



GOLDEN TRIANGLE®

BUSINESS PLAN

FY 2024-FY 2028

CONTENTS

Introduction	2
Purpose	
About the Golden Triangle Business Improvement District	6
Accomplishments: FY 2019 – FY 2023	8
Core Goals	
Vibrancy Goals	
Transformative Goals	
The Next Five Years: Goals, Objectives, and Strategies	20
Core Goals	
Vibrancy Goals	
Transformative Goals	
Funding the Vision	34
Highlights Timeline	40
Conclusion	44
Appendix	45
Golden Triangle BID Board of Directors	

Cover Image Artwork:
Marker by Rania Hassan





INTRODUCTION

A new vision for the future of the Golden Triangle

Over the last two decades, the Golden Triangle Business Improvement District (BID) has evolved to enhance the economic vitality, vibrancy, beauty, and culture of the Golden Triangle. The BID was formed in the late 1990's as the second DC BID and initially focused on clean and safe streets. After setting the "Gold Standard" in these essential service areas, the BID broadened its agenda to add programs that enhanced vibrancy such as landscaping, public art, and events. By conceptualizing and implementing improvements and responding to emerging needs, the BID transformed the Golden Triangle into a premier world-class neighborhood.

19th Street Rain Gardens
(before, left, and after)





Connecticut Avenue median
(before, *right*, and after)



Pennsylvania Avenue
Pocket Park (before, left,
and after); *MERIDIAN* by
Cheryl Wing-Zi Wong, right



INTRODUCTION (continued)

Then, in March 2020, everything changed. The worldwide COVID pandemic created immense, unprecedented challenges; particularly for urban, office-centric districts like the Golden Triangle. Drawing on its strengths as a connector between public and private sectors, the BID proudly stepped forward to lead the Golden Triangle through the pandemic's uncertain times and to reimagine the future of the neighborhood. Engaging a variety of Golden Triangle property owners and other stakeholders, the BID created a shared vision that is outlined in the recently adopted 2022 strategic plan. The BID's work is more critical than ever as a post-COVID district takes shape. ***Now is the time for the Golden Triangle to accelerate its evolution from a premier business district into a world-class, innovative, mixed-use neighborhood.***

In the next charter term, the BID will build on 25 years of experience supporting the community to execute a bold and ambitious agenda for the future of the Golden Triangle.



PURPOSE

Under DC law, Business Improvement Districts (BIDs) apply for renewal every five years. The following business plan highlights key accomplishments of the Golden Triangle BID over the last five years and lays out a plan for the BID's upcoming charter term (FY 2024 – FY 2028). Property owners, other stakeholders, and the District have strongly supported and approved each of the BID's past five-year charter renewals.

Duke Ellington Park (before, top left, and after, top right); Bottom: Connecticut Avenue Overlook (before, bottom right and after, bottom)

ABOUT THE GOLDEN TRIANGLE BUSINESS IMPROVEMENT DISTRICT

The Golden Triangle Business Improvement District (BID) was established in 1998 with the goal of enhancing the neighborhood – a 44-square-block area of the central business district in northwest Washington, DC. The Golden Triangle extends from the White House to Dupont Circle and from 16th Street NW to New Hampshire Avenue NW (see Figure 1). This area represents 34 million square feet of commercial office space, numerous retailers and restaurants, museums, cultural centers, global institutions, 11 hotels, and seven parks, including historic Farragut Square.

Over the last 25 years, the Golden Triangle emerged as a premier business location. The neighborhood is an asset-rich district connecting the local and global communities. It is centrally located, with unparalleled access to four of the region's busiest Metro lines, train stations, airports, and many major bus lines; proximity to various visitor destinations, including the White House; adjacency to George Washington University; and is home to a diverse collection of dining and shopping options, dynamic public gathering spaces, and exciting cultural and entertainment venues.

The primary focus of the BID is to provide a clean, safe, and vibrant environment, and to support economic vitality in the Golden Triangle. The BID is funded by a special assessment paid by property owners within the neighborhood that totals more than \$5.5 million annually.

Many of the BID's initiatives, like its emergency preparedness program and 19th Street rain gardens, are considered best-in-class and have won awards. In 2019, the Golden Triangle was awarded LEED Platinum certification, becoming the first BID in the world to be certified through the *LEED for Communities* program.

GOVERNANCE

The Golden Triangle BID is a 501(c)(6) non-profit organization governed by a Board comprised of up to 23 directors, representing property owners and other stakeholders. The BID also operates a 501(c)(3) charitable corporation, which extends some of the BID's work beyond its geographic boundaries. See the Appendix for a list of the current BID Board of Directors.

