



DOWNTOWNDC BID RENEWAL PLAN

FY2023-2027









THE DOWNTOWNDC BID: A PEOPLE-CENTERED APPROACH TO PLACEMAKING AND ECONOMIC RESILIENCE

DowntownDC has proved itself as the regional center for working, living, gathering, and celebrating. It is the region's premier environment for commerce, entertainment, and activation, with proximity to the federal government, world-class parks, public spaces and historic landmarks, unparalleled mobility and accessibility for all, and an abundance of culture.

After starting with "clean and safe" services, the BID quickly grew into a leadership organization that has celebrated many operational and policy successes over the past 25 years: It helped lead the drafting of the 2000 Downtown Action Agenda, the redevelopment of the old convention center site, and the drafting of the 2007 Center City Action Agenda. In addition, the BID opened the Downtown Day Services Center for people experiencing homelessness, focused on reenvisioning the K Street Transitway, catalyzed the redevelopment of Franklin Park, and developed a plan for office-to-residential conversions.

Throughout the challenges of the past five years, the BID has continued its legacy of taking a people-centered approach to its work, convening the partnerships needed to build a resilient, vibrant, and inclusive economy that benefits the entire city.

This five-year renewal plan builds on these accomplishments and highlights the opportunities that lie ahead, with a strategic focus on five cross-cutting initiatives to elevate DowntownDC:

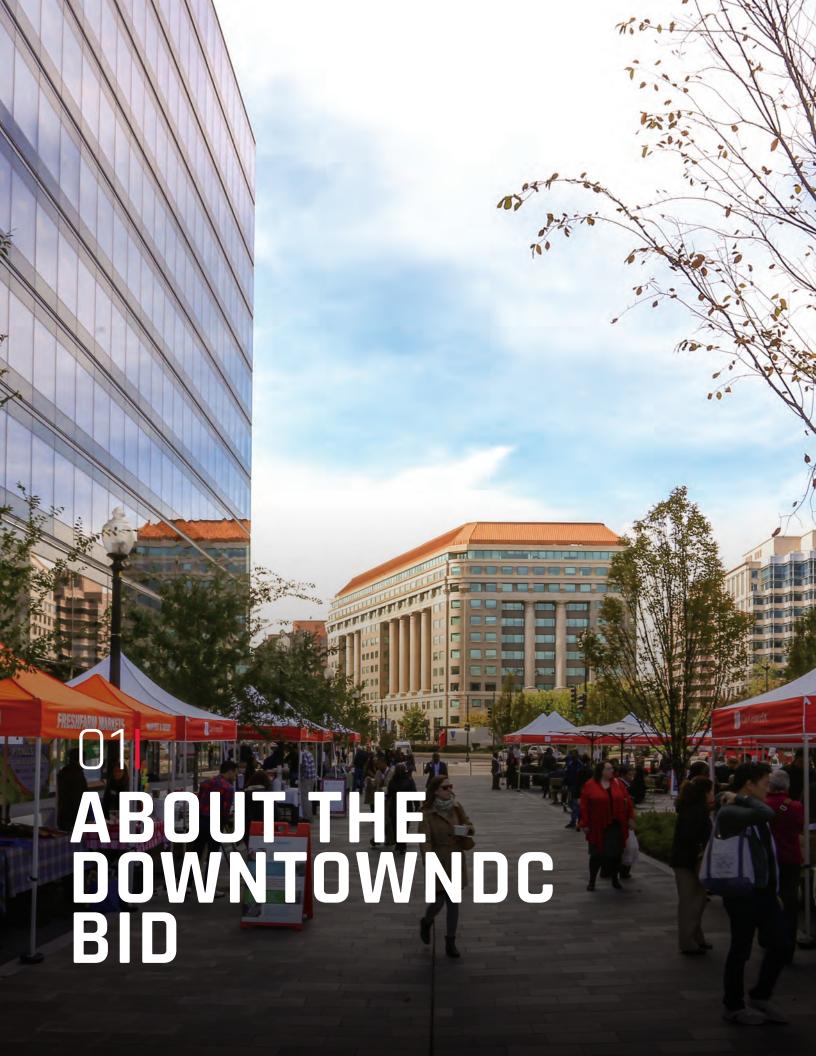
- ★ Drive the rebirth of DowntownDC as the premier regional destination through a refreshed narrative and creative marketing campaigns that attract residents, workers, visitors, and investment;
- ★ Lead a strategic Downtown Action Agenda to create a bold, new five-year implementation plan for key investments and initiatives in DowntownDC;
- ★ Elevate Gallery Place as the cultural and entertainment center for the region;
- ★ Catalyze new investments in dynamic urban parks and the public realm; and
- ★ Play a more direct leadership role in moving unsheltered people into safe and dignified housing.

Over the next five years, the BID will continue to focus on people first: from serving the unhoused; to keeping public spaces clean, safe, and maintained; to activating the public realm with inspiring design and events; as well as helping businesses and residents navigate new challenges that may arise.



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ABOUT THE DOWNTOWNDC BID

Founded in 1997, the DowntownDC Business Improvement District (BID) leverages private- and publicsector resources and leadership to drive initiatives, partner with the District and federal governments, and convene stakeholders to ensure that the District's downtown (DowntownDC) is clean, safe, economically strong, and welcoming.

The DowntownDC BID was formed during a period of disinvestment and decline of city centers, not just in Washington, D.C., but throughout the U.S.

DowntownDC's built environment, its public spaces, and its economy lagged in comparison to its suburban counterparts, which were drawing jobs and tax revenues out of the city. The District's weak downtown economy contributed to its fiscal crisis and to severe cuts in social programs, civic infrastructure, and city services.

By focusing on the quality of place, improving the public environment, and creating welcoming spaces, the BID helped set the stage for economic growth, attracting new investments, development, and jobs into the downtown area. Downtown Washington was littered with 125 vacant lots in 1995; today, only seven development sites are left. During the 25 years that the BID has been in existence, downtown Washington, D.C., has seen an immense transformation, becoming a fully built-out neighborhood with world-class, welcoming public spaces, office buildings and hotels, Michelinstarred restaurants, improved connectivity, growing residential, a thriving cultural and entertainment scene, and more investment on the way. The DowntownDC BID was a partner in this change.

Through its work serving the DowntownDC community, the BID has been recognized internationally for its forward-thinking homeless services efforts, park management, and ambassador program. As a unique and exemplary BID, the organization has built community through events and activations, created a care infrastructure through its homeless services and outreach programs, and fostered a space for thought leadership by bringing instrumental partners to the table with a common goal of building a more sustainable, resilient, and connected DowntownDC.

Over the past 25 years, the BID has evolved from its initial focus on the fundamentals of place management to playing an integral role in building a city where people, places, and businesses thrive.

Downtown Washington was littered with 125 vacant lots in 1995; today, only seven development sites are left.



BY THE NUMBERS

10,470



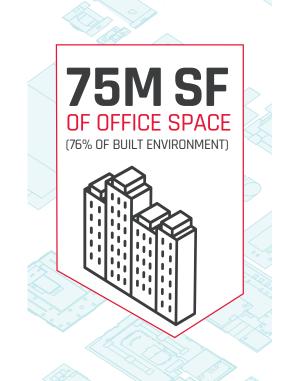
RESIDENTS IN DOWNTOWNDC BID



138 BLOCK AREA AND 50 MILES OF SIDEWALKS

31 PLAZAS AND OPEN SPACES







121,303

MEALS SERVED THROUGH HOMELESS SERVICES IN THE LAST YEAR



250+

EVENTS ORGANIZED EACH YEAR

132

RESTAURANTS WITH 41% OFFERING **OUTDOOR DINING**





67 DESTINATION STORES



33% of the Hotel 40% of the Hotel ROOMS & REVENUE

IN THE DISTRICT COME FROM DOWNTOWNDC (PRE-PANDEMIC)

271,767 **PEDESTRIAN**

IN THE LAST **FIVE YEARS**



603,582 **POUNDS OF TRASH EMPTIED IN THE LAST 5 YEARS**



THE IMPORTANCE OF BIDS

Since they were first formed in 1970 in Toronto, business improvement districts and other urban placemanagement organizations have flourished at the intersection of place, people, economy, and culture. Through leadership, engagement, and city-building work, BIDs bring private-sector resources to bear in a place-focused way. Today, there are more than 2,500 place-management organizations throughout North America, with 11 in Washington, D.C., where more than \$23 million in BID tax revenue is leveraged for a range of programs, activities, services, and leadership. This work benefits the entire city and region at large.

