



GOLDEN TRIANGLE®

STRATEGIC PLAN 2022





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Prepared for the Golden Triangle Business Improvement District by Progressive Urban Management Associates (P.U.M.A.)

INTRODUCTION



BACKGROUND

Established in 1997, the Golden Triangle Business Improvement District (BID) is a 501(c)6 non-profit organization that works to enhance the Golden Triangle – the 44-square-block neighborhood that stretches from the White House to Dupont Circle and 16th Street NW to New Hampshire Avenue NW. The primary focus of the BID is to provide a clean, safe, and vibrant environment, and to grow, retain, and attract businesses to the Golden Triangle. The BID is funded by a special assessment paid by property owners within the neighborhood to support the economic vitality of the Golden Triangle. Through this assessment, the BID collects more than \$5 million annually to help fund enhanced cleaning, safety, homeless outreach, public realm beautification, events and programming, marketing, and economic activities.

To develop priorities for and guide annual work programs of the BID, the organization periodically prepares a strategic plan. The last strategic plan was prepared in 2016, with prior iterations in 2012 and 2010. By 2021, the timing was right for a new strategic plan. First, the 2016 plan had been substantially implemented and many of its objectives achieved. Second, the world – and the Golden Triangle – had gone through an unprecedented global pandemic beginning in March 2020. While the full impact of the COVID pandemic on the neighborhood is yet to be fully realized, the timing of this plan did offer the opportunity to evaluate and adapt to the pandemic's repercussions on the Golden Triangle and Washington DC as a whole. This will build on the BID's significant efforts around COVID response and recovery over the last two years. Third, a new five-year BID Business Plan and Budget will be submitted in October 2022 to guide the district's reauthorization. The strategic plan is a precursor to reauthorization and will inform the new Business Plan.





THE 2016 PLAN AND EXISTING FRAMEWORK

The BID's organizational framework goes back 10 years, and is structured around a hierarchy of Core, Vibrancy, and Transformative Goals. The framework has proven to be flexible and adaptable, serving the BID well during the unforeseen COVID disruption. Notable achievements from the 2016 strategic plan include:

Core

- Overall Ambassador performance (1)
- Ambassador response during COVID, matching demand on the street with appropriate level of resources
- Operations technology update for efficiency and resiliency, including:
 - Radio GPS and back-up antenna
 - CCTV for operational decision making
 - OPS Center
 - Use of SMART for tracking work and WhatsApp for management communications and coordination
- Nightlife Initiative
- Responses to homelessness, including a shift in approach due to COVID (2)
- Emergency preparedness

Vibrancy

- Golden Haiku and Golden Streets competitions, including a partnership with Smithsonian Gardens for Golden Streets (3)
- Temporary and permanent public art throughout the neighborhood
- Smithsonian Renwick and Burning Man collaboration
- Smithsonian American Women's History Initiative public art collaboration
- Connecticut Avenue Overlook
- Penn Ave pocket park (4)
- COVID response and recovery, including:
 - Grow Golden and Small Business Online to support ground floor retail, via grant support, finding storefront locations, and wrap-around technical assistance (5)

Transformative

- First LEED-certified BID in the country
- 19th Street Rain Gardens (6)
- Duke Ellington Park
- Penn West Vision
- Innovation District Development and Action Plan

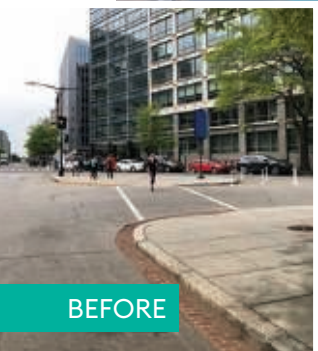


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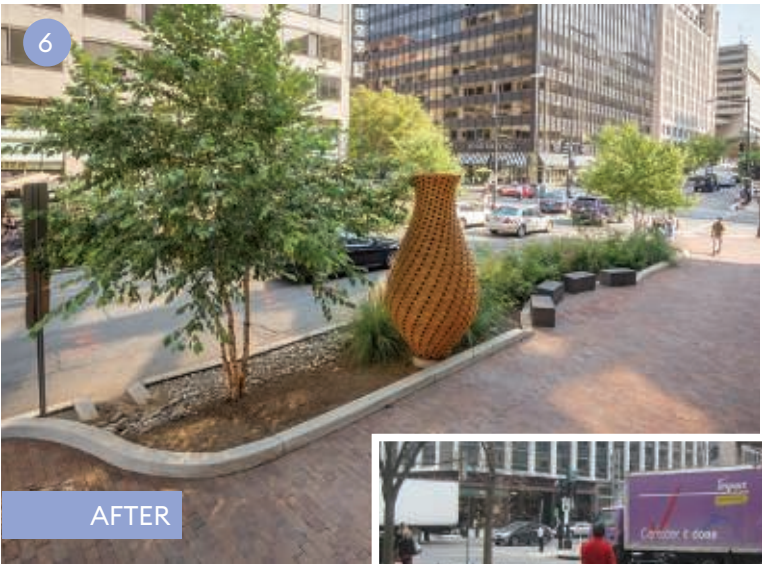
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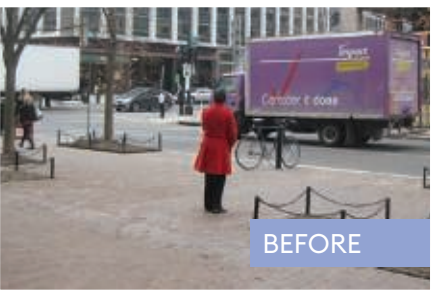