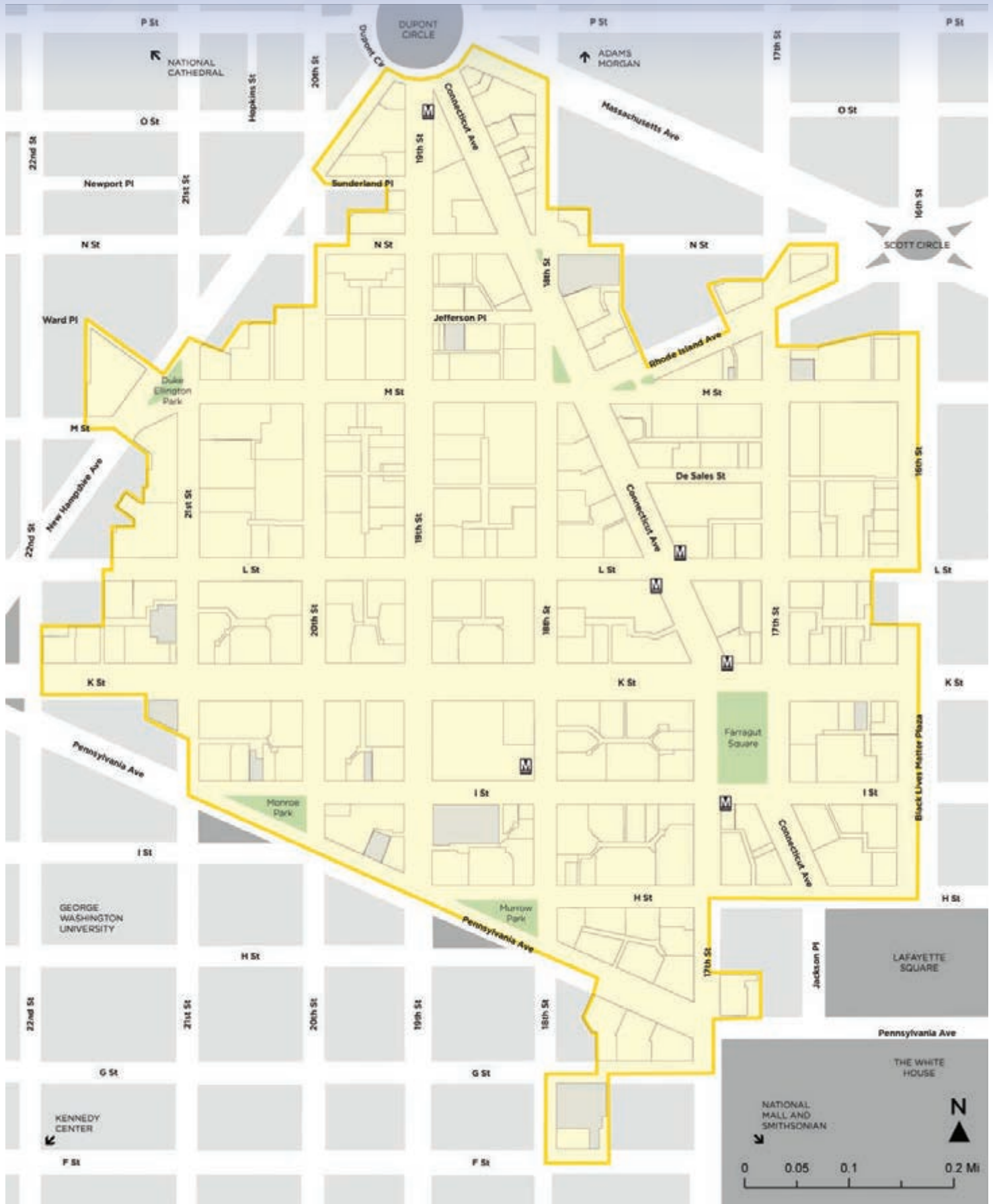


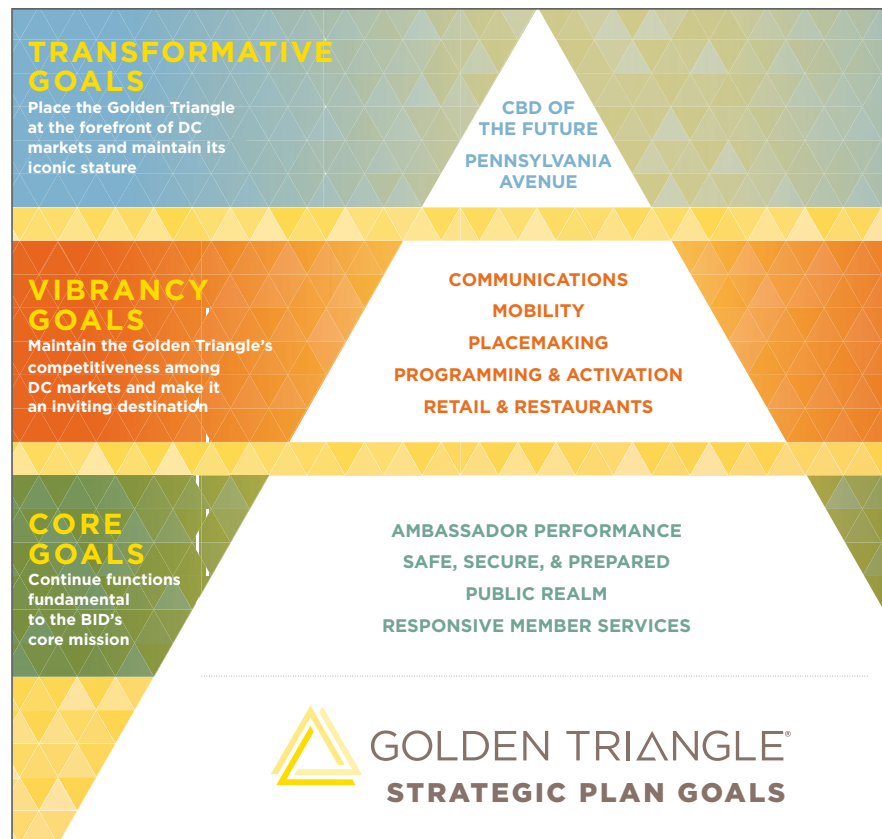
Figure 1, Golden Triangle BID Boundaries

ACCOMPLISHMENTS: FY 2019 – FY 2023

The FY 2019 - FY 2023 strategic plan was based on input from a variety of stakeholders and established eleven key goals that are illustrated in Figure 2. The goals were organized into a hierarchy framework for Core Goals, Vibrancy Goals, and Transformative Goals.

These goals guided all aspects of the BID's operations, from long-term budgeting and investment to annual performance plans and daily operations during the current charter term. When COVID hit and the BID pivoted, the strategic plan continued to provide a framework for its work.

Figure 2:
Strategic Plan Goals
FY 2019 - FY 2023



CORE GOALS

FY 2019 - FY 2022



208,000
HOURS



20,816
RECYCLE BAGS



21,220
VISITOR ASSISTANCE



338,489
TRASH BAGS



14,712
GRAFFITI STICKERS REMOVED

AMBASSADORS

Known by their signature yellow clothing, Ambassadors perform a wide range of duties from cleaning sidewalks, power washing, and painting light poles; to removing graffiti and stickers, clearing snow and leaves, and installing bike racks. Golden Triangle Ambassadors completed more than 208,000 hours of work in the neighborhood's streets and parks during the first four years of the current charter term. Ambassadors kept the neighborhood clean and safe daily throughout the COVID pandemic. The Ambassador Program continued to focus on being "brilliant at the basics" by enhancing quality assurance and using technology to increase efficiency with communications, and performance and statistics tracking.



ACCOMPLISHMENTS: FY 2019 – FY 2023

CORE GOALS (continued)

PUBLIC SPACES

The Golden Triangle is known for world-class, well-maintained public spaces with stunning plantings that add color and interest. These spaces became more important than ever during the pandemic as people sought outdoor options for meeting and gathering. The BID has continued to improve and beautify spaces by customizing plant types and fixtures to create spaces that pop. This charter term, the BID planted 20,000+ colorful flowers and perennials each year across the Connecticut Avenue Median, M Street and 19th Street Rain Gardens, Duke Ellington Park, Longfellow Park, Monroe Park, Murrow Park, the Connecticut Avenue Overlook, the Pennsylvania Avenue Pocket Park, two parklets, 41 planters, and 36 flower baskets. The BID extends the Gold Standard beyond landscaping by maintaining banners, public art, bike racks, trash and recycling cans, light poles, traffic control boxes, and parklets. In addition, the BID submits and tracks hundreds of work requests to the District government for items such as alley paving, rodent control, potholes, light pole outages, parking sign issues, and more.

Below: *Axis Mundi* by Kate Raudenbush



MEMBER SERVICES AND GOVERNMENT RELATIONS

From communicating about major utility and construction projects that impact the neighborhood to providing members with assistance and supporting the BID's many small and local businesses, member services remain a fundamental priority for the BID. The BID works to provide best-in-class problem solving and acts quickly on a myriad of member challenges like trash management, alley paving, rodent control, public space permitting, curbside use, licensing, property taxes, and much more.



COVID RESPONSE

The high value of member services was especially evident during COVID, and the BID's hands-on approach helped to preserve the fabric of the neighborhood. Serving as an essential connector, the BID regularly checked in with retail tenants, hotels, and building managers to provide updated COVID regulation guidance and share information on grants, government programs, and services that helped many survive some of the pandemic's worst times. Services included in-depth technical assistance ranging from helping with grant applications to facilitating transitions to digital marketing and e-commerce. The BID also worked with the District government to distribute hundreds of Personal Protective Equipment care packages as businesses started to reopen once the public health emergency declined.



HOMELESS OUTREACH

The BID's Homeless Outreach team has continued to connect people experiencing homelessness to critical services. The team supports a housing first model to end homelessness and works directly with stakeholders and District government agencies to make connections. Over the current charter term, more than 700 individuals have been served; more than 30 individuals have received permanent-supportive housing; and 20 received housing through the Pandemic Emergency Program for Medically Vulnerable Individuals (Pep-V). The homeless outreach team also made approximately 4,000 direct in-person engagements, providing food and other essential services to individuals experiencing homelessness, even during the height of the pandemic.



SAFE, SECURE, PREPARED

The BID's award-winning safety and emergency preparedness program continued to foster a safe environment and assist businesses and individuals in preparing for emergencies while adapting to the unique challenges of the past several years. The BID continued its successful preparedness exercise program until COVID caused a shift to virtual events. The BID responded and helped the neighborhood recover from many emergencies including protests following the death of George Floyd, the January 6th protests, major utility outages, and many smaller incidents.

ACCOMPLISHMENTS: FY 2019 – FY 2023

VIBRANCY GOALS



GOLDEN HAIKU

The BID's annual Golden Haiku contest continued to gain momentum and is a fan favorite year-after-year. In 2022, the BID received a record number of submissions – over 2,900 entries from 71 countries and 49 states plus D.C. The popular program also introduced a youth category, inviting students to explore haiku and have their work displayed among the hundreds of signs installed throughout the neighborhood. Golden Haiku adds beauty, culture, and vibrancy to the neighborhood and is a much anticipated, colorful spring tradition as people say goodbye to winter.

GOLDEN STREETS

The BID continued its annual Golden Streets competition and added a new collaboration with Smithsonian Gardens. Hosted by the BID since 2011, Golden Streets is a landscaping design competition. Each year BID properties transform ordinary tree boxes that line the sidewalk into beautiful gardens, and post useful tips about sustainable gardening for passersby. Smithsonian Gardens provides building managers with educational information for creating pollinator-friendly habitats in dense urban environments. The Smithsonian Gardens' horticulturists also designed and planted demonstration pollinator gardens in Monroe and Longfellow Parks.





