals and management needs of our growing and maturing community.

After moving to new offices in early November 2015 following the D.C. Bar’s decision to build its new headquarters on the parking lot at 901 4th Street NW – the location of our former office trailer – the MVT CID hired of a new President & Chief Executive Officer, Kenyattah Robinson, in April 2016 to guide the organization through its next chapter of maturation and growth.

As a long-time MVT CID resident with nearly two decades of public- and private-sector experience, Mr. Robinson brings a dynamic and hands-on leadership style and a passion for community-building to this role. In 2016, he developed the comprehensive three-year strategic plan shown in Table 1 below to provide sustainable stakeholder value by optimizing the MVT CID’s internal capabilities, engaging external stakeholders, managing our current priorities, and creating tomorrow’s opportunities.

**Table 1: MVT CID Strategic Plan Goals (2016-2019)**

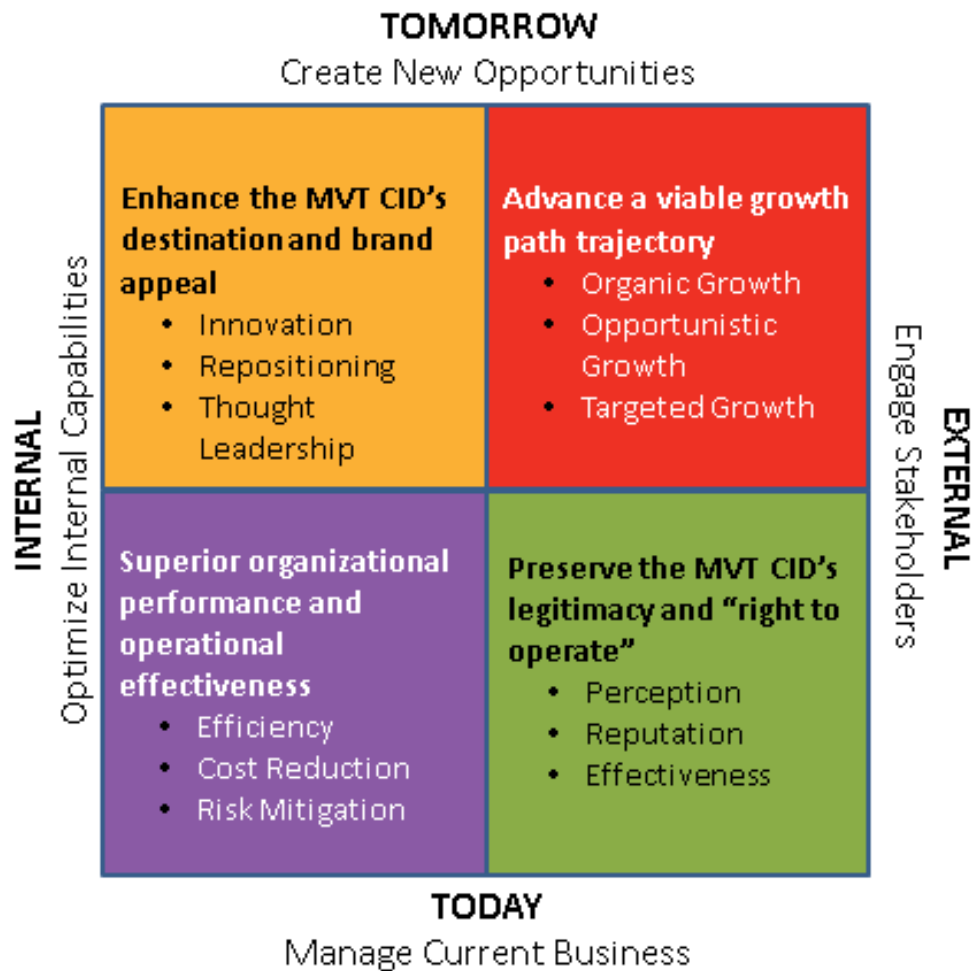
<p><b>Goal One:</b> Achieve and maintain superior organizational performance and operational effectiveness through best-in-class administrative and governance practices.</p>
<ol style="list-style-type: none"> <li>1. Maximize revenue while controlling costs and adhering to prudent risk management practices.</li> <li>2. Manage quality performance and support professional development of staff while implementing new/enhanced controls and systems as needed.</li> <li>3. Ensure healthy fiduciary oversight through effective board governance.</li> </ol>
<p><b>Goal Two:</b> Preserve the MVT CID’s legitimacy, “right to operate” and value to the community by always upholding our core values while also enhancing the organization’s perception, reputation and effectiveness in the eyes of its stakeholders.</p>
<ol style="list-style-type: none"> <li>1. Keep streets clean, safe and friendly through litter pick-up, crime reduction and homeless outreach.</li> <li>2. Use targeted stakeholder outreach to strengthen relationships with residents, commercial tenants and retailers.</li> <li>3. Enrich the public realm and activate underutilized open spaces.</li> </ol>
<p><b>Goal Three:</b> Enhance the MVT CID’s destination and brand appeal through innovation, repositioning and other activities that advance our ability to capture tomorrow’s opportunity.</p>
<ol style="list-style-type: none"> <li>1. Enhance marketing technology and customer relationship management infrastructure and systems to broaden consistency and reach of CID messaging.</li> <li>2. Create strategic marketing and cultural activation plans to enhance MVT CID’s destination appeal.</li> <li>3. Provide thought leadership on subject matters that benefit both the MVT CID and District of Columbia.</li> </ol>

**Goal Four:** Advance a **viable growth path trajectory** that allows the MVT CID to responsibly contribute to unmet societal needs, “raise the bottom” for what is possible in a thoughtfully planned, carefully coordinated mixed-used community, and enables full achievement the community’s innate potential.

1. Position CID for future expansion through continued cultivation of natural/“organic” growth.
2. Grow through opportunistic acquisition of adjacent property owner rate payers.
3. Increase the footprint of the CID through organized boundary expansion.

The same goals are also illustrated as an image as shown in Figure 3 below.

**Figure 3: MVT CID Strategic Plan Goals (2016-2019)**



The strategic plan guides our efforts moving forward, and supported the CID’s decision-making on the types of personnel choices and programming activities that we view as vital to the neighborhood’s growth and maturation. The sophisticated and expanded demands our ambitious projects and improvements required also led us to engage the services of industry-leading design and urban development consultants to deliver on our strategic goals. These consultants have been instrumental in facilitating our strategic planning efforts to define and meet the neighborhood’s green and open space requirements, and with their help, we have developed a clear path forward for meeting our community’s needs.

B. Public Space Operations: Keeping MVT Streets Clean, Safe & Welcoming

i. Cleanliness & Landscaping

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 this priority in our annual Neighborhood Perception Survey, ranking cleanliness as a top priority – second to only safety – for our neighborhood.

While our residential and office worker populations continue to grow, the MVT CID has consistently earned high marks for keeping the neighborhood clean and welcoming for all. In 2018, 90% of respondents to our Neighborhood Perception Survey rank the MVT as “clean or very clean,” a record high and marked year-over-year improvement from 80% in 2017.

In the MVT CID, our Clean Team Ambassadors, affectionately known as “the guys in green,” are the foundation of our work to improve quality of life through activities that promote clean and safe streets. Our dedicated seven-member team is out on the neighborhood’s streets every day, between 7 am and 7 pm on weekdays and 7:30 am and 3:30 pm on weekends, serving as ambassadors to the community and ensuring a welcoming, enjoyable and attractive experience for our many residents, office workers and visitors.

You can find our team members working hard throughout our neighborhood, tending to public spaces and helping out with private sidewalks during snowstorms and other weather emergencies. Our ambassadors embody the authentic and welcoming nature of our special community by caring for plantings and medians, maintaining trash receptacles, reporting public safety concerns and even giving directions to visitors.

Grant funding received from the Department of Small and Local Business Development (DSLBD) helps to enhance and extend the services that we provide. MVT CID has partnered with Central Union Mission’s “Ready to Work” job training program for our Clean Team services, which enables us to fulfill our function of cleaning the streets, provides work force development support and gives a second chance to our formerly homeless and/or incarcerated District neighbors.



Table 2: Results 2015-2018

Results	Statistics	Efforts Above & Beyond
Trash Removal	2018 – 360,000 pounds collected 2017 – 318,000 pounds collected 2016 – 280,000 pounds collected 2015 – 167,811 pounds collected	To assist our National Parks Service (NPS) partners affected by the January 2019 government shutdown, MVT CID Clean Team Ambassadors stepped in and provided trash pick-up and beautification services on the National Mall, and six NPS small park reservations within our community for three weeks. Their efforts earned MVT CID a letter of commendation and thanks from Lisa Mendelson, NPS Acting Director for the National Capital Region, who praised the team’s “commitment and pride” in caring for the parks.
Graffiti Eliminated / Posters & Stickers (within 24 hours of reporting)	2018 – 320 instances of graffiti, 315 posters and stickers 2017 – 170 instances of graffiti, 228 posters and stickers 2016 – 80 instances of graffiti, 80 posters and stickers 2015 – 110 instances of graffiti, 245 posters and stickers	Illegal graffiti, stickers, and posters have all increased greatly in our neighborhood in the last five years – that’s why our clean team is ever-vigilant in removing them within and beyond our immediate borders. For example, in October 2018 our Clean Team noticed new graffiti on a jersey barrier near 5th Street NW & New York Avenue NW and removed it within hours of identification, to keep ahead of the problem.
Public Space Problems & Defects Identified & Reported to 311	2018 – 164 2017 – 170 2016 – 55 2015 – 67 public realm deficiencies – repair of potholes, roadway trenches, unsafe traffic light timing, need for crosswalks.	The MVT CID’s work doesn’t stop at 5pm. Aging street light infrastructure along with the disruption of continued development has led to an increase in the number of street lights going dim or out entirely. An increase in the amount of evening foot traffic within our community has led to additional vigilance and proactivity on the part of the MVT CID in calling in these public space defects for the safety of all.
Mulch Distributed in Support of Beautification	2018 – 2,500 lbs 2017 – 1,500 lbs 2016 – 2,900 lbs 2015 – mulched 100+ tree boxes, planted 150 flowers and cared for five neighborhood pocket parks	Efforts to clear overgrown grass on the District-controlled traffic island near Cobb Park, and to transform a highly visible median along New York Avenue into a more attractive streetscape.
Eco-Friendly Ice Melt Distributed for Weather Emergencies	2018 – 1,500 lbs 2017 – Not reported 2016 – 3,000 lbs 2015 – 1,700 pounds	During the winter months, the Clean Team puts ice melt on crosswalks and unmaintained areas and shovels snow in support of private and public spaces. Their hard work was particularly valuable during 2016’s “Snowpocalypse,” when team members stayed overnight at the MVT CID office for the duration of the blizzard to keep the community’s sidewalks clear.