Downtown place-management organizations like the DowntownDC BID provide guidance and support in the face of complex social and economic challenges that have been exacerbated by the pandemic, such as climate change, economic turmoil, housing instability and affordability, and lack of social mobility. These organizations have the opportunity to leverage resources and interdisciplinary partnerships to strengthen economies, enhance quality of life, and create socially inclusive communities by:

- Leveraging both private-sector resources and on-the-ground business and economic intelligence to create new approaches to a range of problems;
- Improving public spaces for all;
- Bringing sustained focus over time to solve complex, systemic problems; and
- Ensuring high employment and mixed-use areas remain healthy and competitive.





Place-management organizations contribute to the creation of resilient and sustainable economies where growth is measured both quantitatively and qualitatively using metrics such as quality of life, social mobility, inclusivity, access to jobs, creation of amenities, access to green space, and public activities. These unique nonprofit organizations bridge the gap between the public and private sectors and can go far beyond the original intent of BIDs existing solely to "improve the business environment," playing a powerful role in bringing diverse stakeholders together to build strong, resilient economies and places of opportunity that work for more people.





INTRODUCTION

Downtown Washington, DC's future in 2017 seemed strong — but was impacted by the global pandemic and social unrest around the country. Current economic uncertainty in DowntownDC, like in cities across North America, highlights the importance of business improvement districts to provide expert focus on the shifting conditions in DowntownDC, to convene leaders, to rebuild the economy, and to serve as a relief channel for residents and businesses. The following pages include just a few highlights of the consistent, comprehensive, and important work of the DowntownDC BID.



PUBLIC SPACE OPERATIONS

The DowntownDC Operations Team and SAM (Safety/ Hospitality and Maintenance) Ambassadors are one of the most visible and lauded programs of the BID. The SAM Ambassadors provided 217,767 assists in the last five years and emptied 603,500+ pounds of trash and nearly 200,000 pounds of recycling. Each day, the team manages, cleans, and beautifies 50 miles of sidewalks and 29 acres of parks.

MORE HIGHLIGHTS

- ★ Led the distribution of PPE for 1,500 businesses citywide during the pandemic.
- Focused on people first, with jobs for people

- exiting homelessnes, training and growth programs for employees, and successful partnerships with the Department of Employment Services, D.C. Superior Court, and the Marion Barry Summer Youth Employment program.
- Expanded landscaping efforts to beautify Freedom Plaza, Indiana Plaza, and Herald Square, and placed an additional 100 hanging flower baskets throughout DowntownDC to enhance the public realm.
- Coordinated citywide effort to distribute 181 patio heaters to downtown businesses and others offering outdoor dining during the pandemic.

DOWNTOWN DAY SERVICES CENTER: SERVING WITH COMPASSION

The DowntownDC BID's Downtown Day Services Center is a highly respected and effective initiative that highlights the strengths of the BID: bringing together city funding, diverse partners, and creative solutions that make significant impacts to benefit many people. Since its creation in 2019, the Downtown Day Services Center has served over 100,000 meals and provided an array of essential services to unhoused clients with compassion and care. Over 300 people have directly been connected to housing through its efforts.

During the pandemic, the Downtown Day Services Center augmented its operations to provide weekend service, providing 500 meals per weekend and PPE kits to the homeless population. Newly negotiated space allowed the Center to provide a warming site for 989 clients from January to April 2021, and a cooling site that served 1,100 clients in the summer of 2021.





FRANKLIN PARK DOWNTOWNDC'S LARGEST GREEN SPACE

Originally established in 1832, Franklin Park reopened in September 2021 after an eagerly anticipated \$21 million renovation that was the result of more than a decade of planning, visioning, and partnership building led by the DowntownDC BID. The new park includes an expanded and restored fountain plaza, a new children's garden, ADA-accessible sidewalks, enhanced lighting, conversational seating, public restrooms, engaging green space, and a future restaurant pavilion. Franklin Park is a destination for residents, workers, and visitors in the heart of D.C.

In the final four months of 2021, the BID team organized 65 free community events, drawing more than 30,000 people to DowntownDC.

MORE HIGHLIGHTS

- ★ 20+ partnerships established, notably with Eaton Wellness, Musicianship, Planet Word & Step Afrika.
- 30,000 total event attendees.
- \$305,000 invested in event production.











BEAUTIFUL, WELCOMING PARKS & PUBLIC REALM

The DowntownDC BID has spent the past decade improving public spaces in the city's urban core, with an increasing focus on specific parks.

MORE HIGHLIGHTS

- ★ Worked with businesses in DowntownDC to obtain permits to facilitate outdoor dining and takeout in public space during the pandemic, a lifeline for many businesses.
- ★ Created a recommended planting palette to add vibrancy and color to DowntownDC for property managers and owners to utilize. In association with the project, designed and gained approval for a signature custom planter and seating element to beautify public space, soften the urban environment, and enhance the identity of DowntownDC.
- ★ Implemented placemaking initiatives in parks and open spaces throughout DowntownDC with the introduction of movable tables, chairs and umbrellas, and new plantings.
- ★ Installed the "Plants of Indiana" at Indiana Plaza in partnership with the Indiana Society; the installation

- showcases native plant species from the five ecoregions of Indiana.
- ★ Effectively launched a parks master plan for the DowntownDC BID area that will create a vision for new and enhanced park spaces that meets the needs of the DowntownDC community.
- ★ Supported the redevelopment of Pershing Park into a beautiful World War I Memorial.







ECONOMIC DEVELOPMENT

Economic research, policy, and project leadership are foundational to the BID's work. Research guides policy and projects that has led to key District and private investments in DowntownDC. In particular, the decline in the downtown office market has led to the following key policy initiatives:

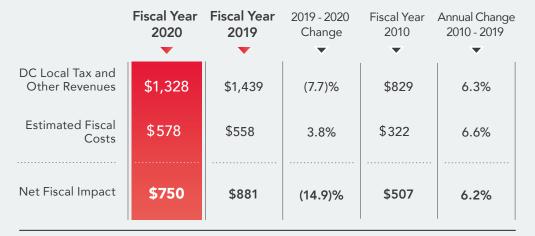
- ★ Worked with the D.C. government and stakeholders to implement the city's Vitality Fund and increase its funding in the coming years.
- ★ Worked to make the case for District government support and potential funding for office-toresidential conversions, including workforce housing.

MORE HIGHLIGHTS

- ★ Produced annual State of Downtown report.
- ★ Created and implemented a \$1.1 million grant program that distributed 125 grants of between \$5,500 to \$15,000 to businesses suffering declining revenue due to the pandemic.
- ★ Educated stakeholders and policymakers on downtown's important contributions to the city's tax base (as shown below).

In FY2020, DowntownDC had a net fiscal impact of \$750M, which was down from \$881M in 2019 due to the pandemic.

DOWNTOWNDC NET FISCAL IMPACT (IN MILLIONS)







Downtown DC's Share of DC Total Gross Local Expenditure



Source: DC 2020 CAFR and DC FY 2021 budget (as FY 2022 budget release was moved to May 27, 2021).

MARKETING & EVENTS

Marketing and Events team promotes DowntownDC to visitors, stakeholders, and residents with a range of creative events and campaigns. The events team organizes more than 130 events each year. The marketing team launched digital strategies to support businesses, hosted the BID's first virtual Momentum Awards event, and supported all other programs of the BID with branded materials, social media, and online content. Since the start of the pandemic, the marketing team ensured a steady flow of communication to benefit businesses, as the pandemic impacted every sector of the economy.

MORE HIGHLIGHTS

Significantly grew the popular Downtown Holiday Market, now in its 14th year. The 2020 market brought a 221% increase in media coverage and a long-awaited F Street NW closure, and the 2021 market attracted 500,000 people, the highest yet.