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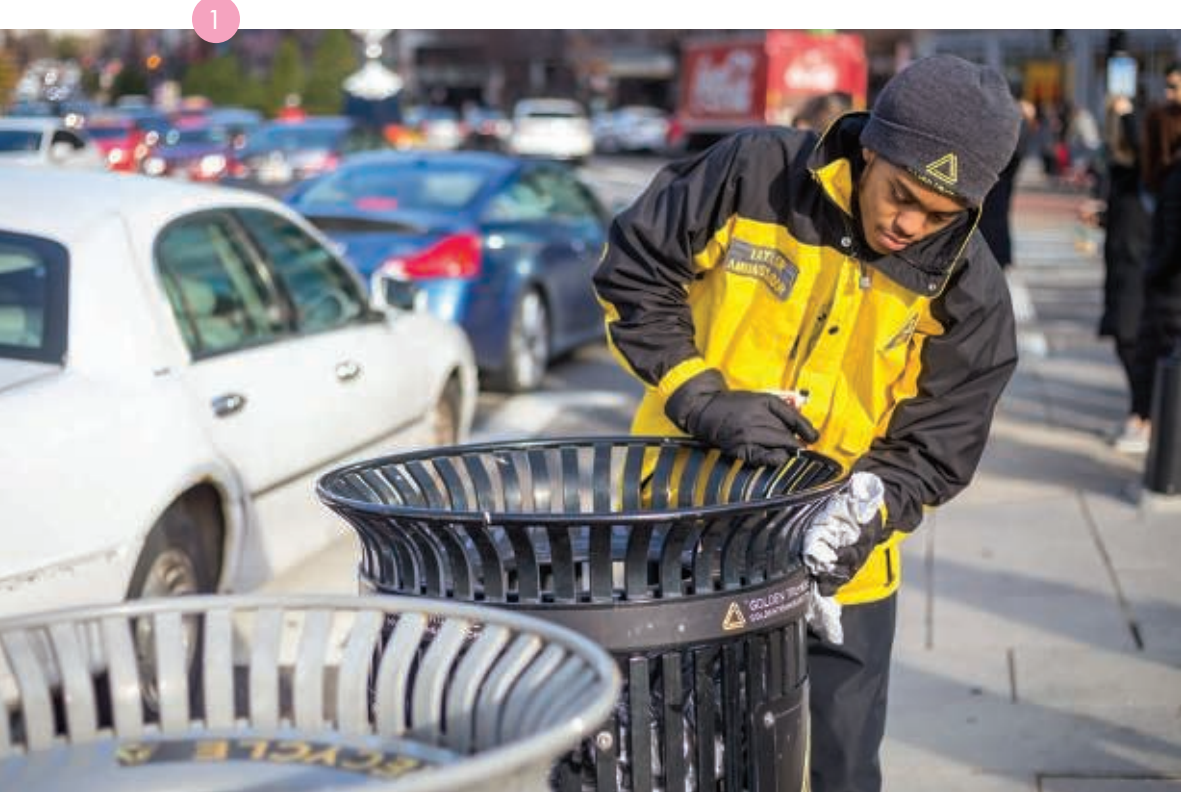


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GOLDEN TRIANGLE BID

STRATEGIC PLAN 2022

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2022 STRATEGIC PLANNING OBJECTIVES

The strategic plan is intended to guide the BID's evolution through COVID recovery and over the next five years. The planning process aimed to meet the following objectives:

- Assess current and future market influences affecting the Golden Triangle, including a focus on how the district's office market may evolve post-pandemic. *There is also acknowledgement that the planning window took place during the COVID pandemic (fall 2021 through spring 2022) and presented profound market uncertainties and challenges when making predictions for the next several years.*
- Refresh the mission and program structure of the BID, building upon the strategic planning framework of core, vibrancy, and transformative goals.
- Engage the organization's leadership, ratepayers, business and civic leaders, and other district stakeholders in a participatory process to develop the Strategic Plan.
- In concert with BID staff and Board leadership, develop recommendations to guide the organization's evolution and enhance its value proposition over the next five years.
- Inform the BID Business Plan to guide the district's September 30, 2023, charter renewal.



PLANNING PROCESS

To accomplish the above objectives, the strategic planning process was comprised of four steps – an external assessment, an internal organizational assessment, synthesis into a strategic plan, and the action plan.