## ii. Public Safety

Creating a safe environment in the MVT CID is the vital first step to making all other developments and improvements in our neighborhood possible. A safe neighborhood provides a solid base to promote economic activity across all realms, and we are proud to say that safety in our neighborhood has drastically improved over the last five years. What’s more, our annual Neighborhood Perception Survey – along with other efforts to regularly engage our community members, meet their needs, and address their concerns – consistently show that respondents rank safety as the top strategic priority for the MVT CID.

However, the reality of building a vibrant urban neighborhood is that attracting more residents and businesses creates more opportunity for crime. Despite that challenge, total crime in the MVT CID has decreased by 35% from 2016 to 2018, more than triple the rate of decline for the District as a whole during the same time period. Furthermore, across the most common categories of reported criminal activity, the MVT CID has the distinction of expanding its residential and commercial footprint while reducing crime at rates that significantly exceed those for the District and Ward 6.

**Table 3: MVT CID Crime Trends vs. Ward 6 & DC (2016-2018)**

Crime Type	MVT CID	Ward 6	District-Wide
Total Crime	-35%	-13%	-9.5%
Theft	-31%	-0.8%	-3.0%
Theft from Auto	-36%	-12%	- 5.0%
Robberies	-39%	-37%	- 32%

Much of the credit for these results can also be attributed to swift action the CID took in early 2017, when after growing concerns about safety from respondents began to emerge in 2016 we took the step of transforming our regular Property Managers Committee meetings into the MVT Safety Council. Since then, we have notably improved neighborhood safety – with nearly three out of four survey respondents to our 2018 survey regarding our neighborhood as “safe” or “very safe,” a notable uptick from 2017 results, which showed that only two out of three respondents regarded the MVT CID as “safe” or “very safe.”

For a case study further detailing how the MVT Safety Council came to be and the results that followed, see Appendix B on page 38.

## iii. Homelessness

Ensuring the safety and well-being of our neighbors while responsibly contributing to unmet societal needs is a core MVT CID value that is strategically imperative toward “raising the bottom” for what’s possible in a thoughtfully planned, carefully coordinated mixed-use community like the MVT.

This value extends to responding to the larger societal challenge of homelessness – a complex issue that unfortunately impacts far too many of our neighbors. To care for our neighbors who are homeless or otherwise unstably housed, these are some of the ways MVT CID has worked to ensure that our most vulnerable community members remain safe and supported:

- **Homelessness Partnerships.** Consistent with our organizational values and municipal protocols, the MVT CID continues to work in partnership with BID colleagues, District agencies, leading non-profit providers of housing for the chronically homeless, the National Park Service, and United States Park Police to responsibly address homeless individuals within the community and seek solutions to improve their health and living conditions.
- **Homelessness Roundtable.** In January 2018, MVT CID and the American Association of Medical Colleges convened a homelessness roundtable to provide a platform to discuss the MVT CID's procedures for addressing homelessness, and how residents, retailers, the faith-based community, business leaders and other key community influencers can best engage on this very important issue. Our dialogue and efforts in partnership with AAMC continue, as the forum was instrumental in helping us and our participants identify additional measures that could be implemented, the partnerships that could be forged, and the human and financial resources that could be leveraged to make episodes of homelessness within our community rare, brief and non-recurring.
- **Winter Warm Up Clothing Drive.** In January 2019 MVT CID partnered with 15 MVT residential and commercial properties and collected over 200 pounds of gently used clothing, which were donated to local nonprofits serving the homeless including Central Union Mission men's shelter, Martha's Table, the Community for Creative Non-Violence Shelter, So Others Might Eat (SOME) and Blair House for Men.

### C. Enhancing MVT's Public Realm & Open Spaces

A public realm defined by attractive, diversely programmed and well-maintained parks is vital to the MVT's continuing evolution – it's been a crucial part of our mission since the Mount Vernon Triangle Action Agenda was published 16 years ago.

The MVT CID strives to activate its public spaces by making them more engaging and welcoming. Our parks and green spaces are crucial community assets that create social, environmental and economic value. They are essential to building neighborhood pride and fostering a sense of community.

In 2003, our neighborhood faced significant challenges and deficiencies in this realm – the MVT CID lacked public spaces for residents and employees to gather, and our area was unsafe and in a state of disrepair with little to no landscaping, poor street lighting, and poorly marked street crossings along the busy intersections of New York, New Jersey, and Massachusetts Avenues.

Today the MVT CID is a pedestrian-friendly, pet-friendly neighborhood with more than 600 areas of outdoor seating made possible through thoughtful planning and design.

Over the last five years we've made tremendous strides to reclaim our public spaces by working tirelessly to revitalize existing neglected parks, beautify our streetscape, and collaborate with District agencies and community stakeholders to advocate for improvements to our infrastructure and open spaces. The MVT CID is proud to have the community's trust to lead on these initiatives, which impact the quality-of-life of thousands of neighborhood residents, workers and visitors.

i. Key Public Real & Open Space Efforts & Leadership: 2014-2019

- Continued public forums and surveys to solicit input on community needs and feedback on proposed plans.
- Strengthened partnerships with the District’s Metropolitan Police Department and the United States Park Police to improve safety.
- Developed community events and added art installations to MVT CID parks to activate them as vibrant public spaces that are welcoming to all residents.
- Forged partnerships between the MVT CID, stakeholders and local and federal partners to create successful plans and models for reclaiming once-troubled spaces.
- Initiated grassroots engagement and involvement of hundreds of community members and dozens of individual stakeholder organizations.
- Hired consulting teams and outside experts to identify, assess, and analyze existing and potential open and green spaces, and identified best practices worldwide for designing and operating exceptional urban parks.
- Worked closely with senior leadership within the Office of the Mayor and on the District Council to advocate for the funding, planning and implementation of new MVT open space projects
- Continued service on the board of DC Sustainable Transportation to focus on better DC Circulator operations and downtown mobility.

ii. Key Public Realm & Open Space Accomplishments: 2014-2019

- Led neighborhood beautification projects completed by our Clean Team Ambassadors
- Sponsored the MVT Open Spaces Study report and analysis, providing a strategic, transparent and comprehensive master plan for the enhanced use and activation of multiple community open space resources.
- Completed a strategic plan and bold new vision for a re-imagined Cobb Park to serve as an iconic destination to serve as an open, artistic space and gateway into the Mount Vernon Triangle and downtown DC—surfacing \$500,000 in the District’s budget and pledges from other individual and private sector benefactors in support of this project.
- Reclaimed, revitalized and activated of National Parks Service Reservation 74 (Milian Park) as a space for all to enjoy.
- Enhanced pedestrian safety through advocacy for a 4-1/2 K Street NW mid-block crossing at and stop bar pavement markings in three connecting alleys.
- Launched a project to transform 4-1/2 Street NW and historic Prather’s Alley.

D. Real Estate Growth & Economic Development

The MVT CID’s success in building solid neighborhood fundamentals through a clean and safe neighborhood, enhanced open spaces, and centrality to transportation has also made our neighborhood a recognized and established destination of choice for anyone who chooses to live, work, do business or entertain in the District of Columbia.

Attracting businesses is consistently ranked as a top priority by our stakeholders – in our 2018 Neighborhood Perception survey, this strategic priority was a close third, behind only cleanliness and safety.

We’ve made significant strides in delivering on our goals to attract developers and business owners over the past five years, with significant growth across all sectors including office space, residential buildings, affordable housing, retail and hospitality.

As the results below show, the Mount Vernon Triangle is a demographically strong and culturally rich neighborhood in the heart of downtown DC and within the epicenter of expanding commercial and retail activity—making it the ideal destination in which to live or start/relocate a business.

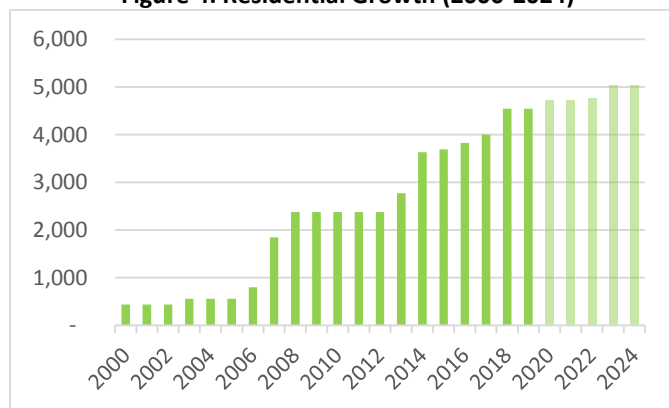
i. Residential: Market Rate & Affordable Housing

Our community has thrived and grown as more residents both move into and stay longer in the MVT neighborhood. In 2014, only one in four residents surveyed had lived in our neighborhood for three years or more. Five years later, more than half of respondents surveyed in our Neighborhood Perception Survey (57%) have lived here for at least three years. Furthermore, only one in ten surveyed plan to leave MVT in the next year, and only one in four anticipate moving out in next three years.

Over the past five years, the MVT has added 1,745 more residential units, growing by over 60% to a total of 4,545 units by the end of 2018, with capacity for 5,200 residential units at full build out.

Our centralized location within Washington DC, proximity to work, value for money, and access to neighborhood amenities continue to draw residents from within and beyond the District. Almost 80% of MVT’s nearly 7,000 residents live within one mile of their job, and nearly 50% walk to work. There are 21,000 residents within .5 miles of the MVT CID boundaries.