PUBLIC ART

Maya's Mind by
Mischell Riley

The BID continues to install temporary and permanent public art through collaborative partnerships. Unique art by renowned artists around the globe has been displayed in the Golden Triangle's public spaces. BID collaborations included the Smithsonian's American Women's History Initiative and the Smithsonian Renwick's No Spectators: Beyond the Renwick, an outdoor exhibition of six large-scale Burning Man artworks throughout the Golden Triangle that received extensive national press coverage. During this charter term, the BID featured work by 28 different visual artists and presented 31 distinctive and vibrant artworks. Over the past five years, of the artists presented by the Golden Triangle, 68 percent were female artists; 46 percent of the program was dedicated to local artists; and 46 percent were BIPOC artists.

ACCOMPLISHMENTS: FY 2019 – FY 2023

VIBRANCY GOALS (continued)

PENNSYLVANIA AVENUE POCKET PARK

The BID completed a new pocket park at the intersection of 19th Street, H Street, and Pennsylvania Avenue NW, adjacent to Murrow Park. The project involved partnering with the DC Department of Transportation (DDOT), which closed off the underused right-turn lane from Pennsylvania Avenue onto H Street with safety bollards and signage. Golden Triangle Ambassadors added teal paint, large self-watering planters, and café tables to transform this space into a pedestrian-oriented oasis.

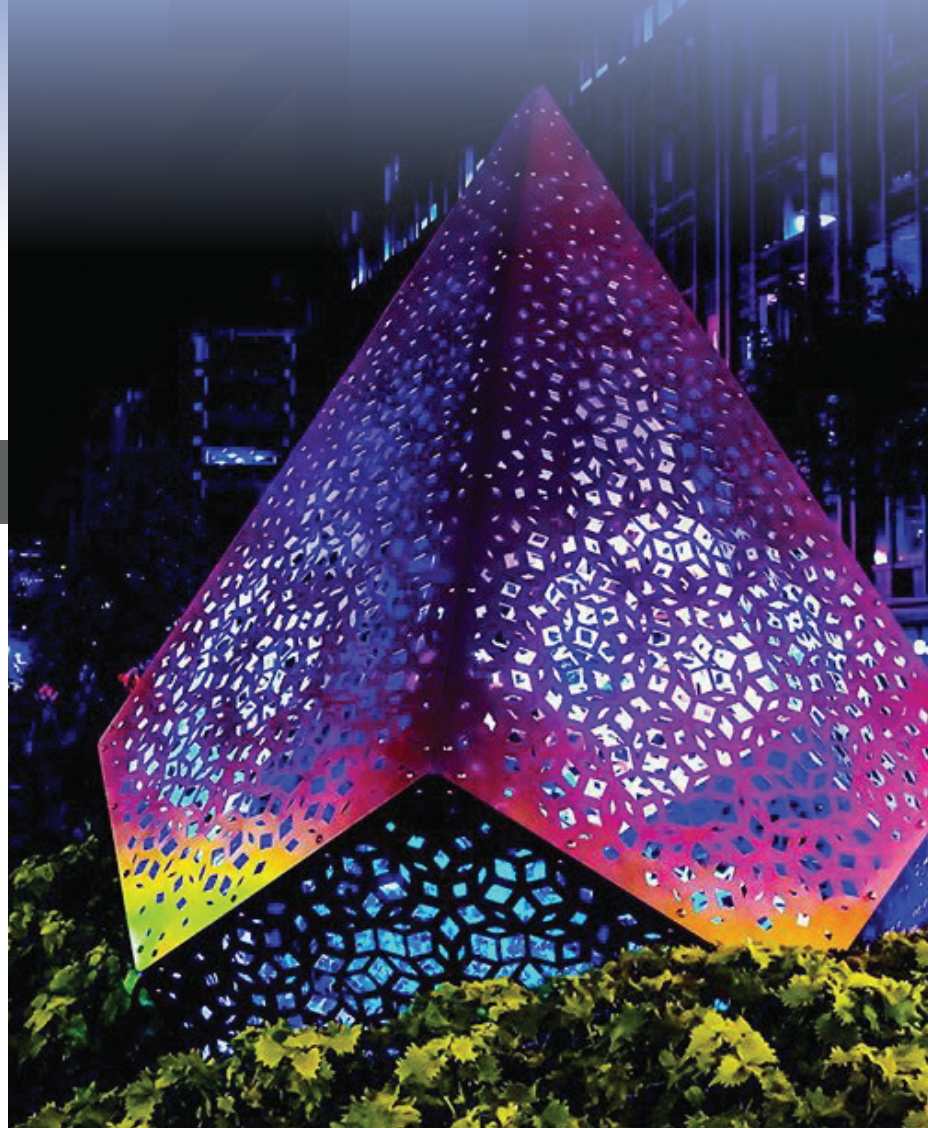


GROW GOLDEN

As a response to the impacts of COVID on the storefront economy, the BID swiftly established the Grow Golden program to activate vacant ground floor spaces. Grow Golden connects selected entrepreneurs, including makers, restaurateurs, and creatives in the DC area with building owners to fill high profile ground floor space in the Golden Triangle. Selected businesses receive multiple months of free rent and favorable terms for extending occupancy. The program focuses on innovative, diverse small and local businesses and has opened six pop-ups. A Grow Golden webinar series offered technical assistance for small business owners in the neighborhood. To date, the pop-ups have included a florist, a local spice shop, a retailer dedicated to local makers of color, an art gallery, a sweet potato cake café, and a Cantonese-Peruvian fast casual restaurant.

STREETS FOR PEOPLE

In 2022, the BID secured more than \$1.4 million in grant funds from the Office of Planning's Streets for People program. The grant allowed the BID to prioritize public space and create cohesive neighborhood-wide projects and events on the streets, sidewalks, and parks. The initiative funds lasting changes that benefit the workers, residents, and visitors in the neighborhood. The Golden Triangle BID used grant funds to purchase new park furnishings including tents, tables, chairs, and parklets that will be installed along the sidewalks. The grant enabled the BID not only to offer more events and activations but also to develop new plans for alternative uses of public spaces.



CONNECTICUT AVENUE OVERLOOK

In late 2022, the BID installed a pocket park on the Connecticut Avenue Overlook. The Golden Triangle BID worked with and received funds from DDOT to close the turnaround lane and create a vibrant and safe space for people to gather. The Overlook features landscaping, a brightly painted ground mural, and seating. In addition to these improvements, the BID used Streets for People funds to bring electrification to the Overlook, which will allow for lighting and a safer space. The BID will also install a light-based sculpture by California-based art collective HYBYCOZO, which was a fan-favorite during the Golden Triangle BID's landmark collaboration with the Renwick Gallery for their Burning Man exhibition.

Top: *Golden Spike* by HYBYCOZO

ACCOMPLISHMENTS: FY 2019 – FY 2023

TRANSFORMATIVE GOALS

LEED PLATINUM CERTIFICATION

In 2019, the BID earned LEED Platinum – the highest level of LEED certification under the U.S. Green Building Council’s (USGBC) *LEED for Communities* rating system. The Golden Triangle is the first business improvement district in the world to be named a LEED-certified community. LEED enables cities, communities, and buildings around the globe to measure and track sustainability, evaluating key metrics that include energy, water, waste, transportation, and human experience. The BID was awarded 97 out of a possible 100 points. The Golden Triangle reached maximum scores in energy, water, and transportation, as well as high-level performance scores in waste and human experience. Additionally, the BID received points for its recycling initiatives, the installation of green infrastructure, homeless outreach program, community events, public art, and placemaking efforts such as Golden Streets and Golden Haiku.