1. The External Assessment intended to understand the myriad economic and political forces currently shaping the Golden Triangle. This included the following:
 - a. Review of relevant studies and reports
 - b. Engagement of a variety of district stakeholders, including:
 - i. Business and civic leaders;
 - ii. Government agency representatives; and
 - iii. Property and business owners.

Stakeholders were engaged through one-on-one interviews, roundtables, on-site walkabouts, and an online survey. Themes from stakeholder outreach are discussed in the following section.

2. The Internal Assessment reviewed the BID's ability to effectively address challenges and capitalize on opportunities identified in the external assessment. The point of emphasis in this step was to inform the development of the subsequent BID Business Plan. This step also looked at best practices from comparable downtown BIDs.
3. Following the completion of the above assessment work, a strategic plan was developed, laying out a new framework to guide BID operations and areas of focus for the next five years. The plan was finalized through review and feedback from BID staff, Executive Committee, and ultimately approved by the Board of Directors.
4. Concurrent to the development of the strategic plan, a BID Action Plan was also developed, laying out a more detailed and tactical workplan for the next year of BID operations and programs that fits within the strategic plan's new goals and objectives framework.

STAKEHOLDER ENGAGEMENT OVERVIEW

Throughout the strategic planning process, varied Golden Triangle stakeholders were asked for input on the plan, capturing a wide range of perspectives on the neighborhood and its future. Engagement took place in a number of different formats, including one-on-one interviews, small group roundtables, on-site walkabouts, and a community-wide online survey.



BOARD ENGAGEMENT

The Golden Triangle BID Board of Directors was engaged on a regular basis during the planning process. The Board advised the consultant team and staff to ensure the new plan was meeting the expectations of Golden Triangle stakeholders. Engagement included the project kickoff at its September 2021 meeting, voting on the various “areas of focus for the BID” (those listed as priority improvements, in order of votes, on page 12) during its January 2022 meeting, and approval of Plan Goals during its April 2022 meeting.



INTERVIEW AND FOCUS GROUP THEMES

More than 50 stakeholders participated in ten focus groups during the planning process. Additionally, several one-on-one interviews were held with other individuals who did not directly fit into the different focus group topics.

Expectations for the Golden Triangle

The pandemic has created or reinforced a range of challenges in the near-term for the district:

- **The Golden Triangle is an office-dominanted district.** There are 34 million square feet of commercial office space, while the neighborhood only has 36 housing units, illustrating its reliance on the workplace economy. Stakeholders see hybrid work as the future (more on this topic in the sidebar), and given this, one-dimensional office

districts won’t survive. While this issue has taken the spotlight in the last two years, it’s not a new one for the district and was also highlighted in the 2016 strategic plan.

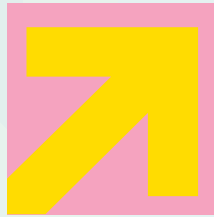
- **The health of the ground-floor economy – made up mostly of storefronts and restaurants – is of big concern.** Arguably no sector has been damaged more by the pandemic than retail. These businesses rely on workers returning to the office. Stakeholders noted retail had made great strides in the neighborhood in the decade leading up to the pandemic, but now the BID has 128 storefront vacancies as of April 2022.
- **Transportation challenges are also anticipated.** Metro is dealing with operational issues that aren’t expected to be resolved anytime soon, leading to a lack of reliability for commuters. The expected result is more commuters driving to the Golden Triangle than has been the mode split historically, and therefore, a greater demand on parking in the district. However, a hybrid work model does have potential to alleviate this challenge to some extent if parking is properly coordinated and managed, which would also help alleviate the Metro issue.
- **There is more regional competition regarding premier office locations in the DC metro area.** Mixed-use neighborhoods such as Capital Riverfront, the Wharf, and NoMa in DC; along with northern Virginia and Maryland locations such as Arlington, Tysons, Reston, and Bethesda have become appealing options for office developers and users.

THE FOCUS GROUPS INCLUDED:

- BID Executive Committee
- Major property owners
- “Future of Office” thinkers
- Office of the Deputy Mayor for Planning and Economic Development (DMPED)
- Office of Planning (OP)
- HR representatives from large employers
- Agency directors
- Representatives from arts and culture
- Safety and security experts
- Sustainability professionals

However, optimism was also expressed – the Golden Triangle remains an asset-rich district. These assets position the neighborhood well for the future:

- A premier location in central DC, it has great transit accessibility with access to four Metro lines and many major bus lines;
- Close proximity to various visitor destinations, including the White House;
- Adjacency to the George Washington University;
- World-class tenant base full of thought-leadership;
- Various physical assets, including wide sidewalks and parks; and
- Mix of trophy, class A, B, and C office buildings.



LOOKING INTO THE CRYSTAL BALL: THE FUTURE OF OFFICE

Throughout the pandemic, the future of work and office has been a popular discussion point for journalists, economists, developers, real estate professionals, and the place management industry. While data and information on this topic is fluid and evolving quickly, below is a snapshot of insights and predictions based on discussions with BID stakeholders and a review of data and reports.