Figure 4: Residential Growth (2000-2024)



The diversity of attractive and well-designed housing options in the MVT CID – including condominiums and apartments, market rate and affordable housing, intergenerational and senior options – help to create an authentic community with equitable access to world-class amenities.

In our 2018 Neighborhood Perceptions Survey, residents who plan to leave the MVT area in the next year cited the “lack of affordable housing,” and the related “need for more space” as the top two reasons for moving elsewhere.

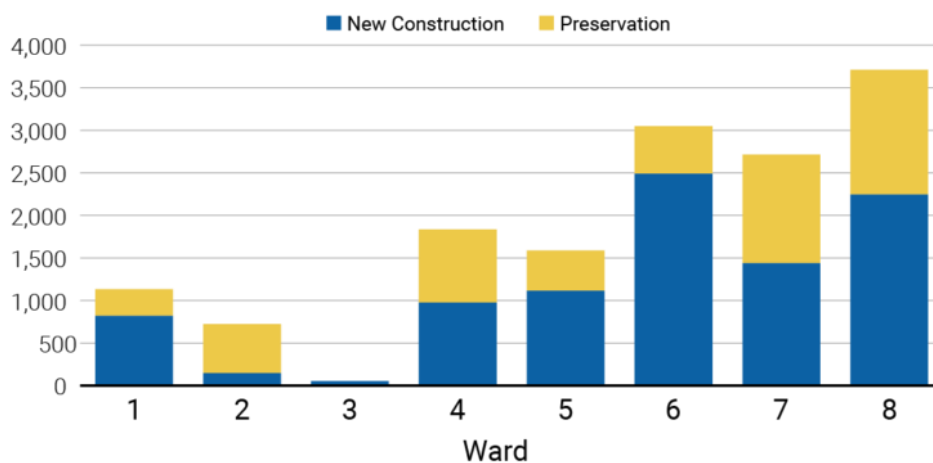
As the cost of living continues to rise precipitously throughout the District, many families and neighbors are left even farther behind, with fewer places they can afford to call home in some of our high-cost neighborhoods.

The MVT CID is committed to increasing affordable options in the area as part of our goal to contribute to unmet societal needs, and “raise the bottom” for what is possible in a thoughtfully planned, carefully coordinated mixed-use community. This in turn will help solidify MVT’s standing as a place that everyone – from our newest residents to those with deep, longstanding ties to neighborhood – can truly call home.

Our progress is proven: as the chart below shows, a recent analysis conducted by the D.C. Fiscal Policy Institute found that Ward 6 – in which MVT CID is located – has the highest number of newly constructed affordable units completed, under construction, or in the pipeline from 2015 to 2018, and is only behind Ward 8 for the highest number of units overall when considering housing preservation

**Figure 5: D.C. Affordable Housing Development & Preservation**

Affordable units completed since 2015, under construction, or in the pipeline.



Source: Affordable housing pipeline database compiled by DCFPI. Excludes public housing replacement units. Data is as of 9/6/2018.

DC FISCAL POLICY INSTITUTE | DCFPI.ORG

MVT CID is a strong contributor to Ward 6’s overall performance when it comes to affordable housing, with 223 affordable units recently delivered, and 100% of the units currently under construction designated as affordable housing. As shown in the table below approximately one of every five units in MVT CID will be affordable upon projected build-out, and we are committed to increasing the options available to better serve the District’s housing affordability challenges and unmet demand.

Table 4: MVT CID Affordable Housing Breakdown

Residential	Current	Under Construction	Pipeline	Total Projected Build-Out
Affordable Rental	777	175	0	650
Affordable Condominiums	86	0	0	86
<b>Total Affordable Units</b>	<b>863</b>	<b>175</b>	<b>0</b>	<b>1,038</b>
<b>Total Units</b>	<b>4,545</b>	<b>175</b>	<b>272</b>	<b>4,992</b>
<b>Affordable as % of Total</b>	<b>19%</b>	<b>100%</b>	<b>0%</b>	<b>21%</b>

Some recent milestones in MVT CID affordable housing include:

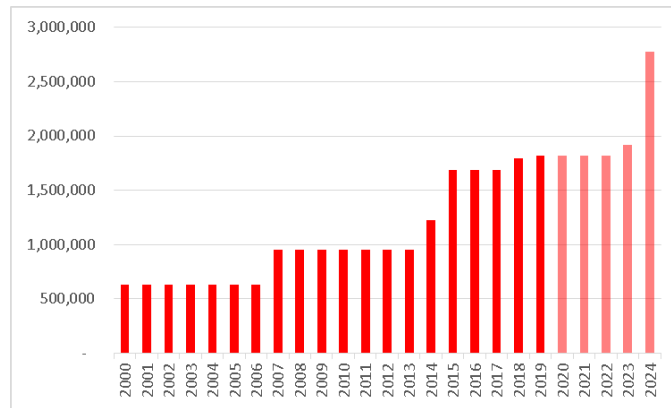
- Liberty Place Apartments:** In July 2018, Mayor Muriel Bowser and other dignitaries celebrated the groundbreaking of Liberty Place Apartments at the corner of 3rd and I Streets NW. The project features 71 new units of affordable housing—including 11 reserved for those with limited mobility, 14 for formerly homeless individuals and 7 for Veterans—and will contribute to meeting the housing needs for our District neighbors who make between 30-60% of the area median income.
- Plaza West:** In September 2018, Mayor Muriel Bowser, Ward 6 Councilmember Charles Allen, MVT CID Board Member Yvonne Williams, and a host of other local officials, civic leaders and partners celebrated the completion of Plaza West Apartments: the District’s first-ever affordable housing site with specific units for “grandfamilies.” Offering majestic views of our Nation’s Capital, the 223-unit affordable development includes 50 units set-aside for grandparents raising grandchildren. Construction began in June 2016.
- Capitol Vista:** In September 2018, developers broke ground on this new building at the corner of 2nd & H Streets NW, which will add 104 units of affordable housing. The development is modeled after New York City’s iconic Flatiron Building – proving once again that “affordable” can also be “aesthetically attractive and appealing.”

## ii. Commercial Office

Five years ago there were 4,000 professionals working in MVT CID, and we set a target goal of increasing that by 38%, to 5,500 workers by 2018. Today, we have far exceeded that goal by more than doubling the number of workers currently in the area, to nearly 9,000 by the end of 2018. The MVT CID boasts 1.8 million square feet of office space, and over the last five years, leading corporations and national associations have flocked to the neighborhood including D.C. Bar with 103,000 square feet of trophy office space and 7,734 square feet of retail space; and Association of American Medical Colleges with 273,280 square feet of office space and 14,436 square feet of retail space.

As shown in the chart below, planned office developments in the MVT CID will continue to increase, reaching 2.8 million square feet at full buildout.

Figure 6: Commercial Office Growth (2000-2024)



The strong fundamentals and forthcoming expansion of MVT as a destination of choice to work and locate businesses are the direct result of our proactive, strategic, and sustained efforts to create value for real estate developers and investors by forming strong partnerships and assisting them at every stage of their projects.

In fact, the MVT CID earned accolades from brokers leading the D.C. Bar deal for being “involved and proactive” from the beginning of the search process for their new headquarters. Leadership also said: “It was clear that attracting new tenants to the area was a high priority for the MVT CID ... their engagement was appreciated throughout and made for a thorough and well-informed process.”

As further evidence of the value we add to our real estate development stakeholders, two MVT CID developments – 601 Massachusetts Avenue and 655 New York Avenue –were awarded “Best Real Estate Deal” awards from the *Washington Business Journal*.

iii. Restaurants & Retail Services

Five years ago, the MVT CID set a target of adding 15-20 restaurants and retailers for a total of approximately 55-60 establishments. Today we have far exceeded that goal, with 63 restaurants and shops across 303,000 square feet, and another 3,500 in the pipeline.

Our restaurants and retailers are crucial to our neighborhood’s development and reputation as a welcoming community and destination of choice. That’s why we’ve worked closely with these business owners to attract and promote their establishments within and beyond our MVT CID boundaries.

Over 70 percent of the restaurants and shops located in the MVT CID are locally owned, and enhance our welcoming community feel by hosting neighborhood nights and cultural events, including live music performances.

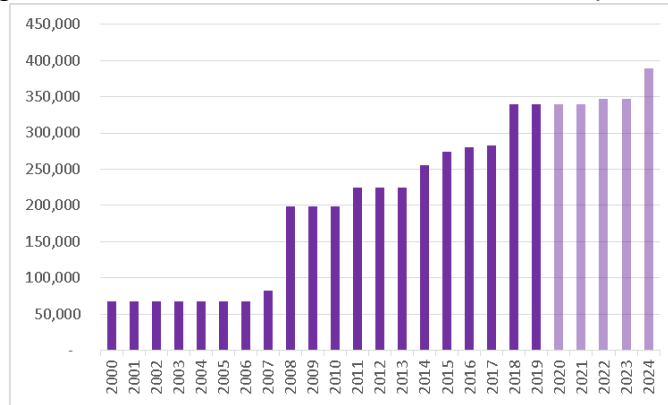
MVT CID is truly a dining destination of choice, and we are proud that owners of our local dining establishments see the value of our neighborhood by becoming repeat business owners in our area. Following the success of Tropical Smoothie Café, owners Oubab Khalil and Lala Hamoudi opened their second establishment, Chez Lily, in the MVT CID in 2018. The owners of A Baked Joint, our popular bakery and coffee shop, also recently opened a 65-seat restaurant named “La Betty,” in March 2019.



In our 2018 Neighborhood Perception Survey, non-MVT residents cited “restaurants and entertainment” as the most popular reason – at 70% – to visit our neighborhood, followed by “shopping” at 27%. With an intentional mix of fast-casual and fine dining options across every price point, our critically acclaimed establishments attract rave reviews and celebrities – even Michelle Obama – to the MVT.

As shown in the figure below, our projections for future retail growth remain strong as locally-owned businesses flock to the MVT CID.