19TH STREET RAIN GARDENS

In 2019, the BID built 11 new rain gardens and ten expanded tree boxes along 19th Street NW. In 2021, the BID added two more rain gardens along 19th Street near Pennsylvania Avenue. These rain gardens include natural granite seating and feature 33 new trees and more than 400 native perennial plants as well as pollinator-friendly plants. The rain gardens can capture and filter up to 48,000 gallons of polluted runoff per storm, reducing the risk of local flooding and helping clean up waterways. The project, which added more than 5,700 square feet of green space lining three full blocks of the most vibrant corridors in the central business district, earned the BID the top award in the planning, design, and infrastructure category from the International Downtown Association in 2020. The BID includes educational content in the rain gardens with custom signage explaining the benefits and function of a rain garden, botanical illustrations, and information about the pollinator-friendly plants.

Vascular Form #10 by Foon Sham

ACCOMPLISHMENTS: FY 2019 – FY 2023

TRANSFORMATIVE GOALS (continued)

DUKE ELLINGTON PARK

The Phase I renovation of Duke Ellington Park included a new stormwater retention system, permeable paving, enhanced landscaping, and seating for park users. Phase II of the project, slated for completion in 2023, includes extending the sidewalk along M Street and realigning the bike lane adjacent to the park.



PENN WEST STREETScape

The Penn West streetscape project builds on the Golden Triangle BID's 2015 West of the White House study, DDOT's Downtown West Transportation Planning 2017 study, and an array of previous planning efforts by the Golden Triangle BID, DDOT, and other agencies. The project transforms this underused corridor, which hosts visitors from around the District, nation, and the world into a space worthy of its iconic location west of the White House. The streetscape features a protected track for cyclists, landscaped medians, rain gardens, larger tree boxes, safer pedestrian crossings, and public art. The construction plans for the project were completed this charter term, and the streetscape improvement project is shovel-ready and budgeted for 2024. Once constructed, Penn Ave West will improve travel for pedestrian, bicycle, and vehicular traffic. The streetscape redesign is the foundation for the Penn West Equity and Innovation District.





INNOVATION DISTRICT

Partnering with the Office of the Deputy Mayor for Planning and Economic Development (DMPED) and the George Washington University (GW), the BID led the creation of the Penn West Equity and Innovation District (Penn West) to drive a tech ecosystem in DC. Penn West will be a hub for entrepreneurialism, research, workforce development, and collaboration. It will capitalize on the existing strengths of DC, including the diverse population, a highly educated workforce, and the presence of global organizations and agencies.

In May 2022, the BID secured a \$2 million grant from DMPED to catalyze Penn West. Achieving a significant milestone in September 2022, the Golden Triangle welcomed Techstars and its DC accelerator program's inaugural class. This achievement demonstrates a huge investment in the local ecosystem, with Techstars planning to bring in at least 30 startups annually through its intensive tech mentorship network. Penn West is continuing to gain momentum through tech events and sponsorships as the BID helps transform DC into a global destination for uniting digital technology with public policy, equity, and social impact. Future plans include working with local developers to accommodate the changing needs of the tech community.



THE NEXT FIVE YEARS: GOALS, OBJECTIVES, AND STRATEGIES

In July 2022, the Golden Triangle Board of Directors adopted an updated strategic plan (see Figure 3) to set an agenda for the next charter term through FY 2028. The plan was developed through a year-long process based on significant stakeholder input that included one-on-one meetings, small group roundtables, on-site walkabout meetings, a community-wide online survey, and a series of meetings with the BID Board of Directors.

The timing of the strategic plan offered the opportunity to evaluate and adapt to global trends accelerated by the pandemic. For example, the widespread adoption of teleworking and remote work has the potential to broadly impact the Golden Triangle and Washington, DC as a whole.

The plan builds on the BID's significant efforts around COVID response and recovery over the last two years. As Figure 3 illustrates, the new strategic plan builds on the Core-Vibrancy-Transformative framework established in 2010 that has served the BID well. It reaffirms the BID's core programs, while refreshing its vibrancy initiatives, and reimagining and growing its transformative efforts.

STRATEGIC PLAN



GOLDEN TRIANGLE

TRANSFORMATIVE GOALS

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

VIBRANCY GOALS

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

CORE GOALS

Continue functions fundamental to the BID's core mission

GUIDING PRINCIPLES

Elements infused across all goals

ATTRACTING INVESTMENT

VITAL MIXED-USE NEIGHBORHOOD

ADVANCING MAJOR CAPITAL PROJECTS

DYNAMIC STOREFRONTS

PROGRAMMING & ACTIVATION

PLACEMAKING

PUBLIC SPACES

AMBASSADOR PROGRAM

MEMBER SERVICES

SAFE, SECURE, & PREPARED

DIVERSITY & INCLUSION • SUSTAINABILITY • INNOVATION

Figure 3: Strategic Plan Goals, FY 2024 - FY 2028

THE NEXT FIVE YEARS

CORE GOALS

Core goals in the BID's new strategic plan are the activities and programs that are fundamental to the BID's core mission. During the outreach process, stakeholders made sure to point out that ensuring a clean and safe Golden Triangle remains a priority, and that, without this, none of the more ambitious goals will come to fruition. The core goals are especially critical in the near-term as COVID recovery continues and the Golden Triangle repositions for the future.

CORE GOAL: public spaces

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.*

The BID has always been attentive to function, appearance, and beauty in the public realm. In the next charter term, the BID will continue to maintain and manage beautiful, colorful landscaping that pops, while further expanding efficiency and connections to sustainability and nature by planting perennials in most areas. The BID will continue to maintain its Gold Standard for the many other items found in public spaces throughout the BID.

PUBLIC SPACES OBJECTIVE 1:

Continue to provide beautification and landscaping – to bring greenspace, color, and intrigue to the neighborhood.

PUBLIC SPACES OBJECTIVE 2:

Create better connections to nature and wildlife throughout the neighborhood.

PUBLIC SPACES OBJECTIVE 3:

Proactively assess and plan for maintenance obligations related to capital projects and public space improvements.

PUBLIC SPACES OBJECTIVE 4:

Educate, encourage, and inform private property and business owners to expand their understanding, engagement, and responsibility for maintaining public spaces adjacent to their properties.

PUBLIC SPACES OBJECTIVE 5: Right-sizing/feasibility of maintenance obligations relative to projects/budgets.



THE NEXT FIVE YEARS

CORE GOAL:

ambassador program

Goal Statement: *Strive for continuous improvement in every aspect of the Golden Triangle Ambassador program and performance; develop effective methods for monitoring and measuring performance improvements.*

“Be brilliant at the basics” has been a long-standing motto for the BID and the Ambassador program. The BID will continue to focus on maintaining the Gold Standard for BID sidewalks and parks to ensure that everything on the street, from trashcans to bike racks and traffic control boxes, is well-maintained and sparkles. The BID will also continue to improve efficiency and sustainability practices within its Ambassador program—strategically matching the on-street deployment of staff and resources with fluctuating foot traffic levels.

AMBASSADOR PROGRAM OBJECTIVE 1:

Focus the Ambassador program on maintaining the Gold Standard for all elements of operations.

AMBASSADOR PROGRAM OBJECTIVE 2:

Be brilliant at the basics. Maintain park and street fixtures to the Gold Standard.

AMBASSADOR PROGRAM OBJECTIVE 3:

Improve efficiency and sustainability, and enhance the overall Gold Standard quality of service.

AMBASSADOR PROGRAM OBJECTIVE 4:

Strategically match the deployment of resources to the on-street demand, budget, work plan demands, and organizational goals.





CORE GOAL:

member services

Goal Statement: *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.*

The BID excels at providing extraordinary service and getting things done for members. That philosophy will continue through the next charter term. The BID team serves as expert problem solvers and government agency connectors with an eye toward creative solutions that make the District and the neighborhood better as a whole. Members can rely on the BID to help navigate challenges related to construction activity, public utility work, permitting, trash management, alley conditions, street signage, traffic management, rodent control, and more.

MEMBER SERVICES OBJECTIVE 1:

Provide members with up-to-date information on BID services, District initiatives, and “must-know” information through a variety of methods.

MEMBER SERVICES OBJECTIVE 2:

Serve as a conduit between members and District government agencies to help expedite solutions to complex problems.

MEMBER SERVICES OBJECTIVE 3:

Broaden the reach and depth of connection with Golden Triangle stakeholders, and District Government, and continue to deepen the connection with the BID’s membership base.