- The pandemic has forced the district to expedite its evolution from a purely office district to a mixed-use neighborhood. The future of urban work environments is mixed-use, not the central business district (CBD) of old.
- There will continue to be a slow trickle of workers back to their offices, but the expectation is a hybrid work model for most that makes Tuesday through Thursday the days with the most foot traffic, while Monday and Friday are noticeably less active. As of spring 2022, office badge swipe activity was at approximately 40% of what it was pre-COVID.
- The strategic plan's online survey also supports this expectation. Respondents were asked how often they anticipate being in the neighborhood in the near future. Over the next year, 57% anticipate being in the Golden Triangle more frequently than in the past year, while 37% expect to visit the same amount – indicating optimism that more will be returning to work, but also indicating lasting effects from the new flexible work model.
- Due to the long-term nature of most office leases, the impact on commercial real estate will linger for the next 3-to-5 years as leases expire and companies continue to evaluate their officing needs.



The Vanguard Building, the former Peace Corps headquarters located at 1111 20th St. NW, is being converted to residential use. This project is leading the way for what is anticipated to be a steady trend to give older office buildings new life throughout central Washington DC.



- The Washington CBD submarket's vacancy rate (of which Golden Triangle is a part of) was 19% as of spring 2022. Golden Triangle is currently at approximately 21% vacancy. Downtown vacancy has continued to increase year-over-year and is at its highest point in history. While in part due to the impacts of COVID, it's also important to note that vacancy rates were rising before the pandemic with the increase in competition from newer mixed-use neighborhoods in the region. Expectations from some real estate professionals that took part in plan engagement are that vacancy will climb to 30% before all is said and done.
- A related expectation is that a certain portion of the office market will not come back and that the lasting impact will be an office market that's a fraction of what it was pre-COVID. In general, some experts are estimating an office market that's 80% of what it used to be, but in an office-heavy market like Golden Triangle it may be even lower.
- The flight-to-quality trend is expected to continue to gain momentum. Trophy buildings (the newest Class A spaces) have fared well through the early stages of pandemic recovery, while all other classes have struggled and seen negative absorption.
- There is a catch-22 when it comes to retail that supports the office sector – workers are less interested in returning to the office when there are fewer restaurant and shopping options, while retail and dining is reliant on a steady flow of workers and is waiting for a return of more foot traffic.

Priority Improvements for the Golden Triangle

- **TOP PRIORITY: Transformation of the Golden Triangle into a mixed-use district** – Office is still a major part of the neighborhood’s future, but having a better balance of uses will make the office product – as well as retail space, cultural uses, and the neighborhood as a whole – more viable.
- **Diversify the office users** – The district’s predominant sectors historically have been government, law, and non-profit, all of which are low growth industries. The tech and social purpose innovation sectors should be front and center in the Golden Triangle’s future, with the new Innovation District being a key aspect of this evolution.
- **The ground-floor is critical** – Storefront spaces, retail, and restaurants will need to be prioritized in the next several years as this industry looks to rebuild itself coming out of the pandemic. The ground-floor economy has a high impact on the neighborhood’s sense of vibrancy, and there’s a psychological impact to a vacancy in addition to the obvious market impact. Dining, shopping, and culture options are a critical piece in making the Golden Triangle “commute-worthy” for employees who are making day-to-day decisions whether to work in the office or from home.
- **Emphasize the outdoors** – The pandemic has created newfound emphasis on the outdoor environment. Already blessed with wide sidewalks and park spaces throughout the district, the Golden Triangle needs to work to further invigorate these and other public spaces, and create more places to sit, eat, and engage with others in the outdoors.
- **Make the Golden Triangle a more fun place to be** – The neighborhood should be full of fun, whimsy, and surprise. This is another part of making the district competitive and commute-worthy in accordance with the above – in the future, the Golden Triangle needs to create destinations, be more experiential, and give people a reason to come here besides just to sit in an office. More art and cultural attractions have the potential to be a key part of this appeal.
- **Improve the perception and image** – Stakeholders described the Golden Triangle as a staid district, full of cold hardscapes and building facades. Its identity for so long has been a place of work and it has not been seen as a neighborhood with a strong personality.
- **“Soften” the district** – Most of the above, from emphasizing the outdoors, to changing the perception, to adding whimsy and surprise, share a theme of softening the district – both to the physical environment and to the neighborhood’s identity and image.

Areas Of Focus for the BID

- **Clean and safe** remains fundamental – doubling down on the basics is imperative in the near-term.
- Work between public partners and district property owners to **advance policies and incentives** that encourage mixed-use development in the neighborhood.
- Help **activate ground-floors** in any way possible, relying on both permanent and creative, temporary solutions.
- Improve **streetscapes** along corridors in the district, in a continued effort to enhance the pedestrian experience.
- **Promote the district’s competitive advantages** to prospective tenants, developers, and other investors as well as to retain and grow existing tenants through business support.



- Improve **mobility and access** to, from, and within the district, considering trends and changes happening at the regional and local level.
- Offer diverse **programming, activations, and events** that make the Golden Triangle a fun place to be.
- Be a **visionary thought-leader and advocate** for the Golden Triangle. Offer educational programming for members and ratepayers, and advocacy at the local government level to advance the district.