- Introduced new recurring events including the Can I Kick It? outdoor movie series and the Sculpt and Shape fitness series, activating the public space and driving foot traffic.
- Opened Franklin Park with a ribbon cutting and grand-opening events, followed by up to five events or activations weekly, including the inaugural Rock the Park D.C. concert series that attracted up to 3,000 attendees per event.
- Introduced industry-specific webinar series for DowntownDC stakeholders, providing trends and best practices to 250+ attendees per session and garnering positive media coverage for the BID.
- ★ Created the District of Fashion Runway Show, a signature program that has elevated the visibility of over 100 local fashion designers, makeup artists and stylists.











PUBLIC ART

Creating a vibrant, enjoyable public realm remains one of the top priorities of the BID, and public art is a key component. The BID commissioned several works of art, including a large-scale public artwork on the National Building Museum's west lawn in conjunction with the summer film series. The installation, entitled *Equilateral* Network: An Artistic Social Distancing Lawn Design, was created by local artist Lisa Marie Thalhammer, best known for her LOVE mural in Blagden Alley.

MORE HIGHLIGHTS

★ Collaborated with property owners and P.A.I.N.T.S. ("Providing Artists with Inspiration in Non-Traditional Settings') Institute to commission dozens

- of murals to beautify boarded-up storefronts with D.C. street art created in response to social justice protests throughout the nation.
- ★ Completed the Women in History Call Box Project, supported by a grant from the D.C. Commission on the Arts and Humanities, turning eight call boxes into pieces of public art honoring great women in history who had a personal connection to the DowntownDC area.
- * Installed a colorful, three-panel mural honoring veterans by lead artist Addison Karl at the McPherson Square Metrorail station in partnership with local nonprofit Words Beats & Life.









TRANSPORTATION & INFRASTRUCTURE

DowntownDC's connectivity to transportation options remains an important differentiator. The DowntownDC BID worked with District, WMATA and federal agencies to improve and expand ways for people to get around and into the city, including providing research, information, data, and advocacy for the completion of transportation projects such as the K Street transitway, H & I bus lane update, H Street NW bus priority, and the 16th Street NW bus lanes project.

MORE HIGHLIGHTS

- ★ Effectively advocated for \$117 million for the K Street Transitway, a flagship opportunity to rethink this prominent boulevard in the heart of DowntownDC.
- ★ Provided regular follow-up to get over 800 items fixed in the public realm.
- ★ Installed more than a dozen new micromobility corrals for dockless bikes and scooters, plus new bike parking throughout the BID.
- ★ Worked with District partners to advance active transportation options in DowntownDC, including new and planned bike lanes and bus priority lanes.
- infrastructure-related **★** Documented existina conditions on 7th Street NW and other key corridors in the BID.







The DowntownDC BID realized a longstanding goal in 2019: The launch of a 501(c)(3) organization, the DowntownDC Foundation, to support philanthropic initiatives in the areas of homeless services, parks and public space revitalization, and events and programming.

In its first two years of operations, the Foundation was utilized to support emergency services and needs for individuals experiencing homelessness during COVID-19, fund enhancements and operational support of Franklin Park, and pilot new programs. A signature new program is the Terrell A. Waters Impact Clinic, which offers dental and mental health services at the Downtown Day Services Center, made possible by a grant from CareFirst BlueCross BlueShield.

In the coming years, the Foundation will build upon its existing partnerships and supporters to enhance the DowntownDC community in even more meaningful ways. The BID will continue to support the growth and success of the Foundation by offering operational support and other in-kind resources.



SUSTAINABILITY

Encouraging sustainability is key to a resilient city, benefiting property owners' bottom line while also improving the environment. To this end, the BID piloted the SmarterDC Business Challenge with over 100 buildings to help property owners and managers significantly reduce energy consumption and costs in their properties.

MORE HIGHLIGHTS

- ★ Led participation in the Global Cities Team Challenge in partnership with the city and other partners to develop a trash can sensor pilot program in the BID.
- ★ Worked with the Department of Energy and the Environment to help property owners learn more about how to increase the energy efficiency of their buildings.

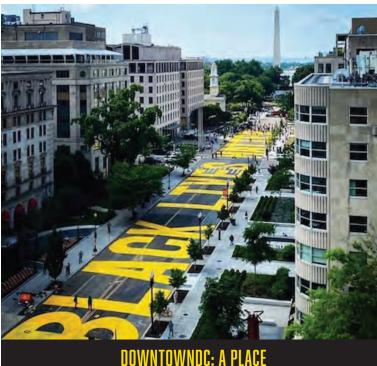


The Finance and Administration department continues to ensure the BID makes strategic hiring decisions and remains financially efficient and resilient. Throughout the COVID-19 pandemic, the team closely monitored the organization's finances to adapt to the multiple changes in the economic environment.

MORE HIGHLIGHTS

- ★ Effectively began billing over 3,500 apartments when 15 apartment buildings joined the BID.
- ★ Offered ESL, computer literacy, and other classes for the SAM Ambassadors.



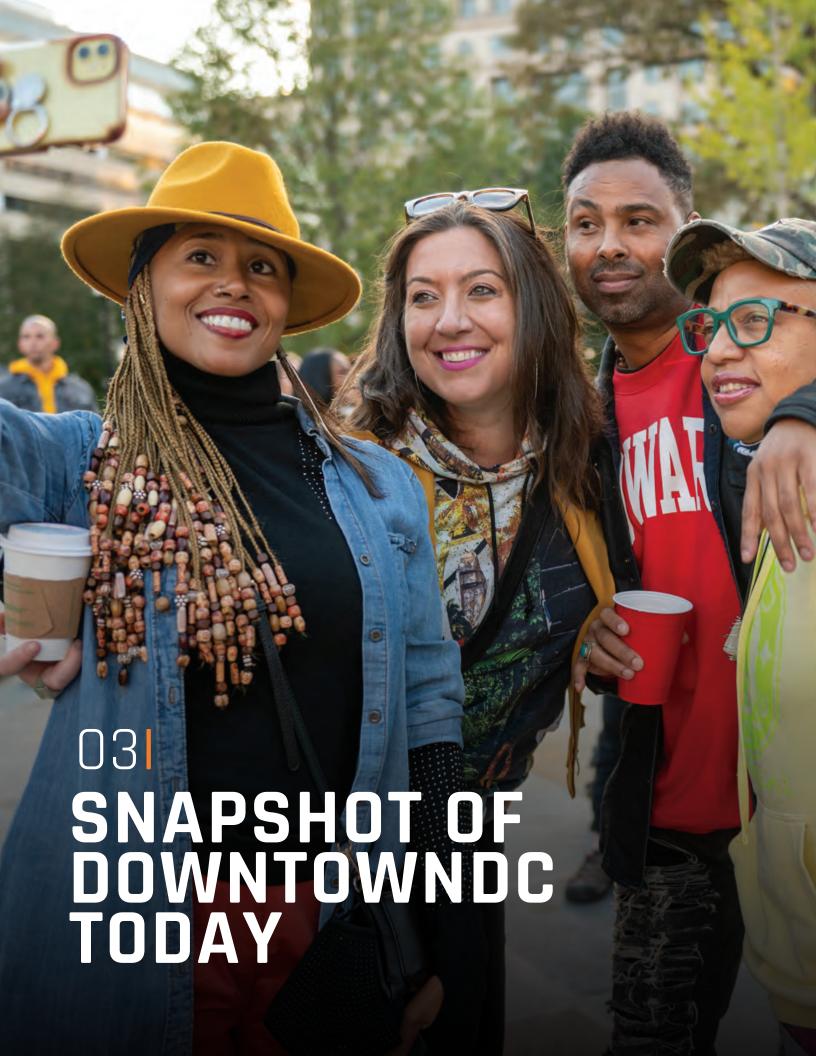


TO DEMONSTRATE & SEEK CHANGE

In response to the global pandemic and social unrest after the death of George Floyd in spring 2020, the DowntownDC BID recognized an opportunity to promote social activism through art and provide a national stage for artists to channel their hurt and anger into beautiful murals. The result: Murals That Matter, a massive installation of artwork adorning boardedup retail spaces, the windows of St. John's Episcopal Church, and the lawn of the National Building Museum.