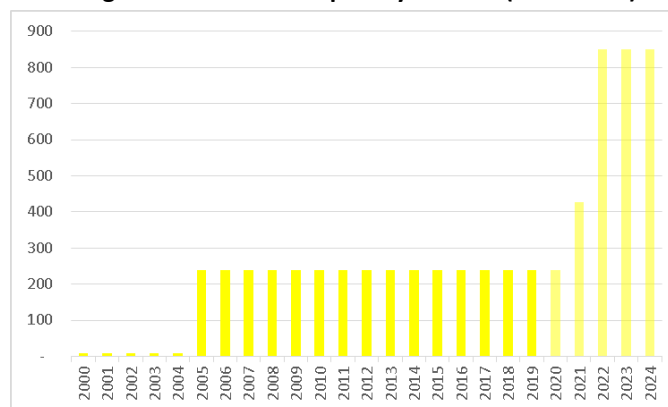
**Figure 7: MVT CID Restaurant & Retail Services Growth (2000-2024)**



**iv. Hospitality**

The MVT CID currently has 238 hotel rooms, and four hotel properties, with 811 rooms and nearly 80 percent of end-state hotel development currently in the pipeline, including the District’s first SLS LUX Hotels & Residences at 5th & I Streets NW<sup>2</sup>. At full build out, this growth will yield a 250% increase in hotel rooms available in the MVT CID.

**Figure 8: MVT CID Hospitality Growth (2000-2024)**



<sup>2</sup> We understand from published media reports that the agreement between DC government and the hotel developer, The Peebles Corporation, may no longer be in-place and there exists a possibility that the hotel may not be developed. The MVT CID has not received any update regarding an official notice of termination from the Office of the Deputy Mayor of Planning & Economic Development as of the submission date of this Renewal Business Plan. Accordingly, the project has been retained in our pipeline for the purposes of future projections.

**E. Community Outreach & Events**

The MVT’s community is fostered when we create opportunities for neighbors to gather and engage with each other. These experiences lead to greater civic engagement and community pride, both leading indicators of our community’s social health.

We are proud that our efforts have yielded a marked increase in both of these factors: 54% of respondents to our 2018 Neighborhood Perspective Survey rated civic engagement and community pride within the Mount Vernon Triangle as “strong” or “very strong” – up from just 39% and 35% in 2017 and 2016, respectively.

Communal rituals and traditions – like our FRESHFARM MVT Market – strengthen neighborhood spirit while serving our community’s needs. Our hands-on participation in neighborhood life is a central part of our work to foster and sustain greater civic engagement and increase community pride. Over the past five years, we have made significant strides in our placemaking and neighborhood engagement efforts by both creating new community traditions and iterating and expanding on existing ones to attract residents, workers, and visitors alike to our neighborhood and businesses. Examples of the types of community events that MVT CID has created and sponsored are listed in the table below:

**Table 5: List of Free MVT Community Events**

Event Type	Events
<b>Health &amp; Wellness</b>	FRESHFARM MVT Farmers Market • Fitness & Health Fair •Yoga, Mindfulness & Meditation
<b>Art &amp; Culture</b>	“City Fields” Art Installation • Tunes in the Triangle Summer Outdoor Concerts • CulturalDC Mobile Art Gallery • Black History Month Celebrations with Historically Significant Churches
<b>Seasonal Traditions &amp; Family Events</b>	Petting Zoo • MVT Santa Celebration • Dog Agility Day • Spring Fest • Earth Day Celebration • Bike to Work Day • Fall Fun Day • National Night Out • PARK(ing) Day
<b>Civic Engagement</b>	Friday Office Hours with Ward 6 Councilmember Chares Allen • Pepco Community Meetings

We’ve activated and engaged new partners, residents, and stakeholders to build our brand visibility and identity as an inclusive and welcoming neighborhood. Our events and seasonal celebrations also strengthen our case for expanding our existing public spaces, by showing growing utilization and their value in showcasing the MVT’s rich cultural history and the community institutions that define it. Most notably:

- MVT sponsorship of the CulturalDC Mobile Art Gallery drew more than 1,100 visitors, eight local restaurant partners, three sponsors, and four live music performances.
- The Tunes in the Triangle outdoor summer concert series both entertain the community and assist in activating underutilized park space, making the park more vibrant and integrated into the existing community. With refreshments, games and activities for concert goers, the series attracts residents, visitors, and local workers for music spanning all genres from jazz to bluegrass to rock.

See Appendix C on page 39 for a case study related MVT's most popular recurring annual event: the FRESHFARM MVT Farmers Market.

## F. Marketing & Branding

Following decades of thoughtful planning and careful coordination with our public and private sector stakeholders, the MVT has become one of the District's fastest-growing neighborhoods and is now considered a vibrant, inclusive and popular community that contributes to the District's international reputation as an attractive place to live, work, do business and entertain.

Over the past five years, our marketing and communications efforts have focused on elevating and enhancing the MVT CID's reputation and visibility as a "destination of choice." Our strategic approach is closely aligned with the MVT CID's goals to promote economic development by attracting new businesses, retailers and residents – and to encourage current residents and businesses to enjoy all that the MVT has to offer.

The MVT CID promotes retailers and new development, supports their business-specific marketing efforts, and pursues opportunities to highlight interesting stories within the community. We also meet with potential new retail and office clients to attract them to the neighborhood.

Our communications strategy weaves public relations, print and digital marketing materials and dynamic website and social media channels to promote development, events and local business news as well as to celebrate achievements in the neighborhood.

In addition to communicating with local news media, we maintain and leverage active digital channels through the MVT CID's website and blog, the Triangle Times e-newsletter and a growing social media presence on Facebook, Twitter, Instagram and Flickr. These communications platforms extend the reach of our stakeholders' messaging to broader audiences and help us engage with residents, businesses, media and community leaders.

All of these efforts have combined to yield considerable results, with notable accomplishments during the last five years including:

- We have upgraded our online presence and website twice in the past five years, most recently in March 2019 with additional features including interactive maps that vividly showcase all the residential, office, retail and hospitality offerings in the MVT CID.
- Our monthly email newsletter, *Triangle Times*, has grown from 1,300 to 4,000 subscribers since 2016.
- We have completed a relaunch of our brand, complete with our new tagline – ***It's All Here.*** – and dynamic visual banners that will be featured throughout our streetscape.
- We launched ***Destination MVT***, a digital marketing program to support our retailers.
- We continue to expand our social media reach with steadily increasing followers and engagement on Facebook, Twitter, Flickr and Instagram.

- We regularly showcase thought leadership by speaking at conferences and forums to share our success and best practices with leading influencers in the District and beyond. In the past five years we've showcased our achievements and strategies at industry-leading events including: Bisnow Commercial Brokers Conference, Commercial Real Estate Brokerage Association of Greater Washington DC (CREBA), Washington D.C. Economic Partnership meeting, Jones Lang LaSalle conference, District of Columbia Building Industry Association Conferences, and Commercial Real Estate Women (CREW) DC.
- We received widespread media coverage with hundreds of media mentions annually including the *Washington Post*, *Washington Business Journal*, and Zagat as well as local and regional bloggers and publications.
- We earned, in October 2015, the award for Best Marketing Campaign at CREW DC's Annual Awards Gala. The award is given to an organization, company or individual who developed the most creative and effective advertising or marketing program that promotes or features a commercial real estate project, transaction or initiative.
- We honored and celebrated our neighborhood by researching, planning and launching the ***Real History, Real Life*** beverage coaster campaign with the related hashtag #LifeInMVT in 2016 to showcase the deep history of the Triangle and how it continues to bring context and culture even as we welcome new development.

#### G. MVT CID Earns Ward 6 Brickie Award in 2018

As a capstone to the accomplishments and results that were – and continue to be – achieved since 2014, Councilmember Charles Allen in December 2018 recognized the MVT CID with the “2018 Community Organization Award” at the 12th Annual Ward 6 Brickie Awards 8 in recognition of our ongoing commitment to keeping Mount Vernon Triangle clean and safe as well as recent cultural and open space activation efforts. The Brickie Awards honor local people and organizations whose leadership, commitment and vision make Ward 6 a great place to live and work. As stated by Councilmember Allen:

*The Mount Vernon Triangle CID has created the blueprint for what it looks like to guide, plan and foster a 21st century urban community where you can walk to your grocery store and neighborhood coffee shop, and are steps from public transit that can get you anywhere in the city. In one of the fastest-growing neighborhoods in the District, the MVT CID has done amazing work to lead the vision for creation of a new park, create opportunities for neighbors to come together, and show excellence from their Clean Team each day in maintaining clean and safe spaces where every resident feels welcome. This is a well-deserved recognition for Kenyattah and his outstanding team.*

\* \* \*

These significant past accomplishments serve as a solid foundation for our next term and provide the MVT CID with strong momentum for another successful five years of BID operations.

## IV. Business Plan for the Next Five Years

### A. Vision

As we look ahead to our next five-year term as a BID, we're reminded that while significant progress has been made since we were founded in 2004, much work remains to be done. With our build-out at approximately 75% complete, there remain streets to keep clean and safe; parking lots and vacant sites to develop; parks and open spaces to protect, maintain and activate; retail and commercial businesses to attract and retain; pedestrian, bicycle and vehicle infrastructure to streamline and calm; and public amenities such as open-air markets to curate and expand. In other words: community to build. Our plans for building community, and what that might mean for MVT CID's operational and budgetary needs, are detailed throughout the remainder of this section.

Should MVT CID be renewed for another five years as a BID, a facilitated strategic planning session will be organized with the Board of Directors and staff in late-summer/early fall to assist with solidifying this vision as well as planning for the implementation of our proposed service plan and work programs for the next five years of our growth and operations.

### B. Proposed Service Plan & Work Programs

The MVT CID has earned its status as a "Nexus Neighborhood" because – in addition to its central location in the heart of downtown – the CID works at the nexus of public and private stakeholders to leverage mutually beneficial partnerships and engagement that improve life and business in the neighborhood and benefit all.

Moving ahead, our ground-level ability to continually leverage Mount Vernon Triangle's intrinsic assets, positive attributes and core strengths – including its rich past, distinct inclusivity and authenticity, and centralized location and connectivity – will provide the level of stabilization and permanence that will reflect Mount Vernon Triangle's maturation into a self-sustaining community.