ONLINE SURVEY THEMES

The survey ran during February 2022, and collected 487 responses, primarily from people who work in (or adjacent to) the Golden Triangle.

The Golden Triangle Today

The most common words used to describe the Golden Triangle today were **clean, business, downtown, work, offices, and empty**. A prevailing theme is that respondents view the Golden Triangle as a place of work, synonymous with downtown Washington DC.

When asked to rate various services and programs in the Golden Triangle, generally all those listed scored favorably. **Landscaping, mobility, and clean** stood out as receiving particularly high marks, with more than 80% of respondents rating these services as “very good” or “good.” **Homelessness** was the outlier amongst the list, and the only service with an average rating below the “fair” level.

The Golden Triangle Tomorrow

The most common words used to describe respondents’ vision for the Golden Triangle in the year 2030 were **vibrant, safe, diverse, green, clean, and sustainable**.

When asked to rate the same set of services and programs as they did earlier in the survey, but this time by level of importance in the future, a vast majority of respondents view all eleven of the service areas as either “very important” or “important.” **Safe** and **clean** were rated highest, with more than 70% of respondents rating each of these as “very important.”

When asked to choose the one service or program, from the same list of eleven as above, that will be MOST important in the future, the top choice was clear – **safe** received 30% of the votes, nearly double that of the next most-popular choice. The top-three choices – which combined were selected by nearly 60% of respondents – were:

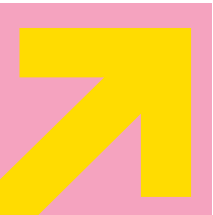
- #1 Safe** (overall safety in the neighborhood)
- #2 Retail & Restaurants** (diverse and ample retail and restaurant offerings)
- #3 Homelessness** (services for people experiencing homelessness)

Respondents were also given the chance to provide additional ideas for improvements to the Golden Triangle in an open-ended format. Ideas and common themes, including several quotes, amongst responses (roughly ordered by frequency) included:

- More outdoor spaces, amenities, and features – outdoor seating, dog park, free Wi-Fi, etc.
- More nature, trees, year-round greenery, flowers
- More events and programming (and more marketing of those events) – large festivals (e.g., Taste of Dupont), concerts, outdoor movies, social networking events for workers (e.g., shelter puppies in the park), farmer’s market, food trucks, etc.
- More housing – *“Make it a true neighborhood”*
- Wider variety of retail and restaurants – including a grocery store, healthy dining options, restaurants with outdoor seating
- Lack of understanding of the neighborhood boundaries; lack of clear identity for what’s in the Golden Triangle – *“I know that I’m in Golden Triangle when I’m on K Street and Connecticut Avenue but not so much on other streets”*
- Investment in arts and culture – museums, art galleries, artist spaces, concert halls, theaters, etc.
- More family-oriented and children-friendly – playground, water fountain, events, etc.
- More services and resources for unhoused individuals
- Make parking easier
- *“Just more going on at ground level, less of an ‘elite tower’ feel. The impression I have is ‘life above me’ – just a different world that doesn’t interact with the neighborhood.”*

Respondents were asked which types of events and programming they find most appealing and in turn are most likely to attract them to the Golden Triangle. **Public art installations** and **Outdoor Office** were the most popular choices.

Those who work in the Golden Triangle were asked what amenities would make them more inclined to work at the office. The most popular choices were: **more greenspace amenities, more daily services** (such as a grocery store, fitness, salons, daycare, etc.), and **more fast-casual restaurants**.



ON-SITE WALKABOUT THEMES

BID staff, the consultant team, City officials, and various Golden Triangle stakeholders held three walkabouts – i.e., walking tours that stopped at different locations during the walk to discuss challenges and opportunities throughout the district. Each walkabout focused on a different subsection of the Golden Triangle (south of K Street, north of K Street and west of Connecticut Avenue, and east of Connecticut Ave). The following pages illustrate key opportunities and challenges that arose during the walking meetings.

Walkabout themes that aligned with interviews and the survey include:

- Emphasis on the outdoors and the Golden Triangle’s parks, namely Farragut Square as the “town square”;
- Need to create a public realm that supports and encourages the transformation towards more mixed-use and a place for people to live; and
- Importance to be a strong advocate in steering major capital projects (K Street, Penn West, etc.) towards the best outcome for the neighborhood’s future.



Key Areas and Programs for Consideration



GOLDEN TRIANGLE BID BOUNDARIES

1 Residential Conversions

- 1111 20th Street NW is being converted from an office building (former Peace Corps HQ) to apartments. The 185,000-square-foot building will have about 161 residential units, expected to be delivered in 2024. This project has the potential to be a catalyst for further conversions in the Golden Triangle.
- OPPORTUNITY: To support conversions and more residents in the future, the neighborhood needs to create environs to better promote and serve residential uses. The Golden Triangle lacks signals that this isn't just a workplace, and is missing key amenities for residents that are different than ones that employees utilize (dog parks, for instance).