A few months later, when Mayor Muriel Bowser created Black Lives Matter Plaza along two blocks of 16th Street NW, DowntownDC installed iconic street pole banners that honored the lives of people of color who had lost their lives at the hands of law enforcement.

The BID continues to take a leadership role in the place-management industry as public space managers worldwide grapple with the continued use of public spaces for demonstration, healing, and effecting change. The BID recognizes its unique responsibility at the center of this national movement, and continues to reexamine ways to bridge the racial and economic divides in the country and in Washington, D.C.



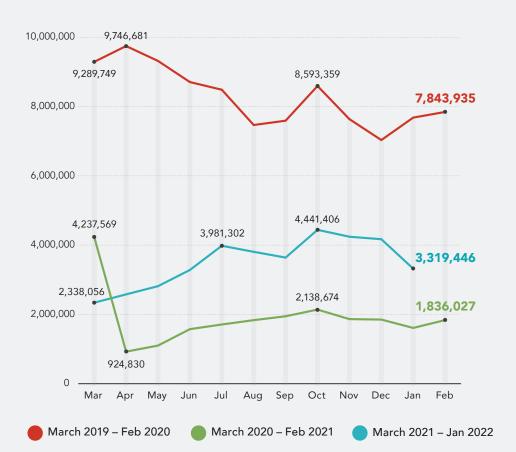


INTRODUCTION

DowntownDC is an economic engine of the Washington region. Like many downtowns today, its economic performance is being severely impacted by the pandemic. Conditions in DowntownDC in 2022 differ sharply from those that shaped the BID's last renewal plan. Its daytime population hovers around 50 percent of what it was five years ago. With more than 16 percent of its office space vacant, office workers remaining at home, and hotel occupancy down, the downtown economy is feeling the impacts of being an office-heavy environment, with daytime retail suffering the most.

Despite these serious headwinds and complex challenges, DowntownDC remains an incredibly competitive and attractive urban center. Its residential market remains strong, with record low vacancy rates. Its hospitality and entertainment sectors are showing signs of a strong recovery, benefiting from dozens of worldclass cultural attractions. Both Johns Hopkins University and Georgetown University are expanding or building new campuses in DowntownDC, investments that will have a transformative impact on the economy. New residential projects are underway, and new destination restaurants and retail such as Immigrant Food+, L'Ardente, Philotimo, and Lululemon are drawing visitors downtown. The redevelopment of Union Station, WMATA's headquarters, 20 Massachusetts Avenue, and other projects will bring millions of dollars of investments and more people into DowntownDC.

DOWNTOWNDC MONTHLY POPULATION (MARCH 2019 - JANUARY 2022)







16.5%

office vacancy rate, an all-time high

of office workers were back in the office in December 2021

3.7% residential vacancy rate, a record low

Hotel revenues at 50% of pre-pandemic levels

21% retail vacancy rates (near its all-time high, up from 10% in December 2019)



17 pandemic-driven restaurant closures soon

to be surpassed by **26** restaurant openings

streatery/parklets with dining permits initiated

since March 2020

3M SF redevelopment planned at Union Station

universities expanding in the downtown

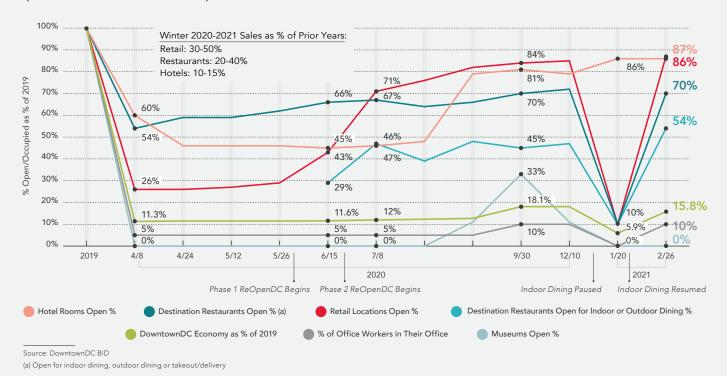
Metrorail ridership at 53% of pre-pandemic levels in December 2021



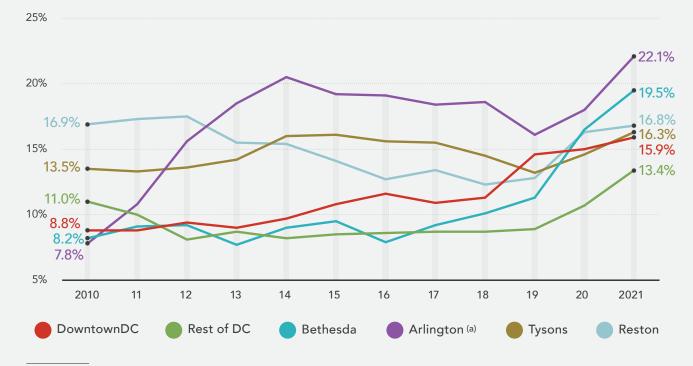
Pedestrian traffic at 59% of pre-pandemic levels in December 2021



DOWNTOWNDC ECONOMIC ACTIVITY DURING PANDEMIC AS A % OF PRIOR YEAR ACTIVITY (APRIL 2020-FEBRUARY 2021)



REGIONAL OVERALL VACANCY RATE (2010 - 2021)



Source: CoStar

(a) Rosslyn-Ballston Corridor and National Landing.



INTRODUCTION

Over the next five years, the DowntownDC BID will strategically focus on several "big moves" to make catalytic changes throughout downtown. These crosscutting efforts will require every BID department, many stakeholders, and in many cases, city government and federal agencies. The strength of the BID remains its ability to convene public- and private-sector partners to make bold improvements and ensure DowntownDC remains competitive in the region and the nation.

VISION

By 2027, DowntownDC will be one of the world's premiere urban centers, bustling with a diverse set of workers, residents, and visitors, a more dynamic mix of uses, vibrant parks, welcoming public spaces, and thriving businesses. Over the next five years, the BID will achieve greater efficiency and effectiveness in all its operations, bring leadership to major economic recovery and planning initiatives, and help DowntownDC thrive economically, socially, and culturally.

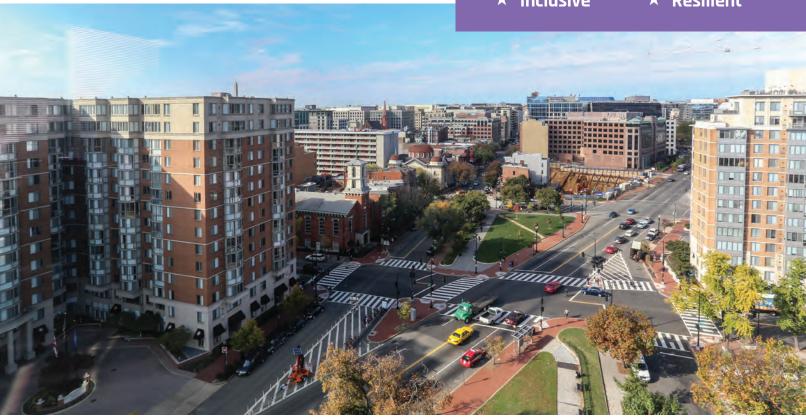


FOUNDATIONAL GOALS

- ★ Stewarding a welcoming, thriving place
- ★ Supporting innovation, economic health, & resilience
- ★ Solving problems & convening partners
- ★ Cultivating a vibrant public realm
- **★** Centering equity & inclusion



- **★** Welcoming
- **★** Thriving
- **★** Inclusive
- **★** Vibrant
- \star Exceptional
- **★** Resilient



RIG MOVES

BIG MOVE #1

Drive the rebirth of DowntownDC as the premier regional destination through a refreshed narrative and creative marketing campaigns that attract residents, workers, visitors, and investment.

- a. Strengthen communications and messaging to attract diverse audiences locally, regionally, and nationally, and strategically focus on branding in every facet of the organization.
- Engage stakeholders to build community amongst property owners, tenants, and residents, and develop a focused business retention and attraction strategy.
- c. Educate the public and partners about the role and importance of the DowntownDC economy.