MEMBER SERVICES OBJECTIVE 4:

Gauge, study, and track member interactions, member satisfaction and effectiveness of programming, and communication.



CORE GOAL:

safe, secure, and prepared

Goal Statement: *Improve the safety, security, and preparedness of all those working in, living in, and visiting the Golden Triangle.*

The BID's nationally recognized emergency preparedness program will adapt to the changing threat environment and provide training opportunities and resources to property owners, managers, and tenants with the goal of enhancing neighborhood preparedness. The BID will continue to be on the forefront of sharing incident information and facilitating coordination between members and public safety agencies. Investments in IT infrastructure, equipment, and systems will enable the BID to complete mission essential functions securely and resiliently. Moreover, the BID will refine its Homeless Outreach program to meet new and changing demands, while working with elected officials, government agencies and nonprofit partners to make housing connections for individuals in the neighborhood using a housing first model.

SAFE, SECURE, AND PREPARED OBJECTIVE 1:

Grow the BID's emergency preparedness program to ensure it remains a national "best practice" and adapts to evolving challenges.

SAFE, SECURE, AND PREPARED OBJECTIVE 2:

Continue internal preparedness and IT efforts to ensure the BID is resilient, prepared, and able to respond.

SAFE, SECURE, AND PREPARED OBJECTIVE 3:

Strengthen partnerships and coordination to improve preparedness and response efforts.

SAFE, SECURE, AND PREPARED OBJECTIVE 4:

Ensure the continued success of the Homeless Outreach program and ensure the program is prepared to meet new challenges.

SAFE, SECURE, AND PREPARED OBJECTIVE 5:

Problem-solve challenges faced by surrounding properties, businesses, and visitors resonating from the BID's nightlife economy.

THE NEXT FIVE YEARS

VIBRANCY GOALS

The Vibrancy Goals build on the strong foundation of the BID's Core Goals. These goals focus on the neighborhood's economic recovery and directly address the impacts of remote work, rising vacancy rates, and decreased foot traffic in the central business district. Vibrancy efforts will make the Golden Triangle a fun and beautiful destination that encourages people to visit and linger.

VIBRANCY GOAL: dynamic storefronts

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.*

Retail in the Golden Triangle, like in business districts nationwide, has been battered by the challenges of COVID and its aftermath. Rebuilding storefront spaces, retail, and restaurants will be a priority following the pandemic and throughout the next charter term. The ground floor economy can flourish with diverse dining, shopping, culture, and entertainment options. BID staff will work with property owners to identify opportunities for new ground floor concepts that broaden the neighborhood's offerings and serve as amenities for tenants.

DYNAMIC STOREFRONTS OBJECTIVE 1:

Fill vacant storefronts with varied forms of temporary and pop-up activations.

DYNAMIC STOREFRONTS OBJECTIVE 2:

Integrate arts and culture as both an interim and permanent solution throughout the neighborhood's ground floors, including lobbies.

DYNAMIC STOREFRONTS OBJECTIVE 3:

Work with property owners to identify opportunities to accommodate new retail and restaurant concepts that broaden the neighborhood's offerings.



THE NEXT FIVE YEARS

VIBRANCY GOAL: programming & activation

Goal Statement: *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.*

During outreach for the BID's new strategic plan, stakeholders expressed a desire to make the Golden Triangle a more fun place to be. More than ever, workers have a choice in where they want to work on a daily basis. The Golden Triangle must be "commute-worthy" for these workers and offer vibrant public spaces for people to enjoy before, during, and after work.

PROGRAMMING & ACTIVATION OBJECTIVE 1:

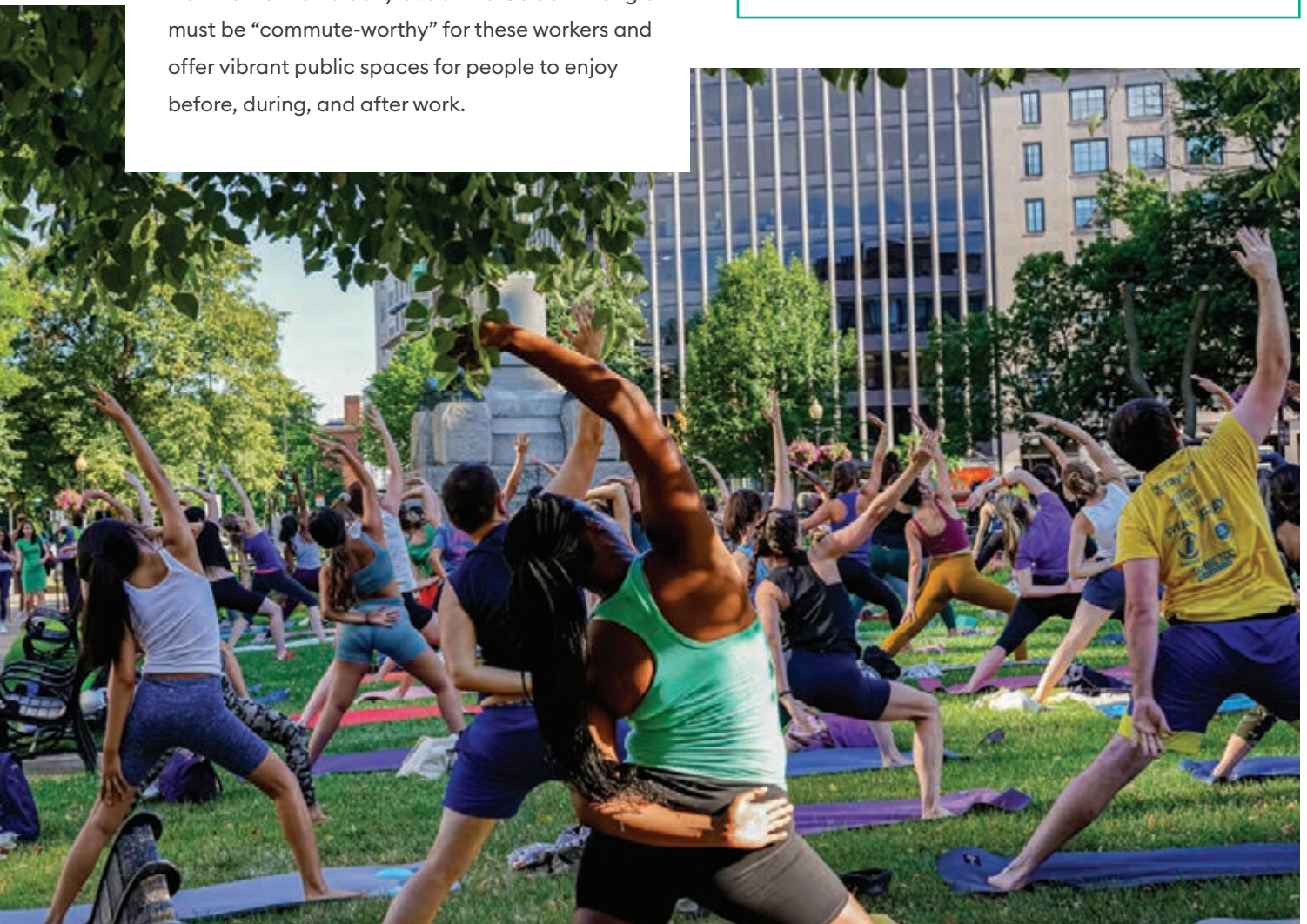
Continue to program Farragut Square on an ongoing basis, building on its strength as the Golden Triangle's signature public space and a magnet for employees, residents, and visitors alike.