As the MVT neighborhood completes its development trajectory, and continues to flourish and mature into a thriving, mixed-use community, the MVT CID will continue to promote our neighborhood's reputation as an urban "destination of choice."

This requires a multi-faceted strategic approach, and a number of issues will require the CID's careful attention, planning and analysis, and advocacy on behalf of the neighborhood, including the following:

#### i. Build a Cleaner, Safer & More Inclusive Community

We remain sharply focused on ensuring that our neighborhood is clean, green and welcoming for all to enjoy, and will always strive to make everyone feel safe and supported while in our community a top priority. In our next five years, we will work to enhance our commitment to our core clean and safe mission even as our community continues to grow more dense, mixed-use and affordable—while seeking ways to nurture community by building relationships among the increasingly diverse residents who call MVT *home*. Ways that we will do this include:

- Increase the size of the Clean Team – from 7 to 9 team members – to meet the needs of our ever-growing community while ensuring that our devoted staff maintains the continued strong performance and high morale that have endeared them to the neighborhood.
- Create a volunteer program to provide supplemental landscaping services for the CID’s unmanaged tree planter boxes—an activity that enhances the beauty of our public realm while bringing people together, building neighborhood cohesion and instilling community pride.
- Amplify the vibrancy of our public realm by investing in seasonal landscaping within the 5th & K Street planter boxes including the possibility of hanging planters to be installed on light poles around the community.
- Continue to organize the highly successful and productive quarterly Safety Council meetings that have served as a useful platform for direct communication and dissemination of best practices between our property managers and local and federal law enforcement officials.
- Partner with DDOT and ParkMobile to develop an innovative tech-based solution for combating theft from auto—the most prevalent type of crime in the CID.
- Strengthen the resident experience through the expansion of highly successful programs such as Wine Down Wednesday and the creation of a resident council for feedback on important issues faced by those who live in the CID—harnessing this ever-growing population for input and advocacy.
- Assist in meeting the needs of our neighbors experiencing homelessness by directly investing in – or partnering to invest in – homeless outreach services with a reputable local provider such as Pathways to Housing.

## ii. Mobilize Community toward Common Vision for MVT’s Green, Open & Underutilized Spaces and Spearhead Execution of Vision

The MVT Open Space Study was launched in response to unequivocally strong community feedback that preserving, enhancing and expanding green, open and public-use spaces in and around Mount Vernon Triangle must be a top priority. This transparent, inclusive and community-led approach resulted in a bold new vision for a “re-imagined” Cobb Park.

Furthermore, as Mount Vernon Triangle has grown denser and more populated, so has the amount of foot, bicycle and motorized traffic through our alleys. As a result, underutilized infrastructure historically perceived as unsafe and unsanitary places that are best avoided have been transformed into viable travel alternatives for pedestrians and vehicles alike.

Outlined below are actions the CID will implement as part of its five-year renewal in response to these community needs:

- Solidify roadmap to plan, fund, build, operate and maintain Cobb Park as an iconic destination to serve as an open, artistic space and gateway into Mount Vernon Triangle and downtown DC— involving additional strategic partners when appropriate to assist with funding for park development and ongoing operations.

- Effectuate the investment of the Peebles Corporation’s proffered agreement into NPS Reservation 74 (Milian Park) as part of the SLS Hotel development at 5th & I Streets NW; and Voltron Partners’ proffered agreement into NPS Reservations 193 and 194 as part of the Capitol Vista development at New Jersey & H Streets NW.
- Rethink possibilities with our key intersections and alleyways and develop plans to transform them into vibrant public spaces—starting with the 900 block of 4-1/2 Street NW and Prather’s Alley, and the intersection of 5th & K Streets NW.
- Create a public space committee to engage our community in the programming and activation of current and future parks and open spaces.
- Devise a plan to promote alternatives to on-street parking in response to increased demands for non-motorized use of Mount Vernon Triangle’s street infrastructure (e.g., bicycle lanes, designated ride share pick-up/drop-off zones, potential future rapid bus lanes, etc.)

### iii. Promote Seamless & Safe Connectivity between MVT & Surrounding Neighborhoods

As a prototypical nexus neighborhood, we recognize that the fruits of our efforts extend beyond our borders. With the momentum and growth happening just beyond our official boundary lines, we are also acutely aware that our efforts in support of revitalizing and seamlessly connecting the wider east downtown area of the District continue to be important despite not proposing a formal expansion of our boundaries at this time. Promoting the merits of our community’s location, convenience and livability while working to create stronger connections with surrounding neighborhoods, are all necessary and essential to the future of both Mount Vernon Triangle and downtown DC.

Outlined below are actions the CID will implement as part of its five-year renewal in response to these community needs:

- Develop an action plan to improve pedestrian safety at known pedestrian trouble spots within and connected to the CID—including those identified as part of Mayor Bowser’s Vision Zero Initiative. This will be particularly important once projects such as the Apple Store at Carnegie Library, Capitol Crossing and 655 New York Avenue begin to deliver and bring thousands of additional pedestrians to our streets each day.
- Facilitate the westward expansion of bicycle lane infrastructure as proposed in the NoMa/Mount Vernon Triangle Bicycle Network Study.
- Advocate for additional improvements to the 4-1/2 K Street NW mid-block crossing—a project that while largely celebrated by the community still requires some enhancements before it can be considered fully complete.
- Serve as trusted liaison to the project teams and community for the proposed Pepco Mount Vernon substation project, and the conversion of New Jersey Avenue for two-way traffic scheduled to commence April 2019 and be completed October 2020.

#### iv. Enhance MVT's Brand, Perception & Destination Appeal

Every day we are bombarded with messaging, ads, emails and posts vying for our attention. As a result, the market for consumer foot traffic continues to grow increasingly competitive in both BID and non-BID areas across the District, requiring the CID to continually monitor and adjust its marketing, branding and events strategies to differentiate them from the clutter in our over-connected and ever-changing world.

Here are a few ways we intend to continue capturing – and growing – a healthy share of audience attention on behalf of our stakeholders' varied interests, while also facilitating the public's desire to connect and build connections with their neighbors:

- Launch re-brand of MVT's visual identity to guide the organization into the next chapter of its evolution as a BID.
- Expand the online MVT Rewards customer loyalty program as a low-cost way to for our retailers to increase foot traffic and customer retention among residents, office workers and visitors that frequent the neighborhood. This VIP-type program also acts as a tool for residential and office property managers. They can add "Live Perks" and "Work Perks" to their incentive packages and provide them to tenants for being a part of the MVT community.
- Implement Wi-Fi enabled digital kiosks at prominent MVT gateways and other locations with high foot traffic. This activation will deliver guaranteed ad revenue to the MVT CID, provide exposure to MVT retailers, and act as a neighborhood guide to area residents, workers and visitors. Internet connectivity will also promote longer "lingering" and dwell time around the kiosks—generating even greater opportunities for CID and retailer messaging to gain visibility from both new and returning patrons.
- Research the implementation steps and barriers to execution for the significant and permanent signage at key MVT gateways—and take steps (if feasible) to execute an implementation plan.
- Engage the professional services of an expert to assist with formulation of a strategy for the attraction and retention of neighborhood retail services.
- Implement signage and other landmarks to celebrate Mount Vernon Triangle's history as a place with a rich cultural past even as we look ahead to our equally exciting future.
- Develop and execute a CID-specific arts and cultural activation plan that promotes Mount Vernon Triangle's evolution into a place for imagination and creative expression.
- Establish Mount Vernon Triangle as an official neighborhood with the Office of Planning—a capstone achievement symbolizing our place among other notable communities within the District.

#### v. Grow MVT's Internal Capabilities

As the needs of the community grow bigger and more complicated, so must our ability – as dictated by our size – to continue to do more with less by leveraging technology and human capital to bring efficiencies and scale to problems.



- Pursue opportunities to increase the CID’s budgetary resources so that functions that are currently outsourced – such as marketing and financial management – can eventually be brought in-house for better efficiency and coordination, while other functions – such as partnerships and placemaking for our park and open space efforts – can be added to better align with future community needs.
- Identify new technologies and systems improvements to harness knowledge management within the organization and the speed and efficiency by which certain processes are conducted, including the collection of BID tax by the Office of Tax and Revenue.
- In recognition of the CID’s role as a catalyst for the neighborhood’s growth through the occupancy of underutilized neighborhood assets, and our responsibility for the prudent stewardship of our valuable stakeholder resources and to keep a low operational overhead, continue to seek office space alternatives that enhance the alignment between our mission objectives, long-term community needs and asset optimization.
- Implement hospitality training for MVT Clean Team Ambassadors to better serve the increased transient visitor activity expected in the CID with the addition of as many as four new hotels as well as other destination retail (e.g., Apple Store at Carnegie Library, Walter E. Washington Convention Center, etc.)

### C. Proposed BID Tax Adjustments

The confluence of the CID’s rapid rate real estate development, strong commitment to operational efficiency, and effective Board governance have enabled the organization to operate **at the same tax rate** since our founding in 2004. 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.

However, the needs that accompany a growing community, plus uncertainties associated with the timing of multiple large-scale projects that remain in our pipeline, necessitate that for the first time we explore the possibility of a rate increase to support a consistent level of service delivery that the community has come to expect and deserves. Adjustments to our BID tax rates also provide an added level of budgetary security should the grant funding that partially supports our Clean Team program changes during the renewal period, and if multiple new development projects that are scheduled to deliver toward the end of the next renewal term do not materialize when expected.

It would be our preference to not raise our assessment rates. To obviate that need our first priority would be to actively pursue – during the six months prior to the start of our next five-year renewal term, if approved – the voluntary membership of adjacent or abutting properties that currently are not in the BID, but could benefit from voluntary CID membership, as permitted in § 2–1215.09a of the District of Columbia Code. A formal expansion of the MVT CID’s boundaries is not requested at this time, but could be considered at a future date if advantageous to the adjacent property(ies) and the MVT CID.