BIG MOVE #3

Elevate Gallery Place as the cultural and entertainment center for the region.

- a. Cultivate a dynamic 18-hour economy that's vibrant, welcoming, and livable.
- b. Provide leadership and research to ensure a flourishing future for Capital One Arena.
- c. Build creative campaigns to highlight cultural assets, art, theater, dining, museums, and the Martin Luther King Jr. Memorial Library.



BIG MOVE #2

Lead a strategic Downtown Action Agenda to create a bold, new five-year implementation plan for key investments and initiatives in DowntownDC.

- a. Galvanize the public-private partnerships needed to lead DowntownDC's recovery.
- b. Guide the continued evolution of its built environment into one of the world's most vibrant and dynamic mixed-use downtowns.



BIG MOVES

BIG MOVE #4

Catalyze new investments in dynamic urban parks and the public realm.

- a. Collaborate with federal and District agencies and stakeholders to enhance DowntownDC's public realms and green spaces.
- b. With Franklin Park as the model and the Parks Master Plan as a guide, redesign and reinvigorate DowntownDC park spaces.
- c. Refresh and enliven DowntownDC's boulevards and key corridors, including 7th Street, K Street, New York Avenue, and Pennsylvania Avenue.



BIG MOVE #5

Play a more direct leadership role in moving unsheltered people into safe and dignified housing.

a. Drive the partnerships and investments needed to bring high-quality permanent supportive and transitional housing solutions to DowntownDC's unhoused residents.







Public Space Operations incorporates the clean and safe teams and the parks operations staff, who work daily to keep DowntownDC consistently clean, safe, and friendly.

- 1. Outreach: Establish processes to improve responsiveness to BID stakeholders.
 - a. Create a text notification system to facilitate timely communication pertaining to events, safety concerns, and service interruptions impacting downtown.
- 2. Cleaning and Maintenance:
 - a. Renew focus on the "basics" with more efficiency and frequency.
 - b. Streamline trash and recycling program by securing a downtown location for a commercial trash compactor.
 - Improve tracking and resolution of infrastructure defects and other public space issues impacting stakeholders.

3. Safety:

 a. Enhance existing relationships with public safety agencies and city operations teams; create more opportunities for community engagement with stakeholders and public safety officials, including emergency

- preparedness efforts, more frequent contact, and other safety initiatives.
- b. Expand role as "eyes and ears" throughout DowntownDC by creating a safety-focused unit to support Franklin Park and other downtown assets.

4. Hospitality:

- a. Enhance operational support services to individuals experiencing homelessness.
- b. Cross-train SAM Ambassadors to support homeless outreach efforts by engaging in wellness checks for individuals experiencing homelessness, provide sanitation services, and to implement opioid antagonist treatment (Narcan) when appropriate.
- c. Work with the District to identify locations for outdoor public restrooms and support their ongoing maintenance.
- d. Parks Operations: Develop and maintain attractive parks, green spaces, and landscaping elements to create a vibrant downtown.



The Homeless Services department oversees street team outreach and the operations of the Downtown Day Services Center. In the next five years, the department will support efforts to house unsheltered people (see Big Move #5, page 25), and work to:

- 1. Expand the Downtown Day Services Center Offerings:
 - a. With government partners, enhance and create additional access points to much-needed basic services and secure storage facilities to assist individuals who are transitioning into housing.
 - b. Expand weekend offerings at the Center to include housing counseling and placement, harm reduction services, and an improved food service program.
- Strengthen Outreach: Build the BID's engagement capacity to better leverage internal and external resources and to provide a deeper level of service to unsheltered people and other downtown stakeholders.
- 3. Advance Housing Options for Unsheltered People: Collaborate with the city to ensure a single-occupancy-room building is established for transitional housing.





The Planning and Placemaking department focuses on long-term planning efforts, parks, public realm improvements and visioning, transportation initiatives, and sustainability. In addition to working on the relevant Big Moves, the department will tackle the following initiatives:

- Public Realm: Continue to enhance the public realm in ways that delight, inspire, and make it easier to navigate.
 - a. Define a public art placement plan and implement rotating art installations that attract people to DowntownDC.
 - b. Promote signature landscaping elements to stimulate a stronger visual identity for DowntownDC, providing shade and a place for respite, and softening the edges of the urban environment by bringing nature into the city.
 - c. Continually create a more welcoming, inviting, and active experience in downtown through high-quality maintenance of public space assets (lighting, street furniture, signage, etc.), and activation and beautification programs.
- Transportation and Mobility: Ensure a worldclass public transportation system that supports DowntownDC as the major center of the regional economy.

- Advance people-centric mobility in DowntownDC with transportation network enhancements to drive efficiencies and create pedestrian-friendly environments.
- b. Work with partners to drive WMATA back on track and ensure a secure and fully operational public transportation system.
- c. Support the creation of community-informed bus priority projects and bike lanes.
- 3. Sustainability: Make DowntownDC a leader in resiliency by celebrating the great work of members in the sustainability space, and making clear recommendations to improve DowntownDC's resilience in the face of climate change.





The BID's economic development efforts help grow and diversify the DowntownDC economy.

- Generate High-Quality Research: Provide timely, high-quality research and analysis to help guide investment and policy decisions through the BID's annual State of Downtown report and additional winter and fall economic update reports.
- 2. Craft a policy to reduce DowntownDC's 9.6 million SF of vacant office space to other uses:
 - Increase demand by advocating for increased funding of the District's vitality fund.
 - b. Reduce supply by advocating for increased funding and support for office-to-residential conversion, with a goal of converting 10 million SF of office throughout the District to residential use over 10 years.
 - c. Support the growth of the higher education sector in DowntownDC.
- 3. Craft a policy to reduce downtown's 800,000 SF of vacant retail space:
 - a. Create a pop-up retail program.
 - b. Engage current retailers to create a retail shopping plan.
 - c. Attract a grocery store to DowntownDC.

4. Create an engagement strategy to enhance the experience of stakeholders, BID members, residents, and retailers, and focus on business attraction and retention.





Administration and Finance teams handle the administrative, human resources, and budgetary operations of the organization.

- 1. Invest in the Team: Recalibrate the human resources focus from job training to people investing, beginning with the SAM Ambassadors.
 - a. Incorporate leadership skills, wellness and mental health, and diversity, equity, and inclusion into annual training plans and success metrics.
 - b. Incorporate leadership and professional development training to strategically recruit, retain, and elevate talent.
 - c. Create and offer wrap-around services for frontline staff, with a special focus on those who are recently released, unhoused, or in need of extra support.
 - d. Establish training pathways for SAM Ambassadors to serve as team leaders and supervisors, and to learn skilled maintenance activities such as heavy equipment operation.
- Establish the DowntownDC BID as a leader in the place management industry by hosting symposiums for other BIDs and highlighting best practices of what other cities are doing to address challenges in downtowns.

- 3. Align overall administrative processes and systems to increase employee and staff efficiency, IT security, and compliance management.
- 4. Create and maintain a BID-wide dashboard to track metrics from each department.





The Marketing and Communications department oversees the visual identity and messaging of the organization.

- Marketing: Redefine the BID's messaging and visuals through a comprehensive, strategic rebranding effort to build an authentic, unified downtown identity.
 - a. Define the BID's varied audiences to ensure consistent messaging.
 - b. Conduct a complete overhaul of all BID assets and collateral, including uniforms, programs, printed collateral, digital assets, social media, advertising, and website.
- 2. Engagement: Increase communication and outreach with stakeholders and community partners.
 - Ensure that community partners are built into the fabric of every signature event and marketing campaign.
 - b. Create specific messaging and campaigns for diverse external audiences, including residents, visitors, and potential and existing tenants/ stakeholders.

- 3. Communications: Create intentional, on-message marketing and communication campaigns that support signature events and programs, including parks and public spaces, events and fashion.
 - a. Leadership: Position the BID as a thought leader in the place management industry by elevating research, economic impacts, and strategic partnerships.
 - b. Operational Successes: Celebrate SAMs, the Downtown Day Services Center, infrastructure, reports, and transportation successes at critical points throughout the year.