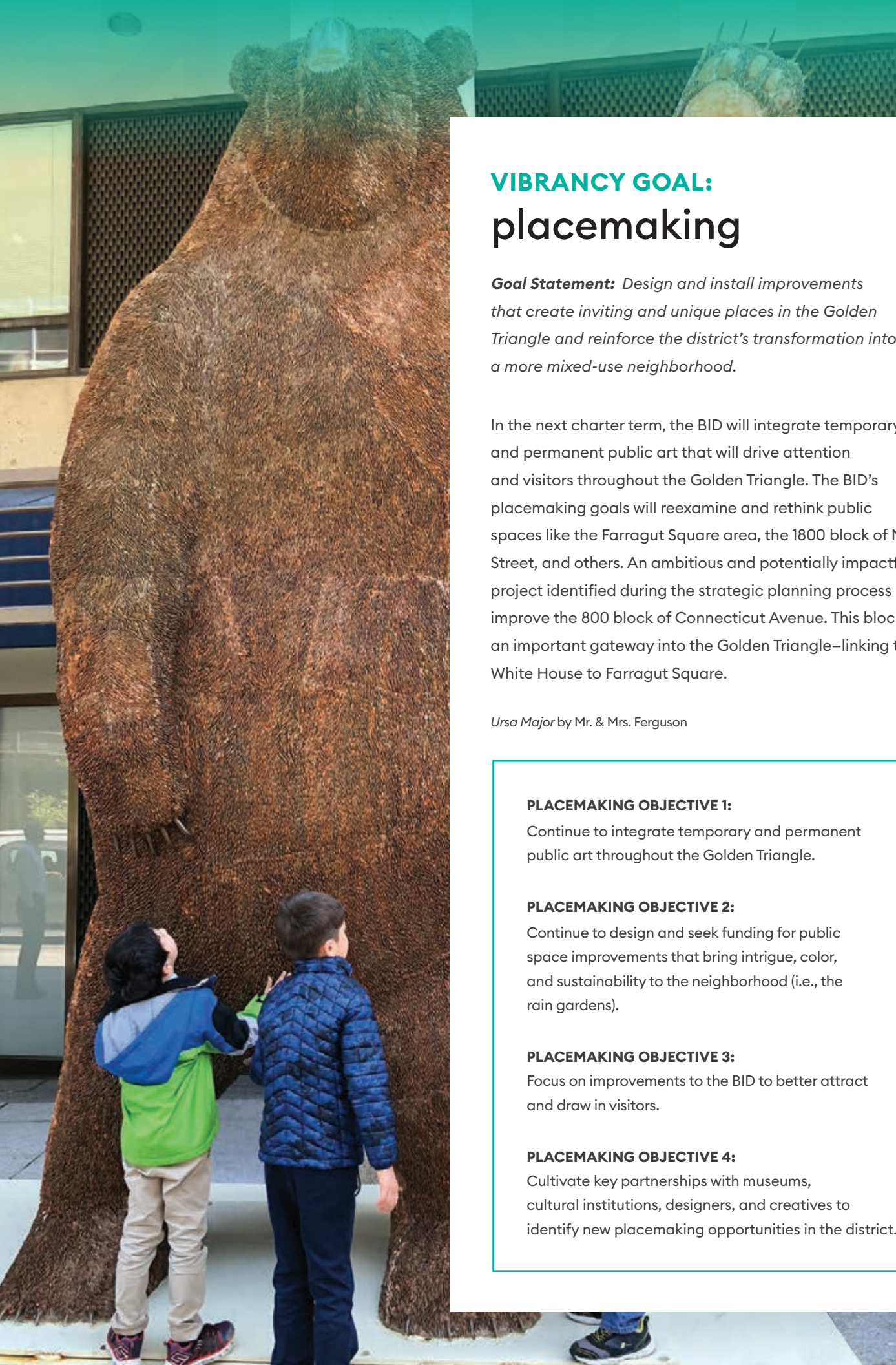
PROGRAMMING & ACTIVATION OBJECTIVE 2:

Continue to find new ways to activate the neighborhood's other green spaces and pocket parks.

PROGRAMMING & ACTIVATION OBJECTIVE 3:

Bring whimsical and interactive elements to soften the Golden Triangle's identity (i.e., Golden Haiku).





VIBRANCY GOAL: placemaking

Goal Statement: *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.*

In the next charter term, the BID will integrate temporary and permanent public art that will drive attention and visitors throughout the Golden Triangle. The BID's placemaking goals will reexamine and rethink public spaces like the Farragut Square area, the 1800 block of M Street, and others. An ambitious and potentially impactful project identified during the strategic planning process is to improve the 800 block of Connecticut Avenue. This block is an important gateway into the Golden Triangle—linking the White House to Farragut Square.

Ursa Major by Mr. & Mrs. Ferguson

PLACEMAKING OBJECTIVE 1:

Continue to integrate temporary and permanent public art throughout the Golden Triangle.

PLACEMAKING OBJECTIVE 2:

Continue to design and seek funding for public space improvements that bring intrigue, color, and sustainability to the neighborhood (i.e., the rain gardens).

PLACEMAKING OBJECTIVE 3:

Focus on improvements to the BID to better attract and draw in visitors.

PLACEMAKING OBJECTIVE 4:

Cultivate key partnerships with museums, cultural institutions, designers, and creatives to identify new placemaking opportunities in the district.

THE NEXT FIVE YEARS

TRANSFORMATIVE GOALS

Transformative goals are an important part of the BID's ambitious agenda and create lasting, structural change in the neighborhood. These goals aim to capitalize on market opportunities while leading a post-COVID evolution of the Golden Triangle into a mixed-use neighborhood. The goals are intentionally broad and cut across BID program and service areas. The following three goals intend to strengthen the Golden Triangle's global relevance by influencing change, offering visionary thought leadership, and providing services that attract investment.

TRANSFORMATIVE GOAL: attracting investment

Goal Statement: *Reaffirm the Golden Triangle as a premier location, while also bringing innovation to the district to diversify its office sector economy.*

The BID will continue its work to provide market information, connect stakeholders, support business retention and attraction, and work with key partners to bring the Innovation District to fruition over the next charter term. The BID's efforts will also focus on helping properties rebuild office tenancy post-COVID. The BID's role is critical as urban districts continue to evolve in a rapidly changing work environment accelerated by the pandemic.

ATTRACTING INVESTMENT OBJECTIVE 1:

Work with key partners to implement the Innovation District action plan.

ATTRACTING INVESTMENT OBJECTIVE 2:

Support office retention and attraction efforts, with a focus on broadening the mix of office tenants throughout the BID.

ATTRACTING INVESTMENT OBJECTIVE 3:

Be the go-to source for up-to-date market information and data on the Golden Triangle, and a hub for research on broader trends impacting the neighborhood.

ATTRACTING INVESTMENT OBJECTIVE 4:

Broaden the reach and depth of connection with Golden Triangle stakeholders, District Government, and other partners.

Big Idea CONNECTpreneur



THE NEXT FIVE YEARS

TRANSFORMATIVE GOAL:

vital mixed-use neighborhood

Goal Statement: *Influence and advocate for changes that make a more livable neighborhood, as a greater number of people start to call the Golden Triangle home.*

COVID illustrated the value of mixed-use neighborhoods throughout the country. The Golden Triangle has been an office-dominated district for decades. There are 34 million square feet of commercial office space and only 36 housing units in the neighborhood. The top priority improvement for the Golden Triangle in the next charter term, as identified by stakeholders during outreach for the BID's new strategic plan, is to transform the neighborhood into a more mixed-use district. While office remains a major part of the Golden Triangle's future, having a better balance of uses will strengthen the office product and the neighborhood as a whole.



VITAL MIXED-USE

NEIGHBORHOOD OBJECTIVE 1:

Encourage mixed use development that includes residential and cultural uses; advocate for policies and incentives that will support conversion projects.

VITAL MIXED-USE

NEIGHBORHOOD OBJECTIVE 2:

Elevate the nightlife experience to ensure a vibrant nighttime economy that is welcoming to a diverse array of visitors.

VITAL MIXED-USE

NEIGHBORHOOD OBJECTIVE 3:

Explore mobility and parking solutions that support the neighborhood's vitality as it transforms.





TRANSFORMATIVE GOAL:

advancing major capital projects

Goal Statement: *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.*

Pennsylvania Avenue west of the White House serves as a global connector between DC and the rest of the world. The Penn West streetscape project will transform this iconic corridor into a cohesive and green area that exemplifies vibrancy, encourages activations, and improves the transit experience for pedestrians and bicyclists. The project is shovel-ready, with designs complete and funding in place for FY 2024. As part of its transformative goals, the BID will bring forward more capital projects like Penn Ave West, such as spearheading resident-friendly improvements, redesigning the Farragut Square area to attract tourists, and catalyzing the Penn West Equity and Innovation District.