2 Farragut Square

- This park is the defining public space for the Golden Triangle and a magnetic attraction when activated. Farragut programming has been a fantastic reason to come to the neighborhood.
- A desire to bring the food trucks back, as well as other activations that create vibrancy and a change of pace and energy.
- CHALLENGE: There's not a lot of animation around the park – i.e., the surrounding ground floor uses are predominately banks, accounting businesses, etc.

3 Duke Ellington Park

- The only DC-managed park within the BID – this presents an opportunity for more flexibility with improvements and activations.
- This is a well-used small park space during nicer weather. There is a lot of surrounding residential (just outside the BID boundaries).
- OPPORTUNITY: Create even more permanent seating.

4 Monroe and Murrow Parks

- Both of these parks are challenged by a lack of surrounding storefronts, dining, and activated ground floor uses, which hinders the ability to activate these spaces to their full potential.
- OPPORTUNITY: Bring more seating and Wi-Fi to encourage lingering.
- OPPORTUNITY: Leverage proximity to global financial institutions and other surrounding assets (such as the future Innovation District).

5 17th & M Streets

- OPPORTUNITY: The nexus of what could be an art and cultural entertainment corridor.
- There are already a number of museums, non-profit cultural institutions, and historic buildings clustered here. New development is underway at this corner as well.

6 Black Lives Matter Plaza

- This is a (newer) key gateway to the district. It is also the zipper of where the Golden Triangle BID connects and comes together with the DowntownDC BID. Collaboration and consistency on both sides of the street is desired.
- Phase 2 of the permanent streetscape work – of which planning is underway – is to provide interpretation and engagement elements on the sidewalks, outside of the roadbed.
- OPPORTUNITY: Look at activation of this plaza going forward.

7 Connecticut Avenue Gateway

- CHALLENGE: This one-block stretch doesn't effectively announce connection back and forth between the Golden Triangle and the White House.
- OPPORTUNITY: Pull more visitors and energy from the White House and the Mall to the BID. Opportunity is furthered by the fact that this one block of Connecticut has low vehicle counts.
- Basic improvements could include more signage, art, hanging baskets, etc.
- Larger-scale improvements could be oriented around a shared street concept, where the entire public right-of-way is reimagined, creating a pedestrianized link between Lafayette Square/the White House and Farragut Square.

8 Nightlife

- CHALLENGE: The concentration of nightclubs and bars is an ongoing challenge and a drain on BID clean and safe resources.
- OPPORTUNITY: Nightlife remains a piece of the puzzle to stay vibrant beyond work hours, however, there is an opportunity to elevate this nightlife experience to make it more welcoming to all and respectful of other surrounding uses, namely a growing body of residents nearby. Theater and the arts can become a larger element of nightlife and entertainment in the Golden Triangle.

9 K Street Project

- The redesign of K Street is well-underway.
- The BID should help advance this project and steer certain elements as much as it's able. Namely, there is a need for spaces for people on K Street, both before, during, and after the redesign. At the same time, the BID should set reasonable expectations around the management of the future streetscape design.



ENGAGEMENT RECAP

It is imperative that the Golden Triangle transform into a more mixed-use neighborhood. Also a priority of the last strategic plan, the pandemic has moved this to the top of the list and created a new sense of urgency. Stakeholders expressed this outcome more than any other desired improvement during various forms of outreach. As discovered in one of the open-ended survey exercises, participants want to see the Golden Triangle evolve from a place of work, full of offices, to a more vibrant and diverse neighborhood. As identified on the walkabouts map, 1111 20th Street NW has the potential to be a catalyst for further conversions in the neighborhood. The BID has an advocacy role to help influence the continued transformation into more residential and cultural uses.

To support its more mixed-use future, **the Golden Triangle needs to look and feel like a neighborhood that's not just a place for work and business.** This was expressed in interviews and realized during the walkabouts. The building blocks and many of the core fundamentals are in place already – wide sidewalks, well-situated parks, quality streetscaping and landscaping – but stakeholders want to see a Golden Triangle that's a more fun place to be, not just a polished one. BID programs in the public realm will be important in making this happen. Stakeholders expressed love for the Golden Haiku program, a relatively low-cost program that has a strong impact. The rain gardens and public art have been well-received by the community. Even more emphasis should be placed on these types of programs that introduce green, surprise, and whimsy to the neighborhood.

Even with continued transformation towards diversified uses, **the Golden Triangle will still be a place for work and business, and importantly, innovation.**

The Innovation District is a newer initiative that is front-of-mind for many stakeholders and a reason for optimism. It has the chance to be a differentiator in the DC metro and will allow the Golden Triangle to diversify its office users and strengthen its relationship with neighboring the George Washington University. The BID will be a key partner in Innovation District implementation. It will also need to continue to ensure that the neighborhood is “commute-worthy” for employees who now have an option to work from anywhere. This will involve rebuilding a dynamic storefront economy that has been diluted by COVID, expanding the district’s arts and cultural options, and creating lunchtime and evening programming and events.