The Events team programs hundreds of free community events each year to bring people downtown and build community.

- Build Community and Attract People: Continue to create fantastic events to bring people to DowntownDC year-round.
 - a. Ensure the BID's signature events support an authentic, thriving, diverse, and inclusive experience that aligns with unified brand and marketing efforts.
 - Leverage Franklin Park as a destination and an integral part of the DowntownDC experience via vibrant outdoor events, activations, and partnerships.
- 2. Fashion: Establish a pop-up activation that promotes access and economic growth for DC's thriving community of fashion and beauty creative professionals. Weave this into the pop-up retail program via economic development.
- Partnerships: Collaborate with community partners such as businesses, cultural institutions, and nonprofits to program events and activations.





FY2023-FY2027 PROJECTED BUDGET

The DowntownDC BID's five-year financial plan, as shown on the following pages, will fund the services described in the renewal plan and reflects the Board and staff's best estimates of future revenues and expenditures.

BASELINE FINANCIAL PROJECTIONS

The BID's anticipated baseline revenue for the upcoming year, FY2023, is \$14,849,151, including \$10,065,628 from BID taxes on commercial property, hotels, and apartment buildings with no BID tax rate increases. Over the next five years, the BID anticipates only slight growth in its overall revenue primarily due to two factors: (1) a historically low percentage increase in the completion of new developments, as the BID has gone from 125 developments sites in 1995 to just seven today, and (2) a projected average revenue loss of 20% on each planned office-to-residential conversion project slated for completion during the five-year period on an estimated 1 million to 3 million SF of conversions.

anticipated baseline expenditures' major assumptions are a 2% annual compensation increase, contractual rent increases, and the new expenses for the maintenance and operation of Franklin Park.



DOWNTOWN BUSINESS IMPROVEMENT DISTRICT CORPORATION 5-YEAR BUSINESS PLAN: FY2023-FY2027 PROPOSED REVENUE VS. EXPENSES SUMMARY

| | FY2023 Proposed Budget | FY2024 Proposed Budget |
|--|------------------------------|------------------------------|
| Anticipated Revenue | | |
| BID Assessments | \$10,065,628 | \$10,071,328 |
| Contract for Services | 2,165,627 | 2,165,627 |
| Contributions for Tax-Exempt Entities | 428,724 | 428,724 |
| Grant | 2,000,000 | 2,000,000 |
| Other Revenue | 189,171 | 306,685 |
| Total Revenue | \$14,849,151 | \$14,972,364 |
| Anticipated Expenses | | |
| Public Space Operations | \$7,029,258 | \$7,066,948 |
| Communications, Marketing, Events | 1,878,713 | 1,898,780 |
| Planning and Placemaking | 1,165,796 | 1,181,778 |
| Homeless Services | 2,428,312 | 2,432,255 |
| Economic Development | 686,814 | 698,950 |
| Administration | 1,341,800 | 1,366,672 |
| BID Foundation Support | 318,129 | 324,589 |
| Total Operating Expenses | \$14,848,822 | \$14,969,972 |
| Revenue over Expenses | \$329 | \$2,392 |

| | FY2025 Proposed Budget | FY2026 Proposed Budget | FY2027 Proposed Budget | |
|---|------------------------------|------------------------------|------------------------------|--|
| Anticipated Revenue | | | | |
| BID Assessments | \$10,045,336 | \$10,111,481 | \$10,178,656 | |
| Contract for Services | 2,165,627 | 2,187,284 | 2,209,157 | |
| Contributions for Tax- Exempt Entities | 428,724 | 433,011 | 437,341 | |
| Grant | 2,000,000 | 2,000,000 | 2,000,000 | |
| Other Revenue | 343,897 | 387,370 | 438,298 | |
| Total Revenue | \$14,983,584 | \$15,119,146 | \$15,263,451 | |
| Anticipated Expenses | | | | |
| Public Space Operations | \$7,006,725 | \$7,067,075 | \$7,123,956 | |
| Communications, Marketing, Events | 1,902,353 | 1,919,300 | 1,938,561 | |
| Planning and Placemaking | 1,184,622 | 1,198,118 | 1,213,456 | |
| Homeless Services | 2,432,958 | 2,436,288 | 2,440,073 | |
| Economic Development | 701,110 | 711,358 | 723,006 | |
| Administration | 1,371,098 | 1,392,101 | 1,415,972 | |
| BID Foundation Support | 383,807 | 394,793 | 406,441 | |
| Total Operating Expenses | \$14,982,673 | \$15,119,034 | \$15,261,464 | |
| Revenue over Expenses | \$911 | \$112 | \$1,987 | |



FINANCIAL PLAN FOR FY2023-FY2027

The baseline financial projections resulted in a small deficit in FY2023 that grew to a large deficit in the final years of the financial plan. As a result, the BID Board amended the baseline budget in two ways to create the balanced financial plan presented in this document:

- 1. The BID will make modest adjustments in program costs and staffing levels that will allow for services to remain largely intact.
- 2. The Business Improvement Districts Amendment Act of 1997 allows for up to a 3% annual increase in the tax rate, subject to approval by the Board. The DowntownDC BID is proposing to exercise this option by increasing the BID's three tax rates by 1% in each of the last two years of the financial plan (FY2026 and FY2027).



Below are the BID tax rates included in the financial plan presented in this renewal plan, followed by a history of the BID's three tax rates since its inception in 1997.

DOWNTOWNDC BID FINANCIAL PLAN PROPOSED TAX RATES FY2023-FY2027

| Property Type | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
|-------------------------|----------|-------------|-------------|-------------|-------------|-------------|
| Commercial Per SF | \$0.1697 | \$0.1697 | \$0.1697 | \$0.1697 | \$0.1714 | \$0.1731 |
| Hotel Per Room | \$95.48 | \$95.48 | \$95.48 | \$95.48 | \$96.43 | \$97.39 |
| Residential Per Unit | \$120.00 | \$120.00 | \$120.00 | \$120.00 | \$121.20 | \$122.41 |
| | | No increase | No increase | No increase | 1% increase | 1% increase |

DOWNTOWNDC BID ANNUAL TAX RATE **INCREASE HISTORY***

| Property Type | 1997–2022 (25 Years) | 2012–2022 (10 Years) | 2017–2022 (5 Years) |
|------------------|-------------------------|-------------------------|------------------------|
| Commercial | 1.40% | 1.07% | 1.18% |
| Hotel | 2.62% | 2.36% | 1.19% |
| Residential** | NA | NA | 0.00% |

^{*}For a year-by-year history, please view the exhibit in the appendices.

^{**}No increase since residential buildings joined the BID in FY2019.

DOWNTOWNDC FY2022 TAXES COMPARED TO OTHER DC BIDS

| Property Class | DowntownDC BID | Range of Other BIDs | |
|----------------------|-------------------|------------------------|--|
| Commercial Per SF | \$0.17 | \$0.15– \$0.17 | |
| Hotel Per Room | \$95.48 | \$94.50– \$102 | |
| Residential Per Unit | \$120.00 | \$120– \$134 | |

POTENTIAL REVENUE SOURCES FOR THE **BID TO EXPLORE**

The DowntownDC BID will explore additional sources of revenue to potentially eliminate the need for the 1% BID tax rate increases in FY2026 and FY2027 and to increase services. These additional potential revenue sources include the following:

- ★ Voluntary Contributions: Several property owners in DowntownDC that are exempt from the District's property tax make voluntary contributions to the BID. There is an additional 1-2 million SF of buildings exempt from District property taxes that can be approached about making voluntary payments.
- ★ Reserve Fund Investment: Investing the BID's cash reserves could result in additional revenue from earned interest.
- ★ Parks Maintenance and Operations Support: The BID will continue to work closely with the city, alongside the D.C. BID Council and other BIDs, to establish a fund that will help to cover operating, maintenance, and capital project costs for BIDoperated parks. In particular, this could help to offset costs associated with the ongoing operation of Franklin Park.
- ★ Billing Audit: The BID will conduct a comprehensive audit of its billing database to ensure that all properties are being assessed based on the correct amount of square footage.