ADVANCING MAJOR CAPITAL PROJECTS OBJECTIVE 1:

Work with partners to implement the new vision for Penn Ave West.

ADVANCING MAJOR CAPITAL PROJECTS OBJECTIVE 2:

Work with property owners, local agencies, and other partners to optimize the K Street project.

ADVANCING MAJOR CAPITAL PROJECTS OBJECTIVE 3:

Capitalize on new opportunities like residential conversions, and leverage a changing environment.



FUNDING THE VISION

For more than 20 years, the BID has been providing essential services and enlivening the Golden Triangle. BID-led transformations like the Connecticut Avenue median, 19th Street rain gardens, Duke Ellington Park, Connecticut Avenue Overlook, and Pennsylvania Avenue pocket park have created lasting change that continues to brighten the neighborhood.

Moving forward, the BID will be more critical than ever as the Golden Triangle and all of DC navigate a post-pandemic transition.

Central business districts (CBDs) throughout the U.S. are confronting extraordinary change. COVID caused many companies to rethink their space needs and proved the effectiveness of telework and remote work, leading many organizations to adopt a hybrid workweek. Consequently, office and retail vacancy rates have increased in CBDs across the country, and reduced foot traffic has made retail and restaurant retention challenging. Furthermore, perceived and real issues around cleanliness, crime, and homelessness have increased in downtowns nationwide.

During the next five years, the BID's essential core services like cleaning, homeless outreach, and public safety will remain a principal focus. While dealing with immediate day-to-day needs, the BID will also lead a bold and ambitious agenda that reimagines a new and innovative CBD. By hosting varied and creative public events, activating the Farragut Square area, and revitalizing Pennsylvania Avenue west of the White House, the BID will continue to attract more people downtown and energize the Golden Triangle. An emphasis on expanded economic development will help bring the new vision of the neighborhood to life.

Successfully nurturing the growth of the Penn West Equity and Innovation District will invigorate the downtown core and support workforce development by bringing new jobs, equitable training opportunities, and diverse, innovative companies to the neighborhood.

Financial Stewardship

The BID has been mindful of the global financial situation and extremely diligent in the current charter term to effectively manage costs. Since the onset of COVID, the BID intensified its efforts to reduce costs, match services to demand, bring in revenue via grants, and prudently absorb additional costs into the existing BID budget. The BID has not increased its rates since 2018.

Moving into the next charter term, the BID's operating budget will absorb most new strategic plan costs, scale back on discretionary expenses, and leverage grant revenue. Still, historic inflation levels have been driving up nondiscretionary costs, including contract and staff labor, materials, equipment, and insurance. Even with cost containment efforts, financial planning for the next charter term must balance the effects of macro-economic trends, the pandemic, and unique aspects of the BID's assessment structure.

Expenses

Each year more than 60 percent of the BID's expenses continue to be related to providing essential services on the street. Ambassador, Public Space, and Safety and IT Continuity programs support cleaning, landscaping, repair, emergency preparedness, and other indispensable activities that serve the public interest. A commitment to quality and a focus on the future are guiding expenditures.

The chart below (Figure 4) shows the year-to-year projected expenses in the major programs, reflecting impacts of inflation and contractual obligations.

FY 2024 - FY 2028 Projected Expenses					
	FY24	FY25	FY26	FY27	FY28
Ambassador Program	2,517,206	2,667,292	2,726,627	2,893,323	3,031,206
Public Space Program	1,576,216	1,458,374	2,015,767	1,787,530	1,923,088
Safety and IT Continuity Program	782,703	818,625	856,246	895,649	936,920
Administration	1,307,762	1,365,280	1,425,421	1,488,306	1,554,066
Economic Development	784,100	824,556	866,575	900,216	935,249
Innovation District	50,000	173,355	182,023	191,124	200,680
Communications	434,096	452,814	472,378	492,828	514,206
Activations	301,175	312,879	325,067	337,761	350,983
TOTAL	7,755,282	8,075,200	8,872,130	8,988,764	9,448,426

Figure 4

Revenues

The BID's operations rely on multiple revenue sources. Revenue primarily comes from BID member assessments collected by the District semi-annually. The BID also pursues additional funding such as grants for public art initiatives—with some funding coming through the BID's 501(c)(3) non-profit affiliate, which was established in 2017 to help diversify revenue and open new funding channels. Most recently, the BID secured an additional \$3 million+ in stimulus funding, which includes a grant from DC's Office of Planning to offset costs related to public space activation and a DMPED grant to catalyze the Penn West Equity and Innovation District. The BID has also been successful in defraying some public space maintenance and improvement costs through an annual Reimbursable Maintenance Agreement (RMA) process with the District Department of Transportation (DDOT). Grant and other non-member revenues typically support vibrancy and transformational projects.

Member revenues chiefly support ongoing nondiscretionary operations. The Golden Triangle funding formula, codified by DC legislation, shows that member revenue grows only if BID rates or square footage increase [See Figure 5]. Since the Golden Triangle is a mature and built-out district where square footage is stagnant, a rate increase is necessary to increase revenue.



Currently, commercial properties pay 17 cents per square foot of net rentable building area (RBA). Hotels pay 14 cents per square foot based on 90 percent of gross building area (GBA). Residential properties pay \$120 per unit, an obsolete rate based on a DowntownDC BID rate set more than a decade ago.

If the current rate and square footage in the Golden Triangle remain constant, inflation will drive a massive gap between expenses and revenues.

Forecasting Approach and Limitations

While creating this business plan, the BID projected revenues and expenses over six years to forecast financials through FY 2028. The BID's forecasting model uses a conservative approach and accounts for available, confirmed information whenever possible. When necessary, the BID made modest estimates for uncertain, inevitable factors like inflation, which is modeled at a three percent annual increase over the term.

It is worth noting that this approach yields several forecasting limitations. For example, inflation may rise more than three percent any year. If inflation goes higher early in the charter term, there would be a greater impact on BID expenses due to compounding throughout the term.

Another consideration is mixed-use development, an alternative to office space that is being considered by CBDs across the country. While two residential conversions have been announced in the Golden Triangle, more conversions are likely over the next six years. Typically, a conversion increases amenity space and adapts floor plates to create additional window lines, resulting in a net loss of assessable square footage. Since the impact of a residential conversion is building-specific, the BID is unable to predict revenue loss of unannounced conversions over the next six years.

In addition, the BID's forecasting model does not account for potential building tear downs for reconstruction. When a building is torn down, the property is assessed only on land square footage. Depending on building size, a tear down can drastically reduce a property's tax assessment and measurably decrease the BID's revenue, generally for two to three years.



Rate Changes

Numerous financial pressures like inflation and rising wages have a significant impact on the BID's budget. Cashflow predictions indicate that, without a rate increase, the BID would end FY 2028 with a negative fund balance of more than \$5 million.

During COVID, the BID scaled back on many operations and correlating budget items due to the lack of foot traffic in the Golden Triangle. By responsively matching service to demand, the BID was able to avoid exercising permitted three percent annual increases throughout the current charter term.

As the BID looks ahead, core services provide an expected and necessary foundation to support the bold and ambitious agenda set for the Golden Triangle. The BID is eager and prepared to continue its vital work, achieve the important objectives outlined in this business plan, and competitively position the Golden Triangle for a prosperous future. The Golden Triangle BID Board of Directors voted for rate increases for the next charter term.

Commercial and hotel: Commercial and hotel rates will increase by two cents per rentable square foot in FY 2024. This equates to a \$2,000 increase for a 100,000 square-foot property. A tenant occupying 10,000 square feet will see an increase of \$200 annually. An average commercial building in the Golden Triangle is approximately 134,000 square-feet and will be assessed an additional \$2,680 annually.

Residential: The residential rate will increase to \$163/unit in FY 2024. This equates to an additional \$43 per unit annually (or \$3.58 monthly).

Boundary Changes For The New Charter Term

There are no BID boundary adjustments being recommended for this charter term. The BID evaluated possible expansions and determined they were not feasible. Opportunities for expansion will continue to be monitored moving forward.