Should these efforts prove unsuccessful in generating the revenues necessary to meet our operational needs, a rate increase would be necessary to achieve the proposed service plan and work goals outlined above. The proposed rate increase is as follows:

Table 6: Proposed Rate Structure

Product Type	Current FY 2019	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023 (Unchanged)	Year 5 FY 2024 (Unchanged)
Land	\$0.3500/LSF	\$0.3675/LSF	\$0.3800/LSF	\$0.3925/LSF	\$0.3925/LSF	\$0.3925/LSF
Residential	\$120/Unit	\$126/Unit	\$130/Unit	\$134/Unit	\$134/Unit	\$134/Unit
Commercial	\$0.1500/RSF	\$0.1575/RSF	\$0.1630/RSF	\$0.1685/RSF	\$0.1685/RSF	\$0.1685/RSF
Hotel	\$90.00/Room	\$94.50/Room	\$98.00/Room	\$102.00/Room	\$102.00/Room	\$102.00/Room

We believe the phased and predictable nature of the proposed rate structure, if enacted, is a balanced approach that provides a number of positive benefits, including:

- Minimizes the immediate impact of the increases while ensuring the MVT CID has the financial stability to carry out its mission throughout the renewal period.
- Provides the flexibility to further adjust rates after Year 3 of our renewal period when project deliveries and grant funding become much more uncertain—or keep them the same if it is determined that additional rate increases are not necessary.
- Enhances the MVT CID’s financial security and operational sustainability should broader market difficulties threaten, harm or otherwise impair the receipt of assessment revenue.

At a functional level, the proposed rate increase over time relieves the overall rate increase share burden borne by residential rate payers, who comprise the overwhelming majority of our assessment revenue. This is demonstrated in Table 7 below in which the proposed rate increase adjustments are presented on a year-over-year percentage basis.

Table 7: Proposed Rate Structure on Year-Over-Year Percentage Basis

Product Type	Current FY 2019	Year 1* FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024
Land	Baseline	5.0%	3.4%	3.3%	0.0%	0.0%
Residential	Baseline	5.0%	3.2%	3.1%	0.0%	0.0%
Commercial	Baseline	5.0%	3.5%	3.4%	0.0%	0.0%
Hotel	Baseline	5.0%	3.7%	4.1%	0.0%	0.0%

\* The MVT CID is permitted to increase up to 5.0% annually per § 2–1215.55 of the DC Code.

The rate structure also limits the immediate effect felt by commercial and hotel properties that today comprise a proportionally smaller percentage of our overall development portfolio, but constitute significant drivers of our overall future growth. Accordingly, the full impact of the higher percentage increase in the assessment rates for these properties will be delayed until those projects have materialized. And, as more undeveloped property is placed into productive commerce, the amount of BID tax paid by land owners will represent a negligible percentage of overall revenue. This is demonstrated in Table 8 below.

**Table 8: BID Tax Paid by Product as % of Overall Assessment Revenue**

Product Type	Current FY 2019	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024
Land	8.6%	9.4%	8.7%	7.3%	5.3%	1.7%
Residential	59.8%	59.3%	58.6%	56.9%	58.5%	52.9%
Commercial	29.1%	28.9%	28.0%	27.1%	27.7%	37.8%
Hotel	2.5%	2.5%	4.7%	8.7%	8.4%	7.6%

Finally, the proposed rate structure assists with capturing some of the value that we’ve helped to create and sustain while keeping Mount Vernon Triangle competitive – from a cost standpoint – with BIDs elsewhere in the District (particularly neighboring BIDs), some of which **have already instituted rates that are equal to or more** than the rates we are proposing in this renewal business plan.

Even so, the pricing proposed by these proposed rate increases reflect and mirror the way in which today’s MVT CID is now viewed by others—and therefore must now view itself. We’re no longer the “up-and-coming” value neighborhood of parking lots but rather a neighborhood that has arrived where **It’s All Here**. Maintaining a best-in-class neighborhood requires the continued service of a best-in-class organization that is equipped adequately with financial resource and capacity to do so. The proposed rate increases assist with meeting this objective.

**D. Additional Considerations**

**i. Rates Have Remained Unchanged for 15 Years**

Any consideration of a proposed increase must also be viewed in the context of what rates would be today assuming consistent and steady escalation during the CID’s 15 years of existence. As shown in the analysis below, a 1% across-the-board increase in assessment rates each year since the since the start of the CID would have resulted in a 15% overall increase in assessment rates between 2004 and 2019, with a 3% increase resulting in a 51% overall increase over the same period. And, while the analysis does not distinguish the positive effect of the CID’s organic growth and its role in obviating the need for periodic rate increases during analysis period, it does showcase how a combination of natural growth plus a series of modest increases could have positively enhanced our current capacity and ability to deliver on our stakeholders’ behalf the types of additional services being proposed as part of this renewal plan, while countering the effects of cost inflation.

**Table 9: Hypothetical Rate Growth under Multiple Escalation Scenarios**

Product	Current Rate (Unchanged Since Year 1)	FY19 Rates Assuming the Following Year-Over-Year Growth:				
		1.0%	1.5%	2.0%	2.5%	3.0%
Land	\$0.35/LSF	\$0.40/LSF	\$0.43/LSF	\$0.46/LSF	\$0.49/LSF	\$0.53/LSF
Residential	\$120/Unit	\$138/Unit	\$148/Unit	\$158/Unit	\$170/Unit	\$182/Unit
Commercial	\$0.15/RSF	\$0.17/RSF	\$0.18/RSF	\$0.20/RSF	\$0.21/RSF	\$0.23/RSF
Hotel	\$90/Room	\$103/Room	\$111/Room	\$119/Room	\$127/Room	\$136/Room

ii. Affordable Units are Taxed at Lower Rates than Market Rate Units

One final but very important consideration in evaluating the necessity of a rate increase is the progressive nature of how affordable units in Mount Vernon Triangle are treated for the purposes of collecting BID tax. Legislation in place when the MVT CID was established in 2004 included language stating that if a residential unit is restricted to residents based upon income pursuant to a Federal or District affordable housing program, the BID tax due on the unit shall be computed by applying the percentage of area median income eligible residents must meet to participate in the affordable housing program, to the amount of the BID tax which would otherwise be due.

As a result, the effective value of BID tax captured per unit is *less than* \$120 per unit assessed for properties that pay the market rate. The MVT CID is proud of its role in spearheading and supporting the creation of an inclusive community where all can live and enjoy regardless of income. However, as shown in the table below, the impact of this legislative mandate is not insignificant and will grow increasingly more significant as more affordable dwelling units are added to our budget.

**Table 10: Impact of Affordable Dwelling Units on Assessment Revenue (\$FY2019)**

Year	Current FY 2019	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024
<b>Revenue Assumptions</b>						
If 100% Market	\$545,400	\$545,400	\$566,400	\$572,160	\$614,280	\$614,280
With AMI Units	\$517,956	\$515,880	\$527,592	\$533,352	\$575,472	\$575,472
<b>Implications</b>						
Revenue "Loss"	\$27,444	\$29,520	\$38,808	\$38,808	\$38,808	\$38,808
Effective Tax/Unit	\$113.96	\$113.50	\$111.78	\$111.86	\$112.30	\$112.30
Subsidy Rate	5.0%	5.4%	6.9%	6.8%	6.4%	6.4%

E. Proposed Five-Year Budget

In recognition of the considerations above, shown in Table 11 below is our proposed five-year budget, since it is unknown whether the CID will generate additional revenue from the voluntary inclusion of adjacent or abutting properties. Internally conservative, this operating budget also does not include revenues associated with interest income or the payment of late fees, penalties and interest. Further, the budget doesn't include any revenues and expenses associated with sponsor-driven activities – including the FRESHFARM MVT Market and large-scale public art activations – as costs for those activations are uncertain, fluctuate between years, and are assumed to be cost-neutral due the collection of sponsorships. To the extent sponsorship funding is not sufficient to cover the costs of any future proposed activities, adjustments to the operating budget will be made to ensure the CID's continued sufficiency from a budgetary standpoint.

Table 11: Proposed Five-Year Budget

Revenue Source / Expense Category	Year 1	Year 2	Year 3	Year 4	Year 5
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Assessment Revenue	\$917,325	\$979,422	\$1,050,112	\$1,084,522	\$1,198,641
DSLBD Grant Revenue	\$135,000	\$138,000	\$90,888	\$59,478	\$0
<b>Total Projected Revenue</b>	<b>\$1,052,325</b>	<b>\$1,117,422</b>	<b>\$1,141,000</b>	<b>\$1,144,000</b>	<b>\$1,198,641</b>
Admin Expenses	\$150,964	\$154,738	\$158,606	\$162,571	\$166,636
Clean, Safe & Landscape Expenses	\$459,289	\$470,771	\$482,540	\$494,604	\$506,969
Marketing & Economic Development Expenses	\$369,258	\$378,490	\$387,952	\$397,651	\$407,592
<b>Total Projected Expenses</b>	<b>\$979,511</b>	<b>\$1,003,999</b>	<b>\$1,029,099</b>	<b>\$1,054,826</b>	<b>\$1,081,197</b>
<b>Surplus (Revenue less Expenses)</b>	<b>\$72,815</b>	<b>\$113,423</b>	<b>\$111,901</b>	<b>\$89,174</b>	<b>\$117,445</b>
<b>Surplus Assuming No Rate Increase</b>	<b>\$26,993</b>	<b>\$34,777</b>	<b>\$47,155</b>	<b>\$55,226</b>	<b>\$65,803</b>
<b>Additional Funds Available for Identified Priorities</b>	<b>\$45,822</b>	<b>\$78,647</b>	<b>\$64,746</b>	<b>\$33,948</b>	<b>\$51,641</b>

**Note:** As is standard for the conservative nature of MVT CID budgeting all revenue assessment projections are shown on a full-year basis at the start of the next fiscal year subsequent to the project's delivery. As a result, projects delivering prior to October 1 could provide additional revenue that is not reflected in our proposed five-year budget.

Analysis of our projected five-year budget as a percentage of overall revenue and expenses is also shown in Table 12 below.