TIME AND MANNER FOR COLLECTING BID **TAXES**

As provided in the enabling legislation, the assessment is considered an additional real property tax. The DC government is responsible for billing, mailing, and collecting the assessment. From that point forward, DowntownDC BID taxes will be due semi-annually, at the same time that D.C. government property taxes are due.

Unpaid BID taxes are recorded and property owners are contacted by the BID via U.S. First Class mail, phone, or email. Severely delinquent taxes may be submitted to the D.C. Office of Tax and Revenue (DC-OTR) for tax sale. Tax sales are managed by DC-OTR. It has been the BID's policy to ensure prompt payment and to aggressively pursue delinquent tax payments. Delinquent BID taxes are charged late fees and penalties in accordance with the District of Columbia's delinquent real property tax laws.

DowntownDC BID tax funds will be deposited by the city's tax collection agent directly into a special account. At no time will DowntownDC BID taxes be commingled with District of Columbia general funds.



BOUNDARIES

The DowntownDC BID encompasses a 138-block area of 526 buildings from Massachusetts Avenue on the north to Constitution Avenue on the south, and from Louisiana Avenue and North Capitol Street on the east to 16th Street on the west.



DOWNTOWNDC BID TAX RATE HISTORY

DowntownDC BID Tax as a Percent of Rental Rate and Office Sales Value Per SF

| | Commercial | | Hotel per room | | Apartment Buildings |
|-------------|-------------|------------|-------------------|------------|------------------------|
| FISCAL YEAR | Tax Rate | % increase | Tax Rate | % increase | Tax Rate |
| 1997 | \$ 0.12 | | \$50 | | |
| 1998 | \$ 0.12 | 0.00% | \$50 | | |
| 1999 | \$ 0.12 | 0.00% | \$50 | | |
| 2000 | \$ 0.12 | 0.00% | \$50 | | |
| 2001 | \$ 0.12 | 0.00% | \$50 | | |
| 2002 | \$ 0.12 | 0.00% | \$50 | | |
| 2003 | \$ 0.14 | 16.67% | \$60 | 20.00% | |
| 2004 | \$ 0.1428 | 2.00% | \$61.20 | 2.00% | |
| 2005 | \$ 0.145656 | 2.00% | \$62.42 | 2.00% | |
| 2006 | \$ 0.147113 | 1.00% | \$63.05 | 1.00% | |
| 2007 | \$ 0.149835 | 1.85% | \$64.22 | 1.85% | |
| 2008 | \$ 0.149835 | 0.00% | \$74.22 | 15.57% | |
| 2009 | \$ 0.149835 | 0.00% | \$74.22 | 0.00% | |
| 2010 | \$ 0.149835 | 0.00% | \$74.22 | 0.00% | |
| 2011 | \$ 0.149835 | 0.00% | \$74.22 | 0.00% | |
| 2012 | \$ 0.152607 | 1.85% | \$75.59 | 1.85% | |
| 2013 | \$ 0.16 | 4.84% | \$82.00 | 8.48% | |
| 2014 | \$ 0.16 | 0.00% | \$87.00 | 6.10% | |
| 2015 | \$ 0.16 | 0.00% | \$90.00 | 3.45% | |
| 2016 | \$ 0.16 | 0.00% | \$90.00 | 0.00% | |
| 2017 | \$ 0.16 | 0.00% | \$90.00 | 0.00% | |
| 2018 | \$ 0.1648 | 3.00% | \$92.70 | 3.00% | |
| 2019 | \$ 0.1697 | 3.00% | \$95.48 | 3.00% | \$120 |
| 2020 | \$ 0.1697 | 0.00% | \$95.48 | 0.00% | \$120 |
| 2021 | \$ 0.1697 | 0.00% | \$95.48 | 0.00% | \$120 |
| 2022 | \$ 0.1697 | 0.00% | \$95.48 | 0.00% | \$120 |

THE DOWNTOWNDC BID STAFF

Gerren Price

Acting President and CEO

Braulio Agnese

Director of Marketing and

Communications

Galin Brooks

Director of Planning and

Placemaking

Jalal Chaoui

Payroll Manager

Alexander Cline

Economic Development Analyst

DeLores Dickens

Administrative Assistant

Maria Espinoza

Planning Associate

Ellouise Johnson

Maintenance Services Manager

Lulu Liu

Senior Accountant

Valencia Long

Creative Strategist, District of

Fashion

Cecily Mendie

Franklin Park Manager

Innes Noel-Jeune

Senior Accountant

Nabavi Oliver

Director of Administration

Christian Romero

Human Resources Manager

Harriti Shah

Project Management Associate

Tasha Stiger

Partnership & Events Associate

Tyrell Thomas

IT Associate

Muhammed Vohra

Junior Accountant

Remi Wallace

Events/Strategic Partnerships

Senior Manager

Ebony P. Walton

Senior Operations Administrator

Gerry Widdicombe

Director of Economic

Development

DOWNTOWN DAY SERVICES CENTER

Debra Kilpatrick-Byrd

Director of Homeless Services

Michael Bunn

Lead Facility Assistant

Jeremiah DeSousa

Facility Assistant

Montee Saunders

Facility Assistant

Mark Smith

Facility Assistant

Famela Wolf

Facility Assistant

DOWNTOWNDC FOUNDATION

Rachel Rose Hartman

Executive Director

Jana Krien

Development Operations Manager

CURRENT SAMS David Alexander

Jose Avelar Davena Archie Vernon O. Ball Timothy P. Bolden Bernard V. Bond Martin A. Brown Michael Brown Wayne Cain Norma Canales James E. Caviness Bey Phillip Crooms Rodolfo Custodio Raymond L. Dantzler Anthony Davenport John C. Davis Rene O. Diaz-Morales

Phillip Dukes
Alyce Easterling
Ethel M. Frye
Andrew E. Gavins
Zachary D. Gebhardt
Marcus L. Gethers
Nelson A. Giron-Mendoza
Warner Isiah Glover
Tyrell A. Hale
Ravon Harris
Tyrek A. Haskins
LaShawn M. Hawkins
De'Marco O. Head
Cedric Johnson
Michael A. Johnson

Joseph Johnson Jr.

Darwin Jones

Manuel Loza
Omar R. Malik
Julio Martinez
Frank L. Mccoy
Kevin Maurice Mckinley
John Lee McNeill
Malik J. McSwain
Julio C. Mendez Arevalo
Freda Mintah
Phillip H. Mitchell
Justin G. Monroe
Tremaine Moore
Fred L. Peele
Anthony Phillips Price

Blanca Ramirez

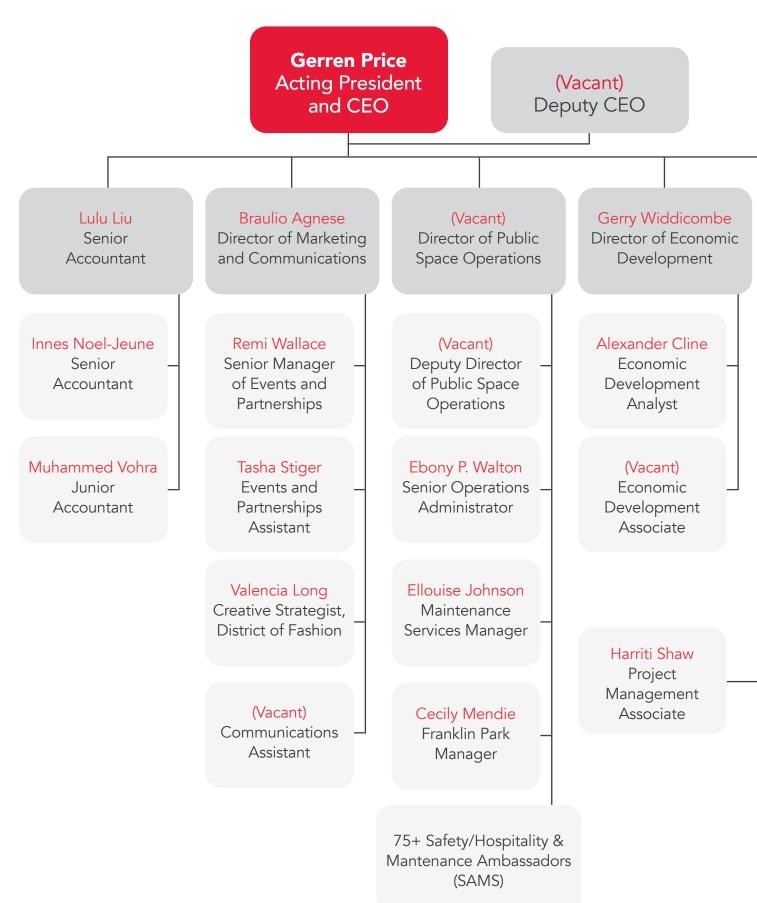
Donna Riley

Alesha A. Knott

Rosa L. Rosales De Velado Harold Royal Lorenzo Rodney Sanders Sr. Crystal Saunders Dion Simmons Lorine D. Simon Jermaine A. Simpson Charles C. Stroud Jr. Edward Pernell Taylor Chrissean F. Tillery Robert Toney Alonzo R. Williams Jerome Williams Michael Williams