While transformation of the district becomes a priority moving forward, **the fundamentals of the BID should not be forgotten.** Stakeholders made sure to point out that safe and clean remain priorities, and without these, none of the above will come to fruition. This is critical in the near-term as COVID recovery continues. As discussed, “safe” is the one service or program that’s most important in the future, according to participants. It’s important to note, that when it comes to complex topics like safety, the BID can only take this so far. The BID will need to consider partnerships and other entities that may be more appropriate stewards of this priority.

The following section builds a new BID Framework of goals and objectives that best responds to today’s challenges and the feedback from stakeholders discussed above.

BID FRAMEWORK

The 2022 strategic plan builds upon the goal framework established in 2010 and updated in 2016. Goals and underlying objectives are organized into three tiers as follows:

Core: Continue functions fundamental to the BID’s core mission

Vibrancy: Make the Golden Triangle a fun and beautiful destination, full of art, culture, and surprise to encourage people to visit and linger

Transformative: Strengthen the Golden Triangle’s global relevance by influencing change, offering visionary thought leadership, and providing services to attract investment

A new feature of the 2022 Framework is **Guiding Principles** for the organization – elements that are infused across all of the goals. These are important topics that arose during the planning process, but didn’t fit neatly into a single goal. *Innovation* is prominent across all of the Transformative Goals, but also is an important part of maintaining a best-in-class Ambassador program. The Golden Triangle is the first LEED-certified BID in the world – an outcome of the last strategic plan. Now it’s the BID’s job to expand on this certification in creative new ways to make the neighborhood (and BID services) more *sustainable*. And while *diversity and inclusion* should be embedded in all goals, it’s particularly important when it comes to the BID’s Vibrancy Goals related to storefronts, programming and activation, and placemaking.



TRANSFORMATIVE GOALS

| Goal | Attracting Investment | Vital Mixed-Use Neighborhood | Advancing Major Capital Projects |
|----------------|--|--|---|
| Goal Statement | Reaffirm the Golden Triangle as a premier location, while also bringing new innovation to the district to diversify its office sector economy. | Influence and advocate for changes that make a more livable neighborhood, as a greater number of people start to call the Golden Triangle home. | Work with partners to implement visionary capital projects in ways that work best for district stakeholders and align with the vision for the BID's future as a more mixed-use neighborhood. |
| Objectives | <ul style="list-style-type: none">Work with key partners to implement the Innovation District Action Plan.Support office retention and attraction efforts, with a focus on broadening the mix of office tenants throughout the BID.Be the go-to source for up-to-date market information and data on the Golden Triangle, and hub for research on broader trends impacting the neighborhood.Broaden the reach and depth of connection with Golden Triangle Stakeholders, District Government, and other partners. | <ul style="list-style-type: none">Encourage mixed use development that includes residential and cultural uses; advocate for policies and incentives that will support conversion projects.Elevate the nightlife experience to ensure a vibrant nighttime economy that is welcoming to a diverse array of visitors.Explore mobility and parking solutions that support the neighborhood's vitality as it transforms. | <ul style="list-style-type: none">Work with partners to implement the new vision for Penn Ave West.Work with property owners, local agencies, and other partners to optimize the K Street project.Capitalize on new opportunities and leverage a changing environment (residential conversion, added cultural, key tenants or tenant mix changes). |

VIBRANCY GOALS

| Goal | Dynamic Storefronts | Programming & Activation | Placemaking |
|----------------|--|--|--|
| Goal Statement | Bring more vitality and activity to the Golden Triangle's streets by helping to attract and create engaging uses throughout street-level spaces. | Activate spaces within the Golden Triangle with welcoming, fun, and inclusive programming, giving employees, residents, and visitors a district where the outdoors can be enjoyed by all. | Design and install improvements that create inviting and unique places in the Golden Triangle and reinforce the district's transformation into a more mixed-use neighborhood. |
| Objectives | <ul style="list-style-type: none">Fill vacant storefronts with varied forms of temporary and pop-up activations.Integrate arts and culture as both an interim and permanent solution throughout the neighborhood's ground floors (including lobbies, not just storefronts).Work with property owners to identify opportunities to accommodate new retail and restaurant concepts that broaden the neighborhood's offerings. | <ul style="list-style-type: none">Continue to program Farragut Square on an ongoing basis, building on its strength as the Golden Triangle's signature public space and a magnet for employees, residents, and visitors, alike.Continue to find new ways to activate the neighborhood's other green spaces and pocket parks.Bring whimsical and interactive elements to soften the Golden Triangle's identity (i.e., Golden Haiku). | <ul style="list-style-type: none">Continue to integrate temporary and permanent public art throughout the Golden Triangle.Continue to design and seek funding for public space improvements that bring intrigue, color, and sustainability to the neighborhood (i.e., the rain gardens).Focus on improvements to the BID to better attract and draw in visitors (i.e., Connecticut Ave Gateway).Cultivate key partnerships with museums, cultural institutions, designers, and creatives to identify new placemaking opportunities in the district. |