Table 12: Proposed Five-Year Budget by Program Area Allocation

Revenue Source / Expense Category	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Assessment Revenue	86.8%	87.2%	87.7%	92.0%	94.8%	100.0%
DSLBD Grant Revenue	13.2%	12.8%	12.3%	8.0%	5.2%	0.0%
<b>Total Projected Revenue</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Admin Expenses	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%
Clean, Safe & Landscape Expenses	46.9%	46.9%	46.9%	46.9%	46.9%	46.9%
Marketing & Economic Development Expenses	37.7%	37.7%	37.7%	37.7%	37.7%	37.7%
<b>Total Projected Expenses</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

## V. Why Renew the MVT CID

### A. Renewal Process

MVT CID understands the steps, timeline and process for our BID renewal to consist of the following:

- **March 29:** 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
- **June 3** (45 days after preliminary review of application): Public hearing
- **October 1:** Start of new five-year authorization period

### B. Why MVT Should be Renewed

The most compelling and quantifiable proof of the value of our efforts is the return on investment they have yielded in the past five years for our stakeholders and the District as a whole. Simply put: Mount Vernon Triangle is a rising tide that lifts many boats.

That's because despite comprising just 0.24% of all D.C. acres, and 0.50% of D.C. taxable acres, properties in Mount Vernon Triangle in FY 2018 were responsible for 1.0% – or \$3.4 billion – of the city's total appraised property value, and 1.4% of city real property tax collected—rising from 0.97% in FY 2009. What's more, the real property taxes generated in MVT CID rose at a compound annual growth rate of 8.3% between FY 2009 and FY 2018 – more than twice as fast as the D.C.-wide average of 3.9% over the same period – making Mount Vernon Triangle's growth both necessary and essential to the District's growth. Because as Mount Vernon Triangle grows, so does the District's ability to serve all who depend upon its services. And the returns accrue to us all.

We owe much of this progress to our disciplined strategic approach, including our unyielding emphasis on maintaining an environment that is clean, safe and welcoming to residents, workers, business owners and visitors. Focusing on these fundamentals has yielded tremendous results in the last five years, including the following:

- **Public Safety.** Total crime in the MVT CID has decreased by 35% from 2016 to 2018 – more than triple the District-wide rate of 9.5% for the same time period – with virtually no violent crime and the most prevalent offense consisting of the property crime types of theft and theft from auto.
- **Open Space Activation.** We have made great strides in beautifying and activating our existing public spaces and parks within our MVT CID boundaries, and have surfaced secured \$500,000 in District funding to begin the redesign and revitalization of Cobb Park. This was the result of our comprehensive MVT Open Space Study and related community engagement.

- **Transportation Infrastructure.** We have enhanced pedestrian safety through adding a mid-block crossing in the 400 block of K Street NW, and launched projects to transform Prather’s Alley and 4 1/2 Street NW.
- **Civic Engagement & Community Pride.** More than half – 54% – of respondents to our 2018 Neighborhood Perception Survey rated both these factors as “strong” and “very strong” in the MVT CID.
- **Residential Growth.** The convenience and sense of community we have fostered in the neighborhood have attracted residents in droves. Over the past five years, the MVT CID has added 1,745 more residential units, growing by over 60% to a total of 4,545 units by the end of 2018. At full build out, the MVT CID has the capacity for 5,200 residential units. More residents who have moved to the MVT CID are staying as well – in 2014, only 25% of residents surveyed had lived in our neighborhood for three years or more. Five years later, more than half (57%) of respondents to our 2018 Neighborhood Perception Survey have lived here for at least three years. Furthermore, only one in ten surveyed plan on leaving MVT in the next year, and only one in four anticipate moving out in next three years.
- **Affordable Housing.** Our strategic efforts over the past five years have ensured that one of every five units in the MVT CID is affordable. A recent D.C. Fiscal Policy Institute analysis found that Ward 6 has the highest number of new affordable housing developments completed and in the pipeline from 2015-2018. This is largely a credit to our commitment to equitable and inclusive development as a strategic imperative for the success of our community and organization; and to an authentic desire to work with the faith-based community and District government to increase the options available to better serve our District neighbors who are in need of housing that is affordable. This includes three developments in the MVT CID that will add 400 new affordable housing units over the next five years.
- **Retail & Restaurant Growth.** We’ve added 20 new restaurants and shops, representing a 50% increase in retail establishments since 2014. More than 70% of MVT CID restaurants are locally owned, and two of our restaurant owners have opened additional eateries in our neighborhood, and others – like neighborhood favorite Silo Restaurant – are considering options to expand in-place. The rave reviews earned by many of our establishments have made “dining and entertainment” the most popular reason to visit the MVT, according to non-resident respondents to our 2018 Neighborhood Perception Survey—further contributing to our growing destination appeal. What’s more, the improved quality of the restaurants and retailers choosing to locate in MVT promise to contribute to our planned, curated and memorable destination experience.
- **Commercial Office Space Growth.** With 1.8 million square feet of office space currently in-place, an additional 1 million square feet in the pipeline, and six major commercial users within the legal, association and non-profit sectors – including D.C. Bar and the Association of American Medical Colleges – relocating to the Mount Vernon Triangle area within the last 10 years, the MVT CID continues to be a magnet for new office headquarters relocations.

We are proud of the benefits these marked improvements bring to our neighborhood stakeholders and residents. As a true “Nexus Neighborhood,” we are anchoring and helping to advance improvements within, and adjacent to, our CID boundaries.

C. 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 RESOLVED that the safety of Mount Vernon Triangle is vital to the overall well-being of the District of Columbia;

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

AND, BE IT RESOLVED that the continued attraction and retention of office and retail tenants will further enliven and contribute to the continued vibrancy, animation, vibrancy and safety and destination appeal of Mount Vernon Triangle's streets and sidewalks;

AND, BE IT 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, patrons and property owners;

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

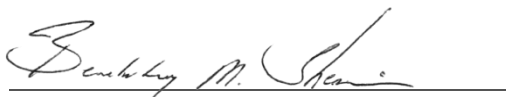
AND, BE IT RESOLVED that this fiscal benefit toward the District of Columbia's overall financial health is attributable to the efforts of the Mount Vernon Triangle Community Improvement District and is desired to continue;

AND, BE IT RESOLVED that the continuation of all the positive benefits outlined above requires the 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 Mount Vernon Triangle Community Improvement District fully supports the renewal of the Mount Vernon Triangle Community Improvement District legislation for five more years.

Adopted by unanimous acclaim this 29th day of March 2019.

Certified By:



Berkeley M. Shervin  
Chairman of the Board of Directors



## VI. Conclusion

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 – particularly Ward 6 Councilmember Charles Allen – and Advisory Neighborhood Commission 6E have been essential in the development of Mount Vernon Triangle during the past five years and achieving our goals to date.

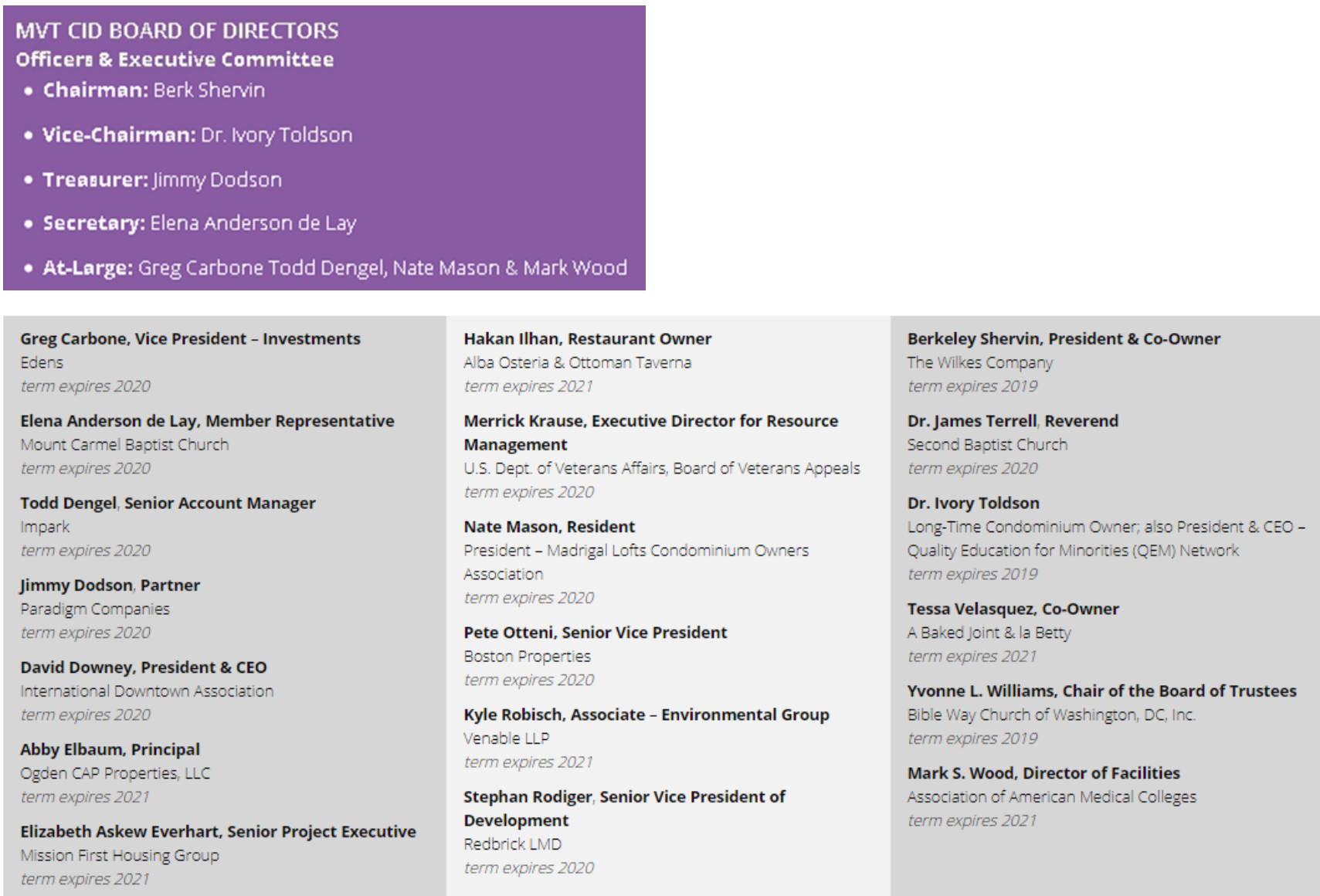
We respectfully request that you give the Mount Vernon Triangle CID a five-year renewal as we continue to build for the future of our community. Thank you for your continuing support.