Philip Boyd Wright

DOWNTOWNDC BID ORGANIZATION CHART 2022



Rachel Rose **Hartman Executive Director**

DOWNTOWNDC FOUNDATION

Jana Krien Development Operations Manager

Galin Brooks

Director of Planning and Placemaking

Maria Espinoza

Planning Associate

(Vacant)

Special Projects Associate

Nabavi Oliver

Director of Administration

Christian Romero

Human Resources Manager

Jalal Chaoui

Payroll Manager

(Vacant)

ΙT Manager

Tyrell Thomas

ΙT Assistant

DeLores Dickens

Administrative Assistant

Debra Kilpatrick-Byrd

Director of **Homeless Services**

DOWNTOWN DAY SERVICES CENTER

Montee Saunders Facility Assistant

Famela Wolf

Facility Assistant

Jeremiah DeSousa

Facility Assistant

Michael Bunn

Lead Facility Assistant

Mark Smith

Facility Assistant

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BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

Gerren Price

Acting President and CEO

Gregory A. O'Dell (Chairman)

President and CEO - Events DC

Michael McCarthy (Vice Chair)

Vice President/Director of Acquisitions – Quadrangle Development Corporation

Scott Frisch (Treasurer)

EVP & COO – American Assn. of Retired Persons Fdn.

Donna Cooper (Secretary)

Region President – PEPCO

Chase Rynd (Past Chair)

Executive Director Emeritus

- National Building Museum

Kingdon Gould III (Past Chair)

President/Treasurer – Gould Property Company

Matthew J. Klein (Past Chair)

President & CEO – Akridge

Robert H. Braunohler

Real Estate Development Consultant – RB Advisors LLC

Yeni Wong

President & Chairman – Riverdale International

BOARD OF DIRECTORS

Matthew August (GSA Liaison)

Director Facilities Mgmt. & Services Programs Div. PBS/NCR – U.S. General Services Administration

Jeffrey Bank

CEO – The Alicart Restaurant Group

Ann Chisholm

D.C. Government Relations Officer – Washington Metropolitan Area Transit Authority

Monica Dixon

President/Chief Administrative Officer – Monumental Sports & Entertainment

Thomas E. Finan

Managing Director – Trammell Crow Company

Shantelle George

Senior Director Store Manager – Macy's, Metro Center Downtown DC

Brian Grant

Senior Vice President, Acquisitions – Equity Residential

Kathy Guy

Senior Vice President – JBG SMITH

Thor C. Headley

Managing Director – Hines, Columbia Square

Norman Jemal

Managing Principal – Douglas Development

Chris Jennings

Executive Director – Shakespeare Theatre Company

Mr. Gregory Leinweber

General Manager – Kimpton Hotel Monaco Washington DC

Eric Martino

COO – José Andrés ThinkFoodGroup

Robin A. McClain

Senior Vice President Marketing/Comms. – Destination DC

John McDonnell

President – Clyde's Restaurant Group

Marshall McNair

Vice President, Asset Management – US Office Division, Brookfield Properties

J.R. Meyers

Senior Partner – The Meyers Group LLC

Rev. Dr. lanther M. Mills

Senior Pastor – Asbury United Methodist Church

Wallace J. Mlyniec

Lupo-Rici Professor of Clinical Legal Justice/ Sr. Counsel, Juvenile Justice Clinic – Georgetown University Law Center

Christopher P. Mundy

Manager/Senior Vice President, Investments – Oxford Properties Group

Pete Otteni

Executive Vice President, Co-Head of Washington Region – Boston Properties

Todd Payne

Government Affairs Manager – Microsoft

Kim Sajet

Director – National Portrait Gallery/Smithsonian Institution

Kenneth Schwartz

Partner – Arnold & Porter Kaye Scholer LLP

Gail Smith-Howard

General Manager – Hyatt Regency Washington

Paul R. Tetreault

Director - Ford's Theatre

Dean Violagis

Vice President, Research – CoStar Group, Inc.

BOARD RESOLUTION

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT CORPORATION RESOLUTION OF BOARD OF DIRECTORS APPROVING EXTENSION OF BID TERM

WHEREAS, Downtown Business Improvement District Corporation (the "Corporation") is a nonprofit corporation formed under the laws of the District of Columbia and duly filed with the District of Columbia Department of Consumer and Regulatory Affairs on May 28th, 1997; and

WHEREAS, the Corporation is a business improvement district as defined in the Business Improvements Districts Act of 1996 (D.C. Code § 2-1215.51) (such district being referred to therein as the "Downtown BID"); and

WHEREAS, by Mayor's Order 2017-218 dated September 15, 2017, the term of the Downtown BID is currently set to expire on September 30, 2022; and

WHEREAS, the Corporation wishes to extend the term of the Downtown BID by a successive 5-year term, being October 1, 2022 through September 30, 2027, pursuant to D.C. Code § 2-1215.18; and

WHEREAS, pursuant to the Corporation's By-Laws the board of directors of the Corporation (the "Board"), hereby approve and adopt the following resolutions at a duly convened meeting of the Board;

NOW, THEREFORE, BE IT:

RESOLVED, that the Board hereby approves the Corporation extending the term of the Downtown BID for a successive 5-year term commencing on October 1, 2022 and expiring September 30, 2027;

RESOLVED FURTHER, that this approval be transmitted to the Mayor of the District of Columbia, and such other agencies and officers, as reasonable or necessary pursuant to D.C. Code § 2-1215.18 to effectuate said extension of the BID term;

RESOLVED FURTHER, that the Corporation and its officers are hereby authorized and instructed to take such actions and execute such instruments as are necessary and appropriate to give full force and effect to the foregoing resolutions and such actions are hereby ratified and confirmed; and

RESOLVED FURTHER, that this Resolution be delivered to the Corporation and filed with the minutes of the Board.

The undersigned hereby certifies that he is the duly elected and qualified representative of the Corporation and that the foregoing record is a true record of the resolutions adopted at a meeting of the Board and that said meeting was held in accordance with applicable law and the By-Laws on the 14th day of March, 2022, and that this Resolution of the Board of Directors is now in full force and effect.

Certified by:

Gregory A. O'Dell

President and Chief Executive Officer

Events DC

CLEAN HANDS CERTIFICATE



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

1101 4th Street, SW Washington, DC 20024

Date of Notice: February 23, 2022 Notice Number: L0007026993

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT CORP 1275 K ST NW STE 1000

WASHINGTON DC 20005-4021

FEIN: **-***3279 Case ID: 1077091



CERTIFICATE OF CLEAN HANDS

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

TITLE 47. TAXATION, LICENSING, PERMITS, ASSESSMENTS, AND FEES
CHAPTER 28 GENERAL LICENSE
SUBCHAPTER II. CLEAN HANDS BEFORE RECEIVING A LICENSE OR PERMIT
D.C. CODE § 47-2862 (2006)
§ 47-2862 PROHIBITION AGAINST ISSUANCE OF LICENSE OR PERMIT

Authorized By Marc Aronin Chief, Collection Division

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



DOWNTOWNDC.ORG

1275 K ST NW, SUITE 1000, WASHINGTON, DC