CORE GOALS

IMPLICATIONS FOR BID REAUTHORIZATION

| Goal | Public Spaces | Ambassador Program | Member Services | Safe, Secure, & Prepared |
|----------------|---|---|--|---|
| Goal Statement | Position the Golden Triangle as the leading example of high-quality public spaces in the city, while ensuring maintenance and upkeep of spaces is achievable in the long-run. | Strive for continuous improvement in every aspect of the Golden Triangle Ambassador program and performance, and develop effective methods for monitoring and measuring performance improvements. | Consistently deliver the highest quality services to members of the Golden Triangle Business Improvement District, and ensure that members understand the value of those services. | Improve the safety, security, and preparedness of all those working in, living in, and visiting the Golden Triangle. |
| Objectives | <ul style="list-style-type: none"> Continue to provide beautification and landscaping – to bring greenspace, color, and intrigue to the neighborhood. Create better connections to nature and wildlife throughout the neighborhood. Proactively assess and plan for maintenance obligations related to capital projects and public space improvements. Educate, encourage, and inform private property and business owners to expand their understanding, engagement, and responsibility for maintaining public spaces adjacent to their properties. Right-sizing/feasibility of maintenance obligations relative to projects/ budgets. | <ul style="list-style-type: none"> Focus the Ambassador Program on maintaining the Gold Standard for all elements of operations. Be brilliant at the basics. Maintain park and street fixtures to the Gold Standard. Improve efficiency, sustainability, and enhance the overall quality of service all to the Gold Standard. Strategically match the deployment of resources to the on-street demand, budget, work plan demands, and organizational goals. | <ul style="list-style-type: none"> Inform members with up-to-date information on BID services, District initiatives, and must-know information through a variety of methods. Serve as a conduit between members and District government agencies to help expedite solutions to complex problems. Broaden the reach and depth of connection with Golden Triangle stakeholders, District Government, and continue to deepen the connection with the BID's membership base. Gauge, study, and track member interactions, member satisfaction and effectiveness of programming, communication. | <ul style="list-style-type: none"> Grow the BID's Safe, Secure, & Prepared programs to ensure it remains a national “best practice” and adapts to evolving challenges. Continue internal preparedness and IT efforts to ensure the BID is resilient, prepared, and able to respond. Strengthen partnerships and coordination to improve preparedness and response efforts. Ensure the continued success of the Homeless Outreach Program and ensure the program is prepared to meet new challenges. Problem solve challenges faced by surrounding properties, businesses, and visitors resonating from the BID's nightlife economy. |

Looking forward to the upcoming reauthorization of the BID and its new Business Plan, the following are implications that stem from the Strategic Plan’s new goals and objectives.

- An anticipated need for additional resources to accomplish a new set of goals:** There is a desire amongst Golden Triangle stakeholders to be more aggressive in an array of service areas, while also doubling down on the BID fundamentals of clean and safe services. BID assessment revenue, based largely on property square footage characteristics, has remained relatively flat in recent years. This has stretched the BID to its limits and at times hindered it from making the impact that it could in certain areas. This plan is ambitious, calling for a continuation of much of what the BID has been doing, along with new efforts to address the impact of the challenges of the last two years. For this reason, there is an anticipated need for additional resources (i.e., assessment revenue) to achieve goals across all tiers, but namely at the Core and Transformational levels.
- Evaluation of whether additional expertise is needed on staff:** BID staffing should mirror the new goal framework. There are new areas of focus in this plan – whether they be an added emphasis on storefronts, focus on the Innovation District, or a theme of mixed-use transformation – that may call for additional expertise to implement. This will be evaluated during the reauthorization process.
- Evaluation of boundaries:** It is expected that there is minimal opportunity for changes to boundaries. However, reauthorization always offers the chance to explore the BID’s edges and this will be done to ensure there is an ongoing consideration of incorporating bordering properties into the BID.
- Annual adjustments for the budget:** As we continue to turn the page on COVID, the economy has entered an inflationary cycle impacting virtually every industry in the country. BID operations are not immune to these macro-conditions and challenges. Costs for core services such as cleaning, safety, and landscaping are rapidly rising. The BID is impacted by labor shortages, wage mandates, union contracts, and inflation on cleaning materials, landscaping supplies, infrastructure materials, and capital expenditures. These factors combined have led to considerable increases in costs for the Ambassador program and core contracts like landscaping that are only expected to continue to rise. For this reason, the BID will need to build in more aggressive annual adjustments to its five-year budget.

As we prepare for BID reauthorization and continue to transition into a new post-COVID era, the timing was right for strategic planning and a new framework for the Golden Triangle BID. A sense of urgency is required – from both BID staff and Board, as well as neighborhood stakeholders – as the challenges created and exacerbated over the last two years are significant. However, there is also reason for optimism. The Golden Triangle is well-positioned for reinvention, with many assets and differentiators that aren’t going away, and is set to be a leading mixed-use district into the future.



GOLDEN TRIANGLE™