## VII. Appendices

Please see the pages that follow for appendices in support of this renewal plan.

A. Appendix A: MVT Officers, Executive Committee & Board of Directors

Figure 9: MVT Officers, Executive Committee & Board of Directors



## B. Appendix B: MVT Safety Council Case Study

When the MVT CID first formed in 2004, the neglected state of our neighborhood meant that crime was rampant, especially prostitution, drug dealing, and substance abuse. Though things were gradually improving, we knew our efforts were insufficient when we received troubling feedback regarding community safety in our 2016 Neighborhood Perception Survey.

In response to these community concerns, the MVT CID took swift action and established a Safety Council in January 2017 to strengthen existing – and build additional productive relationships – between our community and law enforcement, with the goal of fostering enhanced public safety in our community and producing tangible results.

Through leading multiple community forums and ongoing collaborative efforts, the Safety Council has provided productive opportunities for federal law enforcement officials to hear stakeholder concerns, share best practices, and maintain clear lines of communication.

Within one year's time, our 2017 Neighborhood Perception Survey showed the improvements in perception of safety increasing 16%, with only 1% of respondents reporting feeling unsafe.

We are particularly grateful to the Metropolitan Police Department's First District, the United States Park Police's Central District, the National Park Service, and the United States Attorney's Office for their contributions to the results the Safety Council delivered.

Beyond the Safety Council, the MVT CID's Clean Team Ambassadors are also vital to our efforts because they provide daily on-street visibility in our neighborhood to prevent criminal activity. For instance, in August 2018 and October 2018, our Clean Team helped prevent two vehicle break-ins and thefts by keeping a constant presence near vehicles until the would-be perpetrators gave up and left. Both cases involved valuable possessions such as U.S. currency, briefcases and laptops being left in plain site.

The MVT CID also regularly provides educational resources to our residents and stakeholders to ensure they stay safe and smart, along with other forums, including our quarterly Property Manager Committee meetings, to ensure the lines of communications remain open between MVT CID stakeholders and the MPD.

### C. Appendix C: FRESHFARM MVT Market Case Study

#### ***FRESHFARM MVT Market: The Cornerstone of Community Activity and Events in MVT***

Five years ago the MVT CID sponsored and launched a community farmers market that has grown in popularity and size every year. The FRESHFARM MVT Market operates on Saturday mornings between May and October and features organic foods, produce and baked goods from local makers and growers.

Beyond its growth and success, the market provides a focal point for community events that attract residents and visitors to our neighborhood and its businesses. That’s why the MTV CID supports the FRESHFARM MVT Market with a number of well-attended community events including our Health Fair, Fall Fun Day, Spring Fest, Dog Agility Day, children’s activities, live cooking demos, live concerts, and the ever-popular petting zoo.

#### **Growth and Results:**

- Rated 16th out of more than 200 area farmers markets, and number one in downtown DC.
- From 2014 to 2018, survey respondents reporting attending farmers market once a month or more increased from 33% to 56%.
- More than 80% of residents surveyed are aware of the market.
- Steady increase in customers, sales revenue and nutrition assistance to neighbors supported by a federally sponsored nutrition program to enhance access to fresh food and reduce nutritional risk.

**Table 13: FRESHFARM MVT Market Performance: 2016-2018**

<b>Metric</b>	<b>From 2016-2017</b>	<b>From 2017-2018</b>
Customers	69% Increase	20% Increase
Sales Revenue	83% Increase	18% Increase
Nutrition Assistance	117% Increase	46% Increase

- Steady increase in vendors and variety added every year—from a single farm stand through the 2016 season to 12 vendors and multiple “pop-ups” in 2018.

These accomplishments are not accidental – they are the direct results of the MVT CID’s intentional, strategic approach to continually improve the market in ways that align with our mission to serve our community by being responsive to their feedback and needs. Based on our Neighborhood Perception Survey results asking for a wider selection of vendors and choices, we relocated our market to a larger location near Milian Park in 2017, and added a record number of vendors in 2018.

#### D. Appendix D: Partner & Stakeholder Testimonials

Contained on the pages that follow are testimonials regarding the value of the CID and the service that it provides from the following stakeholders and partners:

- **Ward 6 Councilmember Charles Allen**, whose Council district includes Mount Vernon Triangle.
- **Nicole Miller**, a Senior Managing Director at Savills Studley who worked with D.C. Bar in its selection of 901 4th Street NW for its new headquarters office building.
- **Oubab Kahlil**, the franchisee for Tropical Smoothie Café in Mount Vernon Triangle – the national retailer’s first in the District – and owner of the new neighborhood coffee shop Chez Lily.
- **Morgan Kane**, Commander of the Metropolitan Police Department’s First District, which includes Mount Vernon Triangle and whose first area patrolled as an officer included our community.
- **Thais Austin**, a long-time Mount Vernon Triangle resident who represents many buyers and sellers in MVT CID.
- **Allen Davis**, general manager of the Hampton Inn in Mount Vernon Triangle who greets thousands of visitors to his hotel each year.
- **Alex Marriott**, Chair of Advisory Neighborhood Commission 6E05, which includes part of Mount Vernon Triangle.
- **Danny Lee**, chef and owner of the popular Mandu Restaurant at City Vista.

“The Mount Vernon Triangle Community Improvement District has helped bring about another great year in the neighborhood. In addition to helping coordinate businesses and services for residents, visitors, and property owners, it helps bring a long-term vision for the area.

This essential work that the MVT CID performs will ensure that the Mount Vernon Triangle community will continue to grow.”



Charles Allen is District Councilmember for Ward 6, which includes Mount Vernon Triangle.

“Finding a site for the D.C. Bar’s new headquarters building was a multi-year process. The Mount Vernon Triangle CID was extremely involved and proactive from the start.

It was clear that attracting tenants was a high priority for them. They provided our team and client with an ongoing stream of updated marketing data to include the latest information on development sites and new retailers coming to the area. The CID’s website was also a useful tool and kept all interested parties informed and engaged.

Of course, it helps that this is a nice area for new development. It’s a natural extension east from the downtown core and north from Gallery Place and Chinatown. It’s accessible, transit friendly and all around a great neighborhood.

The CID’s engagement was appreciated throughout and made for a thorough and well informed process.”



Nicole Miller is a Senior Managing Director at Savills Studley.



“The moment I walked in to Mount Vernon Triangle, there was a sense of community. I just had a hunch that this was it.

When I had the pleasure of talking to several residents and people who work in the Triangle, I became even more confident that I made the right decision to be part of this awesome community.”



Oubab Khalil is the Franchisee for the Tropical Smoothie Café in Mount Vernon Triangle—the National Retailer’s First in the District

“Since I assumed the role of First District Commander last summer, the MVT CID has earned my trust as a proven and reliable partner to the Metropolitan Police Department.

They’re positive and solutions-oriented in their focus, committed to their community, and proactive in reaching out and coordinating to keep their neighborhood safe.

On a personal level, it’s been inspiring to witness the tremendous progress that has taken place in this once very rough area. It was one of the first areas I served during my early years as a patrol officer, and I’m thrilled for the opportunity to serve as the district commander with responsibility for the MVT CID during this exciting phase of its growth and development.”



Morgan Kane is Commander of the Metropolitan Police Department’s First District, which includes Mount Vernon Triangle.



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“As a realtor, I know the CID’s recent improvements to safety and security add thousands of dollars in value to every home in the Triangle.

As a neighbor, I also consider my CID membership the best value in town. The streets get cleaned, graffiti is quickly removed, and when a streetlight goes out it gets fixed. The CID is our own advocate to the city. If we just had ourselves to count on, I’m afraid we’d be lost in the shuffle.”



Thais Austin is a longtime resident of Mount Vernon Triangle and a realtor who represents many buyers and sellers in the MVT CID.

“We get continuous feedback from our hotel guests, and they love this neighborhood! I give a lot of credit to the CID and the work you do.

People are impressed with how clean the area is, particularly for a downtown location. The Clean Team workers are obviously doing a great job. Our many repeat visitors are especially aware of the improvements in cleanliness and safety, as well as entertainment options.

You’ve really dressed up the area. Our guests feel they are staying in an authentic, caring neighborhood, and that means the world to us.

As a local businessperson, I also appreciate the feeling of community the CID creates among neighborhood merchants and businesses, along with the police, other city agencies, and of course residents.”



Allen Davis is general manager of the Hampton Inn at 901 6th Street.



“The CID’s presence is a key reason why there is so much demand from businesses and residents alike to move into Mount Vernon Triangle.

As an ANC Commissioner, I especially value their responsiveness to issues and concerns. One great example is their work to expand the farmers market – they reached out to the community, answered every question, and gave us what we were looking for.

The CID has also streamlined the way the ANC talks to businesses and developers. When issues come up, they have the relationships to help work things out without always having to go through the bureaucracy.”



Attorney Alex Marriott is Commissioner for Advisory Neighborhood Commission 6E05, which includes part of Mount Vernon Triangle.

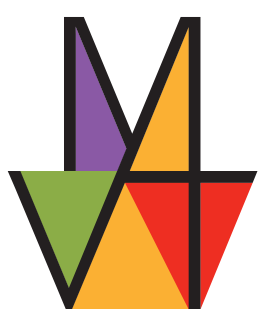
“It used to be that when you mentioned Mount Vernon Triangle to people, they weren’t quite sure what you were talking about. But now it’s becoming more of a destination and I give the CID a lot of credit for that.

They produce events that bring new people into the community, create a family atmosphere for those who already live here, and allow local businesses to connect more closely with the neighborhood.

The Mount Vernon Triangle CID is also very proactive when we have issues that need attention from the District. It could be as simple as a broken streetlight, or responding to a security concern with the police department. The CID is always asking what they can do to help.”



Danny Lee is the chef and owner of Mandu at 453 K Street, NW.



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