HIGHLIGHTS DURING THE CURRENT CHARTER TERM



DUKE ELLINGTON PARK RENOVATION – PHASE I

Led a park renovation, funded by the DC Department of Energy and Environment, and including a rain garden, a rainwater harvesting system, permeable pavers, and an underground cistern



ICE BOX CHALLENGE

Hosted the Ice Box Challenge, a unique public science experiment that explored how 1,800 pounds of ice fared in two separate structures—one constructed of high-efficiency building materials



GOLDEN TRIANGLE CHARITABLE CORPORATION

Established the Golden Triangle Charitable Corporation (GTCC), a 501(c)(3), to drive and support initiatives that positively impact the nation's capital



STANLEY CUP

Brought the Stanley Cup into Farragut Square for a surprise appearance during a crowded Farragut Friday lunch period to celebrate the Washington Capitals championship

2018

BURNING MAN ART

Embarked on a leading-edge collaboration with the Smithsonian American Art Museum's Renwick Gallery to bring six large-scale artworks – like XOXO by Laura Kimpton with Jeff Schomberg – to the neighborhood's streets and parks





AXIS MUNDI

Installed *Axis Mundi* by Kate Raudenbush on the Connecticut Avenue median as a symbol of lines connecting our community



HURRAH! ART

Launched an international art program in Murrow Park through a partnership with the Embassy of the Republic of Poland, showcasing an urban musical instrument created by a team of Polish and American designers led by Karol Murlak

ADDITIONAL RAIN GARDENS

Created 11 new rain gardens and 10 expanded tree boxes between K and M Streets along 19th Street NW, adding more than 4,500 square feet of green space



SMITHSONIAN GARDENS COLLABORATION

Partnered with Smithsonian Gardens to present pollinator habitats alongside the annual tree box landscaping competition, Golden Streets



2019

2020 →



LEED CERTIFICATION

Became the first LEED-certified BID, earning LEED Platinum—the highest level of LEED certification—under the U.S. Green Building Council's (USGBC) LEED for Communities rating system



ART SCULPTURES BY FOON SHAM

Added four new permanent sculptures from local artist Foon Sham to the 19th Street rain gardens



HIGHLIGHTS DURING THE CURRENT CHARTER TERM

CONTINUED



COVID RESPONSE

Hosted educational webinars for BID members to keep informed of new best practices during COVID

Adorned vacant ground floor retail spaces with vibrant WINDOWS artwork

Provided PPE care packages to businesses authorized to open in Phase One of ReOpen DC

FLU SHOT CLINICS

Hosted a series of flu shot clinics outdoors at Farragut Square in partnership with CVS Health, DC Health, DDOT, and NPS



MONUMENT AND MARKER

Partnered with the Smithsonian to bring *Monument* by Maren Hassinger, and *Marker*, by Rania Hassan, to Connecticut Avenue NW

INSTALLED 500TH BIKE RACK

Celebrated the installation of the 500th bike rack through the BID's partnership with the District Department of Transportation



← 2019 **2020**

2021



SMALL BUSINESS ONLINE

Helped small, local Golden Triangle businesses improve or launch their online sales and digital marketing programs

COMMUNITY PREPAREDNESS AND RECOVERY

Served as a conduit to share real-time information, such as street closures, to help keep the community safe; and worked with the city to remove debris and to ensure repairs of broken windows and infrastructure after protests



LOVE HATE

Hosted the US debut of *LOVE HATE* – a large sculpture by German artist Mia Florentine Weiss – that was temporarily installed in Farragut Square



VISION FOR THE FUTURE

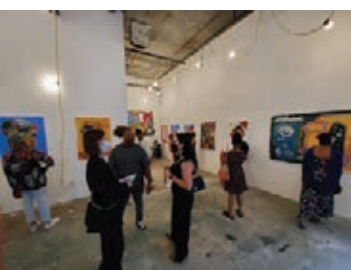
Reimagined the future of the District's commercial core and collaborated with stakeholders to advance the new vision

SOCIAL SPACES

Added art-designed seating to create safe outdoor gathering spaces for the community to connect: *MERIDIAN* by Cheryl Wing-Zi Wong; *Common Ground* by Risa Puno; and *Circula* by Tomek Rygalik

STREETS FOR PEOPLE GRANT

Activated and enlivened streets, sidewalks, and parks after securing more than \$1 million in funding from the District Office of Planning



GROW GOLDEN

Launched a pop-up retail program to bring vibrant, small, and local businesses to fill vacant ground floor spaces and attract foot traffic



WELCOME BACK

Conducted a multi-month Welcome Back campaign to encourage visitors and workers to return to the Golden Triangle

PENN WEST EQUITY AND INNOVATION DISTRICT

Secured a \$2 million DMPED grant to catalyze Penn West and build a tech ecosystem in DC



GLDN+ BRANDING

Rebranded outdoor programming with a fresh and bright visual identity that promotes the BID's welcoming, fun, and inclusive initiatives



2022

COVID VACCINES/ FLU SHOTS

Facilitated community access to critical healthcare services for a second year by providing outdoor flu shots and COVID vaccines in Farragut Square



CONNECTICUT AVENUE OVERLOOK

Transformed concrete into a pocket park on the Connecticut Avenue Overlook that features landscaping, bright paint, art, and seating



GOLDEN HAIKU

Reached a record number of submitters—representing 71 countries—in the BID's internationally recognized, annual haiku contest

CONCLUSION

The end of the current charter term marks 25 years of the Golden Triangle BID serving its members, community, and visitors in the nation's capital.

The BID is extremely proud to have continually upheld essential services and spearheaded tremendous positive change over this period. During the current charter term, as the neighborhood was hit hard by the impacts of the pandemic, the BID proved to be an agile leader—sustaining core services like cleaning, safety, and homeless outreach, while also steadily supporting neighborhood recovery. The BID looks forward to continuing that service into the future. In the next charter term, the BID is committed to providing fundamental services, creating vibrant activities and places, and leading a transformational reimagining of the central business district in the post-COVID era.

The Golden Triangle BID is uniquely situated for a bright future of continuing to be the DC region's premier business location, while expanding to become a premier mixed-use location. Assets that have made the neighborhood great in the past—like the neighborhood's central location, unparalleled transportation access, dynamic public spaces, cultural and entertainment venues, and adjacency to key locations like The White House and The George Washington University—will continue to set a solid foundation for the Golden Triangle's future.

The BID appreciates the existing and future support of its many partners, including District government agencies, federal government agencies, ANCs, building owners, property managers, retail and restaurant owners, workers, and residents. The Golden Triangle BID Board of Directors and staff respectfully request renewal of the BID's charter for the term beginning October 1, 2023, and ending September 30, 2028.

APPENDIX

Golden Triangle BID Board Of Directors

Executive Committee

President

Kathryn Clement
JBG Smith

Vice President

James E. Brawner
Brawner Management LLC

Secretary

Eric Posner
The Tower Companies

Treasurer

John Sikaitis
Avison Young

Member

Scott Mead
Lerner Corporation

Member

Sean Warfield
Tishman Speyer

Board

Nicolas Beliard
The Hay Adams

Owen Billman
Blake Real Estate

Amy Bowser
JLL

David Bueno
The Jefferson Hotel

Oliver Carr
Carr Properties

Gary Cohen
Willco

Ben Comm
Cushman and Wakefield

Jen Correale
Brookfield Properties

Bill Feeks
Rockrose Development

Anuj Mehrotra
George Washington University

April Richardson
DC Sweet Potato Cake

James Rich,
Zuckerman Gravely Development, Inc.

Will Rich
Delta Associates, Inc.

David Toney
Akridge

Jeffrey C. Utz
Goulston & Storrs

Hilari Varnadore
U.S. Green Building Council

Justin Waller
U.S. Chamber of Commerce



Common Ground by Risa Puno



GOLDEN TRIANGLE®

goldentriangledc.com

The Golden Triangle BID is a non-profit 501(c)(6) that works to enhance DC's central business district from the White House to Dupont Circle and Black Lives Matter Plaza to New Hampshire Avenue NW.